

# *Quarterly Report*

## *2022 / 2023*

*Jan-March*

**Mahia te mahi, hei painga moo te iwi**

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



TWA KATO  
TANUI



Front Cover: Raima Neil, Kevin Nelson, Pare Henry, Jo and Chris Miles (Raakaunui Marae).  
This page: Adelaide Kaimoana (Matahuru Marae)



# Ngaa Kupu Whakataki

## *Executive Summary*

This quarter certainly began with a bang at Matatini.

To provide context last year Justice Palmer released his report about the claim bought by Ngaati Whaatua Ooraakei seeking to establish sole mana whenua status in central Auckland. He declined the application and went further ruling neither the Crown nor Parliament determines mana whenua or ahi kaa, that tikanga he said, is decided on by iwi.

Justice Palmer's direction to the various iwi entities has been crystal clear. Matters of mana whenua status are best left to the iwi to sort out among themselves. He agreed that Ngaati Whaatua Ooraakei has mana whenua in accordance with their own tikanga and tribal narratives, but he was clear that it was not exclusive.

Ngaati Whaatua sought to appeal the ruling but have abandoned the action as it would have been an exercise in futility.

It is on the record that Waikato-Tainui attempted to meet with our Ngaati Whaatua Ooraakei whaanau in accordance with our tikanga. We wanted to reach a consensus around our well-defined interests in central Auckland. Three hui were confirmed but each time Ngaati Whaatua pulled out.

Waikato-Tainui was registered as an interested party in the recent court hearings. Our preferred route was to sit down with our Ngaati Whaatua whaanau however they decided to take a narrow view of the Palmer ruling.

It was a desperate attempt to find a positive element in what was essentially a fairly mundane finding. This is unfortunate because as I have publicly stated, Waikato has a long and acknowledged footprint in Central Auckland.

We have never suggested Waikato has exclusive rights in Tamaki but what Ngaati Whaatua has attempted to do, is use an imported judicial system to extinguish our presence and wipe our history away in the blink of an eye lid. We simply cannot walk away and allow ourselves to essentially become subject to pene raupatu or confiscation by the pen.

Our history in Taamaki Makaurau is an open book and well traversed in historical narratives in both Auckland and across the country.

## *Water Reform*

In January the Prime Minister reshuffled his cabinet team. The responsibilities for water reform were transferred from Hon Nanaia Mahuta to Kieran McNulty which meant we needed to begin an engagement process with the new Minister. A series of meetings were organised with the Crown has it embarked on another consultation round primarily aimed at the rural sector.

This has been a long and arduous journey as we have been fiercely advocating to ensure our rights and interests in our catchments including the Waikato River were not only maintained but enhanced in any policy setting change.

We paid tribute to Hon Nanaia Mahuta for doing the heavy lifting in this reform process while recognising the terrible opposition that she received at both a Ministerial level but also sustained and unwarranted personal attacks that she had endured over that period.



## 2023-24

The organisation has been working extremely hard on a range of kaupapa that will be reflected more broadly in this quarterly report.

Te Whakakitenga considered the proposed operational budget for the 2023-24 year but it must be acknowledged that staff and management spent a significant amount of their time toward planning much of which occurred during quarter four.

You will be aware that this process was delayed last year and this meant a range of conversations occurred across the organisation to further streamline this process. They have identified a number of key priorities which form the basis of their work plan and direction for 2023-24.

Much of the direction was provided by directly engaging with our marae representatives as well as being informed by the significant interactions that we have with tribal members over the year.

## Tainui Games

Tainui Games is always a highlight on the biennial calendar with Tuurangawaewae Marae taking out the top spot for the third time in a row. That said, the big winner was seeing the faces of our people coming together after a particularly tough three years of COVID-19.

Hopuhopu hosted around 20,000 people over the main weekend and while the emphasis was on participation, the Euchre tent provided a good example of fun while at the same time maintaining a competitive edge.

The Games could not have been made possible without the efforts of a dedicated team of volunteers who were steadfast in their commitment and so we want to make a special mention of their mahi which was acknowledged by our entire tribal leadership.

## Appointments

Waikato-Tainui CFO, Sheree Ryan has been appointed to the Breast Cancer Cure Trust.

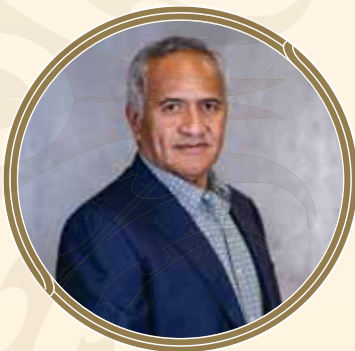
Part of her role is to facilitate pathways where Maaori and Pacific Islander's can partake in research and cure programmes, due to our people being over represented in this awful disease. Sheree believes it represents a commitment to finding a cure, rather than taking a reactive approach. The Trust is looking at research into DNA, and funding research to fund inhibitors to the mutation of that DNA.

Hapori Project Manager, Epaapara Poutapu has been appointed to the Rural Marae and Papakaainga Water Services Technical Advisory Group (established by The Department of Internal Affairs (DIA)) to inform work on Three Waters Reform for both service delivery and regulation by Te Taumata Arowai. The group will provide advice to DIA on issues faced by Maaori communities, including marae and papakaainga, in their access to acceptable three water services and especially drinking water. The advisory group consists of eleven members made up of 2-3 representatives from each iwi collective. The advisory group was based on the original four water services entity model.

## Cyclone Hale & Gabrielle

These two weather events caused havoc in the respective corners of our rohe. Our west Coast, Puuaha and Taamaki whaanau all felt the full force of these two significant weather events. Our team were quick to rally around and provide help and deploy resources to the most hard-hit areas rapidly. The urgency they applied to the response from our marae was driven as a result of lessons learnt from our COVID-19 experience.

We were able to advocate quickly with all the agencies to get support to areas that need it most. That said we are acutely aware that the compound effects of the natural disasters and COVID-19 continue to affect our people at increasing rates.



*Tukoroirangi Morgan*

CHAIR, TE ARATAURA



*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.*





## *Waikato Waipaa River Tuna Trap and Transfers*

The upstream trap and transfer programme began in December and ran through to March 2023. It was decided to finish the upstream trapping due to very low numbers being caught in the Karapiro traps by the team.

As data is still being collated, exact figures will be known in the coming months, however all the elvers were transferred into locations identified by the river iwi into catchments above the dams as well as areas that were traditionally known for their tuna abundance.

During the tail end of the upstream transfers, it was time to prepare for the fast-approaching downstream phase of the programme. Three flood pump catchments had been identified and hiinaki had to be modified to improve health and safety requirements by no longer needing to enter the water / drains to set and empty the hiinaki. It also ensured the hiinaki can adequately catch tuna in wider and deeper drains.

The first downstream trap and transfer was carried out over 3 nights during the Tuurangawaewae Regatta, from the 15th to 18th March.

Hiinaki were set in the Te Kauwhata – Whangamarino Wetland area in and around council owned flood pumps as part of the Waikato Regional Councils 'Pathways to the Sea' programme. This is a programme jointly developed to identify and test fish friendly flood pump options to improve fish passage of taonga species within the Waikato flood control scheme.







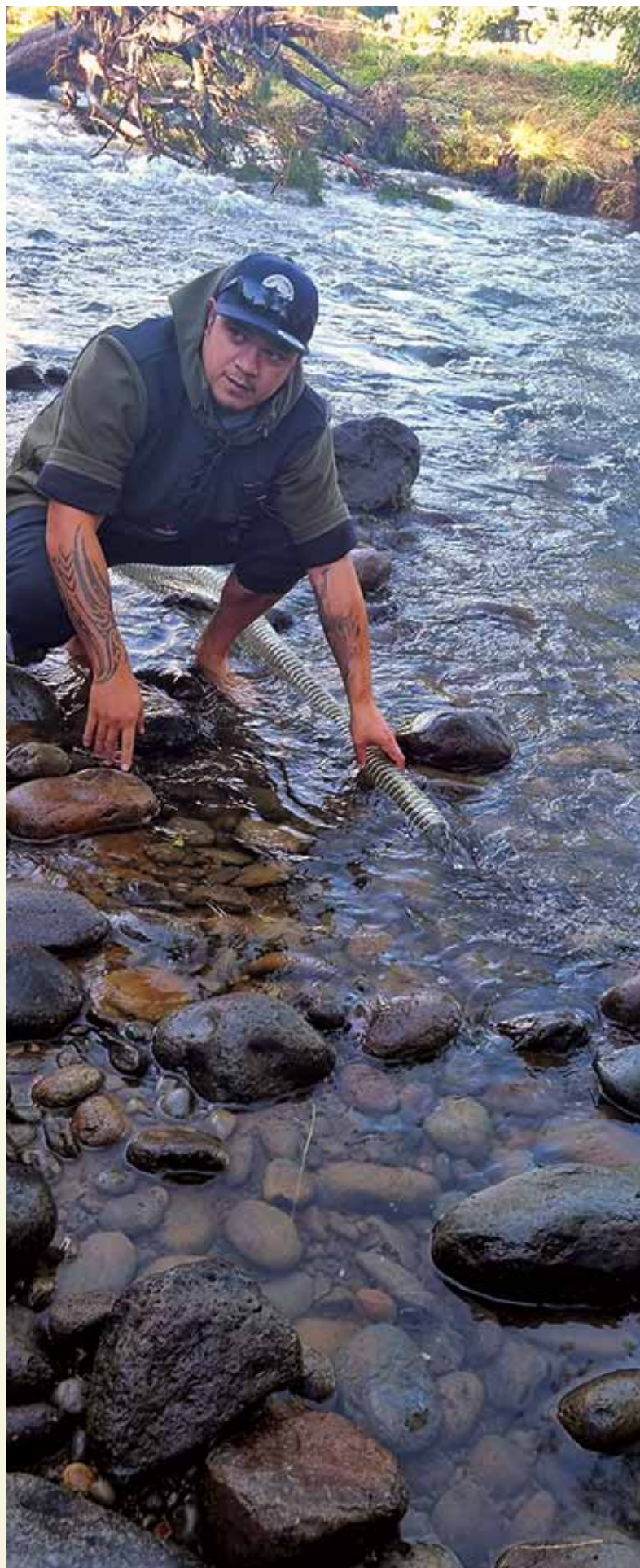
*“The aim for the downstream trap and transfer programme within the lower Waikato River catchments is to save our tuna from being chopped up and killed, by these flood pumps that have no fish friendly capabilities at present. ”*

The team targeted the pumps that historically have records of high tuna mortalities or known to have caused tuna mortalities.

During this early trial we managed to catch and transfer 27 short finned migrant tuna into the lower Waikato River, to assist their migration out to their spawning grounds. This first downstream fishing showed that the modified hiinaki worked really well.

Based on these trials with the modified hiinaki, a hui was organised with the only known commercial hiinaki – fyke net maker in NZ to discuss customising more hiinaki for our upper river iwi undertaking the downstream trap and transfers within their own rohe.

The hui was a success, and now that we have established our own relationship, we can gear up and be ready for next year's trap and transfer season and well into the future.



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 two 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, TMO TW)				
	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 (four) waananga across FY23 with TWOW, marae to promote the Water Strategy and update on key TAIAO 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 (one in each quarter) will be held with our JMA Council partners to support implementation of our standards in FY23				

NGAA TOHU

TAIAO

Total Q4 Milestones

27

On track / Complete

14

Delays

1

Issues exists

3

INITIATIVE	FY23 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(T3) Implement a five-year programme of investment to improve wai (including Kaawhia, Aotea, Whaaingarua 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	Three 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 (two) 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

**\$889,140**

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.*



Elizabeth Samuel  
Puna Pakihi event attendee

## *Puna Pakihi*

On 8th February, the Whanake Team hosted an event for Puna Pakihi – our tribal business network. Our event was well attended with over 50 of our tribal businesses coming along to participate. Our last event had less than 10 businesses in attendance – so, our business network is clearly growing!

The intention of the event was to bring together our tribal business network to strengthen their relationships firstly as whanaunga and secondly as business owners. We kicked off the event with an informative presentation by our GM – Rights and Interests, Taipu Paki, covering our entrepreneurial history. We then invited the key business support providers in the region including TPK, Ahikomako, Soda Inc and Poutama Trust to share what value they could provide to our network. We then had Michelle Paki from MBIE (and the owner of Buy Maaori Made) present on the opportunities in the Maaori economy.

From that event, we collected insights through a survey to understand how we can better support our Puna Pakihi. Those insights will feed into a capability programme for our Puna Pakihi that is being funded by Te Puni Kookiri (TPK).

We had great feedback from our Puna Pakihi and look forward to hosting the next quarterly event in partnership with Tainui Group Holdings (TGH) to promote social procurement opportunities.



## Marae Papakaainga Waananga



In March, the Whanake Team held a Papakaainga Waananga that brought together representatives from 22 marae, as well as presenters from Te Puni Kookiri, Ministry of Housing and Urban Development (HUD), Waikato District Council and the Maaori Land Court.

With over 60 attendees, the event was a resounding success, and the initial presentation by tribal business; Te Puna Wai Tours proved to be a highlight, inspiring others to pursue their Papakaainga aspirations. The team looks forward to working with whaanau and stakeholders to create further opportunities for Papakaainga Waananga in the future.

*“The guest speakers were experienced in their respective fields, so it was good to take part in this hui. Keep up the good work”.*

*Tribal member feedback*





## Pou Whirinaki

Our Pou Whirinaki project is an exciting move towards empowering our iwi members within their own communities. It is currently being funded for 12 months through a Kawenata struck between Waikato-Tainui, Ngaati Tuuwharetoa, Ngaati Raukawa and the Crown. This Kawenata, *He Puna-wai-nui, He la-rere-roa*, seeks to resource marae, hapuu and iwi to realise their own educational aspirations.

Currently we have engaged 12 Pou Whirinaki representing various marae and hapuu across our rohe. Each bringing to the table their respective marae's education plans and strategies to advance their moemoeaa moo oo raatou whaanau whaanui.

As the name suggests each individual Pou Whirinaki supports their marae, hapuu and iwi needs, in some instances brokering relationships between marae and schools. These develop into ongoing partnerships and dialogue which ensures a mana whenua voice is heard within the school. Sometimes this can be as simple as incorporating hapuu history into a waiata linking it into that school's curriculum.

We are working hard to secure multi-year funding via the Kawenata which would allow us to extend the duration of the project and potentially grow it to bring on other marae, hapuu and iwi.

*“... Our hapuu aspirations are now able to become a reality. To see some of these aspirations now being actioned, if not accelerated due to this project, has lifted the wairua of our whaanau!”*



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 programme 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 programme 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 eight 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 Q4 Milestones

31

On track / Complete

13

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 (two) Engagement & delivery from rangatahi kairangahau (10)				
		Education & Pathways	Support (10) marae to implement plans and support tribal members into (two) 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

\$2,399,135

Refer page 34 for commentary



# Ngaa Tohu Kaupapa

*Tooku marae,  
tooku tuurangawaewae*

*Our marae are vibrant and self-sufficient.*



## Tainui Games 2023

*Kia ngiha te whatumanawa he karanga tangata*

*Let the home fires be lit to call the people to assemble*

The home fires were reignited once again after three years of COVID-19 restrictions – calling over 25,000 of our people to come together once again to participate in our biggest event on the tribal calendar.

Over the two weekends organisers had to endure severe weather conditions and with the imminent arrival of cyclone Gabrielle caused a re-scheduling of all of our finals which allowed an early finish to the Games but also allowed our whaanau to return safely home in a timely fashion, before the cyclone hit.

Our tribal members competed in 16 sports and activities, which included Whaaingarua (Raglan) hosting whakaheke ngaru (surfing), the Ngaaruawaahia Golf Club hosting our hahau pooro (golf) and crossing over to Tuurangawaewae Marae which served host to whai kiingi (chess) and piirori-aa-roto (indoor bowls) – sadly due to the inclement weather teenehi (tennis), waka-ama and kii-o-rahi were all cancelled.

*“Ahakoa te aha, i tutuki pai ngaa whaainga o ngaa haakinakina nei, araa, ko te whakakotahi i te iwi otiraa ngaa marae maha i raro i te mana o Tē Kiingitanga . . .”*





*‘Kia hoihoi anoo ngaa pae i te  
ketekete a te kaakaa’*





## Te Pae Kaaka - Rangapuu Tuawhaa 2022-23

I whakarewahia te kaupapa a Te Pae Kaakaa i te tau 2018 i raro i te korowai manaaki a Raahui raaua ko Paania Papa. I whakatuuria a Te Pae Kaakaa ki te whakapakari i aa taatou paepae i runga i oo taatou marae maha maa roto mai i ngaa kaupapa huhua o too taatou ao Maaori. Ko ngaa koorero tuku iho, ko te Kiingitanga, ko ngaa karakia, ko karanga, ko whaikoorero araa noa atu.

I te marama o Hune 2022 i karangahia ngaa punua kaakaa o ngaa marae kia tuuhono ki te kaupapa o Te Pae Kaakaa, rangapuu tuawhaa. Kaapuia mai ko ngaa uri o ngaa marae maha o Waikato, o Tainui waka whaanui. E rima ngaa waananga i whakaritea moo te tau. Timata mai ki Ngaati Wairere ki runga i a Hukanui marae.

Ko te tuitui whakapapa me ngaa tongikura te kaupapa. Ka whiti atu ki Ngaati Hauaa ki a Kai a te Mata me ngaa koorero tuku iho o Hauaa whaanui, ko te Tumuakitanga. Hoeaa te awa tupuna kia mau ki te iarere o ngaa koorero tuku iho atu i Turangawaewae ki Raahui Pookeka. Ko Ruatetea, ko Kaitumutumu Marae ngaa kaimanaaki. Ka kotahi atu ki te hauaauru ki kaawhia moana, ki te tumu o Tainui, ki a Aotea whenua, ki Hawaiiiki iti me ngoo raatou puna maatauranga. Tiakina mai maatou e te puna maatauranga o te uru i a Haki Tuaupiki, i a Pita Te Ngaru me ngaa karanga whaea a aunty Shirley, a aunty Aroha. He maaringa nui hoki te noho mai i a Koro Huti me toona whaanau i Te Papatapu. Ka mutu ngaa waananga ki Ngaai Tai ki Taamaki, ki a Ngaati Tai me ngaa kaarangeranga maha o Taamaki herenga waka, Taamaki herenga taangata, ko Umupuia i hora i ngaa hua o te manaakitanga.

I te marama o Maehe 2023 i tuu te poo whakamaanawa moo ngaa taura o te rangapuu tuawhaa ki te aroaro o Kiingi Tuuheitia, te Makau Ariki,

te Tumuaki me ngaa whaanau whaanui o ngaa marae maha. Tekau maa rua oo raatou i tuku i ngoo raatou whakaaturanga e paa ana ki ngaa akoranga o te tau, ngaa rautaki aa marae, aa hapuu, ngaa koorero tuku iho, he titonga waiata, he toi Maaori, ngaa whare waananga tawhito. Kaatahi naa te poo me te koounga o ngaa kohikohinga maatauranga i whaarikihia e ngaa manu kaakaa o te rangapuu tuawhaa.

Kua timata ngaa whakaritenga moo te rangapuu tuarima. Karangahia ngaa uri o ngaa marae oo taatou kia piipii whakaa mai ki a Te Pae Kaakaa. He marae, he iwi, he hapuu kee atu ka tonoa hei kaimanaaki, hei takahanga waewae maa te kaupapa o Te Pae Kaakaa. Nau mai e te rangapuu tuarima.



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				

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 Putake o Te Riri project - Rangiriri						
	Support marae to implment their engagement plans including technology support	Communications & Engagement	Te Putake 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	Develop a plan that outlines the best way to capture, restore and protect tribal taonga - including access, loaning, viewing and use	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					
		Secure funding to support housing and storing of tribal taonga	Heritage & Identity	Training programme initiated for marae tuutohu whenua geo-tagging (20)					
			Heritage & Identity	(Two) Koorero Tuku iho programmes completed (Mahinga Kai, Ruku Kai)					
			OVERALL BUDGET						
			\$3,439,633						

FULL YEAR BUDGET

**\$3,439,633**

ACTUAL TO DATE SPEND

**\$3,599,356**

Refer page 34 for commentary









# Ngaa Tohu Whai Rawa

*Ki te kaapuia, e kore e whati*

*Maximising our collective strength to achieve our aspirations.*





## *Wai 30 Outstanding and Remaining Claims Special Factors Presentation*

On Wednesday 29th March Raahui Papa and the Waikato-Tainui Negotiations Team (pictured left) presented to the Minister for Treaty of Waitangi Negotiations, the Hon Andrew Little at Parliament House in Wellington on the special factors for the Wai 30 outstanding and remaining claims. These factors are negotiated with the Crown to formulate a quantum figure for settlement.

The Wai 30 outstanding and remaining claims are unique in a number of ways. Kaawhia Moana in the first instance is a focal point for Tainui iwi being the resting place of the Tainui waka at Te Tumu o Tainui, and home to a number of other culturally significant waahi and taonga that must be recognised and protected like Tangi Te Korowhiti and Te Papa o Karewa. Settlement negotiations seek to reinstate mana motuhake, mana whakahaere and te mana me te mauri o te moana. Key breaches of te Tiriti o Waitangi were canvassed – one being the opening up of Kaawhia Moana in 1883 where the Crown assumed ownership and control of Kaawhia Moana against the will of the people which to Waikato was a further act of raupatu.

Kiingitanga is the foundation upon which these claims sit and are being progressed. Land loss following raupatu in 1863 (mechanisms outside of confiscation) is a unique factor of these settlement negotiations including the various ways by which land was alienated post raupatu, the amount of land loss, economic opportunity loss, and more contemporarily the effects of climate change for our marae. Another unique aspect which we don't believe has been addressed in our existing settlements is the consequences/ effects of raupatu on the people socially, culturally and economically.

The Wai 30 settlement negotiations are broad reaching and will look to environmental, social, cultural and economic issues. Kaawhia Moana is the first point of negotiations, with Aotea, Whaingaroa and Manukau Harbours to follow. It was made clear to the Crown that the nature of these settlement negotiations are unorthodox and must be considered outside of the Crown's standard Treaty settlement model. The Minister acknowledged this and the need for a creative approach to quantum and Treaty settlement redress. Negotiations will progress, and the team are working towards reaching a Record of Commitment in the near future to cement the principles that have been reached to date.



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 (two) 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

\$1,553,302

Refer page 35 for commentary



# Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo  
te tangata, mahia*

*A high performing organisation making an impact.*

Ethan Jerome-Leota (Taupiri Marae)

## Marae Portal

The recently developed Marae Portal provides Marae Committees with access to live interactive data, reporting capabilities, and future forecasting.

The purpose of the portal is to enable Marae Committees to have better access to demographic and member listing information. The project started in March 2022 as part of the Enabling Marae Tohu/Mana Motuhake initiative and has already been tested with two marae.

It is now awaiting the go-ahead to invite the rest of our marae to join. During the testing phase, the team received valuable feedback from the marae.

When launched, Marae Committees will need to attend in-person training and sign up through the website to access the portal. The CFO Office will be in touch with marae in the coming months to register interest in this project, and book in time for your training. Queries can be sent to [tribalregistration@tainui.co.nz](mailto:tribalregistration@tainui.co.nz)

## Tribal Register reaches 85.000 tribal members

In a historic moment, the tribal register has officially reached 85,000 registered members.

The tribal register was compiled in 1993 to gain a mandate for the historic Waikato-Tainui Raupatu Settlement. At the time, the Register had between 12,000 and 14,000 registered members. Following the settlement in 1995, the register almost doubled to about 24,000 and has continued to grow steadily since then.

Today, with over 85,000 registered members, we have come a long way since the compilation of the Tribal Register. It is a vital tool for the tribe, acknowledging our identity and whakapapa, as well as providing opportunities and entitlements to our people.

As we look to the future, CFO, Sheree Ryan says that this will keep us in great stead for the next reiteration of data collection and reporting.

"The processes that the Data Governance team have put in place will guide the next succession of kaimahi having the honour to administrate and care for our iwi taonga."

This significant milestone is a reminder of the importance of whakapapa, who we are as a people and the role that each and every tribal member plays in ensuring the success and prosperity of the iwi.

Check out some of our Tribal Register statistics (as at April 2023).

GENDER	TOTAL
Taane (M)	41,418
Waahine (F)	43,967
<b>TOTAL</b>	<b>85,385</b>

AGE GROUP	TOTAL
0 to 5	782
5 to 10	1,705
10 to 20	9,144
20 to 30	16,437
30 to 45	24,930
45 to 60	17,354
60 to 80	12,867
80 to 90	1,607
90+	559
<b>TOTAL</b>	<b>85,385</b>

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				
	Waikato-Tainui data collated and with appropriate parties in line with our data policy	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				
		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 enhancement 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

**\$2,202,725**

Refer page 35 for commentary

## NGAA TOHU TAIAO

- (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. This work will continue into the new financial year as part of our harbour claims, but we continue to be on track to ensure we have engagement from our marae/hapuu for the mana moana of both the West Coast and Manukau Harbours.
- (T2) The assessment tool has been drafted. The team now need to develop the approval and implementation process. RMA reforms process is ongoing so review of standards will need to shift into the new performance year. As above. As above. Workshops will need to be shifted to new performance year.
- (T3) This has been completed. We are working to include this platform as part of the wider organisation rollout of our digital platform. We have kept our mana whenua groups and taiao forum updated on funding opportunities. This is ongoing.
- (T4) The Taiao Training programme is being drafted. Still in progress. 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. Still in development. Rangatahi waananga held in Rotorua in the last quarter.
- (T5) We have been working proactively with whaanau impacted by the extreme weather events in the last quarter.

## NGAA TOHU HAPORI

- (H1) This project was superseded by the Whenua Utilisation Programme which provides funding to marae to assess their whenua for economic development initiatives. On track. Complete. We have a scheduled review of our programme partners in June 2023 and will also refresh our strategy at this time to ensure the programme remains relevant. Feasibility is complete, however further work is required to determine implementation and this project will transfer into the new financial year.
- H2 Complete. We have a direct pipeline into relevant housing data from MHUD, Kaainga Ora and MSD. We continue to track collect and review data about our tribal members from our Home Ownership Workshops, Tribal Survey and other avenues. Ongoing. We are currently in project delivery for Hopuhopu Housing and Te Mauri Paihere and we're also looking at affordable housing on TGH-led development Tuumata Rise. We continue to seek opportunities to build more affordable housing developments. Feasibility complete, papakainga workshop delivered and ongoing support in place for whaanau to continue their papakainga journey's. A refresh strategy has been completed and workshops are delivered throughout the FY2022/2023 year.
- H3 This project went in a different direction and has been put on hold until Te Rau Mahi is fully set up to include this kaupapa.
- H4 We now have an agreed approach and will be developing a new work programme based on this. This work is underway. Workshop held with MBIE in the last quarter, more work to be done. This work has come to a successful conclusion and we are now working to sustain our Pikonga (community hubs). This work has been completed with the Koiora Accord signed off at the Kiingitanga Accord which took place on the 22 July 2022 in Wellington. In progress.
- 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) This work is continuing. This work is continuing.
- (K2) There needs to be a strategic approach on how we assess our marae i.e. Three Waters, marae insurance valuations, marae buildings, climate change preparedness etc. We continue to collate data from our marae. We have completed 44 assessments (priority being non council connected) to date from our 68 Marae. We have identified the first 13 marae for compliance upgrades based on their level of urgency (Positive test for E.coli or no filtration). The tender ready scoping documentation requires sign off by the marae trustees before physical works can commence. We still need to secure funding for these projects. The delivery of training to our whaanau will take place on completion of their Three Waters compliance upgrade projects. Te Paa Whakawairua funding grant will continue to provide support for marae throughout the Department of Internal Affairs Oranga Marae Programme.
- (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 well underway. Scheduled for May 2023. Delivered. This is in progress scheduled for completion next quarter.
- (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, completed in December. ROI for conceptual design released; shortlisting completed; final Offer to be released in May.

Ongoing workplans in collaboration with TGH Project Teams; Waikato Uni Paa Project on schedule; ACC opened successfully. First workshop completed in August.  
 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.  
 Slight delay to integrate geo-tagging into the current archival system. Alternative to be released the end of the financial year.  
 Slight delay to integrate geo-tagging into the current archival system. Alternative to be released the end of the financial year.  
 Ruku Kai & Mahinga Kai completed; Waka taua restoration content completed for Te Kauwhata waka find.

#### 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 delayed due to BAU budget constraints. This is ongoing that will carry over to next FY.
- (W5) Rescoped completed in March 2023, Te Rau Mahi is being updated and will be redelivered in June 2023, FY2024.  
 Puna Pakihi was re-released on the new website, the data from education and pathways are being loaded into Salesforce currently.  
 FY2024 Budget was approved, within that budget approval was the Social Impact Investment enabled by Relativity funding, this mahi will be delivered in the FY2024 year - 31 March is the new completion date.  
 Marae portal delivered, infrastructure is now in operation. FY24 will see the rollout to all marae.

#### NGAA TOHU MAHI TONU

- (M1) This M1 Schedules across the enterprise completed, schedule of works will now be built in FY2024.  
 This is now replaced with the buildout of Mokopuna Ora contract. This project will restart 1 April and completed in FY2024.  
 Currently working with DIA for access to births, death and marriage subset data, delays were due to Privacy Act being reviewed and considered across Crown agencies.  
 External consultants engaged to build out the Cybersecurity review. Delivery by Q3 FY2024.  
 This is an ongoing project stream, data across the Tohu will be built into Salesforce and automation will support the harvesting of data for strategic guidance.
- (M2) The College is in reset, TGH have completed their ERP, WT have completed the digital strategy that aligns to the current five year plan. The next iteration of Digital strategy commences.  
 Attendify has been replaced by Stellar - the new voting system, it has document folder within it and will be populated by Governance and Legal, this project is complete).  
 New enhanced website is completed.
- (M3) Waikato-Tainui has been realigned via internal audits, best practice measurements focussing in the FY23 and now FY24 with the implementation of the new ERP system, as SAP will be retired.  
 Puna Pakihi has been rebuilt and will be released as part of the new website platform. Whanake mahi is currently underway which will also sit within the new website platform.  
 This mahi is on hold, pending the outcomes of the Structural Review.  
 Automation of the Grant's approval process completed, ICT hardware audit completed, rotational replacement for FY2023 completed, barcoding system implemented and in operation, password application implemented, automation of Grants application - Kaumaatua Grants now within the website, Puna Pakihi refreshed, Te Rau Mahi rescoped for connection to our database, Mokopuna Ora - clinical database application scope completed, election process automation completed, multi-factor process completed, transition to Microsoft 365 completed - now operating in the cloud, website rebuilt and refreshed, full tribal registry cleanse completed - delivering 85,000 confirmed registered iwi members.
- (M4) Deferred to FY24, cannot complete workforce plan until outcome of structural review is confirmed and new Five Year Plan initiatives are mapped.
- (M5) Meetings with Callaghan Innovation has commenced, the introduction of the Supermarket opportunity provides some opportunities to work in with Callaghan on new streams of supply chain and kai sovereignty.  
 IntelliHR has been provided, consultants are in and have performed digital/technology discovery report. ERP has been completed and TGH will lead out the implementation of a new ERP retiring SAP.  
 Two ICT interns were profiled in the last quarterly report (Completed).









Wayne Takarei-Harris, Tauhei Marae  
Tainui Games 2023







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