

BUSINESS PLAN
2019/2020



*“Ki te kotahi te kaakaho
ka whati, ki te kaapuia
e kore e whati”*



Ngaa Kupu Whakataki

Message from the CEO

After many months of engagement and thoughtful deliberation, our teams will be executing the first year of the Five Year Plan. The past year has been one that we should feel proud of and celebrate. Our teams have developed our first ever Iwi hauora strategy, and our tribal members have the incredible opportunity to purchase a brand new home through Te Kaarearea. And these are only some of the achievements of the year.

Over the next 12 months you will see our Environmental Plan Tai Tumu, Tai Pari, Tai Ao operationalised and our whenua being assessed against our own Waikato-Tainui standards. Our Iwi water rights strategy will start to take form. There will be a strong focus on gathering tribal data, supporting tribal businesses, and working more closely with marae on their journey to mana motuhake. If you haven't seen our Five Year Plan yet, we encourage you do so and understand how we can support you.

We are entering a new way of operating and we are ready for it. Our teams continue to show their resilience and adaptability to change as we move in to the implementation phase of the Five Year Plan.

As an organisation and as an Iwi, we continue to challenge ourselves on how we can be better and do more for our people and our marae in areas that will provide for greater impact.

We would like to thank all our Te Whakakitenga o Waikato members, Te Arataura members, and our Waikato-Tainui teams for all the hard work that has gone into getting us here. We are stronger together.

Ki te kotahi te kaakaho ka whati,
ki te kaapuia e kore e whati

*Alone we can be broken, standing together we
are stronger*

- Kiingi Taawhiao

Mauri ora,



Donna Flavell
CHIEF EXECUTIVE

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On the cover: Tyden Barrett-Marino, one of the many rangatahi who attended the Maaori Tech Showcase Week 2019 - an innovation and technology event supported by Waikato-Tainui.

Investing in our people

Employment & Housing

Tribal members by age*

Age	Count
0 - 9	2,864
10 - 19	9,623
20 - 34	24,325
35 - 49	18,378
50 - 64	13,350
65+	7,562
Total	76,102

*As at 2 April 2019

1017

tribal members attended home ownership workshops

253

tribal members completed financial literacy courses

50

brand new homes offered to tribal members following the launch of Te Kaarearea

322

tribal members participated in STEM courses

122

tribal members received pastoral care support in their jobs

69

tribal members secured apprenticeships in carpentry, youth work and electrical trades

214

tribal members in total supported into work

All statistics represented here relate to achievements from the FY19 financial year

Investing in our people

Medical, Kaumaatua, Taiao and Education

1,704
total grants paid out compared to 781 in FY18

The oldest applicant was **88**

Increasing age related issues were **Blood pressure & Arthritis**

642 were male **1,061** were female

The top 3 uses were for **Eyes Ears Dental**

KAUMAATUA MEDICAL GRANTS

Initiative themes

- Waingaro
- Port Waikato
- Western Coastline
- Ngaati Korokii
- Huntly
- Ngaati Hauaa
- Taharoa

Locations of initiatives

- River Restoration
- Maara Kai
- Maatauranga
- Taonga Species

85% of first year funds distributed

23 applications approved

TAIAO GRANTS

951 applications received

734 recommended for approval

Arts Top 3 Qualifications: **Medicine/Surgery Nursing**

77% at Degree level

14% at Masters or Postgraduate level

Top Koha Statement: Volunteer at an environmental initiative

Top 5 Institutions: Waikato University, Auckland University, Otago University, WINTEC, TWA

TERTIARY GRANTS

Ngaa Hua oo Roto

Our Organisation Context

OUR JOURNEY SO FAR

Over 600 years ago, our tuupuna anchored on the shores of Kaawhia, signaling the end of a long voyage and beginning our journey here in Aotearoa. It has been almost 160 years since the raupatu of our whenua. Our settlement claim was filed in 1987 by Sir Robert Mahuta and after many years of countless negotiation hui our first settlement regarding the Waikato Raupatu Lands Claim (creating the Waikato-Raupatu Lands Trust) was reached in 1995.

Further negotiations led to the Deed of Settlement in relation to the Waikato River (creating the Waikato-Raupatu River Trust) being signed in 2008. This settlement committed the Crown and Waikato-Tainui to a new era of co-management over the Waikato River with an overarching purpose to restore and protect the health and wellbeing of our Tupuna Awa for future generations.

We continue to work hard in seeking settlement for our outstanding claims with a view to having these settled in the next five-years.

The first settlement in 1995 was for \$170m and included the return of land, cash payments, and the relativity mechanism which ensures that the value of our settlement is upheld today. Over time, through courageous leadership, further negotiations and investment decision making, our asset base has grown to over \$1 billion.

We continue to support our marae through the annual dividend along with facility development, maara kai activities, reo and tikanga and other such activities to support them in achieving their mana motuhake. We continue to support our tribal members through scholarships and grants, employment opportunities, education activities and housing.

Our values

MANAAKITANGA

Ka tautoko i eetehi atu maa ngaa whanonga maarohirohi, ngaakau pai hoki, aa, maa te whakawhitiwhiti koorero teetehi ki teetehi i runga i te ngaakau pai kia aawhina ai taatou i taatou ki te eke panuku, me te aha, ka eke anoo ngaa whakatutukitanga o te iwi.

WHAKAPONO

He hononga riiraa ki te Kiingitanga ka kitea i oona maatauranga, i oona puukenga me te aahua o ana whanonga ki oona hoa mahi, ki oona kiritaki me te marea i runga i te atawhaitanga, te tuutohutanga me te ngaakau pono me kore noa e whakapono teetehi ki teetehi.

WHAKAITI

Ka manaaki i ngaa whakaaro o eetehi atu, tae atu ki oo te iwi whaanui maa te paatai me te whakarongo ki a raatou me te whiriwhiri anoo i ngaa whakaaro o eeraa e paahekoheko ana raatou kia whai akoranga ai taatou i ngaa mahi o mua hei whakaahua ake i ngaa raa kei te tuu mai.

RANGIMAARIE

E tau ana, e tuwhera ana anoo hoki te ngaakau ki ngaa koorero whakahoki, aarahi, tautoko hoki a eetehi atu. Ka mauritau, ka hinengaro tuwhera, ka aata whakaaro hoki i te waa e whakatau ana i ngaa tono me ngaa wero ka paa mai.

AROHA

Ka whakarite hononga, ka whai kauanuanu hoki puta noa i te rohe o Waikato maa te whakaatu i te ngaakau pono me te haapai i te mana o aa taatou taahuhu koorero. Ka whakatau i eetehi atu maa te maarama ki oo raatou hiahia me te whiriwhiri tika i ngaa whakaaro 'kia uu tonu ai ki te ara tika.

MAHI TAHI

E hiahia ana ki te mahi ngaatahi, ki te whakakaha anoo i eetehi atu ki te mahi ngaatahi me te tuwhera tonu o te hinengaro ki ngaa whakaaro hoo. Ka aawhina ki whakarite i teetehi panonitanga manahau, i eetehi hua whaaiti me teetahi ahurea kounga.

KOTAHITANGA

E mihi ana, e kauanuanu ana hoki ki too taatou kanorautanga me oona hua maa te whakaatu i oona moohiotanga me toona tuutohutanga ki eetehi atu. Ka whai waahi hoki ki te whakarite rongooa maa te whakarite i te taiao tika e tapatahi ai aa taatou mahi.



Ngaa Tikanga Pou is an illustration of the Kiingitanga principles. It was designed by Korotangi Paki.

Guiding our way forward

"Our dream for our people is that they are successful in all areas of their lives: committed to Kiingitanga, fluent in te reo Maaori, strong in tikanga, healthy, well-educated, financially secure, environmentally conscious and socially sound."

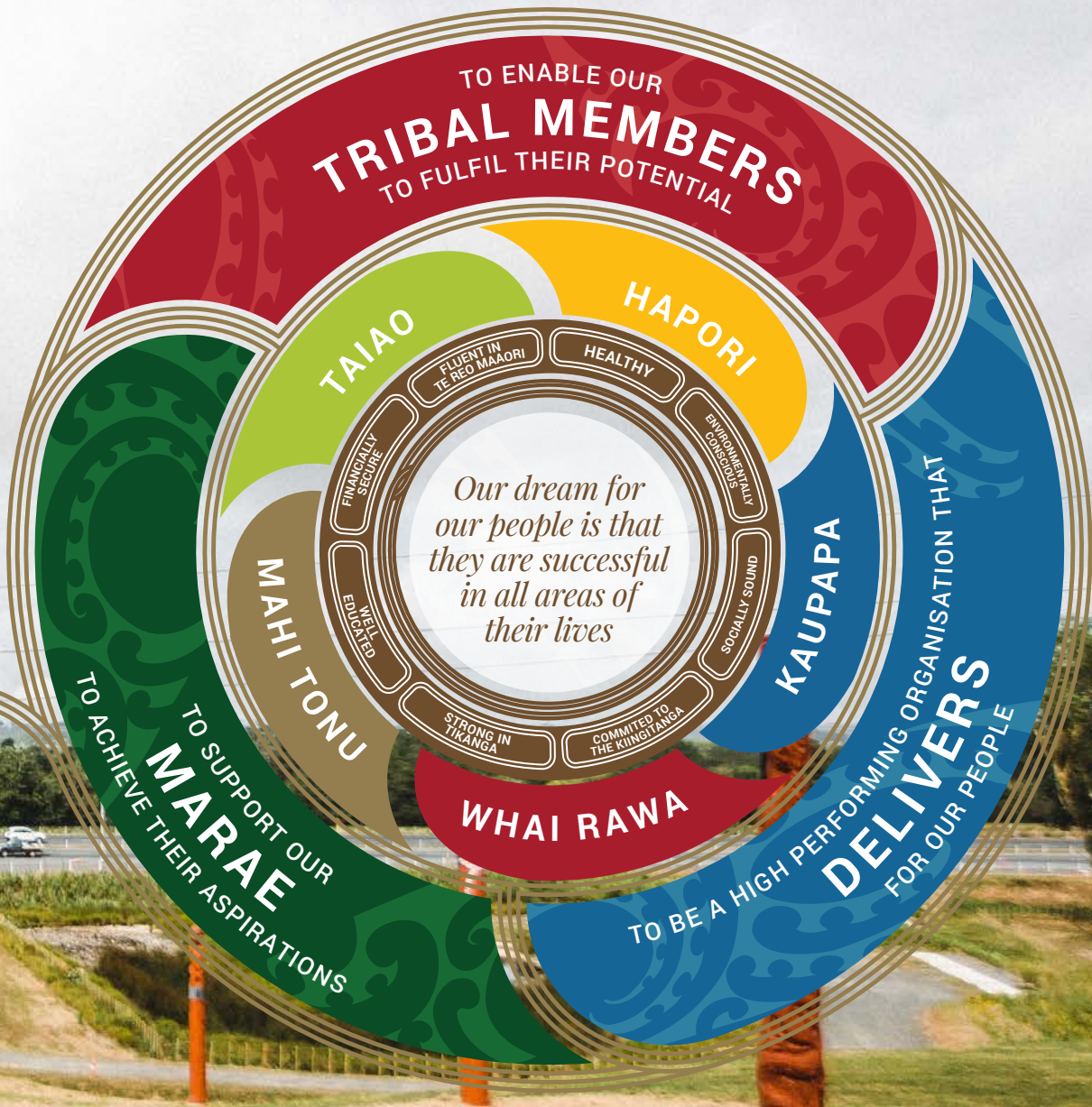
There are now three key documents that look to the future and guide our mahi today:

Whakatupuranga 2050 is a 50-year long blueprint highlighting the cultural, social, economic and environmental aspirations for our iwi, hapuu and marae.

Ngaa Tohu is the framework by which we measure our success in achieving Whakatupuranga 2050. We have categorised our workstreams according to each Tohu: Taiao (Environment), Hapori (Social), Kaupapa (Cultural), Whai Rawa (Wealth), and Mahi Tonu (Operations).

The Five Year Plan is our roadmap to Whakatupuranga 2050. Through the Ngaa Tohu Framework, this plan identifies the initiatives we expect to take over a five-year period to reach our 2050 goals.





Ngaa Pou Herenga

Organisational Structure

Waikato-Tainui's purpose is to leverage opportunities for tribal members and marae through the Ngaa Tohu framework and initiatives. Our focus is on optimising outcomes, increasing efficiencies and facilitating future partnership and procurement opportunities for tribal members. TGH aims to maximise return on investments and assets. The opportunity we have through combining our collective strengths is to identify and endorse the return on investments that have both an economic and social return for our tribal members and marae. The College is the critical connection to the education ecosystem. (Through partnership opportunities with other education partners, marae and tribal member capability building and research.)

KIINGITANGA

NGAA MARAE O TE WHAKAKITENGA O WAIKATO

Reports to over 76,000 registered tribal members

There are 68 marae across the Waikato-Tainui region. Tribal members elect two members from their marae to represent them for three years on Te Whakakitenga o Waikato.

TE WHAKAKITENGA O WAIKATO

Reports to Ngaa Marae o Te Whakakitenga o Waikato

Te Whakakitenga o Waikato is the tribal authority that represents the people of Waikato-Tainui. The current governance structure was established following the 1995 Waikato Raupatu Claims Settlement.

TE ARATAURA

Reports to Te Whakakitenga

Te Arataura is the executive body that is made up of representatives from elected members of Te Whakakitenga o Waikato and the Kaahui Ariki representative. The Kaahui Ariki representative is appointed by the Head of the Kaahui Ariki and serves at their discretion. The remaining members are elected by Te Whakakitenga o Waikato for each three-year term.

WAIKATO-TAINUI COLLEGE FOR RESEARCH AND DEVELOPMENT

Reports to Waikato Endowed Colleges Trust/Te Arataura

The College has been established as a place for higher learning. It is an international centre of excellence that aims to provide quality postgraduate study and research to strengthen iwi development, produce future leaders and support indigenous development. The College was established by the late Sir Robert Mahuta in 2000, a legacy that continues today.

WAIKATO-TAINUI

Reports to Te Arataura

Formerly known as Waikato Raupatu Lands Trust and Waikato Raupatu River Trust, Waikato-Tainui is the organisation that manages tribal affairs; the Waikato River Settlement and Waikato Raupatu Land Settlement. It also implements the tribe's development strategy and makes distributions for education, health and wellbeing, marae, social and cultural development.

TAINUI GROUP HOLDINGS

Reports to Te Arataura/ Tainui Group Holdings Board

TGH is the commercial arm of Waikato-Tainui. It is a property investment and development company and operates a diversified investment portfolio. TGH is owned by Waikato-Tainui through its trustee Te Whakakitenga o Waikato and is managed by Te Arataura. The TGH Board is made up of two directors from Te Arataura and four independents.

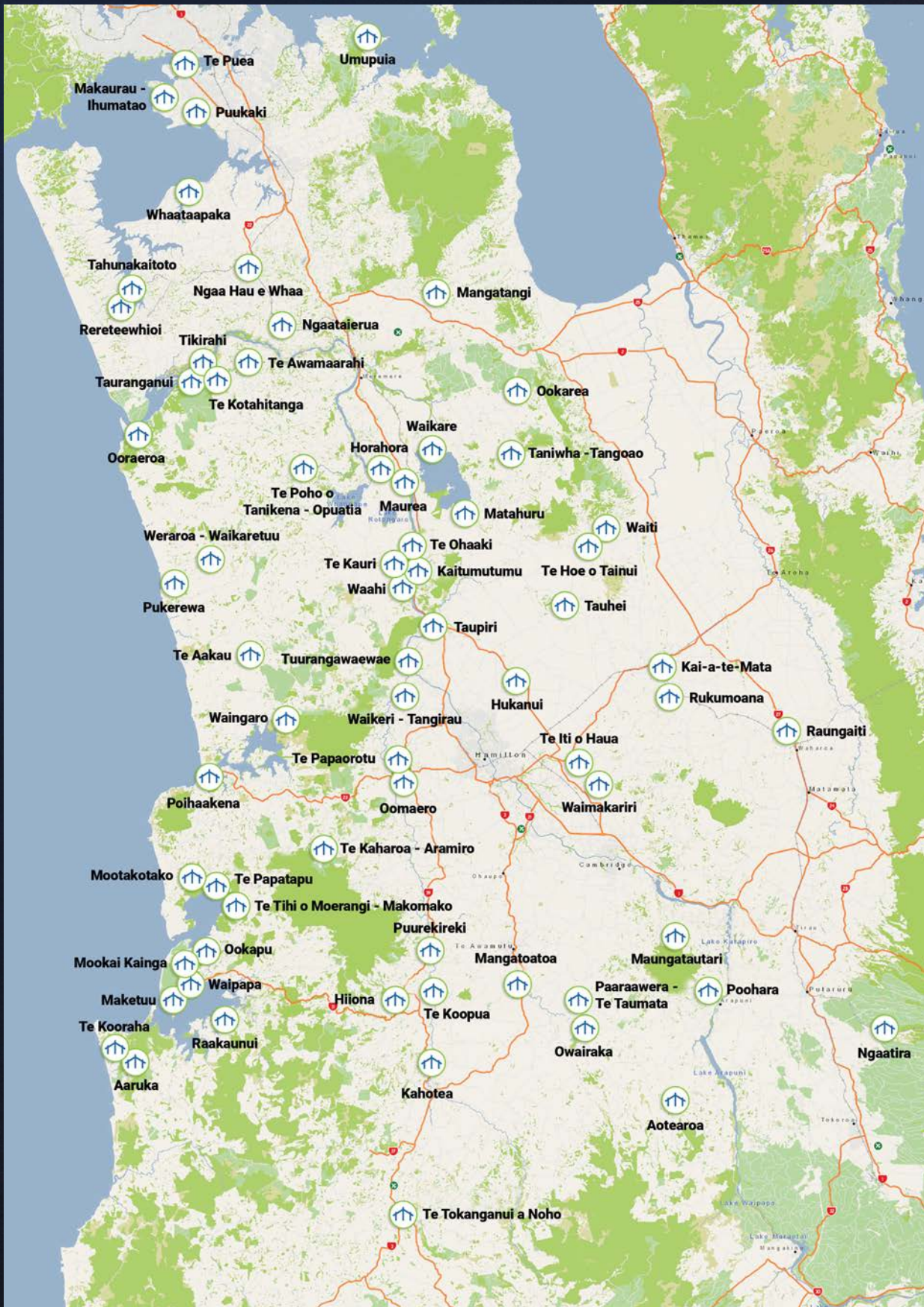
Ngaa marae o Waikato-Tainui

Ko Mookau ki runga, ko Taamaki ki raro, ko Mangatoatoa ki waenganui. Pare Hauraki, Pare Waikato, Te Kaokaoroa-o-Paatetere.

Mookau is above. Taamaki is below. Mangatoatoa is between. The boundaries of Hauraki, the boundaries of Waikato, to the place called 'the long armpit of Paatetere'.

Principal Marae		Members*	
Tuurangawaewae	4492	Te Kaharoa	1328
Te Papa o Rotu	3110	Poihaakena	1219
Hukanui	2946	Te Kotahitanga	1218
Waahi	2777	Maketuu	1148
Maurea	2483	Ookapu	1091
Maungatautari	2450	Kaitumutumu	1062
Waipapa	2364	Te Kauri	1024
Horahora	1944	Waitii	973
Kahotea	1818	Te Iti o Hauaa	979
Waingaro	1810	Ngaa Hau e Whaa	940
Raakaunui	1806	Whaataapaka	910
Poohara	1798	Kai a Te Mata	879
Rukumoana	1733	Waikare	824
Te Awamaarahi	1645	Ngaatira	831
Raungaiti	1597	Mootakotako	802
Mangatoatoa	1578	Te Puea	760
Paaraawera	1556	Taupiri	806
Te Kuiti Paa	1525	Ooraeroa	754
Tauranganui	1412	Makaurau	687
Mangatangi	1456	Hiiona	688
Puurekireki	1376	Te Ohaaki	657
Taniwha	1365	Te Koopua	643
Ngaa Tai e Rua	1301	Oomaero	645
		Te Hoe o Tainui	600
		Owairaka	602
		Weraroa	601
		Te Kooraha	579
		Te Tihi o Moerangi	580
		Aotearoa	540
		Waikeri	426
		Umupuia	426
		Tahunakaitoto	401
		Waimakariri	391
		Rereteewhioi	383
		Aaruka	371
		Matahuru	367
		Te Aakau	344
		Mookai Kainga	359
		Puukaki	336
		Ookarea	324
		Tauhei	289
		Te Papatapu	284
		Tikirahi	261
		Te Poho o Tanikena	219
		Puukerewa	209

* Membership count as at 2 April 2019





Te Whakakitenga o Waikato

Te Whakakitenga o Waikato was named by Kiingi Tuheitia on 7 February 2016, drawn from the words of Kiingi Taawhiao:

“Mehemea kare kau ana he whakakitenga, ka mate te iwi”
“Where there is no vision, the people will perish”

ROLES AND RESPONSIBILITIES OF TE WHAKAKITENGA O WAIKATO¹

Te Whakakitenga is currently made up of 138 tribal members each representing a marae of Waikato-Tainui. The collective role of Te Whakakitenga is to represent the interests of their marae. The Rules also state that members must:

- Uphold, support, strengthen and protect the Kiingitanga
- Protect, advance, develop and unify the interests of Waikato-Tainui
- Foster among the members of Waikato-Tainui the principles of whakaiti, rangimaarie, and kia tuupato and other tikanga of Waikato-Tainui
- Achieve and support the existing and future settlements and/or raupatu claims of Waikato-Tainui
- Act as a trustee of the Waikato Raupatu Lands Trust and Waikato Raupatu River Trust, and
- To do or cause to be done all such other things as the Members of Te Whakakitenga o Waikato consider necessary or desirable for the attainment of all or any of the Objects, consistent with the 1995 Deed of Settlement

¹ *The roles and responsibilities as written here have been rephrased based on the Rules of Te Whakakitenga (see Rule 3 and Schedule 4, Part B of the Rules for exact wording)*



There are certain matters that are reserved to Te Whakakitenga for their decision. If a certain matter is not on the list as noted in Part A, Schedule 4 of the Rules, then Te Arataura has responsibility.

The current term for Te Whakakitenga will end in September 2020 with election preparations beginning this financial year.

COMMITTEES OF TE WHAKAKITENGA²

- Appointments Committee
- Whenua Committee
- A Policy Review Committee has had its Terms of Reference approved but is yet to be formally established



Parekawhia Mclean
Chair, Te Whakakitenga
 Te Papa o Rotu



Tipa Mahuta
Deputy Chair, Te Whakakitenga
 Waahi Paa

² See Appendices for full list and description of Te Whakakitenga Subcommittees

MEMBERS OF TE WHAKAKITENGA

MARAE	MEMBER	MARAE	MEMBER
Aaruka	Ngahinaturae Armstrong Nield	Ngaa Hau e Whaa	Rosemarie Walker
	Leighton Te Maneha Te Uira		Sonny Parata
Aotearoa	John Namana Kopa	Ngaa Tai e Rua	Kawiti Tupaea
	Linton Sionetali		Tanya Savage
Hiiona	Tania Martin	Ngaatira	Kyle James Amopiu
	Te Aurere Emery		David Rawiri Thompson
Horahora	Janet Galpin	Ookapu	Miki Kowaimahanga Ronald Apiti
	Linda Tomuli		Nigel Wiwi Mahara
Hukanui	Leslie Moetu Sunnex	Ookarea	Miria Andrews
	Joanna Pompey		Kay Kawari Davis
Kahotea	Janie Wanakore-Flavell	Oomaero	Treasure Rua
	George Kimura		Panekuhukuhu Taini Anderson
Kai a Te Mata	Robyn Kui Roa	Ooraeroa	Judith Hawera
	Rayleen Whakapoi Beazley		Rosalie Ellis
Kaitumutumu	Ratapu Hori Awa	Owairaka	Nyra Marshall
	Piri Rongo Hetet-Wairau		Raeha Taingahue
Makaurau	Kowhai Olsen	Paaraawera	Warren Alexander McGrath
	Ngati Tahinga Wilson		Rurumaipo McGrath
Maketuu	Waipounamu Te Kani	Poihaakena	Aubrey Te Kanawa
	William Kerr		Darcel Rickard
Mangatangi	Panetuku Rae	Poohara	Lee Ann Muntz
	Tamara Taka Jones		Linda Te Aho
Mangatoatoa	Gerrelle Cheyene Uruhina Emery	Pukerewa	Eru Whare
	Thomas Te Winitana Maniapoto		Karen Takaanini Wilson
Matahuru	Jack Haki Mahara Nikau	Puukaki	Polly Pare Rauwhero
	Ngatiki Noki Nikau		Maria Te Aukaha Huata
Maungatautari	Pera Bella Kara	Puurekireki	Thomas Charles Roa
	Sara Aroha Tairi		Glenda Roderick
Maurea	Vincent Hapi	Rakaunui	Paula Hinemoa Mcqueen
Mookai Kainga	Maxine Moana Tuwhangai	Raungaiti	Riapeti Rangiaroha Amanda Emery
Mootakotako	Tara Hariata Kingi		Rangitionga Kaukau
	Tahi-o-Huræ Te Aomarama Rangiawha	Rereteewhioi	Hoki-Mai Chong
			Murray-Craige Mcquinn

MARAE	MEMBER	MARAE	MEMBER
Rukumoana	Amiria Wikaira	Te Poho o Tanikena	Edwin Marshall
	Te Maapi Simich-Pene		Craig Marshall
Tahunakaitoto	<i>No elected members</i>	Te Puea	Maxine Graham
Taniwha	Jacqueline Maree Colliar		Albert Watchman Rivers
	Samuel Toka	Te Tihi o Moerangi	Bonnie Maihi
Tauhei	Ratauhinga Turner		Lillian Waitere
	Raewyn Hopa	Te Kuiti Paa	Jovan Rangi-Te-Po Cassidy
Taupiri	Donald Turner		Shannon Manawaiti
	Karoha Ben George	Tikirahi	Te Atairangikaahu Clarke Te Ao
Tauranganui	Katrina Taupo		Timi Terry Alan Tahapehi
	Te Akau	Ruhe Richard Matenga	Hinerangi Raumati-Tu'ua
Teiti Patricia Hapuku		Wynae Aroha Tukere	
Te Awamaarahi	Nanaia Graham Rawiri	Umupuia	<i>No elected members</i>
	Rangitamoana Wilson	Waahi Paa	Huirama Matatahi
Te Hoe o Tainui	Michael Wilson		Waikare
	Mick Wilson	Robert Tukiri	
Te Iti o Hauaa	Kereama Clarke	Waikeri	Tahi Roberts
	Te Pora Thompson-Evans		Mere Raiha Roberts
Te Kaharoa	Sharon Hinemanu Enoka	Waimakariri	Linda Hinewai Ngapera Raupita
	Teina Moses Tuariki Hakaraia		Shanelle Hinewai Raupita
Te Kauri	Jason Tarawhiti	Waingaro	Anthony Paul Rawiri
	Jocelyn Berryman		Jeffrey Green
Te Kooraha	George Charles Kana	Waipapa	Brendon Green
	Sandra Norah Grant		Niketi Toataua
Te Koopua	<i>No elected members</i>	Waitii	Avalon Erana Thompson
Te Kotahitanga	Robert Clark		Rangi Waerea Hemopo
	Hemimatenga Rau	Weraroa	Matekino Marshall
Te Ohaaki	Joyce Te Hemara Maipi		Witukorehe Marshall
	Michael Paki	Whaataapaka	Tukahia Ngaataki
Te Papa o Rotu	Milton Ngaruhe		Tori Ngaataki
Te Papatapu	Leeanna Rangihapainga Shortland		
	Rewiri Waaka		

Te Arataura

Te Arataura is the executive Committee of Te Whakakitenga, consisting of ten members of Te Whakakitenga and one member appointed as the Kaahui Ariki representative. Rukumoana Schaafhausen currently holds this position on our Board.

ROLES AND RESPONSIBILITIES OF TE ARATAURA³

- Supervising the collection, disbursement of all money and keeping a full account of monies received
- Preparing and approving financial statements
- Ensuring that reports on activities and affairs of Te Whakakitenga are prepared and provided at least quarterly
- Ensuring Te Whakakitenga carries out the duties and functions as trustee of Waikato-Tainui to enable Te Arataura to report annually, half-yearly, and at general meetings
- Establishing and maintaining the office of the Secretariat including adherence of Rules
- Ensuring Rules amendments are maintained including filing amendments as appropriate
- Ensuring that a governance and representation review takes place at least before the third Triennial General Meeting held after the date of the Rules and responsibilities of Te Arataura
- Implementing the long-term vision, values, missions, strategic objects of Te Whakakitenga and its related entities

COMMITTEES OF TE ARATAURA⁴

- Capital Works Committee
- Distributions Committee
- Group Audit and Risk Committee
- Group Investment Committee
- Hohou Te Rongo Appointments Committee
- JMA's with Hamilton, Waikato District, Waikato Regional and Waipaa District Councils
- People and Culture Committee
- Te Roopu Wai – Water Committee



Rukumoana Schaafhausen
Chair, Te Arataura
Rukumoana



Patience Te Ao
Deputy Chair, Te Arataura
Tauranganui

³ The roles and responsibilities as written here have been rephrased based on the Rules of Te Whakakitenga (see Rule 18.2 for exact wording)

⁴ See Appendices for full list and description of all Te Arataura Subcommittees and JMA Committees

Members of Te Arataura



Hemi Rau
Te Kotahitanga



Aubrey Te Kanawa
Poihaakena



Donald Turner
Taupiri



Karen Wilson
Puukaki



**Tahī-o-Hurāe
Te Aomarama Rangīawha**
Mootakotako



Linda Te Aho
Poohara



Hinerangi Raumatī
Tuurangawaewae



Hoki-Mai Chong
Rereteewhioi



Jackie Colliar
Taniwha

Te Kootuinga

OUR SENIOR LEADERSHIP TEAM

We currently have 85 kaimahi working for Waikato-Tainui of which 82% are tribal members and 96% are Maaori⁵.



Donna Flavell
CEO

*Tahunakaitoto,
Tuurangawaewae*



Paki Rawiri
Te Awamaarahi

Nгаа Taonga Tuku Iho **Heritage & Identity**

They are the kaitiaki of maatauranga resources, managing our tribal register and archives along with processing grants.

*Teams: Carving, Grants, Tribal Database,
Whakapapa Support, Tribal Archives*

Mana Hautuu **Governance & Legal**

The Governance & Legal team is responsible for servicing Te Arataura, Te Whakakitenga and subcommittees and providing legal services to the organisation. While also working with the Operations Team to manage organisational risk.

Teams: Policy, Governance Administration, Legal



Peata Williams
Manaia



Raewyn Mahara
Waahi Paa

Maatauranga **Education & Pathways**

This team delivers education and career pathways initiatives, maintains industry partnerships, and implements our Tikanga Ora Reo Ora (TORO) strategy.

Teams: Education, Career Pathways, Reo

⁵ Data sourced from Staff Engagement Survey, May 2018

Paahekoheko

Engagement & Communications

Marketing services, tribal events, Te Hookioi, social media, digital strategy, website development, and engagement, all sit within this team.

Teams: Events, Communications, Marketing, Brand



Jason Ake

Te Papa o Rotu

Whakahaere

Operations

The Operations team comprises of all the primary functions needed to maintain our organisation.

Teams: Finance and audit, Information and Communication Technology (ICT), Property Management, People and Culture, Reception, Project Management Office, Maintenance, Functions



Janet Falwasser

Taniwha

Oranga

Development & Wellbeing

The key focus of this team is to deliver health and wellbeing, economic development, housing, and environmental initiatives to tribal members and marae.

Teams: Hapori, Hauora, Whanake, Taiao



Turangawaewae Marae Tukere

Turangawaewae

Mana aa-Ture

Rights & Interests

The protection of historic and current settlements sits within Rights & Interests who also manage Crown partnerships, our Accords and advocate for our whaanau and organisations.

Teams: Settlement Protection and Claims, Strategy and Influence



Taipu Paki

Kaitumutumu

Te Ara

Whakatupuranga 2050

The Five Year Plan

For the first time in our organisation's history we have planted the seeds of a five-year strategy that we will nurture and grow into the future for our marae, tribal members, and tribal organisation.

A series of workshops were held over 2017 and 2018 with Te Whakakitenga Members, Waikato-Tainui kaimahi and advisors, to understand where we should focus our efforts over the next five-years. By aligning these aims and desires with our greater iwi strategies, evaluating their impact and financial needs, our teams were able to produce a list of initiatives that formed our Five Year Plan.

This next section of the Business Plan for 2019/2020 details the work plans for year one of The Five Year Plan.

TE ARA WHAKATUPURANGA 2050

The Road to Whakatupuranga 2050

The Five Year Plan
FY20 to FY24



A JOURNEY TO CELEBRATE

We are defined by our land, our river, our history and the Kingitanga. We are a proud people, each of us descended from the intrepid voyagers who crossed the ocean to land the Tainui waka on the shores of Kaawhia in the 13th century. Led by Hoturoa, our taupuna left Rangiatea to discover a new land rich in fertile soils and abundant wildlife, bordered by a plentiful supply of kaimoana.

Te Tutohinga a Kingi, Tuhetia - The Charter of King Tuhetia, is a testament to his commitment and that of his many prestigious ancestors to maintain the mana of the Kingitanga now and into the future.

The Kingitanga remains relevant for our people and the confederation of Tainui and the legacy of Te Wherowhero remains strong.

It would be 132 years of intensive negotiations and courageous leadership before we would see our grievances partially addressed by the Crown. The post-settlement era has led to the establishment of our tribal organisations. Over the next five years we will see our marae be exempters in protecting our reo, tikanga, taonga, and kaumauatua. We will also see a step change in social outcomes for our tribal members around housing, education and employment.

A Journey to Celebrate & Build for the Future



OUR ROLE
IMPLEMENT
ADVOCATE
FACILITATE

Utilising our Taiao specialists and Environment Plan to produce clear, measurable standards for our wai and whenua which we can monitor and enforce



FY20 BUDGET
\$1,059,167

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

Taiao: Year one

- **Protecting and leveraging our environmental rights and interests**
The next five-years see a focus on securing an entitlement to an allocable water quantum, a debate long held in Aotearoa and recently returning to the table. By the end of FY20 we will have our first ever draft Iwi water strategy.
- **Leaders in environmental standards and restoration activities**
Tai Tumu, Tai Pari, Tai Ao – our award winning environmental plan, provides advice on how to engage and consult on matters relating to our taiao. This next step will require us to operationalise the Plan into our own Waikato-Tainui environmental standards, allowing us to measure and monitor the restoration and enhancement of our beloved taiao. For our organisation this means including our standards in local and central Government planning mechanisms and sharing it with our partners. We will also develop a priority restoration plan and report card to track progress.
- **Supporting our tribal members to contribute to taiao restoration and enhancement activities**
With the creation of Waikato-Tainui environmental standards we want for our marae and tribal members to have the knowledge and skills to lead restoration projects on their whenua. Some marae whaanau will also have the chance to participate in climate change conversations to develop mitigation plans.

INITIATIVE	FY20 METRIC	TEAM	QUATERLY MILESTONES	Q1	Q2	Q3	Q4
\$535,000							
Training and support for our tribal members so that they can lead Taiao initiatives	Training programme developed in association with relevant service providers	Oranga	Complete needs analysis to understand training requirements for the programme				
		Education & Pathways	Complete scan for service providers who can deliver the programme				
		Oranga	Seek expressions of interest from marae and tribal members for the programme (to commence FY21)				
\$341,667							
Implement a five-year programme of investment to improve wai (including Kaawhia, Aotea, Whaingaroa and Manukau harbours) and whenua	Environmental scan completed and priority restoration areas identified	Operations	Listing received for 100% of tribally owned whenua				
	Third party funding secured to support restoration projects	Oranga	Complete scan of potential funding partners including Accord partners				
		Oranga	Complete estimate of costs for restoration projects				
		Oranga	Funding strategy plan in place to progress applications / agreements with all funding partners				
		Oranga	Co-funding strategy in development for all tribal entities to provide consistency on our approach to land restoration				
	Report card for the awa is updated and monitoring methods agreed with mana whenua	Rights & Interests	Commitments in place with Accord and other relevant partners to support the restoration of wai and whenua				
		Oranga	Restoration plans have been developed for priority projects in association with mana whenua				

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$100,000							
Secure water rights	Water rights plan in place for the Waikato River with planning undertaken for other bodies of water	Rights & Interests	Draft the water rights plan for the Waikato River				
			Socialise drafted plan and gather feedback				
			Water rights plan submitted for approval				
\$20,000							
Develop and operationalise Iwi Environmental Standards consistent with Tai Tumu, Tai Pari, Tai Ao	Standards and assessment tool developed with a plan to assess all tribally owned whenua	Oranga	Baseline information converted to standards				
		Oranga	Undertake assessment of tribally owned whenua using tool (completed FY21)				
		Oranga	Whenua report card created				
\$62,500							
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)	Rights & Interests	Advocated for policy change to support our position				
		Oranga	Identify marae critically impacted by climate change and consolidate activity into their Oranga Marae Plan				
		Oranga	Develop mitigation/response plan template for our marae				
		Rights & Interests	Confirm our position on climate change				
OVERALL BUDGET \$1,059,167							

OUR ROLE
ADVOCATE
INFLUENCE
FACILITATE

Leveraging relationships with service providers and third-party funders to manage socio-economic gaps and provide opportunities for our tribal members



FY20 BUDGET
\$2,707,300

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

Hapori: Year one

➤ **Creating and supporting business opportunities**

We will create a collaboration network to identify business opportunities and develop an investment strategy to support the growth of commercial and social enterprises for our marae and tribal members.

➤ **Building a fit for future workforce**

Grants will continue to fund tertiary scholarships, focusing on careers of the future, STEM pathways, and the like. The relationships built by Waikato-Tainui and our group entities will be leveraged to support tribal members into meaningful and sustainable career pathways through employment brokerage for job placement and pastoral care while working.

➤ **Securing warm, safe and dry homes**

Through the Five Year Plan there is also opportunity to look into innovative housing solutions based on our tribal member needs with the ground work beginning to kick off during FY20. Te Kaarearea is an incredible opportunity for tribal members to purchase their very first home, brand new and at an affordable price. There will also be a dedicated workstream to gathering tribal housing data.

➤ **Advocating for the health and wellbeing of our tribal members**

As the Government looks to create a wellbeing budget, we will look to set our own Waikato-Tainui wellbeing standards to monitor progress in wellbeing and help our people in the areas that are most needed. By the end of FY20 we will have a fully executed Koiora (hauora) Strategy, wellbeing indicators, and a draft health model complete.

INITIATIVE	FY20 METRIC	TEAM	QUATERLY MILESTONES	Q1	Q2	Q3	Q4
\$204,400							
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	Advocacy team establishing and maintaining relationships with key government agencies				
		Rights & Interests	Government agency data sharing agreements have been drafted				
		Rights & Interests	Commence development of Super Accord with multiple agencies				
		Rights & Interests	Fit for purpose review of all current Accords complete				
\$571,500							
Creation of opportunities across the housing continuum Creation of home ownership opportunities Creation of papakainga or communal living opportunities	Secure housing data from relevant government agencies	Oranga	Housing data secured from relevant agencies and tribal members (align to our data strategy)				
	Existing home ownership support programmes are responding effectively to whaanau needs	Oranga	Deliver home ownership work programmes				
	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	Refreshing our strategy for housing including innovative housing solutions that can deliver on warm, safe, secure and dry homes				
\$167,667							
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	Relationships formed with the five education sectors (Early childhood, primary, secondary, tertiary, industry) across mainstream and Maaori medium				
		Education & Pathways	Co-develop key success criteria for all five sectors				
	Funding partners secured to assist with providing the education pathways	Education & Pathways	Partnerships formalised including funding support and key success criteria is in place for all five sectors				

INITIATIVE	FY20 METRIC	TEAM	QUATERLY MILESTONES	Q1	Q2	Q3	Q4
\$296,000							
Support the development and growth of commercial and social enterprises for tribal members and marae	Programme and criteria established	Oranga	Programme and criteria established				
	Investment strategy established and funding partners identified	Oranga	Investment strategy to support social and economic enterprises established including how to harness innovation				
\$685,000							
Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing	Secure data to inform the development of our health and wellbeing standards	Oranga	Define a Waikato-Tainui holistic hauora approach including key measures and data sources for our wellbeing indicators				
		Oranga	Specifications developed for capture, retention and use of external data sources				
		Oranga	Government agency data sharing agreements have been drafted				
	Develop the health and wellbeing standards	Oranga	Data analytics being undertaken to establish our wellbeing indicators baseline				
		Oranga	Draft health model prepared (to be complete FY21)				
	\$782,733						
Supporting tribal members into individual career pathways	Our rangatahi have personalised education and career pathways to support them now and into the future	Education & Pathways	200 tribal members supported into full-time or part-time employment				
		Education & Pathways	120 tribal members supported through pastoral care				
		Education & Pathways	10 pre-employment workshops delivered				
		Education & Pathways	50 tribal members supported into apprenticeships				
		Education & Pathways	400 tribal members participate in STEM pathway programmes				
	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 Disributions Policy				
OVERALL BUDGET \$2,707,300							

OUR ROLE SUPPORT

Supporting marae to develop their own Oranga Marae Plan (Marae Development Strategy) so that their Marae whaanau and facilities are "fit for purpose" and "fit for future"



FY20 BUDGET
\$3,854,101

Kaupapa

Tooku marae, tooku tuurangawaewae

Our marae are vibrant and self-sufficient

Kaupapa: Year one

- **Mana motuhake for our Marae**
All the elements relative to an Oranga Marae Plan will be developed with Marae to outline their priorities in building their own mana motuhake. Each plan will be unique to each marae and include their needs and aspirations that span across structural, environmental, cultural, digital, social, and economic needs.
- **Taonga tuku iho, waahi tuupuna, me ngaa waahi tapu**
Work pertaining to the stocktake and digital capture of knowledge of our taonga and sites of significance should be wrapped up by the end of the financial year. We will also work with whaanau and marae to support their own journey to capture stories and record taonga for the benefit of future generations.
- **Heritage, reo and tikanga**
There are a variety of waananga that will be offered this year to advance our Tikanga Ora, Reo Ora (TORO) interests in preserving and protecting our Waikato-Tainuitanga.

INITIATIVE	FY20 METRIC	TEAM	QUATERLY MILESTONES	Q1	Q2	Q3	Q4
\$119,000							
Support Marae to develop a Oranga Marae Plan (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)	Oranga	All elements relative to the Oranga Marae Plans have been developed				
		Oranga	Engagement plan in place outlining how and when we will engage with marae				
		Oranga	Roll-out Oranga Marae Plans to four marae				
\$1,011,500							
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	Education & Pathways	Te Reo Waananga held with 500 tribal members				
		Education & Pathways	Train the trainer programme to deliver Reo Uukaipoo in the home in place (five trainers, 50 whaanau)				
	TORO's five strategic pou are fully resourced to support marae-based programmes	Education & Pathways	Marae-based Reo Kaakaho programme and resources developed and rolled out in line with Oranga Marae Plans				
		Education & Pathways	Launch of packages for Puna Kupu, Uupoko Ariki, and Poukai Series				
\$638,602							
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	Complete stocktake of our taonga and sites of significance				
	Completion of digitisation of tribal archives	Heritage & Identity	Complete digitisation of our tribal archives				
	Working alongside kaumaatua as the holders of knowledge	Heritage & Identity	Delivered four Paimaarire Waananga to Tauraahere and our marae				
		Heritage & Identity	Recorded mini-documentaries for 20% of our top 100 significant sites				
		Heritage & Identity	Delivered four waananga, including tools and templates, to assist whaanau to capture knowledge from our kaumaatua				

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$1,441,000							
Development of a strategic approach to maintenance and build projects across our 68 Marae	Undertake audit of current state of marae facilities	Oranga	Structural assessment standards have been reconfirmed for audit purposes				
		Oranga	Review completed of current information held on marae structures to confirm work programme for maintenance support				
	Engage with marae who have access issues related to safe drinking water and develop solutions	Oranga	Roll out of work programme to assist marae in implementing their maintenance plan in line with audit findings including solutions for safe drinking water				
\$644,000							
Engage our marae to co-design, develop and deliver systems to connect tribal members to their marae and improve overall marae engagement	Develop Marae engagement plans	Communications	Engagement platform for marae and tribal members conceptualised				
		Communications	Engagement plan in place outlining how and when we will engage with marae				
	Tribal events held and delivered including Tainui Games, Tira Hoe, Kaumaatua events and more	Communications	Te Hookioi delivered including information about 100% of our marae across the year				
		Communications	Tira Hoe delivered				
		Communications	Kaumaatua Matariki Ball held				
		Communications	Tauraahere roadshows delivered				
		Communications	Tainui Games delivered with 100% marae represented				
		Communications					
OVERALL BUDGET \$3,854,101							

OUR ROLE CONNECTOR

Leveraging our collective buying power to create wealth opportunities for tribal members and marae



FY20 BUDGET
\$954,667

Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations

Whai Rawa: Year one

➤ **Growing our wealth**

We will continue to diligently pursue our settlement through mandate hui this year in order to commence negotiations. Through our Group Investment Committee, we will implement an investment framework to support organisational growth and leverage our relationships to create investment opportunities for our marae and tribal members.

➤ **Enhancing our brand**

Truly understanding our brand is critical to leveraging our relationships to maintain and obtain opportunities. This will build networks so that our Marae and tribal members can share in the benefits of our brand.

INITIATIVE	FY20 METRIC	TEAM	QUATERLY MILESTONES	Q1	Q2	Q3	Q4
\$400,000							
Continue to diligently pursue and settle outstanding settlement claims	Consultation hui with tribal members and Government	Rights & Interests	Complete mandate engagement hui				
		Rights & Interest	Mandate approved				
		Rights & Interest	Negotiations commence				
\$280,000							
Review and refine Waikato-Tainui's investment management framework, including SIPO and investment parameters	Review of the SIPO completed by the Group Investment Committee and put in place and includes a link to whenua investment in line with the Whenua Committee requirements (note CAPEX required for any further whenua purchases)	Governance & Legal	Group investment framework confirmed				
		Governance & Legal	SIPO drafted for all Group entities trusts				
		Governance & Legal	Implementation of Group investment framework and SIPO				
\$135,000							
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	Merchandise Policy drafted for approval				
		Communications	Branding strategy including value proposition and strategic partnerships drafted				
		Communications	Branding strategy approved				

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$139,667							
Leverage strategic investments (H2A, tourism, cultural) to create investment opportunities	Roadmap completed to outline opportunities and initiatives for our marae	Rights & Interest	Develop engagement and investment plan across all Waikato-Tainui entities				
		Rights & Interest	Capture commercial, social enterprises, and industry activities in a roadmap of the H2A corridor				
		Rights & Interest	Engagement plan in place outlining how and when we will engage with marae				
		Rights & Interest	Identify private and public sector partnerships to support investments				
		Rights & Interest	Support marae with investment and enterprise opportunities in line with our strategic investments				
\$-							
Establish a collaboration network that connects tribal members to business, innovation and education ecosystems	Development of collaboration network across our Waikato-Tainui entities, marae and tribal member businesses	Operations	Map current networks (internal teams, partnerships, marae, enterprises)				
		Operations	Collaboration network purpose and objectives defined				
		Operations	Scope collaboration network including partners, relationships, and investment parameters				
OVERALL BUDGET \$954,667							

OUR ROLE SERVICE DELIVERY

Our organisation is a taonga that needs protection and investment to ensure that it is equipped to deliver for the present and ready for the future



FY20 BUDGET
\$1,506,100

Mahi Tonu

Mehemea he mahi pai moo te tangata, mahia

A high performing organisation making an impact

Mahi Tonu: Year one

➤ **Advancement through data**

To stay ahead of the curve and to assist with decision making, we need to have relevant and current information. Getting access to and maintaining the information is a key initiative for us this year to help us to understand the needs of our marae and tribal members, but also to measure the impact of the work that we are doing and planning to do going forward.

➤ **Developing a culture of excellence**

Having the ability to rapidly respond to change and challenge is part of our digital improvement strategy. We will develop innovative solutions that are fit for purpose for us as an organisation and our marae too. We will provide service excellence by executing a talent and culture strategy, and continually reviewing the capability and capacity of our teams to ensure we have the right people, in the right place, at the right time.

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
\$142,200							
Fast-track the capture of relevant tribal member and marae data	Consultation with tribal members, marae and other Waikato-Tainui organisations to agree the data that needs to be obtained and how	Operations	Data capture developed in line with our digital strategy (including incentives)				
		Operations	Map the path of data from capture, retention and use of all data sources (internal and external)				
		Operations	Data Governance model developed				
		Operations	Establish a single source of data in order to have a single point of contact with our tribal members and marae				
		Heritage & Identity	50% of our marae are uplifting their marae dividend through our portal (100% by FY22)				
\$31,000							
Take stock of the current organisational capability and culture	Skills and capability matrix in place and monitored	Operations	Strategic workforce plan in place and being regularly reviewed including a skills and capability matrix				
	Health and wellbeing indicators for kaimahi have been established	Operations	Kaimahi hauora strategy drafted and ready for approval				
		Operations	Kaimahi engagement survey undertaken annually to measure level of engagement and kaimahi satisfaction				
\$-							
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	Operations	A process has been put in place so that innovative ideas are being translated into improved services and engagement with our tribal members				
		Operations	Innovative ideas are regularly being translated into improved services and engagement with our tribal members				
		Oranga	Investment strategy to support social and economic enterprises established including how to harness innovation				

INITIATIVE	FY20 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4	
\$1,007,500								
Review current service delivery model and adjust to ensure successful delivery of outcomes	Programme delivery model reviewed including progress monitoring and reporting framework	Operations	Clearly define what efficiency looks like for Waikato-Tainui and establish organisational efficiency gains					
		Operations	Review current project management system and process and update according to efficiency gains					
	There are clear measures in place through the service delivery model review that enable Waikato-Tainui to measure organisational efficiency	Governance & Legal	Consultation on governance support and training programme					
		Governance & Legal	Group policy framework completed					
		Governance & Legal	Preliminary advice provided for potential entities structure					
	Governance training (including health & safety training), Rules review and elections undertaken over the period	Governance & Legal	Incorporated Societies Act review completed (best practices, existing issues)					
		Governance & Legal	Governance support and training programme developed					
		Governance & Legal	Consultation hui with marae in preparation for FY21 Elections					
	\$325,400							
	Develop and deploy a suite of digital solutions to support the needs of tribal members, marae and our organisations	Comprehensive review of our current systems, their capacity and constraints	Communications	Consultation and engagement with kaimahi, marae and tribal members completed				
Communications			Map the path of data and storage					
Needs analysis capturing our requirements to support effective and efficient services to our marae and tribal members		Communications	Digital strategy approved and ready for implementation					
Market review of the systems available that can support our needs		Communications	Recommended digital systems and strategy implemented					
OVERALL BUDGET \$1,506,100								

Risk management

Managing risk helps us to achieve our strategic intentions, drive operational effectiveness and efficiency, protect our people, our assets, and make informed decisions.

Risks can only ever be measured at a point in time and monitored over a period in order to support the successful delivery of our initiatives. We have undertaken a review of all of the risks related to each of the initiatives within the Five Year Plan. At the time of preparing this Business Plan, the following key risks were identified:

➤ **Return on investment**

A reduction in the Official Cash (OCR) will mean we may not be able to generate the anticipated return on our investments which impact on our ability to deliver some of the planned activity in this current financial year.

➤ **Engagement and adoption**

If tribal members and marae do not readily engage with us on the proposed programme of work, we are at risk of not achieving the planned outcomes for this current year, impacting on the timeline for the overall Five Year Plan.

➤ **Change**

This is a wide-ranging risk factor relating to multiple work streams and outcomes. This includes changes in people (staff, leadership and Governors), and our policies, procedures and Rules. External factors are also considered such as changes to legislation, interest rates, technology, and any significant weather or climate change event.

➤ **Political**

Crown's (and Crown Agency's) approach to honouring historic / settlement changes impacting on our ability to appropriately settle outstanding claims and effectively manage our settlement rights & interests.



He Anga Whakamua

Outcomes Framework

The Five Year Plan has allowed the opportunity to plan our work activities with a view focused on outcomes as well as of outputs and targets. In addition to our quarterly reporting we will also report against our three strategic priorities:

- To support our marae to achieve their aspirations
- To enable our tribal members to fulfil their potential
- To be a high performing organisation that delivers for our people



Outcomes reporting and metrics will be more comprehensive and take into consideration (for example) changes in conditions, reduction in time and costs, increase in engagement and activities and the movement from one state to another.

Outcomes describe the impact we are seeking to achieve

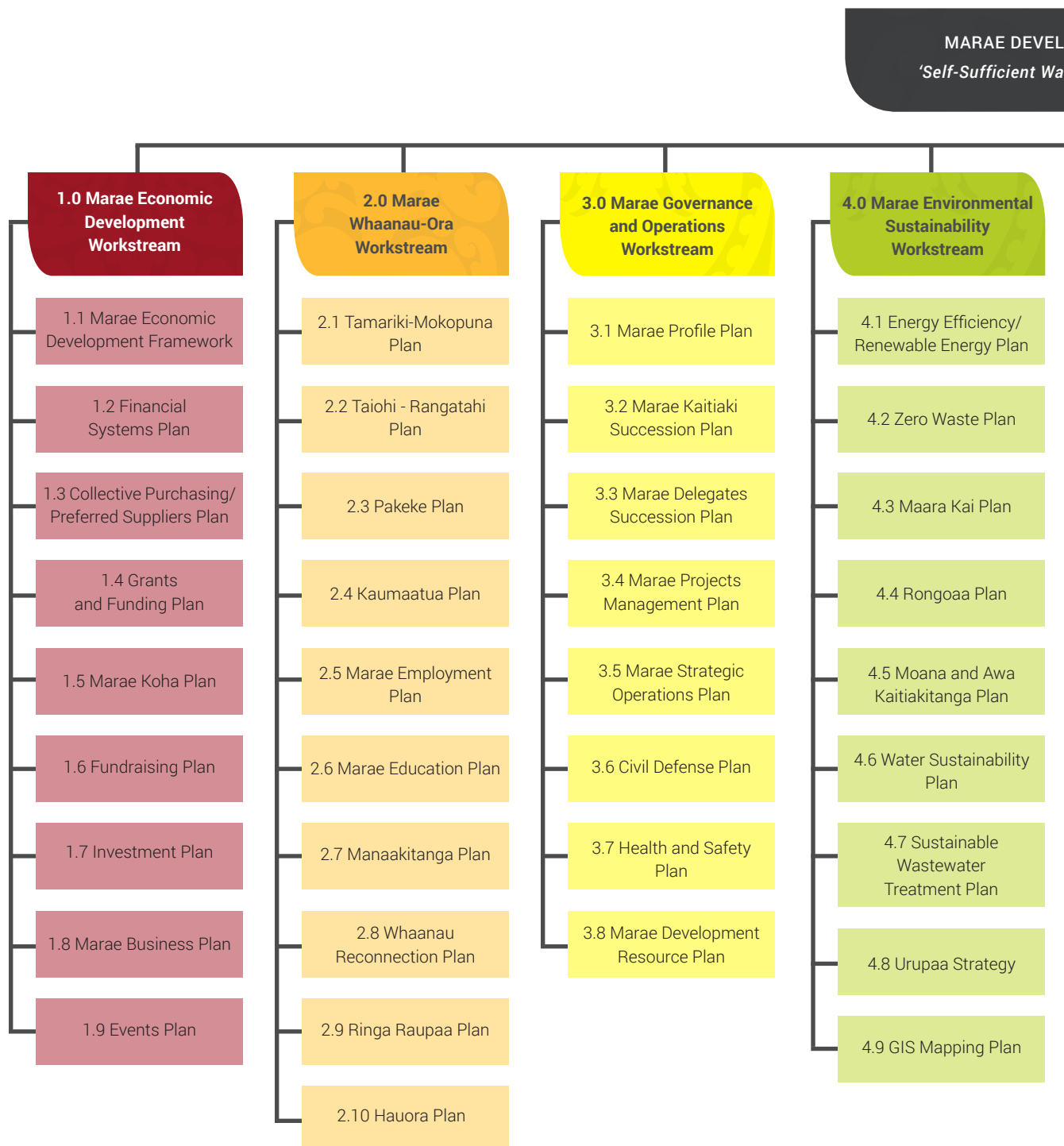
Metrics detail the outputs that are needed to achieve the outcomes



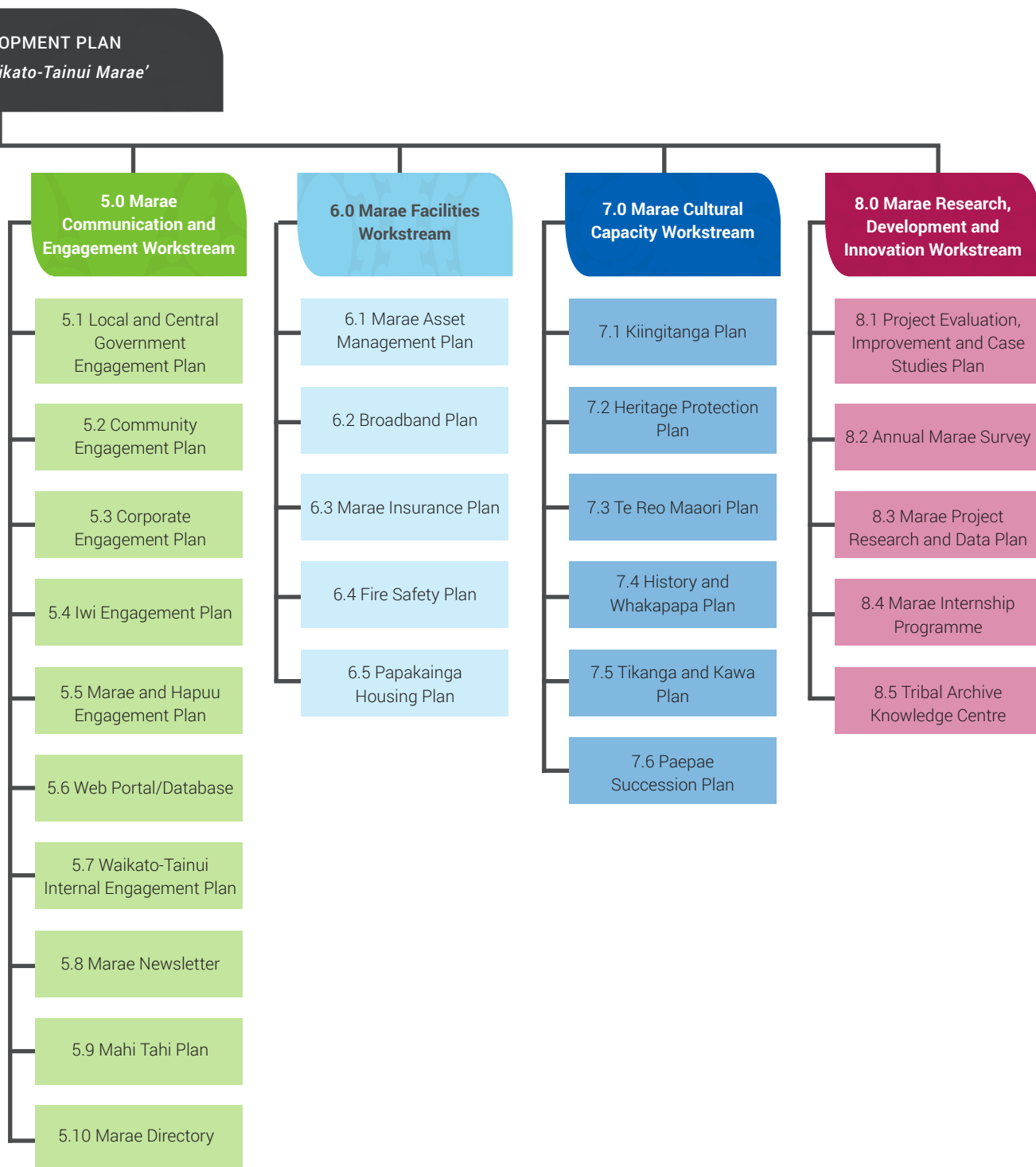
Supporting our marae to achieve their aspirations

An aspiration of Whakatupuranga 2050 is to develop self-sufficiency with marae making increasing calls for autonomy. Marae will be supported to develop individual marae strategies known as Oranga Marae Plans (OMP). Each OMP will be unique to the needs of each marae and cover all the necessary elements for a marae to become self-sufficient. Co-development of these OMPs will allow marae whaanau to determine their own key priorities.

The initial elements of an OMP for each marae (based on Ko te Mana Marae framework):



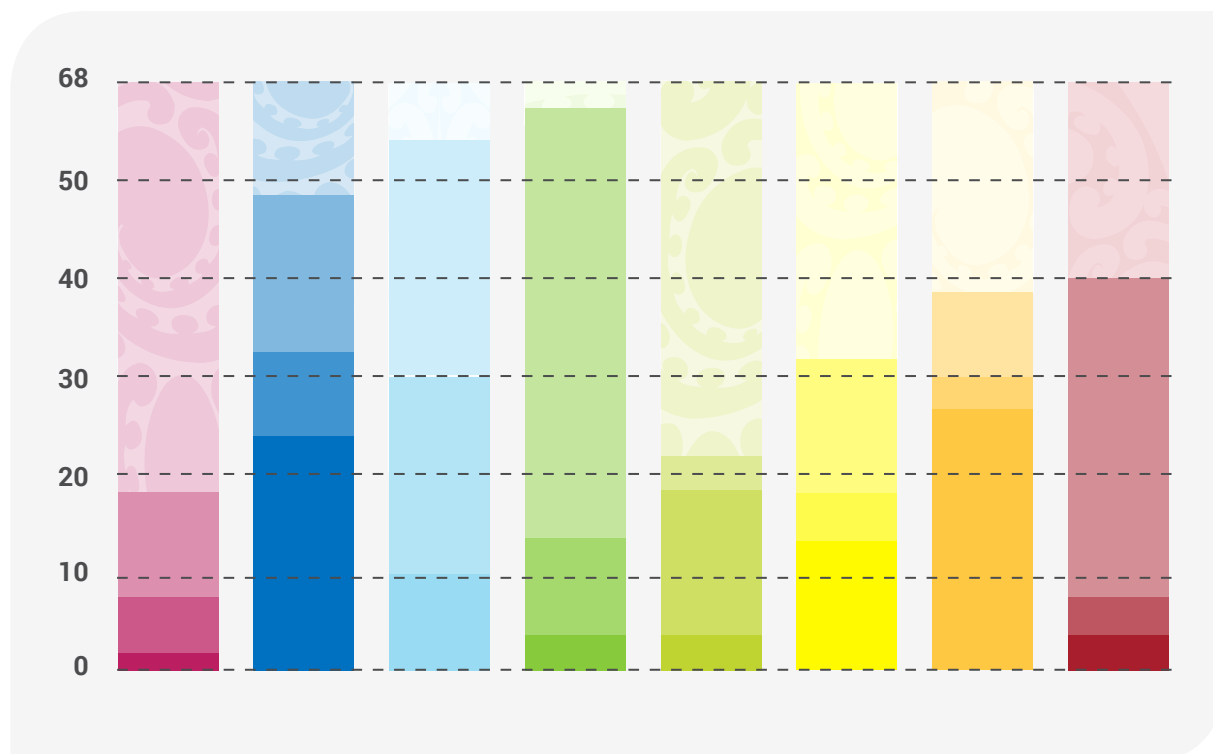
We will develop a reporting tool to assess each element to highlight the stage of completion for each marae. The scale will range from 'not a priority' to 'mana motuhake', helping to measure the overall progress towards marae reaching their own sense of what mana motuhake is for them. The next page shows an example of how this assessment might look.



Marae dashboards

The measurement while basic, will provide a snapshot view of the key priorities for each marae over the next five-years and give an indication of the level of support required in each area. In the first few months of this year, we will refine this template and work with marae to form their baseline view.

An example of the baseline view across all 68 marae is provided below. The gradient tones represent the different levels ranging from 'not a priority' (lightest shade) to 'mana motuhake' (darkest shade). The graph shows the number of marae at each level within a specific category.

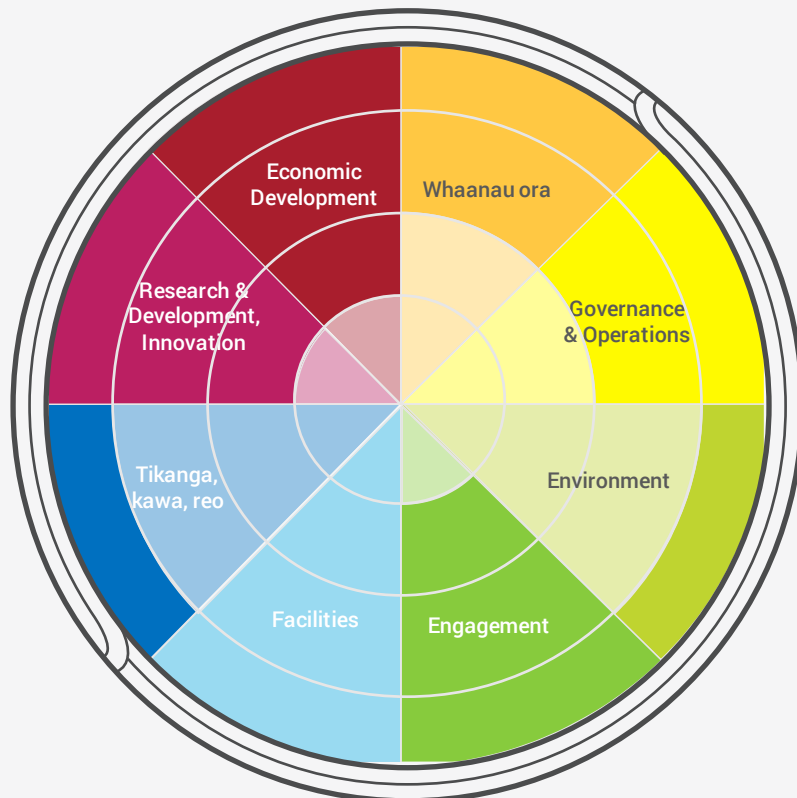


Example: The current state assessment will be undertaken over the current year.

MANA MOTUHAKE	IN DEVELOPMENT	BASIC	NOT A PRIORITY
Plans are in place are are: <ul style="list-style-type: none"> • co-ordinated • disciplined • aware • monitored & measured • managed • controlled • sustainable 	Work has commenced including: <ul style="list-style-type: none"> • drafting • planning • consultation • awareness • understanding 	Limited to no work has commenced: <ul style="list-style-type: none"> • un-coordinate • un-disciplined • unaware • ad hoc • static • non-existent 	Marae have determined that this area is not yet a priority.

Example: The evaluation criteria used in the OMPs.

Marae can reassess their position and over time to see how they are progressing towards mana motuhake, while providing valuable information in the process about what support is needed from our organisation. An example of how an individual marae can view their progress is noted below.



Example: Dashboard of how an individual marae might view their progress towards mana motuhake.

In this dashboard (for example) we see the marae has reached a level of self-sufficiency with their facilities. We can interpret that more support can be given to this marae in environmental, operational, and whaanau-ora focused areas. Tikanga, kawa, and reo is at a good standard and the remaining areas have been highlighted as not a priority at this time.



Enabling our tribal members to fulfil their potential

The next five-years will see a concentration on the social and economic wellbeing of our tribal members in all the different challenges they may face throughout their lifetime. Outcomes reporting will look at sustainable intergenerational wellbeing where data plays a critical role in assessing and measuring outcomes as a result of the work we are doing. The Five Year Plan has multiple workstreams for data collection and analysis including how we can access current data from Government agencies while maintaining our own database.

The complexity of obtaining access from multiple data sources is challenging and means time is needed to integrate this measurement approach. Specific impact analysis may be possible for some of our initiatives where the results are tangible but the tools to measure wellbeing still need to be created. Current barriers include the access to quality data from Government agencies, cross-agency standardisation of that information and issues around attribution and the sensitivity of the measurement.

Once we have the data, we will develop a more Waikato-Tainui population based measure to track our progress. In the meantime, we will we will measure the impact of our work activities by tracking whaanau through the following programmes:

TE RAU KAPO

Often, we never get the chance to find a job that matches our interests and our passions. With Te Rau Kapo, Waikato-Tainui will offer tribal members a chance to find a role that will realise their potential and talents, by providing them with the right tools to be the best they can be.

We offer a number of initiatives that aim to create and foster educational achievement in Maori and mainstream education across all sectors and at all levels. We work with taiohi and school leavers to enrol and support them through tertiary training. Our commitment is to make sure our tribal members complete their programme of study and gain meaningful employment when they graduate.



TE REO UUKAIPOO

Waikato-Tainui places a strong emphasis on the importance of Te Reo Maaori and Tikanga - it is one of the key strategic objectives of Whakatupuranga 2050. Tikanga Ora Reo Ora (TORO) strategy encourages the use and preservation of Te Reo Maaori and Waikato tikanga with the overall aim of 'Whakahokia te reo ki ngaa tara aa-whare. Haapaingia te tikanga ki te tuanui o te whare'

Te Reo Uukaipoo is a series of tailored resource packs. In FY20, we plan to work with around 500 tribal members to ensure they are supported by a dedicated kaiako (at least five will be trained) to speak more te reo Maaori across our many homes and different communities.

TE KAAREAREA

We will continue to support our tribal members into homes through multiple channels including our home ownership programmes. To date we have seen:

- 30 tribal members purchase a home on the open market
- 7 tribal members purchase a home through the RFR scheme
- 71 tribal members utilise the services of our professional advisors

This year, 50 houses being developed as part of Te Kaarearea will be made available for tribal members. A shared equity programme has also been launched, offering extra financial support to tribal members so that they can take up this opportunity. The project should be completed in mid to late 2019. We will track tribal members who are successful in owning a home through Te Kaarearea and continue to work with them over the next five-years to fully understand the impact of this programme.

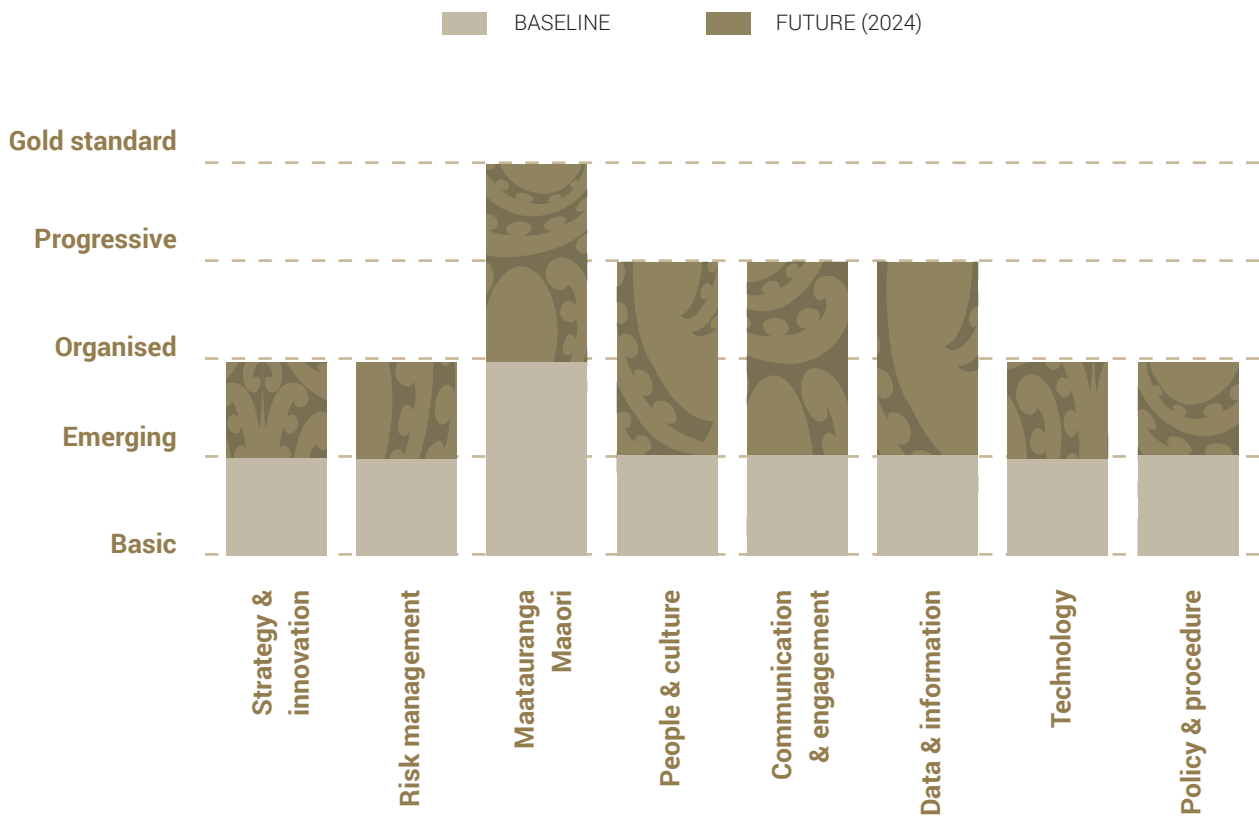
Growing a high performing organisation that delivers for our people

As an Iwi business, we strive to build a high-performing organisation that is innovative, agile and driven to deliver transformational change for our tribe. Our model of service delivery means we can support our marae and tribal members while also ensuring we meet our organisational responsibilities and obligations.

Like many iwi entities, it is not easy. The complexities of our organisational structure, legislative and statutory obligations, the need for intergenerational outcomes across multiple segments (economic, environmental, social and cultural) will continue to test our resilience.

Across the five-years we will assess our performance through multiple channels focusing on service delivery excellence.

Organisational outcomes reporting will be based on the indicators needed to measure important elements seen in service excellence and efficiency. The purpose of this assessment is to assess our current level of activity and track this to where we want be as a high-performing organisation. The baseline assessment will be completed internally by our Senior Leadership Team and Te Arataura. Later assessments will be based on activity and other external sources depending on the area of focus. An example of how we will report on the progress is shown on the next page.



Example: Current state assessments.

He Tirohanga Puutea

Financial Overview

BUDGET PLANNING AND ASSUMPTIONS

The budgeting process this year was planned with a five-year view in mind (previously an annual view). All the teams within Waikato-Tainui worked collaboratively to determine what funding would be needed for the FY20 budget.

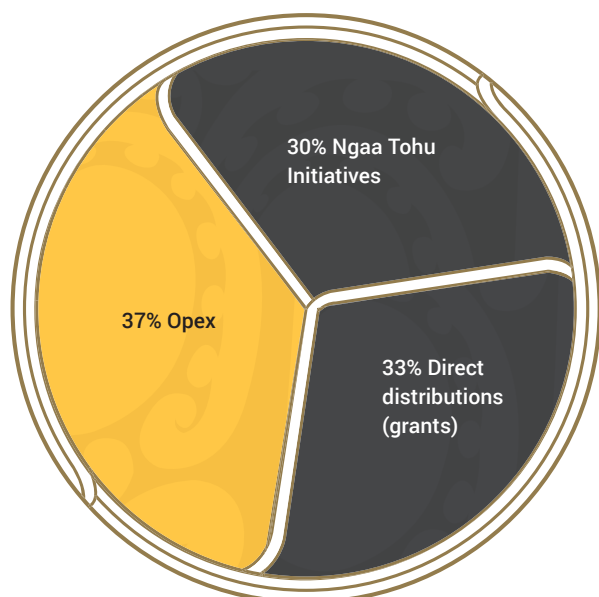
Our budgets were constructed using the following methods:

FUNDING

- *Return on investment* – based on a conservative return rate of 3%
- *Dividend* – based on anticipated returns from Tainui Group Holdings
- *Other* – based on anticipated rental and lease returns from property
- *External funding* – based on anticipated funding from external funding partners such as Oranga Tamariki for our Mokopuna Ora contract

EXPENDITURE

- *Grants* – based on prior year grant spend with agreed adjustments
- *Ngaa Tohu initiatives* – costed by using current projects as a baseline with likely known costs or costed on a zero-baseline basis using the most likely known costs at the time
- *Operating expenditure (Opex)* – based on historic costs (prior year spend) with costs savings estimated and CPI adjusted for some costs
- *Capital expenditure* – based on anticipated replacement costs of current assets and also additional capital required to support the delivery of the Five Year Plan



We continue to remain within a 60% - 40% split between our distributions (Grants and Ngaa Tohu initiatives) and operating expenditure. Over time, it is intended that our distributions will increase as we find operating efficiencies and increase our revenue.

Funding	FY20 \$m
Operating revenue	
Return on investments	\$11.34
Dividend	\$18.00
Other	\$0.75
External funding	\$1.37
Total revenue	\$31.46
Balance sheet funding	\$2.00
Total funding	\$33.46ⁱ

The \$34.31 million budget approved by Te Whakakitenga is similar to the prior year and is broken down as follows:

Expenditure	FY20 \$m
Direct distributions - grants	\$11.41
Opex	
Governance costs ⁱⁱ	\$1.15
Hui, meetings & entertainment	\$0.24
Communications	\$0.32
Salaries, training, and staffing costs	\$7.86
Other operating costs	\$1.82
Professional services	\$0.53
Ngaa Tohu initiatives	
Taiao costs	\$1.06
Hapori costs	\$2.71
Kaupapa costs	\$3.85
Whai Rawa costs	\$0.95
Mahi Tonu costs	\$1.51
Depreciation	\$0.93
Total expenditure	\$34.31

ⁱ Income from relativity settlements have not been included in our budget for this year and the next payment is not expected until year 2022

ⁱⁱ Governance costs include meeting fees and travel costs only. Costs related to other Te Arataura and Te Whakakitenga activity are included in the other operating costs

CAPITAL EXPENDITURE

Our capital expenditure strategy is in place to help ensure our assets are maintained or improved to maintain their value and use. The digital strategy is designed to support and enhance the delivery of multiple workstreams across all of our Tohu and to provide greater access to information by our marae and tribal members. Asset replacement costs have been estimated in line with our current depreciation costs and includes asset maintenance and replacements costs for the College.

For capital works on our properties, there was approximately \$4.2m remaining of \$5.2m approved of property costs last year. These have been approved by Te Whakakitenga to carry over from FY19 along with an additional \$500k. This means that we are expecting a spend of \$4.7m for capital works this year.

Capital Expenditure	FY20 \$m
Digital strategy - tools and systems	\$0.40
Asset replacement	\$0.93
Property	\$4.70
Motor vehicle	\$0.05
Total	\$6.08

STATEMENT OF CASHFLOW

While cash generated from investments, dividends and other income will cover our normal operating costs, our cash and investments are expected to reduce as we finalise large capital projects funded from reserves.

Cashflow	FY20 \$m
Opening bank balance	\$379.26
Cash utilised in operating activity	
Other	\$0.75
External funding	\$1.37
Grants	(\$11.41)
Nгаа Tohu spend	(\$10.08)
Operating expenditure (excl. Depreciation)	(\$11.92)
Cash flow from investing activity	
Capital purchases	(\$6.08)
Dividends received	\$18.00
Return on investments	\$11.34
Co-management fund	\$1.00
Expected closing bank balance	\$372.24

BALANCE SHEET

Our net assets are expected to remain at similar levels to FY19. This may change if we obtain greater returns on investments and as our assets increase in value.

Balance Sheet	FY20 \$m
ASSETS	
Current assets	
Cash, bank and investments	\$372.24
Sundry debtors	\$28.33
Total current assets	\$400.57
Non-current assets	
Fixed assets	\$136.11
Shares - TGH	\$140.25
Intangible assets	\$0.96
Total non-current assets	\$277.33
Total assets	\$677.90
LIABILITIES	
Current liabilities	
Creditors & payables	\$0.82
Provision for grants	\$6.32
Total current liabilities	\$7.14
Non-current liabilities	
Income in advance - The Base	\$46.00
Total non-current liabilities	\$46.00
Total liabilities	\$53.14
Net assets	\$624.76

Appendices

Scholarships & Grants as at 1 April 2019

KARAHUPI RANGAHAU

Grant / Scholarship	Eligible Recipients ⁶	Overview	Value	Dates
1 Dame Te Atairangikaahu Nursing Scholarship ⁷	Tribal members	Partnership scholarship with WINTEC for nursing and/or midwifery study at either under-graduate or post-graduate level. Funded by Waikato-Tainui and administered by WINTEC	\$18,000 over three years	TBC
2 Tainui Group Holdings Harbour Asset Management Grant	Tribal members	Partnership award for 3rd or 4th year students majoring in Accounting, Finance and/or Economics. Shortlisted through tertiary grant applications. Funded and chosen by Harbour Asset	\$5,000	6 May - 30 June
3 Department of Conservation Scholarship ⁸	Tribal members	Partnership scholarship for tertiary students at degree or post-graduate level majoring in Conservation, Environment, Marine, Heritage Planning and/or Archaeology. Funded and chosen by Department of Conservation	\$5,000	6 May - 30 June
4 Simpson Grierson Scholarship & Internship	Tribal members	Partnership scholarship for undergraduate law students studying at the University of Waikato who can demonstrate an interest in governance, asset management and/or public policy	\$1,500 per scholarship. \$500 accommodation allowance per internship	6 May - 30 June
5 Waikato District Council Waikato River Scholarship	Tribal members	Partnership scholarship for tribal members enrolled in degree, post-graduate or master's qualifications majoring in Planning, Resource Management, Environmental Science and Engineering. Preference given to qualifications with direct alignment to the restoration and the health & wellbeing of Waikato River. Funded by Waikato District Council	\$5,000	6 May - 30 June
6 Waikato-Tainui and NZTA Kaapuia Ngaa Kaakaho Grant ⁹	Tribal members	Partnership scholarship available to tribal members completing undergraduate or postgraduate study in Planning, Engineering, Surveying, Environmental Science, Ecology and/or Archaeology. Funded and selected by NZTA	\$4,000	6 May - 30 June
7 Waikato-Tainui and NZTA Heritage Protection Grant	Tribal members	Partnership scholarship available to tribal members completing tertiary study in Archaeology at either University of Auckland or University of Otago. Funded and selected by NZTA	\$5,000	6 May - 30 June

⁶ All scholarships & grants require applicants to be a registered Waikato-Tainui tribal member

⁷ One recipient over a three-year period

⁸ Two annual scholarships available

⁹ Four annual scholarships available

8	Waikato-Tainui and Waikato Regional Council Te Arikinui Dame Te Atairangikaahu Scholarship	Tribal members	Partnership scholarship available for tribal members residing within the WRC boundary completing Resource Management and Environmental fields of study at the University of Waikato	Level 4-5 \$2,000 Level 6 \$3,000 Level 7 \$4,000	6 May - 30 June
9	Sir Robert Te Kotahi Memorial Aoraki Bound Scholarship	Tribal members	Partnership scholarship with Te Ruunanga o Ngaai Tahu for a tribal member to take part in the Aoraki Bound experience. Administered by Te Ruunanga o Ngaai Tahu	Up to \$8000	TBC
10	Kia Haere Tuu Driver Licencing	Tribal members	Partnership programme with VTNZ and PassRite providing tribal members with discounted rates for a range of licence classes and endorsements. One grant available per member for each class/type of licence (does not cover re-sits or licence renewals)	Varies	Ongoing
11	Ko te Mana Maatauranga Kawenata Schools Grant ¹⁰	Secondary schools	Grant awarded to one individual per Kawenata school, recognising tribal members at secondary school level who demonstrate excellence and leadership in Te Reo, Tikanga, Meaningful Pathways and/or Tribal Connection	\$500	TBC

AAWHINA MAATAURANGA

	Grant / Scholarship	Eligible Recipients ⁶	Overview	Value	Dates
12	Tumate Mahuta Memorial Scholarship	Tribal members	Scholarship available for tribal members enrolled in Honours, Post-Graduate or Masters level NZQA accredited qualifications	Level 8 \$3,000 Level 9 \$4,000	CLOSED 29 March 2019
13	Waikato-Tainui Doctoral Scholarship ¹¹	Tribal members	Scholarship aimed to support excellence in academic rigour. Available for tribal members undertaking doctoral studies in a field that demonstrates relevance to W2050	\$5,000	6 May - Ongoing
14	Waikato-Tainui Tertiary Education Grant	Tribal members	Grant available to support tribal members enrolled in an NZQA accredited Qualification at Levels 2-7	Level 2-4 \$500 Level 5 \$1,000 Level 6 \$1,500 Level 7 \$2,000	CLOSED 29 March 2019

¹⁰ There are currently 24 Kawenata schools eligible for a grant

¹¹ Currently under review

AAWHINA REO ME NGAA TIKANGA

Grant / Scholarship	Eligible Recipients ⁶	Overview	Value	Dates
15 Koroneihana Grant	Koroneihana Committee	Annual fund for Koroneihana Committee to assist in event costs	\$150,000	1 June
16 Poukai Grant	Poukai Marae	Annual fund for all Poukai marae to assist in the funding of annual event costs	\$5,000	Ongoing
17 Tikanga Ora Reo Ora (TORO) Grant	Tribal members, marae, organisations	Contestable fund available for marae and/or Trust organisations affiliated to the 68 Waikato-Tainui Raupatu marae. Successful applications will enable tribal members and marae to build capacity in Te Reo Maaori me ngaa Tikanga	Case by case	29 April - Ongoing
18 Taiao Grant	Tribal members, marae, organisations	Contestable fund to assist tribal members build capacity to practice Kaitiakitanga, to assist marae and tribal environmental practitioners in the planning and implementation of environmental aspirations	Case by case	Ongoing

AAWHINA HAPORI

Grant / Scholarship	Eligible Recipients ⁶	Overview	Value	Dates
19 Annual Marae Dividend	Raupatu Marae	Annual dividend available to all Waikato-Tainui Raupatu Marae based on the population of registered tribal members per marae	Varies	Annual
20 Hardship Grant	Tribal members	Case by case basis grant provided to support tribal members who suffer extreme hardship due to disaster or other extraordinary circumstances	Varies	Ongoing
21 Kaumaatua Medical Grant	Tribal members	Annual grant available to registered tribal member 60 years and over to assist with age-related medical costs	\$500	Ongoing
22 Oranga Marae Fund ¹²	Raupatu Marae	Fund available Waikato-Tainui Raupatu Marae to provide co-funding of Oranga Marae Developments including major capital works	Varies	3 June

NON-CHARITABLE GRANTS

Grant / Scholarship	Eligible Recipients ⁶	Overview	Value	Dates
23 Tauraahere Grant ¹³	Tauraahere Roopu	Annual fund for all Tauraahere groups to assist in the continual engagement with Waikato-Tainui tribal members abroad	\$5,000	6 May
24 Sports Grant ¹⁴	Tribal members, marae, organisations	Grant to promote and foster healthy and active tribal members. Available to individual athletes, administrators, teams and/or clubs. Any team application must meet eligibility criteria that 50% or more of its members are registered with Waikato-Tainui	Case by case	6 May

¹² Currently under review¹³ Does not meet charitable purpose requirements¹⁴ A further grant is available for each Tauraahere hosting the annual Tauraahere Ball. The grant alternates between Tauraahere Groups each year

List of Te Whakakitenga subcommittees

Committee	Description	Members
Appointments Committee	This Committee was established for the nomination, approval, and appointment of Waikato-Tainui tribal members to certain tribal appointments. Tribal positions include TGH Directors Members of this Committee were elected by Te Whakakitenga on 16 September 2017	Patience Te Ao (Chair) Huirama Matatahi John Kopa Nanaia Rawiri Parekawhia McLean / Tipa Mahuta Robert Clarke
Whenua Committee	This Committee is responsible for the development of Whenua Policy and Whenua Strategy The Members through this Committee are able to make recommendations relevant to the Committee's purpose	Hori Awa (Chair) Aubrey Te Kanawa Jackie Colliar Nanaia Rawiri Parekawhia McLean / Tipa Mahuta Robyn Roa

List of Te Arataura subcommittees & JMA's

Committee	Description	Members
Capital Works Committee	<i>Meets every two months</i> Responsible for: (a) assisting management through oversight and monitoring to ensure effective planning, development, delivery and on-going management of all future capital projects and works; (b) providing strategic governance direction, advice and input into the development and delivery of a Master Plan for Hopuhopu	Aubrey Te Kanawa (Chair) Hemi Rau Jackie Colliar
Distributions Committee	<i>Meets monthly</i> Responsible for reviewing and recommending distributions under Distributions Policy for approval by Te Arataura	Hemi Rau (Chair) Donald Turner Karen Wilson Linda Te Aho
Group Audit and Risk Committee	<i>Meets quarterly</i> Responsible for assisting Te Arataura in discharging its responsibility to exercise due care, diligence and skill in relation to financial management and reporting, applying accounting policies, risk management and compliance, and protecting Waikato-Tainui's assets	Hoki-mai Chong (Chair) Aubrey Te Kanawa Hinerangi Raumati-Tu'ua Jackie Colliar Karen Wilson
Group Investment Committee	<i>Meets monthly</i> Responsible for supporting Te Whakakitenga (Te Arataura) as trustee of WRLT and WRRT in fulfilling its fiduciary responsibilities with respect to the investment activities of the Trusts including overseeing all aspects of investment-related operations	Mark Butcher (ind Chair) Aubrey Te Kanawa (obs) George Carter (ind) Hinerangi Raumati-Tu'ua Rukumoana Schaafhausen Taari Nicholas (ind)

The Committees, Subcommittees and JMA groups noted as at 10 May 2019

TE ARATAURA SUBCOMMITTEES AND JMA'S CONTINUED...

Committee	Description	Members
Hohou Te Rongo Appointments Committee	<i>Meets as required</i> Responsible for: (a) assessing skills and competencies required for Hohou Te Rongo panellists; (b) identifying and evaluating potential Hohou Te Rongo panellists; and (c) appointing Hohou Te Rongo panellists	Barn Turner (ind) Mark Milroy (ind) Parekawhia McLean Patience Te Ao <i>Vacancy</i>
Hamilton City Council JMA	<i>Meets quarterly</i> JMA's give effect to our River Settlement. Providing for enduring relationships through shared exercises, funding, duties, and powers.	Aubrey Te Kanawa Hemi Rau Rukumoana Schaafhausen (Co-Chair) Tahi Rangiawha
Waikato District Council JMA	<i>Meets quarterly</i> JMA's give effect to our River Settlement. Providing for enduring relationships through shared exercises, funding, duties, and powers.	Hinerangi Raumati-Tu'ua Patience Te Ao Rukumoana Schaafhausen (Co-Chair) Tahi Rangiawha
Waikato Regional Council JMA	<i>Meets quarterly</i> JMA's give effect to our River Settlement. Providing for enduring relationships through shared exercises, funding, duties, and powers.	Donald Turner Hemi Rau Jackie Colliar Rukumoana Schaafhausen Tahi Rangiawha
Waipaa District Council JMA	<i>Meets quarterly</i> JMA's give effect to our River Settlement. Providing for enduring relationships through shared exercises, funding, duties, and powers.	Aubrey Te Kanawa Jackie Colliar Linda Te Aho Rukumoana Schaafhausen (Co-Chair) Tahi Rangiawha
People and Culture Committee	<i>Meets as required</i> Responsible for monitoring HR compliance and recommending a remuneration policy for the CEO, senior management, and company directors	Patience Te Ao (Chair) Hemi Rau Hinerangi Raumati-Tu'ua Hoki-Mai Chong Rukumoana Schaafhausen
Te Roopuu Wai	<i>Meets every two months</i> Responsible for overseeing tribal interests in various engagements on freshwater	Jackie Colliar (Chair) Linda Te Aho Patience Te Ao Rukumoana Schaafhausen (Co-Chair)

The Committees, Subcommittees and JMA groups noted as at 10 May 2019



0800 TAINUI - wtcomms@tainui.co.nz
4 te ara o Bryce, Pouaka Taapeta 648, Kirikiriroa 3204, Aotearoa

