

Board Key Messages – Ngahuru

Ka pai ā muri, ka pai ā mua

Te Korowai has grown significantly over the last few years. Much of our success is reliant on the effort by kaimahi, and their dedication to serving our Ngāruahine hapū, whānau and uri. The reality is, this is unsustainable, and we require significant mahi surrounding systems and processes to support the workload of our kaimahi. Failure to address systems and process improvement has and will lead to unintentional mistakes and costs. Based on this, our Board has focused the last few months on the compliance side to governance.

Financial performance

A year ago Te Korowai Board approved a deficit budget for the 2025 financial year, this was a conscious decision recognising the deferred investment into process and systems improvement. The key investment areas that contributed to the budget approval includes:

- Constitutional review
- Performance framework
- Organisational review
- Hapū distribution variance for the previous 15month period (3month pro-rata allocation unbudgeted)

These projects will run between the 2025 and 2026 financial year, and is covered by cash reserves from previous years. These are one-off investments into supporting multi-year improvements.

The reality is, we cannot afford to defer these improvements any longer. More information regarding these matters can be found further in the key messages.

Constitutional review

Te Korowai Group Boards and sub-committees have spent the last few months conducting a constitutional review. This review does not seek any changes in the representational structure of the Boards, instead, it focuses on:

- Trust Deed - Updates required under changes to the Fisheries Act
- Charter - Conflict of interest
- Cross-cutting - The role of Te Korowai Pouwhakarae on subsidiaries and subcommittees
- Terms of References for Sub-committees - with particular focus on their scope

Strategy - Performance framework

Te Korowai is due to review its strategy and reset priorities for the 2026-2031 period. Often when Post Settlement Governance Entities (PSGE) conduct strategic reviews there is a tendency to rewrite the same strategy in a different way and remain at an aspirational level of detail. While this provides a great opportunity to engage with uri, it doesn't provide the targets and metrics needed to hold a PSGE to account. If anything, it suggests we didn't listen the first time around.

For this review cycle, our Board will continue to adopt the existing 'Ka Ora Taku Toa' strategy as the aspirational framework - acknowledging the series of wānanga, survey and legacy documents that lead to its development. Also acknowledging that the aspirations within the existing strategy were intergenerational, such as:

"Taiawa - Our Awa are healthy, our mokopuna can swim, and there is an abundance of kai."

Therefore, this review cycle will focus on the next level of detail, specifically, the performance framework. For example, this will require us to understand what are the health indicators of our awa? what are our targets? And what are the planned interventions we will put in place?

Having a performance framework level of detail ensures that we can make measurable shifts - so that our mokopuna can swim in our awa and that there is an abundance of kai for our whānau.

The current strategy can be found [here](#).

Organisational review

This organisational review focusses on systems and processes to support the growth of Te Korowai. While the review will be comprehensive, there will be a focus on:

- Procurement and contract management
- Project management
- Financial systems and process
- Group shared services

These are not our strategic priorities, but they're key enablers to ensuring we do what we say we are going to do both efficiently and effectively as an organisation.

Policy approvals

During this period we have approved the following policies:

- Confidentiality policy (Review)
- IT & Cyber security policy (New)
- Delegated authority policy (Review)

Te Kiwai Mauī and Ngā Rere Lodge update

Every quarter we receive an update from Te Kiwai Mauī o Ngāruahine (Mauī) regarding their position and performance against their annual plan. Of note is their subsidiary, Ngā Rere Lodge.

There were a range of construction issues delaying the completion of the lodge since its inception. One of the more recent issues of note is a result of the terrain where the lodge is located, and ensuring additional safety considerations surrounding the building itself. These types of delays have a knock-on effect, and Te Korowai Board uses the quarterly update to clarify its expectations of Mauī. Both Boards have a shared understanding that we cannot risk taking on operational liabilities until there is complete certainty surrounding code of compliance. We understand that Mauī is putting a range of solutions in place to manage the successful completion of the Lodge for our manuhiri.

The lodge represents a fraction of the overall Mauī asset base. Diversification of assets helps to mitigate underperforming investments at any given time. Rebuilding operational capability and capacity is a priority for Mauī over the coming months to ensure that our overall asset base continues to grow and support the aspirations of Ngāruahine.

Pai Mārire!