

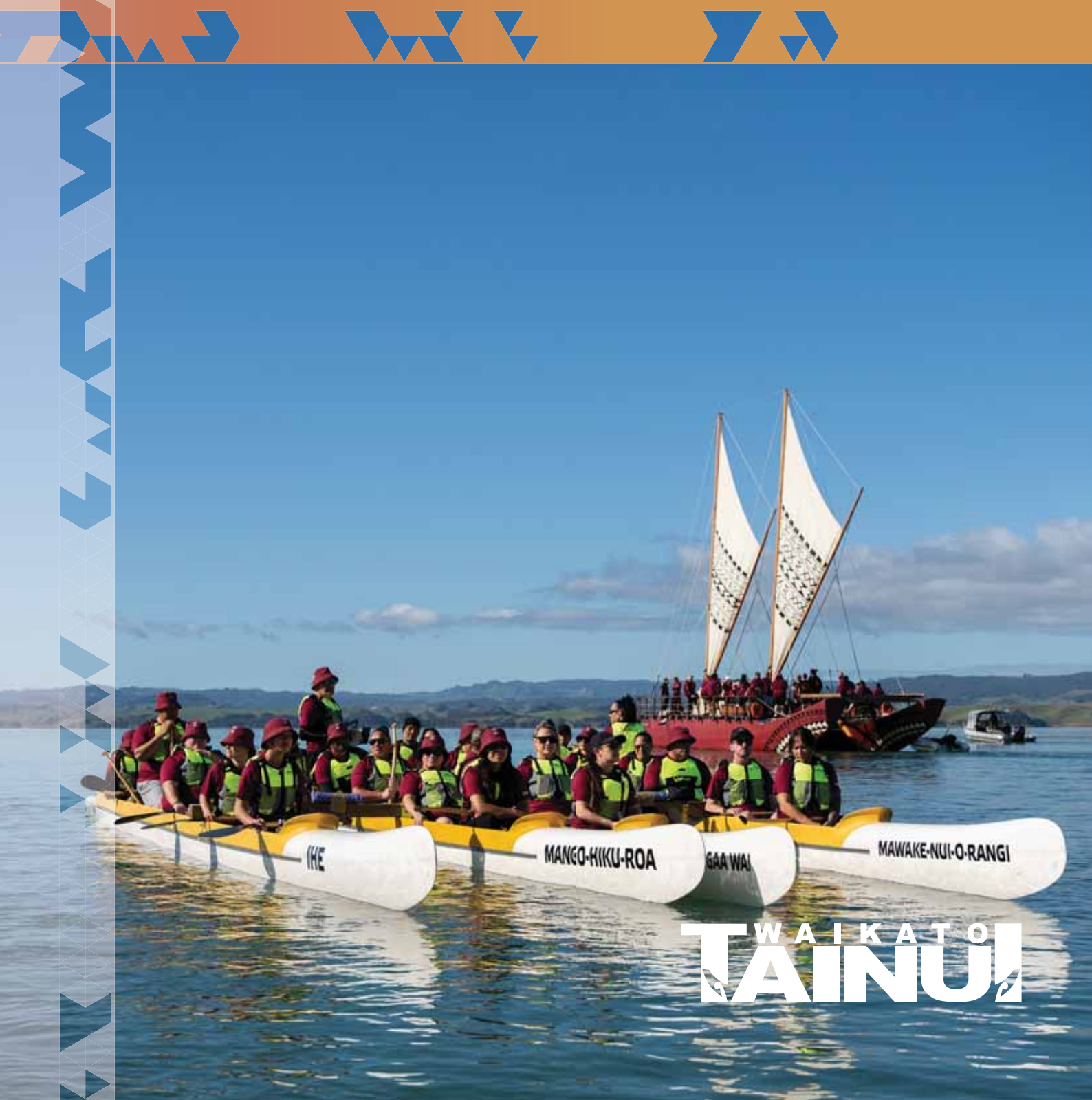
# *Quarterly Report*

## *2023 / 2024*

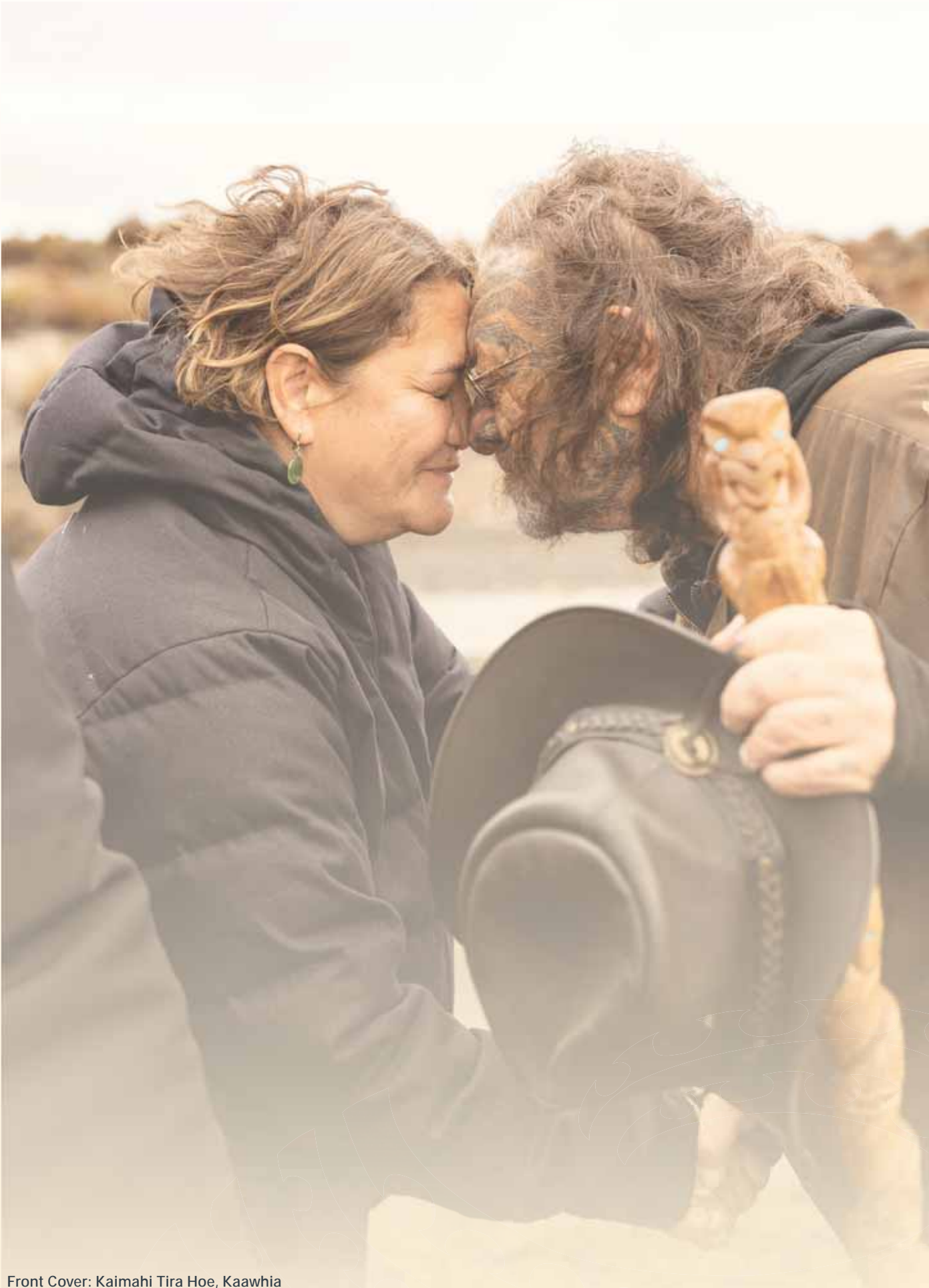
*April - June*

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

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



WAIKATO  
**TAINUI**



Front Cover: Kaimahi Tira Hoe, Kaawhia

# Ngaa Kupu Whakataki

## *Executive Summary*

It has been another busy start to our 2023-24 fiscal year with significant activities based around the newly approved budget, initiating an ambitious work programme.

### *Airport Shares*

During this quarter we sought clarity from Auckland City Council around its position on the potential sale of the Auckland Airport in order to balance its books to meet the future needs of its ratepayers.

We saw this as an innovative way to settle aspects of our outstanding Treaty of Waitangi claims in the Auckland region particularly around Mangere.

Te Arataura Chair Tukoroirangi Morgan stated Waikato-Tainui would be the perfect investors because it means the land and assets associated with the Auckland Airport will remain in NZ ownership in perpetuity. It would also add to our property portfolio around the Auckland Airport including the Novotel International and the new 5-star Te Arikiniui Pullman Hotel which is due for completion later this year.

### *ACC*

In April our Commercial Entity Tainui Group Holdings handed the key to its newest building over to ACC. The \$140m asset will be leased to ACC for 15 years with extension rights reaching well beyond two decades of guaranteed rental income.

The income opportunity combined with the capital valuation uptake provided a firm basis to invest in this partnership from a commercial perspective.

The genesis for our relationship with ACC is firmly etched in a Memorandum of Understanding that we have forged with their leadership over 10 years. These agreements ensure our relationship is not just transactional but have mutually agreed social outcomes. For example, a number of tribally owned businesses committed to offering trade certificate opportunities and apprenticeships to tribal members to get them actively involved in the building process.





## Aukaha

In June we received confirmation from Te Mangai Paaho that our combined Regional Service programme Aukaha would be funded. It remains a collaboration with Iwi radio stations in Te Arawa, Tainui and Tauranga Moana with others considering how they might also become involved.

## Appointments

We are pleased to announce Mahana Toka, Taonga Advisor in the Heritage & Identity team has been appointed on to Ngaa Pou Taunaha o Aotearoa (New Zealand Geographic Board) for a 3-year term. This board makes place names official in Aotearoa so that there is an agreed and correct name for a place. They can also alter district or region names, process Crown reserve names and are responsible for place names made official through Treaty of Waitangi settlements.



*Tukoroirangi Morgan*  
CHAIR, TE ARATAURA



*Donna Flavell*  
CHIEF EXECUTIVE OFFICER





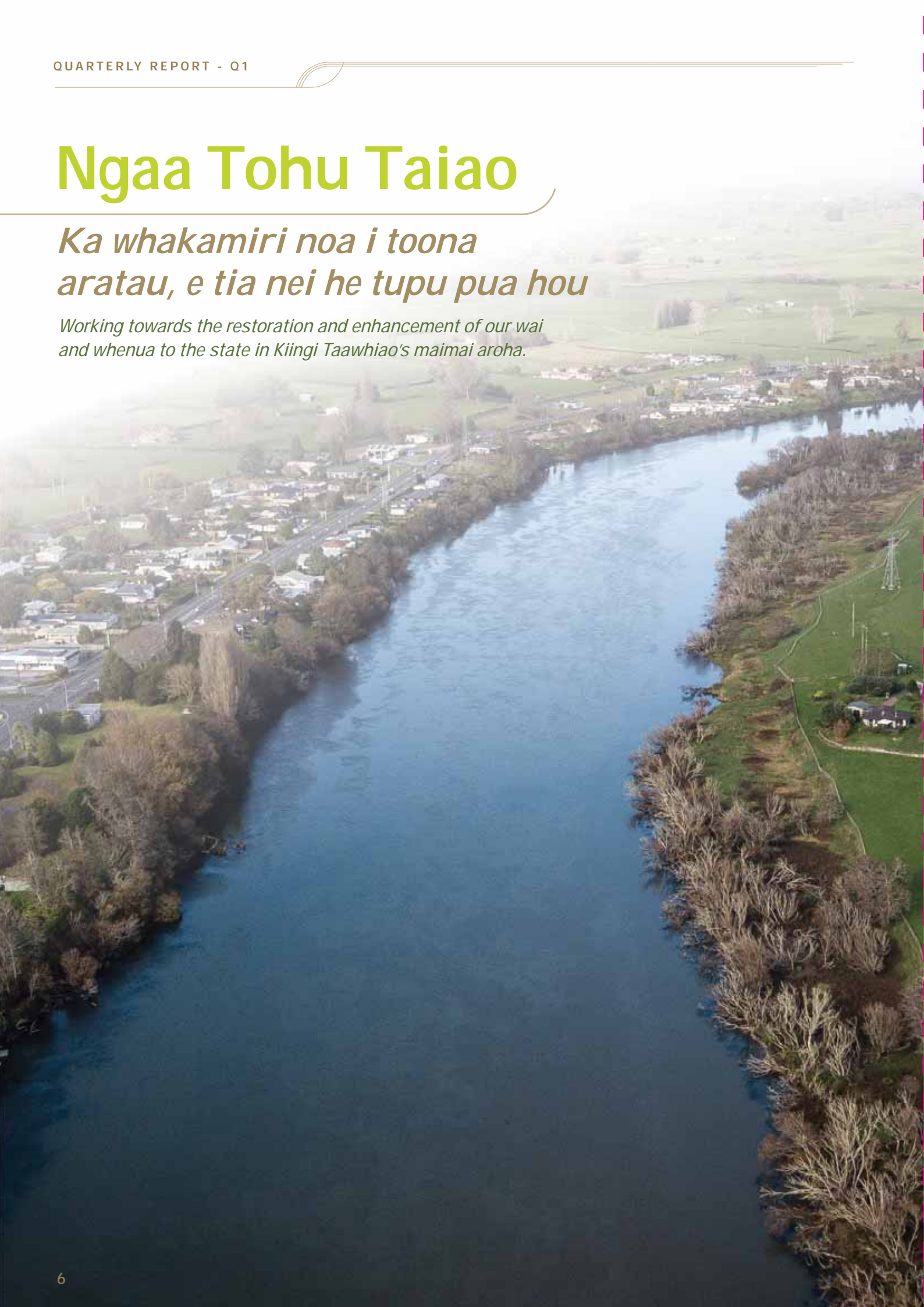
ACC building



# 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.*



## *Invasive Clam species*

In May, Biosecurity NZ announced that Waikato River is home to the invasive Freshwater Gold Clam, a huge disappointment for us and has drawn a strong reaction from marae along the length and breadth of our tupuna awa.

That was the reaction from Waikato-Tainui Chair Tukoroirangi Morgan as the iwi continue to discuss our response to this latest incursion.

More needs to be done to protect our fragile ecosystem against all introduced pests that find themselves in our waterways.

We worked with mana whenua to place a raahui on the Whangamarino wetlands because rising toxicity associated with algae growth and now combined with this latest issue, we are simply at our wits end.

Mr Morgan said that when the Lady Raiha negotiated the River Settlement, the health and well-being and ongoing maintenance of our tupuna awa was one of our main priorities, hence the establishment of Waikato River Authority.

"It is clear to me that its resources were never designed to meet the ongoing demand of a myriad of new issues and so we will be advocating for more resourcing from central government to help eradicate or at least control the spread of this highly invasive species."

It remains unknown how the clam was introduced into the ecosystem however the immediate priority is to identify just how widely spread it is. However, it is a native of Asia and has spread to many countries across the world.

Since the announcement, we have had Karakia with other river iwi (Maniapoto, Raukawa, Koroki Kahukura) to officially start the mahi for the rest of the river. We have also carried out EDNA testing training, to allow whaanau to monitor for clams themselves. The mahi is on-going and we are working with MPI and river iwi to find a solution for both eradication and containment.

*"We have committed to work with Biosecurity NZ and our Iwi partners to find a way forward that is consistent with our obligations that are outlined in Te Ture Whaimana o Te Awa o Waikato."*







We also agreed with mana whenua representatives that a raahui will be placed over five areas at Whangamarino for a month, following the recent botulism outbreak.

The intention of the raahui was to:

- Recognise the uniqueness of this wetland, not only internationally but to mana whenua;
- Communicate the mamae of mana whenua who have warned about the continued degradation of the wetlands and know and understand the causes;
- Elevate the mana whenua and iwi role in identifying environmental matters and co-developing solutions with responsible agencies.

- Elevate obligations under Te Ture Whaimana for the restoration and protection of the wider Waikato River Catchment.

The raahui has been extended for another year (to be reviewed May 2024) but now includes Lake Waikare. We are working with all stakeholders to correct the malpractice that has led to the degradation of Waikare and Whangamarino.

## *Commissioners Training*

During this quarter, 19 tribal members completed Commissioners training: an assessment and certification programme for decision-makers under the Resource Management Act 1991.

Led by the Ministry for the Environment, this training provides participants with the skills to implement the RMA. It covers decision making on a range of hearings; resource consent decision making, policy statement and plan-related matters, as well as decisions on notices of requirement for designations and heritage protection orders.

The Taiao team are proud to have supported our tribal members into this training and look forward to their knowledge and skillsets support whaanau, hapuu and iwi.



## Nursery Highlights



Plants supplied & delivered to Ruakura  
(including Puunui River Care)



13,880

Plants supplied to  
Hako Tiaki Whenua Trust



30,950

Plants supplied & delivered to  
Hangawera Farm



2,000

Plants supplied & delivered to  
Waikato Regional Council



22,320

Plants potted for  
2024 contracts



Plant supply contracts  
secured for 2024



Maara kai completed  
for Pohara Marae

INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(T1) Secure Water Rights	Water rights and interests plan developed for storage, take and allocation of freshwater	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 3 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)				
		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	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) Maintain and operationalise our Iwi Environmental Standards and plan	All of our tribal lands have been assessed against our standard and we see local government responsiveness to tribal environmental standards	Oranga	Develop approach to complete assessment of tribal whenua using our standards and assessment tool				
		Oranga	Review draft environmental standards against new RMA legislation and amend accordingly				
	Councils are embedding our standards into their planning instruments	Oranga	Develop draft plan to lift our tribal whenua to meet our standards				
		Oranga	Develop engagement strategy with councils re whenua assessment tool and environmental standards.				
(T3) Implement a five-year programme of investment to improve wai (including our harbours) and whenua	Phased implementation of restoration projects with support from marae, tribal members and the community	Oranga	Review all current, active restoration projects with a view to increasing participation of marae and their members.				
			Baseline Guidelines for external RMA applications and consents have been developed for use by applicants and mana whenua.				

NGAA TOHU

TAIAO

Total Q1 Milestones

23

On track / Complete

/

Delays

1

Issues exists

3



INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(T3) Implement a five-year programme of investment to improve wai (including our harbours) and whenua		Oranga	An appropriate response plan/s has been developed to support iwi and mana whenua to respond to environmental breaches (eg raahui)				
		Oranga	Work with Rights & Interest team to support the aspirations of our Harbour marae as part of the claims process				
			Support whaanau, marae, hapuu to engage in the coastal plan currently under development through WRC				
ADDITIONAL INITIATIVES							
(T4) Training and support for our tribal members to lead our Taiao initiatives	Training programme has been developed and rolled out	Oranga	Complete first draft of Taiao Training Programme, review (with input from Taiao Forum) and finalise				
		Oranga	Run pilot in Quarter 4 of FY 24				
		Oranga	Link training modules to the current employment and career pathways opportunities across Whanake and Education teams				
	Training programme has led to employment or self-employment of tribal members in Kaitiaki restoration projects	Oranga	Ensure that the iwi social procurment strategy is considered when planning tribal restoration projects				
		Oranga	Hold 2 x waananga to establish a rangatahi forum for building Taiao futures				
(T5) Empower marae to respond to climate change and other environmental challenges	Continued Development of Climate Change Mitigation Plans	Oranga	Lead 2 internal waananga to start development of iwi climate change mitigation plans (organisation, marae, whaanau)				
OVERALL BUDGET    \$977,000							

FULL YEAR BUDGET

**\$977,000**

ACTUAL TO DATE SPEND

**\$408,705**

Refer page 36 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.*





## *Te Pito Whakatupu Innovation Hub*

In March 2023, we brought on 10 rangatahi as our first roopuu of innovators, problem solvers and world changers for the Te Pito Whakatupu Innovation Hub. Their first mahi was to solve this challenge for Waikato-Tainui: How might we strengthen connections with iwi?

Over 15 weeks, our rangatahi learnt about Taangaengae (our own unique and indigenous approach to innovation), spoke with whaanau, worked in teams and crafted prototypes to test with whaanau. In June, they pitched their projects to an audience of whaanau, marae and iwi strategic partners. It was an evening to celebrate the hard-work, late nights and relentless positivity shown by the rangatahi during this project.

For their next step, our rangatahi will take some of their prototypes through to implementation and further testing with whaanau and marae.





- ### Actions on raising capital
- UNDERSTAND HOW MUCH CAPITAL YOU NEED TO RAISE AND WHETHER IT IS MORE BENEFICIAL TO SEEK EQUITY OR DEBT
  - HAVE A CLEAR MESSAGE ON WHY YOU NEED TO RAISE CAPITAL AS THIS IS A KEY THING INVESTORS OR LENDERS WOULD WANT TO KNOW
  - DETERMINED WHETHER DEBT OR EQUITY FUNDING OPTION IS BEST FOR YOUR BUSINESS
  - IT'S TIME TO PREPARE YOUR PITCH IF EQUITY FUNDING IS YOUR PREFERRED CHOICE
  - PREPARE YOUR PITCH AND TAILOR IT TO THE TYPE OF INVESTOR YOU WANT TO ATTRACT TO YOUR BUSINESS
  - IF YOU REQUIRE DEBT, IT IS GOOD TO SITDOWN WITH AN ACCOUNTANT TO FORECAST YOUR BUSINESS REVENUE AND EXPENSES TO GET A GOOD POSITION OF YOUR FUTURE POSITION





## *Puna Pakihi*

In June, our Whanake team had the privilege of hosting the very first Puna Pakihi Noho at Hopuhopu as part of a wider capability programme delivered to our tribal business network and funded by Te Puni Kokiri.

We had members from 37 tribal paakihi in attendance and the programme covered everything from, setting business goals, to unpacking legal obligations, managing finances and accessing capital for growth, sales and marketing tactics and strategies to manage our hauora in business. We also hosted a gala dinner where we invited key crown and council agencies to attend. The dinner was a curated opportunity for our Pakihi to network and create opportunities for their business. It was an impactful event by all accounts and we are continuing to drive momentum for our Puna Pakihi through the delivery of events, advocacy and support.



INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(H1) Support the growth of commercial and social enterprises	Initiatives are supported for piloting	Oranga	Continue with the implementation of the Social Procurement operational plan				
	Funding partners identified to assist commercial and social enterprise opportunities	Oranga	Refresh Puna Whakatupu Enterprise Strategy, including partners, programmes and funding				
(H2) Create home ownership opportunities through partnerships and and co-investment	Data used to obtain third party funding (including Government) funding and support to improve tribal housing	Oranga	Develop and deliver Data Strategy relevant to Whanake activities				
	Existing home ownership support programmes are responding effectively to whaanau needs	Oranga	Complete feasibility on 2 x housing development whilst continuing to deliver on Hopuhopu and Te Mauri Paihere developments				
	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 FY24				
(H3) Grow education partnerships to improve access to quality learning	Quality partnerships with Mana Whenua and providers improve access to quality learning	Education & Pathways	Iwi Capability and Capacity Building Framework:Manage Te Rau Mahi including user engagement Provide an online platform connecting TMs directly to employment, training and development opportunities (including micro credentials) – that aligns with existing infrastructure and connects with Salesforce				
		Education & Pathways	Te Aka Taiaawhiowhio Forum (Mana Whenua Partners) Quarterly hui with Hapuu/Marae partners to grow capabilities across our rohe Inform strategy, advocacy & influence				
		Education & Pathways	Kawenata MOE Partnership: Iwi partnership with Raukawa & Tuwharetoa Advocacy & Influence Strengthening Kaupapa-aa-Iwi Pathways / Tribal Kura Equitable Funding Framework for iwi				
		Education & Pathways	Develop and implement (2) prototype programmes using ICDF platform and complete user manual to allow accessibility across the organisation				
ADDITIONAL INITIATIVES							
(H4) Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing	Koiora Health and Wellbeing Standards are completed and are being used to monitor and evaluate service providers. Resourcing is secured for our marae and community based services (Pikonga and Punga)	Oranga	Complete development of Koiora Health and Wellbeing Standards				
		Oranga	Work proactively with Pikonga and Punga to build sustainable and relevant services for their communities				
		Oranga	Secure partnership commitments from relevant agencies and providers to build the Koiora approach				
	Waikato Tainui health and well being disparities are being addressed	Oranga	Establish the appropriate working framework to support Waikato Iwi Maaori Partnership Boards				



INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(H4) Establish Waikato-Tainui Policy and monitoring unit for hauora and social wellbeing		Oranga	Work with Te Whatu Ora and others to continue to build business case for Waikato Health and Wellbeing Centre				
(H5) Manage gaps or misalignments with social and economic service delivery	Monitor and review relationship agreements with Central and Local Government and Iwi and Stakeholder Partners	Rights & Interests	Keep abreast of social, cultural economic and environmental activity including advocacy in regards to Climate Resilience				
		Rights & Interests	Understand and monitor the progress of contemporary claims in this space (Wai 1315 claim)				
		Rights & Interests	Undertake review of 4 Accords with Crown Agencies to ensure alignment with current legislative reforms				
		Rights & Interests	Deliver Kiingitanga accord and ensure alignment of existing accords				
	Integration of Mokopuna Ora into Waikato-Tainui structure	Oranga	All necessary HR activities have been completed to move Mokopuna Ora (MO) contractors to FTE's				
		Oranga	MO shared office space is appropriately designed and set up with input from mana whenua and WT				
		Oranga	MO cultural practice framework is developed and signed off				
	Build MO workforce capacity and capability	Oranga	MO services are expanded to all Kirikiriroa OT offices and are supporting up to 600 whaanau Maaori				
		Oranga	There is appropriate kaumaatua and tikanga support to inform workforce development				
	Include Oranga Tamariki in the Koiora (Social Sector) Accord	Oranga	Engagement is completed, approval obtained and appropriate documents completed for signing at the Kiingitanga Accord in July 2023				
		Oranga	Social wellbeing indicators specific to care and protection have been drafted, tested and signed off				
		Oranga	Through appropriate channels, including iwi Chairs, work towards formal consultation on Care and Protection Community Panels in the Family Court				
	Focus on strategy and influence across the Sector	Oranga	National and international opportunities to socialise the work of MO are being investigated and secured				
	A Fit for Purpose Client Management System (CMS) has been designed and integrated into WT operations	Oranga	Agree roles and responsibilities, integrate database, transfer data, test systems				
		Oranga	Establish business rules for data capture, train staff and test data integrity				
	Phased implementation of MO Quality Framework that supports continuous improvement	Oranga	Phases 1 and 2: Whaanau feedback loop is implemented, development evaluation scope finalised and contract signed by end of Q3				

INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(H5) Manage gaps or misalignments with social and economic service delivery	Phased implementation of MO Quality Framework that supports continuous improvement	Oranga	Phase 3: analysis of whaanau plan outcomes to inform policy and strategic advocacy				
		Oranga	Phase 4: quality data for reporting is able to be extracted and used as evidence of cultural value add				
(H6) Supporting tribal members into individual education & 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	Add to suite of tribal purchasing power products (power, driver licence, insurance)				
		Heritage & Identity	Quarterly Marae engagement kiosks				
	Provide quality pathways programmes to support marae and tribal members into meaningful and sustainable pathways	Education & Pathways	Te Pito Whakatupu Marae Collective Impact: Work with 5 marae to test innovation from Innovation hub				
		Education & Pathways	Tribal Capacity-building Programmes: Support tribal members into a range of courses, programmes aligned to the Iwi Capability Framework				
		Education & Pathways	Rangatahi Innovation Hub: 10 x 12 month paid rangatahi cadetships in social innovation. Level 7&8 co-designed iwi quals focussed on marae collective impact				
		Education & Pathways	Ruakura and Iwi Assets: Maintain relationship with TGH. Manage relationships with tenants, employers and sub-contractors working on iwi lead projects.				
			Implement overall pathway strategy for all assets as well as comms strategy				
		Education & Pathways	Te Pari Manaakitanga: Tribal members supported with work readiness, work placement (Including apprenticeships) and pastoral care & with tool grants				
OVERALL BUDGET				\$2,577,000			

NGAA TOHU  
HAPORI

Total Q1 Milestones

40

On track / Complete

10

Delays

4

Issues exists

0

FULL YEAR BUDGET

\$2,577,000

ACTUAL TO DATE SPEND

\$825,590

Refer page 36 for commentary





Melissa King-Howell & Hinga Whiu, Kaimahi Tira Hoe



# Ngaa Tohu Kaupapa

*Tooku marae,  
tooku tuurangawaewae*

*Our marae are vibrant and self-sufficient.*





## *Matariki Kaumaatua Ball*

The annual Matariki Kaumaatua Ball is our way of showing appreciation to our kaumaatua, and all that they do to uplift the mana of Te Kiingitanga, their whaanau, marae, hapuu and iwi nui tonu. Coinciding with the advent of the star system known as Matariki, thus signalling the Maaori New Year and our Matariki Kaumaatua Ball for 2023.

A special part of this auspicious occasion was a first for Tuurangawaewae marae to host 'Te Ahunga o Matariki' with over three hundred people gathering together on a fresh, frosty, and very cold June morning as a fire blazed on the aatea before the tupuna whaea, Maahinaarangi to celebrate Matariki. Many stories were retold, and the significance of the ahi was explained as a calling of the people to come together in this month of Pipiri. Te Kura o Te Awatea was then recited to complete the formal part of the morning before breakfast was served in Kimiora.

Kaumaatua representing 58 of our marae were then invited onto Tuurangawaewae Marae that evening to celebrate this prestigious event where they were dined with a fine array of kai and drinks, entertained with great music and entertainment provided by Russell Harrison The Brown Brothers, local entertainer Leon Wharekura and Krissy Knapp. This is an annual event hosted by Waikato-Tainui and we gratefully acknowledge Tuurangawaewae Marae Trust Board, kaumaatua and ruuruhi -



*'Mei kore ake koutou hei manaaki mai i a maatou...'*











## Kaimahi Tira Hoe

To understand the reasons why Waikato-Tainui places so much importance on our tupuna awa, our kaimahi undertook a journey which has been completed by hundreds of tribal members since the first Tira Hoe back in 2008.

Part of this haerenga included Kaawhia as this is where our tupuna waka Tainui now lies as a symbol of our resilience and fortitude as a people and as a tribe. Haunui, the waka hourua under the guidance of Hoturoa Barclay-Kerr was integrated as part of this leg. For many of our WRLT and TGH staff members this was a first-time experience, but it helped build part of the big picture of who and what we are as an iwi entity and why we do what we do.

Travelling onto Waikato-Iti we were welcomed by the hau-kaainga of Ngaati Rangi and Ngaati Tuuwharetoa onto the source of our tupuna awa, and then invited onto Puukawa marae where the connection between the sacred houses of Te Heuheu, and Pootatau including the leading chiefs of the day and the beginnings of Te Kiingitanga which helped shape us as a people - was shared in koorero and waananga.

Whilst we were unable to complete the planned journey to finish at Taupiri maunga, we carried the mate of our kaumaatua Pokaia Nepia onto Waahi paa and we finished our Tira Hoe journey here at the uhunga of Uncle Taka Raihe.

For many of our staff it was an awakening within themselves - kia mahia te mahi hei painga moo te iwi!

We acknowledge Waikato-Tainui and Tainui Group Holdings senior leadership teams, Te Whakakitenga o Waikato and the many people who assisted us to complete this journey.

*Noo reira, me karamihi ka tika ki  
te Kootuinga o Waikato-Tainui me  
Tainui Group Holdings,  
ki ngaa mana nui o Te  
Whakakitenga o Waikato,  
me ngaa iwi i kaha manaaki mai  
maatou i a maatou i runga i te  
huarahi, paimaarire ki te Kiingi,  
aa, paimaarire ki a taatou.*





INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(K1) Develop capability programmes for our marae, tribal and whaanau members	Support marae to develop Oranga Marae Plans (Marae Development Strategy). Marae are enabled to implement or review their Plans and meet operational requirements	Heritage & Identity	Mapping of marae strategic priorities completed				
		Heritage & Identity	All marae are engaged to complete or review a Plan				
		Heritage & Identity	Marae Insurance is made available to marae, with valuations and insurance claims completed as required				
(K2) Develop a concept design and programme to upgrade marae so they are "fit for the future" (long-term)	Training and engagement between marae and industry partners is implemented	Heritage & Identity	Industry & Crown agencies are engaged to provide a marae-centered communication resource				
		Heritage & Identity	Training programme completed for marae champions				
	Marae feel engaged with and enabled to complete operations and infrastructure requirements	Heritage & Identity	Access to funding for marae upgrades is sourced and advocated for				
(K3) Deliver Waikato-Tainui reo programmes at tribal member, marae, and hapuu level	TORO's five strategic pou are fully resourced to support marae-based programmes	Education & Pathways	Repurpose, digitise, collation of repository. Do a stocktake of all reo programme resources and stock up where needed. Begin online version of Puna Kupu and Te Reo Ukaipoo				
	Analysis of impact of TORO initiatives	Education & Pathways	Provide data, imagery, content, purpose, assessment criteria etc to online learning provider/s. Explore bringing together a puna rangahau to initiate analysis of TORO impact				
	Support tribal, marae aspirations across TORO five strategic Pou, Waituhi, Tiwha, Tukutuku, Whakairo, Takarangi	Education & Pathways	Identify hapuu, marae, whaanau, kaupapa motuhake who have clear TORO aspirations and priorities to advance cultural learning, resource development for their uri and beyond through Marae Strategic Plans				
(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 Tira Hoe, kaumaatua events and more	Communications & Engagement	Matariki Event Delivered				
		Communications & Engagement	Tira Hoe Event Delivered				
		Communications & Engagement	Hui aa-Tau Delivered				
	Support marae to implement their engagement plans including technology support	Communications & Engagement	Host 4 x online marae profiles				

NGAA TOHU

KAUPAPA

Total Q1 Milestones

26

On track / Complete

20

Delays

6

Issues exists

6



INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(K5) Establish funding and conceptual design for the housing and storing of tribal taonga	Secure funding and conceptual design for the housing and storing of tribal taonga	Heritage & Identity	Te Ara Taonga Accord signed; Curriculum partner secured for Whare Taonga qualification				
		Heritage & Identity	Ngaa Rau Puutohe internship implemented				
		Heritage & Identity	Conceptual design initiated; Funding Strategy in place				
		Heritage & Identity	Complete physical Collections workshops. Physical exhibition completed to socialise Whare Taonga				
		Heritage & Identity	Continue to meet external cultural footprint projects				
		Heritage & Identity	Implement training and development programme for Cultural Narrative practitioners				
		Heritage & Identity	Complete training programme for Marae maintenance of priority taonga and emergency response for taonga				
		Heritage & Identity	Mana Whenua internships for priority areas implemented (archaeology, taonga finds, raahui)				
		Heritage & Identity	Protocol procedures are mapped and available for staff implementation (taonga finds, raahui)				
	Develop a plan that outlines the best way to capture, restore and protect tribal taonga - including access, loaning, viewing and use	Heritage & Identity	Archival portal training for marae completed. Digital exhibition completed				
		Heritage & Identity	VHS & Cassette digitisation workshops completed				
		Heritage & Identity	20 sites geo-tagged and content aligned				
		Heritage & Identity	Koorero Tuku Iho programmes completed (Mahinga Kai, Ruku Kai, Marae Emergency)				
OVERALL BUDGET				\$3,425,000			

FULL YEAR BUDGET

**\$3,425,000**

ACTUAL TO DATE SPEND

**\$914,614**

Refer page 37 for commentary



# Ngaa Tohu Whai Rawa

*Ki te kaapuia, e kore e whati*

*Maximising our collective strength to achieve our aspirations.*



## *Engagement hui*

Across May & June, Waikato-Tainui Negotiator, Rahui Papa, alongside our Settlement Protection and Claims Team held a round of engagement hui with our whaanau. These hui provided an opportunity for the team to share an update on claims issues including Waikato-Tainui outstanding and remaining claims, processes and timeframes.

It was also a chance for whaanau to discuss any matters they wanted to address and ask paatai. This cohort travelled and presented in Taamaki Makaurau, Hopuhopu, Rotorua, Wellington, Christchurch, Dunedin, Whangaarei and Nelson - engaging and connecting with around 200 tribal members across the motu.

Through this process we were able to identify the need to further information sharing - as some reoccurring themes arose across the different hui.

The Settlement & Claims Team, alongside Communications & Engagement are currently working on various pieces of video content, with the aim to address the frequently asked questions gathered through this haerenga.





INITIATIVE	FY24 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 Record of Commitment with Crown				
		Rights & Interests	Complete Historical Account for West Coast Harbours and Taamaki				
		Rights & Interests	Complete engagement rounds with Waikato Taurahere in the regions: Te Taitokerau, Taamaki, Waikato, Te Arawa, Te Whanganui a Tara, Te Tau Ihu, Te Waipounamu				
		Rights & Interests	Continue engagements with overlapping groups as per the overlapping groups strategy				
		Rights & Interests	Complete economic analysis for West Coast harbours beginning with Kaawhia Moana.				
		Rights & Interests	Review annual crown statement for relativity mechanism purposes and respond accordingly				
(W2) Leverage strategic investments aligned to the GIC (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	Engage in matters that provide for climate resilience in Energy, Infrastructure, Fisheries and Commercial Sectors				

ADDITIONAL INITIATIVES	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(W3) Invest in a uniquely 'Waikato-Tainui' trading brand	Development of a branding 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 brand strategy, upgrade to brand guidelines and implement to upgraded website				
(W4) 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	Enhanced efficiency of profit centres within the enterprise, Nursery, Carvers and Tainui Live. Introduction of inventory management to streamlining of process				
		Finance & ICT	Enhance the Puna Pakihi experience through further automation, build links across education and pathways				
		Finance & ICT	Enhance and automate connection to marae, automation of voting activities				
	Programme is utilised by marae and tribal members to support social and commercial enterprise	Finance & ICT	Enhance Te Rau mahi to leverage capability identification as well as enhance connection of our people				
(W5) Establish a co-investment programme to support Waikato-Tainui enterprises	A tangible step in our ability to create more social and economic opportunities for our marae and tribal members		Development of an investment strategy to support social and economic business opportunities				
OVERALL BUDGET \$1,940,000							

FULL YEAR BUDGET

\$1,940,000

ACTUAL TO DATE SPEND

\$309,399

Refer page 37 for commentary



# Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo  
te tangata, mahia*

*A high performing organisation making an impact.*





## *Five-Year plan*

During Q1 we continued to work on our 2024-2029 five-year plan. With just eight months to go before it is formally adopted, our internal project team has been working alongside KPMG to populate the blueprint setting out our medium-term strategic direction.

This is a critical organisational document requiring feedback from our internal and external partners to ensure operational and governance alignment. During this time period we received feedback from Te Whakakitenga and Te Arataura members keen on being part of the future focussed exercise.

It is a mammoth task as economic headwinds continue to impact the everyday lives of our people.



PRIORITY INITIATIVES	FY24 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 Government, 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	Provide insight using external data sets to provide forecasted positions reconciling to e Whakatupuranga 2050				
(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	Build connection to the new ERP to the current CRM, provide increased reporting directly to marae				
		Finance & ICT	Continue to enhance website and logon portal offerings				

PRIORITY INITIATIVES	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(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	Continue to redefine and redevelop efficiency standards for Waikato-Tainui to measure high-performance of entities and identify where improvements can be made, clearly committing to a continuous improvement environment				
	Develop and deploy organisation efficiency measures	Finance & ICT	Provide efficient changes to current infrastructure under the commitment to continuous improvement				
	Governance training (including health & safety 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				
	There are clear measures in place through the service delivery model review that enable Waikato Tainui to measure organisational efficiency	Finance & ICT	Continue to measure organisational efficiency and review service delivery				
ADDITIONAL INITIATIVES							
(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 development of Iwi members to fuel capability within the digital industries				
		Finance & ICT	Innovation and improvement strategy developed (Property system, Whenua reporting, Microsoft 365 migration and support)				
		Finance & ICT	Provide digital, data and finance internships within the organisation				
OVERALL BUDGET				\$1,980,000			

FULL YEAR BUDGET

\$1,980,000

ACTUAL TO DATE SPEND

\$503,009

Refer page 37 for commentary



## NGAA TOHU TAI AO

- (T1) Working towards agreement of commitment by Crown prior to upcoming election  
Attended Iwi Leaders Forum in Taupo, Rotorua and Te Awamutu. Next ILG in Christchurch  
Hearings to commence September 2023
- (T2) Assessments have been drafted and are being reviewed  
Due in Q4  
Due in Q3
- (T3) All current restoration projects have been reviewed and will be completed in this financial year.  
We will support projects being driven by tribal members via the Taiao grant or letters of support.  
No new projects will be led by the Taiao team in FY24.  
Guidelines are available, a plan to socialise with councils again is due in Q3.  
This work is in progress.  
Due in Q4  
Due in Q3
- (T4) This work is in progress.
- (T5) Work is progressing across the organisation on climate change.

## NGAA TOHU HAPORI

- (H1) Progress is on schedule in most workstreams.
- (H3) New Kaimahi starting in August to help lead this project.  
New Kaimahi starting in August to help lead this project.
- (H4) Standards are in draft.  
In progress.  
In progress.  
Meetings with the two IMPB's are being planned.  
Have met with the DHB for initial discussions.
- (H5) Koiora Accord Completed.  
Have engaged on first two Accords Energy and Environment.  
Kiingitanga Accord Convened in Taamaki July 2023.  
This work is in progress and should be completed by Q2.  
Negotiations with the building owner are ongoing but should be confirmed by Q2.  
Internal consultation on draft framework has started. Staged milestones for completion is progressing / on track.  
MO is operating in both Kirikiriroa OT offices. Recruitment to MO continues, supporting planned achievement of targets supporting whaanau.  
MO now part of WT TORO Group; Kaumaatua group developed for case work; Pou Tikanga role within MO in place;  
Engagement with kaumaatua on new MO logo; Engagement with mana whenua on cultural narrative for Market St.  
Signing delayed due to OT not having signatories available for Accord signing in July 2023. OT Outcome Agreement variation to support Accord should be completed Q2.  
Delays in progressing due to vacancies in MO Strategy Team.  
Lobbying continues with MoJ; Engagement continues with Pou Tangata Justice Iwi leaders.  
Presentation scheduled for Te Hunga Rooia Maaori 2023 Hui aa-Tau August 2023. International options identified/being investigated.  
Formal contractual agreement and design work should be in place by Q2.  
On track for Q2/3.  
On track for Q3.  
Will not progress until Phases 1 and 2 completed.  
Will not progress until Phases 1, 2 and 3 completed.
- (H6) First rollout of a Semester B Tertiary Grant completed.  
Delays in developing Kia Hiwa Raa online platform which can sync with Salesforce.  
New Kaimahi starting in August to help lead this project.

## NGAA TOHU KAUPAPA

- (K1) Renewal of annual policies begun in June. Annual workplan negotiated with AON Insurance to increase cultural competency of insurer supply chain engaging with Marae.
- (K4) Kaumaatua Ball held in June 2023

## NGAA TOHU WHAI RAWA

- (W1) First drafts completed for West Coast Harbours and Taamaki Interests  
First round of Taurahere engagement completed.
- (W4) The nursery has an inventory system in place, the next step is to bring the movements into the balance sheet on a quarterly basis  
Puna Pakihi administration is being handed to the Oranga team, there are some more enhancements booked for August to automate the data directly into Salesforce.  
Voting workflow has been built and is in operation, the process will come to an end in October where this process will be continuous improved ready for the next round.

## NGAA TOHU MAHI TONU

- (M1) Currently building forms for collection for both Heritage & Identity, Oranga and Education & Pathways.  
This mahi has started, the Data Governance team are linking tribal iwi member whakapapa via their registration documentation.  
On track, a data project with the DIA is continuing. We have been a member of this project for two years now and are on track to receive relevant iwi data.  
Implementing CrowdStrike to increase our Cybersecurity for the enterprise.  
The Data Governance team continue to cleanse the data, this process is in direct support to the Marae Portal rollout.
- (M2) This will come online in December, we are currently scoping the requirements.  
We are scoping the marae insurance link to add within the portal for our marae.
- (M3) Building application forms for digital use, the enterprise is developing digital forms so our people may apply conveniently online.  
Upgraded our Taamakimakaurau office with the latest of our technology, ensuring we can support the office remotely.
- (M5) We have had four iwi members graduate with accreditation from Salesforce, this has been a year training program.  
This credential now recognises our iwi members with international qualification.  
ERP system is still being tested, the ERP go live is deemed early next year.  
Data Intern is one, two ICT interns. Finance graduate program to come early next year.





Te Koowhatu-o-Hatupatu, Kaimahi Tira Hoe 2023









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