

Quarterly Report

2021 / 2022

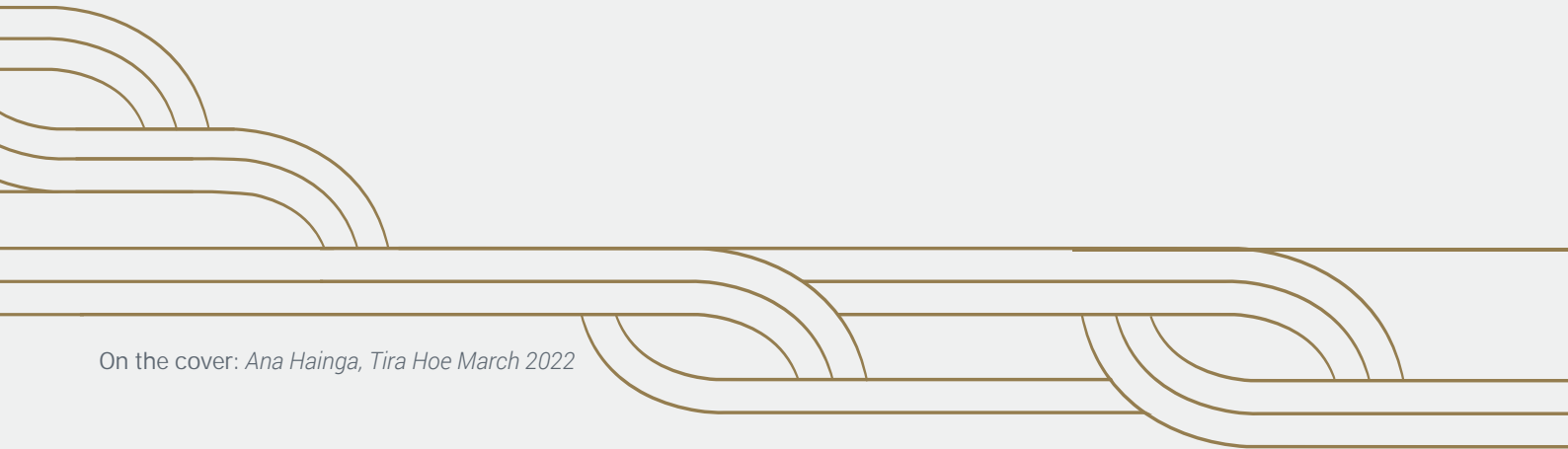
Jan-Mar

Amohia Ake Te Ora o Te Iwi Ka Puta Ki Te Whei Ao

To protect the wellbeing of our people is paramount



**WAIKATO
TAINUI**



On the cover: *Ana Hainga, Tira Hoe March 2022*

Ngaa Kupu Whakataki

Executive Summary

This fourth and final quarterly report for 2022 reflects the work that we have undertaken during the January to March period. It comes off the back of a well-rested holiday period but also includes the Omicron period which placed significant pressure on the organisation.

We held firm to the Kings tongikura *Amohia Ake te ora o te Iwi ka puta ki te wheiao* and applied that korowai to our response. It is well worth reflecting on that mahi as we worked extremely closely with our Maaori Health Providers across our entire landscape.

We advocated for them to be sufficiently resourced to provide better services to our people. Within days Hopuhopu was set up to hold around 600,000 RAT tests for distribution to our front-line services. This combined with \$8m of funding that we procured directly from the Government helped support them to build their own internal service capability.

We will continue to break down barriers and articulate the value proposition to Crown agencies of how they can devolve their processes and resource to our hapori organisations.

I wanted to highlight our COVID effort because it is a strong illustration of how we can partner with frontline organisations to successfully reach into our communities. The Crown cannot do it because they do not have the intimate connections that we have.

As members of Te Whakakitenga O Waikato are aware, we presented our budget for approval to the house during this quarter but it was not approved. The organisation was directed to apply business as usual principles to the first quarter of the financial year and we look forward to reporting back to the house in June/July.



Marae Tukere
ACTING CE



*“Amohia ake te ora
o te iwi ka puta ki te
whei ao.
- King Tūheitia*

\$3.8 million Nursery Supply Contracts



Hinga Whiu, Tira Hoe March 2022

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.*



Tahanga Raumāti & Steve, Waikato-Tainui Nursery, Hopuhopu



Minister Nanaia Mahuta, Australian Tour 20

Water Space

In October 2021, Minister Mahuta announced the Government will create four publicly-owned water entities to manage delivery of water, wastewater and storm water (Three waters) services in New Zealand.

The driver for change came about as a result of the inability of existing infrastructure to uphold the health and wellbeing for our waterways. Aging infrastructure, climate change implications and ineffective governance regimes in the current water management system required that change happen and that it happen immediately.

Whilst “health and wellbeing” (Te Mana o te Wai) features strongly in the reforms to come, this is not unfamiliar to Waikato-Tainui. The Waikato River Settlement is hinged on the two cornerstone pillars of Te Mana o te Awa (Health and Wellbeing) and Mana Whakahaere (Co-governance/management) and in the Three waters space, is the benchmark by which we measure the reforms against.

The priority for Waikato-Tainui in the Three waters reforms has been to ensure that these principles are continually at the forefront of any policy change and that the integrity and treaty obligations within our settlement are not marginalised or compromised in anyway.

What we are seeing in the reforms is a strong alignment to our settlement principles and in particular the manner in how they are to be exercised on the ground through decision making (mana whakahaere) and reflected in a more holistic application to policy development regarding health and wellbeing (mana o te awa/wai). The Waikato River Settlement has always reflected the sentiment that **“the health and wellbeing of water is intrinsically linked to the health and wellbeing of people”** which is what we are now seeing being echoed in the Three waters reform.

The Waikato River Settlement has afforded us a position of strength for not only the Three water reforms but in reforms in general. This will continue to be an important check and balance for us as we actively track the progress of the Three water reforms over the remainder of 2022.

He Maimai Aroha Na Kiingi Taawhiao

*Ka whakamiri noa I toona aratau,
e tia nei he tupu pua hou*

*Working towards the restoration and
enhancement of our wai and whenua*

- He Maimai Aroha Naa Kiingi Taawhiao

In April, the Taiao team engaged Forestry Training NZ to deliver a range of Taiao programmes to our tribal members to assist them in attaining the following certificates;

- **Certification in Chainsaw**
- **Light Utility Vehicle Safety**
- **4x4 Driver Safety Course**

The aim of the courses and the certification was to provide our tribal members with additional skills and qualifications to assist in their growth and development, and potential employment opportunities in the near future.

We had a good turn out from whaanau, despite the uncertainty around COVID and the traffic light system. Big mihi to Uncle Tumate and the Maintenance boys for stepping in to fill a few of the empty seats on the day.

We look forward to the next workshops the Taiao team will be rolling out in the coming months.



Our Nursery

- *Operating as a social, cultural and environmental ecosystem - through day to day processes and active connectivity between people and whenua*
- *Actively reflects Waikato Tainui's role as Kaitiaki in how it functions, looks and interacts with the whenua*
- *Achieving a careful balance between environmental, cultural and commercial self-sustainability*
- *Prioritising a nurturing environment for people and ecology - through active training opportunities and successful ecologically sound commercial practice*



The Native Nursery has successfully grown to accommodate the business strategy implemented in FY22 enabling us to leverage the tribe's relationships to help grow the industry, support training and development as well as pathways to employment and work experience.

Education and qualification support are also a priority in future deliverables.

Raewyn Mahara, Te Awaiti Mahara, Paki Rawiri, Nursery Intern Programme, Waikato-Tainui Nursery, Hopuhopu

The nursery has since secured one of several supply contracts to the value of \$3.8 million. These contracts have enabled partnerships and contracts with other tribal nurseries, contractors and employees to ensure long term success for future opportunities.



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				
	100% of priority restoration areas have been mapped towards a full restoration programme	Oranga	Develop a funding strategy aligned to a programme of work that supports restoration activities				
		Oranga	Develop a reporting system to monitor and provide progress updates on restoration activities to better support shared outcomes				
	Research projects aligned to restoration priorities successfully delivered to tribal members and marae	Oranga	Scope and prepare calculation for coastal restoration aligned with settlement aspirations (West Coast Harbours)				
		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 24 Milestones	24	On track / Complete	17
Delays	7	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

Currently engaged in Three Waters and RMA Reforms. Work progressing with Watercare.

Ongoing engagement with river iwi and iwi leaders group. Engaged in RMA Reforms - Case Study approach (T3). With the current review of RMAs this work programme has been put on hold to ensure we are able to address the potential impacts of the reforms on our settlements going forward.

This work programme has been carried over into FY23 to enable both the Iwi and council partners to re-engage post COVID. This work programme has been carried over into FY23 to enable both the Iwi and partners to re-engage post COVID (T4).

FULL YEAR BUDGET
\$540,000

ACTUAL TO DATE SPEND
\$544,990

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.*



*Ella Raine Tippett, Taonga
Peepee Pack Recipient*

Housing

Te Mauri Paihere ki Mangakootukutuku (Weaving Life Principles), is a unique partnership which reflects the vision of Kiingi Tuheitia Pootatau Te Wherowhero VII, alongside Waikato-Tainui, Kaainga Ora – Homes and Communities and Ara Poutama Aotearoa – Department of Corrections.

In August 2021, resource consent was lodged, and we can now advise that Hamilton City Council has granted resource consent for this development, which means plans can continue to progress.

Te Mauri Paihere ki Mangakootukutuku is progressing the following:

- A **safe and caring kaupapa** Maaori-led support and environment which will be for those in need of housing
- The build of **47 new, warm, dry, modern homes**

- This will include **16 homes for waahine** who will have recently left a corrections facility, to support them to reintegrate into the community
- The homes will be **fully insulated, with double glazing, carpets and curtains**, will be built to a 6 Homestar rating and will be compliant with the Healthy Homes Standards
- The development will include outside maara kai areas, landscaping and plantings, off-street parking and designated rubbish and recycling storage bin areas.

At present, the Waikato-Tainui team continue their discussions to ensure that an appropriate operating model for the development is in place.

We are pro-active in ensuring that Waikato-Tainui whenua is utilised for the benefit of our tribal members and discussions are ongoing to safeguard placement for our most vulnerable whaanau.



Housing project, Collins Road



*Te Whaanau Morgan,
Kaarearea Ave 2021*



Southern Cross Kaumaatua Health Essentials Launch

The Acting CEO and Deputy CEO took part in a Virtual Launch to sign the Relationship Agreement with Southern Cross and begin the rollout of the Health Essentials package as part of the 2022 Kaumaatua Grant. The initiative is a part of an organisational focus identifying opportunities where impactful investment can be made to ensure our tribal members can live healthy lives, and work towards living and breathing Whakatupuranga 2050.

As leaders in our own respective markets, together, Southern Cross and Waikato-Tainui have the challenge now to disrupt current health systems to create better outcomes for our people.

Mihi Kerr, Maia Kerr, Waikiekie Kerr & Maamaa Miria Hepi, Claims Waananga, Maketu Marae, Kawhia 2021

We are also excited to keep close to the Southern Cross Maaori Advisory and support their work in building confidence in public and private health sectors, and ensuring kaumaatua receive culturally appropriate and supportive care, to ensure the best possible health outcomes.

The package as part of the Kaumaatua Grant provides \$1250 worth of essential health services.

The Kaumaatua Grant also includes a newly established relationship with St. Johns Services, providing kaumaatua with an annual ambulance subscription. This kaupapa also has implications for our 1st quarter 2022-23 report.



Education and Pathways

Our collaborative Kawenata with the Tuuwharetoa Charitable Trust, Raukawa Charitable Trust and Waikato-Tainui was signed on April 28th, 2021 at Waihi, Tuwharetoa with the Ministry of Education. He Puna-wai-nui, He la-rere-roa is an opportunity as a Te Tiriti/Treaty partner to give effect to Te Tiriti o Waitangi and is pivotal to how we will move forward and serve aakonga and whaanau.

In the first year, the three Iwi received \$1.3 million to begin to develop our Puna Maatauranga, our own Marautanga develop our own Rauemi (resources), and to deliver our own waananga in our own spaces. We have also developed an equitable funding framework, to enable the sustainability of resourcing from the Ministry of Education in perpetuity. Some of the highlights for this year for Waikato-Tainui are:

Puna Maatauranga – Waikato-Tainui Highlights (March 2022)

Engage meaningfully with whaanau, hapuu and marae (mana whenua) to understand what the future of learning and education might be and how we intend to get there. Scope out a Learning Management System (digital repository) including what gains we can achieve around economies of scale for Iwi.

- 11 rangatahi were brought on as kairangahau for the Summer to work on Te Pito Whakatupu. In February, they presented back to whaanau, marae and iwi leaders about prototypes they had designed to support marae aspirations.
- Active maatauranga teams for hapuu/ marae meet quarterly in a forum called Te Tira Maatauranga, where they talk about their aspirations for maatauranga and how it might be shared with others.
- Working with a consultant (tribal member) to scope out a new Iwi Capabilities digital repository to house Iwi programmes and micro-credentials (LMS).
- New LMS will be future proofed to allow for later inclusion of hapuu/marae programmes.

*“Mahia te mahi hei painga mo te iwi”
- Te Puea Herangi*



*Te wiki o Te Reo Maaori
March, Hamilton City Centre*

Marau – Waikato-Tainui Highlights (March 2022)

To engage meaningfully with whaanau, hapuu and marae (mana whenua) to undertake a gap analysis of the current state of marau. To support each iwi to develop their own marau-aa-iwi framework.

- Devolving the lead relationship from iwi to hapuu in the school engagement space continues, with ongoing support to develop capability of hapuu and marae in terms of marau development, PLD provision and rauemi production.
- Through Te Tira Maatauranga, three hapuu have shared their own cultural frameworks underpinning development of their marau-aa-hapuu.
- Working with a consultant (tribal member) to gauge readiness of hapuu/marae to engage in the maatauranga space.



Rauemi –Waikato-Tainui Highlights (March 2022)

Engage meaningfully with whaanau, hapuu and marae (mana whenua) to understand the current and future state of rauemi across Ngaa Iwi. To identify what capability exists, what is needed to enable learning and understand what the agents of change are.

- Planning has begun with hapuu/marae for the next 'Te Huinga Taniwha' event which focusses on the sharing of rauemi.
- Through Te Tira Maatauranga, support given to hapuu/marae rauemi to develop and produce their own rauemi
- Through the Puuhoro Stem partnership, working with hapuu/marae to create STEM learning activities based on puurakau and koorero tuku iho
- Beyond 2022 Waikato-Tainui will partner up with Ngaa Iwi to collaborate on rauemi for stories that connect us.



Hui aa Tau, Hopuhopu

Waananga –Waikato-Tainui Highlights (March 2022)

To engage meaningfully with whaanau, hapuu and marae (mana whenua) to undertake a stocktake of what PLD is currently being delivered across Ngaa Iwi. Delivery and Wānanga at authentic places and spaces (waahi whakahirahira). Scoping and building the capacity and capability of PLD amongst whaanau, hapuu and iwi.

- Developing internal processes to bring on mana whenua PLD providers.

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				
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	Support feasibility of Hopuhopu housing project				
		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				
		Oranga	Development phase of Koiora Health System (Model of Care)				

Total 24 Milestones

36

On track / Complete

27

Delays

9

Issues exists

0

NGAA TOHU

HAPORI

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)				1
	Development of an investment strategy to support social and economic business opportunities	Oranga	Complete feasibility and business case for Microfinancing pilot including implementation plan				2
		Oranga	Develop start-up support package including identifying funding partners and ensuring adherence to relevant policies and regulations				1
		Oranga	Develop an entrepreneurship pipeline strategy that pathways tribal members into entrepreneurship				1
	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)				1
		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)				
		Education & Pathways	Deliver work-readiness courses (2 per quarter)				
	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

Implementation will continue in FY23 which includes identifying adequate funding and partners for the project (H1). This work will continue into FY23 as it will inform our housing refresh strategy (H5). Covid impacted on the ability for the hapuu and marae partners to get together to progress the framework (H3). Koiora Accord mahi will continue into FY23. Data Analytics work will continue into FY23 as it will be part of the wider Koiora strategy development (H4). Work will recommence in the development of the Social Accord and will include engagement across the wider organisation including our Oranga/Education & Heritage and Identity teams. This work programme will continue in FY23.

FULL YEAR BUDGET

\$1,910,000

ACTUAL TO DATE SPEND

\$5,907,673

Ongoing monitoring as claims/inquiry are still in progress. The Kiingtanga Accord is scheduled for July 2022 and significant planning and engagement with Ministers and Ministries leading up to the accord hui in July and post July (H5). Puhoro STEM academy Kawenata signed. Planning underway to deliver waananga. Delivery impacted by Covid (H6)

Ngaa Tohu Kaupapa

*Tooku marae,
tooku tuurangawaewae*

Our marae are vibrant and self-sufficient.



*Meri Moki & Ratau Turner,
Te Tira Hoe, Taupiri Marae*

Taonga Protection

Our Heritage and Identity team had a number of initiatives this quarter concentrating on Taonga Protection. We are fortunate to have Dr Rangi TeKanawa (Te Kuuiti Paa) regularly providing training and development for staff on Conservation techniques for textiles and will be supporting the team to roll out Protection Workshops for Marae in the coming months. The team is also collaborating with Te Papa Taonga Consultant, Hikitia Harawira (Mootakotako Marae, pictured) providing catalogue and database reviews to ensure these are fit for the proposed Whare Taonga as part of the Hopuhopu Development Project.



In collaboration with the Ministry of Culture and Heritage and Mana Whenua representatives, the team completed a review of the Taonga and Koiwi Find Protocols in response to a number of finds in high development areas. The review has initiated a workplan for workshops to be available to Marae in FY23 to ensure Mana Whenua are aware of the Act, and the current processes for finds notifications.



The team also presented at the National Digital Forum this quarter, an event for the Galleries, Libraires and Museum sector on the importance of repatriating institutional knowledge back to Iwi Maori to support the development of Iwi Taonga Protection.

Tongi Maara Installation

Maaku ano e hanga tooku nei whare

H&I recently facilitated Waananga with Taniwha, Te Kotahitanga and Tauranganui Marae who are completing the installation of Tongi Maara on their sites.

The installations allow Marae whaanau to share stories and practically care for the many plants identified in Ngaa Tongi aa Taawhiao. The programme led by Rangitiaho Mahuta (Tauranganui Marae) and Sam Toka (Taniwha Marae) included the physical installation of Tongi Maara as well as online Waananga to discuss the use of Tongi at each Marae, and the physical uses and maintenance of plants such as Maahoe, Kawariki and Rengarenga at each Marae.

The Marae are looking forward to being able to have physical Waananga with their whaanau to ensure these Taonga Tuku Iho are cared for and used by the hands of their marae members through physical mahi in the Maara, and through the hearts of their marae members through the use of Tongi in Karakia and Whaikoorero.



Tauranganui Marae Tongi Maara

Tira Hoe

During this quarter we delivered our Tira Hoe in two phases. The initial leg was postponed after one of the participants caught COVID and so we temporarily halted the kaupapa in line with our COVID health and safety plan. After the month long stand-down we reset and finished the kaupapa. For many of the participants it was a life changing experience filled with fun, laughter, tears, reflection but most of all whaanau. These pages capture those moments in full glory.



Tira Hoe attendees

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 24 Milestones	38	On track / Complete	30
Delays	8	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

Piloting 8 Marae projects will continue into FY23 (K1).
 Training for maintenance and treatment will be linked to our healthy drinking water strategy and continued in FY23 (K5).

FULL YEAR BUDGET
\$3,080,002

ACTUAL TO DATE SPEND
\$3,080,002

Most reo programmes delivered, some impacted by Covid (K2).

Ngaa Tohu Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations.



*Maioha Panapa & Tauawhi Bonilla,
Aio Nuku, Aio Rangī, Mass vaxx event*

⚡ LIGHTNING TALK ⚡
GLENDA TAITUHA



TO REPRESENT LIVING THINGS,
THE TAONGA HAVE TO BE SEEN - NOT LEFT IN
THE CORNER OR BASEMENTS OF NZ MUSEUMS.

BRINGING TRIBAL GLAM WORKFORCES HOME FOR THE ASPIRATIONS OF IWI

NATIONAL DIGITAL FORUM 2022
NDF²²

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 24 Milestones

13

On track / Complete

12

Delays

1

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

We continue to engage with FutureProof partners around the H2A corridor development. This work will continue throughout the FY23 (W4).

FULL YEAR BUDGET
\$2,902,400

ACTUAL TO DATE SPEND
\$2,055,118



Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai mo
te tangata, mahia*

A high performing organisation making an impact.



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 Q4 Milestones	16	On track / Complete	11
Delays	5	Issues exists	0

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

Group wide IT & Digital Strategy work in progress - Waikato Tainui completed, others to continue. Digital Strategy is a work in progress - Waikato Tainui completed, others to continue (M5).

Rules reviewed against modern best practice, current law, and new Incorporated Societies Act 2022 (passed into law 5 April 2022). Subcommittee of Te Aratauara has provided feedback. Waananga to be scheduled with Elected Members (M4).

Innovation and Improvement Strategy currently in negotiation with Data scientists with Callaghan. Relationship to forecast future requirements on behalf of Marae and tribal members. Innovation strategy will be based upon future projection. Completion of work will move into FY23 (M5).

FULL YEAR BUDGET

\$2,160,000

ACTUAL TO DATE SPEND

\$2,916,494



T W A I K A T O I TAINUI

0800 TAINUI - reception@tainui.co.nz

2 te ara o Bryce, Pouaka Taapeta 648, Kirikiriroa,
3204, Aotearoa