

2018 – 2019

Annual Report



RAUKAWA

Te Kāwai o Raukawa



Hoturoa



Hotuope



Hotumatapū



Mōtai Tangata Rau



Uetapu



Rakamaomao



Kākati



Tāwhao



Tūrongo = Māhinaarangi



Raukawa







RAUKAWA

Top of Wairere Falls, Kaimai Range, Matamata
– courtesy of Francis Carmine

About Us

Our People, Our Place

Raukawa as a Tainui people are diverse and unique in our relationship to the whenua and our solidarity as an iwi. Our homeland is comprised of four pouwhenua that describe the tribal rohe of Raukawa in the Central North Island. The pouwhenua are Maungatautari, Wharepūhanga, Te Kaokaoroa o Pātetere, and Te Pae o Raukawa.

The Raukawa Settlement Trust (RST) was established in 2009, however the roots of our modern iwi organisation stretch back to 1987 when our people established the Ngāti Raukawa Trust Board. The RST, whose membership includes 16 Raukawa marae,

is a vehicle to advance the collective interests of our members and to ensure that the benefits of our Treaty Settlements are enjoyed by our members now and into the future.

The Raukawa Group is headed by the RST which forms the governance and representational arm of the organisation. The Raukawa Charitable Trust (RCT) forms our social services subsidiary, and commercial investment and growth is undertaken by our company – Raukawa Iwi Development Ltd (RIDL). Learn more about us here: bit.ly/aboutraukawa

Rārangi Upoko

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This report encompasses the annual reports of the RST and the RCT. This report also contains information about our commercial subsidiary, RIDL. As a part of our group reporting responsibility, RIDL's financial results have been consolidated into RST's financial statements, however the full report for RIDL is provided in a separate publication. All reports can be downloaded at: www.raukawa.org.nz

Kaumātua Kaunihera Chairperson's Report



**He hōnore, he korōria ki te Atua
He maungārongo ki te whenua
He whakaaro pai ki ngā tāngata katoa
Kia tau iho ai te manaakitanga o te runga rawa ki
runga ki a Kīngi Tūheitia me te whare o te Kāhui
Ariki nui tonu. Rire, rire, hau! Paimārire!**

**Kua tō te rā ki tētehi anō tau, ā, kua whai wāhi
anō hoki ngā koroua, ngā kuia o te kaunihera
kaumātua ki te mahi ngātahi ki ō tātou taratī me
ā tātou kaimahi ki te hāpai i ngā tikanga o
Raukawa. He rite tonu tā rātou whai wāhi mai
i roto i ngā mahi o te poari, ā, ko ngā mihi a te
iwi me ngā kaimahi ki ēnei kaumātua he utu
whakahōnore tonu i a rātou, mō tō rātou kaha ki
te whakaheke werawera.**

*Kua rahi ake te hiahia o ngā rōpū o waho atu i ngā
whakahaere a te poari nei me te hapori tūmatanui
ki te mahi tahi ki te iwi, ki a Raukawa kia pai ake ai
te hononga me te whanaungatanga i waenganui
i a mātou. Mā reira, e kaha kē atu ai te tū a te iwi
tangata whenua nei me te whakakaha anō hoki i ō
rātou mōhiotanga ki ā tātou tikanga.*

*I aratakina, i tautokona hoki ngā taratī e ngā
kaumātua o Raukawa nō roto i te Wānanga
Tikanga, nā te Taraipiunara o Waitangi i whakatū,
i whakahaere, i hāngai ki te kerēme o Wai 85 (I te
whaiwhai tonu te Wairarapa Moana Incorporation i
ngā whenua o Pouakani kia riro i a rātou). E anga
whakamua ana te titiro ki ngā mahi hāpai tikanga
tonu i ngā pōwhiri, ngā kōrero, te karanga, ngā
waiata me ngā karakia hoki hei āwhina i ngā taratī
me ngā kaimahi pukumahi hei ngā tau e heke nei.*

*Kua tino tau te noho a te poari ki te Whare o
Raukawa, ki te wāhi e ū nei ngā kaimahi me ngā
taratī ki te mahi kau noa i ā rātou ake mahi, heoi
e aro ana hoki te Kaunihera Kaumātua ki te
nohonga o Tamariki Ora me Te Tāhuhu o te
Mātauranga ki te whare, me te aha, he kokenga
nui hoki tēnei mō te iwi.*

*Me ngana tonu tātou hei Iwi ki te whakakaha i ō
tātou whānau, hapū, me te iwi nui tonu, nō tātou
e hāpai ake ana i ā tātou tikanga kia ora tonu ai i
runga i ō tātou marae, tatū ake ki a tātou anō me
ō tātou oranga katoa o ia rā. Ko ēnei mahi hāpai
tikanga ehara noa iho i te mahi māmā, engari kē ia
e uaua ake ana i te takahanga o te wā, nō reira, he
nui ngā mahi me tutuki kia ora tonu ai ngā tikanga
i ō tātou ake tūrangawaewae. Me upoko pakaru
te haere e pūkauri tonu ai te ahikā kia haumaru
tonutia ā tātou mokopuna, kia tū pakari ai rātou,
kia tū Raukawa ai rātou.*

Another year has come to a close and once again members of the Kaunihera Kaumātua have worked alongside our trustees and our kaimahi to uphold the tikanga and kawa of Raukawa. They have continued to be actively involved in the mahi of our organisation and the appreciation shown to these kaumātua by iwi members and kaimahi is sound recognition of their contribution.

There is a marked increase in the desire of external agencies and the general public to engage with Raukawa and develop deeper, more meaningful relationships. This presents an opportunity for us to grow our position as tangata whenua and provide a better understanding of tikanga Māori.

Raukawa kaumātua led and supported our trustees during the Tikanga Wānanga which was initiated and held by the Waitangi Tribunal in relation to the Wai 85 Claim (Wairarapa Moana Incorporation seeking resumption of Pouakani lands). We look forward to continuing the appropriate pōwhiri, kōrero, karanga, waiata and karakia for our trustees and hardworking staff for many years to come.

While our organisation is now firmly established within Te Whare o Raukawa, where the kaimahi and trustees continue to go about their important mahi in a quiet, unassuming way, the Kaunihera Kaumātua recognise the occupancy of sections of Oranga Tamariki and Ministry of Education into Te Whare o Raukawa as a positive step forward.

As an iwi we need to continue to strive to strengthen our whānau, hapū and our iwi, while growing and sharing our own knowledge of tikanga Māori so that it can be put into practice on our marae and in our everyday lives. The demands on upholding our traditional practices is becoming extremely challenging and there is much to be done to maintain these within our own tūrangawaewae.

We must work hard to keep the fires burning so that our mokopuna will always feel safe and proud to be Raukawa.



Nā John-Thomas (Hori) Deane
Kaumātua Kaunihera Chairperson





2018–2019 Annual Report

Raukawa Settlement Trust

Raukawa Settlement Trust Chairperson's Report



Mēnā, ka whakawakia mai āpōpō, he aha tōku taonga tuku iho?

Whakakotahihia te aroha e tiritihia ana e tātou mō tetēhi o ngā mea pērā me ngā whenu o te kete whiri.

Mauri ora ki a koutou katoa, ngā marae, ngā hapū, ngā maunga o te whānau whānui o te iwi Raukawa. Nau mai, haere mai.

Mā te korowai o te Ariki e whakakorowaitia koutou katoa.

Kia kaha ki te tiaki me te whakanui i tō tātou Kīngi me ōna uri me te whare o te Kāhui Ariki Paimārire.

E rere atu ana aku kupu whakamihī ki a koutou katoa e te iwi whānui. Tēnā koutou katoa

It is a privilege to introduce the annual report for the Raukawa Group for the 2018-19 financial year, a year of further progress and consistent performance and achievement for our iwi.

As we head into the tenth year since the formation of the RST, it is timely to reflect on the significant progress we have made as an iwi organisation, and I acknowledge the many who have played their

part in ensuring the solid growth and achievement Raukawa has accomplished in our post settlement phase of development.

There are too many to individually acknowledge in this document, many of whom we have sadly farewelled in the years since our formation. The ultimate acknowledgement to all those who helped carry us to this point, but are no longer with us, is to continue the excellent progress and performance that has brought us to where we are today. Progress that has helped ensure a solid platform to nurture and support this and future generations to achieve their cultural, social and economic potential.

As you read through the pages of this year's report you will find the key highlights and achievements across the many business groups and structures that have blossomed in our post settlement phase of iwi development, led by our marae trustees, and our team of kaimahi, and supported by many across our iwi and the communities we share.

It is the strength and skill of our collective parts working toward our shared mission and vision that is the key to our ongoing success as an iwi organisation, and as always I want to thank and acknowledge everyone for the essential part they play in helping us all to continue to grow and progress.

There have been several major achievements this year, too many for me to summarise individually in my report. These matters will be covered off in the following pages.

However, there are some which I will mention, including the Collective River Iwi Ministerial Forum hosted by Raukawa and held in Karāpiro with the Prime Minister Jacinda Ardern supported by key ministers including Minister for Māori Development – Nanaia Mahuta, Minister for the Environment – David Parker and Crown officials in attendance. We also had our individual forum where we again met with the Prime Minister and Minister Mahuta, and were honoured to also have the Labour Deputy Leader – Kelvin Davis and Minister of Conservation – Eugenie Sage present.

The hui were a wonderful opportunity to ensure the voice of our Raukawa people was heard by national political leaders and was informing key policy and matters important for our iwi. It was an opportunity to remind key decision makers of the skills and value that come from working with iwi to support our people and many across our shared communities to achieve their potential.

The hui were very constructive and provided the catalyst to spark ongoing dialogue on a range of kaupapa that are important to our improved wellbeing.

This year we have reported another year of strong financial performance across our organisations. This has been a consistent theme since our formation. This is in no small part due to the clear focus of the various entities across our group. Our commercial company, RIDL for example, has a focus of generating growth and revenue from our assets to help fund our marae and the many social, cultural and environmental areas we are engaged in.

This is a focus, guided by ethical and appropriate investment, which sees our iwi leveraging technically and strategically experienced advisors and governors who are aligned with Raukawa values, the smartest and most focused advice and support, to help guide our decision making, and to protect our assets and financial base so that it remains a powerful tool to help support this and future generations.

I want to take this time to acknowledge the consistent strong performance of our commercial company, RIDL, led by our Chair John Spencer. Earlier this year in a broad ranging assessment of the performance of iwi commercial entities across the motu, RIDL was singled out for its solid and consistent performance, with our commercial company achieving the best return on assets of all iwi commercial entities.

Raukawa has deliberately taken a measured and considered approach to all that we do to ensure we are protecting and growing our asset base to nurture and support this and future generations. We also do not seek out the limelight or promote our achievements too loudly to others. It is not our Raukawa way, however, it is pleasing to compare favourably to other iwi commercial entities across the motu, and for our team to be acknowledged for the excellent work they do, by experts in the field.

Mr Spencer has identified that there are likely headwinds coming in the financial sector which may impact on our performance from time to time, especially in the next few years as markets reach their peaks, however, there has been a focus on

quality and in spreading risk and diversifying across high quality assets which will ensure that over the long term we will continue with solid and consistent results.

The RST Group achieved revenue of \$17.5m, with costs and distributions of \$7.5m resulting in a surplus for the year of \$15.1m. The asset base of our iwi continues to grow from \$101 million to \$174m, capping off another year of economic growth for our iwi.

RCT revenue increased from \$5.9m to \$6.3m, with costs increasing from \$5.9m to \$6.1m, resulting in a surplus of \$194k. It is pleasing to see another year of increased distribution to uri members.

RIDL continue to deliver great results increasing total revenue from \$8.3m to \$17.7m, with costs and distributions of \$3.7m, resulting in a total comprehensive income before taxation of almost \$14m.

I want to take this time also to acknowledge the continued solid performance of our Tumu Whakarae Maria Te Kanawa who has transitioned well from head of corporate services to general manager. Maria continues to nurture and grow a solid team around her, and I want to thank Maria and her team for the amazing mahi they do for our people.

RCT Deputy Chair Kataraina Hodge will cover off some of the many key achievements over the last financial year.

I want to also take the time to acknowledge our Raukawa trustees who provide sound and considered advice to guide the Raukawa waka forward. We are fortunate to have a wide range of talent across our board who are committed to guiding our entities to achieve their potential.

Finally, I want to acknowledge the support and guidance from our kaumātua, and our many iwi members who provide their support and guidance in many ways – from participating in hui, by manning the tea-towels and ovens in the kitchens of our marae, by sitting on the paepae, to nurturing our tamariki, and those in need.

Raukawa are the sum total of all our parts, and I am so grateful for the way we work together to support and nurture each other so that we may lay a powerful foundation for those who are to follow.



Nā Vanessa Eparaima

Raukawa Settlement Trust Chairperson

2019 Grants Distributions

Overview

Grant Type	Budget 2018-19	Actual 2018-19	Proposed 2019-20 Allocation
Marae	\$500,341	\$377,592	\$530,351
Education	\$95,000	\$77,850	\$105,000
Kuia Koroua Wellbeing	\$95,000	\$94,946	\$105,000
Discretionary	\$25,000	\$20,400	\$25,000
Sports ¹	\$10,000	\$0	\$10,000
Total	\$725,341	\$570,788	\$775,351

Marae Grants

Marae	Paid ²
Aotearoa	0
Mōkai (Pakaketaiari)	\$36,406.10
Ongaroto	\$23,001.10
Paparaamu	0
Pikitū	\$46,121.63
Ruapeka	0
Tāpapa	\$59,546.10 ³
Whakaaratamaiti	\$29,820.70
Mangakaretu	\$22,564.53
Ngātira	\$28,096.50
Ōwairaka (Rawhitiroa)	0
Parawera	\$96,195.83 ⁴
Rengarenga	0
Tangata	\$35,839.74
Ūkaipō	0
Whakamārama	0
Total	\$377,592

¹ Sports Grant policy and process approved in FY2019, application rounds start FY2020

² At the time of print, seven (7) marae are yet to complete reporting requirements before allocation of funds.

³ Two (2) years of distributions paid in this financial year.

⁴ Four (4) years of distributions paid in this financial year.

Education Grants

Level of Study	No# Applicants	Paid
Bachelor Degree	59	\$57,000
Postgraduate	3	\$4,500
Masters	4	\$8000
Doctorate	3	\$6000
Diploma	2	\$800
Certificate	1	\$500
Short Course	3	\$1050
Total	75	\$77,850

Kuia and Koroua Wellbing Grants

Type of Relief	Paid
Dental	38
Eye Treatment	36
Firewood	36
General Practioner	106
Hearing Treatment	18
Heating	5
Mobility Equipment	3
Pharmacy Prescriptions	103
Podiatry	9
St. Johns Ambulance	7
X-ray	5
Physio	2
Chiropractor	2
Total	370



Israel Hepi from Pikitū Marae is in the third year of her degree.

Education Grants

Each year the RST allocates over \$700,000 in grants to marae and iwi members. Over \$70,000 was distributed as education grants this year, supporting 75 iwi members in their pursuit of mātauranga. The grants provide support to those undertaking study from short courses all the way through to PhD level study.

Grant recipient Israel Hepi, from Pikitū Marae, is a mother of two who lives in Te Awamutu with her fiancé Mark. She is in the third year of her Bachelor of Primary School Teaching. Upon graduation she aspires to work in the English medium/mainstream primary school sector.

“I hope to nurture the growth and development of our tamariki, and contribute to improving Māori educational success”

For Israel and her whānau the grant she received in 2018 and 2019 has provided not only financial assistance as she studies towards her qualification, but she says that it *“has reconnected us to our whakapapa”*



Donna Deane from Ngātira Marae overlooking Tokoroa.

Kuia and Koroua Wellbeing Grants

To support kuia and koroua to live active, healthy, fulfilling lives, and allow them to continue to contribute to and engage with their communities, the RST provides Kuia and Koroua Wellbeing Grants for iwi members 60 years and over.

Eligible iwi members can apply for up to \$1000 in wellbeing and healthcare related support. The annual grant provides funding support for the cost of wellbeing and healthcare such as eye, dental, hearing, and podiatry treatments, GP visits, pharmacy prescriptions, and mobility equipment. Grants can also extend to heating needs and ambulance fees.

Donna Deane has whakapapa links to Ngātira Marae and Ngāti Ahuru. She is grateful for the support she has received from the Kuia and Koroua Wellbeing Grants. Donna has used the grant to help pay for the firewood she uses to keep her house warm and dry during winter.

“My husband provided all the firewood for the kaumātua and kuia of Ngātira and surrounding whānau, but since his passing I have relied on the Raukawa wellbeing grant. A blessing well received.”

Donna lives an active life, including at her marae. *“The firewood helps to see me through the cold winters we experience in Ngātira”* says Donna. *“Having a warm home means I am able to stay healthy through the winter as well. Thank you Raukawa for helping make this possible.”*

Raukawa makes a strong commitment to give back to our marae and iwi members as we prudently administer our settlement funds.



Parawera Marae located southeast of Te Awamutu.

Marae Grants

Just over \$370,000 was distributed to our Raukawa mandated marae in this financial year. The annual distributions provide our marae with a much needed boost as we all work hard to maintain the ahikā across our rohe.

Situated on the corner of Arapuni Road and Owairaka Valley Road, Parawera Marae originally named Ure Para Wera is located 15 kilometres southeast of Te Awamutu.

December 2018 saw the Parawera Marae community complete mahi on the first stage of a Marae Development Plan with the opening of a new wharekai, Te Waenganuitanga o Te Iwi II, to replace one that no longer met the needs of the marae community. The new facilities are equipped with modern kitchen facilities, double glazed windows and doors throughout, pre-wiring for additional heating, interior sound dampening, as well as new tables and chairs for up to 300 people.

The project faced a number of challenges along the way, including the site of the wharekai straddling the boundary of two different land blocks. This was addressed through the voluntary amalgamation of the two titles via the Māori Land Court.

While the path to the opening started 10 years ago for Trust Chair and Marae Committee Chair Warren McGrath, he has not walked alone, “a project like this is not just about building a new building, it is about bringing the whole whānau together to complete the work and making sure we are best serving their needs”.

The new wharekai will play a key role in events held at the marae by allowing the marae community to focus on growing.







2018–2019 Annual Report

Raukawa Charitable Trust

Raukawa Charitable Trust Deputy Chairperson's Report



Another year has come to an end, the 10th since the establishment of the Raukawa Settlement Trust (RST) and the 9th for the Raukawa Charitable Trust (RCT). This presents an opportunity for us to take stock of the progress and contributions RCT has made to furthering the aspirations and vision of ngā uri o RST, in both the previous year as well as over the last nine.

I would like to take this opportunity to acknowledge not only the RCT trustees of today, but also the contribution of our many trustees over the last nine years. Without their commitment and vision the RCT would not be the organisation that it is today, offering the quality and range of services to ngā uri o RST and

our wider community. The RCT has had a significant, positive impact on the well-being of our iwi and community since its inception.

The 2018-19 financial year has seen all business groups working hard to achieve their goals and targets. The following pages will cover their mahi in greater detail, but I would like to take this opportunity to touch on a few examples.

For the first time we have the Kōuru Whakahaere business group reporting on their own annual plan. Traditionally Kōuru Whakahaere have simply overseen the work of the other business groups, but this year has seen them take an active role in monitoring cross organisational projects and working to ensure there is a flow of knowledge and understanding across the groups.

With the appointment of Maria Te Kanawa to the role of acting Tumu Whakarae then to the permanent position in November 2018 the RCT has a steady hand to guide the waka day to day as we move into our second decade. Maria has over 10 years' experience with Raukawa and over her time with the organisation has developed strong professional relationships with internal and external stakeholders including other group managers, trustees, marae representatives, funders and staff. I look forward to working closely with Maria in the coming years as our organisation continues to strive to fulfil the dreams and aspirations of our people.

The 2018-19 year has been another busy one for Pūtake Taiao, with the team advancing the values and aspirations of Raukawa uri, hapū and marae through a number of resource consent applications, as well as ongoing mahi to ensure that the Waikato Regional Council Healthy Rivers Wai Ora Plan Change¹ gives effect to Te Ture Whaimana and ensures the future wellbeing of the Waikato River. They have also focused on recognising and protecting cultural sites and landscapes of importance to uri, hapū and marae through changes to district planning documents. This is another example of how our mātauranga Raukawa is valued, accessible and utilised.

¹ See page 34 to learn more about the Plan Change

Once again, Kakara Whakareia have been busy delivering services and initiatives that help to revitalise and strengthen Raukawa reo, tikanga and mātauranga throughout our rohe. A highlight for not just the group, but the whole organisation, was the development and release of a series of videos documenting Me Maumahara Tātou – Pūtaka o te Riri commemorative tour that was held in May 2018. The videos were released over a five month period leading up to this year's anniversary of the Battle of Ō-Rākau. The videos have done exceptionally well online, helping to educate iwi members and the broader community about how Raukawa was involved in the New Zealand Wars. Alongside this, the team hosted Te Kura Reo o Raukawa and Te Whare Kōrero o Raukawa, both of which were full to capacity.

For the Tīwai Hauora team the period was focused on continuing to develop and strengthen their relationships with funders and peers. These relationships are key to enabling Tīwai Hauora to deliver high quality services. In addition to this, they have also undertaken research to identify services, needs, gaps and issues for youth throughout the rohe. With the information being used to inform the strategic direction and objectives of their team and the RCT.

Aka Tauwhiro has continued its behind the scenes work ensuring that all the other teams have the support and infrastructure they need to deliver their work. This period is marked by a strong growth in the capability and confidence of different sub teams within this group. Our communications team attended events such as Te Kura Reo o Raukawa, Marae Development Workshops and other wānanga ensuring a range of information is being communicated. In addition to the ongoing development of our staff, Aka Tauwhiro have pushed ahead with the redevelopment and improvement of our information and communications technology (ICT). The team continues to work towards deploying a fit for purpose intranet, tribal register database, Ngā Wāhi Tūturu me ngā Taonga Tuku Iho (Ngā Wāhi Tūturu) database, document management system and policy management framework.

This financial year has once again seen our kaimahi and trustees delivering quality services to our iwi members and the wider community, services that help to improve the health and welfare of our people, our community, and our environment.

I look forward to this continuing next year.



Nā Kataraina Hodge

Raukawa Charitable Trust Deputy Chairperson

Raukawa Executive Office

About us

Kōuru Whakahaere provides leadership, overview and management of operational matters of the RCT, along with advocacy and executive strategic support to the RST and RCT board of trustees.

Strategic Outcomes that we focus on

✓	Strategic Outcome 1	Raukawa uri are actively engaged in events and activities
✓	Strategic Outcome 2	Raukawa te reo Māori and mātauranga is valued, accessible and utilised
✓	Strategic Outcome 3	We are influential at a national, regional and local level
✓	Strategic Outcome 4	We support whānau, hapū, marae and community wellbeing
✓	Strategic Outcome 5	We are professional and effective with infrastructure that supports our delivery
✓	Strategic Outcome 6	Raukawa sustains and improves the environment

Our Metrics¹

	Assigned	Achieved	Outstanding
KPIs	16	12	4
Deliverables	42	37	5

How we focus our efforts over the year⁵

- Strategic Outcome 1 (20%)
- Strategic Outcome 2 (30%)
- Strategic Outcome 3 (30%)
- Strategic Outcome 4 (5%)
- Strategic Outcome 5 (5%)
- Strategic Outcome 6 (10%)



¹ Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome.

² Note that most of these KPI's and deliverables are cross-organisational objectives, which are led by a lead-business group in collaboration with other business groups. The Tumu Whakarae is ultimately responsible for the completion of these indicators but does not necessarily lead the project.

● Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

Strategic Events

Strategic events which assist in the delivery and achievement of RCT strategic outcomes are important. All business groups were responsible for identifying and proactively completing such events. Events that the organisation successfully achieved during this financial year include:

- 2018 Waitangi Commemorations;
- 2018 Me Maumahara Tātou - Pūtake o te Riri commemorative tour;
- 2018 Matariki Celebrations;
- 2018 and 2019 Waikato River Iwi Ministerial Forum; and
- 2018 Raukawa Staff Awards – Ngā Tohu Kaimahi.

This year, 'Raukawatanga' was the focus of our events with thousands of iwi members and members of the broader communities in the Raukawa rohe celebrating 'Being Raukawa' as a result of these highly successful events. The Waitangi Commemorations saw a marked increase in attendance in all the planned activities culminating in over 3000 people attending the massive South Waikato Festival of Cultures. Hundreds of iwi members and students participated in the commemorations of the New Zealand Wars by taking part in the Raukawa Me Maumahara Tātou - Pūtake o te Riri commemorative tour that examined in detail the Raukawa involvement in the New Zealand Wars of the 1800s.

Each event added to the sense of whanaungatanga and kotahitanga felt by iwi members and the wider community. We were particularly pleased this year to include events that took in the different parts of the Raukawa rohe including Wharepūhanga, Putaruru and Matamata, thereby raising the profile of Raukawa in those areas and raising the feeling of connectedness and engagement with our people and stakeholders.

Ngā Tohu Kaimahi 2018

The bi-annual Ngā Tohu Kaimahi awards is about acknowledging and celebrating the dedication, work and achievements of our kaimahi over the previous 18-24 month period. This was held in September 2018 at the South Waikato Sports and Event Centre, Tokoroa. It is also a wonderful event where trustees, kaumātua, kaimahi, stakeholders and partners come together to celebrate.

This event would not be possible without the support and sponsorship from some of our closest partners. There were eight award categories as follows:

Award	Sponsor	Winner
<i>Te Tohu Manawanui</i> Raukawa Values Award	WESTPAC Bank	<i>Thelma Reti</i>
<i>Te Tohu Auaha</i> Innovation Award	SVS Consulting	<i>Sonia Winikerei</i>
<i>Te Tohu Kanohi Kitea</i> Community Engagement Award	Kāhui Legal	<i>April Haika</i>
<i>Te Tohu Manaaki</i> Support Services Brilliance Award	KPMG	<i>Liz Pirato</i>
Te Tohu Pouwhakawhirinaki Unsung Hero Award	GHA Ltd	<i>Jared Kennedy</i>
<i>Te Tohu Arataki</i> Leadership Award	Raukawa and Mercury Partnership	<i>Maria Te Kanawa</i>
<i>Te Tohu Ara Ki Hautū</i> Emerging Leadership Award	Kāhui Legal	<i>Phyllis Tahere</i>
<i>Te Tohu Whakaihuwaka</i> Excellence Award	Te Onewa Consultants	<i>Grant Kettle</i>

● Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

Raukawa Archives and Matāuranga

The Raukawa Cultural Archives and Raukawa Mātauranga strategies were approved by the RST and RCT boards just before the end of the financial year. Both of these strategies will be implemented over the coming financial year. Further detail is provided in the Kakara Whakarei report.

Te Aho Tapu

Over the 2018-19 year, the team, including trustees, have been proactively building relationships and making connections with ministers, senior government officials and the various agencies throughout the spectrum of the justice sector. These include Ministry of Justice, Department of Corrections: Ara Poutama Aotearoa, NZ Police and Oranga Tamariki - Ministry for Children.

Arising out of that engagement is a project that the team is undertaking, termed Te Aho Tapu or 'The Sacred Thread'. Te Aho Tapu is a weaving term given to the main line of thread used in the weaving of korowai that sets the pattern of the weave. In this regard, Te Aho Tapu is symbolic of the core principles that led to the Raukawa successes of today. In a way, this project identifies key behaviours, actions and decisions that we as an iwi developed and implemented over centuries, taking into account the experiences of our kaumātua, governors and iwi members. Each of these experiences have contributed to shaping our iwi and propelling us forward. Te Aho Tapu provides a framework of successful principles that leads to a Raukawa model of care that meets the core aspirations of the iwi.

Our Principal Advisor – Treaty Relations, Nigel Te Hiko, continues to provide the necessary research and analytical expertise to our RST/RCT Chairperson as part of the development of the Te Aho Tapu framework. This work will continue into the next financial year, and play an integral role in RCT's entire operations into the future.

Waitangi Tribunal Inquiry

Our team, along with the Executive Management Team (EMT) maintained a watching brief over the Waitangi Tribunal kaupapa with a specific focus on freshwater and social policy decision making.

Building Relationships

The RST and RCT value the importance of strong relationships with our partners and stakeholders, both new and existing, which are based on our values of Tika (working with integrity), Pono (working towards the vision/genuine intent) and Aroha (compassion and regard to others). These strong relationships have, and will continue to, provided leverage and win-win opportunities for both parties. This deliverable will be ongoing for all business groups, and individual business group reports will identify how they have enhanced these relationships in more detail.

Raukawa Traditional History Book

Work on a traditional history book has recommenced and is progressing towards review and then to publication. Authored by iwi historian Nigel Te Hiko, the book looks to capture the traditional kōrero of the iwi by retelling important historical moments that promotes and re-energises our iwi identity. The book examines the creation of our iwi and subsequent experiences that significantly influenced its development and growth.

Te Tae Whakaea – Raukawa Treaty Settlement Journey

Currently, this work stream is with our project partner, Ministry of Culture and Heritage (MCH). The RCT has completed all aspects of the project that was required on our part; this included video interviews and a comprehensive narrative of the Raukawa Treaty Settlement Journey. In 2018, at the Raukawa Annual General Meeting, we launched the book, “Tae Whakaea – Raukawa Settlement Journey”.

Progress on this project, stalled with MCH being unable to complete the last two stages within the financial year. In June 2019, MCH advised that they would be turning their attention to the Raukawa story but realistically said that they would be unable to complete the Tae Whakaea website by December 2019.

Despite the delays, the RCT have been active in this phase of the project by being a part of the storyboarding, annotating and reviewing process.

● Strategic Outcome 3

We are influential at a national, regional and local level

Strategic Advice

As previously noted, one of the roles of the Principal Advisor – Treaty Relations position is to provide strategic Treaty related support to the RST/RCT Chairperson. This is important as the Chairperson, and the Tumu Whakarae must be apprised of all information to inform their deliberations.

To this end, the team provides strategic support by providing:

- Assessments of other Treaty Settlements;
- A Raukawa context and understanding to discussions;
- Cultural support;
- Well-reasoned advice based upon Raukawa mātauranga and research; and
- Advice on possible strategic solutions.

Central North Island Mana Whenua

In the 2018-19 financial year, the team's involvement in the Central North Island mana whenua space has been very minimal as these discussions have stalled as Central North Island iwi continue to seek clarity of the Adjudication Panel's reports and issues arising from the adjudication of the 9 Kāingaroa blocks which was held in 2014.

Although Raukawa were not awarded an interest in those blocks, we continue to vigilantly maintain a watching brief to ensure that our interests in the wider Central North Island are not negatively impacted upon.

Crown Responsibilities and Overlapping Claims

The team continues to meet with the Crown and other iwi in respect of overlapping claims. In this regard, the team advocates a Raukawa position as neighbouring iwi progress their respective claims towards settlement. In the 2018-19 year the team met with the Crown and the following iwi:

- Ngāti Maniapoto;
- Ngāti Hinerangi; and
- Ngāti Rangitīhi.

Also this year the team participated in support of Ngāti Tūwharetoa at the Select Committee hearing of their claims settlement bill.

Treaty Advocacy

In 2017, the Wairarapa Moana Incorporation lodged an application with the Waitangi Tribunal for return, to them, of land at Mangakino. The team have worked to vociferously oppose that application.

During the 2018-19 year the Waitangi Tribunal began hearing the application and over this time the team has been heavily involved in ensuring that Raukawa views are heard and considered as part of that process.

This has included successfully challenging the Waitangi Tribunal in the High Court when the Waitangi Tribunal initially sought to exclude Raukawa from participating in the hearings. The team has also participated in wānanga held by the Tribunal that focused on the tikanga of redress, and in June 2019 presented evidence and submissions to the Tribunal setting out the Raukawa position. Throughout this we have been assisted by our trustees, kaumātua, and other members of the iwi.

Our participation in this process to date is already ensuring that the Raukawa perspective on the impact of Pouakani land being provided to Ngāti Kahungunu is being heard and acknowledged by the Tribunal and other parties. For example, during wānanga and hearings representatives of the Ngāti Kahungunu ki Wairarapa Tāmaki-nui-a-Rua Settlement Trust have acknowledged the harm done to Raukawa and the need to build a relationship between the iwi.

It may be that, based on those types of acknowledgements, this process could provide Raukawa and Ngāti Kahungunu with a way to heal some of the past hurts. Our team will continue to explore if this is possible, though our priority remains to ensure that no further harm is done to Raukawa and that a Raukawa perspective is reflected in any outcome.

The Tribunal is due to hear closing submissions on this matter towards the end of 2019. A decision from the Tribunal is possible sometime in early/mid 2020.

● Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

Opportunities to Work with Education Providers

Working with education providers is an important opportunity to impact what and how our iwi members achieve their aspirations as well as ensuring more access and connectivity to Raukawa as an iwi.

This deliverable was achieved via several mechanisms throughout the organisation this year. These include, but are not limited to:

- Uri education grants;
- Raukawa mātauranga development and dissemination;
- Ministry of Education (MoE) and Kāhui Ako contracts;
- Inclusion of Raukawa kura in various events and kaupapa;
- Internships; and
- Research projects.

Touchstone

The objective of this project is to enhance the level of connectedness for our iwi members to their Raukawa identity and culture, along with strengthening their connection to their modern iwi organisation.

The redevelopment of the tribal register and the data integrity project have been key elements to the success of this project. With these now being completed, the development of the Touchstone project will continue into the next financial year.

- Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

Information and Communication Technology Infrastructure

Our ICT infrastructure continues to be vital to the success of much of what we do. There has been a massive amount of development and improvement completed this year. These are identified in the Aka Tauwhiro report which is canvassed further in this publication.

Funding Opportunities

Funding identified by our governors and kaimahi, along with the change in Government and various legislation, has brought about an exciting and important season of growth for our services. This will be outlined in more detail in the various business group reports to follow.

- Strategic Outcome 6

Raukawa sustains and improves the environment

Effective Support for Kaimahi

Much work has been done this year to show how we value our kaimahi, including our group managers. The EMT had significant changes this year with a new Tumu Whakarae, new HR Advisor, new Tiwai Hauora Group Manager, and new acting Kakara Whakarei Group Manager. So our new EMT invested time discussing each other's understanding and interpretation of the RCT's strategic outcomes, how EMT would operate, and how it would contribute to the continual improvement in the leadership of the organisation.

Our Wellness Committee, with support of the EMT, has initiated the WorkWell programme, which looks to work with kaimahi to identify areas of focus for workplace wellness. The committee leads important activities which helps improve our kaimahi's mental and physical wellbeing, including raising awareness of being sun smart and breastfeeding in the workplace.

The team also continues to provide support to our Pūtake Taiao team in respect of resource consent hearings. Evidence was provided by the Principal Advisor – Treaty Relations in the Matamata Metal Supplies hearing in relation to the quarry located at Ōkauia in the Kaimai Ranges. In addition, we continue to support the Ngā Wāhi Tūturu project by providing historical context to the places and sites within our database.

This year, the team utilised the Ngā Wāhi Tūturu naming protocols to name two new streets within the South Waikato district. The process was ratified by the RCT Board resulting in the naming of a new street in Tokoroa, namely Waitete Place. We are also proud that as a result of this process, we were also able to change the name of Leith Place North to Raukawa Way. These are the first two street names within the South Waikato that reflect a Raukawa presence within the district.

Raukawa Environment Group

About us

Pūtake Taiao provides leadership, guidance and advocacy to ensure the sustainability of our resources for present and future generations, according to the tikanga and kawa of Raukawa.

The group interacts in all aspects of the resource management sector affecting Raukawa at national, regional and local levels. The strategic approach of the group is to target specific policy development and implementation processes, legal processes, operational activities, networks and forums that will deliver the most effective and beneficial results for Raukawa. The group is committed to encouraging best practice in all aspects of environmental management.

Strategic Outcomes that we focus on

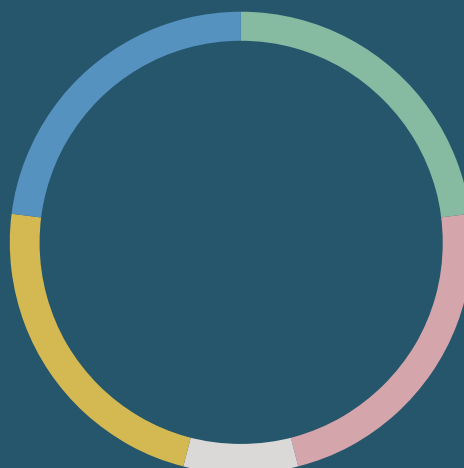
✓	Strategic Outcome 2	Raukawa te reo Māori and mātauranga is valued, accessible and utilised
✓	Strategic Outcome 3	We are influential at a national, regional and local level
✓	Strategic Outcome 4	We support whānau, hapū, marae and community wellbeing
✓	Strategic Outcome 5	We are professional and effective with infrastructure that supports our delivery
✓	Strategic Outcome 6	Raukawa sustains and improves the environment

Our Metrics

	Assigned	Achieved	Outstanding
KPIs	9	9	0
Deliverables	64	63	1

How we focus our efforts over the year¹

- Strategic Outcome 2 (22.5%)
- Strategic Outcome 3 (22.5%)
- Strategic Outcome 4 (10%)
- Strategic Outcome 5 (22.5%)
- Strategic Outcome 6 (22.5%)



¹ Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome.

● Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

Ngā Wāhi Tūturu me ngā Taonga Tuku Iho o Raukawa

Ngā Wāhi Tūturu is a flagship project for Pūtaka Taiao. It involves team members working with Raukawa uri and other stakeholders to identify, protect and manage sites or landscapes of significance within the Raukawa landscape according to Raukawa tikanga and kawa. The project is using innovative technology (such as 3D modelling) to create new ways of viewing and understanding wāhi tūpuna sites and has created a database to house all the information gathered. Currently, over 2,500 sites are listed within the database, and these sites are categorised according to the level of information available per site. There are currently 50 category A sites and Pūtaka Taiao have validated and recorded the data for a further 50 priority sites in order to protect them in council district plans.

Ngā Wāhi Tūturu – District Plan Change

The strategic focus for 2018-19 has been on the recognition and protection of cultural sites and landscapes within district plans. This work seeks to legally recognise and protect sites and landscapes of importance to uri, marae and hapū. This required extensive engagement with local authorities and the community to provide them with an understanding of the importance of these sites and to initiate changes to their relevant district planning documents.

This year has seen a significant milestone with the South Waikato District Council (SWDC) initiating a change to their District Plan to protect 37 sites including the Wāotu wāhi tūpuna landscape.

Pūtaka Taiao will continue to invest heavily in relationships with local authorities to ensure that cultural sites and landscapes are protected within the Raukawa takiwā for future generations.

Access to the Ngā Wāhi Tūturu Database

The database is now accessible to all Raukawa whānau. A digital work station has been set up

at the reception of Te Whare o Raukawa, located in Tokoroa. Whānau will now be able to search through the database for wāhi tūturu they may have an interest in. This is also a useful tool for whānau who may want to use it for the purposes of understanding their own mātauranga around sites that are significant to their hapū, marae and whānau.

Mātauranga Māori Stream Monitoring

Pūtaka Taiao has also invested heavily in relationships with local industry within the Raukawa takiwā to ensure that our mātauranga Māori and more specifically our mātauranga Raukawa is valued, accessible and utilised through our local industry partnerships. This includes ensuring that mātauranga Raukawa is utilised to inform the environmental monitoring aspects related to local industry resource consents. The inclusion of mātauranga Raukawa within these particular resource consents provides an opportunity for our marae whānau to build relationships directly with industry and landowners and more importantly, to influence projects that have an impact on their rohe.

Whānau have participated in a number of mātauranga Māori monitoring projects, and there have been several examples of successful projects that have been delivered this year.

Les O'Leary Mātauranga Māori Monitoring

The Les O'Leary Mātauranga Māori Monitoring project locates itself on the Matarawa Stream and includes marae whānau from Pikitū, Ngātira, Mangakaretu and Whakaaratamaiti. The monitoring project forms part of a resource consent that was lodged by local industrial owner Les O'Leary to conduct industrial works in the vicinity of the Matarawa Stream. The purpose of the monitoring project looks to assess the overall health of the stream and to identify any land changes that may impact on the quality of the water. In addition, it also provides an opportunity to ensure that mātauranga Māori conditions are included in the granting of

the resource consent and that it be used as part of the monitoring tools to assess the health of the Matarawa Stream.

There were a number of positive outcomes for the marae whānau who participated in this project, including:

- Accessing and reconnecting to the Matarawa Stream and exercising their kaitiaki responsibilities;
- Building relationships with RCT and local industry owners;
- Developing the capacity to use tools such as the Stream Health Monitoring Assessment Kit (SHMAK) to monitor and assess the health of freshwater bodies; and
- Influencing the resource consent to include conditions that restore and protect their waterbody for future generations.

Oraka Stream Mātauranga Māori Monitoring

The Oraka Stream Mātauranga Māori Monitoring project is a partnership project that includes Fonterra and marae whānau from Ngātira, Whakaaratamaiti, Paparaamu, Tāpapa and Ruapeka. Fonterra's request to be granted a resource consent to discharge wastewater into the Oraka Stream provides an opportunity for marae whānau to work with RCT and Fonterra to determine what type of cultural health indicators will be used to assess the health of the Oraka Stream. The assessment will be conducted by marae whānau in November 2019, and further monitoring will take place over the coming years.

There are positive outcomes within this project that are similar to the Les O'Leary monitoring project, including:

- Accessing and reconnecting whānau to the Oraka Stream and exercising their traditional kaitiaki responsibilities;
- Building relationships with the RCT and one of New Zealand's largest corporations;
- Developing the capacity to use tools such as SHMAK to monitor and assess the health of freshwater bodies; and
- Working with Fonterra to influence the resource consent to include mātauranga Māori conditions that restore and protect their waterbody for future generations.

Cultural Health Index

Through the Les O'Leary and Oraka Stream monitoring projects, kōrero and mātauranga Māori was gathered from marae whānau which has been used to create a Cultural Health Index (CHI) assessment that provides a more holistic view of stream health from a Raukawa world view. The development of a CHI assessment enables marae whānau to create a baseline measuring tool for future resource consents that are requested and/or granted within their rohe. It is a proactive way to manage, influence and shape conditions within the resource consent process and is a strategic and long term approach to restoring and protecting freshwater within the Raukawa takiwā. For the whānau who have been involved in these projects, the key outcomes included:

- Developing and strengthening relationships between marae, industry partners and landowners;
- The ability to progress conversations regarding access to the stream for cultural use;
- Understanding the current state of the monitored streams;
- Developing skills and knowledge collectively, including the sharing of their individual mātauranga;
- Building their understanding of the importance of both mātauranga Māori and Western science in stream health monitoring; and
- Influencing and shaping resource consents and proactively restoring and protecting their local water bodies.

Mātauranga Māori Framework – Waikato Regional Council

Pūtake Taiao have invested a significant amount of time in building the relationship with the Waikato Regional Council (WRC) and have held several wānanga to discuss the inclusion of mātauranga Māori (interchangeable with mātauranga Raukawa) monitoring as part of their state of the environment monitoring. This is a significant step forward for the RCT and WRC in progressing the way we manage our environmental rights and interests in the Raukawa takiwā. To advance this work stream, the RCT are proposing a haerenga to provide WRC staff with a face to face experience with te taiao in our takiwā and a personal understanding of the issues that we are facing in our area.

● Strategic Outcome 3

We are influential at a national, regional and local level

Ministerial Accords

The Ministerial Accords (Accords) with different government departments and ministries, including Te Puni Kōkiri and Ministry for the Environment (MfE), are a way of giving effect to the agreements made between the RST and the Crown in the Deed in Relation to a Co-Management Framework for the Waikato River (Co-Management Framework).

Pūtake Taiao ensures the Accords are given effect to through appropriate ministerial, chief executive and official level hui. We do this to make sure that the Accords enable us to achieve greater influence on decisions and opportunities that have the potential to impact on the values and interests of Raukawa.

A key mechanism of the Co-Management Framework is the annual Ministerial Forum. This forum is an opportunity for Raukawa rangatira to talk kano ki te kano ki with the Prime Minister and senior ministers on matters and issues of importance.

The 2019 annual Ministerial Forum raised important topics for discussion with the Prime Minister and senior Cabinet Ministers. This year's forum built on initial discussions around the economic potential of freshwater and the effectiveness of the co-management mechanisms set out in the Co-Management Framework, as well as other important social and treaty-related kaupapa. This provided a strategic opportunity to raise Raukawa interests and concerns impacting whānau, hapū, iwi and marae.

Realising the Economic Potential of Freshwater

2019 saw a collective engagement opportunity for the River Iwi Chairs (Waikato-Tainui, Ngāti Maniapoto, Ngāti Tūwharetoa, Te Arawa River Iwi and Raukawa) with the Prime Minister, Rt Hon Jacinda Ardern, the Minister for Māori Development and Minister for Local Government, the Hon Nanaia Mahuta, and the Minister for the Environment, the Hon David Parker.

This gave River Iwi the ability to highlight the collective aspirations and economic potential of freshwater in the Waikato and Waipā river catchments. Raukawa hosted the event at Karāpiro with assistance from Ngāti Korokī Kahukura and Ngāti Hauā.

Prior to this, the River Iwi worked together to develop and approve a set of Freshwater Principles for the Waikato and Waipā River Iwi and an economic development work programme to further investigate the economic potential of freshwater for the Waikato and Waipā rivers, advanced at the collective discussions.

The River Iwi have strong existing relationships with a history of working successfully together towards multiple outcomes. With our existing co-management arrangements, there is a range of mechanisms that give effect to our freshwater interests, aspirations and kaitiaki responsibilities. River Iwi wanted to use our unique position and relationships with each other and the Crown to realise the economic potential of freshwater. This is with the intent to co-design and develop sustainable pathways which are robust, equitable and durable.

The collective engagement with the Crown achieved agreement to further ongoing engagement, refinement, agreement, and resourcing to progress the River Iwi work plan for the Waikato and Waipā rivers. This will be co-developed over the coming year. There was also a commitment to ongoing engagement around the effectiveness of the respective River Iwi co-governance mechanisms and the Waikato River Authority (WRA).

National Level Environmental Policy

Pūtake Taiao continues to engage in key policy and legislative changes at a national level. Pūtake Taiao has been involved with the draft National Planning Standards which seek to make

using planning documents developed under the Resource Management Act 1991 easier for users to understand and comply with.

Pūtake Taiao involvement is to ensure that appropriate engagement with our iwi as well as the involvement of our iwi in decision-making processes occurs. Consistency with current processes which are in place is strongly sought as well as creating and leveraging opportunities for Raukawa marae and uri to become more involved in the resource management planning and consenting space.

Engagement with the Crown on iwi rights and interests in freshwater matters presents opportunities as the conversation shifts to address the economic benefits of an allocation of water to iwi. Pūtake Taiao, along with the RST Chair, will continue to engage and seek feedback on this important kaupapa.

Healthy Rivers Wai Ora Plan Change to the Waikato Regional Plan

The Healthy Rivers Wai Ora Plan Change (Plan Change) is key to achieving Te Ture Whaimana o te Awa o Waikato – the Vision and Strategy for the Waikato River (Te Ture Whaimana). It aims to help protect and restore the health of the awa by reducing the discharge of contaminants from land. Raukawa is a partner in the project, along with the other River Iwi and the WRC, under the Co-Management Framework agreed between each respective River Iwi and the Crown.

Pūtake Taiao has been heavily involved in the project to ensure that the Plan Change gives effect to Te Ture Whaimana. Pūtake Taiao have also been working hard to ensure that the role of the RST in the Co-Management Framework is recognised and implemented.

This has meant attending the extensive collaborative stakeholder group meetings that produced the Plan Change. It has also involved supporting the RST Trustees that sit on the Healthy Rivers Wai Ora Co-Governance Committee. In addition, it has required extensive liaison and co-ordination with the other River Iwi. Pūtake Taiao has also been a member of the management rōpū that supports the project.

A joint River Iwi submission was prepared and approved by each respective River Iwi. This joint

submission seeks to ensure that iwi interests remain at the forefront of the decision-making process and that the outcomes sought by Te Ture Whaimana are achieved.

Pūtake Taiao will continue to be involved with the Plan Change through the further submissions and hearings phases to ensure that the intent of the Plan Change remains intact and that Te Ture Whaimana is given effect to.

Joint Management Agreements

Pūtake Taiao continues to work with the WRC and the South Waikato, Waipā, Taupō, Rotorua and Ōtorohanga district councils to implement our Joint Management Agreements (JMA) with them. The implementation of these agreements provides a mechanism for engagement and collaboration at a governance and management level with each of the JMA partner councils on policy and plans, resource consents and environmental monitoring.

Pūtake Taiao held joint working party meetings with SWDC, Rotorua Lakes Council and WRC to ensure JMA relationships and arrangements are maintained.

Significant Resource Consents

Pūtake Taiao engage with and provide feedback on resource consents that are of strategic importance and impact significantly on the values and interests of Raukawa uri, marae and hapū. In addition to the following list of resource consent processes, which are discussed further in this report, the team has also engaged with approximately 50 other resource consents.

- Matamata Metal Supplies Quarry;
- Duck Pond Bend Chicken Farm;
- Horahora Road Borrow Pitts;
- SWDC Wastewater Treatment Plants;
- Cambridge Wastewater Treatment Plant; and
- Newman Road Forestry Harvest.

Matamata Metal Supplies Quarry

In 2018, the WRC notified a resource consent application by Matamata Metal Supplies (MMS) to continue and expand the quarry at Ōkauia. The quarry is located on the slopes of Te Weraiti, a maunga culturally significant to Raukawa, Ngāti Hinerangi, Ngāti Hauā and others. The MMS Quarry also diverts, takes from, and discharges to tributaries of the Mangapiko Awa.

The RCT supported Tangata Marae of Ngāti Hinerangi and the Ngāti Hauā Iwi Trust in opposing the application. Together the iwi collective presented a strong and cohesive case at the hearing.

The Panel hearing the application stated that *“The evidence of the Submitters (has) been compelling and informative for the Panel to understand the nature and extent of the mana whenua relationship.”*

The outcome was that the WRC decided to grant consent for the continuation and expansion of the MMS Quarry. While this is a disappointing result, the conditions imposed by the WRC will significantly improve the environmental performance of the MMS Quarry and put a strong monitoring regime in place. In addition, the consent has only been granted for 15 years, which is a significant reduction to the 35 years originally sought by MMS.

RCT intends to look for opportunities to achieve improved recognition and protection for Te Weraiti and the Mangapiko Awa.

Duck Pond Bend Chicken Farm

In April 2019, comments were sought from Paparaamu Marae and Pūtake Taiao in relation to a proposed six shed broiler chicken farm on Paparaamu Road, Tīrau. The Paparaamu Hills are a significant cultural landscape, and the proposed site is close to two known Raukawa wāhi tapu sites. A site visit was undertaken to consider the issues. Pūtake Taiao, in collaboration with Paparaamu Marae, have sought that the application address the following issues:

- A clear earthworks boundary to protect the known Ngā Wāhi Tūturu sites;
- Access to the known Ngā Wāhi Tūturu sites;
- A karakia and appropriate tikanga to be performed at the commencement of earthworks;
- An accidental discovery protocol;
- The colour of the proposed sheds to limit effects on the cultural landscape;
- And stormwater soakage or detention mechanisms and erosion and sediment control measures to prevent adverse effects on the Mangawhero Stream.

The applicant and the SWDC have responded very positively to the RCT and Paparaamu Marae comments. Amendments to the application and draft conditions to address these issues have been developed by the applicant and reviewed by Paparaamu Marae and Pūtake Taiao.

This ensures that the interests and aspirations of Raukawa are considered in the development of new businesses such as this proposed development.

Horahora Road Borrow Pits

Pūtake Taiao received a resource consent application for the development of a subdivision at Horahora Road in 2017. The Ngā Wāhi Tūturu database identified a number of borrow pits on the property. Borrow pits were used as part of the agricultural practices of pre-European Māori. The borrow pits along the Waikato River terraces are evidence of the largest area of Polynesian agricultural activity in the world, and approximately 40% of recorded pits have been lost since the 1940s. A site visit and archaeological assessment was undertaken, confirming the presence of borrow pits on the site. As part of the conditions in granting the resource consent application, a covenant was placed over two of the best-preserved pits.

In July 2018, Heritage NZ Pouhere Taonga granted archaeological authority for the development of a house, driveway, stable and arena at the property. This development continued to protect the covenanted pits but also uncovered new pits. A mana whenua rōpū conducted a site visit to inspect the excavations and borrow pits, and discovered that some pits have already been infilled for future preservation.

A site blessing was then conducted by mana whenua and was well-received by all. The landowner has made an ongoing commitment to protect the Ngā Wāhi Tūturu sites on their property.

Participating in this resource consent achieved ongoing recognition and protection of the burrow sites important to Raukawa and marae whānau.

South Waikato District Council Wastewater Treatment Plants

Pūtake Taiao supported the Raukawa Whai Tikanga ā Wai Rōpū in joint hui with SWDC Councillors to choose options for the upgrading of wastewater treatment plants at Arapuni, Tokoroa, Putaruru and Tīrau. This project, which started in March 2017, has been a significant body of work throughout that time. Outside experts were brought in to assist, and robust discussions occurred with the Council. All activities were done in good faith and with the health and wellbeing of the environment and Waikato and Waihou Rivers being paramount. One of the challenges was finding the right balance

between improvements to the plants and the overall cost on ratepayers with the staging of upgrades to enable the biggest improvements to be made as soon as possible. This process culminated in RCT approving resource consent applications for the plant upgrades that include:

The addition of land-based treatment components, being constructed artificial wetlands, at Tokoroa, Putaruru and Tīrau Wastewater Treatment Plants. All treated wastewater is to pass through the artificial wetlands before being discharged;

- A full upgrade of the Tokoroa, Putaruru and Tīrau Wastewater Treatment Plants to achieve significant reductions in containment loads including concentrations of 7.5 milligrams per litre total nitrogen and up to 2 milligrams per litre total phosphorous;
- The continuation of land-based discharge at Arapuni with leak detection improvements to the pipe carrying wastewater across the Waikato River;
- Ongoing mātauranga Māori monitoring at all plants;
- Provision for the review of any conditions of consents should Tiriti o Waitangi settlements impact on the water quality controls applying to the plants or in response to issues raised by RCT;
- Staging of the upgrade works, with priority given to wetland construction and the most significant opportunities to reduce contaminant loads.

Cambridge Wastewater Treatment Plant

Waipā District Council are currently undertaking the planning prior to seeking both a short-term resource consent and a long-term resource consent for the Cambridge Wastewater Treatment Plant (CWWTP). A short-term resource consent aims to allow improvements and upgrades to both the plant and current environmental impacts. We will be presented with the proposed content of the long-term resource consent in July 2019.

Pūtake Taiao on behalf of Raukawa are joining other mana whenua (Waikato-Tainui, Ngāti Korokī Kahukura and Ngāti Hauā) as affected parties. The short term consent hui held on 22 May 2019 with Mana Whenua acknowledged the non-compliance of the Plant to date, as well as proposed short-term consent content and considerations. Mana Whenua also attended a site visit to the CWWTP on 21 June 2019.

Newman Road Forestry Harvest

Pūtake Taiao received a resource consent application in relation to forest harvesting activities within 100m of recorded archaeological sites. The proposed harvesting site is located on land fronting onto Newman Road.

The Ngā Wāhi Tūturu database identified three recorded sites within the harvest area. Although these sites are unnamed in the database, they sit within close proximity to two prominent sites, Ruataikawa and Panetapu. A historical Māori land plan has revealed possible names for these sites, which are to be tested with mana whenua.

In February, a site visit was undertaken to examine the condition of the sites. All sites are thick with undergrowth, and physical features are hard to distinguish.

Following engagement with the affected marae (Parawera, Ōwairaka (Rawhitiroa) and Aotearoa), Pūtake Taiao and the marae provided recommendations around the harvesting, which were agreed to by forestry company PF Olson.

Marae and Pūtake Taiao conducted a karakia prior to work beginning at the site. Also attending the karakia were forestry contractors and landowners who were grateful to be included in the process.

A site visit to Ruataikawa was also undertaken as a result of the forest harvest. This pā has now been moved to a category A site within the Ngā Wāhi Tūturu database.

Pūtake Taiao are in the process of conducting a site visit to the adjacent Ruataikawa. It is hoped that a site visit to Panetapu can also be undertaken, but further consultation with landowners is required prior to this occurring. It is envisioned that during the karakia timata, mana whenua will be able to visit both of these sites. Both sites are being moved to category A sites within the Ngā Wāhi Tūturu database.

Te Waihou Landscape Concept Plan

The RCT and the SWDC have agreed to develop a concept plan (Design Plan) to enhance the amenity, landscape and built form of the Te Waihou walkway (Te Waihou) with particular reference to the Blue Springs (also known as Tūheihei). It is intended to create a space that reflects the cultural and environmental values associated with Tūheihei and Te Waihou.

Inside of the development of the Design Plan is the enhancement of the relationship between RCT and the SWDC and the inclusion of our five marae who hold mana whenua in that area of Te Waihou, namely: Mangakaretu, Ruapeka, Whakaaratamaiti, Ngātira and Tāpapa. The significance of enhancing this relationship is that we empower and enable our marae, hapū and uri to sit at the decision-making table with local authorities in regards to projects that are located within their rohe. This relationship has enabled the marae whānau to provide a tangata whenua lens over the Design Plan, one that acknowledges their relationship to Te Waihou and their long term kaitiaki responsibilities to restore and protect their awa.

As a result, marae whānau have worked in partnership with the RCT and the SWDC to develop a practical approach to implement their short and long term kaitiaki aspirations as part of the Design Plan. A significant amount of mahi has gone into this work thus far, including nearly two years of engagement with marae whānau, who have worked closely with landscape designer Alan Titchener to create the Design Plan. Once the Design Plan is finalised, implementation will begin, with the aim of starting in early 2020.

Te Waihou is a significant awa for Raukawa, and it has been a long and rewarding journey for the RCT, the SWDC and our marae whānau to work in partnership to enhance our awa and share it with all those communities who live in our takiwā.

Relationships with Key Agencies are Strengthened and Maintained

Key Partnerships

Pūtake Taiao continues to meet and engage with a range of external agencies and stakeholders. These relationships ensure Pūtake Taiao is able to influence policy developments that impact Raukawa and collaborate with stakeholders on projects that align with, or complement, the organisational goals of the RCT.

These agencies include, but are not limited to, the Department of Conservation (DoC), Te Puni Kōkiri, Ministry for Primary Industries (MPI), MfE, WRC, Hancock Forest Management (HFM), district councils, Fonterra, WRA, Mercury NZ Ltd (Mercury) and Swap Group.

River Iwi Relationships

Pūtake Taiao collaborate closely with other River Iwi to give best effect to the Co-Management Framework and other related work programmes, such as policy and planning processes, resource consents and practical on the ground projects. These whanaunga relationships are very important, and Pūtake Taiao will continue to develop and strengthen these ties.

Mercury

Pūtake Taiao continues to work closely in partnership with Mercury to support the activities of the RCT within the Raukawa takiwā. The Mercury partnership provides key support to Pūtake Taiao through funding for capacity, capability and special projects.

Pūtake Taiao recently worked with Mercury around the removal of a large boulder that had fallen into the Arapuni spillway. Although no consent was required for the boulder to be removed, as a matter of good faith, Mercury engaged Pūtake Taiao, Ngāti Korokī Kahukura, and Ngāti Hauā to provide the appropriate tikanga around the removal process. Following consultation between the three iwi, it was decided to blast the boulder, with fragments being returned to Iwi to be used as mauri stones.

In addition, Pūtake Taiao are also involved in conversations with Mercury around concerns for eel passage along this stretch of the Waikato River, with a possible joint River Iwi research project being discussed around this matter.

Hancock Forestry Management

HFM continue to play an essential part in the Ngā Wāhi Tūturu project. At the request of HFM, karakia whakawātea have taken place on a number of harvest locations. Pūtake Taiao also presented to HFM at their offices in Tokoroa. The presentation outlined key elements of Raukawa history, from a Raukawa worldview, and gave Pūtake Taiao the opportunity to outline some of the work that has taken place between the two organisations and the significance of the Ngā Wāhi Tūturu project to Raukawa.

Waikato River Trails

Pūtake Taiao continues to meet and support the Waikato River Trails (trails). The trails opened officially in November 2011 and are managed by the Waikato River Trails Charitable Trust (WRTCT). WRTCT was formed in 2006 to develop a network of trails along the Waikato River with the aim of bringing visitors to the beautiful South Waikato region. The trails are in the heart of the South Waikato and extend from Ātiamuri in the south to the southern end of Lake Karāpiro in the north. The access provided by the trails enables WRTCT to actively participate in the management of the river margins, including the planting of over 13,000 native trees each year. The planting has a number of positives; the capture of nutrients, a habitat and food source for birds, and increasing biodiversity. All trees are planted by a committed team of volunteers.

Pūtake Taiao has an ongoing commitment to enhancing the relationship with the WRTCT. There are significant benefits that fall out of this relationship that are primarily focussed on the wellbeing of our tūpuna awa. Additional benefits include providing Raukawa uri and rangatahi in the Raukawa community with educational opportunities that are focussed on the Waikato River and mātauranga Māori. These educational opportunities increase people's awareness of our awa and provides them with opportunities to contribute to its restoration and protection.

An example of this included the WRTCT working in partnership with Pūtake Taiao regarding a proposed new bridge and section of cycleway at Waipapa. This work commenced in October 2018 and was attended by marae whānau, the Raukawa Kaitiaki Rōpū (Rōpū), kaumātua and local kura which also saw the unveiling of the Pōhaturoa sign along the

trails. A new extension to the trails was also opened and blessed by Raukawa kaumātua, uri, trustees and others in June 2019. This new extension is 2km long, and starts at the Ātiamuri bridge and ends at the Ātiamuri village. A further planting day is planned in July 2019 and will be attended by WRTCT, marae whānau, the Rōpū, local school communities, and the wider Raukawa community.

Heritage New Zealand Pouhere Taonga

Pūtake Taiao met with Heritage New Zealand Pouhere Taonga to discuss various aspects of the Ngā Wāhi Tūturu project, including the plan change provisions and the naming/renaming of wāhi tūturu held by the New Zealand Archaeological Association and Heritage New Zealand. Dialogue has continued as Pūtake Taiao looks to register some recently discovered archaeological sites with the association.

● Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

Raukawa Kaitiaki Rōpū

The Rōpū provides an avenue to connect whānau and uri who are passionate about the whenua, wai and te taiao to grow their knowledge, understanding and experience to fulfil their kaitiaki responsibilities. It is intended that the Rōpū, with the support of Pūtake Taiao, will be at the heart of environmental matters within the takiwā.

Membership to the Rōpū is through nomination by marae, although wānanga provided are open to all Raukawa uri. Raukawa uri who have participated in any of the scheduled wānanga have expressed their excitement to learn new skills and work together to assist each other to grow, develop, share and support their marae environmental aspirations. To assist in the delivery of the outcomes sought by the Rōpū, the WRA have funded a series of wānanga focussed on the restoration and protection of the Waikato River.

Raukawa Freshwater Kaitiaki Project

The Raukawa Freshwater Kaitiaki Project is one of the WRA funded wānanga. It focussed on tuna manaaki, Fisheries Regulations and stream health monitoring. The tuna manaaki wānanga have been used to socialise the Fisheries Regulations with uri members. Alongside funding for these wānanga was funding to source SHMAK kits for each Raukawa mandated marae. Additionally, instructional videos were also created for our Rōpū to empower them to use the monitoring assessment kits to assess the health of their local freshwater bodies. This project is now complete, and the Rōpū are working on a new project that is also funded by the WRA.

The benefits of this project for marae whānau include:

- Helping build the association of Raukawa marae, hapū and uri to their awa;
- Working towards restoring and developing mātauranga Raukawa in freshwater and taonga species management; and
- Providing some practical tools to help fulfil their kaitiaki responsibilities to te taiao.

Raukawa Kaitiaki and Mahinga Kai Enhancement project

Early 2019 has seen the Rōpū participate in the WRA funded Raukawa Kaitiaki and Mahinga Kai Enhancement project. The project looks to build the capacity of the Rōpū in project management, project funding, riparian restoration/management, and traditional mahinga kai practises whilst trying to restore a traditional mahinga kai harvest (watercress) located along the Pokaiwhenua Stream. The project is supported by Mangakaretu Marae. Wānanga focussed on project funding and riparian management were held in May and June 2019, with further wānanga planned throughout 2019.

The benefits of this project for marae whānau include:

- Helping build the association of Raukawa marae, hapū and uri to their awa;
- Working towards restoring and developing traditional mahinga kai practices in freshwater management; and
- Building capacity in, and providing practical tools to help fulfil their kaitiaki responsibilities to te taiao.

Para Kore

In November 2018, Pūtake Taiao provided an opportunity for the Rōpū to attend and participate in the Para Kore Annual General Meeting in Wellington. This meeting provided an opportunity for Rōpū members to build capacity in waste minimisation through participation in workshops aimed towards achieving zero waste/ waste reduction by 2025. Three RST marae were represented; Whakaaratamaiti, Mōkai and Ongaroto. The Rōpū members have taken these learnings back to their whānau and marae and are committed to applying them in the day to day routine of running the marae so that te taiao within their local area is nurtured and protected for future generations.

Riparian Restoration

Pūtake Taiao continues to be involved in a number of riparian restoration projects throughout the takiwā. These are generally collaborative projects with other external stakeholders. They also provide the RCT with the opportunity to share the Raukawa story and build relationships within the community. An example of these projects includes Ongaroto Pā Road Planting Day where more than thirty people attended from the RCT, WRTCT staff, Mercury, Te Kura Kaupapa Māori o Te Hiringa, Whakamaru Primary School and the Rōpū. Over 3,000 native trees were planted on the northern banks of the Waikato River, and the RCT were able to provide historical kōrero about this particular section of the awa as well as the local marae and hapū.

Planning around planting projects with a number of different partners commenced this year and are due to start in July 2019.

Ministry for the Environment Internship

As part of our Ministerial Accord relationships, an opportunity was presented for a Raukawa uri member to work with the MfE in Wellington as part of a paid summer internship from November to February 2019. Dylan Thomas from Ruapeka Marae was chosen as the successful applicant. Dylan is 18 years of age and attends Otago University where he is currently enrolled in a Bachelor of Arts degree studying politics, German and Māori. He is also a New Zealand and Māori representative hockey player.

Dylan commenced his summer internship with the MfE in Wellington in November 2019 and was welcomed with a pōwhiri at the MfE head office in Wellington. Dylan was exposed to the work programme of the Mana Taiao team and gained considerable experience in treaty settlement redress. In February 2019, Dylan also attended a five-day induction programme at Te Whare o Raukawa in Tokoroa. The induction programme included a pōwhiri, tour of culturally significant sites within the Raukawa rohe and a visit to Ruapeka Marae.

This opportunity has reconnected Dylan with his iwi, hapū and marae. The internship also provided Dylan with an awareness of iwi development and grew his capacity and leadership skills in areas that may contribute to the future development of Raukawa. This internship is part of a wider commitment by Pūtake Taiao to create a succession plan that provides opportunities to prepare our own rangatahi for employment within the RCT or through partnerships that contribute to the growth of the RCT. We will continue to work with our Accord partners to identify further opportunities for other Raukawa uri.

- Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

Support for RST and RCT Boards

Pūtake Taiao continues to provide valuable support to the RST and RCT governance boards. This includes providing support and advice related to their roles on the Iwi Leaders Forum Freshwater Sub-Committee, the WRA and the Healthy Rivers Wai Ora Committee.

Raukawa Representation

Pūtake Taiao has worked as an advocate to promote Raukawa aspirations in a number of roles and forums. These include Waikato River Trails, Iwi leaders technical support groups, WRC Catchment Liaison subcommittees and the Waikeria Prison Expansion Tangata Whenua Liaison Group.

- Strategic Outcome 6

Raukawa sustains and improves the environment

Te Rautaki Taiao a Raukawa – Raukawa Environmental Management Plan

Pūtake Taiao has been working on the implementation of Te Rautaki Taiao a Raukawa – Raukawa Environmental Management Plan (Te Rautaki Taiao). Within this context, Pūtake Taiao is focused on the delivery of outputs that support marae, hapū and uri to become kaitiaki within the Raukawa takiwā. Understanding the responsibilities of kaitiakitanga in the changing environment and building confidence, knowledge and skills within our whānau helps to enable uri to fulfil their environmental aspirations. The Rōpū has been an additional mechanism that assists Pūtake Taiao to deliver to marae, hapū and uri.

Tōtara Legacy Project

The Tōtara Legacy Project looks to create a sustainable cultural resource for Raukawa whānau into the future. The project is a collaboration between Raukawa and HFM. Areas of forest within the HFM forest have been selected to grow crops of tōtara trees which are to be used for cultural purposes in the future.

A nursery crop of Manuka was planted at the Taranaki site at Te Whetu in 2016, and September 2018 saw the main crop of tōtara planted. The planting day had external stakeholders including HFM staff, DoC, Scion, SWDC councillors and council staff, working alongside Raukawa whānau, kōhanga reo and the two kura kaupapa Māori in planting 1300 tōtara trees. These trees will be ready for harvest in approximately 120 years' time. Images and video of the planting, including a kaumātua interview, have been captured and compiled into a promotional video to celebrate the significance of the day. The day has also been immortalised in a mōteatea compiled by Te Kura Kaupapa Māori o Te Hiringa. The mōteatea tells the kōrero of the project as well as the history of the area.

Fisheries (Ngāti Tūwharetoa, Raukawa, Te Arawa River Iwi Trust) Regulations 2017

The Fisheries Regulations pertain to the Waikato catchment and the Wharepūhanga sub-catchment of the Waipā River. It provides each iwi with the ability and responsibility of managing their own fishery in these catchments. The Raukawa Settlement Trust can develop bylaws, appoint kaitiaki and issue customary take permits for tangi, hui, sustaining marae functions, pā tuna, pātaka kai, educational, and environmental or restoration research under these regulations.

Over the last year, Pūtake Taiao have been working with Ngāti Tūwharetoa and Te Arawa as the Upper Waikato River Iwi, and MPI to develop a collective governance model (CG model) to implement the Fisheries Regulations. The CG model is intended to minimise duplication and reduce administration burden across the three River Iwi. At present, there is an agreement in principle to work together under a CG model and share iwi resources in overseeing the implementation.

River Iwi are committed to confirming a draft quantum with MPI in the coming few months so that the Fisheries Regulations implementation can commence in the 2019-20 financial year.

Waikato and Waipā River Catchments Restoration Strategy – Raukawa iwi Priorities

Pūtake Taiao were involved in a WRA project to develop the Waikato and Waipā River Restoration Strategy (Restoration Strategy). The purpose of the Restoration Strategy is to provide a strategic and targeted approach to restoration activities within the catchment. The Restoration Strategy will guide how the WRA administers funding within the Waikato and Waipā river catchments over the next 5-15 years. Iwi were tasked with establishing their individual priorities to contribute to the Restoration Strategy. Pūtake Taiao undertook a series of wānanga with Raukawa uri to identify their priorities for the restoration of the Waikato River.

The Raukawa iwi priorities were developed through a series of wānanga that identified two key priority areas:

- Raukawa relationship – this funding priority centres on maintaining and enhancing the relationship of Raukawa uri, hapū and whānau with the Waikato River.
- Education/mātauranga – central to this priority is the capacity building of Raukawa uri in Western science and mātauranga Māori.

The Raukawa Iwi Priorities report includes a list of potential projects that could assist Raukawa marae, hapū and uri to receive funding in the Waikato and Waipā catchments for projects that reconnect Raukawa marae, hapū and uri to the awa and build mātauranga Raukawa over the next 5-15 years.

The Restoration Strategy was launched at the Waikato-Tainui College for Research and Development in April 2018, and the WRA has already funded two projects in 2018.

Waikato River Authority Funded Projects

Waipapa ki Arapuni Wāhi Ahurei

This project looks to identify and define the cultural landscape along the Waikato River. Landscape specialist Isthmus have been contracted to identify the cultural and geographical extent of the landscape combining historical mātauranga and GIS information. The project will also utilise digital technology to visually represent the historical mātauranga. Virtual reality technology will provide whānau with a glimpse of what the landscape looked like in pre-colonial times. The findings from this project will also feed into the cultural landscape to be included in the SWDC operative district plan. Currently, Isthmus have completed phase one of the four-phase project, which is due for completion in September 2019.

Raukawa Kaitiaki and Mahinga Kai Enhancement Project

Early 2019 has seen the Rōpū participate in the WRA funded Raukawa Kaitiaki and Mahinga Kai Enhancement project. The project looks to build the capacity of the Rōpū in project management, project funding, riparian restoration/management, and traditional mahinga kai practises whilst trying to restore a traditional mahinga kai harvest (watercress) located along the Pokaiwhenua Stream. The project is supported by Mangakaretu Marae. Wānanga focussed on project funding and riparian management were held in May and June 2019, with further wānanga planned throughout 2019.

Raukawa Cultural Growth Group

About us

Kakara Whakareai provides cultural services and initiatives that seek to revitalise and strengthen Raukawa reo, tikanga and mātauranga. This year saw the restructure of the group with the treaty settlement aspects being removed and placed within the Kōuru Whakahaere Group. The team has continued to produce good work over the last 12 months while under the guidance of an interim Group Manager.

Strategic Outcomes that we focus on

✓	Strategic Outcome 1	Raukawa uri are actively engaged in events and activities
✓	Strategic Outcome 2	Raukawa te reo Māori and mātauranga is valued, accessible and utilised
✓	Strategic Outcome 3	We are influential at a national, regional and local level
✓	Strategic Outcome 4	We support whānau, hapū, marae and community wellbeing
✓	Strategic Outcome 5	We are professional and effective with infrastructure that supports our delivery
✓	Strategic Outcome 6	Raukawa sustains and improves the environment ²

Our Metrics

	Assigned	Achieved	Outstanding ³
KPIs	12	9	3
Deliverables	26	21	5

How we focus our efforts over the year¹

- Strategic Outcome 1 (15%)
- Strategic Outcome 2 (25%)
- Strategic Outcome 3 (25%)
- Strategic Outcome 4 (25%)
- Strategic Outcome 5 (10%)



¹ Note, this strategic outcome was not in the original annual plan for this group.

² Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome.

³ The three KPIs and five deliverables that were not completed this year have been transferred into the team's annual plan for the 2019-20 year.

● Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

Festival of Cultures

For the iwi of Raukawa, it has always been important to hold fast to the principles of Te Tiriti o Waitangi as the founding document of this country between the two nations. The Festival of Cultures is one opportunity that allows our multi-cultural community to collectively commemorate and celebrate Te Tiriti o Waitangi in the true spirit of intent to which the founding document was signed.

The SWDC, South Waikato Pacific Island Community Services (SWPICS), Te Wānanga o Aotearoa, Toi Ohomai Institute of Technology and Raukawa jointly hosted a number of events over a one week period, opening with karakia on Colsons Hill (Te Puke o Whakauru), followed by a light breakfast.

During the breakfast Jenny Shattock the mayor of the SWDC and Maria Te Kanawa, Tumu Whakarae of the RCT shared their thoughts and aspirations on the importance of Te Tiriti o Waitangi for the communities of the South Waikato and beyond.

Mid-week a trivial pursuit night was held and enjoyed by all who attended the evening. There was banter between the teams and a great evening of fun and learning which supported and enhanced the connections between all the participants and organisations.

To end the week, on Saturday 9 February we celebrated our community with the Festival of Cultures held at the South Waikato Sport and Events Centre, Tokoroa. As per previous years, the event was a great success for Raukawa and our community, with over 3000 people in attendance.

Me Maumahara Tātou – Pūtake o te Riri

Last year, as part of the national recognition of the New Zealand Wars, the team organised Me Maumahara Tātou – Pūtake o te Riri. The purpose of this event was to not only commemorate Pūtake o te Riri – Wars and Conflicts in New Zealand but to also connect iwi members and community members to significant sites for our iwi.

Over two days, school groups, Raukawa iwi members and members of the public visited four sites, Rangiaowhia, Ō-Rākau, Pukehinahina and Te Ranga, and listened intently to kōrero at each location. Over 350 people participated in this event.

As an extension to this, video footage captured the kōrero, landscape and the emotions from the visiting groups. We were able to edit this footage and divided it into four 10 minute videos (one for each battle site) and a one 10 minute video that provided an overview of the two days. These videos were released via our Raukawa Facebook page over several months starting in November 2018.

We were also able to publish a compilation of stories collected from the students of the various schools that attended the tour. The stories reflect the creative writing skills of the students and how they interpreted the information given during the Pūtake o te Riri tour. The stories include essays, letters and poems.

125 Years Women's Suffrage

In September, a commemoration for the 125 year Women's Suffrage was held at the South Waikato Library in Tokoroa. A panel of seven respected women in their fields of profession, shared their views about female role models in their lives and how those ladies helped shape these individuals to become the women that they are today. Phyllis Tahere was approached and asked if she would join the panel on behalf of the RCT. "On reflection, it was an awesome kaupapa to be a part of and to share not only as a woman, but as a Māori woman in today's society." The event was commemorated by men, women and children from all walks of life within the community.

This was an opportunity for the RCT via one of our female leaders to again take up our role as tangata whenua in our community.

● Strategic Outcome 2

Raukawa te reo Māori and mātauranga is valued, accessible and utilised

Raukawa Cultural Archives Strategy

The Raukawa Cultural Archives Strategy was one of three strategies approved by the governing boards during this period. This strategy is aligned to the overarching Raukawa Cultural Strategy Goal Statement: Raukawa uri know who they are, how they are connected and have a deeper understanding of their heritage.

The Raukawa Cultural Archives Strategy Goal Statements are:

- Raukawa Archives is the paramount repository for Raukawa mātauranga ā-iwi which is a high-level expression of Raukawa kaitiakitanga (Guardianship)*
 - All practicable steps are made to gather and preserve priority Raukawa mātauranga in the Raukawa Archives repository.
 - The Raukawa Archives collection and preservation processes meet best practise standards.
 - Raukawa has trained expertise within the archival space.
- Raukawa mātauranga is promoted and made accessible to Raukawa uri*
 - Raukawa Archives information is actively promoted and disseminated to Raukawa uri. (Raukawa Mātauranga Strategy)

Over the next 12 months, the team will work on plans to implement this strategy.

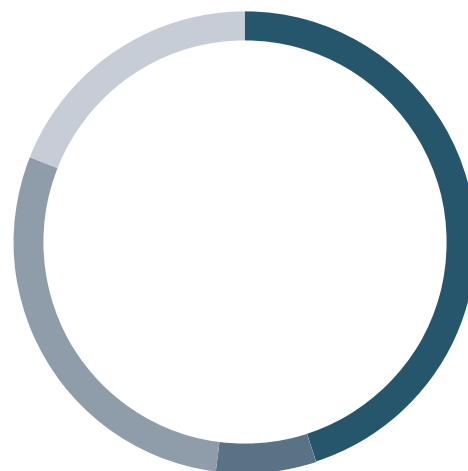
Delivery of Raukawa Reo, Tikanga and Education Programmes

We have continued to maintain the importance placed on 'te mana o te reo Māori taketake o ngā mātua tūpuna' through the facilitation of our core iwi reo programmes, namely Te Kura Reo o Raukawa, Te Uru Raukawa, Hei Māpuna and Te Whare Kōrero o Raukawa. Uri members continue to acknowledge the availability of reo support for them through their continued involvement in the programmes and either internal support through attendance or external support through the encouragement of sending whānau members or speaking of the benefits to the tribe, hapū and marae.

Over 300 people have received te reo development assistance ranging from basic level fluency to advanced level fluency from one or more of the four sub-project programmes.

Attendance at Raukawa Courses 2018-19

- Te Uru Raukawa (259)
- Hei Māpuna (40)
- Te Kura Reo o Raukawa (169)
- Te Whare Kōrero o Raukawa (109)



Highlights in relation to our courses:

- 40 Hei Māpuna weekly night classes held in Tokoroa and the establishment of an evening Hei Māpuna class in Putaruru.
- The maximum number of student registrations for Kura Reo reached, showing that this is still a valued and relevant programme within the district and motu.
- There was a large contingent of Raukawa rangatahi that attended Te Kura Reo o Raukawa. This was partly due to RCT education scholarships being offered to our local high schools, Kura Kaupapa Māori and the Wharekura.
- We have had a number of new kaiako, who are past students from our Te Kura Reo o Raukawa, Te Uru Raukawa wānanga and Hei Māpuna programmes, deliver at our te reo Māori programmes over the year.

Ngā Takahanga Waewae o Ngā Tūpuna

This year the inaugural Ngā Takahanga Waewae o Ngā Tūpuna was piloted in Tokoroa. One hundred and forty-eight people participated in this event that was designed to distribute mātauranga Raukawa to the influencers of our children and communities. The event saw twelve Raukawa iwi members from Te Wharekura o Te Kaokaoroa o Pātetere deliver mātauranga Raukawa prepared by Kakara Whakarei to teachers from Pre-School, Primary, Intermediate and High Schools. The participating teachers were predominantly from Tokoroa and Putaruru. Teachers also participated from the wider Tainui rohe.

There is currently an interest for this to be facilitated in Matamata in the next financial year to encompass the schools from Tīrau to Matamata. This will also include schools from Tokoroa and Putaruru that were not involved with the initial event.

Raukawa Huia Kaimanawa Room

Over the year, we have been able to dedicate more time in the setup of our Huia Kaimanawa room which includes the labelling, categorising and appropriate storage of the taonga that we currently hold.

Since staff member Phyllis Tahere has been charged with being the kaitiaki of the Huia Kaimanawa room, she has built strong relationships with the Waikato Museum, who have provided support and specialist advice for the care and storage of our taonga. Phyllis has also gained invaluable knowledge on how to care and preserve korowai. This information is something that we would like to share amongst our people who own korowai or hold them at their marae.

While we are still working on policies, procedures and protocols, our aim over the next six months is to have the room open for iwi members and the public to view our taonga.

● Strategic Outcome 3

We are influential at a national, regional and local level

Relationship Building

The Kakara Whakareī team continues to build and maintain strategic relationships at a local, regional and national level. Through these relationships, we can take advantage of different opportunities where we can add a Raukawa influence.

Some of the stakeholders that we have connected with during the year are:

- Te Taura Whiri i te Reo Māori – Māori Language Commission
- Te Mātāwai
- Central Kids Kindergarten
- MoE
- Mercury
- Waikato Museum
- Ara Poutama
- Victoria University
- Waikato University

In particular, we have continued to strengthen our relationship with the MoE, as well as with Early Childhood Education Centres and Primary and Secondary schools within the Raukawa rohe. We are using this relationship to promote and distribute Raukawa mātauranga within the school curriculum.

● Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

Raukawa Cultural Strategy 2020-2023

The purpose of the Raukawa Cultural Strategy is to provide an over-arching cultural position that offers a foundation of Raukawa cultural understanding, incorporates Raukawa tikanga and cultural growth and development. This strategy covers a three year period. The Raukawa Cultural Strategy incorporates the Raukawa 2030 Outcome Statement: The wellbeing of ngā uri o Te Poari Matua o Raukawa has been enhanced, and our kaitiakitanga o te taiao and our resources have been strengthened.

The approved Raukawa Cultural Strategy has the following goal statements:

- Raukawa uri speak their ancestral language;
- Raukawa uri know who they are, how they are connected and have a deeper understanding of their heritage; and
- Raukawa uri uphold tribal customs and protocols aligned to tribal beliefs and values.

Raukawa Mātauranga Strategy

The aim of the Raukawa Mātauranga Strategy is the creation, distribution and dissemination of mātauranga Raukawa through multimedia materials and forums. We envisage that the distribution of our mātauranga Raukawa will be done through the education system, both mainstream and Māori, through RCT events, activities and RST iwi members cultural initiatives.

Our broad strategic initiatives for this strategy are:

- **Development:** Develop mātauranga Raukawa resources to help strengthen Raukawa identity.
- **Dissemination:** Disseminate mātauranga Raukawa resources through the identified distribution areas.
- **Collaboration:** Work with key stakeholders to progress mātauranga Raukawa objectives.
- **Evaluation:** Evaluate the influence that mātauranga Raukawa is having on cultural, social and environmental aspects in the district and across the iwi.

Cultural Community Events

We have continued to provide different levels of support to a number of different community cultural events throughout the year.

Team members participated as judges at the Tainui Waka Manu Kōrero speech competition and supported Te Whare Kura o Te Kaokaoroa o Pātetere at the National Secondary Schools Kapa Haka.

As part of Māori Language Week, our team, along with other staff members, supported SWPICS with their innovative idea to recreate a music video utilising multiple community groups throughout Tokoroa. Our team submitted a nomination for SWPICS to the National Māori Language Awards for the Māori Language Week category. There were over 150 nominations received, SWPICS was one of the 36 finalists selected. Although they did not win their category, they were recognised on the night for their innovation.

● Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

Strategic Advice and Support to the RCT that ensures Culturally Safe Practice

Every morning, RCT kaimahi start the day with karakia, waiata and pānui. To encourage and support kaimahi to participate and lead the morning sessions, the team developed a short handbook, *He Kohinga Karakia, He Kohinga Waiata*. These booklets contain the morning agenda, mihi, six karakia, five waiata and seven hīmene which any of the staff can follow.

This has proved to be very successful with our kaimahi, who now do not need our team to be present to lead this process.

Raukawa Health and Social Development Group

About us

Tīwai Hauora provides health and social development services to iwi members and the wider community in the South Waikato and surrounding areas. Families and individuals choose their wellbeing pathways from a wide ambit of services that aim to provide opportunities to support them on their journey of improved wellbeing.

Strategic Outcomes that we focus on

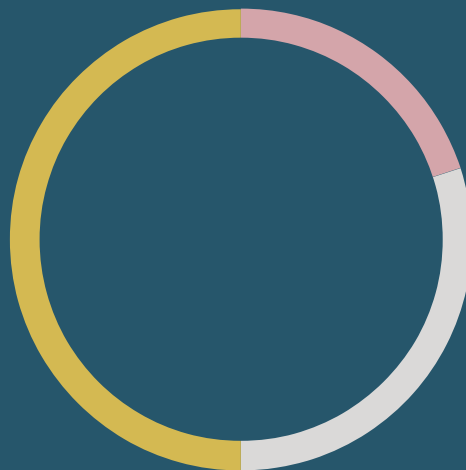
✓	Strategic Outcome 3	We are influential at a national, regional and local level
✓	Strategic Outcome 4	We support whānau, hapū, marae and community wellbeing
✓	Strategic Outcome 5	We are professional and effective with infrastructure that supports our delivery

Our Metrics

	Assigned	Achieved	Outstanding
KPIs	11	9	2
Deliverables	16	13	3

How we focus our efforts over the year¹

- Strategic Outcome 3 (20%)
- Strategic Outcome 4 (30%)
- Strategic Outcome 5 (50%)



¹ Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome.

● Strategic Outcome 3

We are influential at a national, regional and local level

Working in Partnership with other Agencies

Tiwai Hauora recognises the importance of working collaboratively with other organisations and has valued the close relationships that have been formed with government and community organisations over many years.

This year we have seen a significant emphasis within the social services sector, towards establishing partnerships with iwi; with the focus being on the delivery of new services.

Relationships with the Ministry of Social Development (MSD), Oranga Tamariki, Department of Corrections and Ministry of Justice continue to strengthen and develop at a national, regional and local level.

This ongoing commitment to work together in partnership has been critical in ensuring Raukawa is engaged effectively in the design and delivery of new services within our rohe and ensuring existing services continue to meet our people's needs.

At a local level, the formation and establishment of a new stakeholder group is now well underway, involving Corrections, Police, Youth Justice, Oranga Tamariki, SWPICS, Tokoroa Council of Social Services and the RCT, ensuring local problems and issues can be discussed and addressed.

Gathering and Collecting Information

This year, the RCT contracted Ruth Hungerford, from Momentum Evaluation and Research Ltd to provide a Youth Gap Analysis Stocktake.

The geographical coverage area for the research was the Raukawa rohe and included parts of the territorial authorities of South Waikato, Waipā and Matamata-Piako and the following towns: Putaruru, Tokoroa, Matamata, Te Awamutu and Cambridge.

The overall aim of the stocktake was to provide information to RCT about youth services, needs, gaps and issues throughout our rohe to help inform the RCT's future strategic direction and objectives.

● Strategic Outcome 4

We support whānau, hapū, marae & community wellbeing

Health and Social Service Needs of Uri are Better Understood

Tīwai Hauora continues to assess and understand the changing needs of our people and local communities so that our services can be tailored to help achieve the outcomes our people need.

In addition to the Youth Gap Analysis Stocktake, this year the RCT undertook the Whānau Voices Project. The Whānau Voices Project provided an environment to help our whānau tell their amazing stories and how the services that the RCT provided helped them on their journey of wellbeing.

Marae Support and Promoting Health and Wellbeing at Community Events

This year Tīwai Hauora organised and held the inaugural Raukawa Kaumātua Games at the South Waikato Sports and Event Centre in Tokoroa.

The games were very well received, with over 120 registrations from our kaumātua, bringing our kaumātua together, to participate in active and passive recreational activities.

There were many highlights at the games, including the role our rangatahi played as volunteers and the opportunity for different generations to grow and strengthen their relationships with each other.

Congratulations to Ruapeka Marae who came out on top and took the trophy home. Well done to second and third place getters, Tangata Marae and Ngātira Marae.

Tīwai Hauora continued to promote health and wellbeing within our community, participating in many events including:

- White Ribbon Day;
- Festival of Cultures;
- Whare Ora promotion;
- Let's Light NZ Orange; and
- Raising awareness of mental health, depression and suicide.

● Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

Integrated Model of Care

The development of a Raukawa Integrated Model of Care was a journey of celebration and discovery as both governance and operations came together to bring clarity and form to a model of care that reflects the unique values, aspirations and design of Raukawa.

The central elements of this whānau centred Integrated Model of Care are:

- Te Whare Tapa Whā
- Te Aho Tapu

Te Whare Tapa Whā

Māori health expert Mason Durie developed Te Whare Tapa Whā model of health in 1982. This encapsulates a Māori view of health and wellness and has four dimensions: taha wairua (spiritual health), taha hinengaro (mental health), taha tinana (physical health) and taha whānau (family health). Different parts of a whareniui (meeting house) represent each of these dimensions.

With its strong foundations and four equal sides, the symbol of the whareniui illustrates the four dimensions of Māori health and wellbeing.

Should one of the four dimensions be missing or in some way damaged, a person or a collective may become 'unbalanced' and subsequently unwell.

Te Aho Tapu

Te Aho Tapu, or the sacred thread, is the name given to the first line in weaving, as this is the line that sets the pattern that the rest of the weaving must take.

This name not only represents our view that Raukawa values set the direction for all that we do – but also that these values pass through us and link us all together.

Te Aho Tapu intends to provide support and connections for rangatahi and their whānau throughout their life; it also provides the ability to take a holistic approach that extends beyond service engagement and intervention.

It is our expectation that this Integrated Model of Care will become central to the practice delivery of our new innovative service, Whakapakari ai ngā Rangatahi, which is a preventative service working with rangatahi in our schools and community, to improve their mental health and wellbeing.

As this service engages in the evaluation phase, we will begin to embed this model throughout all of our services as well as the operational environment of the RCT's business groups.

Continual Improvement

Continuous Improvement is at the heart of Tīwai Hauora strategic planning, decision making and service development initiatives.

This year, we have seen a number of encouraging developments and targets that reflect our commitment to continuous improvement, including:

- The strengthening of the clinical oversight of our nursing and mental health and addictions services, through the establishment of our two Clinical Leader positions;
- Review and refinement of our client management system;
- Enhancement of our internal clinical supervision; and
- Development of our Integrated Model of Care.

Continuous improvement will continue to play a central role in our future service development, design, and delivery processes and operations. This priority is reflected in the Tīwai Hauora Annual Plan 2019-20.

● Contracting and Diversification

Tīwai Hauora recognises the importance of delivering services that are both sustainable and of high quality for our tamariki, rangatahi, whānau and kaumātua. To achieve this, our focus this year has been on:

- Delivering exceptional kaupapa Māori health and social services;
- Strengthening stakeholder relationships; and
- Becoming leaders in the health and social service sectors.

It is therefore pleasing to report back that this year Tīwai Hauora has seen the broadening of both its service delivery and contract base through the development of a number of new innovative services with MSD, Oranga Tamariki and the Ministry of Health, throughout our rohe.

The broadening of these services has enabled us to increase the number of multi-level contracts, as well as developing a greater diversification of revenue streams.

Raukawa Corporate Services

About us

Aka Tauwhiro is known as the “engine room” of the organisation. We provide the shared corporate services and systems that enable the Raukawa Group to achieve its vision, “Raukawa kia mau, kia ora”, and the RCT to achieve its mission “to deliver outstanding cultural, social and environmental outcomes to ngā uri o Te Poari o Raukawa”.

We are responsible for providing finance, administration, communication and information technology, systems, controls and support. One of the important roles the team undertake is the administration of the RST Tribal Register and RST uri grants. We also oversee the maintenance of all vehicles, property, buildings and equipment. We continually look for ways to improve the overall efficiency of our services and the organisational systems.

Strategic Outcomes that we focus on

✓	Strategic Outcome 1	Raukawa iwi are actively engaged in events and activities
✓	Strategic Outcome 4	We support whānau, hapū, marae and community wellbeing
✓	Strategic Outcome 5	We are professional and effective with infrastructure that supports our delivery

Our Metrics

	Assigned	Achieved	Outstanding ²
KPIs	7	6	1
Deliverables	23	19	4

How we focus our efforts over the year¹

- Strategic Outcome 1 (5%)
- Strategic Outcome 4 (15%)
- Strategic Outcome 5 (80%)



¹ Indicative estimate of how we apply our time, effort and resources to achieving this strategic outcome.

² The outstanding KPI and the remaining four deliverables were due to the complexities involved in the completion of these. Significant progress was made, and these will continue to be developed and implemented in the next financial year.

● Strategic Outcome 1

Raukawa uri are actively engaged in events and activities

Communication Channels³

It is important to our Corporate Services Group that we continually carry out internal audits and reviews of the policies, procedures and systems that we use to carry out our work. This includes the communication channels which we choose to utilise to engage with our iwi members, kaimahi, stakeholders, the public and funders. These channels include our:

- Website (www.raukawa.org.nz);
- Facebook page (www.facebook.com/raukawacharitable);
- Quarterly iwi members pānui Te Kakara;
- Promotional pamphlets, posters, and other print collateral; and
- External media marketing such as radio and newspapers.

These audits helped us ensure the information shared was accurate, up to date and engaging the intended audience. We have seen a significant increase in engagement via our Facebook page and website. We achieved our target of 1200 page likes in November 2018, and have set our sights on 2100 page likes by December 2019. At the time of writing we currently have 1785 page likes.

The Communications Team has continued to grow its capability and capacity in the areas of videography, business group kaupapa support, event support, drone use, team cohesion, and the whole of organisation process improvements by the use of; Asana project management tool, YouTube tutorials, SweetProcess and expansion of videography and interview capabilities.

The team is involved in a vast amount and range of promotional activities for the whole organisation, they are particularly proud of their involvement in the promotions which oversaturated Te Uru Raukawa and Te Kura Reo o Raukawa numbers, as well as a marked improvement in attendance of the March 2019 Marae Development Workshop.

³ This also contributes to the achievement of RCT Strategic Outcome 5 – We are professional and effective with infrastructure that supports our delivery

● Strategic Outcome 4

We support whānau, hapū, marae and community wellbeing

Marae Development Workshops⁴

There were two Marae Development Workshops run in the 2019 financial year. The development of our marae in terms of physical and cultural revitalisation was the key focus of the Marae Development Workshop held in March 2019. We had 40 attendees, which is a record number, on a sunny Saturday afternoon. This workshop clearly outlined how the newly restructured Te Puni Kōkiri Oranga Marae and Marae Ora funding streams worked, and how these could significantly assist our whānau in achieving their aspirations for their marae. We were fortunate to have the expert support and advice from key organisations who could support our marae through this whole process such as; Te Puni Kōkiri, Department of Internal Affairs, Community Waikato, Inland Revenue, Trust Waikato and the Māori Land Court. All of the representatives were able to relate to the needs of our iwi members and provide valuable insights. Participants were able to make those important connections with the right people to assist them in achieving their aspirations.

The second workshop held in July 2019 was at our beautiful head office in Tokoroa, Te Whare o Raukawa. This workshop was facilitated by the Health Improvement Team from the Waikato District Health Board and introduced whānau to the PATH planning tool. PATH is a valuable planning tool which can assist and empower our marae whānau to achieve their aspirations, be they health outcomes, whakapapa connectivity, te reo revitalisation or physical, structural improvements. This was a perfect follow on from the March 2019 workshop, providing another opportunity for our iwi members to see how they can realise their aspirations.

Evaluation sheets are completed by participants after each workshop and feedback has always been very positive. As with previous years, participants comment that the content at each of these workshops was pertinent to their mahi at their marae, interesting and valuable. But the most valuable part noted is the opportunity to meet with other whānau, share their stories, laugh and reconnect.

Marae Grant Compliance and Support

Our Finance Team and Tribal Register Liaison work hard to ensure the Marae Grant policy and procedures are robust and that the RCT and the marae are complying with all of the criteria required by both legislation and policy. We provided support to many of our RST marae by attending marae Annual General Meetings or committee hui or meeting with officers to discuss how the marae grants work, and assist with the completion of their marae grant expense reports. This year, saw the highest number and value of marae grants distributed for six years at 14 grants totalling \$377,592. This is a pleasing result which indicates that our marae development workshops, open communication and ongoing support is making a difference.

RST Uri Grants

The Finance Team and Tribal Register Liaison dedicate time and expertise to ensure all of the RST uri grants; education, kuia and koroua wellbeing and marae, are administered appropriately. Our Tribal Register Liaison, in particular, spends a significant amount of time assisting iwi members with many different queries relating to all of these grant types. Unlike many other organisations, we do our very best to work with applicants who have not provided all of the information when they submit their grant application form.

All of our grant types have had increases in the number of applications being made and approved. With the education grants, in particular, we were able to pay out 76 grants at 100% of what applicants were eligible for. Our kuia and koroua wellbeing grants also saw an increase in applications. These increases demonstrate that we are connecting with more and more of our iwi members and the ability to assist so many of our people keeps us striving to do more.

⁴ This also contributes to the achievement of RCT Strategic Outcome 1 –Raukawa iwi are actively engaged in events and activities

● Strategic Outcome 5

We are professional and effective with infrastructure that supports our delivery

Information and Communications Technology Infrastructure

ICT continues to be a vital part of the infrastructure of the organisation. Like most modern-day organisations, almost everything we do relies on ICT in some form or another. With the increasing pressures of compliance, reporting, monitoring, and increased productivity, we have continued to undertake systematic improvements to our ICT systems. These include, but are not limited to:

Kaimahi Intranet

We continue to redevelop our in-house built intranet, moving to a more up to date platform feature by feature. Some of the features we have changed over, to date are; Keylink employee kiosk, Fleetwise vehicle booking system, and the new kaimahi apparel portal.

Tribal Register Database

After additional in-depth investigation, many demonstrations, vendor meetings, internet searches, and talking to other iwi, we have been able to develop a new and improved Tribal Register database. At 30th June 2019, this was in test mode, with the view that it should be fully operational, and the old system shut down by the end of the 2019 calendar year.

Ngā Wāhi Tūturu Database

Based on the same platform as the Tribal Register database, we were able to complete the redevelopment of this important Pūtake Taiao database which is full of valuable information related to our many Ngā Wāhi Tūturu sites. This new database is able to be utilised by iwi members to access information to assist them with any research needs. It also represents an important set of information which aims to protect the sites in council district plans within the Raukawa rohe.

Document Management System

This has perhaps been one of the more difficult systems to develop. We have developed and implemented a Funding Contracts Approval Workflow, which is a form of document control which electronically moves documents through the organisation to the appropriate persons for comment and/or approval/decline. Work on this kaupapa will continue into the next year.

Argus Vehicle Management System and Fleetwise Booking System

These two systems were newly implemented at the end of the last financial year. Our Business Information Team has continued to fine-tune them, train kaimahi and embed these systems into the organisation. These systems will support our current health and safety processes, allowing us to gain valuable insights into driver behaviour and identifying the need for training, along with being able to locate kaimahi as they travel extensively throughout our rural area.

Keylink Employee Kiosk

This system was also newly implemented at the end of the last financial year. It is now well and truly embedded into our organisation, as the go-to portal for all leave requests, approvals, reports, personal contact details, and emergency contact details. Our Finance Team and managers are empowered to search and access the information they need when they need it, rather than having to go through someone else.

Asset Register Database

Based on the same platform as the Tribal Register and Ngā Wāhi Tūturu databases, the asset register database was redeveloped to provide management of assets. This is providing valuable asset management data, as well as assisting with budgeting requirements for capital replacements.

Property and Resources Management

Our Business Information Team Leader (BIT Leader), in collaboration with other kaimahi, continued to work with our landlords, rebuild project manager, contractors and suppliers to complete the requirements to achieve our building warrant of fitness for Te Whare o Raukawa. Our BIT Leader now has the maintenance plan for our new whare and continues to manage this and our satellite offices.

Our redeveloped Asset Register database outlined above now provides accurate and immediate reporting and tracking for all directly held RST and RCT assets.

RST and RCT Policy Management Framework

As a cross-organisational deliverable, Aka Tauwhiro continued to drive this project. Significant progress has been made however more work will be required in the next financial year.

As an organisation, the EMT continued its responsibility to review and amend existing policies, as well as develop new policies as required to meet organisational needs and legislation.

Raukawa Communication Plan

Our Communications Team has had another year of growth in regards to the types of support offered and continues to deliver high-quality work which the organisation can be proud of. The team completed their review of the Raukawa Communication Plan, and annual review of all communication policies and procedures, review of style guides and digital design assets.

Other Delivered Services

Kaimahi and Trustee Apparel

The RST via the RCT, is committed to presenting a collective, united and smart professional image at all times. Aka Tauwhiro spearheaded the project to roll out kaimahi and trustee attire before the end of the year. This included the option of various jackets and/or vests, with the view to expand options over time. This made an immediate positive impact in regards to our image amongst the community and rohe. We have received many compliments to date.

Health, Safety and Wellness

Over and above the group's annual plan KPI's and deliverables, the Aka Tauwhiro team have continued to play an integral part within the Health and Safety Committee as well as the Wellness Committee. Contributing to these committees includes providing secretariat support and completing many of the tasks.

Our BIT Leader, and Group Manager joined the South Waikato Civil Defence Local Welfare Committee this year. This has allowed Aka Tauwhiro to gain knowledge and understanding of civil defence emergency management and preparedness. We will be using this knowledge to help support our marae and whānau to be prepared to take care of themselves and whānau in the event of a civil defence emergency.

Organisational Events

Aka Tauwhiro continues to contribute valuable skill sets and ringawera to organisational events such as the Raukawa Ngā Tohu Kaimahi, Raukawa Expo Day, RST Annual General Meeting, and Raukawa Kaumātua Games. Our team is all about providing support to the other business groups in order to support them to achieve their objectives and ultimately, our vision and mission.

Vehicle, Mobile and Internet, and Insurance Reviews

This year we engaged the professional services of Expense Reduction Analysts (ERA) from Palmerston North to review our current vehicle fleet, mobile and internet services, and insurance programme across the RST Group. ERA carried out the investigation, discovery, options and implementation stages for each of these reviews. All three of these reviews proved to be very worthwhile, securing the organisation significant savings over a three year period, which meant more financial resource could be utilised in front line service delivery.





2018–2019 Annual Report

Raukawa Iwi Development Ltd





Raukawa Iwi Development Ltd Chairperson's Report

Raukawa Iwi Development Ltd enjoyed another year of solid growth and performance in FY19, delivering a surplus of \$9.4m and growth in assets of around \$10m to \$156m. We continued to follow our strategy of seeking out high quality direct investments. This past year saw us expand our investment into high quality commercial property, work that has continued in FY20.

New property investment as well as strong returns from some of our key direct assets and some one-off events all contributed to record revenue and another strong result.

Highlights from FY19 include:

- Purchase of a commercial property in the Hawke's Bay, leased to the Hawke's Bay District Health Board
- Strong income performance out of managed funds
- Ongoing strong performance of our infrastructure investment
- Special one-off dividends from CNI and from Kākano, as explained below
- Recognition of a subsequent adjustment to the purchase price related to the Ranginui farming operation, as negotiated at the time of our investment.

Portfolio development

Our long-term goal is a portfolio of high-quality assets that we either own directly or in combination with other aligned investors. Direct assets give scale, control and reduced volatility. They are however less liquid and require more intense management and hence we choose carefully and only where we think we will make a good owner and earn a premium for our efforts.

In FY19, our major diversification was to investment property, as mentioned above.

While we had a property portfolio of c \$11m at the start of the year, these were largely properties leased to the Crown around the rohe. We have wanted to increase our exposure to commercial property for some time but have struggled to find the right vehicle and the right properties. We ultimately decided to do it ourselves and to pro-actively scout for off-market opportunities.

The investment thesis, that's been developing for several years, is that high quality commercial property gives a yield premium over cash and, if acquired in the right location should enjoy capital growth, not the least as a result of various bottlenecks in the construction industry which make developments complex.

Investment grade property is also defensive, and as we have seen the stock market continue to rise, so we have wanted to move into assets that will be better protected in a correction.

We have committed to buy two more properties post balance date and will continue to purchase commercial properties during FY20 if appropriate opportunities arise. We have benefitted in FY19 from the resulting rental income and should continue to see this grow in the years to come.

Overall over the past five plus years we have seen the portfolio become more diverse, increasingly invested in direct assets.

Our financial assets

While we seek a portfolio that is fully invested in direct assets, we know that this is a long-term aspiration. We like to think that one of our strengths is patience and while we wait for the right opportunity, we keep the pūtea working by being a large investor in financial assets.

At the start of the year our financial portfolio stood at c \$67m, somewhat under half the total balance sheet. This was \$30m in cash and the rest in managed funds.

Our funds manager selection remained stable and all have served Raukawa well, now over many years. We had investments with Milford Asset Management, Harbour Asset Management, AMP, Mint Asset Management, Castle Point Asset Management and Aspiring Asset Management.

These managers and their funds represent a range of risks and concentrations. The combination was

developed with expert advice from Eriksen and Associates and we thank them for their ongoing support.

Performance wise however, the much-anticipated correction in capital markets occurred around the end of calendar 2018. This saw severe drops in most major world markets, including NZ, bottoming out on Christmas Eve.

This impacted some of our more active and aggressive managers the hardest but by June they had recovered and were all back in positive territory. We did not however enjoy the same scale of value uplift (which comes through 'other comprehensive income') as in other years. Over the medium term, RIDL has benefitted hugely from the stewardship provided by our core managers.

We have seen, and expect to continue to see, high volatility as markets jump up and are then pushed back. We manage this principally at a 'portfolio' level by having an allocation to funds with which we're comfortable and seeking to create income stability through other parts of the asset base. We expect bouts of extreme volatility, such as around Christmas 2018, to recur and this will create earnings headwinds for us.

Cash – itself a defensive asset - reduced over the year to fund property and we expect to carry lower levels in the future, not least due to the minimal yields it now commands as interest rates have dropped further and the market continues to price in further cuts.

Our existing direct assets

Thanks to good market conditions and good asset level management, RIDL's existing portfolio performed well.

Kākano Whakatipu LP

Kākano is the vehicle through which RIDL along with five other CNI iwi owns a small stake in Kaingaroa Timberlands, the forest owner and operator at Kaingaroa.

Kaingaroa Timberlands and hence Kākano had yet another strong year benefitting – through much of the year - from high demand for logs and consequent high prices.

Through the year a restructuring took place at Kaingaroa Timberlands to accommodate the needs of the other major investors. This saw a

one-off dividend paid of \$4m that was immediately reinvested. This is one of the reasons our operating revenue is so high this year however it was not 'real income' to RIDL.

There was a tax implication from this dividend but Kākano, supported by RIDL, was able to negotiate that this was fully covered by the co-investment partners who benefited from the restructuring and hence received a tax compensation payment as well that has flowed through in part to RIDL's own accounts.

The Kākano investment has been an outstanding performer for RIDL since we invested a little over \$19m in FY14. It is now worth \$36m and has also delivered significant income over this time.

CNI Iwi Holdings

CNI Iwi Holdings is the vehicle holding the land underneath Kaingaroa Forest. It had another strong year. Standard distributions to us were over budget. They were below FY18 however that was a standout year including significant sales of emissions trading units (NZUs).

During FY19 there was also an additional special distribution made of \$2.3m. This was the result of a significant amount of work, again supported by RIDL, to conclude a major NZU transaction. This has seen CNI sell around \$50m of NZUs, with an agreement to buy them back at the same price in 10 years' time. The resulting cash, invested over the period, has generated this one-off income. CNI are to be congratulated for concluding this transaction and delivering such strong benefits to its shareholding iwi.

Ranginui

RIDL owns 45% of the Ranginui Station, a c 3,300 cow dairy and pastoral operation near Mangakino.

After a strong year in FY18, FY19 was not so positive with cost increases absorbing revenue from what was a decent milk price of \$6.35. Ongoing regulatory restrictions and uncertainty (environmental, overseas investment etc) have seen dairy farm values stall and this was reflected in this year's valuation.

We are hoping through FY20 to drive greater cost efficiency at Ranginui and be profit focused.

When we acquired our stake from Pouakani Trust, the other major investor in the farm, we were not

able to agree on a long-term average milk price upon which to base the purchase price (a major determinant of value). We hence negotiated a mechanism to be repaid if the milk price over the three years from our investment was below a certain

level. This was indeed the case and the accounts show an amount of \$1.6m due to us in FY20.

Te Pūia Tāpapa

Last year RIDL made a \$10m commitment to Te Pūia Tāpapa. This is a newly created vehicle, supported by 26 iwi and a total of \$115m. Its strategy and goal is to co-invest with other large scale New Zealand investors in direct assets that would be difficult for iwi to access or manage on their own.

RIDL is a cornerstone investor in this fund and appoints a director.

While no investment occurred during FY19, corporatisation and systems work was completed and a number of investment opportunities reviewed in detail by the able investment committee.

We understand and support this patient approach and our anticipation is that the full commitment will be called over at least a further five years. Post year end we received our first substantive capital call and expect that at least one investment will be made in FY20.

Infrastructure

RIDL has an investment in an infrastructure fund run by AMP Capital (Australia). We added \$1m to this through the year to bring the total to over \$12m. The fund has investments in Melbourne Airport, the Sydney rail network, student accommodation and NZ's PowerCo.

All assets are capable to producing long-dated, stable cash flows. We made our initial investment in January 2018 and have been very pleased with its performance to date. It provides good returns from access to good, well-protected assets that we would not otherwise have a chance to own.

Other properties

The existing properties were stable and generated good income. Some further finishing work was conducted at Raukawa House and two new tenants introduced, taking some of the office space along the front.

We were also finally able to acquire the Tokoroa East site from the Crown and will develop plans for this over time.

RIDL financial results

We delivered a bottom line of \$9.4m this year on opening equity of \$138.8m. This was a 6.8% return on equity.

We were happy with this performance, especially given the relatively conservative settings of the portfolio including the high cash we've been holding and the volatility in financial markets that occurred over the later few months of calendar 2018.

Raukawa Asset Holding Company Limited

Raukawa Asset Holding Company ('RAHC') is Raukawa's settlement fisheries company. It is a wholly owned subsidiary of RST via Raukawa Settlement Trust Ltd (RSTL). RAHC's main assets are quota and shares in Moana (previously AFL), worth together about \$1.8m.

RAHC does not operate the quota itself but leases it out, normally in multi-year contracts. Management, including treasury management, is provided on contract by RIDL.

Several major lease agreements with Sealord came up for renewal from 1 October 2018. In the months leading up to this, RAHC was engaged alongside many other iwi groupings in renegotiations. RAHC has now participated in the new, revised and standardised, pan-iwi 'Ihu To Mai' Agreement ('ITM'). We see the new ITM as a good outcome for RAHC as it continues to deliver access to value chain profit share from Sealord without taking direct operational risk.

RAHC performance was good again in FY19, with a net profit before tax of \$255k as compared to last year's \$245k.

The year ahead

We will keep our focus on directly investing in good quality assets. Expect to see more commercial property investment, ongoing co-operation with other iwi partners and some meaningful investment via the Te Pūia Tāpapa vehicle.

We will continue to focus on existing direct assets and are also looking to participate in further iwi-collective investment vehicles, that seek to leverage

scale and access to generate premium returns. Working with other iwi partners has been our strategy to date for most of our direct assets and we believe it can deliver in other areas for us.

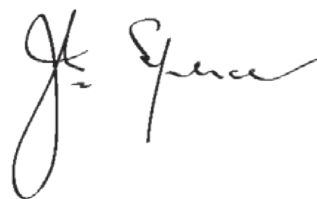
As always, we hope to continue the steady, sustainable performance growth of the last several years and run a cost-efficient operation that generates reliable income for RST. We note however various local and international headwinds. The most obvious is globally low interest rates, themselves a reflection of concerns around growth and business confidence. We are trying to structure around this by avoiding investments that seem growth-dependent but we remain cautious of the higher risk of shocks such as we saw last year.

Conclusion

I would like to extend my personal thanks to other directors: Connie Hui, Jon Stokes, Gaylene Roberts and Vanessa Eparaima. Post year end we farewelled Connie and welcomed Deb Davies. The board values the strong links with RST and appreciates their ongoing support for our work.

I would also like to thank Kim Blomfield and Jenny Cook for their support of RIDL, RAHC and the directors. Also our accountants GHA and especially Donelle Leef, Rana Sorensen and Oksana Kahlenberg. Andrew Harrison and his team continue to provide investment management services to RIDL and my thanks to them too.

Best wishes to all iwi members for the year ahead.



John Spencer CNZM
Chair, RIDL and RAHC





Raukawa Settlement Trust

Financial Statements

For the year ended 30 June 2019

Raukawa Settlement Trust



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Independent Auditor's Report

To the Beneficiaries of Raukawa Settlement Trust

Report on the audit of the trust and group financial statements

Opinion

In our opinion, the accompanying trust and group financial statements of Raukawa Settlement Trust (the 'Trust') and its subsidiaries (the 'Group') on pages 73 to 88:

- i. Present fairly in all material respects the Trust's and Group's financial position as at 30 June 2019 and its financial performance and cash flows for the year ended on that date; and
- ii. Comply with Public Benefit Entity Standards Reduced Disclosure Regime (Not For Profit).

We have audited the accompanying Trust and Group financial statements which comprise:

- The Trust and Group statement of financial position as at 30 June 2019;
- The Trust and Group statements of comprehensive revenue and expense, changes in net assets/ equity and cash flows for the year then ended; and
- Notes, including a summary of significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) ('ISAs (NZ)'). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We are independent of the Trust and Group in accordance with Professional and Ethical Standard 1 (Revised) Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants ('IESBA Code'), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our responsibilities under ISAs (NZ) are further described in the auditor's responsibilities for the audit of the Trust and Group financial statements section of our report.

Other than in our capacity as auditor we have no relationship with, or interests in, the Trust and Group.

Other information

The Trustees, on behalf of the Trust and Group, are responsible for the other information included in the entity's Annual Report. Our opinion on the Trust and Group financial statements does not cover any other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Trust and Group financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Trust and Group financial statements or our knowledge obtained in the audit or otherwise appears materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Use of this independent auditor's report

This independent auditor's report is made solely to the Beneficiaries as a body. Our audit work has been undertaken so that we might state to the Beneficiaries those matters we are required to state to them in the independent 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 Beneficiaries as a body for our audit work, this independent auditor's report, or any of the opinions we have formed.

Responsibilities of the trustees for the Trust and Group financial statements

The Trustees, on behalf of the Trust, are responsible for:

- The preparation and fair presentation of the Trust and Group financial statements in accordance with generally accepted accounting practice in New Zealand (being Public Benefit Entity Standards Reduced Disclosure Regime (Not For Profit));
- Implementing necessary internal control to enable the preparation of a Trust and Group set of financial statements that is fairly presented and free from material misstatement, whether due to fraud or error; and
- Assessing the ability to continue as a going concern. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Trust and Group financial statements

Our objective is:

- To obtain reasonable assurance about whether the Trust and Group financial statements as a whole are free from material misstatement, whether due to fraud or error; and
- To issue an independent auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs NZ will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Trust and Group financial statements.

A further description of our responsibilities for the audit of these Trust and Group financial statements is located at the External Reporting Board (XRB) website at: <http://www.xrb.govt.nz/standards-for-assurance-practitioners/auditors-responsibilities/audit-report-7/>

This description forms part of our independent auditor's report.



KPMG
Hamilton

24 October 2019

As at 30 June 2019

Entity Information

Nature of business

Post Settlement Governance
Entity
Resource development and
investment

Postal address

Private Bag 8
Tokoroa 3444

Subsidiaries

Raukawa Iwi Development
Limited
Raukawa Settlement Trust
Limited
Raukawa Charitable Trust
Raukawa Asset Holding
Company Limited

Accountants

GHA Ltd
Chartered Accountants
PO Box 1712, Rotorua

Auditors

KPMG
PO Box 929
Hamilton 3240

Bankers

Westpac
Tokoroa

Bank of New Zealand
Tokoroa

Date of Formation

Friday, 19 June 2009

Trustees



Vanessa Eparaima



Connie Hui



Cheryl Pakuru



Kataraina Hodge



Gaylene Roberts



Debbie Davies



Gail Hamilton



Waimatao Smith



Rina Lawson



Nachelle Griffiths



Richard Jefferies



Marina Hireme



Paraone Gloyne



Steven Oxenham



Juanita Temarama



Rachel O'Connor

For the year ended 30 June 2019

Statement of Comprehensive Revenue and Expense

	NOTE	GROUP		PARENT	
		2019 \$	2018 \$	2019 \$	2018 \$
Revenue					
Contract & project revenue	1	4,824,286	3,595,396	-	-
Finance and investment revenue	2	9,275,323	5,557,932	942,159	1,085,815
Other revenue	3	3,394,276	1,897,849	6,099	1,668
Total Revenue		17,493,886	11,051,178	948,258	1,087,483
Expenses					
Operating expenses	4	6,747,172	6,223,304	605,285	368,967
Administration expenses	5	226,836	198,624	251,760	237,403
Uri grants		570,788	525,660	-	-
Total Expenses		7,544,796	6,947,588	857,045	606,371
Share of surplus of equity accounted associates	12	5,177,154	1,253,972	-	-
Net surplus before tax		15,126,244	5,357,562	91,213	481,112
Less Tax expense	6	1,326,343	429,848	-	12,106
Net surplus for the year		13,799,901	4,927,715	91,213	469,006
Other comprehensive revenue/(expense)	7	(2,949,010)	9,062,492	-	-
Total comprehensive revenue/(expense) for the year		10,850,891	13,990,207	91,213	469,006

As at 30 June 2019

Statement of Financial Position

	NOTE	GROUP		PARENT	
		2019	2018	2019	2018
		\$	\$	\$	\$
Assets					
Current assets					
Cash and cash equivalents	8	31,688,854	35,758,570	779,811	823,675
Trade and other receivables	9	4,385,145	1,820,975	1,031,231	1,030,226
Income tax refund		-	162,095	97,654	105,938
Advances to related parties	16	-	-	1,716,679	1,917,743
Assets held for sale		-	350,000	-	-
Total current assets		36,073,999	38,091,640	3,625,376	3,877,582
Non-current assets					
Trade and other receivables	9	7,912,718	8,528,917	7,912,718	8,528,917
Property, plant and equipment	10	6,599,488	5,801,555	1,433	2,860
Investment property	11	16,755,062	6,096,254	-	-
Investments in subsidiaries	16	-	-	89,756,441	88,756,441
Investments in associates	12	48,998,126	50,514,440	-	-
Other investments	13	56,209,796	53,591,975	-	-
Intangible assets	14	1,023,432	1,016,929	-	-
Loan Receivable - Whakaaratamaiti Marae		453,940	459,418	-	-
Total Non-current assets		137,952,561	126,009,488	97,670,593	97,288,218
Total Assets		174,026,560	164,101,127	101,295,968	101,165,801
Liabilities					
Current liabilities					
Trade and other payables	15	1,183,141	834,012	128,013	89,057
Employee entitlements		258,597	278,322	-	-
Income in advance		869,074	1,505,353	-	-
Income tax payable		106,298	-	-	-
Advances from related parties	16	-	-	110,911	110,911
Total Current liabilities		2,417,110	2,617,687	238,924	199,969
Non-current liabilities					
Deferred tax liability	6	3,489,152	4,214,032	-	-
Total Non-current liabilities		3,489,152	4,214,032	-	-
Total Liabilities		5,906,262	6,831,720	238,924	199,969
Net assets		168,120,298	157,269,408	101,057,044	100,965,831
Net Assets/Equity		168,120,298	157,269,408	101,057,044	100,965,831

For and on behalf of the Board:



Chairperson



Trustee

Date: 24/10/2019

For the year ended 30 June 2019

Statement of Changes in Net Assets/Equity

Group	NOTE	SETTLEMENT FUNDS	REVALUATION RESERVES	ACCUMULATED REVENUE AND EXPENSE	TOTAL NET ASSETS/ EQUITY
		\$	\$	\$	\$
Opening balance 1 July 2018		84,099,135	30,051,496	43,118,776	157,269,408
Surplus for the year		-	-	13,799,901	13,799,901
Other comprehensive revenue/ (expense)		-	(2,949,010)	-	(2,949,010)
Reclassification from revaluation reserve to retained earnings	12	-	(1,887,643)	1,887,643	-
Closing balance 30 June 2019		84,099,135	25,214,842	58,806,320	168,120,298
Opening balance 1 July 2017		84,099,135	20,989,004	38,191,062	143,279,200
Surplus for the year		-	-	4,927,715	4,927,715
Other comprehensive revenue/ (expense)		-	9,062,492	-	9,062,492
Closing balance 30 June 2018		84,099,135	30,051,496	43,118,776	157,269,408
Parent					
Opening balance 1 July 2018		84,099,135	-	16,866,696	100,965,831
Surplus for the year		-	-	91,213	91,213
Other comprehensive revenue and expense		-	-	-	-
Closing balance 30 June 2019		84,099,135	-	16,957,909	101,057,044
Opening balance 1 July 2017		84,099,135	-	16,397,690	100,496,825
Surplus for the year		-	-	469,006	469,006
Other comprehensive revenue and expense		-	-	-	-
Closing balance 30 June 2018		84,099,135	-	16,866,696	100,965,831

For the year ended 30 June 2019

Statement of Cash Flows

	NOTE	GROUP		PARENT	
		2019	2018	2019	2018
		\$	\$	\$	\$
Cash flows from operating activities					
Receipts from operations		5,965,570	5,063,573	1,000,000	1,001,123
Receipts from interest		829,144	632,243	19,029	12,157
Receipts from grants and donations		6,099	850	6,099	850
Receipts from dividends		2,899,243	2,970,525	539,014	662,413
Receipts from capital distributions		2,298,710	-	-	-
Payments to suppliers and employees		(7,194,669)	(6,757,068)	(616,288)	(645,049)
Payments of income taxes		(942,029)	148,185	8,284	(23,800)
Total Cash flows from operating activities		3,862,069	2,058,308	956,138	1,007,694
Cash flows from investing activities					
Receipts from sale of property, plant and equipment		483,035	79,564	-	-
Receipts from sale of investment properties		276,943	-	-	-
Receipts from sale of investments		2,528,226	26,877,133	-	-
Receipts from maturing term deposits		3,367,661	-	-	-
Purchase of property, plant & equipment		(545,041)	(2,460,875)	-	(4,581)
Purchase of investment properties		(10,941,806)	(1,344,558)	-	-
Purchase of investments		(2,202,120)	(22,338,700)	(1,000,000)	(1,000,000)
Purchase of term deposits		(226,013)	(7,800,963)	(15,365)	(209,632)
Investments in associates and subsidiaries		2,463,501	1,831,301	-	-
Loans advanced/repaid to related parties		-	-	-	300,000
Repayment from third party		5,478	46,905	-	-
Total Cash flows from investing activities		(4,790,136)	(5,110,193)	(1,015,365)	(914,213)
Net Increase/ (Decrease) in Cash and Cash Equivalents		(928,067)	(3,051,885)	(59,227)	93,481
Cash Balances					
Cash and cash equivalents at beginning of the year	8	2,864,784	5,916,669	263,153	169,671
Cash and cash equivalents at end of the year	8	1,936,717	2,864,784	203,926	263,153
Net change in cash for the year		(928,067)	(3,051,885)	(59,227)	93,481

For the year ended 30 June 2019

Statement of Accounting Policies

1. Reporting entity

The financial statements of Raukawa Settlement Trust (the Trust, RST) for the year ended 30 June 2019 comprise the Trust (the Parent), and the consolidated financial statements of the group comprising the Trust and its subsidiaries Raukawa Settlement Trust Limited, Raukawa Iwi Development Limited (RIDL), Raukawa Charitable Trust (RCT), Raukawa Asset Holding Company Limited (RAHCL) and Raukawa Property Limited Partnership (RPLP).

2. Basis of preparation

(a) Statement of compliance

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). They comply with the Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") as appropriate for Tier 2 not-for-profit public benefit entities, for which all reduced disclosure regime exemptions have been adopted. The Trust and Group are eligible to apply Tier 2 standards as they have less than \$30 million annual expenditure and are not publicly accountable.

(b) Measurement basis

The consolidated financial statements have been prepared on the historical cost basis except for Investment property, Land & buildings and Other investments that have been measured at fair value.

(c) Functional and presentation currency

The financial statements are presented in New Zealand dollars (\$) which is the Group's functional currency. There has been no change in the functional currency of the Group during the year. Transactions and balances reported in foreign currencies are translated to New Zealand Dollars at the rate prevailing on the date of the transaction.

(d) GST

Except for trade receivables and trade payables which are stated inclusive of GST, all amounts have been reported exclusive of GST.

(e) Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year.

3. Use of judgements and estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are disclosed where applicable in the relevant notes to the financial statements.

Judgements made by management in the application of the PBE Standards RDR that have significant effects on the financial statements are disclosed, where applicable, in the notes to the financial statements.

4. Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Parent and subsidiaries controlled by the Parent.

Control is achieved when the Parent has power over the investee and can determine the investee's operating and financing policies, such that the parent can direct the investee to assist it achieving the parent's own financial and public benefit objectives.

Consolidation of a subsidiary begins when a Parent obtains control over the subsidiary and ceases when a Parent loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Parent gains control until the date when a Parent ceases to control the subsidiary.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

For the year ended 30 June 2019

Notes to the Financial Statements

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
1. Contract & project revenue				
Exchange revenues	4,644,286	3,415,396	-	-
Non-exchange revenues	180,000	180,000	-	-
	4,824,286	3,595,396	-	-

The Group receives revenue from contracts and projects with public sector organisations in exchange for providing services to the Raukawa community on the behalf of the funding provider. Revenue is recognised to the extent that the underlying services have been delivered. Where funding is received in advance of delivering goods or services and there is a requirement to return unused funding or uncertainty around the group's ability to comply with conditions attached to the funding, the amounts received are recognised as income in advance.

Revenue received for contracts and projects with no requirement to provide services in exchange or specific performance obligations is classified as non-exchange revenue and is recognised as revenue at the fair value of the amount receivable except where there are other attached conditions which are not yet fulfilled. If there are unfulfilled conditions, the amount is recognised initially as income in advance and recognised as revenue when conditions are fulfilled.

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
2. Finance and investment revenue				
Interest	935,144	710,933	19,344	13,066
Dividends	3,312,367	1,582,061	539,014	662,413
CNI Iwi Collective dividend	2,345,301	2,854,603	-	-
Fair value adjustments recognised in surplus/ (deficit)	383,801	410,336	383,801	410,336
CNI Iwi Holdings NZU distribution	2,298,710	-	-	-
	9,275,323	5,557,932	942,159	1,085,815

Interest income is recognised on the effective interest rate method on a proportion of time method. Dividend income is recognised when the group's right to receive the dividend is established. Fair value adjustments recognised in surplus/(deficit) comprises the effect of discounting of the long term receivables due from the Crown under the Waikato River Co-management agreement (refer Note 9).

	NOTE	GROUP		PARENT	
		2019	2018	2019	2018
		\$	\$	\$	\$
3. Other revenue					
Lease and rental income		933,737	309,483	-	-
Grants, koha and donations		16,163	21,875	6,099	850
Realised gains on sale of investments		-	746,696	-	-
Fair value adjustments recognised in net profit/(loss)		(6,055)	797,809	-	-
Gain on sale of Property, plant & equipment		93,124	21,142	-	-
Compensation towards tax liability		723,975	-	-	-
Capital refund - Ranginui	12	1,633,333	-	-	-
Other		-	844	-	818
		3,394,276	1,897,849	6,099	1,668

Revenue received from Grants, koha and donations are classified as non-exchange revenue and are recognised as revenue at the fair value of the amount receivable except where there are other attached conditions which are not yet fulfilled. If there are unfulfilled conditions, the amount is recognised initially as income in advance and recognised as revenue when conditions are fulfilled.

	NOTE	GROUP		PARENT	
		2019	2018	2019	2018
		\$	\$	\$	\$
4. Operating expenses					
Communication		290,503	304,839	2,221	5,221
Depreciation		71,264	113,779	1,426	2,150
Facilities		495,797	355,721	11,199	11,783
General		289,294	315,416	8,612	12,060
Governance		541,675	532,846	237,019	234,927
Impairment of a related party advance	16	-	-	201,064	-
Personnel costs		3,590,461	3,464,297	1,191	1,257
Specialist advice		1,017,333	708,964	81,701	34,887
Travel		450,845	427,442	60,853	66,684
		6,747,172	6,223,304	605,285	368,967

	NOTE	GROUP		PARENT	
		2019	2018	2019	2018
		\$	\$	\$	\$
5. Administration expenses					
Accountancy fees		98,862	60,503	14,304	14,377
Administration		62,473	78,621	211,956	197,527
Audit fees		65,500	59,500	25,500	25,500
		226,836	198,624	251,760	237,403

	NOTE	GROUP		PARENT	
		2019	2018	2019	2018
		\$	\$	\$	\$
6. Income tax expense					
Surplus before income tax		15,126,244	5,357,562	91,213	481,112
Tax expense at 17.5%		2,647,093	937,573	15,962	84,195
Non-assessable income		(1,343,146)	(552,438)	(53,024)	(71,809)
Non-deductible expenses		337,605	62,594	37,062	(280)
Effect of tax exempt subsidiaries		(270,194)	(22,387)	-	-
Effect of timing differences		-	4,504	-	-
Under/(over) provided in prior periods		(45,014)	-	-	-
Tax expense		1,326,343	429,848	-	12,106

Deferred tax assets/(liabilities) - Group	01 JULY 2018	RECOGNISED	RECOGNISED	30 JUNE 2019
		IN SURPLUS	IN EQUITY	
Investments in associates	(4,214,032)	-	724,880	(3,489,152)
	(4,214,032)	-	724,880	(3,489,152)
	01 JULY 2018	RECOGNISED	RECOGNISED	30 JUNE 2019
		IN SURPLUS	IN EQUITY	
Property, plant & equipment	4,504	(4,504)	-	-
Investments in associates	(2,931,141)	-	(1,282,891)	(4,214,032)
	(2,926,637)	(4,504)	(1,282,891)	(4,214,032)

There are no deferred tax balances arising in the Parent from timing differences.

Income tax is recognised in surplus/(deficit) except to the extent it relates to items recognised in equity. Current tax is the estimated income tax payable based on current period taxable income adjusted for amounts over or under provided in prior periods. Deferred tax relates to the estimated future tax consequences and benefits expected resulting from timing differences between amounts recognised in surplus/(deficit) under the financial reporting policies adopted by the group and income tax legislation. Deferred tax assets are recognised only when there is probability they will be utilised against future taxable surpluses.

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
7. Other comprehensive revenue/ (expense)				
Share of movement in reserves of equity accounted associates	(4,229,967)	7,414,829	-	-
Change in fair value of investments	192,005	3,459,468	-	-
Change in fair value of property, plant & equipment	364,072	217,782	-	-
Transfer realised gain on sale of investment to net profit	-	(746,696)	-	-
Deferred tax recognised in equity for the year	724,880	(1,282,891)	-	-
	(2,949,010)	9,062,492	-	-
Revaluation reserve balances				
Investments in associates	18,021,663	24,139,273	-	-
Investments	10,100,477	9,908,473	-	-
Property, plant and equipment	581,854	217,782	-	-
Deferred tax	(3,489,152)	(4,214,032)	-	-
	25,214,843	30,051,496	-	-

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
8. Cash and cash equivalents				
Cash and bank balances	1,936,717	2,864,784	203,926	263,153
Short term deposits	29,752,136	32,893,785	575,886	560,522
	31,688,854	35,758,570	779,811	823,675

Cash and bank balances comprise cash and call accounts and other deposits held with financial institutions with maturity dates less than 3 months. Short Term Deposits include all cash investments with maturities between 3 and 12 months. The average interest rate prevailing on cash and cash equivalents at 30 June 2019 was 3.25% (2018: 3.30%).

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
9. Trade and other receivables				
Accounts receivable - exchange revenue	676,216	580,999	-	-
Accounts receivable - non-exchange revenue	8,913,318	9,528,917	8,913,318	9,528,917
Accrued interest	240,322	134,322	1,840	1,525
Accrued revenue	2,357,308	-	-	-
GST refund	18,601	19,338	18,601	18,487
Prepayments	92,099	86,317	10,190	10,215
	12,297,864	10,349,892	8,943,949	9,559,143
Current portion	4,385,145	1,820,975	1,031,231	1,030,226
Non-current portion	7,912,718	8,528,917	7,912,718	8,528,917
	12,297,864	10,349,892	8,943,949	9,559,143

Included in accounts receivable for non-exchange revenue is \$8,913,318 (2018: \$9,528,917) of funding due from the crown for the Waikato River co-management agreement. The crown granted Raukawa Settlement Trust \$30 million being \$10 million at inception in 2009, with 19 further annual amounts due of \$1 million. The amount receivable at 30 June 2019 reflects the net present value of the 11 remaining annual instalments due, discounted at 4.50%, being the prevailing risk-free treasury rate at the date of entering into the co-management agreement.

Trade and other receivables more than 90 days overdue are \$4,227 (2018: \$8,187). There is no doubtful debt provision (2018: none) and the Group is not exposed to any other significant credit risks (2018: none).

10. Property, plant and equipment

GROUP	LAND	BUILDINGS	MOTOR VEHICLES	OTHER PLANT & EQUIPMENT	TOTAL
Cost/Valuation	\$	\$	\$	\$	\$
Balance at 1 July 2018	359,737	4,902,818	57,435	950,239	6,270,229
Additions	-	504,085	-	40,958	545,043
Disposals	(17,144)	(23,690)	-	-	(40,834)
Revaluation	-	364,072	-	-	364,072
Balance at 30 Jun 2019	342,593	5,747,285	57,435	991,197	7,138,510
Balance at 1 July 2017	629,210	3,754,982	484,279	332,067	5,200,538
Additions	-	1,679,259	19,130	319,357	2,017,746
Disposals	-	-	(445,974)	-	(445,974)
Revaluation	-	217,782	-	-	217,782
Change in asset class	-	(298,815)	-	298,815	-
Transfer on change in use	(269,473)	(450,390)	-	-	(719,863)
Balance at 30 Jun 2018	359,737	4,902,818	57,435	950,239	6,270,229
Accumulated depreciation					
Balance at 1 July 2018	-	110,583	38,150	319,941	468,674
Depreciation expense	-	1,098	2,054	68,112	71,264
Disposals	-	(916)	-	-	(916)
Balance at 30 Jun 2019	-	110,765	40,204	388,053	539,022
Balance at 1 July 2017	-	90,435	419,034	241,322	750,791
Depreciation expense	-	34,410	749	78,619	113,778
Disposals	-	-	(381,633)	-	(381,633)
Transfer on change in use	-	(14,262)	-	-	(14,262)
Balance at 30 Jun 2018	-	110,583	38,150	319,941	468,674
Carrying value					
At 30 June 2019	342,593	5,636,520	17,231	603,144	6,599,488
At 30 June 2018	359,737	4,792,235	19,285	630,298	5,801,555

All property, plant and equipment owned by the parent is classified as other plant & equipment and has a cost of \$9,398 (2018: \$9,398). Other plant & equipment comprises computer equipment and all office equipment, furniture and fittings.

Items of property, plant and equipment are recognised initially at cost and depreciated over their estimated useful lives (except for land) using the following rates:

Buildings	2% Straight line
Motor vehicles	13-30% Diminishing value
Other plant & equipment	10-67% Diminishing value

Land and buildings are revalued to fair value when there are indicators of a material change in value. Fair value is determined with reference to comparable property prices by independent professional property valuers Telfer Young Rotorua. The most recent valuation was dated 30 September 2019. Changes in fair value are recognised in other comprehensive revenue and expense, except where there is a decline below cost when a change in fair value is recognised in net surplus/(deficit).

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
11. Investment property				
Opening book value	6,096,254	4,043,286	-	-
Additions - purchases	10,941,806	1,344,558	-	-
Additions - change in use of Property, plant & equipment	-	705,601	-	-
Disposals	(276,943)	(445,000)	-	-
Transfer to Assets held for sale	-	(350,000)	-	-
Changes in fair value	(6,055)	797,809	-	-
Closing book value	16,755,062	6,096,254	-	-

Investment properties are held by the Group to earn rental income and capital appreciation rather than for the Group's own use.

Investment properties are valued at fair value with changes in fair value recognised in net surplus/(deficit). Fair value is determined annually with reference to comparable property prices by independent professional property valuers Telfer Young Rotorua.

	NOTE	CARRYING VALUE	
		2019	2018
		\$	\$
12. Investments in associates			
Kakano Investment Limited Partnership		36,168,250	36,969,444
Ranginui Station Limited Partnership		12,829,876	13,544,996
		48,998,126	50,514,440

Associates are entities where the Group has significant influence over, but not control over, the investee. Significant influence arises when the Group holds 20%-50% of the equity and voting interests in an investee and the Group has representation on the investee's governing body. The Group recognises its proportionate share of the surplus/(deficit) of the investee and its proportionate share of other comprehensive revenue and expenses of the investee.

The Group holds a 31.5% share in Kakano Investment Limited Partnership (2018: 31.5%). Kakano is a forestry investment fund that has a 2.5% shareholding in Kaingaroa Timberlands.

A conversion of an interest free shareholder advance to an interest bearing loan during the year resulted in a change in classification of this financial instrument from fair value through other comprehensive income (FVOCI) to amortised cost. The impact of this change is the Group's share of the accumulated fair value reserves in relation to Kakano have been reclassified to retained earnings as noted in the Statement of Changes in Equity.

The Group acquired a 44.7% share in Ranginui Station Limited Partnership during the year ended 30 June 2016. Ranginui Station Limited Partnership owns and operates dairy farms in the South Waikato.

The Group's acquisition of its stake in Ranginui Station LP included a clawback mechanism linked to the farm gate milk price in the three subsequent milk years, which end with the 2019 milk year. A payment will be due to the Group from the vendors based on the current Fonterra milk price of \$6.35. Capital refund triggered by the clawback mechanism is \$1,633,333.

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
13. Other investments				
AMP Capital (DIT) Fund	12,609,316	11,252,321	-	-
AMP Capital (GMAF) Fund	5,179,398	7,527,359	-	-
Aspiring Asset Management	3,503,605	3,382,794	-	-
Castle Point 5 Oceans Fund	2,150,180	2,086,132	-	-
Harbour Asset Management	-	2,365,838	-	-
Milford Asset Management	20,752,144	19,098,559	-	-
Mint Asset Management	3,910,968	3,668,218	-	-
Moana New Zealand Limited	850,000	850,000	-	-
Pencarrow V Investment Fund	795,972	313,560	-	-
Te Puia Tapapa LP	85,000	85,000	-	-
T Rowe Price Global Equity Growth Fund	3,323,220	-	-	-
Waitaha Property Rebuild Fund LP	3,049,994	2,962,194	-	-
	56,209,796	53,591,975	-	-

Investments include managed investment funds and shareholdings held by the Group where less than 20% of the equity and voting interests in an investee are held. These investments are classified as available-for-sale investments and are carried at fair value with changes recognised in other comprehensive revenue and expense, except in the case of an impairment loss. Fair value is determined with reference to quoted market prices where available, or a fair valuation technique taking into account the cash flows and other returns expected from the investment.

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
14. Intangible assets				
Fishing Quota	950,000	950,000	-	-
Carbon credits - (NZ units)	73,432	66,929	-	-
	1,023,432	1,016,929	-	-

Fishing Quota is considered an indefinite life intangible asset as the quota has no expiry date, so is not amortised. It is carried at cost less any accumulated impairment losses, and is impairment testing annually by comparing the carrying value to the expected cash flows from commercial leasing of the fishing quota. There are no impairment losses accumulated (2018: none).

During the 2018 year the company received 3,172 NZUs under the New Zealand Emission Trading Scheme from the Ministry of Agriculture and Forestry. The receipt of the NZUs was provided to compensate the company for restrictions on future land use that may affect the forestry land value.

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
15. Trade and other payables				
Accounts payable	744,063	613,713	105,720	75,724
Accrued expenses	363,140	176,351	22,293	13,333
GST payable	75,937	43,948	-	-
	1,183,141	834,012	128,013	89,057

Trade and other payables are reported at their amortised cost.

NOTE	GROUP		PARENT	
	2019	2018	2019	2018
	\$	\$	\$	\$
16. Related parties				
Investment in subsidiaries				
Raukawa Iwi Development Limited	-	-	89,756,441	88,756,441
	-	-	89,756,441	88,756,441

All subsidiaries are 100% owned or controlled by the Group (2018: all 100% owned).

Investments are classified as investments in subsidiaries when the Group has the power to control the investee. This arises normally by the Group holding more than 50% of the equity interest or voting power in the investee, such that the Group can appoint the majority of the governing body members of the investee and direct its operating and financing activities. Investments in subsidiaries are recorded by the Parent at cost less any impairment losses. There are no impairment losses accumulated (2018: none).

On consolidation, all transactions between the Parent and subsidiaries, and any between subsidiaries directly, are eliminated in determining the consolidated results of the Group.

	2019		2018	
	REVENUE/ (EXPENSE) \$	RECEIVABLES/ (PAYABLES) \$	REVENUE/ (EXPENSE) \$	RECEIVABLES/ (PAYABLES) \$
16. Related parties - continued				
Parent transactions with related parties				
(a) Subsidiaries				
Raukawa Charitable Trust				
Corporate services charges	(223,652)	(50,950)	(189,262)	(24,122)
Related party advance	-	(110,911)	-	(110,911)
Raukawa Iwi Development Limited				
Dividend	539,014	-	546,491	-
Related party advance	-	1,641,679	-	1,641,679
Raukawa Asset Holding Company Limited				
Related party advance	-	75,000	-	75,000
Raukawa Settlement Trust Limited				
Related party advance	-	-	-	201,064
Total Related party advances	-	1,716,679	-	1,917,743
(b) Governance				
Trustee remuneration	(198,546)	-	(201,805)	-
Group transactions with related parties				
(a) Governance				
Trustee and director remuneration	(478,413)	-	(471,505)	-
(b) Key management personnel				
Salaries, wages and other employment benefits	(730,580)	-	(885,495)	-
Full Time Equivalent Personnel	8		9	
Koau Capital Partners - investment management	(180,000)	(18,400)	(172,000)	(15,525)

Related parties are entities subject to common control, or those entities and individuals (including their close family members) who are able to exert significant control or influence over the Group through decision making over financial and operating policies.

Advances made to, and received from, related parties are made interest free and are repayable on demand. No amounts due from related parties are considered past due or impaired (2018: none).

Koau Capital Partners Limited are considered a related party as they provide key management and governance functions to RIDL. Koau Capital Partners Limited are also the fund manager of investee Waitaha Property Rebuild Fund LP. Other payments relate to success fees for securing investments and investment due diligence carried out for Raukawa Iwi Development Limited.

17. Contingent assets

The Group is a beneficiary of the CNI Iwi Collective Settlement Act 2008. Under this Act, the group has the right to receive dividends from the CNI Iwi Holdings Trust as and when declared while it negotiates with other iwi through the Mana Whenua process over ownership of specific land titles. The Group estimates its entitlement to dividends until 2044 to be \$23.2 million (2018: \$27.8 million). In 2044, title to any specific land titles the group receives from negotiations will pass to the Group and it will be entitled to all future income from these lands. No assets have been recognised from this process given the uncertainty over the timing and amount of any land or future dividends that may be received.

18. Contingent liabilities

At balance date, the Group was involved in legal proceeding. As the outcome of these proceeding is currently unclear, the Groups was unable to quantify the total potential liabilities.

19. Subsequent events

On 1 August 2019 RIDL on behalf of RPLP paid a deposit of \$1.8m to purchase a commercial building on Devenport Road, Tauranga. Total purchase price of the building is \$18.2m.

On 14 August 2019, RIDL on behalf of RPLP paid a deposit of \$1.18m to purchase a commercial building in Christchurch for \$11.8m. Settlement is due 21 August 2019 and will be funded by RIDL.





Raukawa Charitable Trust

Financial Statements

For the year ended 30 June 2019

Raukawa Charitable Trust

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Independent Auditor's Report

To the Beneficiaries of Raukawa Charitable Trust

Report on the audit of the financial statements

Opinion

In our opinion, the accompanying financial statements of Raukawa Charitable Trust (the 'Trust') on pages 96 to 105:

- i. Present fairly in all material respects the Trust's financial position as at 30 June 2019 and its financial performance and cash flows for the year ended on that date; and
- ii. Comply with Public Benefit Entity Standards Reduced Disclosure Regime (Not For Profit).

We have audited the accompanying financial statements which comprise:

- The statement of financial position as at 30 June 2019;
- The statements of comprehensive revenue and expense, statement of changes in net assets/ equity, and cash flows for the year then ended; and
- Notes, including a summary of significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) ('ISAs (NZ)'). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We are independent of the Trust in accordance with Professional and Ethical Standard 1 (Revised) Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants ('IESBA Code'), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Our responsibilities under ISAs (NZ) are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

Other than in our capacity as auditor we have no relationship with, or interests in, the Trust.

Other information

The Trustees, on behalf of the Trust, are responsible for the other information included in the entity's Financial Statements. Our opinion on the financial statements does not cover any other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Use of this independent auditor's report

This independent auditor's report is made solely to the Beneficiaries as a body. Our audit work has been undertaken so that we might state to the Beneficiaries those matters we are required to state to them in the independent 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 Beneficiaries as a body for our audit work, this independent auditor's report, or any of the opinions we have formed.

Responsibilities of the Trustees for the financial statements

The Trustees, on behalf of the Trust, are responsible for:

- The preparation and fair presentation of the financial statements in accordance with generally accepted accounting practice in New Zealand (being Public Benefit Entity Standards Reduced Disclosure Regime (Not For Profit));
- Implementing necessary internal control to enable the preparation of a set of financial statements that is fairly presented and free from material misstatement, whether due to fraud or error; and
- Assessing the ability to continue as a going concern. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objective is:

- To obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and
- To issue an independent auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs NZ will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of these financial statements is located at the External Reporting Board (XRB) website at: <http://www.xrb.govt.nz/standards-for-assurance-practitioners/auditors-responsibilities/audit-report-8/>

This description forms part of our independent auditor's report.



KPMG
Hamilton

15 October 2019

As at 30 June 2019

Entity Information

Nature of business

Charitable Trust which administers funds for the charitable benefit of the Raukawa community.

Charity Registration Number
CC43318

Postal address

Private Bag 8
Tokoroa 3444

Accountants

GHA Ltd
Chartered Accountants
PO Box 1712, Rotorua

Auditors

KPMG
PO Box 929
Hamilton 3240

Bankers

Westpac

Trustees



Debbie Davies



Vanessa Eparaima



Marina Hireme



Kataraina Hodge



Cheryl Pakuru

For the year ended 30 June 2019

Statement of Comprehensive Revenue and Expense

	NOTE	2019 \$	2018 \$
Revenue			
Contract & project revenue	1	3,343,178	3,352,000
Grants, koha and donations	2	2,621,050	2,258,612
Other revenue	3	401,354	360,492
Total Revenue		6,365,582	5,971,104
Expenses			
Operating expenses	4	5,525,039	5,332,883
Administration expenses	5	75,391	62,073
Uri grants		570,788	525,660
Total Expenses		6,171,219	5,920,615
Net surplus for the year		194,363	50,489
Other comprehensive revenue and expense		-	-
Total comprehensive revenue and expense for the year		194,363	50,489

As at 30 June 2019

Statement of Financial Position

	NOTE	2019 \$	2018 \$
Assets			
Current assets			
Cash and cash equivalents	6	4,632,085	3,872,313
Trade and other receivables	7	724,558	589,070
Advances to related parties	10	3,141,599	3,141,599
Total current assets		8,498,242	7,602,982
Non-current assets			
Property, plant and equipment	8	632,418	658,131
Total Non-current assets		632,418	658,131
Total Assets		9,130,659	8,261,113
Liabilities			
Current liabilities			
Trade and other payables	9	742,237	591,312
Employee entitlements		258,597	278,320
Income in advance		2,199,417	1,655,437
Total Current liabilities		3,200,251	2,525,069
Total Liabilities		3,200,251	2,525,069
Net assets		5,930,408	5,736,044
Net Assets/Equity		5,930,408	5,736,044

These financial statements are issued for and on behalf of the Board of Trustees:


Trustee


Trustee

Date: 15/10/2019

For the year ended 30 June 2019

Statement of Changes in Net Assets/Equity

	ACCUMULATED REVENUE AND EXPENSE \$	TOTAL NET ASSETS/EQUITY \$
Opening balance 1 July 2018	5,736,044	5,736,044
Surplus for the year	194,363	194,363
Closing balance 30 June 2019	5,930,408	5,930,408
<hr/>		
Opening balance 1 July 2017	5,685,555	5,685,555
Surplus for the year	50,489	50,489
Closing balance 30 June 2018	5,736,044	5,736,044

For the year ended 30 June 2019

Statement of Cash Flows

	NOTE	2019 \$	2018 \$
Cash flows from operating activities			
Receipts from operations		6,685,951	6,023,630
Receipts from interest		105,500	121,758
Payments to suppliers and employees		(5,987,754)	(5,724,197)
Total cash flows from operating activities		803,697	421,191
Cash flows from investing activities			
Purchase of property, plant & equipment		(43,926)	(198,077)
Purchase of term deposits		(210,648)	(125,656)
Loans advanced/repaid to related parties		-	(300,000)
Total Cash flows from investing activities		(254,574)	(623,733)
Net Increase/ (Decrease) in Cash and Cash Equivalents		549,123	(202,542)
Cash Balances			
Cash and cash equivalents at beginning of the year	6	316,819	519,361
Cash and cash equivalents at end of the year	6	865,941	316,819
Net change in cash for the year		549,123	(202,542)

For the year ended 30 June 2019

Statement of Accounting Policies

1. Reporting entity

The financial statements presented are for Raukawa Charitable Trust (RCT), for the year ended 30 June 2019. RCT is registered under the Charities Act 2005 and is engaged in furthering the health and social wellbeing of Raukawa people, as well as the environmental health of the Raukawa rohe and promoting the culture and history of Raukawa.

2. Basis of preparation

(a) Statement of compliance

The financial statements have been prepared in accordance with New Zealand Generally Accepted Accounting Practice ("NZ GAAP"). They comply with the Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") as appropriate for Tier 2 not-for-profit public benefit entities, for which all reduced disclosure regime exemptions have been adopted. The Trust is eligible to apply Tier 2 standards as they have less than \$30 million annual expenditure and is not publicly accountable.

(b) Measurement basis

The financial statements have been prepared on the historical cost basis except for assets and liabilities that have been measured at fair value.

(c) Functional and presentation currency

The financial statements are presented in New Zealand dollars (\$) which is the Trust's functional currency. There has been no change in the functional currency of the Trust during the year.

(d) Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year.

3. Use of judgements and estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are disclosed where applicable in the relevant notes to the financial statements.

Judgements made by management in the application of the PBE Standards RDR that have significant effects on the financial statements are disclosed, where applicable, in the notes to the financial statements.

For the year ended 30 June 2019

Notes to the Financial Statements

	NOTE	2019 \$	2018 \$
1. Contract & project revenue			
Exchange revenues		3,163,178	3,172,000
Non-exchange revenues		180,000	180,000
		3,343,178	3,352,000

The Trust receives revenue from contracts and projects with public sector organisations in exchange for providing services to the Raukawa community on the behalf of the funding provider. Revenue is recognised to the extent that the underlying services have been delivered. Where funding is received in advance of delivering goods or services and there is a requirement to return unused funding or uncertainty around the Trust's ability to comply with conditions attached to the funding, the amounts received are recognised as income in advance.

Revenue received for contracts and projects with no requirement to provide services in exchange or specific performance obligations is classified as non-exchange revenue and is recognised as revenue at the fair value of the amount receivable except where there are other attached conditions which are not yet fulfilled. If there are unfulfilled conditions, the amount is recognised initially as income in advance and recognised as revenue when conditions are fulfilled.

	NOTE	2019 \$	2018 \$
2. Grants, koha and donations			
Grants		8,279	20,000
Donation from Raukawa Iwi Development Limited	10	2,610,986	2,237,587
Other koha and donations		1,785	1,025
		2,621,050	2,258,612

Revenue received from Grants, koha and donations are classified as non-exchange revenue and are recognised as revenue at the fair value of the amount receivable, except where there are other attached conditions which are not yet fulfilled. If there are unfulfilled conditions, the amount is recognised initially as income in advance and recognised as revenue when conditions are fulfilled.

		2019 \$	2018 \$
3. Other revenue			
Interest income		121,338	109,495
Corporate service charges	10	280,016	250,997
		401,354	360,492

Interest income is recognised on the effective interest rate method on a proportion of time method. Corporate services charges are billed to related parties in exchange for provision of administration services and facilities by the Trust. The Trust recognises this revenue as it provides the services to its related parties.

	2019	2018
	\$	\$
4. Operating expenses		
Communication	273,510	287,596
Depreciation	69,642	78,127
Facilities	389,531	345,389
General	279,954	303,356
Governance	90,070	86,611
Personnel costs	3,589,270	3,463,040
Specialist advice	465,158	421,994
Travel	367,905	346,769
	5,525,039	5,332,883
	2019	2018
	\$	\$

5. Administration expenses

Administration	53,139	40,748
Accountancy fees	8,238	8,325
Audit fees	14,014	13,000
	75,391	62,073

	2019	2018
	\$	\$

6. Cash and cash equivalents

Cash and bank balances	865,941	316,819
Short term deposits	3,766,144	3,555,495
	4,632,085	3,872,313

Cash and bank balances comprise cash and call accounts and other deposits held with financial institutions with maturity dates less than 3 months. Short term deposits include all cash investments with maturities between 3 and 12 months. The average interest rate prevailing on cash and cash equivalents at 30 June 2019 was 3.40% (2018: 3.40%).

	2019	2018
	\$	\$
7. Trade and other receivables		
Accounts receivable - exchange revenue	648,520	530,905
Accrued interest	39,452	23,614
Prepayments	36,586	34,551
	724,558	589,070

Trade and other receivables more than 90 days overdue are Nil (2018: Nil). There is no doubtful debt provision (2018: none) and the Trust is not exposed to any other significant credit risks (2018: none).

8. Property, plant and equipment

	BUILDING IMPROVEMENTS	PLANT & EQUIPMENT	MOTOR VEHICLES	OFFICE FURNITURE & EQUIPMENT	TOTAL
Cost	\$	\$	\$	\$	\$
Balance at 1 Jul 2018	24,949	22,809	48,119	937,731	1,033,608
Additions	2,970	-	-	40,958	43,928
Balance at 30 Jun 2019	27,919	22,809	48,119	978,689	1,077,536
Balance at 1 Jul 2017	24,949	21,809	39,911	325,139	411,808
Additions	-	1,000	19,130	612,592	632,722
Disposals	-	-	(10,922)	-	(10,922)
Balance at 30 Jun 2018	24,949	22,809	48,119	937,731	1,033,608
Accumulated depreciation					
Balance at 1 Jul 2018	14,198	14,501	29,487	317,291	375,477
Depreciation expense	1,098	1,179	1,865	65,499	69,641
Balance at 30 Jun 2019	15,296	15,680	31,352	382,790	445,118
Balance at 1 Jul 2017	13,006	13,263	29,009	242,072	297,350
Depreciation expense	1,192	1,238	478	75,219	78,127
Balance at 30 Jun 2018	14,198	14,501	29,487	317,291	375,477
Carrying value at 30 Jun 2019	12,623	7,129	16,767	595,899	632,418
Carrying value at 30 Jun 2018	10,751	8,308	18,632	620,440	658,131

Items of property, plant and equipment are recognised initially at cost and depreciated using the Diminishing Value method over their estimated useful lives (except for land) using the following rates:

Buildings	10% of Carrying Value
Plant & equipment	10% of Carrying Value
Motor vehicles	13-20% of Carrying Value
Office furniture & equipment	10-50% of Carrying Value

	2019	2018
	\$	\$
9. Trade and other payables		
Accounts payable	530,341	474,878
Accrued expenses	91,741	99,142
GST payable	48,049	(25,583)
PAYE payable	72,106	42,876
	742,237	591,312

Trade and other payables are reported at their amortised cost. The Trust has no other unrecognised contingent liabilities.

10. Related parties

	2019		2018	
	REVENUE/ (EXPENSE)	RECEIVABLES/ (PAYABLES)	REVENUE/ (EXPENSE)	RECEIVABLES/ (PAYABLES)
(a) Parent				
Raukawa Settlement Trust				
Corporate services charges	204,915	50,950	189,262	24,122
Related party advance	-	110,911	-	110,911
(b) Other subsidiaries of the same group				
Raukawa Iwi Development Limited				
Donation	2,610,986	-	2,237,587	-
Corporate services charges	75,101	5,919	58,427	5,157
Lease and rental expenses	(175,000)	-	(104,459)	-
Related party advance	-	1,230,687	-	1,230,687
Raukawa Asset Holding Company Limited				
Related party advance	-	1,800,000	-	1,800,000
Total Related party advances		3,141,599		3,141,599
(c) Governance				
Trustee remuneration	(67,200)	-	(66,200)	-
(d) Key management personnel				
Salaries, wages and other employment benefits	(730,580)	-	(885,495)	-
Full Time Equivalent Personnel	8	-	9	-

Related parties are entities subject to common control, or those entities and individuals (including their close family members) who are able to exert significant control or influence over the group through decision making over financial and operating policies.

Advances made to, and received from, related parties are made interest free and are repayable on demand. No amounts due from related parties are considered past due or impaired (2018: none).

Other than in their capacity as governance and key management personnel, there were no other material transactions with individuals in these groups of related parties.

	2019	2018
	\$	\$
11. Commitments		
Operating leases		
Less than one year	175,000	175,000
Between one and five years	875,000	875,000
Five years or longer	700,000	875,000
	1,750,000	1,925,000

Operating lease relates to the lease of Leith Place premises from Raukawa Iwi Investments Limited for a term of 10 years with one right of renewal for a further 24 years.

Operating lease commitments are the minimum amounts due under leasing agreements where the Trust is the lessee and does not obtain the risks and rewards of ownership of the leased asset. Payments made under these leasing arrangements are expensed to the Statement of Comprehensive Revenue and Expense.

12. Subsequent events

There have been no significant events occurring after balance date that would impact the balances reported in these financial statements.

July 2018 - June 2019

Trustee Payments

RST Governance Fees and Travel

Trustee	RST BOARD	RST OTHER ¹	RST HONORARIUM	RST EXECUTIVE COSTS	TOTAL GROSS	TRAVEL	PAYE	NETT
Debbie Davies	3	2		-	2,700.00	489.72	891.00	2,298.72
Vanessa Eparaima	-	-	12	12	159,999.96	0.00	52,799.88	107,200.08
Paraone Gloyne	2	-	-	-	1,400.00	208.89	481.46	1,127.43
Nachelle Griffiths	4	1	-	-	3,000.00	489.72	990.00	2,499.72
Gail Hamilton	3	1	-	-	2,300.00	505.42	759.00	2,046.42
Marina Hireme	4	1	-	-	3,000.00	163.24	990.00	2,173.24
Kataraina Hodge	4	2	-	-	3,400.00	0.00	1,122.00	2,278.00
Connie Hui	2	-	-	-	1,400.00	149.00	462.00	1,087.00
Richard Jefferies	3	-	-	-	2,100.00	726.28	350.72	2,475.56
Rina Lawson	4	1	-	-	3,000.00	163.24	926.70	2,236.54
Rachel O'Connor	4	-	-	-	2,800.00	253.30	924.00	2,129.30
Steven Oxenham	3	-	-	-	2,100.00	382.29	693.00	1,789.29
Cheryl Pakuru	2	2	-	-	2,000.00	0.00	660.00	1,340.00
Gaylene Roberts	4	1	-	-	3,000.00	224.71	990.00	2,234.71
Waimatao Smith	4	2	-	-	3,400.00	408.48	1,122.00	2,686.48
Juanita Temarama	3	2	-	-	2,700.00	161.92	891.00	1,970.92
	49.00	15.00	12.00	12.00	198,299.96	4,326.21	65,052.76	137,573.41

¹ RST Other: AGM Prep hui held 19 Nov 2018 - AGM hui held 8 Dec 2018

RCT Governance Fees & Travel

Trustee	RCT BOARD	RCT SUB HUI	RCT HONORARIUM	TOTAL GROSS	TRAVEL	PAYE	NETT
Debbie Davies	4	3 ²		3,200.00	493.68	1,056.00	2,637.68
Vanessa Eparaima			12	30,000.00	-	9,900.00	20,100.00
Marina Hireme	4			2,400.00	131.12	792.00	1,739.12
Kataraina Hodge			12	30,000.00	3,723.00	9,900.00	23,823.00
Cheryl Pakuru	2	1 ³		1,600.00	-	528.00	1,072.00
	10	4	24	67,200.00	4,347.80	22,176.00	24,895.00

² Includes attendance to: Interview Group Manager - Aka Tauwhiro - 30/4, Audit Committee hui - 6/5, JMA hui - 13/5,

³ Includes attendance to: JMA hui - 13/5/19

Te Poari Matua o Raukawa

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