

Quarterly Report

2022 / 2023

Oct-Dec

Mahia te mahi, hei painga moo te iwi

We strive every day to do the work for the betterment of the people



W A I K A T O
TAINUI

Front Cover: Rona Ella Paekau (Raakaunui Marae)

This page: Charlie Paekau (Te Papa-o-Rotu Marae)



Ngaa Kupu Whakataki

Executive Summary

The third quarter of the financial year (Oct-Dec) has been defined by a concerted effort to ensure our interests in water have been protected in the RMA and water reforms process.

In November we joined other Iwi in welcoming the Water Services Entity Bill. We described it as a watershed moment for Aotearoa NZ particularly for our tribal members. The new legislation provides us with a once in a lifetime tangible opportunity to be at the decision-making table and have our voice engrained into the strategic direction of these new water entities.

In October I accepted the nomination to Co-Chair Entity A area which covers from Bombay to the Far North. It is a massive undertaking because it services the highest population of water users in the country. 75 percent of its water is sourced from the Waikato River and the Hunua Dams which are effectively all firmly located on our tribal territory. For too long decisions have been made that directly impact on our river by people who lack any understanding of its connection to us - those days are now over.

We have also navigated the RMA Reform process to ensure it does not impact on the terms and conditions of our settlements with the Crown.

We have stated the current RMA process is overdue for reform which we support however we must ensure the integrity of our settlement remains intact. There is further work to be done in the next quarter which we are looking forward to.

5 Year Plan

Our operational arm is continuing mahi and engagement around the next five-year plan. As indicated previously it will also require a review around how the previous five-year plan has delivered for our people.

An internal team has been assembled to lead progress on this project and will also be seeking input from our marae. Part of that exercise will help inform the medium term strategic direction as we head toward achieving the goals set out in Whakatupuranga 2050.

Kai Sovereignty

We acknowledge the cost of living crisis that is causing increasing stress on our people and their ability to provide for our whaanau. In our efforts to explore a range of options to alleviate these pressures we joined an Iwi led delegation to meet with a large European based food chain.

Kai sovereignty means providing our people with more cost-effective options rather than being subject to the current duopoly that exists in the market. It also means providing opportunities for our food producers to enter other markets.

Te Whakakitenga Skills Matrix Results

Te Whakakitenga members expressed interest in participating in projects that are carried out by Waikato-Tainui and fall within members' areas of interest and expertise. To assist with this, an information gathering questionnaire was distributed to members to further understand their areas of interest, expertise, qualifications, and experience.

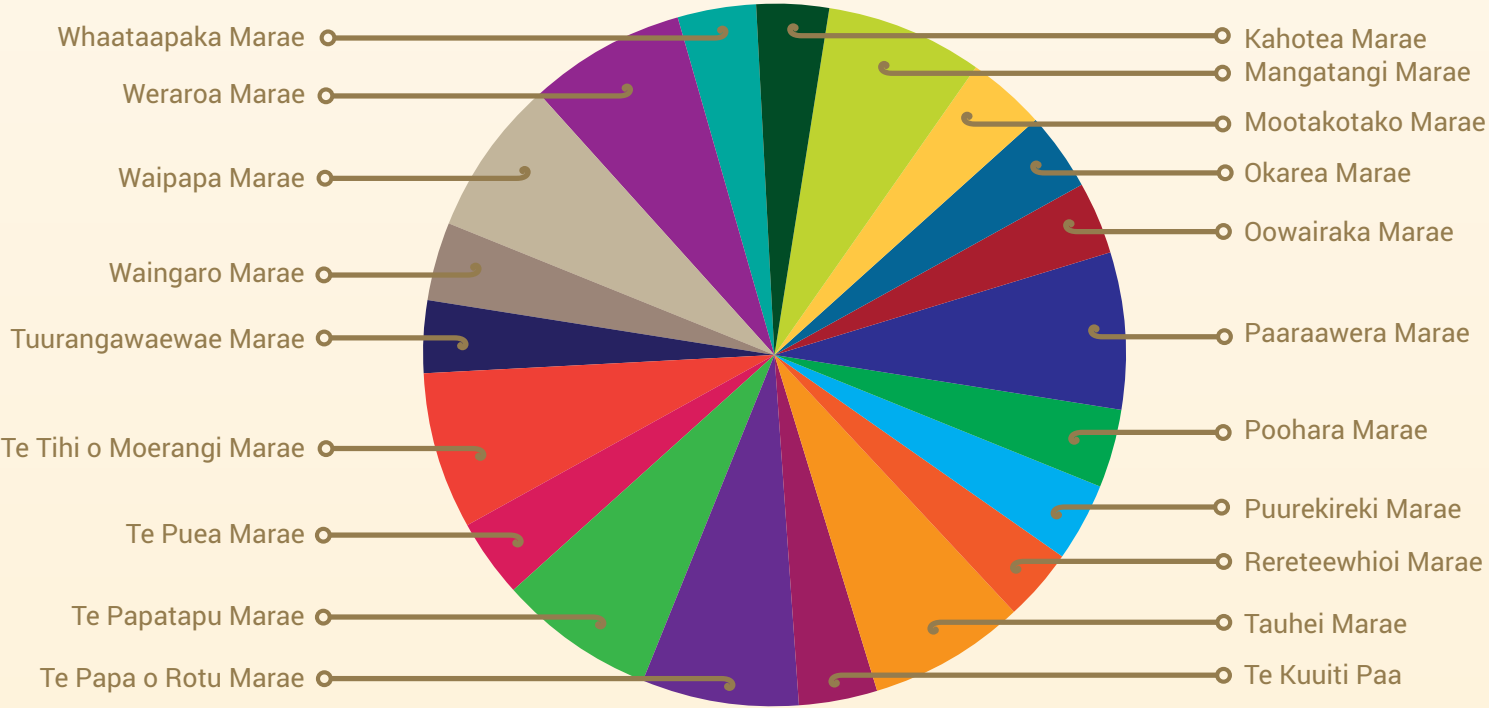
Responses were received from 44 members across 20 marae. These responses enabled kaimahi to identify the top five areas of interest as being Education, Health, Economic Development, Te Reo and Tikanga, and Climate Change.

Further, an overwhelming 86.4% of responders were interested in participating in focus groups formed to provide submissions to the Crown or other authorities on law and policy reform. The top five areas of interest for these focus groups were Education, Health, Justice, Water, and Climate Change.

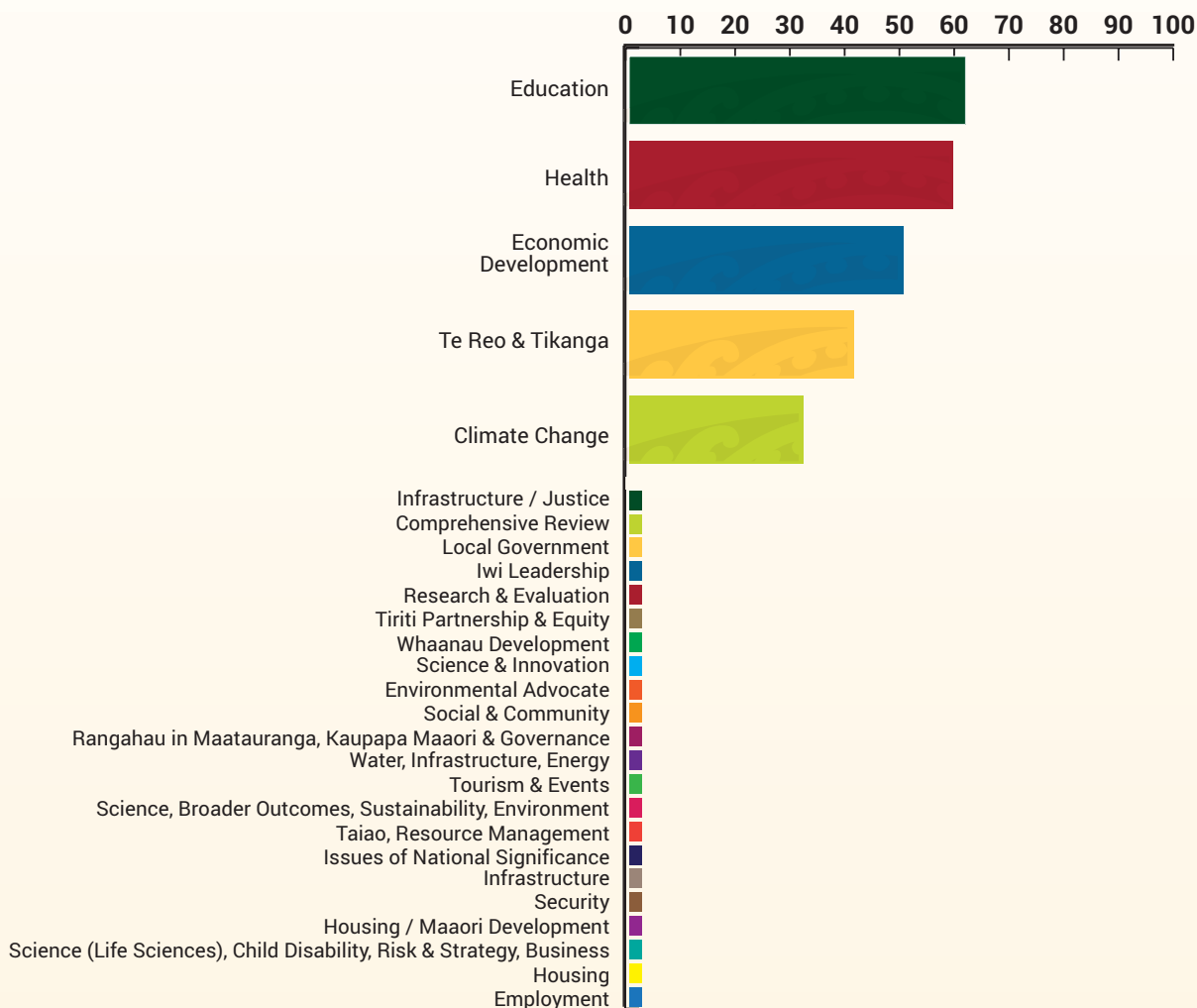
Additionally, kaimahi were able to review the members' key skills sets, and identified that of the 44 responses received, 38 members had more than one formal qualification e.g. Bachelors or Masters. The detail in these responses will be used to inform further participation and training opportunity offers.

The survey asked candidates a series of question canvassing a range of issues:

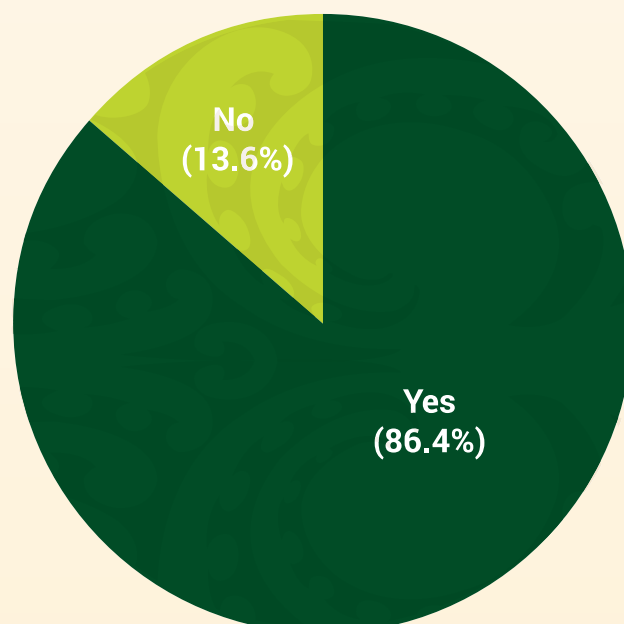
Which Te Whakakitenga marae are you registered to?



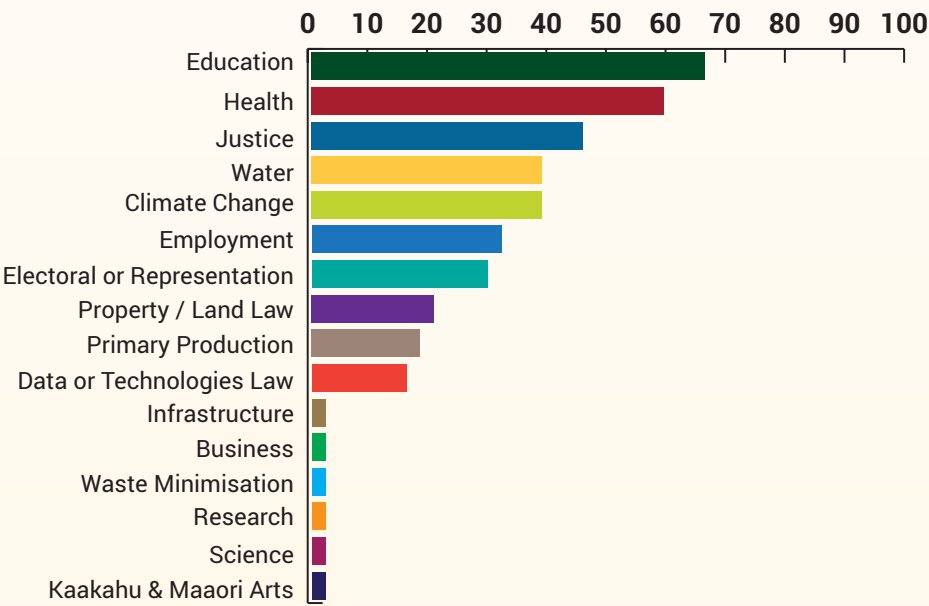
Please select your area/s of interest



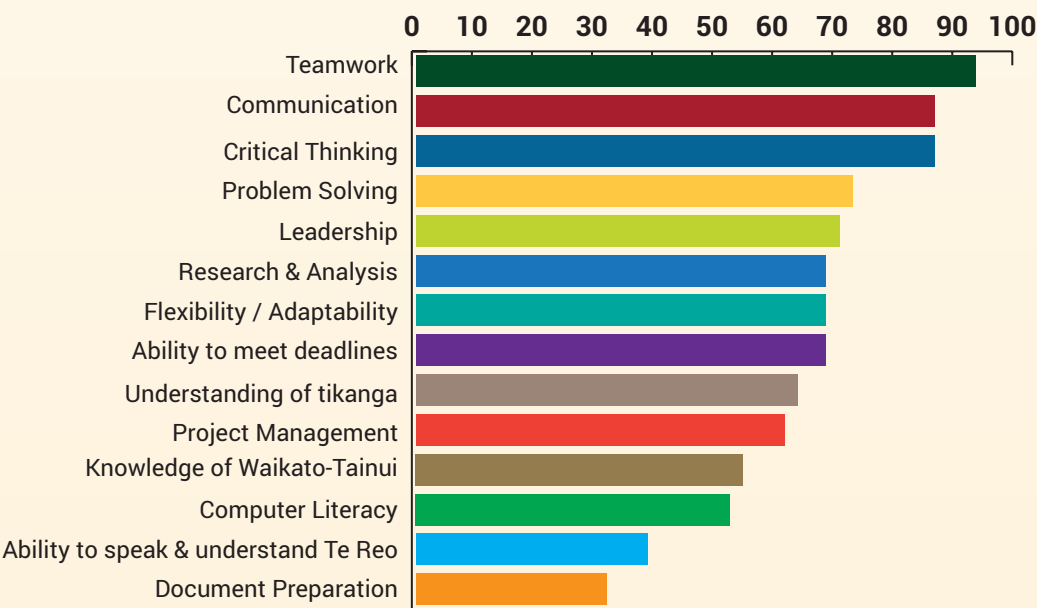
Would you be interested in participating in focus groups formed to provide submissions to the Crown or other authorities on law and/or policy reform?



If you indicated you are interested in law and/or policy reform please select which area/s you have a particular interest in:



Please select the skills most relevant to you:



Appointments

In October, Craig Barrett (Mangatoatoa Marae) was appointed to the Group Investment Committee by Te Arataura. Donald Turner (Taupiri Marae) was also appointed to the Group Investment Committee in an Observer role.

This committee contributes to economic growth, development and sustainability of our people and these appointments will help grow our internal capability in this space.

Sheree Ryan is the Aapiha Tumu Arumoni (CFO) and has also been appointed to the position of Chair of the Audit and Risk Committee of Te Nehenehenui, the new post settlement governance entity for Ngaati Maniapoto.

Our GM Legal Gwendoline Keel was recognised for her leadership as Chair of the Charities Registration Board and was reappointed for another three-year term.

Hinerangi Pere, Energy Navigator for Waikato-Tainui now sits on the National Energy Hardship Reference Group to address energy hardship and provide national and localised solutions to affordable and equitable energy to all.



A handwritten signature in black ink.

Tukoroirangi Morgan
CHAIR, TE ARATAURA



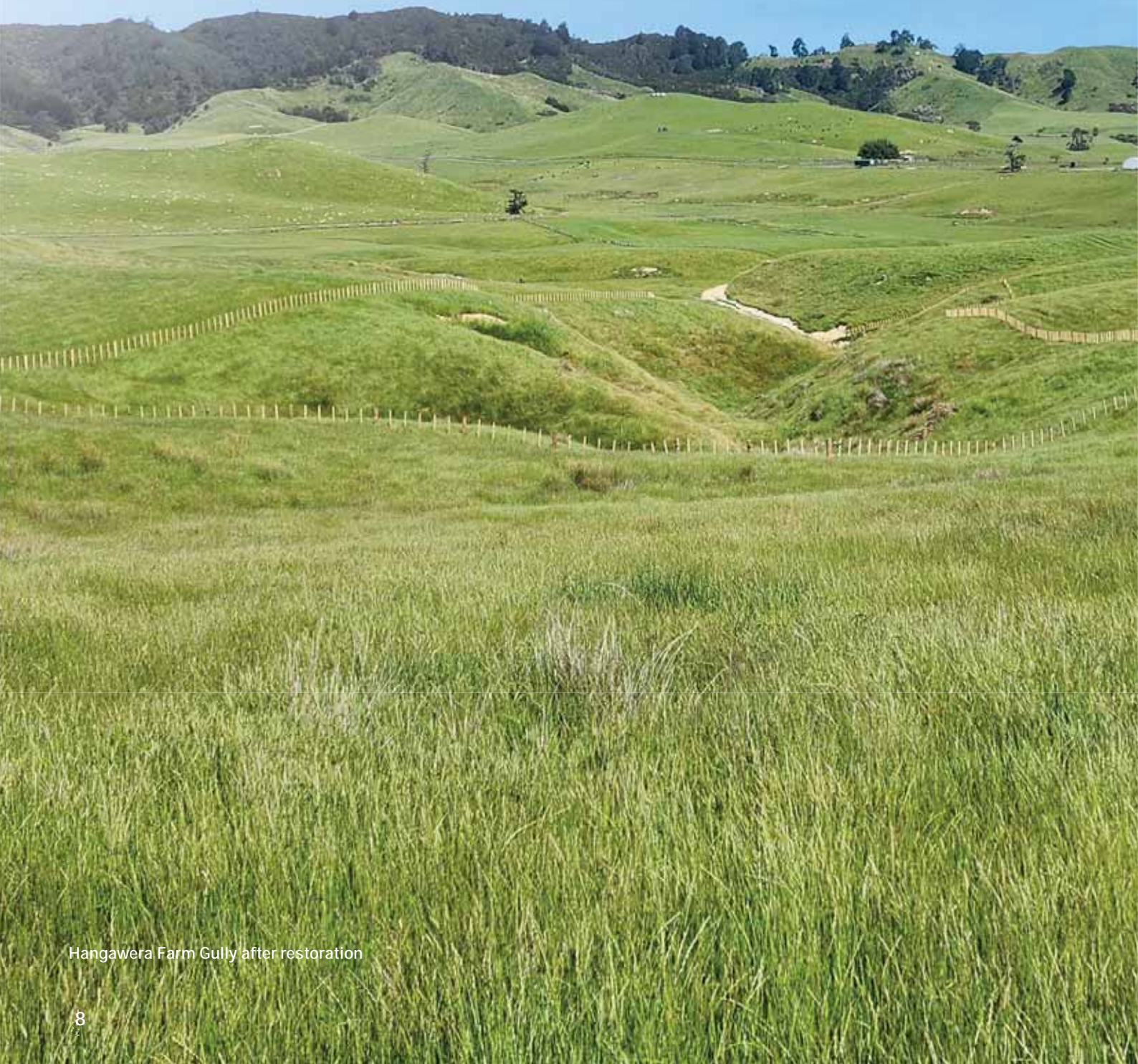
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Donna Flavell
CHIEF EXECUTIVE OFFICER

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.*



Hangawera Farm Gully after restoration

Certifications offer new employment opportunities

A total of 19 tribal members attended and gained certifications in a 4X4 Safety Course, LUV (Light Utility Vehicle) Safety Course and Entry Level Chainsaw training with Forestry Training New Zealand.

Our trained tribal members now have the key qualifications needed for taiao restoration mahi that has assisted them to gain employment opportunities in restoration projects as well as enabling whaanaau to take on contracts as a self-employed tribal contractor like tribal owned pakihi - Te Papatipu Planting Ltd from Te Puaha oo Waikato, who are now leading restoration projects in collaboration with Waikato River Authority and our Waikato-Tainui Accord and JMA partners.

These training courses are fundamental to excelling in the taiao restoration sector, practical skills that contribute and support our roles as tiaki for our wai, whenua, te ara rangi to protect the health and wellbeing of our taonga and our people.



Restoring our Tribal Farm Waterways

Waikato-Tainui, Tainui Group Holdings and Mana Whenua from our tribal farms have been successful in securing Waikato River Cleanup funding from Waikato River Authority for two restoration projects on two of our tribal farms in Tauhei, a combined project total of \$1.16M.

The two projects will restore and protect our farm waterways while providing capability building and employment opportunities for mana whenua and:

- tribal restoration planting contractors, to plant 73,200 native plants
- weed spraying contractors, to spray and clear the 18.35Ha restoration area
- fencing contractors to fence 15.7km of waterways
- tribal native plant nursery to grow our 73,200 native plants

This initiative has been jointly designed with the input from our Mana Whenua roopu, Ngaati Wairere, Ngaati Maahanga and Waahi Whaanui Trust from the onset, and draws on Waikato-Tainui's Accord with Department of Conservation, Joint Management Agreement with Waikato Regional Council and industry partners like Mercury who all supported this project with co-funding, alongside Tainui Group Holdings contribution that included land retirement for the betterment of our taiao.

Taiao Manager, Taroi Rawiri believes the greatest outcome of this collaborative partnership is our commitment to restoring our wai, our whenua which in turn creates enhanced, healthier habitats for our taonga species within our farm waterways, while providing real opportunities back to our tribal members.



Before (left) and After Restoration (right)
Fencing off a wetland at Hangawera Farm.



Real time water monitoring Mangatea Stream

Real Time Water Monitoring

Through the Waikato-Tainui and Mercury Partnership, we have installed a continuous water monitoring device from Adroit who specialise in IoT technology; monitoring solutions that deliver critical environmental data to a range of industry sectors, including agriculture, aquaculture, construction, worksites and environmental management.

Adroit water monitoring solutions can provide real-time, continuous monitoring of nitrates, TSS, pH/ ORP, turbidity, temperature, conductivity, salinity and dissolved oxygen. This data is measured via highly accurate and factory calibrated sensors connected to a Libelium data controller.

The monitoring device has been installed in the Mangatea Stream, to monitor and provide evidence on how well our farms are protecting our waterways while capturing valuable data to guide and support how we improve water quality and catchment restoration planning on our tribal farms. It will also alert our teams if something is going wrong in the waterways and improve our response times to locate any issue on our farms or neighbouring farm. This kaupapa demonstrates great partnership working together for the betterment of our wai.

INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(T1) Secure Water Rights	Water rights plan in place for the Waikato River with planning undertaken for other bodies of water	Rights & Interests	Public sector engagement (Local and central government)				
		Rights & Interests	Engage in the current Reforms programme initiated by Crown including: RMA, Three Waters, Local Govt, Health Reforms to ensure current settlement mechanisms are protected throughout the process				
		Rights & Interests	Lodge Waikato Tainui application to WRC regarding iwi works				
		Rights & Interests	Progress phase 2 of Water Storage Taniwha Project on tribal lands				
		Rights & Interests	Maaori sector engagement (River Iwi, Iwi Leaders). Support FILG and technical team to engage in regional hui with whaanau/hapuu/iwi around RM reforms, TMOtW)				
	Exercising water rights developed.	Rights & Interests	Support River Iwi in next phase of PC1				
		Rights & Interests	Promote the engagement and advocacy for Waikato-Tainui water interests, and lobby for change. Engage with Te Roopuu Wai to finalise and promote our water strategy				
		Rights & Interests	Complete (4) waananga across FY23 with TWOW, marae to promote the Water Strategy and update on key TAI AO kaupapa				
		Rights & Interests	Work with Claims Team around Harbour Claim and supporting the aspirations of our marae/hapuu around harbour aspirations for the Mana Moana of the West Coast and Manukau Harbours				
(T2) Develop and operationalise Iwi Environmental Standards consistent with Tai Tumu, Tai Pari, Tai Ao	All of our tribal lands have been assessed against our standard and we see local government responsiveness to tribal environmental standards	Oranga	Develop assessment tool for tribally owned whenua				
		Oranga	Complete Environmental standards and review against the new policies under RMA that will be introduced into parliament 2022				
	Councils are embedding our standards into their planning instruments	Oranga	Develop engagement strategy with councils for use and update of tools				
		Oranga	Implement training, education, and awareness initiatives for the framework and tool				
		Oranga	Four workshops(1 in each quarter) will be held with our JMA Council partners to support implementation of our standards in FY23				

NGAA TOHU

TAIAO

Total Q2 Milestones

27

On track / Complete

24

Delays

2

Issues exists

0

INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(T3) Implement a five-year programme of investment to improve wai (including Kaawhia, Aotea, Whaaingaroa and Manukau harbours) and whenua	Water rights plan in place for the Waikato River with planning undertaken for other bodies of water	Oranga	Undertake a review and stocktake of all the current WT Restoration projects connected to our Awa, tributaries and wetlands				
	Report card implemented to monitor restoration projects	Oranga	Develop and implement a digital platform to store all restoration project data and information				
		Oranga	Develop a funding calendar for Taiao/ Restoration projects to support whaanau, marae and hapuu to make application to available funding				
		Oranga	Work with Rights & Interest team to support the aspirations of our Harbour marae as part of the claims process				
		Oranga	Support whaanau, marae, hapuu to engage in the coastal plan currently under development through WRC				
(T4) Training and support for our tribal members so that they can lead Taiao initiatives	Training programme has been developed and rolled out	Oranga	3 Waananga to take place across our rohe to engage with whaanau, marae, hapuu to identify Taiao training needs and aspirations				
		Oranga	Scope training modules that have been identified by whaanau, marae, hapuu to meet the needs and aspirations for Taiao				
		Oranga	Link training modules to the current employment and career pathways opportunities across Whanake and Education teams				
		Oranga	Support delivery of specialist programmes and courses including Tai Tumu, Tai Pari, Tai Ao				
	Training programme has led to employment or self-employment of tribal members in Kaitiaki restoration projects	Oranga	Deliver commissioner training hearings and expert witness training				
		Oranga	Explore green economy opportunities alongside Whanake team to develop a work programme to support green economy within our Puna Pakihi mahi				
		Oranga	Run (2) waananga to establish a rangatahi forum for building Taiao futures				
(T5) Support our whaanau to respond to climate change impacts (and other environmental challenges) on their marae	Implementation of Climate change mitigation plans	Oranga	Undertake waananga with whaanau, marae, hapuu to develop a tribally appropriate climate change and resiliency strategy for marae and tribal members				

OVERALL BUDGET \$1,015, 356

FULL YEAR BUDGET

\$1,015,356

ACTUAL TO DATE SPEND

\$811,033

Refer page 34 for commentary

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.*



Southern Cross Kaumaatua Health Insurance

Over the course of the last quarter, we have met with Southern Cross to confirm the next iteration of the grant offering and continue to work on a tribal member and staff package. 255 kaumaatua have opted into the package to date, with an impressive 20% claiming rate - aligning to the national average for new policy holders. As we move into year two of this partnership, we take forward the learnings gained over the course of the last 10 months. Most noticeably the inclusion of rongoa Maaori into the "SelfCare" claims allowance and a total package value increase from \$1,200 in year one, now to \$1,650 of value in year two.

We have gained positive feedback from whaanau onboard the kaupapa, anecdotally and through a comprehensive research project run in conjunction with Southern Cross Health Insurance. We've seen motivators range from prioritising health for whaanau – to capitalising on the great value of the package. (See some of the feedback to the right.)

Glenda Taituha, General Manager for Heritage & Identity said she was really pleased to see our iwi partnerships creating gains for our kaumaatua.

"We made a great start in year one, but we know there's still a lot of work to be done to get more of our kaumaatua onboard and covered with health insurance. This is a foreign space for a lot of our whaanau, so we're focusing strongly on education this year. Listening to the koorero shared by our whaanau and helping to eliminate some of the questions or concerns that are holding them back. These are very exciting times!"

"As soon as they (Waikato-Tainui) sent through the paanui, I gave it a good read and I thought 'yes, I'm going to do that!', for the simple reason that my health is really important to me. I want to live to see my great mokopuna marry and the only way to do that is to make sure I can access those (health) services whenever I need."

"I liked that you get more benefits, \$1200 worth of service for \$500. A lot of time when you get the money, you spend it on food and things. This way we spend it on health and it's something for us."



Tooku Nei Whare Workshops

The Tooku Nei Whare workshops recommenced in November to empower and uplift our tribal members to a greater understanding of the journey to home ownership.

The workshops are currently underway and being held online to provide a safe space to learn, ask questions and grow. With seven workshops confirmed between November 2022 – March 2023, we have received over 250 registrations.

We have been fortunate to have two new facilitators lending a wealth of knowledge around home ownership to our tribal members. Both with strong education backgrounds, our tribal members have been thriving and learning.

“The Matua (facilitator) that took the workshop brought up a few topics that I have not put much thought into and they definitely make a lot of sense in wanting that big step of being a home owner come true”.

– Tribal member feedback



The Howell Whaanau

Waikato Tribal Members, homeowners.

Home Repairs Programme

Waikato-Tainui have been partnering with Habitat for Humanity to deliver a Housing Repairs Program, providing tribal members an opportunity to repair their homes in the pursuit of a warm, dry, safe where.

Since the expressions of interest (EOI) originally went out to tribal members late 2021, we had an overwhelming response from tribal members who owned their own where and were interested in home repairs assistance. The EOI came in at just over 400 individual whaanau.

To be eligible for this programme, repairs needed to be urgent, preventative or necessary repairs. When the funding round officially opened in early 2022, we had an average of 40 eligible full applications from whaanau, of which, 33 of those applications were successful. Since repairs officially commenced and through to today, rolling repairs have continued.

In December, Habitat for Humanity selected two of our whaanau to receive additional repairs over and above the normal framework of the programme, at no additional cost. These whaanau are based in Ngaaruawaahia (Ooraeroa Marae) and Horotiu (Te Kaharoa – Aramiro Marae). These additional repairs included painting and/or minor renovations such as building a deck or ramp.

From the 33 successful where receiving repairs, we have been able to positively impact the lives of 130+ tribal members.





Solar Energy

In December, Solar Sense and Waikato-Tainui worked together to deliver a solar energy waananga to our marae and whaanau as an education piece for those interested in solar power as a renewable energy source for their marae, whaanau, whenua or whare.

The overwhelming interest and swift uptake for this waananga with tribal members, proved a genuine interest in learning about renewable energy solutions and finding solutions unique to their individual wants and needs. The purpose of these waananga is to bring in various specialists within the energy space to breakdown solar, hydro and wind configuration to ensure whaanau understand how it works as well as identifying possible opportunities and configurations that might work for them.

The comments to the right are just a few insights as to what tribal members have been interested in learning across this space.

Hinerangi Pene, Energy Navigator at Waikato-Tainui, says the Energy sector is vast, complex in many ways and at times difficult to navigate.

“Our whaanau have demonstrated a desire to participate in the sector whether for commercial gain or to create energy distributions solutions/sharing amongst their whaanau. Marae need to feel secure in making informed and educated decisions about their energy choices and supported to do so. We acknowledge our marae and whaanau hold the solutions to their energy aspirations and we seek to support these aspirations by ensuring they are equipped with the knowledge needed to make their aspirations a reality. As our nation moves towards decarbonising economies, I hope we can yield the opportunities that come from this for the betterment of our people and encourage participation from our tribal members threaded throughout all levels of the industry. By doing so we will be able to ensure a more equitable and accessible energy sector that contributes to better health outcomes for our people”.

'I'd like to understand what's happening in this space and the potential for it across our hapuu'

'Solar options including community grid, pros, cons, cost, installation, ongoing maintenance. Off mains grid, selling excess power.'

'How effective is solar energy from a financial perspective'?

'The technology side of how to do it myself. And to share my knowledge with others.'

'Is this solar system able to circulate energy to 9 x Papakaainga homes? Have you the capability to store solar in batteries that are linked in series. We want to send excess power supply to our homes and store it if possible.'

'Funding opportunity for our marae to have solar installed.'

INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(H1) Support the development and growth of commercial and social enterprises for tribal members and marae	Initiatives are supported for piloting	Oranga	Complete programme for marae to develop own economic strategies. Launch program in Q4				
		Oranga	Continue with the implementation of the Social procurement operational plan				
		Oranga	Develop an entrepreneurship pipeline strategy that pathways tribal members into entrepreneurship				
	Funding partners identified to assist commercial and social enterprise opportunities	Oranga	Complete feasibility and implementation for microfinancing program to support enterprise				
(H2) Creation of opportunities across the housing continuum	Data used to obtain third party funding (Including Government) funding and support to improve tribal housing	Oranga	Housing data secured from relevant agencies and tribal members (align to our data strategy)				
		Oranga	Continue feasibility on home ownership, housing developments				
	Existing home ownership support programmes are responding effectively to whaanau needs	Oranga	Feasibility and launch of papakaainga support programme				
	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	Develop and implement programme of work to support the refreshed housing strategy including a minimum of 8 housing workshops throughout FY23				
(H3) Grow education and career pathway partnerships to improve quality learning	Waikato-Tainui quality learning standards framework is developed to measure our education partners	Education & Pathways	Prototype testing with marae				
		Education & Pathways	Review with hapuu partners to discuss collaborations framework for cultural capability provision within education and industry				
		Education & Pathways	Develop and implement a strengthening Kaupapa-aa-iwi strategy for Maori Medium Schooling sector				
		Education & Pathways	Develop and implement (2) prototype programmes using ICDF platform and complete user manual to allow accessibility across the organisation				
(H4) Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing	Implementation of Health and Wellbeing standards	Oranga	Complete Koiora prototype initiative for implementation				
		Oranga	Secure resource and funding				
		Oranga	Secure commitment to partner from providers, DHB and other supporting organisations				
		Oranga	Specifications developed for capture, retention and use of external data sources				

Total 23 Milestones

31

On track / Complete

24

Delays

1

Issues exists

0

INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(H4) Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing	Identified service providers have been measured against our standards	Oranga	Continue to monitor, evaluate and support marae, whaanau, hapuu and iwi in their response efforts to Covid-19				
		Oranga	Co-design Koiora social accord strategy with Rights & Interest team				
		Oranga	Development and implementation of Koiora Health System (Model of Care)				
(H5) 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	Keep abreast of social and economic activity including advocacy				
		Rights & Interests	Understand and monitor the progress of contemporary claims in this space (Wai 1315 claim)				
		Rights & Interests	Deliver Kiingitanga accord and ensure alignment of existing accords				
(H6) Supporting tribal members into individual career pathways	Grant programme is in place and communicated to our tribal members and is being fully utilised	Heritage & Identity	Annual grants suite in progress - Priority life stages engagement initiated				
		Heritage & Identity	Initiate consumer awareness review to advocate for tribal member experience (Power, driver licence, Health insurance).				
		Heritage & Identity	Complete marae kiosks for Xerox				
	Our rangatahi have personalised education and career pathways to support them now and into the future	Education & Pathways	Complete reporting and project plan for Stage 2 & 3 of Te Pito Whakatupu (Marae Collective Impact).				
		Education & Pathways	Development and test of high-fidelity prototypes with marae (2) Engagement & delivery from Rangatahi Kairangahau (10)				
		Education & Pathways	Support (10) marae to implement plans and support tribal members into (2) prototype programmes aligned to the Iwi Capability Framework				
		Education & Pathways	Complete and implement project plan for 2022/2023 summer internship programme				
		Education & Pathways	Complete upgrades for Te Raumahi. Scope and monitor integration with Salesforce and Website				
		Education & Pathways	Tribal members supported with work readiness, Employment (Including apprenticeships) and pastoral care (50) & with tool grants (10)				
OVERALL BUDGET				\$2,872,618			

FULL YEAR BUDGET

\$2,872,618

ACTUAL TO DATE SPEND

\$1,260,966

Refer page 34 for commentary

Ngaa Tohu Kaupapa

*Tooku marae,
tooku tuurangawaewae*

Our marae are vibrant and self-sufficient.



Conservation workshop facilitator, Vicki-Anne Heikell

Conservation Workshops

This quarter, 12 tribal members came together for their second conservation workshop, which covered practical steps to take in the care, handling, storage, and display of whaanau collections. Examples of these include whakapapa books, paipera tapu, manuscripts, photo albums or framed photographs of tuupuna.

The workshops are held with the hope of equipping our 68 (and other) marae, hapuu and iwi members with the conservation and preservation tools to protect and tiaki their own and their marae taonga.

As part of this workshop, participants made a conservation box or folder for their own taonga.

Vicki-Anne Heikell (Te Whaanau-a-Apanui) is a field conservator at the Alexander Turnbull Library and facilitated this workshop. Vicki has a Bachelor in Applied Science in Conservation of Cultural Materials from the University of Canberra, specialising in paper and works with iwi, hapuu and whaanau on the care of their documentary heritage collections.

Designed for whaanau who care for collections in their own home or marae, the aim is that they will be able to utilise the knowledge gained to share with their whaanau and whanaunga. Haereata Poutapu, Taonga Advisor for Collections, says every workshop held to date has been an inspiring experience.

“The results are always amazing, especially the participants and the taonga that they bring. We would love to have more of our whaanau partake in these workshops and build the conservation and preservation knowledge capacity of our tribal members.”



INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(K1) Support marae to develop Oranga Marae Plans (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) (ongoing)	Oranga	Continue to progress Oranga Marae Plans with the remaining 15 marae engaged in FY23				
		Oranga	Store plans in Paa Whakawairua and monitor according to marae oranga plans				
(K2) Development of a strategic approach to maintenance and build projects across 68 marae	Complete current state audit of marae facilities	Oranga	Complete Marae condition assessments				
		Oranga	Rollout of website & database build to capture marae maintenance activities throughout FY23				
		Oranga	Assess water systems, quality and infrastructure for 64 marae				
		Oranga	Complete remedial works for accessible drinking water for marae				
		Oranga	Deliver training on the maintenance and treatment of marae drinking water				
		Oranga	Provide support for technical feasibility funding for marae in the Oranga Marae programme				
(K3) 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 (ongoing) Assessment criteria developed to measure and monitor programme outputs and delivery TORO's five strategic pou are fully resources to support marae-based programmes	Education & Pathways	Continue delivery of reo programmes - Te Reo Kaakaho, Te Reo Kaapuia, Pae Kaakaa, Te Reo Aratau, Te Reo Uukaipoo, Huinga Taniwha, Reo Taapoopokotea (Kaumaatua), Train the trainer programmes for TORO programmes				
		Education & Pathways	TORO priorities identified through marae strategic plans, TORO Grants. Huinga Taniwha waananga to support iwi/hapuu/ marae/whaanau cultural aspirations				
		Education & Pathways	Assessment criteria developed to measure and monitor TORO Programmes. Ongoing print to support TORO reo programmes.				
		Education & Pathways	Support Taurahere to receive TORO resources and implement TORO reo programmes as well as supporting Taurahere Reo Tikanga aspirations				

NGAA TOHU

KAUPAPA

Total 23 Milestones

30

On track / Complete

18

Delays

5

Issues exists

0

INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4	
(K4) Engage our marae to co-design, develop and deliver systems to connect tribal members to their marae and improve overall marae engagement	Tribal events held and delivered including Tainui Games, Tira Hoe, Kaumaatua events and more	Communications & Engagement	Te Puutake o te riri project - Rangiriri					
	Support marae to implment their engagement plans including technology support	Communications & Engagement	Te Puutake o te riri project - National commemoration					
		Communications & Engagement	Matariki Event Delivered					
		Communications & Engagement	Tira Hoe Event Delivered					
		Communications & Engagement	Tainui Games Event					
		Communications & Engagement	Host 4 x online marae profiles					
(K5) Support the gathering of maatauranga and safe recording and storage of our taonga, waahi tapu and waahi tuupuna	Develop a plan that outlines the best way to capture, restore and protect tribal taonga - including access, loaning, viewing and use	Heritage & Identity	Te Ara Taonga collaboration completed in preparation of 5YP collaborative works					
		Heritage & Identity	Whare Taonga advisory established: funding strategy implemented as part of the Klingitanga accord					
		Heritage & Identity	Kaimahi training & development completed, prioritising conservation of textiles					
		Heritage & Identity	Complete textile and documents workshops with marae. Conservation exhibition completed (Physical and/or digital)					
	Support marae and whaanau to protect their taonga as kaitiaki of their waahi tapu and waahi tuupuna	Secure funding to support housing and storing of tribal taonga	Heritage & Identity	Conceptual design of Whare Taonga completed				
			Heritage & Identity	Continue to meet external cultural footprint projects (Waikato uni, Stark Property, ACC)				
			Heritage & Identity	Complete training programme for marae restoration of priority taonga				
			Heritage & Identity	VHS digitalisation rollout and marae user training initiated, completed and reviewed. Digital exhibition released				
			Heritage & Identity	Feasibility study of geo-tagging platform completed				
			Heritage & Identity	Tuutohu whenua (20) geo-tagged. Training programme completed for kaimahi				
			Heritage & Identity	Training programme initiated for marae tuutohu whenua geo-tagging (20)				
			Heritage & Identity	(2) Koorero Tuku iho programmes completed (Mahinga Kai, Ruku Kai)				
	OVERALL BUDGET				\$3,439,633			

FULL YEAR BUDGET

\$3,439,633

ACTUAL TO DATE SPEND

\$2,395,257

Refer page 34 for commentary

Ngaa Tohu Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations.

Third relativity payment received

In December, we received our third relativity payment from the Crown; a form of additional redress following the 1995 Raupatu Settlement.

Waikato and Ngaai Tahu are the only iwi in New Zealand to have relativity clauses included in their settlement, with Waikato receiving \$101.5 million.

The 1995 Raupatu Settlement was negotiated at a time of the 'fiscal envelope' concept - the idea that all historical Treaty settlements would be settled within a budgeted figure of \$1 billion, updated for inflation.

Te Arataura Chair, Tukoroirangi Morgan, affirmed that as a result of being one of the first iwi to settle a Treaty of Waitangi claim, we needed assurance that the value of its redress (\$170m) would be protected against any future settlements to come.

"The relativity mechanism provision enables us to claim additional redress if the total value of the settlement redress exceeds \$1billion in 1994 present value dollars. Once it is triggered claims can be made for payment to maintain the value of the original settlements at 17% of the total value of settlement redress."

"At the forefront, always, are our people. This is an opportunity to remind ourselves that the ultimate decision making around how we might apply the relativity funds rests with the tribe.

Our strategic tribal blueprint Whakatupuranga 2050 will form the basis of further decision making, ensuring that this puutea will be invested wisely for the benefit of this generation and future generations to come."

INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(W1) Continue to diligently pursue and settle outstanding settlement claims	Agreement in principal achieved	Rights & Interests	Implement negotiations workplan				
		Rights & Interests	Complete settlement aspirations waananga with whaanau/ marae/ hapuu				
		Rights & Interests	Begin engagements with overlapping groups as per the overlapping groups strategy				
		Rights & Interests	Complete crown asset audit review and calculate the estimated value of all crown asset holdings within the Waikato-Tainui area of interest.				
		Rights & Interests	Review annual crown statement for relativity mechanism purposes and respond accordingly				
(W2) Review and refine Waikato-Tainui's investment management framework, including SIPO and investment parameters	Performance is achieved in line with the SIPO expectations and we see an increase in total tribal wealth	Governance & Legal	Monitoring results via CIO and GIC reports				
(W3) Leverage strategic investments (H2A, tourism, cultural) to create investment opportunities	Support marae to achieve and identify social and commercial enterprise opportunities	Rights & Interests	Advocate for external funding opportunities that leverage strategic investments for the organisation, marae and tribal members				
		Rights & Interests	Engage in project of national significance i.e. H2A, Rail, Corridor development opportunities including potential partnerships or funding available to support organisation, marae, and/or tribal members to achieve social and commercial enterprise opportunities as part of this corridor development				
		Rights & Interests	Deliver (2) engagement workshops to support marae and/or tribal members to access information and opportunities				

INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(W4) 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 & Engagement	Complete upgrade to brand guidelines and implement to upgraded website				
(W5) Establish a collaboration network that connects tribal members to business, innovation and education ecosystems	Comprehensive collaboration programme in place taking into consideration all parts of the business across social, cultural, commercial and environmental activities	Finance & ICT	Build a connection between Te Rau Mahi and Iwi members				
		Finance & ICT	Enhance the Puna Pakihi experience, build links across education and pathways				
		Finance & ICT	Relativity five year review to provide the Relativity policy				
	Programme is utilised by marae and tribal members to support social and commercial enterprise	Finance & ICT					
OVERALL BUDGET				\$1,679,843			

FULL YEAR BUDGET

\$1,679,843

ACTUAL TO DATE SPEND

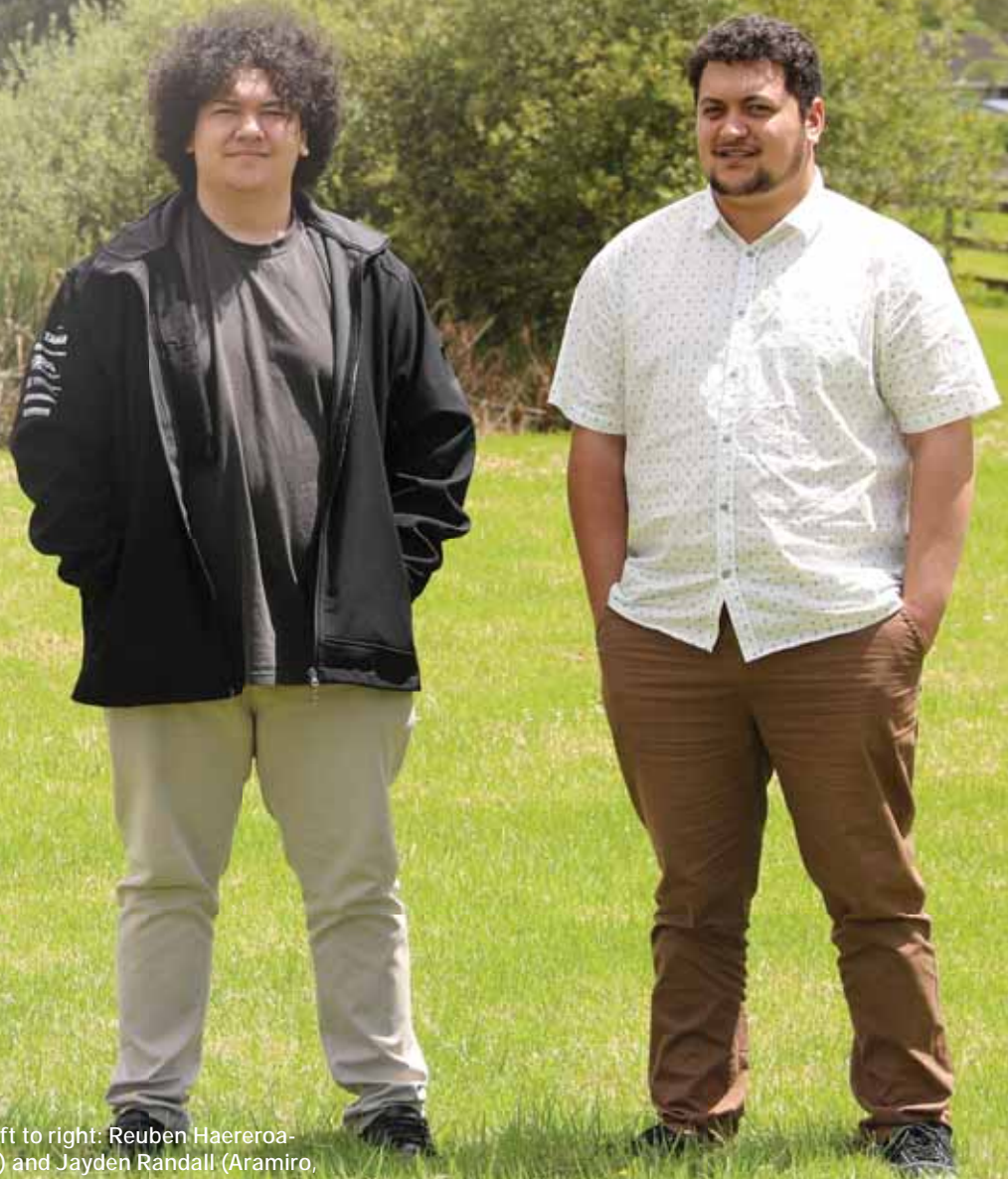
\$790,697

Refer page 34 for commentary

Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo
te tangata, mahia*

A high performing organisation making an impact.



Waikato-Tainui interns from left to right: Reuben Haereroa-Martens (Mangatoatoa Marae) and Jayden Randall (Aramiro, Kaitumutumu, Umupuia Marae)

Internships offer new opportunities for rangatahi

Two new interns have been introduced to the Governance of Enterprise and Information Technology structure currently embedded within Waikato-Tainui.

One of the first projects our interns have led is the asset audit of hardware across Waikato-Tainui, testing and tagging the "blue wire" and led the "port to kaimahi" programme enabling transparency to support our kaimahi.

Jayden Randall (Aramiro, Kaitumutumu, Umupuia Marae) welcomes a new experience in the ever-growing world of IT and a chance to prove himself whilst developing his skillset.

"I'm really looking forward to gaining experience that can't be taught in a classroom, creating connections across this industry and with other kaimahi. It's great to be able to do my part for our people."

Reuben Haereroa-Martens (Mangatoatoa Marae) hopes to increase his skills in the IT sector and develop connections with kaimahi whilst doing so.

"I look forward to being able to apply my knowledge to help further Waikato-Tainui in achieving their goals whilst also learning and adding those teachings into my own kete."

CFO Sheree Ryan noted how pleased she was to have them join the team.

"A great enthusiasm from our interns and the way which they have entered into their work program has been inspiring. They are our future. Our rangatahi are natural born leaders in the technology and digital space, inquisitive natures - we have seen that innovation and future possibility through the eyes of both Rueben and Jayden."



INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(M1) Fast-track the capture of relevant tribal member and marae data	Tribal member census is completed and we have the data needed to progress initiatives for the organisation and marae	Finance & ICT	Collect the data needed to support our work programmes – in line with the Communications/Engagement Plan and digital strategy				
		Finance & ICT	Build out within Salesforce Whakapapa connection to the fourth generation				
		Finance & ICT	To secure data agreements with Govt. and other public agencies to capture data needed as outlined in the digital strategy				
		Finance & ICT	Ongoing system maintenance and security check				
	Waikato-Tainui data collated and with appropriate parties in line with our data policy	Finance & ICT					
(M2) Develop and deploy a suite of digital solutions to support the needs of tribal members, marae and our organisations	Deployment plan in place outlining digital solutions and proposed strategy including a CAPEX budget if required	Finance & ICT	Develop group wide IT and digital strategy using review of all system capabilities and digital needs (TGH, College, Waikato-Tainui)				
		Finance & ICT	Continuous commitment to the digital strategy, creating enhance,ent to keep abreast of current technologies. Attendify to TWOW in reference to document depository				
		Finance & ICT	Provide new enhanced website to enable logon access for marae data				
(M3) Review current service delivery model and adjust to ensure successful delivery of outcomes	Programme delivery model reviewed including progress monitoring and reporting framework	Finance & ICT	Define and develop efficiency standards for Waikato-Tainui to measure high-performance of entities and identify where improvements can be made				
	Develop and deploy organisation efficiency measures	Finance & ICT	Provide efficient changes to current infrastructure under the commitment to continuous improvement				
	Governance training, rules review and elections undertaken over the period	Governance & Legal	Governance induction programme and training programme with marae for Te Whakakitenga o Waikato members				
		Governance & Legal	Election process training with marae in accordance to the Rules				
		Governance & Legal	Rules review finalised and implemented				

INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(M3) Review current service delivery model and adjust to ensure successful delivery of outcomes	There are clear measures in place through the service delivery model review that enable Waikato-Tainui to measure organisational efficiency	Operations	Continue to measure organisational efficiency and review service delivery				
(M4) Take stock of the current organisational capability and culture	Waikato-Tainui has the skills and capabilities needed to deliver to our tribal members and marae	Operations	Strategic workforce plan annual review completed				
(M5) 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	Finance & ICT	Agreement and funding secured for Callaghan Innovation to develop an innovation and improvement strategy for Waikato-Tainui that involves tribal members, and marae				
		Finance & ICT	Innovation and improvement strategy developed (Property system, Whenua reporting, Microsoft 365 migration and HRIS system and support)				
		Finance & ICT	Provide digital internships within the organisation				
OVERALL BUDGET				\$2,070,327			

FULL YEAR BUDGET

\$2,070,327

ACTUAL TO DATE SPEND

\$580,862

Refer page 34 for commentary

NGAA TOHU TAI AO

- (T1) Draft AIP has been completed and currently with Crown for review. aim to achieve agreement by end of October to meet TWOW notice requirements. Completing budget bids for both Entity A and Entity B for three waters transition support for iwi groups. Application has been prepared but will need authorisation to submit application. Stage 2 feasibility completed. Stage 3 process to be progressed - detailed business case required.
- (T2) Final reporting for this will be end of FY2023 as this will be a year long project
Final reporting for this will be end of FY2023 and aligned to introduction of the the RMA Reforms
- (T3) We are working to include this platform as part of the wider organisation rollout of our digital platform
- (T4) Commissioner training will happen throughout the year as this is delivered by external providers.
We are working alongside WRA to supporting the increase of Iwi commissioners

NGAA TOHU HAPORI

- (H1) Final reporting will be at the end of FY2023 as this is a year long project
Final reporting will be at the end of FY2023 as this is a year long project
Work is currently underway to refresh our microfinancing programme to support enterprise
- (H2) Final reporting will be at the end of FY2023 as this is a year long project
A refresh strategy has been completed and workshops are delivered through the FY2022/2023 year.
- (H3) The project is currently with IT team, exploring migration options into salesforce/tribal website
- (H4) This work has been elevated to a strategic level led by our CEO and TAT Chair
This work has been elevated to a strategic level led by our CEO and TAT Chair
This work has been completed with the Kiora Accord signed off at the Kiingitanga Accord which took place on the 22 July 2022 in Wellington
This work has been elevated to a strategic level led by our CEO and TAT Chair
- (H6) St. Johns rollout in progress; Partnership Scholarships in negotiation for FY24 round
Energy navigator workshops completed.
Ongoing work with marae. 3 external kiosks completed at marae request in addition to marae kiosks

NGAA TOHU KAUPAPA

- (K1) Final reporting will be at the end of FY2023 as this is a year long project
- (K2) Final reporting will be at the end of FY2023 as this is a year long project
We have completed 44 assessments to date from our 68 marae
- (K3) Te Pae Kaakaa waananga held at Kaitumutumu, Te Reo Aratau- Te Riu Kura delivered, Te Reo Uukaipoo programme introduced to 7 hapuu/marae groups.
Huinga Taniwha event rescheduled for Q4. Two marae identified through TORO grants interested in implementing our tribal programmes at marae level.
Waikato-Tainui website updated to include better access to our online resources to support reo programmes.
Introduced TORO initiatives at Taura Here Toi Huarewa roadshow. Continuation of online meetings with key personnel to train and implement Te Reo Uukaipoo and Te Reo Kaakaho programmes.
- (K4) Project not taking place see below
We are taking a supporting role in TPOTR which is being led by Raukawa and Maniapoto. However we remain the contracted entity
Delivered
Planning is underway for the staff Tira Hoe
This project is on track for delivery in Q4. Initial meetings have been held with sports co-ordinators
This will continue over the remaining financial year. Q1 progress constrained progress.
- (K5) Taonga Tuku Iho Accord review in draft; Final Draft with Te Ara Taonga in January 2023
ROI for conceptual design released; shortlisting and confirmation due in February 2023
First workshop completed in August; 85 textile taonga assessed, frozen and rolled for storage.
First workshop completed in August
ROI for conceptual design released; shortlisting and confirmation due in February 2023
Ongoing workplans in collaboration with TGH Project Teams; Waikato Uni Paa Project on schedule
Staff and internship training complete; relocation of surplus records complete; Waikeri and Makaurau Marae affiliated digitisation completed
28 tapes, 56 hours of content (44.6GB)
Slight delay to integrate geo-tagging into the current archival system. On track to be completed before the end of the financial year
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Slight delay to integrate geo-tagging into the current archival system. On track to be completed before the end of the financial year
Ruku Kai & Mahinga Kai completed

NGAA TOHU WHAI RAWA

- (W1) Aspirations compiled into redress document and currently being used for negotiation purposes
- (W2) Results are being monitored via CIO and GIC reports and this mahi is ongoing.
- (W4) This project was due to BAU budget constraints - it will be picked up again in Q2-Q4
- (W5) Rescoped Te Rau Mahi in order to see its fit for purpose on capability and talent tracking, mahi should be completed by end of February

NGAA TOHU MAHI TONU

- (M3) This mahi is on hold, pending the outcomes of the Structural Review.



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