

Quarterly Report

2021 / 2022

April - June

*Amohia Ake Tē Ora o Tē Iwi Ka Puta Ki Tē Whei Ao
To protect the wellbeing of our people is paramount*



WAIKATO
TAINUI

On the cover: *Ruuruhi (left to right) Margaret Makehu Whitiora, Shirley Kana-Tuteao and Hinureina Mangan welcome whaanau onto Maketuu Marae, Kaawhia.*

Ngaa Kupu Whakataki

Executive Summary

This report provides an update on all activities across the organisation for Quarter One (1 April – 30 June 2021). This report to Te Whakakitenga o Waikato presents progress updates and key highlights for initiatives outlined in Year 3 of *Te Ara Whakatupuranga* (our Five-Year plan).

HIGHLIGHTS

Following the success of our accelerated iwi resilience plan in 2020, our work programme for this year realigns to Year 3 of *Te Ara Whakatupuranga* and already, we have achieved a number of positive gains. Throughout Quarter One, we hosted several Crown officials including Brigadier Jim Bliss - former Joint Head of New Zealand's MIQ system, and Minister for Treaty of Waitangi Negotiations Hon Minister Andrew Little – who travelled to Kaawhia and Aotea to hear koorero from whaanau and marae about their settlement aspirations. We also signed key relationship and partnership agreements with the Ministry of Education, Habitat for Humanity and Microsoft. Not forgetting the importance of Matariki, in June we hosted the annual Kaumaatua Ball and celebrated with our King and Makau Ariki, after missing the opportunity to do so last year due to COVID-19. .

FINANCIAL SUMMARY

For FY22, salaries directly related to project deliverables are now included within our distribution budgets for Taiao, Kaupapa, Hapori and Whai Rawa workstreams. This accounts for an overall increase in Quarter One spends compared to previous years but overall spend is tracking as forecasted.



Linda Te Aho
CHAIR, TE ARATAURA

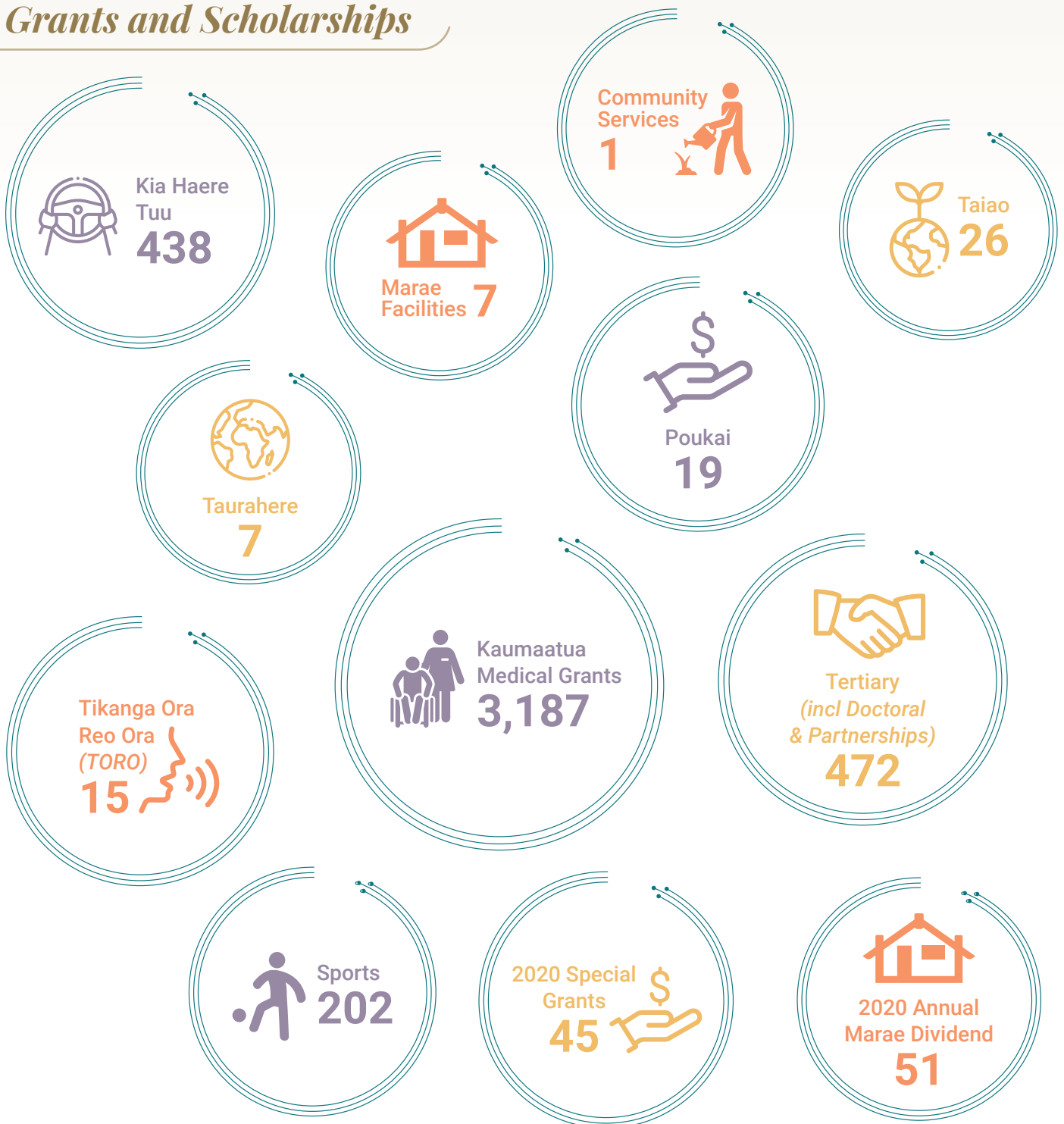


Donna Flavell
TUMU WHAKARAE

Iwi Stats

Awarding grants and scholarships is one way we aim to support whaanau to achieve their goals and realise their aspirations for Mana Motuhake. We offer a range of grants and scholarships across various kaupapa including education, sports, kaumaatua, driver licensing and Taiao. The infographic below illustrates the different types of support Waikato-Tainui distributed in 2020. Whaanau wanting to know more information about our grants and scholarships can contact 0800 TAINUI (0800 824 684) or email aawhina@tainui.co.nz.

Grants and Scholarships



TERTIARY GRANTS — TOTAL —
4,470



Postgraduate study
(Levels 8+)
93



Undergraduate study
(Levels 2-7)
379



Top 3 Tertiary Providers

1. University of Waikato
2. University of Otago
3. University of Auckland

Top 3 Qualification Fields



1. Bachelor of Nursing



2. Bachelor of Art



3. Bachelor of Medicine & Surgery



Oldest & Youngest Taurira
67 & 17

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.*



Positioning iwi voice critical for three waters reforms

The health and wellbeing of our tupuna awa and the protection of mechanisms within our river settlement is a key driver and priority for Waikato-Tainui as we participate in the Government's Three Waters Reform Programme.

Having launched the three-year review in July 2020, in June this year the Government announced its plans to create four publicly owned entities that would oversee drinking water, wastewater and stormwater infrastructure across the country. Boards would be appointed to manage them and would include representatives from Maaori, councils and water infrastructure experts.

The proposed four entities would cover the following areas:

- Entity A: *Auckland and Northland regions;*
- Entity B: *Waikato, Bay of Plenty, Taranaki and the upper Manawatu-Whanganui regions;*
- Entity C: *Gisborne, Hawkes Bay, lower Manawatu-Whanganui, Wellington, Tasman, Nelson, and Marlborough regions;*
- Entity D: *West Coast, Canterbury, Otago and Southland regions.*

At present, 67 different councils own and operate the majority of the drinking water, wastewater and stormwater services across the country. The proposed reforms would see these dissolved into four big regional water authorities, with the Government committing a \$2.5 billion package to support local government transition through the reforms.

In a statement, Local Government Minister Hon Nanaia Mahuta said without the reforms, councils would struggle to pay for an estimated \$120 billion to \$185bn worth of infrastructure needed over the next three decades.

"We have seen the effects of a system in crisis: fatalities from bacteria in drinking water, broken sewer pipes, poorly treated wastewater running into streams and rivers, no-swim notices at the beaches, regular boil-water notices, and lead contamination," said Minister Mahuta.

"Without this change, communities are going to either face very large bills for water services; or infrastructure will continue to degrade with ongoing health and environmental consequences. Both of these outcomes are unacceptable," she added.

The proposed water reforms, along with changes to the Resource Management Act (RMA) that were also introduced last year, have significant implications for Waikato-Tainui said Chief Executive Donna Flavell.

"These reforms put at risk mechanisms within our river settlement that were created to ensure Waikato-Tainui had a voice in how the river was used both environmentally, commercially, socially and culturally. We are currently engaged in a substantial work programme around water that re-enforces our position, including the Board of Inquiry into Watercare's request to increase its take from the Waikato River. It is our responsibility to hold both central and local government to account on any changes that impact our tupuna awa."

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Training and support for our tribal members so that they can lead Taiao initiatives	Training programmes tailored to meet the taiao priorities and needs of tribal members and marae	Oranga	Service provider to deliver programme confirmed and NZQA accreditation obtained				
		Oranga	Promote and secure enrolment numbers for programme including criteria and pre-requisite requirements				
		Oranga	Scope pathways to employment opportunities at the completion of training programmes				
	Training programmes create pathways to employment and business opportunities for tribal members that align to kaitiakitanga	Oranga	Support delivery of specialist programmes and courses including Tai Tumu, Tai Pari, Tai Ao, commissioner and expert witness training, and GIS training/waananga				
		Oranga	Establish grant to support accommodation and conference costs for Taiao-related events				
Implement a five-year programme of investment to improve wai (including Kaawhia, Aotea, Whaingaroa and Manukau harbours) and whenua	Phased implementation of restoration projects with support from Marae, tribal members and the community	Oranga	Establish the areas of priority for the Waikato and Waipaa Rivers including a status check against the report card for the awa				
		Oranga	Develop a funding strategy aligned to a programme of work that supports restoration activities				
	100% of priority restoration areas have been mapped towards a full restoration programme	Oranga	Develop a reporting system to monitor and provide progress updates on restoration activities to better support shared outcomes				
		Oranga	Scope and prepare calculation for coastal restoration aligned with settlement aspirations (West Coast Harbours)				
	Research projects aligned to restoration priorities successfully delivered to tribal members and marae	Oranga	Identify and develop a research trial project that supports restoration and protection of taonga species aligned with settlement aspirations (West Coast Harbours)				
		Oranga	Identify and develop a research trial project to remove aquatic pest animals and protect our freshwater taonga species				
		Oranga	Develop and implement a sustainable kai programme to support marae and tribal members with maatauranga including resources to grow healthy kai				
		Oranga	Host a proposed Taiao coastal restoration symposium aligned with settlement aspirations (West Coast Harbours)				

Total Q1 Milestones	24	On track / Complete	24
Delays	0	Issues exists	0

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Secure water rights	Water rights plan in place for the Waikato River with planning undertaken for other bodies of water	Rights & Interests	Public sector engagement (local and central government)				
			Private sector engagement (industry, water, technology, infrastructure, research and development)				
			Maaori sector engagement (River iwi, iwi leaders)				
			Promote the engagement and advocacy for Waikato-Tainui water interests and lobby for change				
Develop and operationalise Iwi Environmental Standards consistent with Tai Tumu, Tai Pari, Tai Ao	All of our tribal lands have been assessed against our standard and we see local government responsiveness to tribal environmental standards	Oranga	Review RMA and realign Environmental Standards as required under the new reforms				
		Oranga	Develop engagement strategy with councils for use and update of the tools				
		Oranga	Implement training, education, and awareness initiatives for the framework and tool				
Support our whaanau to respond to climate change impacts (and other environmental challenges) on their marae	Marae critically impacted by climate change identified and mitigation/response plans being developed (implementation FY22)	Oranga	Development of a climate change implementation and investment model. Review internal investment portfolio (corporate)				
		Oranga	Continue to work on mitigation and response plans with Marae (including funding strategy)				
	Implementation of investment model	Oranga	Development of engagement strategy with internal and external stakeholders				
		Oranga	Review potential funding streams and/or grant options to support marae impacted by climate change				
OVERALL BUDGET				\$540,000			

FULL YEAR BUDGET

\$540,000

ACTUAL TO DATE SPEND

\$132,749

All initiatives on track for Q1. Secure Water Rights (T1) workstream includes pieces of work across the three waters reforms and the Board of Inquiry for Watercare. Taiao training (T4) delivered this quarter included Commissioner Training and Expert Witness Training courses.

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.*



Relationship agreement signed with Habitat for Humanity

Following the completion of houses built within Te Kaarearea by Habitat for Humanity earlier this year, the not-for-profit organisation has signed a relationship agreement with Waikato-Tainui to help broker more home ownership opportunities for tribal members.

The agreement sets out a number of shared aspirations and priorities that both organisations want to achieve in order to help progress tribal members along the housing continuum. This includes Habitat for Humanity providing specialist advice on things such as housing and development typologies, finance models and interventions.

Representatives from Habitat for Humanity Central Region including Chair John Gallagher and Chief Executive Nic Greene, attended a special signing ceremony at Waikato-Tainui offices in May.

“They are a great example of an organisation that provides pathways to home ownership for communities who would not be able to achieve this without support. We hope to leverage their knowledge and expertise in the housing space to help drive our projects. But also, we want to ensure we can support tribal members into Habitat’s home ownership programme as well,” said Oranga General Manager Marae Tukere.

Habitat for Humanity purchased 12 of the 50 sections that were under development for Te Kaarearea.

In March of this year, the first group of three houses were completed and officially handed over to whaanau with connections to Maurea and Te Kotahitanga Marae. By the end of June, all 12 x Habitat for Humanity houses were allocated to whaanau.

Partial funding for the project was provided by the Ministry for Housing and Urban Development and included a criteria to prioritise Maaori, Pasifika and families. At the time, Chief Executive Nic Greene said the strengthening of relationships with iwi Maaori would be an added benefit for communities.

“We have committed to considering referrals from Waikato-Tainui as part of our partnership and are very keen to develop our programme offering to serve tribal members alongside our other cohorts.”

Further information about Habitat for Humanity’s homeownership program is available online at www.habitat.org.nz.



Initiative: Creation of home ownership opportunities across the housing continuum



Manaakitanga fundamental to MIQ facilities success

Waikato-Tainui took the opportunity to meet with former Joint Head of New Zealand’s Managed Isolation and Quarantine (MIQ) system Brigadier Jim Bliss to discuss the work that had taken place to help support its MIQ facilities and services within the Waikato.

Brigadier Bliss visited the Waikato as part of a wider national trip to get amongst the five regions where managed isolation facilities are located - Auckland, Hamilton, Rotorua, Wellington, and Christchurch. By the end of May, over 140,000 returnees had stayed over 2 million total nights in MIQ facilities. Of this, Hamilton hosted more than 5000 returnees, staying more than 70,000 nights in MIQ facilities.

“What struck me on my travels is how each region brings their own unique manaakitanga to the welcoming of returnees, while also being united across the motu in ensuring our staff are safe, integrated, and respected for the mahi they do,” said Brigadier Bliss.

Since last year’s lockdown, Waikato-Tainui has continued to work closely with the government on its COVID-19 response. Representatives from the Ministry of Business, Innovation and Employment (MBIE) and Waikato District Health Board accompanied him during a scheduled visit to Hamilton.

Engagement with iwi was a key highlight during his haerenga as well added Brigadier Bliss.

“Iwi play such a key partnership role in our response; both in terms of how we operate in the regions, but also the considered way of welcoming returnees who have arrived from all corners of the globe, sometimes in extremely difficult circumstances. The advice from iwi has been invaluable and my interactions with them in the regions, where we have facilities, has been a personal highpoint.”

Initiative: Establish Waikato-Tainui wellbeing standards for hauora and social wellbeing (COVID-19)

Kawenata breaks ground for iwi education partnership

Reducing a transactional approach between iwi and the Ministry of Education is one of several priorities to drive a collective agreement that Waikato-Tainui, Ngaati Tuuwharetoa and Ngaati Raukawa (Ngaa Iwi) have signed with the Government department.

At a special ceremony hosted at Waihi Marae, the three iwi signed a Kawenata with the Ministry of Education. The Tiriti-based relationship agreement is guided by each iwi's own aspirations for education:

- “Ko te Mana Maatauranga”
- “Kia Tuuwharetoa ki te ao”
- “Raukawa Kia Mau, Kia Ora”

“This Kawenata is a commitment to build upon relationships, as well as the mutual and collective responsibility to ensure that the Ministry of Education and Ngaa Iwi put into action a true, enduring Treaty partnership,” said Associate Minister of Education Hon Kelvin Davis in his speech to those in attendance.

“Currently educational priorities are Ministry driven and transactional costs are high on both sides. Tuuwharetoa, Raukawa and Waikato-Tainui span four Ministry regions, and their priorities align with multiple Ministry groups. While the Ministry can build capacity to service these contracts, Ngaa Iwi has fewer resources”.

The kawenata outlines a number of high-level principles and strategic aims that the Ministry and iwi have agreed to work towards including co-designing a framework between parties to shape and deliver initiatives for Maori learner success and resourcing the growth of own puna Maatauranga within our learners and tamariki.



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



“Capacity is often a challenge when we are dealing with Ministry, so this agreement is the first step in removing those issues. Being better positioned to prioritise and direct our partnership with the Ministry as part of this collective means we can reduce silos and improve getting the job done and that’s what’s important,” said Raewyn Mahara, General Manager Education & Pathways.

Implementation of the plan will include:

- Ngaa Iwi will lead partnership arrangements with the Ministry.
- The Ministry will work in partnership with Ngaa Iwi to determine priorities, the best approach, solutions, and reporting milestones.
- Key outcomes and priorities are developed in partnership with Ngaa Iwi, and funding for out-years is determined based on need.

“The Ministry asks a lot of its partners but doesn’t always back this up with good processes or genuine partnerships. Its systems and processes are complex and over time it has developed funding models that suit their requirements but are hard for people outside the Ministry to navigate. Partnering does not mean taking the feedback of one iwi and applying it across all Maaoridom. In this time of change the Ministry is committed to transforming the way they work with Iwi, Maaori, hapuu and whaanau,” Minister Davis added.

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



New approach for tribal-wide social procurement

A draft social procurement strategy across the wider tribal group has been finalised and signals a new beginning in how Waikato-Tainui procures services and products in the very near future. Over the past year, Waikato-Tainui and Tainui Group Holdings have worked together to develop a draft strategy and operational model for social procurement that will be adopted across both entities.

“As an organisation, the development of the strategy has enabled us to look at how we merge our social and commercial objectives for the betterment of our whaanau,” said Whanake Manager Trina Pohatu-McQueen.

“Through the implementation of the strategy, we will need to optimise our tribal economy to increase iwi, hapuu, marae and whaanau participation. It will mean changing the way we do things and placing value on aspects in addition to cost.”

Some of the priority areas that the strategy will cover includes a concentrated focus on implementing policy and process changes, allocating resources and working with our talent pool to ensure they’re ready to take up the opportunities that are created.

“The goal is to have our people working on our projects, and to then seek those same opportunities from our partners. Ultimately, we want to scale up and replicate what we’ve achieved to date with some of the contracts for Ruakura so there’s an extensive implementation work programme we still need to confirm,” added Trina.

Senior management across Waikato-Tainui and Tainui Group Holdings reviewed the draft strategy and operational model to consider how to resource the implementation phase for both entities. It will be presented to Te Arataura for approval of the strategy, implementation plan and resourcing for the first 12-months.

Initiative: Support development and growth of commercial and social enterprises for tribal members and marae



Tribally owned recruitment partnership a win for iwi

Waikato-Tainui has partnered with tribally owned recruitment company Kiwi Staff, to deliver employment programmes that better prepare whaanau to transition into mahi. The Hamilton-based recruitment specialist will work with our Education & Pathways team to deliver the tribe's "Work Readiness" programme including pastoral care services to ensure support systems are in place for tribal members and their whaanau once in employment.

"This partnership means that our teams capacity is essentially tripled, leaving shorter waiting times for our tribal members. Kiwi Staff are proven providers of work readiness and pastoral care – we know that our tribal members are in good hands while working with them," said Career Pathways Manager Kaaro Iti-Moeke.

Owned and operated by Mainu Huirama (Ngaati Tamainupoo), Kiwi Staff has been working in the recruitment and employment industry for the past five years, and recently opened a branch in Brisbane, Australia.

"They (Kiwi Staff) also have a range of employer partnerships that we can leverage – if we don't have opportunities in a particular area or field, Kiwi Staff might and so we will be better positioned for whaanau to benefit from these types of prospects," Kaaro added.

Through the partnership, Waikato-Tainui kaimahi will complete a short assessment with tribal members to understand their current status and employment needs. Once complete, they will be referred to Kiwi Staff or may choose to self-refer to them directly to continue accessing any additional support as they progress.

"We've adopted this model in an effort to build capacity of tribally owned businesses, which in turn adds volume to the capacity of our own team – better servicing whaanau and their communities," said Kaaro.

Tribal members wanting to know more about our employment services, can register with Te Rau Mahi at <https://teraumahi.waikatotainui.com/login> or contact 0800 TAINUI (0800 824 684).

Initiative: Supporting tribal members into individual career pathways

The savings are enormous with

OURPOWER

“Cheap and simple”, that’s how Wai Matthews (Aunty Wai) describes OurPower.

Prior to making the switch to OurPower two years ago, Aunty Wai was spending an average of \$200 per month - now it’s less than \$120.

“The savings are enormous. My power bill, on average, is \$19 per week in summer and \$29 in winter. The most I’ve paid (in winter) is \$35 for the week but I went crazy. I know when I’m using a lot of power but with OurPower I can afford to have a crazy week occasionally,” she says.

Aunty Wai is one of more than 2800 customers that are enjoying the benefits the low cost-retailer has to offer.

One of those is the price of power. At 23.5c + GST per kWh with no daily fixed charge, the purpose of OurPower is to enable everyone in the Waikato to have access to a basic service like electricity.

There’s also an option to pay it forward by adding a bit more onto your power bill each week.

“I signed up online, it’s easy and fast. I set up a direct debit and I receive my bill each week in my email... easy. I like checking it to see how much its cost and how much I’ve saved. OurPower would be so good for our kaumatua, our young mothers and our young families. I’m trying to get all my whanau to join. Everyone should sign up - the savings are enormous!,” she says.

There is a special OurPower sign-up opportunity for Waikato-Tainui members. Join OurPower today and save up to \$300 p.a.*

Visit www.ourpower.co.nz for more information.



Waikato-Tainui Tribal Archivist Wai Matthews (Aunty Wai) has been an OurPower customer for two years.



‘Our Power’ collaboration to combat energy hardships

Energy hardship and a drive to provide affordable and accessible energy to tribal members within the Waikato region, is the premise behind a collaborative partnership between Waikato-Tainui and Wel Networks’ ‘Our Power’ initiative.

In 2019, the Waikato Wellbeing Project identified that 18,000 households within the region lived in energy hardship. As the cost of living increased, so did the cost of power and a growing concern for communities to access affordable energy.

‘Our Power’ with the support of the WEL Charitable Trust, identified a gap in the market and was created to provide Waikato consumers with affordable energy, as well as encouraging and supporting community solutions to energy hardship. ‘Our Power’ is owned by the community and offsets cost of a daily fixed charge to the consumer which lowers the cost of a power bill.

“Following the challenges of COVID-19 last year, Waikato-Tainui took the opportunity to join with ‘Our Power’ and support tribal members with this alternative power option. Although this is still a relatively new space for us, tribal members who are active customers, have found the change a positive one and send savings to their monthly power bill,” said Tribal Energy Navigator Hinerangi Pere.

As a community power company, ‘Our Power’ works with community organisations, social service providers and iwi to ensure its products and services reach communities most in need. Through its gifting feature, customers are able to gift a specific amount to community organisations or individuals and adding it to their weekly power bill.

In addition, ‘Our Power’ also works with iwi to educate and support energy literacy amongst communities. Tribal members wanting to learn more about ‘Our Power’, can visit www.ourpower.co.nz or contact Hinerangi Pere (Tribal Energy Navigator) on 0800 TAINUI (0800 824 684).

Local electricity. Simple cheap power.

SAVE \$300+* A YEAR

NO DAILY CHARGES
NO FIXED TERM CONTRACTS

How to make the switch



Check your address

Use the search box at ourpower.co.nz and check that you are able to join the OurPower network.



Pass us your details so we can arrange the connection.

Fill out the registration form and send us your details. We’ll be in touch to organise the connection.



Sit back and chill.

Now you’re an OurPower customer you can chill knowing you’re getting simple, cheap power.

* Savings estimated based on an average annual household load of 8,000 kWh at 23.5c + GST per kWh compared to the average electricity prices in Waikato as published quarterly by MBE

** As of 19 June 2021 at 22.5c + GST per kWh



INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Manage gaps or misalignments with health and wellbeing service delivery	An advocacy team established and working alongside government agencies and providers to ensure gaps in social and economic services for our marae and tribal members are being addressed	Rights & Interests	Keep abreast of social and economic activity including advocacy				
		Rights & Interests	Understand and monitor the progress of contemporary claims in this space (Wai 1315 claim)				
		Rights & Interests	Deliver Kiingitanga Accord and ensure alignment of existing accords				
Creation of opportunities across the housing continuum	Data used to obtain third party funding (Including Government) funding and support to improve tribal housing	Oranga	Housing data secured from relevant agencies and tribal members (align to our data strategy)				
Creation of home ownership opportunities	Existing home ownership support programmes are responding effectively to whaanau needs	Oranga	Deliver home ownership work programmes				
		Oranga	Confirm contract for delivery of Toiora whare, Toiora whaanau - Home repairs programme				
		Oranga	Evaluation of Stage 1 of Te Kaarearea				
		Oranga	Support feasibility of Hopuhopu housing project				
Creation of papakainga or communal living opportunities	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 programme of work to support the refreshed housing strategy				
Grow education and career pathway partnerships to improve quality learning	Waikato-Tainui quality learning standards framework is developed to measure our education partners	Education & Pathways	Host Marae aspiration workshops with Iwi leaders, Marae to analyse results and confirm Marae aspirations for wellbeing, as determined by Marae (3)				
		Education & Pathways	Engage with hapuu or Marae partners to co-develop a support and collaboration framework for cultural capability provision in the Waikato region schooling territory (5)				
		Education & Pathways	Research and scope for an Iwi Capabilities Development Framework (ICDF) to identify tribal member and marae needs around meaningful and sustainable pathways				
Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing	Implementation of Health and Wellbeing standards	Oranga	Define a Koiora holistic hauora approach including key measures and data sources for our wellbeing indicators				
		Oranga	Develop and sign off Koiora Accord (Social Sector)				
		Oranga	Develop Maaori Health workforce development plan				
		Oranga	Specifications developed for capture, retention and use of external data sources				
	Identified service providers have been measured against our standards	Oranga	Government agency data sharing agreements have been drafted				
		Oranga	Data analytics being undertaken to establish our wellbeing indicators baseline				

Total Q1 Milestones	35	On track / Complete	35
Delays	0	Issues exists	0

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4	
Support the development and growth of commercial and social enterprises for tribal members and marae	Initiatives are supported for piloting	Oranga	Undertake needs analysis and evaluation of current business support programmes (Acceleration, start-up, mentoring)					
	Development of an investment strategy to support social and economic business opportunities	Oranga	Complete feasibility and business case for Microfinancing pilot including implementation plan					
		Oranga	Develop start-up support package including identifying funding partners and ensuring adherence to relevant policies and regulations					
		Oranga	Develop an entrepreneurship pipeline strategy that pathways tribal members into entrepreneurship					
	Funding partners identified to assist commercial and social enterprise opportunities	Oranga	Develop access to markets strategies framework that encompasses funding & partnerships and, that leverages the WT brand to create opportunities for tribal members and Marae					
Supporting tribal members into individual career pathways	Grant programme is in place and communicated to our tribal members and is being fully utilised	Heritage & Identity	Grants programme is in place and paying Grants in line with our Grant payment process					
		Heritage & Identity	Complete Marae kiosks for Xero subscriptions and Marae Investment Advisor listing					
		Heritage & Identity	Complete Health Insurance and KiwiSaver Feasibility and Health Partner Kiosks for Kaumaatua & Tamariki					
		Heritage & Identity	Develop microfinancing options for marae as part of the Whakatapu Rawa Marae programme					
		Heritage & Identity	Complete one iwi-conscious consumer initiative (Our Power)					
		Education & Pathways	Monitor, evaluate and implement Te Rau Mahi with improvements. Review Te Rau Mahi					
		Education & Pathways	Plan, implement and review internship programme					
		Education & Pathways	Support tribal members into Puhoro STEM academy waananga (125)					
		Education & Pathways	Deliver Education & Pathways events (2 per annum)					
		Our rangatahi have personalised education and career pathways to support them now and into the future	Education & Pathways	Support tribal members with pastoral care (30 per quarter)				
	Education & Pathways		Support tribal members into Apprenticeships (12 per quarter) & with tool grants (12 per quarter)					
OVERALL BUDGET				\$1,910,000				

FULL YEAR BUDGET
\$1,910,000

ACTUAL TO DATE SPEND
\$248,426

Home Ownership & Sorted Kainga Ora workshops (H2) delivered this quarter. Data sharing agreement in place with TWOA for access to Te Ahikoomako database. Social Procurement draft strategy completed, awaiting approval from Te Arataura to move to implementation and operational phase (H1). Our Power energy project underway and Grants Programme in place for FY22 (H6).

Ngaa Tohu Kaupapa

*Tooku marae,
tooku tuurangawaewae*

Our marae are vibrant and self-sufficient.



Matariki Kaumaatua Ball

Matariki Ahunga Nui

Matariki Hunga Nui

Matariki Taapuapua

Having to cancel the event last year due to COVID-19, Waikato-Tainui were able to host the annual Kaumaatua Ball as part of our iwi Matariki celebrations.

The night was a fabulous and glitzy affair for kaumaatua, as they gathered to celebrate Matariki with Kiingi Tuheitia and Makau Ariki Atawhai.

Some 180 kaumaatua from 45 of our Waikato-Tainui marae attended this year's Kaumaatua Ball celebrations.

Held in June at the Hamilton Gardens, guests were treated to a three-course dinner whilst being entertained by the ever-popular and slick Howard Morrison Quartet Take Two band, who played many crowd favourites that had everyone joining in to sing, dance and laugh the night away.

Given some of the challenges kaumaatua faced during last year's lockdown, it was an exceptionally poignant time to recognise their immense contributions said Events Manager Hinga Whiu.

"The evening was a chance for the iwi to acknowledge the significance of our kaumaatua as keepers of tribal histories, koorero, waiata and the strength they provide not only to their whaanau, marae and hapuu, but also to the Kiingitanga. Hiinei te ataahua o te noho tahi, kai tahi, koorero tahi i too taatou Kiingi taha."

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





Launch of Aukaha another platform for iwi news service

An exciting new regional news service that will umbrella under the iwi's communications functions was launched in April and will provide an additional platform for iwi to share their stories online.

Aukaha is a pan-tribal reo irirangi Maaori news service focussed on local kaupapa and will provide regional news from Tongariro to Te Puuaha, and across to Rotorua, Tauranga Moana and Hauraki.

"Aukaha will be pivotal in extending the reach and coverage of Maaori news content to greater audiences. Against the backdrop of mainstream media narratives, our team are committed to bringing relevant and authentic stories that capture the grassroots perspectives of whaanau, marae, hapuu and iwi across the rohe," said Jason Ake, General Manager Communications & Engagement.

Freelance producers, journalists and content developers, along with kaimahi from within Waikato-Tainui and *Tainui Live* in Kirikiriroa, *Te Arawa FM* in Rotorua and *Moana Radio* in Tauranga will contribute and file news stories for Aukaha.

Operating out of two studios based in Hamilton and Rotorua, Aukaha will also serve as a training ground for future producers, journalists and broadcasters adds Jason.

"Through a tuakana/teina mentorship, we will foster the next generation of kai-paapaaho. We've got seasoned broadcasters who have years of industry experience that rangatahi coming through can learn from. This exposure whilst teaching them the balance of being transparent and authentic in the way news is reported, creates a sustainable pathway for succession planning."

Aukaha News is supported by funding from Te Māngai Pāho and is streamed live on Facebook and across iwi radio stations *Tainui Live*, *Raukawa FM*, *Te Arawa FM* and *Tuuwharetoa FM*. For more information, visit <https://www.facebook.com/AukahaNews/>.



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

Tira Hoe a journey of reconnection

As part of a new cultural induction programme for governors, a special haerenga along the Waikato River was held to give Te Whakakitenga o Waikato members an opportunity to reconnect with our tupuna awa.

Forty members of Te Whakakitenga were part of their own tira hoe and attended workshops held over three different weekends.

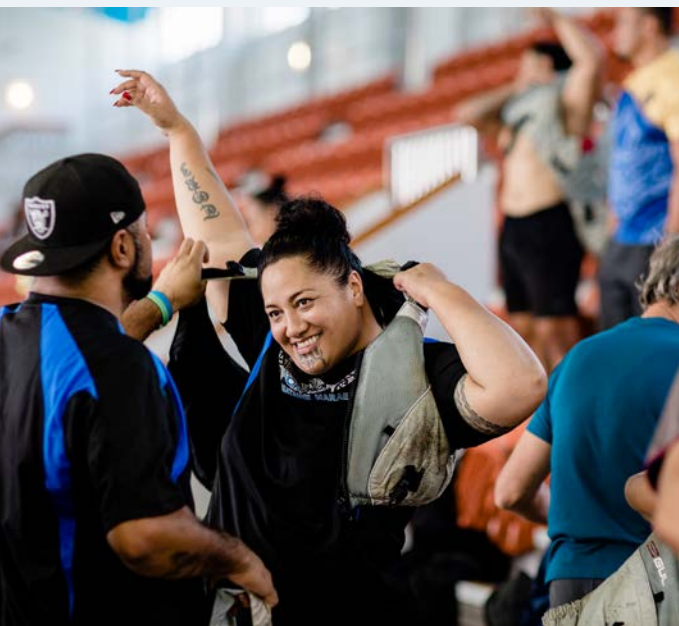
Building on whakawhanaungtanga amongst new and returning members of Te Whakakitenga, participants received water safety training before tackling a shortened 21km paddle between Hamilton and Ngaaruawaahia, with the tira hoe finishing at Tuurangawaewae Marae.

The induction also featured historical koorero from Te Whakakitenga o Waikato Deputy Chair Ikimoke Tamaki-Takarei, who shared stories and cultural narratives of significant sites along the awa including a short whiikoi to Mangaharakeke Paa, near the current Fonterra factory site in Te Rapa.

Here are some of the whakaahua captured of Te Whakakitenga o Waikato members during their haerenga along the Waikato River.



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





INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Support Marae to develop Oranga Marae Plans (Marae Development Strategy)	Support our marae to develop Oranga Marae Plans that identify their aspirations and provide pathways to achieve those aspirations (including potential funders and service providers) (ongoing)	Oranga	Complete 12 x Marae Development Plans				
		Oranga	Implement software to analyse plans				
		Oranga	Develop planning tool for utilisation of information				
		Oranga	Pilot 8 x Marae projects in collaboration with internal teams				
		Oranga	Engage 30 x Marae to begin process for Marae Development Plans				
Deliver Waikato-Tainui reo and tikanga programmes at tribal member, marae and hapuu level	Marae engaged to co-design tikanga and reo based programmes including knowledge repositories to support research and development of TORO related activities (ongoing)	Education & Pathways	Continue delivery of reo programmes - Te Reo Kaakaho, Te Reo Kaapuia, Pae Kaakaa, Te Reo Aratau, Te Reo Uukaipoo, Huinga Taniwha, Reo Taapoopokotea (Kaumaatua), Train the trainer programmes for TORO programmes				
		Education & Pathways	Understanding what reo priorities marae have and align our support to their strategic needs and aspirations, as identified in the Marae Strategic Plan, in collaboration with Marae engagement forum and H&I.				
	TORO's five strategic pou are fully resources to support marae-based programmes	Education & Pathways	Develop assessment criteria to measure and monitor reo programme outputs and delivery (micro-credentials)				
		Education & Pathways	Reo and Maatauranga resource development and creation. Align to aspirations identified in Marae strategic plans or identified through TORO Grants. Explore Digital platform				
		Education & Pathways	Explore opportunities to deliver TORO initiatives to our Taurahere groups				
Engage our marae to co-design, develop and deliver systems to connect tribal members to their marae and improve overall marae engagement	Tribal events held and delivered including Tainui Games, Tira Hoe, Kaumaatua events and more	Communications	Deliver Te Puutaki o te Riri project				
		Communications	Deliver Kaumaatua Ball				
		Communications	Deliver Matariki project				
		Communications	Deliver Tira Hoe				
		Communications	Deliver first 2021 edition of Te Hookioi				
		Communications	Establish broadcast of Tainui Live & Aukaha News				
	Support Marae to implement their engagement plans including technology support	Communications	Host 4 x Online Marae profiles				

Total Q1 Milestones

38

On track / Complete

38

Delays

0

Issues exists

0

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Support the gathering of maatauranga and safe recording and storage of our taonga, waahi tapu and waahi tuupuna including supporting marae and whaanau to protect their taonga	Complete a stocktake of all Waikato Tainui taonga and sites of significance	Heritage & Identity	Organisation-wide Maatauranga Agenda confirmed; Paimaarire Tariao Waananga schedule sent out to practitioners				
		Heritage & Identity	Complete Tuutohu Whenua resources (2 x Moana, 2 x Whenua)				
		Heritage & Identity	Complete Taku Taioretanga Cluster resources and informed by Maatauranga Agenda (8)				
		Heritage & Identity	Complete Paimaarire Tariao Waananga schedule & Tuutohu Whenua stocktake				
		Heritage & Identity	Complete design, narrative and project plans for external installations				
		Heritage & Identity	Implement external installation projects				
	Completion of digitisation of tribal archives by FY22	Heritage & Identity	Complete system review of Recollect				
		Heritage & Identity	Complete archival policy, categorisation and standard operating procedures				
		Heritage & Identity	Complete digitisation workshop for Marae practitioners				
		Heritage & Identity	Archival Agenda confirmed for FY23; Complete Archival User experience with Kaimahi, Marae and Tribal Member Testers				
	Secure funding to support housing and storing of tribal taonga	Heritage & Identity	Collection management policy and standard operating procedures drafted				
		Heritage & Identity	Complete Taonga Narrative (3) & Collection Workshops (2)				
		Heritage & Identity	Draft funding strategy for taonga storage and housing completed				
Development of a strategic approach to maintenance and build projects across our 68 Marae	Complete current state audit of Marae facilities	Oranga	Complete 52 x Marae condition assessments				
		Oranga	Assess drinking water systems, quality and infrastructure for 64 x Marae				
	Support marae to implement their Oranga Marae Plans	Oranga	Develop Marae database programme/ software				
		Oranga	Develop strategy for all Marae to have access to safe and healthy drinking water				
		Oranga	Pilot accessible drinking water projects with Marae (6)				
		Oranga	Deliver training on the maintenance and treatment of Marae drinking water				
		Oranga	Leverage support and resourcing from internal and external funders and partners				
		Oranga	Access to traditional water sources, provide legal support and utilise partnerships with council and Watercare				
OVERALL BUDGET				\$3,080,002			

FULL YEAR BUDGET

\$3,080,002

ACTUAL TO DATE SPEND

\$624,732

Kaumaatua Ball and Te Whakakitenga Tira Hoe delivered as key engagement events for marae and tribal members (K4). Cultural narratives for Waikato University Paa project completed, agreement signed and work now in progress. Additional cultural narratives for external build projects in progress including Stark Properties, ACC and BNZ.

Ngaa Tohu Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations.



Whaanau share settlement aspirations at Ministerial visit

Kaawhia and Aotea Moana whaanau came together in May, to host Minister for Treaty of Waitangi Negotiations, the Hon Andrew Little, and share with him first-hand, their unique stories as part of our Waikato-Tainui Remaining Claims settlement.

The Minister was invited to the harbours so he could develop a better appreciation for the stories and histories of the area, deepen his connection to the moana and the whenua, and better understand the iwi and hapuu perspectives.

“When we arrived to Tirohanga Kaawhia, although it was misty and drizzly you could still see the mouth of the harbour, and really you could feel some of the wairua coming forward,” said Waikato-Tainui Negotiator Rahui Papa.

Despite the cold, wet and rainy weather, Minister Little and representatives from Te Arawhiti first visited Maketuu Marae, then Ookapu Marae and finished at Te Papatapu Marae where whaanau were each able to share their concerns and aspirations for Kaawhia and Aotea harbours.

“We have to work together as iwi, we are all interconnected, we all whakapapa together, we are all part of the moana, so we are really keen to progress along that path,” said Less Seymour (Ngaati Hikairo).

Some of the koorero shared by whaanau included recounting stories of culturally significant sites, and the more contemporary challenges of climate change and the impacts it poses to the Taiao. Diane Bradshaw (Ngaati Te Wehi) spoke to Minister Little about the environmental issues at Aotea Harbour and shared with him the story of Te Whakaotirangi, one of the wives of Hoturoa, who brought taro on Te Waka o Tainui and planted it at Hawaiki iti on the edge of Aotea Harbour.

Minister Little then visited the site. “It is the only living taonga from Tainui Waka that we still have today in our area,” said Rahui.

The day concluded at Te Papatapu Marae where Minister Little was able to share his own reflections from his visit. “At some point I am going to have to make some decisions, so it is important for me as a Minister to hear first-hand, and to see, and feel, and breathe the air here with my understanding as I make decisions. So, for me, it was an amazing day.”

The haerenga provided Minister Little with a new perspective and a better understanding of the spiritual connection between the people, the moana and the whenua. “I think I have a clearer understanding of what some of the issues are, some of the hurt that the Crown has clearly now got to address in these negotiations.”

“I think also just understanding the spiritual connection with the moana, to those who live on its shores and on the whenua. It is important to understand that as well, as we engage in the dialogue, being respectful of that important connection,” he said.

The Waikato-Tainui Negotiations Team supported by the Settlement and Protection team will be looking to secure more time with the Minister to do similar visits to Manukau and Whaaingaroa Harbour.

“We expect to be working with the Crown for 12-18 months on drafting the deed of settlement, and we hope there will be opportunities for engagement throughout this period,” said Rahui.



Initiative: Continue to diligently pursue and settle outstanding settlement claims



INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Continue to diligently pursue and settle outstanding settlement claims	Consultation hui with tribal members and Government	Rights & Interests	Implement negotiations workplan				
		Rights & Interest	Complete settlement aspirations waananga with whaanau/Marae /Hapuu				
		Rights & Interest	Begin engagements with overlapping groups as per the overlapping groups strategy				
		Rights & Interest	Complete crown asset audit review and calculate the estimated value of all crown asset holdings within the waikato-Tainui area of interest				
		Rights & Interest	Review annual crown statement for relativity mechanism, our position and respond accordingly				
Review and refine Waikato-Tainui's investment management framework, including SIPO and investment parameters	Performance is achieved in line with the SIPO expectations and we see an increase in total tribal wealth	Governance & Legal	Implementation of new investment framework				
Investment in and protection of our 'Waikato-Tainui' brand and identifying marks	Development of an investment strategy to understand the value of our brand, its use across the Group and how this can be leveraged to benefit our tribal members and marae	Communications & Engagement	Confirm brand strategy				
		Communications & Engagement	Implementation of strategy				

Total Q1 Milestones

13

On track / Complete

13

Delays

0

Issues exists

0

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Leverage strategic investments (H2A, tourism, cultural) to create investment opportunities	Support marae to achieve and identify social and commercial enterprise opportunities	Rights & Interest	Advocate for external funding opportunities that leverage strategic investments for the organisation, marae and tribal members				
		Rights & Interest	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 & Interest	Deliver (2) engagement workshops to support marae and/or tribal members to access information and opportunities				
Establish a collaboration network that connects tribal members to business, innovation and education ecosystems	Comprehensive collaboration programme in place taking into consideration all parts of the business across social, cultural, commercial and environmental activities	Finance & ICT	Build a connection between Te Rau Mahi and iwi members				
		Finance & ICT	Scope and identify iwi and tribal member businesses from our corporate arm				
OVERALL BUDGET				\$2,902,400			

FULL YEAR BUDGET

\$2,902,400

ACTUAL TO DATE SPEND

\$344,795

West Coast Harbours visit for Treaty Settlement Minister Andrew Little and Te Arawhiti officials hosted this quarter. Koorero shared from marae, kaumaatua and Oati Partners included visits to sites of significance (W1). Implementation of new investment framework commenced in Quarter 1 (W2).

Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo
te tangata, mahia*

A high performing organisation making an impact.

Maaori wards for local government celebrated by iwi

Waikato-Tainui welcomed the successful vote by local authorities within its tribal rohe, to establish Maaori wards in time for the next year's local government elections. Waipaa District Council, Waikato District Council and Hamilton City Council voted to establish Maaori wards, which will be in place for the 2022 and 2025 elections.

"The councillors who voted for these wards will be recognised as courageous leaders who modernised the regions' governance structure despite a climate of hostility that was promoted by a small but loud minority," said Te Whakakitenga o Waikato Chair Parekawhia McLean.

The introduction of Maaori wards means voters on the Maaori electoral roll can vote for candidates contesting Council's Maaori wards, rather than for a candidate contesting a general ward. Maaori ward candidates do not need to be on the Maaori electoral roll.

"We will not always agree but today's decision provides our people with a voice at the table to express an Iwi/Maaori view on all matters in front of these Councils. Local government is a critical partner because it has significant influence on many of the issues affecting the everyday lives of our people and we look forward to strengthening our relationship with them," said Parekawhia.

Hamilton City Council received 994 submissions, with staff analysis indicating that more than four out of five responses (81%) favoured Council introducing Maaori wards to achieve better representation. Waipaa Council received 879 submissions, with 84 per cent supportive of establishing a Waipaa Maaori ward.

"Maaori are our Treaty partners and we have an obligation to incorporate Maaori perspectives in decision-making and ensure we encourage Maaori participation and representation. There are huge benefits for all of us and for our whole district in doing that. Today's decision is the right decision for the entire Waipā community," said Waipaa Mayor Jim Mylchreest following his council's decision to vote in favour of establishing Maaori wards.

The number of Maaori wards is determined by population numbers, with the city council expected to have two wards and the district councils one each. Details will be decided when the councils review their representation arrangements later this year.



Microsoft seek to support indigenous communities

Global technology giant Microsoft has joined with Waikato-Tainui to form a relationship that it hopes will help them support and enhance future initiatives with Maaori communities. Managing Director Microsoft NZ Vanessa Sorenson and SMB & Corporate Lead Microsoft NZ Carol Brown, met with Waikato-Tainui at the May Te Whakakitenga hui to discuss ways in which their technology and software can support our communities.

Microsoft shared its desire to engage and work with indigenous peoples around the world. Having already established partnerships in Australia, and North and South America, Microsoft NZ are wanting to build relationships with Maaori and Pasifika communities and organisations.

“Partnering with Microsoft is a natural progression for our organisation. We’re excited on the future direction we will take to influence the delivery of their systems and services with both an indigenous and Maaori lense. We aren’t solely consumers of technology, we are innovators and creators that they can learn from,” said Sheree Ryan, who leads our ICT portfolio.

Microsoft have already celebrated a number of Maaori-focussed initiatives including the launch of a te reo Maaori artificial intelligence translator and a version of Minecraft that explores Te Ao Maaori - the first indigenous Minecraft in the world. They have also implemented digital initiatives with other iwi including Ngaati Whaatua ki Ooraakei, Ngaati Whaatua ki Kaipara and Ngaai Tahu.

For Waikato-Tainui, the rollout of education programmes that support STEM subjects (science, technology, engineering, and mathematics), will also benefit from these types of partnerships adds Sheree.

“The tech space is a growth industry and we will take advantage of opportunities such as internships, that help pathway rangatahi into these areas. Collective purchasing power for software and technology for tribal members and marae is something we want to establish with Microsoft in the future.”

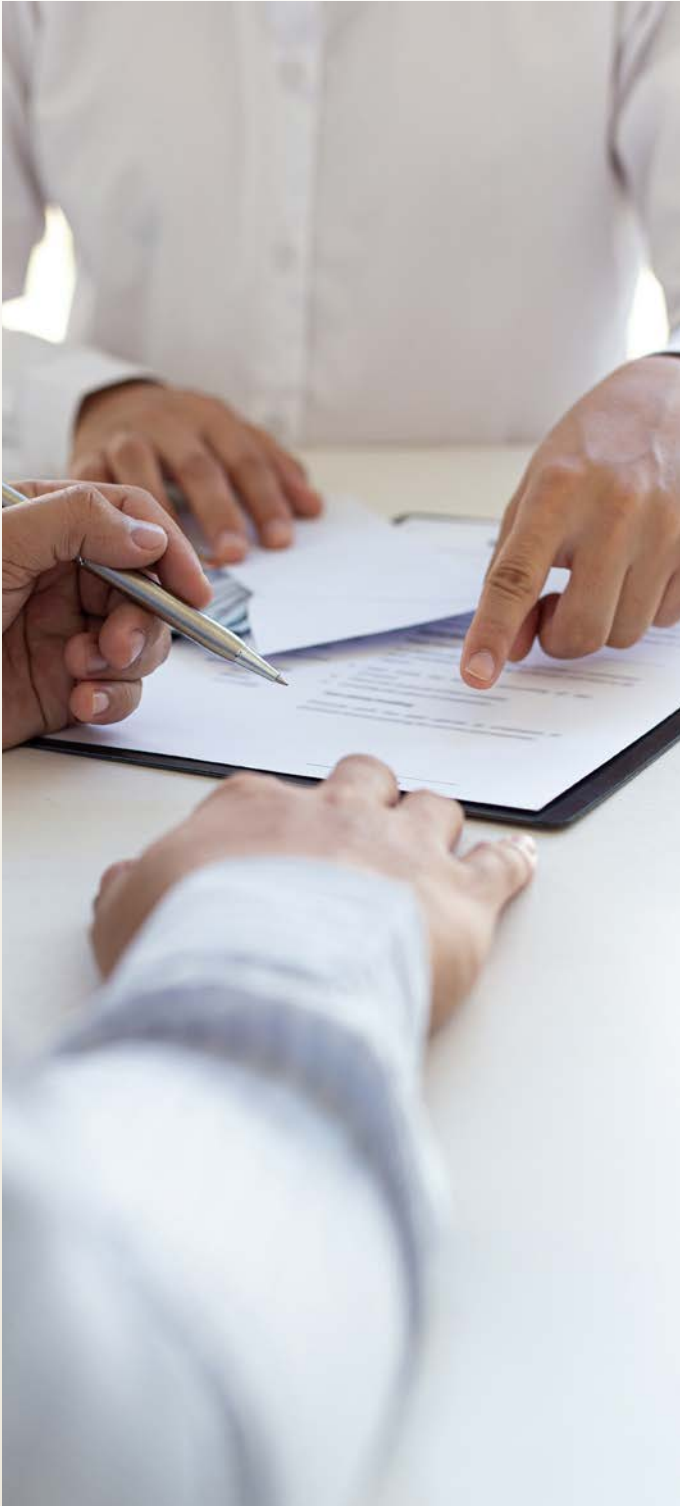
Last year, Microsoft established Indigenous at Microsoft – one of nine employee resource groups the organisation created. The first, called Blacks at Microsoft was initiated in 1989. Other groups include; Asians at Microsoft; Disability at Microsoft; Families at Microsoft; GLEAM (Global LGBTQI+ Employees and Allies at Microsoft); HOLA (Hispanic and Latinx at Microsoft); Military at Microsoft, and Women at Microsoft.



Initiative: Tailor and deploy innovation capability to our Marae and Waikato-Tainui enterprises

Roll out of Xero software a positive boost for Marae

Supporting our marae to help manage their financial accounts in a simple and easy way, was the premise for the iwi offering free subscriptions to Xero for Waikato marae. Throughout May, Marae administrators and trustees were able to undertake software training sessions in Xero – a cloud-based accounting software that was built to help small businesses.



“Last year we released our *Growing Marae Wealth For Future Generations* resource to provide marae with information about financial choices and investment. Xero subscriptions for our marae is an extension of the financial tools and support we want them to be able to access,” said Glenda Taituha, General Manager Heritage & Identity.

Founded in New Zealand in 2006, Xero is one of the fastest growing software as a service companies globally. It leads the New Zealand, Australian, and United Kingdom cloud accounting markets, with over 2.8 million subscribers worldwide including 446,000 users in New Zealand. Forbes identified Xero as the World’s Most Innovative Growth Company in 2014 and 2015.

A total of 28 marae have taken up the one-year free Xero subscription offer and attended training sessions in Auckland and Waikato. Feedback so far has been very positive, with marae administrators commenting that Xero is easy to navigate. Several marae have also seen a substantial decrease in their external accounting fees, due to their ability to complete more accounting duties themselves.

“With the support of our newly established Finance Team, we are always looking for solutions, services and products that can assist our marae to better manage and grow their financial independence and wellbeing. Xero is one example and we will continue to explore other tools in the future that can support marae and tribal members in this space,” said Glenda.

If your marae is interested in the subscription offer, you can contact the team at aawhina@tainui.co.nz.

Initiative: Tailor and deploy innovation capability to our Marae and Waikato-Tainui enterprises

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
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	Develop tribal member and marae census to capture current state based on Oranga Marae Plans impact framework and wellbeing indicators				
		Finance & ICT	Secure data agreements with Government and other public agencies to capture data needs as outlined in the digital strategy				
		Finance & ICT	Ongoing system maintenance, security check, data entry and day-to-day system management				
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	Talent management plan developed and peer-reviewed for implementation				
		Operations	Kaimahi engagement survey undertaken annually. Results reviewed and recommendations adopted				
Tailor and deploy Waikato-Tainui innovation capability (culture, people systems, processes, partnerships) to our marae and Waikato-Tainui enterprises	Develop and put in place an innovation and improvement strategy	Finance & ICT	Agreement and funding secured for Callaghan Innovation to develop an innovation and improvement strategy for Waikato-Tainui that involves tribal members, and marae				
		Finance & ICT	Innovation and improvement strategy developed				
		Finance & ICT	Strategy review, approved and ready for implementation				

Total Q1 Milestones

16

On track / Complete

16

Delays

0

Issues exists

0

NGAA TOHU

MAHI TONU

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Review current service delivery model and adjust to ensure successful delivery of outcomes	Programme delivery model reviewed including progress monitoring and reporting framework	Finance & ICT	Define and develop efficiency standards for Waikato-Tainui to measure high-performance of entities and identify where improvements can be made				
	Develop and deploy organisation efficiency measures	Finance & ICT	Complete review of service delivery, systems and processes				
	Governance training (including health & safety training), rules review and elections undertaken over the period	Governance & Legal	Implementation of organisational review				
		Governance & Legal	Roll out governance induction programme and training programme with marae for Te Whakakitenga o Waikato members				
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	Implement digital strategy				
		Finance & ICT	Centralisation of all data strategies				
OVERALL BUDGET				\$2,160,000			

FULL YEAR BUDGET

\$2,160,000

ACTUAL TO DATE SPEND

\$141,970

Work in progress for data registry connectivity with Department of Internal Affairs (DIA). First rotation of data cleanse in tribal registry completed, increasing data analytics quality (M1). Two sample audits for grants processing completed in Q1. Ongoing review of systems and processes to continue throughout FY22 (M3).



T W A I K A T O I
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