

# *Quarterly Report*

*2021 / 2022*

*July-Sept*

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

*To protect the wellbeing of our people is paramount*

W A I K A T O  
**TAINUI**

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



Partnership  
with Habitat for  
Humanity now  
confirmed.

Business start  
package launches  
1 December 2021.

12 tribal  
members completed  
Day Skippers &  
Boat Masters  
Training



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# *Care in the community*

## *Covid-19*

The outbreak of Covid-19 in 2020 has enabled us as an iwi to respond with co-ordinated plans and resources to provide better support to our Marae & tribal members.

We have adopted an agile approach to covid-19. With the variant Delta, this has enlightened our need to strengthen messaging across iwi platforms which has seen a spike in promotion of he vaccination in order to keep whaanau, hapu & iwi safe.

Conversations and engagement with health providers Counties Manukau DHB, Waikato DHB and central government supplies resources and support directly to local iwi providers and front-line services. Our role within these engagements is to advocate and lead a collective approach.



# 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.*



## Rangitiaho Mahuta talks Taiao . . .

“The health and well-being of the Awa is the health and well-being of the people.”

Climate change is an issue that is gaining momentum and visibility among our people and for the small group of passionate tribal members who are working at the coal face it is looming as one of our most important issues.

Rangitiaho Mahuta is one of those champions and as someone who was raised on the banks of the Waikato river she believes urgency is required to get ahead of the problem. Rangitiaho attributes that early experience toward consolidating a deep-seated passion for the health and well-being of the river.

She reflects, “growing up we spent 4/5 months of the year living on the river during the matamata season”

In 2018 Waikato-Tainui announced it was setting aside a \$1m Taiao grant to help whanau explore their own marae-based solutions to help enhance their get off the ground. It was the initiative that she was waiting for.

“For the lower river Te Puaha, we put together a climate change framework, how to build resilience in our people to be able to help build their own capacity to cope with this thing called climate change comes,” Rangitiaho.

She says the reality is that it is already here and in order to mitigate the downflow effects of climate change like rising sea levels we need to find ways of better utilising our whenua.

Waikato-Tainui provided support for a project aimed specifically at Land use and occupancy. It was essentially a mapping tool to identify the traditional flows of the river.

“Another one was hydro dynamic modelling...basically what that will do it at certain levels tell us how high the water is going to go, what’s going to get flooded.”

She says both projects are consistent with the river settlement because ultimately, “the health and well-being of the Awa is the health and well-being of the people.

### *Three Waters*

The governments response to the ongoing degradation of the country’s water supply is detailed in its three waters policy approach.

The lack of infrastructure investment and maintenance over decades has significantly lowered the standards of our water resource.

We inserted ourselves into this debate because it is intrinsically connected to all of our water bodies including the Waikato River. This is not a new issue for us because we have been signalling our dissatisfaction for the status quo for decades. On that basis we have resolved to be an active participant in this kaupapa.

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

<b>Total Q1 Milestones</b>	<b>24</b>	<b>On track / Complete</b>	<b>21</b>
<b>Delays</b>	<b>2</b>	<b>Issues exists</b>	<b>1</b>



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

OVERALL BUDGET \$540,000



FULL YEAR BUDGET

**\$540,000**

ACTUAL TO DATE SPEND

**\$403,573**

(T4) 12 tribal members successfully completed Day skippers and Boat Masters Training, 1 Commissioner Chair Certification and 3 Commissioner Recerts. (3 more have been postponed due to covid) I have more taiao training programmes confirmed for Feb & Mar Q4.

# 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.*



## *Tooku Nei Whare - Home Ownership Workshops*

We continued with the delivery of our home ownership workshops this quarter. These workshops would normally be held in person at our Bryce street office or out at Hopuhopu, however the alert levels required us to move the workshops online which still worked well for our whaanau and actually increased participation.

The free workshops cover everything from getting your finances in order, to how to deal with banks, lawyers, and insurers all the way through to the process of purchasing a whare and managing your mortgage and rates. These workshops are a key contribution that we make to supporting whaanau into home ownership.

Our workshops are facilitated by Susan Stephens, who has a wealth of knowledge in the home ownership arena, she has a unique ability to make the complexities of buying a home easy to understand, and as a tribal member she easily connects with our whaanau and continues to support them long after the workshop has finished. We are really lucky to have her leading these for us.

In this quarter, we delivered four online workshops and fifty-three tribal members were in attendance. Our hope is that we can get a better conversion rate of those who register to actually attend the workshops as the rate is quite low. We are investigating different ways to improve this and reviewing our post-workshop survey data to inform this.

Registrations for this year's workshops are now closed but we start workshops again in February 2022 and will advertise this through our normal channels.



### *Join our Home Ownership Workshops*

To register for upcoming workshops,  
just visit our website here

[https://waikatotainui.com/  
learn-post/workshops/](https://waikatotainui.com/learn-post/workshops/)

**Initiative:** *Creation of home ownership opportunities across the housing continuum*



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

## *Whanake Business Support - Growth Grant*

We continued with supporting our growing pakihi though our partnership with Poutama and the offering of the Business Growth Grant. This fund is specifically targeted at our pakihi that are well established and looking at growing.

Through us and Poutama pakihi can apply for support to grow their business whether it is by purchasing a much needed asset or service.

One pakihi in particular that we were able to support recently was Roa Kombucha a tribally owned Kombucha brewing business that pride themselves in providing the best tasting Kombucha in Aotearoa. With a strong focus on their whakataurangi "He Hauora te Taonga!" the ora and wellbeing of whanau, hapu and iwi we alongside Poutama were happy to support the business with a grant.

"The co-funding meant we purchased a food truck that we can use to get our kombucha out into the motu, at events, on roadside, wherever really!" Rion & Chaad owners of Roa Kombucha

Their next goal is to grow their brand awareness and increase sales by having their new truck out in the wider Bay of Plenty region for summer 2022.

To find out more about the Waikato-Tainui Business Supports please visit:

<https://waikatotainui.com/pakihi-support/>



## *Pepi Packs*

A number of peepi packs have been sent out to parents who have welcomed new additions to their paharakeke over the lockdown period.

These have been a great way to introduce our new-born tribal members to the world. Wahakura have been included in some of our packs and these have been put together by tribal weavers who have toiled away indulging in their labour of love.

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

## *Doctoral Scholarship recipient*

### Riki Gooch (Te Papaorotu marae)

When Riki Gooch was considering his career options as a (. . . world-is-my-oyster) 21-year old he ditched Dunedin and arrived in Tamaki Makaurau to study Jazz. While he was there, he hooked up with Warren Maxwell and Rio Hemopo and they formed the seminal band Trinity Roots.

As a percussionist his trademark sound blended with Maxwell who was also heavily influenced by jazz and so there was a natural fit. Add Hemopo and his trusty bass to the mix and the scene was set for the success that followed in the form of Trinity Roots. It was an unmistakable reggae sound underpinned by soul and Jazz. Whichever way you look at it, it was a recipe for success.

“During my as a musician I’ve been lucky to have played in some really quite amazing situations and musical settings”

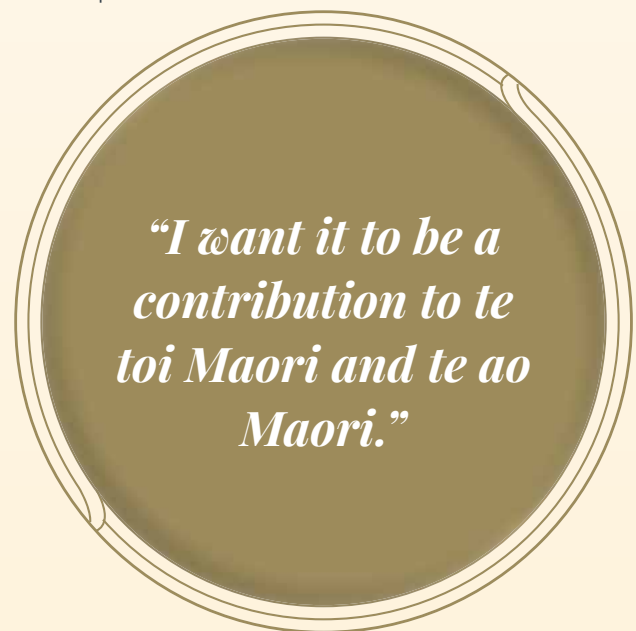
The group disbanded in 2005, regrouped in 2010 and Gooch announced he was leaving again the following year.

He has racked up appearances alongside some of the most influential contemporary Maori and mainstream music talent in Aotearoa and even mega stars like Ben Harper.

As a composer Ricki laments the lack of indigenous voices in that particular discipline. He is honing his skills on conduction. He says it’s “like using conducting as you would with an orchestra but the musicians follow different hand cues and signs like a musical sign language.”

Gooch has high hopes for his new-found musical tool, “I want it to be a contribution to te toi Maori and te ao Maori.”

“The grant is such an amazing gift and contribution I hope to really develop this musical composition system to help teach our rangatahi and anyone who wants to engage in, kind of non-traditional or no westernised musical practices.”



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



**Initiative:** Supporting tribal members into individual career pathways

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

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



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

FULL YEAR BUDGET

**\$1,910,000**

ACTUAL TO DATE SPEND

**\$606,276**

(H1) Business support programme analysis completed. Business start package launches 1 December 2021. Social procurement strategy completed.

(H2) 4 Home ownership programmes delivered online due to covid-19. Partnership with Habitat for Humanity has been confirmed.

(H3) 11 Rangatahi interns have been contracted to design Marae aspiration solutions over the summer period. Cultural iwi capabilities framework has been designed.

(H4) Business Case outlining structure and delivery model completed. Establishment of Koioira entity as a Limited Partnership entity and full-service provider approved. Recommendations are currently being scoped for implementations.

(M5) Partnership with Microsoft has enabled Waikato-Tainui to access to new technologies and training resources that will be shared with Marae and Tribal businesses.

# Ngaa Tohu Kaupapa

*Tooku marae,  
tooku tuurangawaewae*

*Our marae are vibrant and self-sufficient.*



## *ACC Building*

### *Kirikiroa*

You might have noticed that our new building for ACC will feature a stunning graphic illustration on its exterior glass panels.

It's the work of Renata Te Wiata which draws on the way the whenua was used in pre-colonial times, and on the nearby Waikato awa.

Like most of Waikato, Kirikiriroa is known for its highly fertile soils and was an area of vast cultivations pre-colonisation. The ACC building sits on former maara kai (vegetable gardens) which fed and provided sustenance for mana whenua and, later, newly arrived settlers.

Renata's designs draw on this history with his illustrations featuring uwhi (Maaori yams), hue (the vegetable used to make gourds), and kumara vines.

These vegetables grew prolifically in these maara.

Also featuring in the design is the niho taniwha (tooth of the taniwha) which is a representation of the life-sustaining Waikato awa.

"Water is an important aspect of healing for our people and this design plays on the concept of reflection and flow of water. The positioning of the design is of particular importance, offering those who pass under its shadows a sense of healing and cleansing," says Renata.

It's also not lost on us how closely aligned the history and role of this whenua is with the purpose of ACC in taking care of people.



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

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Support Marae to develop Oranga Marae Plans (Marae Development Strategy)	Support our marae to develop Oranga Marae Plans that identify their aspirations and provide pathways to achieve those aspirations (including potential funders and service providers) (ongoing)	Oranga	Complete 12 x Marae Development Plans	█			
		Oranga	Implement software to analyse plans	█			
		Oranga	Develop planning tool for utilisation of information	█	█		
		Oranga	Pilot 8 x Marae projects in collaboration with internal teams	█	█		
		Oranga	Engage 30 x Marae to begin process for Marae Development Plans	█	█		
Deliver Waikato-Tainui reo and tikanga programmes at tribal member, marae and hapuu level	Marae engaged to co-design tikanga and reo based programmes including knowledge repositories to support research and development of TORO related activities (ongoing)	Education & Pathways	Continue delivery of reo programmes - Te Reo Kaakaho, Te Reo Kaapuia, Pae Kaakaa, Te Reo Aratau, Te Reo Uukaipoo, Huinga Taniwha, Reo Taapoopokotea (Kaumaatua), Train the trainer programmes for TORO programmes	█	█		
		Education & Pathways	Understanding what reo priorities marae have and align our support to their strategic needs and aspirations, as identified in the Marae Strategic Plan, in collaboration with Marae engagement forum and H&I.	█			
	TORO's five strategic pou are fully resources to support marae-based programmes	Education & Pathways	Develop assessment criteria to measure and monitor reo programme outputs and delivery (micro-credentials)	█			
		Education & Pathways	Reo and Maatauranga resource development and creation. Align to aspirations identified in Marae strategic plans or identified through TORO Grants. Explore Digital platform	█	█		
		Education & Pathways	Explore opportunities to deliver TORO initiatives to our Tauraahe 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	█			

<b>Total Q1 Milestones</b>	<b>38</b>	<b>On track / Complete</b>	<b>34</b>
<b>Delays</b>	<b>4</b>	<b>Issues exists</b>	<b>0</b>

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

OVERALL BUDGET \$3,080,002

FULL YEAR BUDGET

**\$3,080,002**

ACTUAL TO DATE SPEND

**\$1,287,917**

(K1) Process developed to analyse MDPs for planning. 21 Marae are in the process of developing MDP.  
 (K2) Due to level covid-19 assessments on Marae will commence in Level 2  
 (K4) Kaumaatua ball delivered. Te Puutake o te riri – Live commemoration 1 hour series filmed

# Ngaa Tohu Whai Rawa

*Ki te kaapuia, e kore e whati*

*Maximising our collective strength to achieve our aspirations.*



## *Crown Ministers*

During this period we hosted a number of Crown Ministers interested in exploring potential partnership opportunities. The May Budget signalled major infrastructure commitments by the Crown and as the largest landowner in Waikato we were keen to explore those opportunities in more detail.

We have identified the Hopuhopu precinct as a major opportunity for redevelopment from both a commercial lens and housing. This project is being socialised across central, regional and local government and will become a central focus point for our people. We will continue to advocate with Ministers and Crown agencies about the significant economic and cultural that this redevelopment will bring to our region.

The Ruakura development is a draw card for this government as it tries to kick start the economy back into gear.



***Initiative:*** Continue to diligently pursue and settle outstanding settlement claims

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

*Total Q1 Milestones*

13

*On track / Complete*

13

*Delays*

0

*Issues exists*

0



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

FULL YEAR BUDGET

**\$2,902,400**

ACTUAL TO DATE SPEND

**\$747,407**

((W3) Completed, SAP enhanced to identify Iwi businesses, further vendor setup requires identification advisement therefore moving forward we are capturing all Tribal and Iwi businesses that mahi with us.

# Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo  
te tangata, mahia*

*A high performing organisation making an impact.*

## *Maangai Maaori*

### Nau mai Jaydene Kana

Chartered accountant Jaydene Kana has been welcomed to Hamilton City Council as one of Council's formal Maaori representatives.

Maangai Maaori were added to the Council's governance structure in 2018 to represent iwi (Waikato-Tainui) and maataa waka (other Maaori and Pacific peoples living in Hamilton).

There are five Maaori representatives who sit on various Council committees, independently recommended to Council by Waikato Tainui and Te Runanga o Kirikiriroa.

Kana (Te Kooraha marae) will sit on both the Finance and Strategic Risk and Assurance Committees. She attended her first Finance Committee meeting on October 5.

"I am proud to be a Maangai Maaori for Waikato-Tainui and am honoured to serve my iwi as well as ngaa taangata o Kirikiriroa (the people of Hamilton)," she said.

Maangai Kana is an experienced chartered accountant who has served in a variety of iwi, not for profit, public sector and private sector governance and leadership roles. She was born in Hamilton Kirikiriroa, but her career has taken her around New Zealand and the world, including eight years with the United Nations in Kenya, Kosovo, Lebanon and the USA.

In 2011, Kana returned home to the Waikato and is currently based in Flagstaff, working for Te Mahau – Te Tai Whenua, part of Te Tāhuhu o te Mātauranga (Ministry of Education).

Kana's governance experience includes representing Te Kooraha Marae (Tahaaroa) at

Te Whakakitenga o Waikato and the boards of Community Law Waikato, Volunteering Waikato and Volunteering New Zealand. She is also a member of the Finance, Audit and Risk Committees of Te Wānanga o Aotearoa and Te Kāhui Ture o Aotearoa (New Zealand Law Society).

In September 2021, she was selected to the Superdiversity Institute as a Diverse, Board-ready Chair and Director. This initiative was a step towards ensuring New Zealand board tables reflect the country's superdiverse talent and perform better.

Mayor Paula Southgate said Kana's skills, governance experience and Maaori perspective would be invaluable to Council.

"She will make an outstanding contribution and we welcome Jaydene very warmly."

Maangai Kana replaces Hemi Rau who resigned from the Maangai Maaori position earlier in the year.

Waikato-Tainui and the maataa waka authority, Te Runanga o Kirikiriroa, under the signed kawenata with Council, are seeking through Maangai Maaori to ensure: 'He painga moo ngaa miro katoa I raro I te mana o te kaihangā – All peoples are valued, respected and flourish under the authority of the creator'.

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				

NGAA TOHU MAHI TONU	<b>Total Q1 Milestones</b>	<b>16</b>	<b>On track / Complete</b>	<b>16</b>
	<b>Delays</b>	<b>0</b>	<b>Issues exists</b>	<b>0</b>

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				
<b>OVERALL BUDGET</b>				<b>\$2,160,000</b>			

FULL YEAR BUDGET

**\$2,160,000**

ACTUAL TO DATE SPEND

**\$734,627**

(M1) Iwi survey completed. Internal audit framework currently being refreshed  
 (M2) Digital strategy has been completed and implemented. 5 Marae have agreed to test the digital strategy.  
 (M3) Organisational review completed



# T W A I K A T O I TAINUI

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