

Quarterly Report

2023 / 2024

July - Sept

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: Trina Koroheke (Tuurangawaewae Marae), Kaimahi Planting Day

From left to right: Ray Brown (Raakaunui Marae) & Desmond Te Kanawa (Tokikapu Marae)

Ngaa Kupu Whakataki

Executive Summary

The second quarter of this year began with our annual Kiingitanga Accord hui with the Prime Minister and a large contingent of his senior cabinet ministers.

This was an important hui for us as we hosted the Crown delegation at Auckland Museum on Pukekawa. It remains an historical site in our tribal narratives having been the home of Te Wherowhero before he was anointed the first Maaori King in 1858.

We have been working with agencies for a couple of years now and this Kiingitanga Accord meeting provided us with a key opportunity to sign formal agreements with the Crown to partner with us on the Hopuhopu Housing development.

This is a game changer for our region because once finished, this development will provide 250 affordable rentals to our whaanau. It is one of the most exciting social investment opportunities that we have embarked on. The new community will cater for our kaumaatua and wider whaanau but the first stage will be focussed on upgrading the current infrastructure. It is a collaboration between Kaainga Ora, Housing and Urban Development and Waikato-Tainui.

We also took the opportunity to remind the Auditor General of the very significant details around our treaty settlement and the impact of local government and water reform. We have always entered into these discussions with a determined approach underpinned by a commitment to retain the integrity of our settlements.

We have been very clear with both officials and Ministers – any reform that impacts on our legislated treaty settlement compels direct conversations with our leadership. The unintended consequences of a Crown dominated approach will unwittingly impact the durability of Treaty of Waitangi settlements across the entire country. We should not have to seek judicial intervention but rather trust that we have a bureaucracy that fully understands the impact of their advice to their various Ministers.



Hui aa-Tau 2023,
Hopuhopu

During this period the government was beginning transition into the electioneering phase of their triennial term in office. Like all general elections, iwi and Maori find themselves under intense scrutiny and we voiced deep concerns at the rhetoric that was promoted by political leaders who should really know better.

During this initial phase of the general election we became increasingly concerned at the level of vile rhetoric that was being directed at our people. This concern was further highlighted at Koreneihana in Ngaaruawaahia supported from iwi across the country.

Hui aa-Tau

This was undoubtedly the largest Hui aa-Tau in recent memory spurred on by a mini employment expo. Tainui Group Holdings (TGH) was able to utilise the event to encourage many of our large corporates around Ruakura and our Hotel businesses to employ our people. More than 600 inquiries were made on the day and combined with another 700 tribal members it ensured our free kai tent was well patronised throughout the day.

These are the types of events that bring our people together to not just hear back from the organisation but also contribute their thinking to the House. The House was almost packed with our people keenly interested in hearing back from the various entity Chairs' reporting back on how our group performed over the 2022-23 financial year. It was a great occasion to reconnect with whaanau and for them to hear back from the organisation.

Kaapuia

The Kaapuia Committee continued with their structure review across the group. It is a committee that is appointed by the House to identify how our current operating model can be better aligned with the future direction of our people.

During this time they began to wrap up a detailed desktop analysis of the constituent organisations, spoke to members of the House and conducted a matanga workshop with tribal experts.

The final report on stage one of their findings will be reported back to the house in the third quarter.



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.*



Te Hurihanga Taiao o Tainui Waka

During this quarter, the Taiao team developed **Te Hurihanga Taiao o Tainui Waka; the changing of our environment within Tainui Waka** - a climate change booklet that provides a snapshot of the current climate situation and what to consider in the near future.

This will be a six monthly “series” of booklets which keeps up to date with climate changes as well as identifying opportunities for tribal members to build their knowledge in this space.

Key topics covered in the booklet include:

- Marae and climate change
- Water, wetlands and sea level rises
- Drought
- Biodiversity
- Fisheries
- Native Forestry
- Future energy
- Human Health affects such as impaired air quality and food security.

The booklet has been made available to Te Whakakitenga representatives and will also be available online to tribal members in the coming weeks.



Kaimahi Planting Day

In September, the Taiao team organised a kaimahi planting day at the Nursery. Over 30 kaimahi attended and planted more than 5000 native plants at Hopuhopu.



Nursery Highlights

The Nursery has successfully supplied over 124,000 native plants to eight different projects throughout the Waikato, they are currently preparing for next year.



68,000

Plants supplied & delivered to finish stage 2 of the Ruakura contract



2,100

Native plants supplied and planted to assist for the Huntly Powerstation Battery Storage system upgrade



2,000

Supplied for two schools (Tatuanui and Walton School)



31,000

Plants supplied & delivered to Hangawera Farm



World Water Conference attendees (from left to right):
Te Reinga Patu (kaimahi), Kahurimu Flavell (kaimahi),
Maihi Makiha (Te Rarawa).

World Water Conference 2023

In August, two kaimahi representatives attended the World Water Conference 2023 in Stockholm which provided a forum to discuss Indigenous water knowledge and experiences.

Dr. Milika Sobey, an Indigenous Fijian marine scientist, delivered the opening session keynote, emphasising the connectivity between people and nature. She advocated for a holistic approach to marine systems, blending scientific rigor with traditional practices. Erina Watene (Waikato River Authority) discussed co-governance and cultural practices related to Indigenous waters, environment, and people.

The conference provided a platform for native voices, encouraging cross-continental conversations and multiple Indigenous-focused sessions. Representatives from diverse backgrounds including the Sami

(indigenous to Stockholm) shared experiences, fostering strong bonds and an eagerness for continued dialogue.

Engagement between the Australian, New Zealand, and Brazilian Embassies facilitated connections and the event served as opportunities to showcase ongoing collaborations and efforts to safeguard ancestral lands.

Overall, the conference resulted in positive outcomes, including building relationships, showcasing Indigenous-led approaches, exposure to innovative projects, and normalising the presence of Indigenous peoples in such spaces. It successfully strengthened Indigenous voices and promoted collaborative approaches to water governance. The exchange of knowledge and experiences amongst attendees and diplomatic engagements with various embassies contributed to more inclusive and informed global water discussions.



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 three 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)				
		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 Tribal members have significant roles in restoration activities	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.				



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 four 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 procurement strategy is considered when planning tribal restoration projects				
		Oranga	Hold two 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 two internal waananga to start development of iwi climate change mitigation plans (organisation, marae, whaanau)				
						OVERALL BUDGET	\$977,000

<p>FULL YEAR BUDGET</p> <p>\$977,000</p>	<p>ACTUAL TO DATE SPEND</p> <p>\$574,870</p>	<p>Refer page 40 for commentary</p>
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Ngaa Tohu Hapori ²⁰²³

*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.*



Momentum Building for Puna Pakihi

Our Puna Pakihi tribal business network is sitting at 250 businesses, with new registrations coming in every day. The team has been working hard to maintain the momentum since the Puna Pakihi noho held in June. Since then, we've held two more Puna Pakihi events with the intention of providing targeted resource and expertise to sectors within our tribal business network.

On 26 July, we partnered with BNZ to deliver an event for our businesses in the Construction and Civil sectors – we had over 30 of our pakihī in attendance. The focus of these types of events is to invite key Buyers in the region to explain their procurement processes and what contract opportunities are in the pipeline for our pakihī. For this event, we had both the Procurement Manager and Economic Development Manager from Waikato District Council as well as Chris Joblin from Tainui Group Holdings present to the group on upcoming opportunities. Feedback from our Puna Pakihi network was very positive and many stayed around right to the end for the chance to network with each other and our presenters.

On 14 September, we delivered a second event that was open to all of our Puna Pakihi. We had well over 100 people in attendance. This event was about highlighting the business support services available in the region. We had Ministry of Social Development (MSD), Poutama Trust, Te Puni Kōkiri (TPK), Soda, Amotai, BNZ and ASB present their service offerings to our network. Since then, we know that three businesses met individually with MSD, five businesses met with ASB, seven businesses registered with Amotai, five businesses met with TPK, and 13 businesses met with Soda and four of those businesses received funding. These are the types of outcomes we look for from delivering these events to our pakihī.





Waikato-Tainui Sponsor First Maaori Tech Awards

On 7 July, Te Hapori Matihiko hosted the very first Maaori Tech Awards - a celebration of Maaori contribution to digital and tech.

Te Hapori Matihiko is a community for Maaori working in digital and tech roles. Waikato-Tainui was one of the sponsors of the event, supporting the Pakihi award which recognised Maaori businesses doing incredible mahi in the world of tech locally, nationally and globally (even in Silicon Valley!). It was a packed venue and there were many tribal members in attendance. Tribal business, Run Aotearoa was up for an award in the Pakihi category and Te Kei o Te Waka o Tainui took out the Kaiaawhina Tupu Award.

Te Ahikoomako

You may remember, in July 2019, Waikato-Tainui were foundation partners in the establishment of Te Ahikoomako - Centre for Maaori Innovation and Entrepreneurship at the Te Waananga o Aotearoa campus in Mangakootukutuku.

Since it's inception, Ahikoomako has delivered several programmes to support our tribal entrepreneurs, most notably; our Start-Up Waananga which takes participants through a weekend of building a business out of an idea as well as the Kookiri Accelerator programme which supports early stage Maaori-led companies through a journey of business growth. Sadly, at the end of July, Te Waananga o Aotearoa made the call independently of its foundation sponsors to close Te Ahikoomako permanently on 28 July 2023.

We are in discussions with MBIE around alternative options as there is still very much a need for these types of programmes and services in our region.

The Final Kokiri Accelerator Programme

On 30th June, Ahikoomako delivered their last event for participants in the Kookiri Accelerator programme, we had three tribal businesses participate in this programme and it was a privilege to watch the progress all of the teams made in the eight week programme leading up to the "Pitch Day".

Each team that gets accepted into the programme receives a NZD\$10,000 grant and travel and accommodation support.

This is in addition to access to all of the programme content, the opportunity to build your network, and to benefit from Mentors, Coaches, and Advisers – all in a kaupapa Maaori environment. Many businesses are able to access seed funding for their business through this program. Solar Sense (co-owned by tribal member Aubrey Te Kanawa - Poihaakena Marae) is an example of a tribally owned business that went through the programme, accessed investment and are doing very well.





Social Procurement – Bringing International Learnings Back Home

In August, Waikato-Tainui were invited to attend the Australian Supply Nation Conference as part of an NZ delegation hosted by Amotai.

Amotai is Aotearoa's supplier diversity intermediary tasked with connecting Maaori and Pasifika-owned businesses with buyers wanting to purchase goods, services and works. Supply Nation is the 'Amotai-equivalent' in Australia. For context, Australia has long had legislation that mandates government organisations to have spend targets with indigenous owned businesses and so their procurement spend with their indigenous businesses is well into the billions of dollars. We are much earlier in our journey here in Aotearoa and even within Waikato-Tainui but the potential for Supplier Diversity and Social Procurement is massive. We are incorporating our learnings into the delivery of our Social Procurement strategy and look forward to keeping you updated on our progress.

Whaanau Purchase Their Intergenerational Home

Kaainga Ora (formerly Housing NZ) offers a Tenant Home Ownership programme that allows current tenants to purchase the home that they are living in. In instances where that home is on Right of first refusal (RFR) whenua, Kaainga Ora must approach Waikato-Tainui to discharge our RFR over the property so that a whaanau can purchase it.

Recently, the Rameka whaanau (Maketuu Marae) successfully purchased their home from Kaainga Ora. We had the privilege of meeting up with the whaanau at their home where they have lived intergenerationally for over 40 years.

“We were thrilled to have the chance to make it happen since this whare has been in our whānau for a long time. It feels great to finally make it a reality.”



Tooku Nei Whaare - Home Ownership Workshops

During this quarter, we delivered five Home Ownership Workshops. These workshops are held on two weekday evenings, and on average, we had a total of 80 attendees across the five workshops.

We received wonderful feedback from whaanau representing diverse cohorts of attendees, expressing their gratitude for the time and effort put into delivering these workshops. They found the insights shared by our facilitators, Rona, and Watson, to be particularly valuable.

We are currently evaluating the data we've captured from participants to inform our delivery approach to these workshops going forward.

Supporting Whaanau with Home Repairs

During this quarter, we completed urgent repairs in four tribal whaanau households (associated to Mookai Kaainga, Raungaiti, Ookapu and Horahora Marae) meeting the needs of 10 tribal members.

All of our households had whaanau with pre-existing health conditions and required serious repairs to their whare. The repairs encompassed a range of critical improvements, including; roof repairs and replacements, kitchen overhauls, bathroom renovations, carpentry enhancements and window replacements.

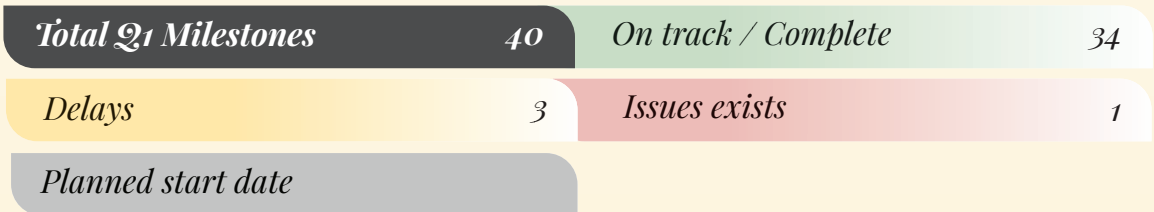
In Round one of this programme in 2022, we received over 400 expressions of interest in the programme, in our current round, we've received around 600 expressions of interest. The need for home repairs for our tribal households is significant and we are currently developing a business case to access more funding so that we can better serve our whaanau.

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 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 two 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 eight 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 Taiaawhiwhio 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 & Tuuwharetoa Advocacy & Influence Strengthening Kaupapa aa-iwi Pathways / Tribal Kura Equitable Funding Framework for iwi				
		Education & Pathways	Develop and implement (two) 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) Waikato Tainui health and wellbeing disparities are being addressed	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				
		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 four 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	Mokopuna Ora shared office space is appropriately designed and set up with input from mana whenua and WT				
		Oranga	Mokopuna Ora cultural practice framework is developed and signed off				
	Build MO workforce capacity and capability	Oranga	Mokopuna Ora 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 Mokopuna Ora 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, text 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 one and two: 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 three: analysis of whaanau plan outcomes to inform policy and strategic advocacy				
		Oranga	Phase four: 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 five 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.				
		Education & Pathways	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

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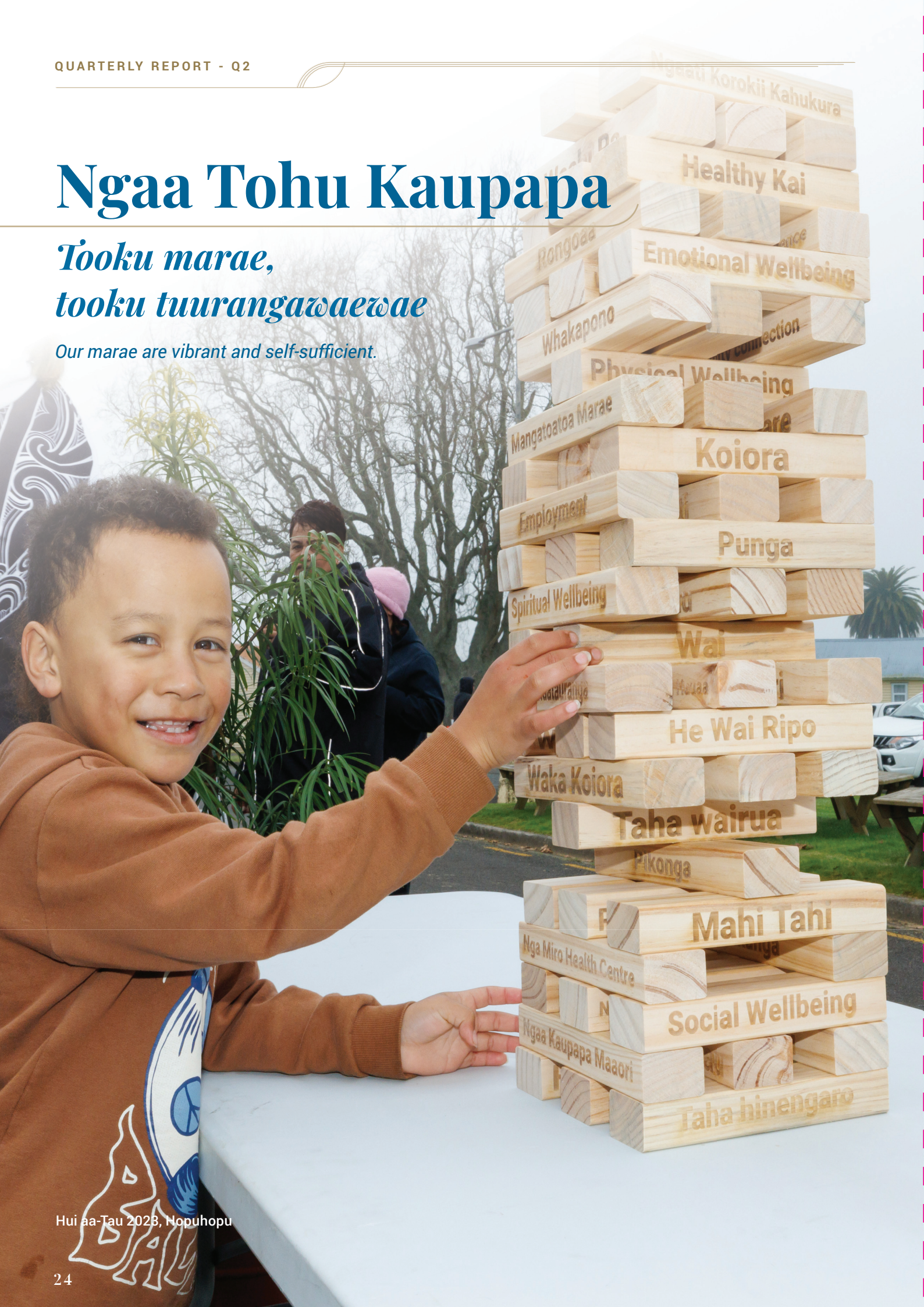


Hui aa-Tau 2023, Hopuhopu

Ngaa Tohu Kaupapa

*Tooku marae,
tooku tuurangawaewae*

Our marae are vibrant and self-sufficient.



Hui aa-Tau

In July, we hosted our annual Hui aa-Tau at Hopuhopu with more than 400 tribal members attending throughout the day. This has been by far one of the largest Hui aa-tau held over the years, with career opportunities as a clear driver for whaanau to attend.

Various stakeholders held stalls, such as Big Chill, Maersk and Kmart, showcasing new job opportunities that were being made available at the new Ruakura Superhub.

The theme for this year's Hui aa-Tau came from the Tainui Games 2023 guiding tongikura - *kia ngiha te whatumanawa, he karanga tangata!* It's a reminder of the importance of kotahitanga and challenges us to be bold, fierce, determined and to provide the best we possibly can for our marae and our people.

Whaanau of all ages attended, with plenty of kai, interactive activities for tamariki, kaimahi information stalls and presentations that covered our previous year's highlights.

Another new initiative this year was making OneSight eye assessments available free of charge for Tamariki. 36 were assessed and 18 required spectacles. This was a great insight into the difference iwi engagement can have on our tribal households.

The day's activities, highlights and presentations were livestreamed and still available to view via our Waikato-Tainui Facebook page.







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 Uukaipoo				
	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 four x online marae profiles				

Total Q1 Milestones

26

On track / Complete

22

Delays

Issues exists

0

Planned start date

23

NGAA TOHU

KAUPAPA

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	Nгаа 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

\$1,793,090

Refer page 41 for commentary

Ngaa Tohu Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations.



Waikato River

Energy Positioning

Collaborating with Minister Ellison, we have produced a comprehensive position paper that has been submitted on behalf of the iwi to reaffirm our tribal stance regarding climate resilience in Energy and Infrastructure.

Our submission also supports the reduction of greenhouse gas emissions, contributing to a more sustainable future for Aotearoa. In response to the five discussion documents released by the Ministry of Business, Innovation and Employment (MBIE) for consultation on advancing New Zealand's energy transition and strategy, the documents under consideration include:

- (a) **Gas Transition Plan issues paper**
- (b) **Developing a Regulatory Framework for Offshore Renewable Energy**
- (c) **Interim Hydrogen Roadmap**
- (d) **Measures for the transition to an expanded and highly renewable electricity system**
- (e) **Implementing a ban on new fossil-fuel baseload electricity generation.**

While the position paper and submissions don't cover all issues of concern for Waikato-Tainui in relation to energy transition and development of Aotearoa's energy strategy, they represent a significant step in articulating our stance. This includes ensuring that any Treaty settlement obligation (whether settled or unsettled) is appropriately recognised and provided for in the process going forward.

A primary focus for us was to ensure that the energy strategy distinctly outlines the outcomes for the transition period itself.

Additionally, it must guarantee that energy in Aotearoa remains both reliable and affordable. The significance of energy security and equity cannot be overstated, as they are integral to the health and well-being of our whaanau, marae, hapuu, iwi, and the broader communities we represent.

MBIE has acknowledged that more work is needed to engage with and understand the interests and perspectives of iwi, hapuu, marae, and Maaori in relation to the transition. We eagerly anticipate direct and meaningful engagement with the Crown concerning the energy transition, strategy, and the formulation of legislative frameworks.

In addition to our collaborative efforts with Minister Ellison and the submission of our position paper, it's important to recognise the critical nature of engagement in this realm. Our involvement in the energy and infrastructure sectors, which is anticipated to be ongoing, extends to multiple Ministries and Crown Agencies. Our participation is significant and long term, particularly in the context of future endeavours for our people.

The significance of energy security and equity cannot be overstated, as they are integral to the health and well-being of our whaanau, marae, hapuu, iwi, and the broader communities we represent.



Waikato River

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	On Track	On Track	On Track	On Track
		Rights & Interests	Complete Record of Commitment with Crown	On Track	On Track	On Track	On Track
		Rights & Interests	Complete Historical Account for West Coast Harbours and Taamaki	On Track	On Track	On Track	On Track
		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	On Track	On Track	On Track	On Track
		Rights & Interests	Continue engagements with overlapping groups as per the overlapping groups strategy	On Track	On Track	On Track	On Track
		Rights & Interests	Complete economic analysis for West Coast harbours beginning with Kaawhia Moana.	On Track	On Track	On Track	On Track
		Rights & Interests	Review annual crown statement for relativity mechanism purposes and respond accordingly	On Track	On Track	Delayed	On Track
(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	On Track	On Track	On Track	On Track
		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	On Track	On Track	On Track	On Track
		Rights & Interests	Engage in matters that provide for climate resilience in Energy, Infrastructure, Fisheries and Commercial Sectors	On Track	On Track	On Track	On Track

<i>Total Q1 Milestones</i>	16	<i>On track / Complete</i>	12
<i>Delays</i>	1	<i>Issues exists</i>	0
<i>Planned start date</i>			

ADDITIONAL INITIATIVES	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(W3) Invest in a uniquely 'Waikato-Tainui' trading brand	Development of an 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				
		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

\$792,833

Refer page 41 for commentary

Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo
te tangata, mahia*

A high performing organisation making an impact.



In-House legal team (from left to right): Marama Rayner, Rhythm Veall-Dunn, Gwendoline Keel, Cheri-Lee Atkinson, Ethan Jerome-Leota, Tori Stevenson, Megan Hancock

New Zealand Law Awards

The Waikato-Tainui In-House Legal Team is proud to be a finalist in the 2023 New Zealand Law Awards, vying to become the In-House Legal Team of the Year.

The winner will be announced on Thursday, 23 November 2023. The nomination is highly regarded and sees our legal team selected as a finalist together with the legal teams from Air New Zealand, Crown Infrastructure Partners, Waste Management New Zealand, Fonterra, and SkyCity.

Our In-House Legal Team includes lawyers from within the Governance and Legal Team, Rights and Interests Team, and our CEO. Together, the team practises in multiple legal disciplines and includes recognised experts in treaty settlement negotiations, charities, trusts, and incorporated societies, not-for-profit governance and management, intellectual property, and maatauranga Maaori, and exponents in Waikato iwi, Tainui waka tikanga.

The nomination was based on the team's recent achievements, which included its mahi:

- on treaty settlement protection, and in particular water and resource management reforms;
- in relation to the innovative housing solution, Te Kaarearea;
- annually in relation to the Kiingitanga Accords;
- with the Crown advocating for legislative reform, which included the introduction of tikanga and kawa provisions to the Incorporated Societies Bill, the Charities Act reform, electoral reform regarding the Maaori roll, and adoption and surrogacy law reforms; and
- educating audiences at conferences on the intersections between law, post-settlement governance issues, and Waikato, Tainui waka tikanga.

The nomination was based on the team's recent achievements, which included its mahi on treaty settlement protection, particularly water and resource management reforms.

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 Te 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				

<i>Total Q1 Milestones</i>	18	<i>On track / Complete</i>	17
<i>Delays</i>	1	<i>Issues exists</i>	0
<i>Planned start date</i>			

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

\$698,060

Refer page 41 for commentary

NGAA TOHU TAIAO

- (T1) Working towards agreement of commitment by Crown prior to upcoming election. Hearings to commence September 2023.
- (T2) Superseded by co-managed lands and Te Ture Whaimana Review.
- (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 available. A plan to socialise with Councils again is due in Q3. This work is in progress.
- (T4) Initial conversations have been held with Te Waananga o Awanuiarangi. The pilot has been pushed out to FY25. The pilot has been pushed out to FY25. The team are supporting marae led projects. Have held one rangatahi session, the next is due in Q4.
- (T5) Work is progressing across the organisation on climate change.

NGAA TOHU HAPORI

- (H3) Cultural framework has been drafted for ICDF and socialised with key teams involved in the "Growing our People" priority area. Potential users and microcredential process for ICDF are being mapped. Eleven marae/hapuu partners; 10 are working with learning centres, four are accredited MoE PLD providers; 232 learning centres engaged, 89% with English-medium, followed by Koohunga Reo; 1,408 teachers and 1,940 aakonga engaged. MoE have not committed to the FY24 funding agreement for the Kawenata, in line with the expectations of the iwi partners. The matter has been escalated to Te Arataura Chair level. Potential programmes have been identified to test once the ICDF platform has been built.
- (H4) Standards are to be remodelled due to government policy changes. On track. Quarterly Pikonga leaders forum has been held. Pikonga business plans have been completed for collation into the Locality Health Plan for Waikato. On track. Further discussions with key agencies will be held in Q3. Initiated. Leading out the development of the Health Locality Plan for the Waikato rohe.
- (H5) Koiora Accord Completed. Have engaged on first two Accords - Energy and Environment. Kiingitanga Accord Convened in Taamaki - July 2023. Completed. Space relates to front facing Waikato Rural North shared space with OT. Work progressing. Wider options being explored. Work delayed. Cultural practice framework based on Kiingitanga signed off by King. Working with TORO Group in preparation for sign off by GM. Work on track. Achieved. Mokopuna Ora is operating in both Kirikiriroa OT offices. Recruitment continues, supporting progress to meet 600 whaanau target. Work progressing and on track. Establishment of Kaumaatua Roopuu for case work supported by King. Pou Tikanga role within Mokopuna Ora in place. Engagement with kaumaatua on new Mokopuna Ora logo. Engagement with mana whenua on cultural narrative for Market St. Work on track. Signing delayed due to OT not having signatories available for Accord signing in July 2023. Signing will most likely occur in 2024 with arrangements still to be confirmed. Building Mokopuna Ora Strategy Team. Work to be incorporated as part of work plan. Change in approach whereby Waikato-Tainui independently leading our position on Community Panels. King supported. Refreshed strategy to be worked on. Work continues. Presentation at Te Hunga Rooia Maaori 2023 Hui aa-Tau August 2023 completed. International options identified/being investigated and an abstract submitted. Work on track. Formal contractual agreement and design work underway. Pilot system to be running in first quarter of new 2024 calendar year. Work on track. Work on track. Developmental evaluation scope due for completion December 2023. Contract of Researcher and Evaluator expected to be finalised by February 2024. Work on track. Currency of work alongside whaanau informs all Mokopuna Ora work, woven into BAU. Work on track. Will not progress until Phases 1, 2 and 3 completed.

- (H6) Semester B tertiary round implemented and Auahaa Grant applications processed.
Driver licence suite increased to include I Endorsement; contents insurance package being negotiated.
Work on prototypes has begun at two marae. Nine marae have indicated they are interested in testing Kia Hiwa Raa, once a high-fidelity prototype has been built.
This priority is linked to the build of the ICDF platform. Programmes will cover a number of areas, including but not limited to, Reo and Tikanga, Te Waharoa trade courses, Kairuku (Diving) course and taiao-related programmes.
Ten rangatahi have passed the Level 7 - Certificate in Proficiency (Iwi Innovation). One rangatahi has enrolled in the Level 8 course.

NGAA TOHU KAUPAPA

- (K1) Notification out via Special marae Grant documentation.
Valuations completed for renewals; workplan initiated with AON to secure scholarships into sector.
- (K2) Water communications and resource provided; priority marae engaged to complete marae assessments and prepare for facilities upgrades.
Marae champions complete workshop with Tauamta Arowai, Hato Hone.
Procurement of filtration units at competitive rates; funding confirmed for four marae based on priority to be implemented Q4 (\$380k).
- (K4) Preparations for Tira Hoe on track for delivery in November 2023.
New resource for this kaupapa is now confirmed which will assist this programme to start anew.
- (K5) Feasibility study of qualification completed and in consultation with stakeholders. Accord signing postponed, due to be rescheduled in Q4.
Conceptual design in final draft. QS to complete high level budget for presentation to key stakeholders.
One workshop completed November 2023.
Waikato Uni Paa completed. Pare Waikato completed. ACC completed. Kmart completed.
Raahui and Cultural Materials Plan in final draft.
One Ruku Kai programme completed.

NGAA TOHU WHAI RAWA

- (W3) Work is underway, however organisational restructure is now a critical consideration given brand has been identified as one of the key priority areas.
- (W4) Completed.

NGAA TOHU MAHI TONU

- (M1) This mahi is in progress. The Data Governance team are linking tribal iwi member whakapapa via their registration documentation is present. Cleanse to complete connection of members missing whakapapa. Procedure of whakapapa validation to be developed.
Data project with DIA continuing.
On track. The team have implemented on the majority of Waikato-Tainui devices. Some devices still offline while conducting the implementation that will be followed up on.
- (M2) RFP process completed for Te Whakakitenga application.
- (M3) Following elections, programme will be rolled out.
Completed.
Mahi on hold as any structural review outcomes affecting the Rules will need to be incorporated.
- (M4) A review of our workforce needs has been completed, including potential new roles and capability building in preparation for Year 1 of the new Five-Year Plan. A full workforce plan for Year 2 - Year 5 of the Five-Year Plan will follow once we understand the final impacts of the Kaapuia Review and confirmed initiatives in the Five-Year Plan.



Kaimahi Planting Day, Hopuhopu





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