

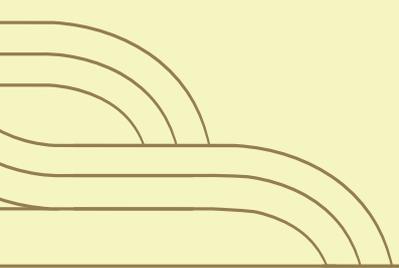
Quarterly Report

2019 / 2020

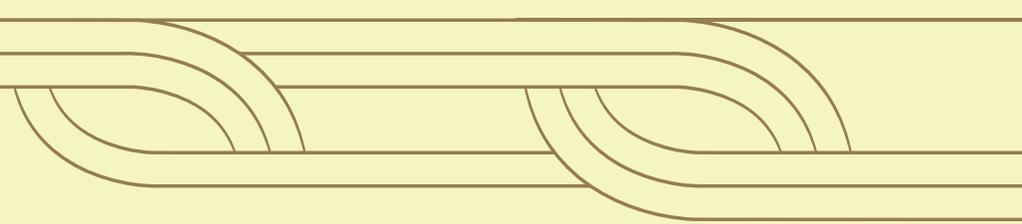
April - June



WAIKATO
TAINUI



On the cover: Kaumaatua take to the dance floor at the Matariki Ball held in July.



Ngaa Kupu Whakataki

Executive Summary

This is the quarter one report of the first year delivering on our Five Year Plan. This report to Te Whakakitenga o Waikato, presents progress updates on all our initiatives (see *Ngaa Tohu tables*), as well as key highlights shared across our Waikato-Tainui teams.

From 1 April 2019 to 30 June 2019, we have seen good progress on projects within this first quarter.

Changes to our reports

By providing this report to Te Whakakitenga, we want to give more insight into the range of activities delivered under our Ngaa Tohu initiatives and the work that is done as part of our core day-to-day business. We've introduced links under each highlight to show where in our Five Year Plan specific initiatives and projects fit within our current workstreams.

For greater transparency, we've also shared stories on externally funded projects and initiatives where we've partnered to deliver collective benefits to our iwi and wider community.

Financial Summary

Overall, we have achieved a surplus of \$3.4m against a budget of \$2.3m for Q1. The surplus has come from revenue generated faster than expenditure and is expected at this stage. Our Ngaa Tohu initiative budget and Grants budget together show an underspend of \$0.3m but this is expected as projects begin to start during the first quarter.

As always, we welcome your feedback on the structure and content of our reporting.



Donna Flavell
TUMU WHAKARAE



Iwi Snapshot

*Grant applications received
in the first quarter*

Tauraahere

2



Taiiao

5

2019 Dividend

11



Community

10



Poukai

9



*Tertiary
Education**

5

**Includes doctoral
scholarships*



*Tikanga Ora
Reo Ora*

9



*Total number of
applications*

671

*Kaumaatua
Medical*

620

Annual marae dividends taken up in Quarter 1: Mangatangi, Whaataapaka, Ngaa Hau e Whaa, Ngaatira, Hiiona, Waikeri-Tangirau, Waingaro, Te Papa-o-Rotu, and Waimakariri Marae.

Ngaa Tohu Taiao

*Ka whakamiri noa i toona
aratau, e tia nei he tupu pua hou*

Working towards the restoration and enhancement of our wai
and whenua to the state in Kiingi Taawhiao's maimai aroha.



From left to right: Heather Came-Friar, Deborah Nathan, Miriama Kamo,
with Waimirangi Ormsby and Tamoko Ormsby featuring on Marae (series 4, episode 18).

Rangatahi inspire change for Papatuuaanuku

At only 24 and 26-years old, Waimirirangi and Tamoko Ormsby are taking the future into their own hands. Their inspirational initiative, Pipiri ki a Papatuuaanuku (PKP) is a social movement that encourages earth conscious eating and waste consumption during the moon of June.

It's about creating awareness to the impact our everyday food choices have on Papatuuaanuku. Tamoko (Tuurangawaewae Marae) and Waimirirangi (Te Kauri Marae, Te Ohaaki Marae, Maurea Marae, Waahi Paa) started PKP in 2017. The PKP tagline, "one moon dedicated to giving back to our earth", summarises how they hope to make their difference.

More than 2,000 people signed up to the cause in June this year and chose which actions they would take during the month – varying from giving up industrially farmed meats, going dairy-free, to banning single-use plastics or plastics all together.

"In our interview line-up were our grandparents, some of our friends, and ourselves. This has been the best thing for us, being able to capture these stories in a way that isn't just on a phone and sharing the stories of our own about how taiao is weaved into most, if not all aspects of our lives," said Waimirirangi.

This kaupapa is one very close to their hearts and their passion for it has resonated with thousands of people across the motu. A social reach of nearly 5,000 people showed interest in

the PKP journey, with many more now aware of the dire state of our environment and making changes to prevent and/or reduce their impact.

"My personal why is it's for my kids, it's for my mokopuna, and I want them to know when Papatuuaanuku was crying, calling out for awhi, I can tell them that I was here," adds Waimirirangi.

Since launching their initiative, Waimirirangi has stepped down from other governance roles to make more time to support and awhi her whaanau marae committee at Te Kauri. Tamoko is working to set up an upstream waste minimisation system for Tuurangawaewae Marae and the Regatta.

"He mihi nui teenei ki to taatou whaanau o Waikato-Tainui. Mei kore ake ko koutou, ka kore rawa ko ngaa hua nui o PKP mo te tau nei. Ngaa tini koorero, mihi, whakamiha kua tau mai ki runga ki a maaua - mo koutou hoki weera mihi. Taaria te waa maaua e whakahoki i te aroha. I nui ngaa mahi mo te marama o PKP, hoi, kore kore rawa maaua e wareware ki ta maaua koha ki to maaua iwi. Ka whakapaa atu hei toona waa, me te koha e koorero nei maaua."

Earlier this year, Tamoko and Waimirirangi were awarded a \$22,000 Waikato-Tainui Taiao Grant that allowed them to purchase the digital equipment used to capture their stories.

Initiative: Training and support for our tribal members so that they can lead Taiao initiatives

International challenges shared at River Symposium

In June, we hosted the biennial Waikato & Waipaa Rivers Restoration Symposium. The one-day symposium featured presentations from iwi and hapuu kaitiaki, NIWA, Mercury Energy and the Waikato River Authority.

We were also fortunate to have indigenous keynote speakers who shared koorero of their experiences in protecting their wai and whenua, and the importance of cultural knowledge vs scientific standards. Bradley Moggridge, a hydrogeologist and Muri man from the Kamalaroi tribe (north west of NSW), spoke of the challenges faced by Aboriginal people in having their knowledge of water in Australia recognised.



Phil Duncan (left) and Brad Moggridge (right) attended the Waikato & Waipaa Rivers Restoration Symposium as indigenous keynote speakers.

Waikato River Authority funding applications open July

Supporting mana whenua in consent processes

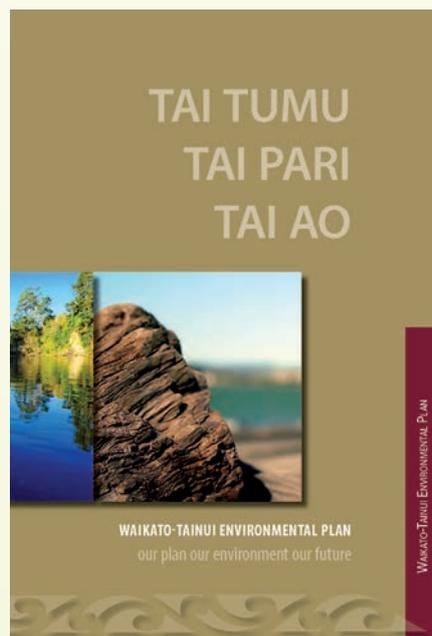
As part of the resource consent process, the tribe will receive anywhere between 2500 - 3500 consent applications each quarter. The large volume of applications demonstrates the impact development can have on our taiao and the demand for Waikato-Tainui to respond.

Through key networks such as the tribal Taiao Kaitiaki Forum, our process is to engage with mana whenua to form a collective response aligned to our environmental plan Tai Tumu Tai Pari Tai Ao.

In addition, our team are working on developing a tool to be more proactive in responding on these key environmental activities.

RESOURCE CONSENTS RECEIVED Q1 2019

COUNCIL	MARCH	APRIL	MAY	JUNE	TOTAL
Waikato Regional Council	112	122	97	36	367
Hamilton City Council	52	49	149	24	274
Waipa District Council	23	0	49	0	72
Auckland City Council	813	397	492	577	2,279



INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$535,000							
Training and support for our tribal members so that they can lead Taiao initiatives	Training programme developed in association with relevant service providers	Oranga	Complete needs analysis to understand training requirements for the programme				
		Education & Pathways	Complete scan for service providers who can deliver the programme				
		Oranga	Seek expressions of interest from marae and tribal members for the programme (to commence FY21)				
\$341,667							
Implement a five-year programme of investment to improve wai (including Kaawhia, Aotea, Whaingaroa and Manukau harbours) and whenua	Environmental scan completed and priority restoration areas identified	Operations	Listing received for 100% of tribally owned whenua				
	Third party funding secured to support restoration projects	Oranga	Complete scan of potential funding partners including Accord partners				
		Oranga	Complete estimate of costs for restoration projects				
		Oranga	Funding strategy plan in place to progress applications / agreements with all funding partners				
		Oranga	Co-funding strategy in development for all tribal entities to provide consistency on our approach to land restoration				
	Report card for the awa is updated and monitoring methods agreed with mana whenua	Rights & Interests	Commitments in place with Accord and other relevant partners to support the restoration of wai and whenua				
		Oranga	Restoration plans have been developed for priority projects in association with mana whenua				

Total Q1 Milestones	4	On track / Complete	4
Delays	0	Issues exists	0

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$100,000							
Secure water rights	Water rights plan in place for the Waikato River with planning undertaken for other bodies of water	Rights & Interests	Draft the water rights plan for the Waikato River				
			Socialise drafted plan and gather feedback				
			Water rights plan submitted for approval				
\$20,000							
Develop and operationalise Iwi Environmental Standards consistent with Tai Tumu, Tai Pari, Tai Ao	Standards and assessment tool developed with a plan to assess all tribally owned whenua	Oranga	Baseline information converted to standards				
		Oranga	Undertake assessment of tribally owned whenua using tool (completed FY21)				
		Oranga	Whenua report card created				
\$62,500							
Support our whaanau to respond to climate change impacts (and other environmental challenges) on their marae	Marae critically impacted by climate change identified and mitigation/response plans being developed (implementation FY22)	Rights & Interests	Advocated for policy change to support our position				
		Oranga	Identify marae critically impacted by climate change and consolidate activity into their Oranga Marae Plan				
		Oranga	Develop mitigation/response plan template for our marae				
		Rights & Interests	Confirm our position on climate change				
OVERALL BUDGET \$1,059,167							

FULL YEAR BUDGET
\$1,059,167

ACTUAL TO DATE SPEND*
(\$221,992)

* This relates to FY19 accruals that are yet to be utilised.

Ngaa Tohu Hapori

*Kia tupu ki te hua o te rengarenga,
kia pakari ki te hua o te kawariki*

To grow a prosperous, healthy, vibrant, innovative and culturally strong iwi.



Waikato-Tainui Hapori Manager Heremaia Samson (right) pictured with representatives from Southcentral Foundation.

Learning from Indigenous models of health care

A group of Waikato-Tainui delegates visited Alaska in June, to gain insights into a globally recognised indigenous health care system.

Based in Anchorage, the Southcentral Foundation is a not-for-profit health care organisation which serves nearly 65,000 Alaska Native and American Indian people. Opening the doors of the Alaska Native Medical Centre in 1997, that same year a significant piece of legislation was passed by Congress that enabled Alaska Native people to obtain ownership and management of all Alaska Native health care services.

Having the mana and mandate to determine what health care looks like to them, the Alaskan people developed a new model of care known as the “Nuka Health Care System”.

Within the Nuka System, patients are referred to as customer-owners, and the whole model of care is centred around customer experience and needs. Each registered whaanau enters an equal relationship with the health providers and are allocated a Case Manager who assist with creating a care plan.

Nuka focuses on understanding the unique story and needs of each whaanau, creating a holistic wellbeing plan, and tapping into a range of professional services including medical, dental, behavioural, traditional, and cultural. It is regarded as one of the most successful indigenous models of health to date, and has been in operation for the past 20 years.

“Like all indigenous people, we share the same aspirations as our Alaskan whanaunga. The relationship built with the Southcentral Foundation gives us a real opportunity to exchange knowledge and learnings,” said Hapori Manager Heremaia Samson, who was part of the roopu to Alaska.

“As we plan the next phase of our hauora strategy, we will certainly look to understand how elements of the Nuka system could support our health and wellbeing outcomes.”

Nuka is a native Alaskan word which means strong, giant structures and living things.

Initiative: Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing



Ngaati Wairere gifted the name “Te Kaarearea”, one of Aotearoa’s only falcons that once resided in the area.

Next steps for Te Kaarearea housing – shared equity plans

Sixteen homes are in the first stage of being sold as part of the Te Kaarearea tribal housing initiative.

For one whaanau, Te Kaarearea is an opportunity to return to the Old Farm Road neighbourhood where their father grew up. Their new house will be built in almost the exact same spot as the former Housing New Zealand home that their father was raised in. With all things going to plan, it is hoped that we will see the first home completed before Christmas this year.

Over 50 applications were received for the shared equity plan which was approved by Te Arataura earlier this year. We’ve partnered with the New Zealand Housing Foundation to deliver this model to tribal members and are working to finalise management and shared ownership agreements. Building companies are also being sought to deliver this second stage of the project.

Initiative: *Creation of home ownership opportunities across the housing continuum*

Hapuu partnering with Kaahui Ako

Through Waikato-Tainui’s relationship with the Ministry of Education, the Ministry have created new funding streams to support iwi and hapuu to collaborate with Kaahui Ako (Communities of Schools). The focus is to create genuine partnerships with mana whenua which lead to improved outcomes for Maaori and Waikato-Tainui learners.

Many benefits and opportunities have evolved out of our hapuu-Kaahui Ako relationships. Collaborative initiatives such as developing hapuu-based curriculum and resources for kura, providing tikanga-based development to kaiako, contribute to strengthening relationships.

Here is the list of Waikato-Tainui hapuu currently participating initiatives:

WAIKATO-TAINUI HAPUU	KAAHUI AKO & NO. OF EDUCATION PARTNERS*
Ngaati Maahanga	He Waka Eke Noa (Hamilton North West) - 34
Ngaati Wairere	Te Pae Here (Fairfield) - 29
Ngaati Mahuta (Waahi Paa)	Huntly - 7
Ngaati Mahuta (Tuurangawaewae)	Ngaaruawaahia - 9
Ngaati Tamainupo	Waikato Catholic Schools - 14
Ngaati Koroki Kahukura	Te Puna o Kemureti (Cambridge) - 16
Ngaati Naho	To Taatou Haerenga (Te Kauwhata) - 9
Waikato-Tainui	Te Kaahui Ako o Mangakootukutuku (Melville) - 9 Te Kaahui Ako o Tainui (Maaori Medium kura and wharekura) - 12

* Education partners include partners across early childhood, primary, secondary and tertiary levels



Members of our Education team working alongside teachers and Ngaati Maahanga-Hourua at Oomaero Paa as part of the Kaahui Ako – He Waka Eke Noa partnership.

Initiative: Grow education and career pathway partnerships to improve quality learning

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$204,400							
Manage gaps or misalignments with health and wellbeing service delivery	An advocacy team established and working alongside government agencies and providers to ensure gaps in social and economic services for our marae and tribal members are being addressed	Rights & Interests	Advocacy team establishing and maintaining relationships with key government agencies				
		Rights & Interests	Government agency data sharing agreements have been drafted				
		Rights & Interests	Commence development of Super Accord with multiple agencies				
		Rights & Interests	Fit for purpose review of all current Accords complete				
\$571,500							
Creation of opportunities across the housing continuum Creation of home ownership opportunities Creation of papakainga or communal living opportunities	Secure housing data from relevant government agencies Existing home ownership support programmes are responding effectively to whaanau needs Innovative solutions and partnerships are developed to assist tribal members along the housing continuum with a focus on warm, safe, secure and dry homes and first home buyers	Oranga	Housing data secured from relevant agencies and tribal members (align to our data strategy)				
		Oranga	Deliver home ownership work programmes				
		Oranga	Refreshing our strategy for housing including innovative housing solutions that can deliver on warm, safe, secure and dry homes				
\$167,667							
Grow education and career pathway partnerships to improve quality learning	Waikato-Tainui quality learning standards framework is developed to measure our education partners Funding partners secured to assist with providing the education pathways	Education & Pathways	Relationships formed with the five education sectors (early childhood, primary, secondary, tertiary, industry) across mainstream and Maaori medium				
		Education & Pathways	Co-develop key success criteria for all five sectors				
		Education & Pathways	Partnerships formalised including funding support and key success criteria is in place for all five sectors				

Total Q1 Milestones	10	On track / Complete	10
Delays	0	Issues exists	0

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$296,000							
Support the development and growth of commercial and social enterprises for tribal members and marae	Programme and criteria established	Oranga	Programme and criteria established				
	Investment strategy established and funding partners identified	Oranga	Investment strategy to support social and economic enterprises established including how to harness innovation				
\$685,000							
Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing	Secure data to inform the development of our health and wellbeing standards	Oranga	Define a Waikato-Tainui holistic hauora approach including key measures and data sources for our wellbeing indicators				
		Oranga	Specifications developed for capture, retention and use of external data sources				
		Oranga	Government agency data sharing agreements have been drafted				
	Develop the health and wellbeing standards	Oranga	Data analytics being undertaken to establish our wellbeing indicators baseline				
		Oranga	Draft health model prepared (to be complete FY21)				
	\$782,733						
Supporting tribal members into individual career pathways	Our rangatahi have personalised education and career pathways to support them now and into the future	Education & Pathways	200 tribal members supported into full-time or part-time employment				
		Education & Pathways	120 tribal members supported through pastoral care				
		Education & Pathways	10 pre-employment workshops delivered				
		Education & Pathways	50 tribal members supported into apprenticeships				
		Education & Pathways	400 tribal members participate in STEM pathway programmes				
	Grant programme is in place and communicated to our tribal members and is being fully utilised	Heritage & Identity	Grants programme is in place and paying grants in line with our Distributions Policy				
OVERALL BUDGET \$2,707,300							

FULL YEAR BUDGET

\$2,707,300

ACTUAL TO DATE SPEND*

(\$22,905)

* This relates to FY19 accruals that are yet to be utilised.

Ngaa Tohu Kaupapa

*Tooku marae,
tooku tuurangaewae*

Our marae are vibrant and self-sufficient.

Initiative: *Engage our marae to co-design, develop and deliver systems to connect tribal members to their marae and improve overall marae engagement*

Kaumaatua shine at Matariki Ball

Celebrating the Maaori new year turned into an amazing night for some of our ruuruhi and koroheke, when they gathered for the inaugural Matariki Kaumaatua ball in June. Hosted at the Hamilton Gardens, over 100 guests attended the event including Kiingi Tuheitia, Makau Ariki Atawhai and Te Ariki Tamaroa Whatumoana.

The ball is a chance to recognise the significant contributions kaumaatua make to their marae, hapuu, iwi and wider communities. It also provides a platform to help drive initiatives that will support the tribe's long-term vision to develop its own kaumaatua strategy.

Rose Muru attended on behalf of Kaitumutumu Marae and along with whaanau, enjoyed taking part in this kaupapa with other kaumaatua. "It was a lovely night and I would certainly love to do it again. It was so nice to be with all our whaanau and to celebrate with our King."





Keeping the home fires burning

Over the course of one weekend at Wellington's Pipitea Marae, whaanau and members of Waikato ki Roto o Poneke gathered to learn and participate in the Tainui Reo Waananga in May.

Guided by Waikato reo exponents Rahui and Pania Papa, whaanau utilised resources available through the tribe to help foster and advance the use of our Waikato reo.

For Mike Ross, Chair of Waikato ki Roto o Poneke, reo waananga are important in maintaining identity, links to home and connecting with the wider Waikato-Tainui whaanau based in Wellington.

"Whaanau were very positive, particularly as Rahui and Pania - experts in Waikato-Tainuitanga - language, tikanga, history, politics, karakia – were engaging, entertaining, and encouraging no matter what age or capacity of participant," said Mike.

"It was a good opportunity to see what capacity we had amongst our Wellington whaanau too. Supporting each other as a tauraahere whaanau."

A second reo waananga with Rahui and Pania is confirmed for September. In addition, the Waikato ki Roto o Poneke whaanau are discussing other ways in which they can better manaaki and support each other including attending Koroneihana in August, improved communications amongst whaanau in Wellington and meeting in smaller groups to grow their reo Maaori capacity.

Enabling tauraahere to shape and drive more initiatives like these in the future is critical.

"Expertise from tribal leaders gave the waananga its mana, depth and breadth. Having the financial support made it accessible for whaanau and we were able to acknowledge the work of our presenters and their time away from their own homes and whaanau."



Initiative: *Deliver Waikato-Tainui reo and tikanga programmes at tribal members, marae, and hapuu level*

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$119,000							
Support Marae to develop a Oranga Marae Plan (Marae Development Strategy)	Support our Marae to develop Oranga Marae Plans that identify their aspirations and provide pathways to achieve those aspirations (including potential funders and service providers)	Oranga	All elements relative to the Oranga Marae Plans have been developed				
		Oranga	Engagement plan in place outlining how and when we will engage with marae				
		Oranga	Roll-out Oranga Marae Plans to four marae				
\$1,011,500							
Deliver Waikato-Tainui reo and tikanga programmes at tribal member, marae and hapuu level	Marae engaged to co-design tikanga and reo based programmes including knowledge repositories to support research and development of TORO related activities	Education & Pathways	Te Reo Waananga held with 500 tribal members				
		Education & Pathways	Train the trainer programme to deliver Reo Uukaipoo in the home in place (five trainers, 50 whaanau)				
	TORO's five strategic pou are fully resourced to support marae-based programmes	Education & Pathways	Marae-based Reo Kaakaho programme and resources developed and rolled out in line with Oranga Marae Plans				
		Education & Pathways	Launch of packages for Puna Kupu, Uupoko Ariki, and Poukai Series				
\$638,602							
Support the gathering of maatauranga and safe recording and storage of our taonga, waahi tapu and waahi tuupuna including supporting marae and whaanau to protect their taonga	Complete a stocktake of all Waikato-Tainui taonga and sites of significance	Heritage & Identity	Complete stocktake of our taonga and sites of significance				
	Completion of digitisation of tribal archives	Heritage & Identity	Complete digitisation of our tribal archives				
	Working alongside kaumaatua as the holders of knowledge	Heritage & Identity	Delivered four Paimaarire Waananga to Tauraahere and our marae				
		Heritage & Identity	Record mini-documentaries for 20% of our top 100 significant sites				
Heritage & Identity	Deliver four waananga, including tools and templates, to assist whaanau to capture knowledge from our kaumaatua						

Total Q1 Milestones	11	On track / Complete	11
Delays	0	Issues exists	0

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
							\$1,441,000
Development of a strategic approach to maintenance and build projects across our 68 Marae	Undertake audit of current state of marae facilities	Oranga	Structural assessment standards have been reconfirmed for audit purposes				
		Oranga	Review completed of current information held on marae structures to confirm work programme for maintenance support				
	Oranga	Engage with marae who have access issues related to safe drinking water and develop solutions	Roll-out of work programme to assist marae in implementing their maintenance plan in line with audit findings including solutions for safe drinking water				
							\$644,000
Engage our marae to co-design, develop and deliver systems to connect tribal members to their marae and improve overall marae engagement	Develop Marae engagement plans	Communications	Engagement platform for marae and tribal members conceptualised				
		Communications	Engagement plan in place outlining how and when we will engage with marae				
	Tribal events held and delivered including Waikato-Tainui Games, Tira Hoe, Kaumaatua events and more	Communications	Te Hookioi delivered including information about 100% of our marae across the year				
		Communications	Tira Hoe delivered				
		Communications	Kaumaatua Matariki Ball held				
		Communications	Tauraahere roadshows delivered				
		Communications	Waikato-Tainui Games delivered with 100% marae represented				
		Communications					
OVERALL BUDGET							\$3,854,101

FULL YEAR BUDGET

\$2,854,101

ACTUAL TO DATE SPEND

\$202,428

Ngaa Tohu Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations.

Group Investment Committee Members



Mark Butcher

Chairperson

Mark is the Chief Executive of the New Zealand Local Government Funding Agency. He has held senior trading and sales roles across derivative, interest rate and debt products at the National Bank of New Zealand, Westpac Institutional Bank and in the wealth management sector as Chief Investment Officer at Perpetual Capital and General Manager of Alliance Bernstein New Zealand. He is currently Chair of New Plymouth PIF Guardians and is a member of the Nominations Committee for Guardians of New Zealand Superannuation.



Rukumoana Schaafhausen

Te Arataura member

Rukumoana is the Kaahui Ariki Representative and Te Arataura Chair, as well as the longest standing trustee of Waikato-Tainui. She is a trustee of the Tindall Foundation, the Princes Trust NZ, and has carried multiple public and private directorships in Genesis Energy, Regional Facilities Auckland, AgResearch, and recently received the Sir Peter Blake award for leadership. Rukumoana chairs a number of Boards including the Waikato District Council Waters Governance Board, Miro Tupu Ake, the Matamata-Piako Council Waharoa Provincial Growth Committee, the Waikato Plan Leadership Group and the National Freshwater Iwi Leaders Group. She is the Managing director of Te Waharoa Investments, the commercial arm of Ngati Haua Iwi Trust and sees the value of investment decisions being underpinned by tikanga including a generational lens of whaanau and environmental stability.

Initiative: Review and refine Waikato-Tainui's investment management framework, including SIPO and investment parameters

GIC to help guide investment

Following the appointment of its members late last year, the Group Investment Committee (GIC) was established to support Te Whakakitenga to fulfil its responsibilities as trustee, in relation to the investment activities of the Waikato Raupatu Lands Trust and Waikato Raupatu River Trust.

The priority for the first year of the Committee's work is to finalise the Investment Governance Framework (*Te Puna Whakaturu Tangata*) and Statements of Investment Policy (SIPO) for the pools of funding from WRLT and WRRT. Current work completed by the GIC to date includes the development of Te Puna Whakaturu Tangata, reviews of all existing SIPOs, previous work of external entities and TGH commissioned work, and meeting with the Whenua Committee, as well as management and board members of TGH and the College.



Taari Nicholas
Independent member

Taari is a chartered accountant by training and a fund manager and investment banker by background. He is an chartered member of the NZ Institute of Directors, the Chair of the Waikato-Tainui College for Research and Development and is a director of a number of investment companies. He has also held the positions of Director and Investment Strategist for BZW Equities (NZ) Ltd (a unit of Barclays Bank Plc), and was an Investment Manager at NZI Corporation and ANZ Banking Corporation. He has 35 years experience in the investment industry. He was the first Maaori Member of the New Zealand Stock Exchange.



Hinerangi Raumati-Tu'ua
Te Arataura member

Hinerangi is a fellow of the New Zealand Institute of Chartered Accountants and a member of the New Zealand Order of Merit. She has significant investment, financial and general management experience. Her current roles include Chair of Parininihi ki Waitotara Inc and Trustee of the Parininihi ki Waitotara Trust, Chair of P.K.W Farms Ltd, Chair of Ngaa Miro Trust, and a director on Moana New Zealand.



George Carter
Independent member

George is the Managing Director of Nikko Asset Management New Zealand Limited and has over 15 years of experience in the financial services industry. He was previously head of distribution and a director at AMP Capital, and has worked as a consulting actuary advising institutional clients on pensions, investments, assets and liabilities in the United Kingdom and New Zealand. He is a fellow of both the Institute of Actuaries and the New Zealand Society of Actuaries.

Waikato-Tainui brand and merchandise

Scarves, hoodies, bags, beanies, recyclable coffee mugs and the ever-popular Upoko Pakaru board game, are just some of the merchandise available for purchase from Waikato-Tainui.

As demand for Waikato-Tainui branded products continues to grow both here in Aotearoa and overseas, it's important that the tribe's brand is protected and not misused in anyway, said Jason Ake, General Manager Communications and Engagement.

“There is always a sense of pride for our people when they have anything that identifies them as being from Waikato-Tainui whether it is a jacket or a beanie. For this very reason, we recognise that we must ensure that we protect our brand and uphold the mana of the iwi and our people.”

With apparel and resources available to purchase online from the Waikato-Tainui website and Facebook platforms, development of a merchandise policy and wider branding strategy is underway and will help inform our internal and external controls adds Jason.

“For the future, we also need to consider our sustainable practices along with authenticity of any merchandise we produce. It is very much a balancing act and we want to be able to lead the way forward by demonstrating best practice.”



Initiative: Investment in and protection of our 'Waikato-Tainui' brand and identifying marks

Kawenata signed with Auckland Council

At the beginning of April, Waikato-Tainui signed a kawenata with Auckland Council to reaffirm our relationship as mana whenua within the Taamaki region. Hosted at Auckland Museum in front of the Kiingitanga exhibition, we were pleased to have Te Arika Tamaroa Whatumoana sign the document, along with Te Arataura Chair Rukumoana Schaafhausen, and Auckland Council Mayor Phil Goff.

This kawenata signals the start of an ongoing partnership between Waikato-Tainui and Auckland Council, with both entities also collaborating on this year's Matariki celebrations across the city.



Te Arataura Chair Rukumoana Schaafhausen and Auckland Council Mayor Phil Goff.



Representatives of Auckland Council, Te Arataura and mana whenua from Taamaki pictured with Te Arika Tamaroa Whatumoana Paki.

Initiative: Leverage strategic investments (H2A, tourism, cultural) to create investment opportunities

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$400,000							
Continue to diligently pursue and settle outstanding settlement claims	Consultation hui with tribal members and Government	Rights & Interests	Complete mandate engagement hui				
		Rights & Interest	Mandate approved				
		Rights & Interest	Negotiations commence				
\$280,000							
Review and refine Waikato-Tainui's investment management framework, including SIPO and investment parameters	Review of the SIPO completed by the Group Investment Committee and put in place and includes a link to whenua investment in line with the Whenua Committee requirements (note CAPEX required for any further whenua purchases)	Governance & Legal	Group investment framework confirmed				
		Governance & Legal	SIPO drafted for all Group entities trusts				
		Governance & Legal	Implementation of Group investment framework and SIPO				
\$135,000							
Investment in and protection of our 'Waikato-Tainui' brand and identifying marks	Development of an investment strategy to understand the value of our brand, its use across the Group and how this can be leveraged to benefit our tribal members and marae	Communications	Merchandise Policy drafted for approval				
		Communications	Branding strategy including value proposition and strategic partnerships drafted				
		Communications	Branding strategy approved				

Total Q1 Milestones

4

On track / Complete

1

Delays

3

Issues exists

0

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$139,667							
Leverage strategic investments (H2A, tourism, cultural) to create investment opportunities	Roadmap completed to outline opportunities and initiatives for our marae	Rights & Interest	Develop engagement and investment plan across all Waikato-Tainui entities				
		Rights & Interest	Capture commercial, social enterprises, and industry activities in a roadmap of the H2A corridor				
		Rights & Interest	Engagement plan in place outlining how and when we will engage with marae				
		Rights & Interest	Identify private and public sector partnerships to support investments				
		Rights & Interest	Support marae with investment and enterprise opportunities in line with our strategic investments				
\$-							
Establish a collaboration network that connects tribal members to business, innovation and education ecosystems	Development of collaboration network across our Waikato-Tainui entities, marae and tribal member businesses	Operations	Map current networks (internal teams, partnerships, marae, enterprises)				
		Operations	Collaboration network purpose and objectives defined				
		Operations	Scope collaboration network including partners, relationships, and investment parameters				
OVERALL BUDGET \$954,667							

FULL YEAR BUDGET

\$954,667

ACTUAL TO DATE SPEND

\$275,651

Minor delays with completing the Group Investment Framework, Engagement & Investment Plan for our strategic investments, and the drafting of our Internal Merchandise Policy. All projects are expected to be complete during Q2 with the exception of the Engagement & Investment Plan. The Strategy Team is currently working across our Waikato-Tainui entities to develop this with the intention of socialising the plan across Q2 & Q3.

Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo
te tangata, mahia*

A high performing organisation making an impact.



Making marae the hub of connectivity

Realising they could create better outcomes for their tamariki and mokopuna through internet connectivity at the marae, the whaanau of Ngaatira Marae jumped at the opportunity to work with Waikato-Tainui and get WiFi up and running.

Located 18kms southeast of Putaruru, its rural location made internet accessibility difficult for most of the whaanau living close to the marae, with only a handful of Ngaatira residents having access to personal WiFi. It was not uncommon for people to drive to the local libraries in Putaruru or Tokoroa to access the free internet said Ngaatira Marae trustee Rachel O'Connor.

"There were only about three homes next to the marae who could afford internet but that's all changed now and we love it. Every now and again we will see lights on at the marae because someone is down there working. Or cars are parked up outside and people are doing mahi."

Having access to WiFi means Ngaatira Marae can now drive their own marae-based projects including a homework centre which they plan to implement once the winter months have passed.

"We've always wanted a central hub for our tamariki to be able to do their school mahi and

homework. Technology is very much a part of education these days and we're happy that we can provide that for them. We've even extended WiFi access so that it is operational from 7:30am as the kids are going to school", said Rachel. It's also provided a window for older whaanau to enrol and access education pathways through online learning she adds.

"It's opened up a world of opportunities not only for our tamariki but also our adult whaanau who can now access online courses through local providers that they didn't have the ability to do before".

In line with Waikato-Tainui's strategy to deploy digital solutions that support tribal members and marae, ICT Manager Kord King says Ngaatira's approach to internet solutions being provided at the marae is one of many the tribe hope to support.

"We are currently working alongside Te Puni Kokiri, who are leading the marae connectivity workstream as part of the Provincial Growth Fund. As of June, 19 Waikato-Tainui marae have applied under the PGF initiative to receive internet, with more of our marae looking to access these funds."

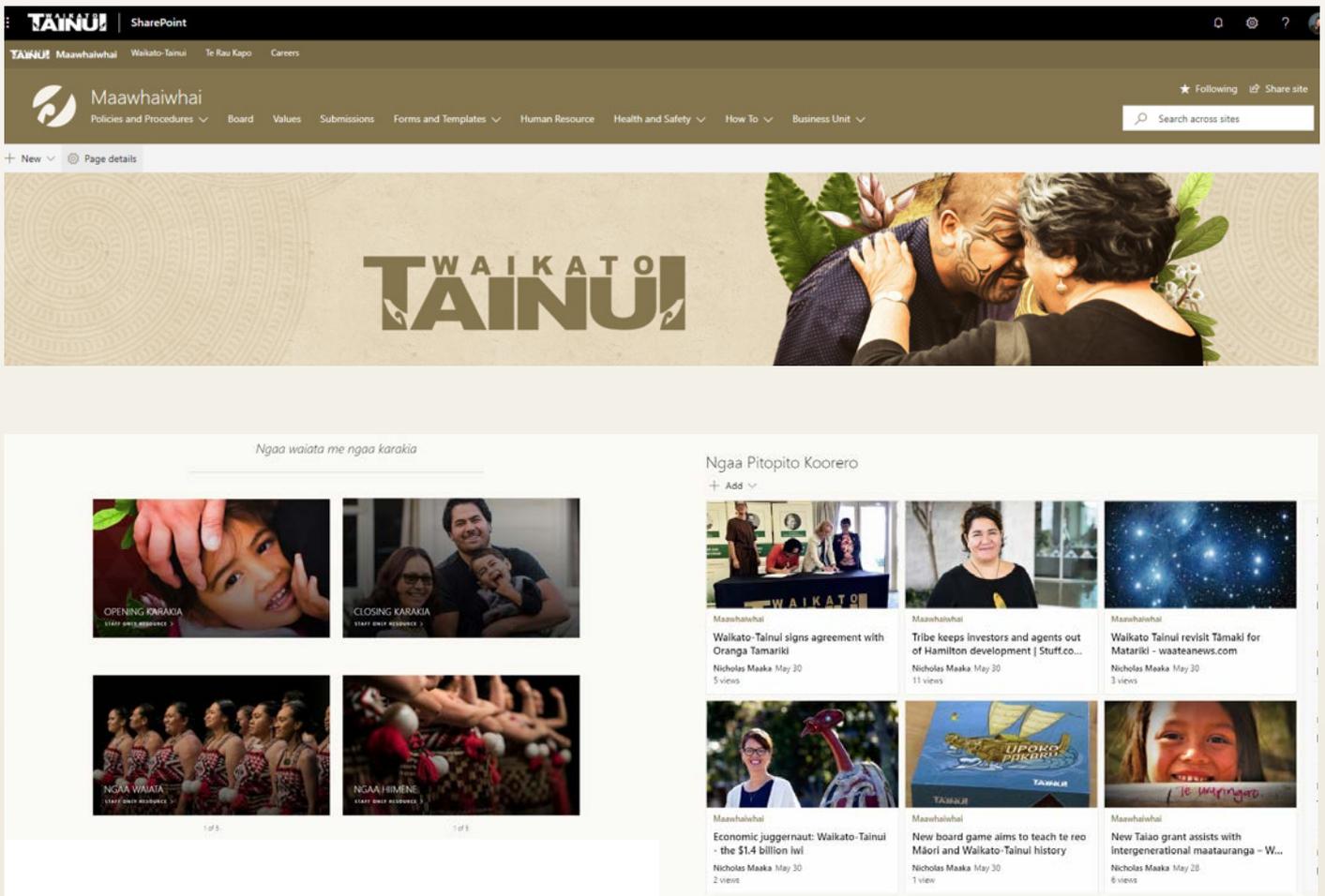
Marae wanting to know more about the marae connectivity initiative can contact 0800 TAINUI.

Launch of new intranet –Maawhaiwhai

The name Maawhaiwhai derives from a tongikura from Ngaati Hikairo. It is likened to a spider's web, similar to an intranet.

In May, the launch of our new intranet Maawhaiwhai, proved a great success with Waikato-Tainui kaimahi. After six months of development, the refreshed system supports better internal communication and provides an online repository for key organisational information including policies, templates, publications and calendar events.

A key drive of the project was to act as a “one-stop-shop” for all information, enabling people to do their jobs quicker and more efficiently. The intention is to extend the intranet to marae in the future.



Initiative: Develop and deploy a suite of digital solutions to support the needs of tribal members, marae and our organisations



Robert Te Kotahi Mahuta Talks speakers from left: Antonio Te Maioha, Nanaia Mahuta, Daniel Kereopa, Taaniko and Vienna Nordstrom.

Robert Te Kotahi Mahuta Talks motivate kaimahi

As one of the most visionary people in the Tribe's history, Sir Robert Te Kotahi Mahuta was able to utilise his diverse education to expose himself to different thoughts of thinking.

Taking inspiration from him, the Robert Te Kotahi Mahuta Talks is a series of motivational talks that seek to inspire kaimahi of Waikato-Tainui in the same way, learning from the experiences of Maaori and non-Maaori alike and understanding how people have used their work and craft to create solutions which have helped their whaanau to grow, prosper, and sustain.

The first series featured Sir Robert's daughter, Minister Nanaia Mahuta; champion surfer Daniel Kereopa; Soldiers Rd Portraits founders Taaniko and Vienna Nordstrom; and renowned actor, Antonio Te Maioha.

Kaimahi from Waikato-Tainui, Tainui Group Holdings and the Waikato-Tainui College for Research and Development attended the first series. Additional kaupapa such as Kiingitanga will also feature in future talks, with plans to extend invitations to other tribal organisations and business partners.

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$142,200							
Fast-track the capture of relevant tribal member and marae data	Consultation with tribal members, marae and other Waikato-Tainui organisations to agree the data that needs to be obtained and how	Operations	Data capture developed in line with our digital strategy (including incentives)				
		Operations	Map the path of data from capture, retention and use of all data sources (internal and external)				
		Operations	Data Governance model developed				
		Operations	Establish a single source of data in order to have a single point of contact with our tribal members and marae				
		Heritage & Identity	50% of our marae are uplifting their marae dividend through our portal (100% by FY22)				
\$31,000							
Take stock of the current organisational capability and culture	Skills and capability matrix in place and monitored	Operations	Strategic workforce plan in place and being regularly reviewed including a skills and capability matrix				
	Health and wellbeing indicators for kaimahi have been established	Operations	Kaimahi hauora strategy drafted and ready for approval				
		Operations	Kaimahi engagement survey undertaken annually to measure level of engagement and kaimahi satisfaction				
\$-							
Tailor and deploy Waikato-Tainui innovation capability (culture, people systems, processes, partnerships) to our marae and Waikato-Tainui enterprises	Develop and put in place an innovation and improvement strategy	Operations	A process has been put in place so that innovative ideas are being translated into improved services and engagement with our tribal members				
		Operations	Innovative ideas are regularly being translated into improved services and engagement with our tribal members				
		Oranga	Investment strategy to support social and economic enterprises established including how to harness innovation				

Total Q1 Milestones	5	On track / Complete	3
Delays	2	Issues exists	0

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4	
\$1,007,500								
Review current service delivery model and adjust to ensure successful delivery of outcomes	Programme delivery model reviewed including progress monitoring and reporting framework	Operations	Clearly define what efficiency looks like for Waikato-Tainui and establish organisational efficiency gains					
		Operations	Review current project management system and process and update according to efficiency gains					
	There are clear measures in place through the service delivery model review that enable Waikato-Tainui to measure organisational efficiency	Governance & Legal	Consultation on governance support and training programme					
		Governance & Legal	Group policy framework completed					
		Governance & Legal	Preliminary advice provided for potential entities structure					
	Governance training (including health & safety training), Rules review and elections undertaken over the period	Governance & Legal	Incorporated Societies Act review completed (best practices, existing issues)					
		Governance & Legal	Governance support and training programme developed					
		Governance & Legal	Consultation hui with marae in preparation for FY21 Elections					
	\$325,400							
	Develop and deploy a suite of digital solutions to support the needs of tribal members, marae and our organisations	Comprehensive review of our current systems, their capacity and constraints	Communications	Consultation and engagement with kaimahi, marae and tribal members completed				
Communications			Map the path of data and storage					
Needs analysis capturing our requirements to support effective and efficient services to our marae and tribal members		Communications	Digital strategy approved and ready for implementation					
Market review of the systems available that can support our needs		Communications	Recommended digital systems and strategy implemented					
OVERALL BUDGET \$1,506,100								

FULL YEAR BUDGET

\$1,506,100

ACTUAL TO DATE SPEND

\$120,002

A kaimahi leading two key Mahi Tonu projects (the fast-tracking the capture of data and the deployment of digital solutions) departed during Q1. The planning and preparation for both projects have been completed however, we are looking at resources to support the continued delivery of these workstreams. A Project Manager is also yet to be appointed to lead the review of our current service delivery model, causing a delay to the project start. Updates for all projects will be provided at the conclusion of Q2.

Partnerships & Externally Funded Initiatives



Rangatahi enjoying the suite of digital games and applications on display as part of the Maaori Tech Showcase Week.

Rangatahi & innovation headline Maaori Tech Showcase 2019

Following the success of the inaugural Maaori Tech Showcase week in 2018, Waikato-Tainui partnered with Te Waka - Waikato Economic Development Agency to show its support once again of the Maaori Tech Showcase.

This year's theme focused on rangatahi and celebrated learning and experience opportunities through technology and innovation. Maaori tech entrepreneurs and businesses from across the country were invited to participate in the event, held in May at Hamilton's Claudelands Events Centre. Thousands of rangatahi and pakeke from schools throughout the Waikato explored current and emerging technologies relevant to our younger generations including virtual reality, gaming and drones.



Future for Mokopuna Ora Set to Grow

Mokopuna Ora was created in 2015, through a strategic partnership between Waikato-Tainui and Oranga Tamariki. The partnership is driven by the tribe's belief that a collaborative approach is best placed to deliver positive outcomes for our mokopuna.

An independent evaluation commissioned by Waikato-Tainui in 2018, showed that the Mokopuna Ora model was helping our mokopuna to connect to their whakapapa by placing them with whakapapa whaanau. The programme also led to an increase in the number of whakapapa whaanau caregivers and most importantly, helped to prevent mokopuna entering care all together.

The review also highlighted that the Mokopuna Ora programme was, in its current state, unsustainable in the long-run. In April this year, Oranga Tamariki and Waikato-Tainui signed a strategic partnership document and secured funding of the Mokopuna Ora programme for the next four years. The partnership document sets out the values and objectives of our engagement and will be a key driver in progressing forward to deliver greater outcomes for mokopuna.



Witnessing the signing of the partnership between Waikato-Tainui and Oranga Tamariki from left: Te Arataura Chair Rukumoana Schaffhausen, Minister for Children Tracey Martin, Te Kura Kaupapa Maaori o Bernard Fergusson tauira Maharaiia Tapara and Aisla Ranga, Oranga Tamariki CE Grainne Moss and General Manager Oranga Marae Tukere.



Images from the Maaori Tech Showcase.

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