

TE ARA WHAKATUPURANGA 2050

The Road to Whakatupuranga 2050

*The Five Year Plan
FY20 to FY24*



TWAIKATO
TAINUI

Ngaa Tikanga o Te Kiingitanga

The Principles of the Kiingitanga

Huakina mai raa ngaa tatau, kia urutomokia raa e taatou te whare o ngaa tikanga, ki reira kitea ai e taatou ngaa poupou o too taatou whare kua whaowhaoria ki ngaa tikanga Maaori e koke whakamua ai taatou i roto i too taatou ao Maaori, otiraa, i te ao hurihuri.

E whitu ngaa ariaa matua o te whakaahua nei hei tautapatanga maa taatou, ko te manaakitanga, ko te whakapono, ko te whakaiti, ko te rangimaarie, ko te aroha, ko te mahi tahi, ka mutu ko te kotahitanga anoo hoki teeraa.

Katoa eenei ariaa, eenei tikanga raanei he taonga ka whakatookia ki roto i teenaa, i teenaa o taatou i roto i te roanga ake o oo taatou ao. Ko te kohinga whakaahua nei te whakatinanatanga o te whakaaro, kia uu, kia mau, kia ita.

Ahako kua whakatakotoria ngaa maataapono nei ki ngaa waahi rerekee o te whakaahua e haere ngaatahi tonu ana raatou i roto i teenei ao.

MANAAKITANGA

Ka tautoko i eeteahi atu maa ngaa whanonga maorohirohi, ngaakau pai hoki, aa, maa te whakawhitiwhiti koorero teeteahi ki teeteahi 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 teeteahi ki teetahi

WHAKAITI

Ka manaaki i ngaa whakaaro o eeteahi 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 eeteahi atu. Ka mauritau, ka hinengaro tuwhera, ka aata whakaaro hoki i te waa e whakatau ana i ngaa tonu me ngaa wero ka paa mai.

AROHA

Ka whakarite hononga, ka whai kauuanuanu 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 eeteahi 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 eeteahi atu ki te mahi ngaatahi me te tuwhera tonu o te hinengaro ki ngaa whakaaro hoo. Ka aawhina ki whakarite i teeteahi panonitanga manahau, i eeteahi hua whaaiti me teetahi ahurea kounga.

KOTAHITANGA

E mihi ana, e kauuanuanu ana hoki ki too taatou kanorautanga me oona hua maa te whakaatu i oona moohiotanga me toona tuutohutanga ki eeteahi atu. Ka whai waahi hoki ki te whakarite rongoaa 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.

Ngaa Kupu Whakataki

A message from our Chair and CEO



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

Kiingi Taawhiao

Our dream for our people remains unchanged, supporting our people to be 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.

We commend this plan to you. It is a plan for resilience, regeneration and resurgence of our people under the kaitiakitanga of the Kiingitanga.

We are a thriving and innovative iwi. From this platform our Five Year Plan positions us to lead in our own Waikato-Tainui way.

ME MATUA whakaora i te whenua me te wai

WE WILL see our wai and whenua restored

ME MATUA tauromi i ngaa koioranga o te iwi - mai i te koopu o te whaea ki te koopu o te whenua

WE WILL see a step change in social outcomes for our tribal members – from peepi to kaumaatua

ME MATUA hao puutea e kaha ake ai, e rahi ake ai te ora o te iwi maa te whakarite tikanga whakaora paakihi moo te iti me te rahi

WE WILL see our commercial enterprises accelerating and magnifying the wellbeing of our people beyond wealth creation

*E piki, e piki te taahuuhuu
matapuu o Taawhaki.
Purutia kia mau, taawhia kia ita*

Scale the heavens, and cherish the learnings you attain

ME MATUA kookiri i ngaa kaupapa tahua e whanake ai te kaha o te iwi

WE WILL see enterprise initiatives of our tribal members unleashed

ME MATUA moohio ko te Marae tonu te paatuki manawa o te iwi - e hono ai taku muri ki taku mua. Ko te Marae tonu te pou e whiitiki ai te kotahitanga raaua ko te mahitahi moo te iwi whaanui te take

WE WILL see our Marae as the heartbeat of our people and iwi - connecting our history and future, thriving as a hub for engagement and collaboration.

Success will require the best of ourselves to equip our people for the future.

We look to the words of our King, in the naming of Te Whakakitenga, where we were given the responsibility to foresee and design the future for Waikato-Tainui.

“Today, you must usher in a new way, a better way, a more effective and efficient way of doing our business and discharging our duties to our people and to the generations to come.”

Kiingi Tuheitia



Rukumoana Schaafhausen
CHAIR, TE ARATAURA



Donna Flavell
CHIEF EXECUTIVE



Image Credit: Erica Sinclair



Te Whaarangi Ihirangi

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Te Whakatinanatanga



*“Mehemea he mahi pai moo te tangata, mahia
If it is good for the people, make it happen.”*

Kiingi Korokii

He Tuumatakahuki

*The centre weave of a tukutuku that
binds the vertical and horizontal kaakaho*

The Five Year Plan has been through a year long process to design. This has included engagement hui with Te Whakakitenga, Te Arataura, and kaimahi from the Waikato-Tainui Group. Together anchored by comprehensive research and first-hand knowledge we have carefully designed the initiatives now seen in the Five Year Plan.

LISTENING TO OUR MARAE AND TRIBAL MEMBERS

Te Whakakitenga o Waikato members representing our marae, attended focused workshops in November 2017, June 2018 and September 2018 at Hopuhopu. Each workshop concentrated on a different aspect of our Ngaa Tohu framework where Te Whakakitenga members provided first ever thought into critical topics like data sovereignty, water allocation, Maaori health and wellbeing and much more.

INITIATIVE DEVELOPMENT

In addition to the opportunities identified during the engagement process with our tribal members and marae, kaimahi from Waikato-Tainui, TGH, and the College worked through a series of workshops to build upon and finalise the list of initiatives that now form part of the Plan. Impact was a fundamental consideration all over demonstrating a mutual desire to understand how we can make a bigger difference in the lives of our people and marae.

ALIGNING TO OUR ORGANISATIONAL STRATEGY

Whakatapuranga 2050 is the blueprint for Waikato-Tainui. Our Environmental Plan (Tai Tumu, Tai Pari, Tai Ao), Maatauranga and Reo Strategy, and Annual Plans also capture the essence of what we are driving to achieve. These documents provided clarity on which initiatives were needed to fulfil our Waikato-Tainui aspirations.

Collectively our talents, knowledge and expertise have produced the outcomes framework you see in the Five Year Plan known as He Anga Whakamua. He Anga Whakamua details the journey we need to take over the next five years in order to achieve our 2050 aspirations.



USE OF DESIGN PRINCIPLES

Our key design principles were used to guide our focus throughout the planning process.

MAXIMISING OUR IMPACT

We are committed to recognising and supporting the needs of our peepi through to our kaumaatua, in all the different challenges they may face throughout their lifetime. The initiatives must deliver support in the most impactful way.

INVESTING WHERE IT COUNTS

We need to be selective in allocating resources to drive us towards our 2050 goals and maximise impact not only in obtaining better financial return, but through services that offer greater social, environmental, and cultural return too. While considering alternative funding mechanisms along the way.

GETTING ALONGSIDE BUSINESSES

We must leverage our networks to support tribal members, marae, and tribally owned enterprises. Sharing resources, technology, and partners to double our impact, maximising our position in business, and enabling self sustainability.

COLLABORATION

Collaborating with others to design and deliver services, securing access to services and holding partners to account for the standards of these services is the role we must take in order to make the greatest impact and best returns.

Where initiatives intersect with other parts of our organisation, including Tainui Group Holdings (TGH) and Waikato-Tainui College for Research and Development (College), we worked with their teams to ensure there is no duplication and that the work is being completed by the right team.

CAPABILITY

We need to build capability and readiness at all levels and equip our marae with the tools they need to operate effectively and provide tailored support to their tribal members to fulfil their potential.

Te Haangaitanga

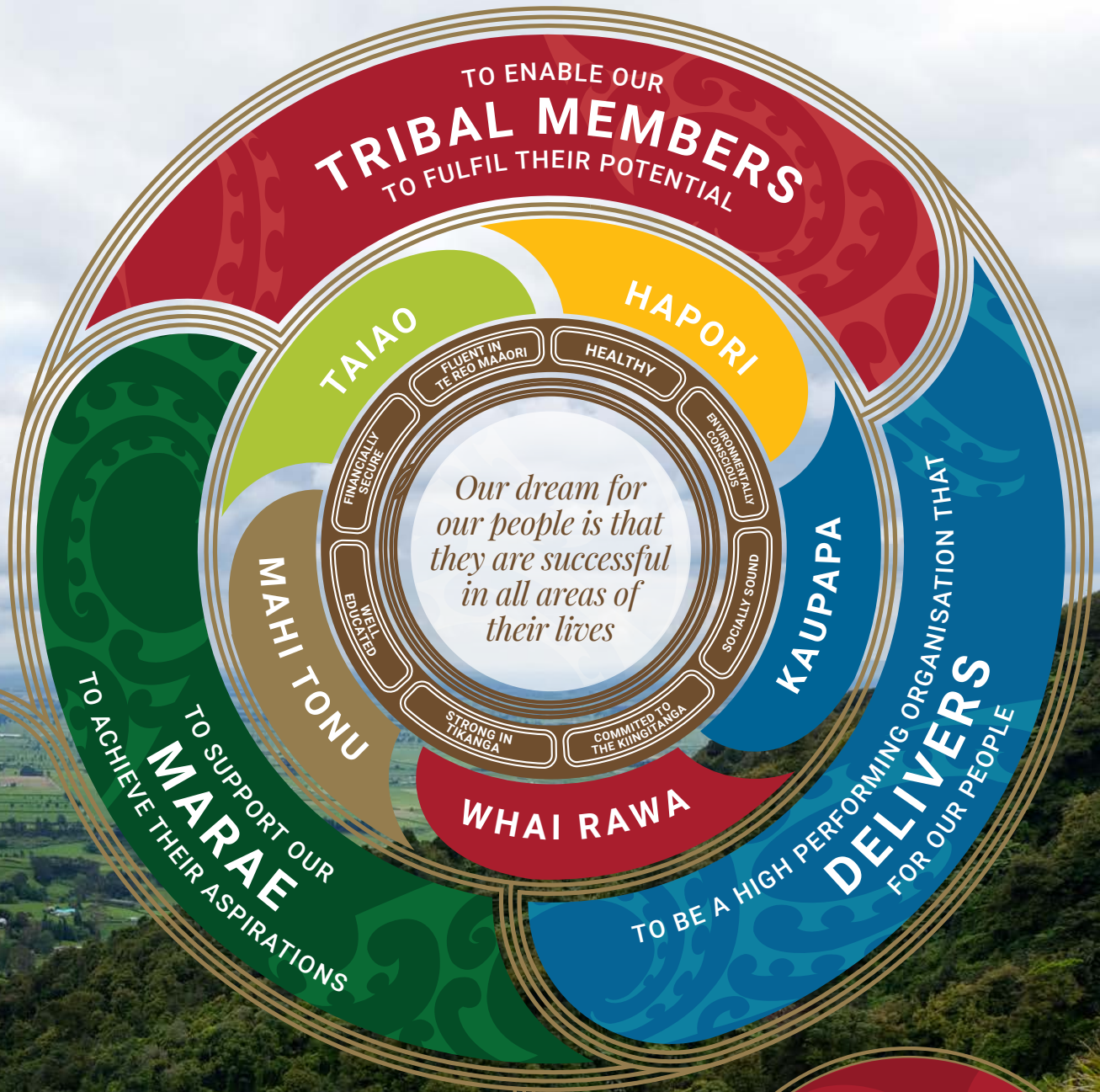
Alignment

Our settlement has enabled the building of a solid financial foundation. Armed with Whakatupuranga 2050, we have a blueprint for the cultural, social and economic advancement to build for better outcomes for our marae and tribal members.

In the changing global environment the world our future generations live in will be significantly different to ours. So our approach for moving forward is one that embraces change and

focuses on supporting our marae and tribal members by optimising our resources, leveraging our relationships, and exhibiting efficient practices.

The prioritised work streams that are now seen in the Five Year Plan have been developed to deliver outcomes in line with our three strategic objectives, our Ngaa Tohu framework, and our Whakatupuranga 2050 aspirations.



We serve over
75,500
iwi members, connected to **68 marae**
and **33 hapuu**. It is our responsibility
to ensure we are taking full advantage
of our strengths and resources
to realise our Whakatupuranga
2050 vision

Ngaa Pou Herenga

Organisational Structure

The Five Year Plan is the opportunity for Te Whakakitenga o Waikato Inc, through the Waikato Raupatu Lands Trust (WRLT) and Waikato Raupatu River Trust (WRRT) (collectively referred to as "Waikato-Tainui") and our Group Entities, Tainui Group Holdings (TGH) and the Waikato-Tainui College for Research and Development (the College) to plan together for the future, gain greater alignment and integration of work programmes. This will eventually provide a complete plan that is owned and delivered by all entities.

Waikato-Tainui leverage opportunities for tribal members and marae through Ngaa Tohu framework and initiatives. This will optimise outcomes, increase efficiencies and facilitate future partnership and procurement opportunities for tribal members. TGH aims to maximise return on investments and assets. The opportunity through a combined planning process is to identify and endorse the return on investments that have both an economic and social return. 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 75,500 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

Waikato - Tainui College for Research and Development 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

WAIKATO-TAINUI

Reports to Te Arataura

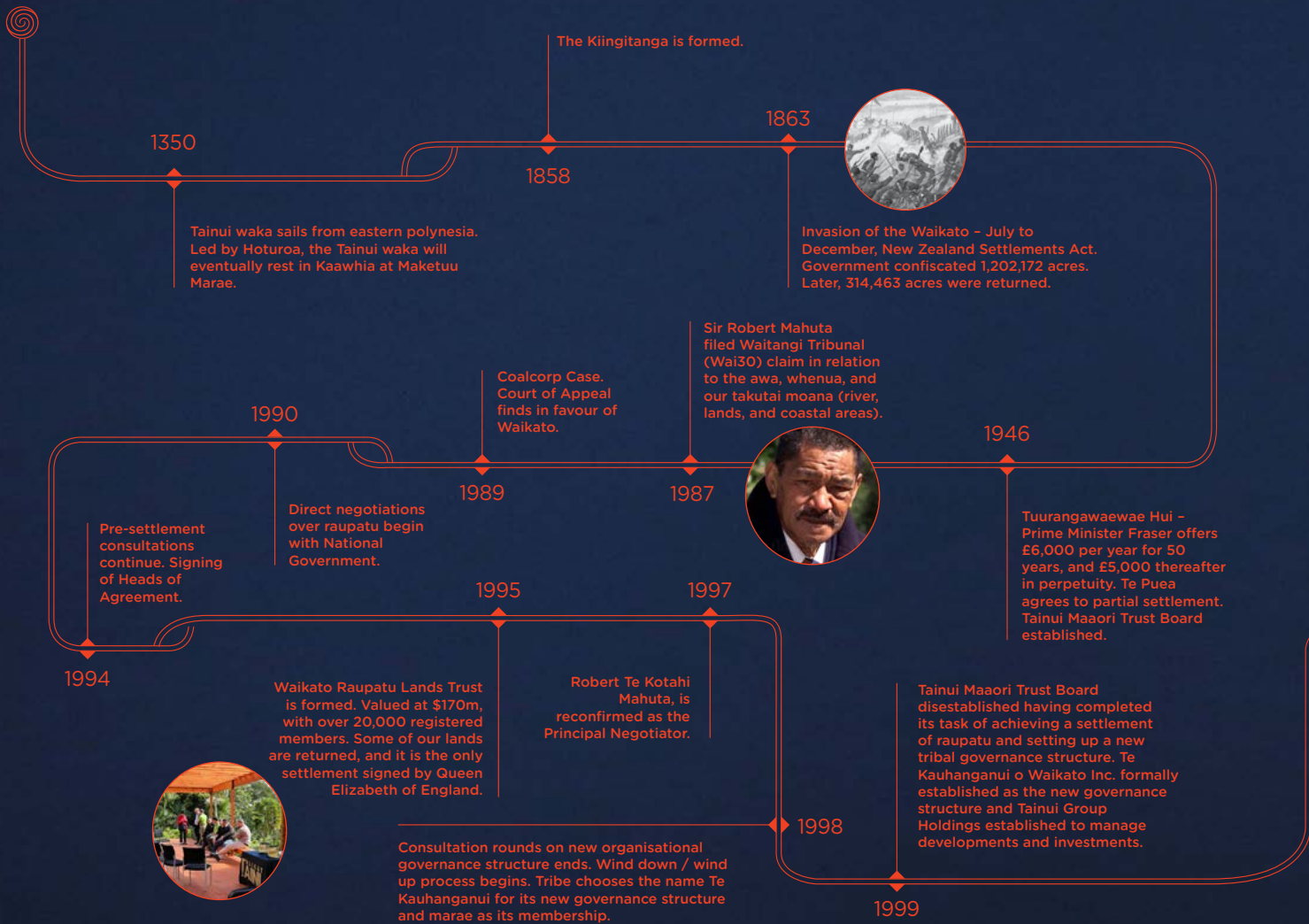
Formerly known as Waikato Raupatu Lands Trust and Waikato Raupatu River Trust, Waikato-Tainui is the organisation that manages tribal affairs; implement the tribe's development strategy; and, makes distributions for education, health and wellbeing, marae, social and cultural development. They also oversee and implement the 2008 Waikato River Settlement and related statutory and regulatory reforms

TAINUI GROUP HOLDINGS

Reports to Te Arataura/ Tainui Group Holdings Board

Tainui Group Holdings is the commercial arm of Waikato-Tainui. It is a property investment and development company and operates a diversified investment portfolio. Tainui Group Holdings 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

A Journey to Celebrate & Build for the Future

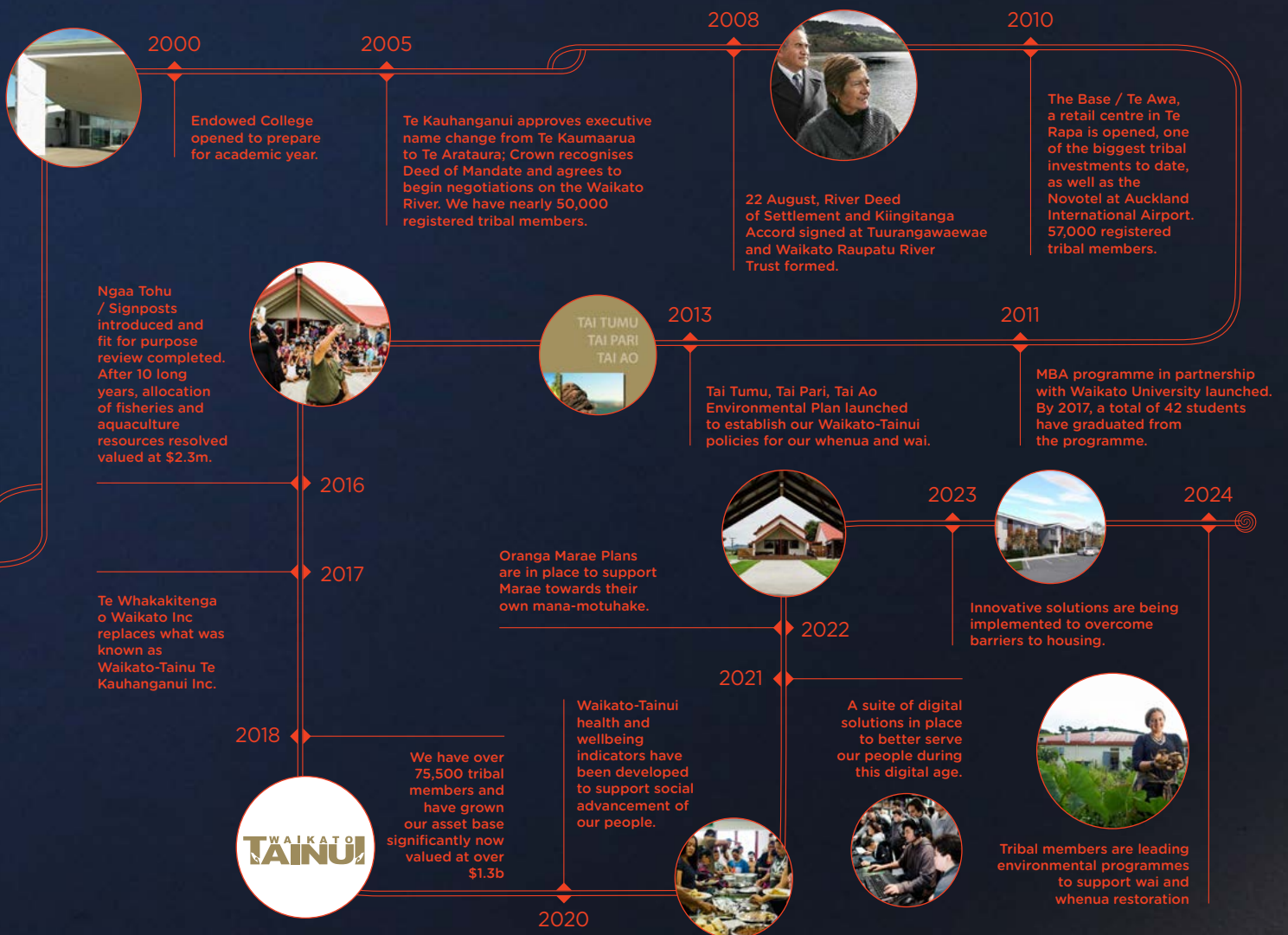


We are defined by our land, our river, our history and the Kiingitanga. We are a proud people, each of us descended from the intrepid voyagers who crossed the ocean to land the Tainui waka on the shores of Kaawhia in the 13th century. Led by Hoturoa, our tuupuna left Rangiaatea to discover a new land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

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

The Kiingitanga 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 exemplars in protecting maatauranga Maaori, securing for the future, and nurturing our reo, tikanga, taonga, and kaumaatua. We will also see a step change in social outcomes for our tribal members around housing, education and employment.



He Tirohanga Whakamua

Five Year Plan – at a glance

Te Whakakitenga o Waikato members provided great thought leadership on critical topics to assist in developing our Five Year Plan. Our Waikato-Tainui leadership team then worked through a series of additional workshops to build upon the guidance and direction to refine the list of initiatives and to build on work already undertaken.

A draft plan was presented in November 2018 that outlined various options for consideration. Great feedback was provided to assist us in reshaping the plan to focus activities on work that can provide bigger impact for marae and tribal members.

From this feedback we:

- **Prioritised the initiatives** to ensure we focus on areas that we can provide the greatest level of impact
- Outlined areas where **external funding partners** can be utilised to support initiatives
- **Fine tuned our costing** to align to our income levels and in line with the level of funding as in previous years.

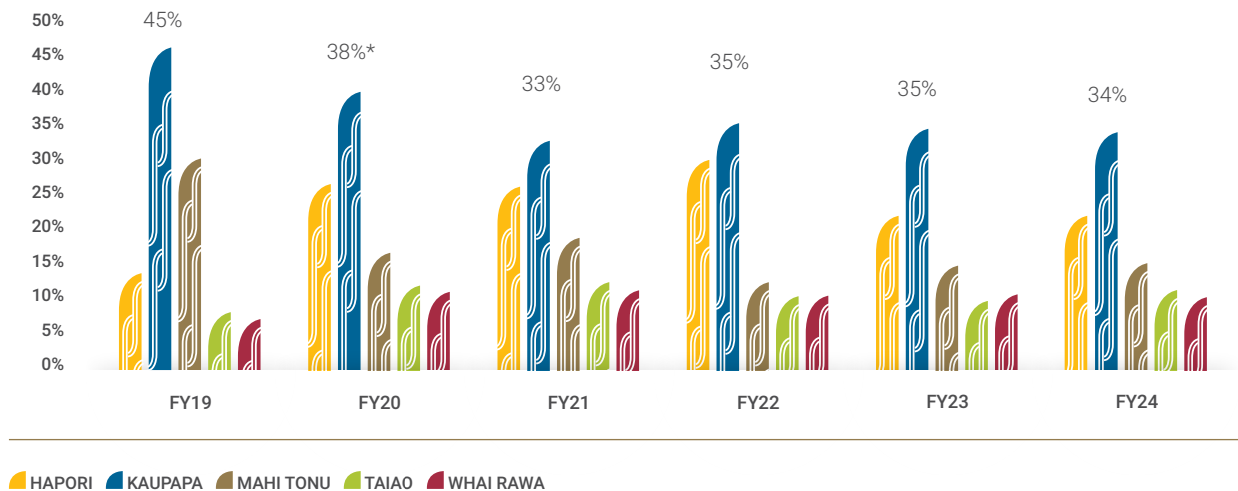
The Five Year Plan continues to focus on outcomes for our marae. Particular focus areas are marae succession planning and capability building of reo, tikanga and governance, providing greater attention to Kaupapa activities. Creating a step change in social outcomes specifically around housing, education and employment were also noted as important for Hapori outcomes.

Through the Plan we will look at new ways to support enterprise and how we can operationalise our Environmental Plan, creating measurable standards for our wai and whenua.

Investment will also go to improving digital capability and efforts to optimise the operations so that we are more effective and efficient in our delivery.

We will also focus on direct initiatives to progress toward our strategic goals. This will include supporting tamariki and rangatahi with personalised education and career pathways and ensuring our own properties and development activities meet our environmental standards.

NGAA TOHU INTIATIVES SPEND OVER THE FIVE YEARS



*Reduction in costs due to a reclassification of the payments made for marae facilities and insurance being treated as grants, (\$1.25m per annum). If this was treated the same, this value would be around 6% higher.

"All of us must work together, achieve together, thereby bequeathing a worthy legacy linking the past and present to our future generations."

Dame Te Arikinui Te Atairangikaahu



Marae

\$19m

To support our marae to create their own mana motuhake through individually designed Oranga Marae Plans including reo and tikanga programmes and physical building plans

Enabling tribal members

75,500+

Over \$13m will be invested into tribal member focused initiatives through Hapori. All tribal members will have the opportunity to access career and education pathways

Total grant spend

\$57m

Includes direct contributions to our tribal members and marae to support their advancement

Total income

\$163m

This revenue includes \$90m of dividends from TGH, balance sheet funding, other sundry income, plus third party funds

Total initiative spend

\$43m

To deliver programmes designed to increase our environmental restoration activities, provide support for tribal members with housing, education, careers and business, support the revitalisation of our reo and tikanga practices, fast-track data capture, secure water rights and negotiate our settlement

Total expenditure

\$159m

This expenditure includes \$5.4m of spend on new initiatives and a total reduction in spend over the five year period

Capital expenditure

\$13m

to ensure our property are compliance and that we are working in the current digital age

Operational expenditure

\$59m

An operational programme designed to ensure we are compliant, have current and relevant information and keep our marae and tribal members up to date on tribal activities

He Tirohanga Puutea

Financial Overview

The financial information has been provided to give an overview of the cost of implementing the Five Year Plan. The costs will be reviewed annually with updated budget presented for approval each year including if activity can be accelerated should additional funds be available. Furthermore, the financial information reflects the activities for Waikato-Tainui only and are not a consolidated view inclusive of our group entities, TGH and the College.

Our operating revenue over the next five years is forecast to remain at current levels of around \$30m. This is dependent on work in the coming year around the Group Investment Committee and agreement of our SIPO and areas of investment.

The rate of return is extremely sensitive to any variance in the interest rate. We have forecast a conservative return of 3%pa based on current bank term deposit rates. Furthermore, our dividend is subject to the success of Tainui Group Holdings¹. Any change in the annual dividend, particularly a decrease, will impact what we can do in the coming years.

Our team will continue to work with our funding partners

to support our work programmes through either direct contribution from agencies or by advocating to policy change. We anticipate additional revenue from external funding² partners of around \$1.37m for the first two years, reducing to around \$0.81m in the third year mainly due to the Mokopuna Ora programme finishing. A key focus for us is increasing the level of revenue during the five years and this may enable some projects to be accelerated or added.

We also continue to utilise approved balance sheet funding³ for Tikanga Ora, Reo Ora (TORO) resources of \$1m pa for the next three years. The Co-Management funding from the River Settlement (\$1m pa for the next five years) will also be utilised.

\$12.5m has been approved for housing development at Te Kaarearea and additional Right of First Refusal (RFR) properties. The proceeds from the sale of the properties will be recycled into similar activities as and when they arise.

The forecast does not include the receipt of our relativity funding that is due FY23, which will provide additional capital at that time.

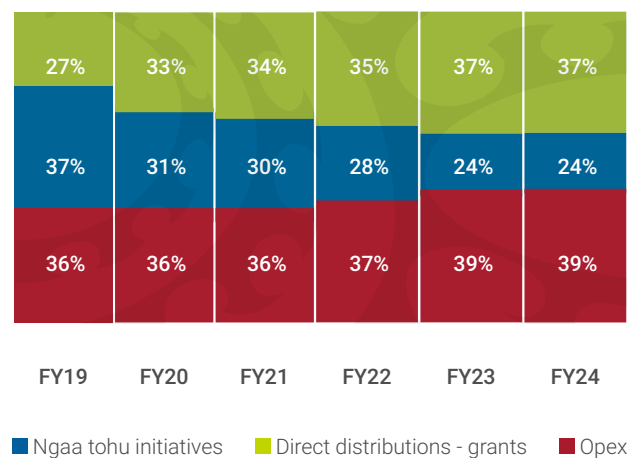
	FY19* \$m	FY20 \$m	FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m
Operating revenue						
Return on investments	\$12.25	\$11.34	\$11.34	\$11.34	\$11.34	\$11.34
Dividend ¹	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00
Other	\$0.47	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75
	\$30.72	\$30.09	\$30.09	\$30.09	\$30.09	\$30.09
External funding²	\$1.15	\$1.37	\$1.37	\$0.81	\$0.81	\$0.81
Total revenue	\$31.87	\$31.46	\$31.46	\$30.90	\$30.90	\$30.90
Balance sheet funding³	\$2.00	\$2.00	\$2.00	\$2.00	\$1.00	\$1.00
Overall funding	\$33.87	\$33.46	\$33.46	\$32.90	\$31.90	\$31.90

*FY19 is per the approved budget

The Five Year Plan maintains the same level of expenditure over the first two years in line with FY19 to around \$33m per year.

Expenditure is anticipated to decrease in the third year as efficiencies are made and costs are reduced due to our digital strategy. We also need to improve service delivery through digital workstreams and process efficiencies. This investment is leveraged to deliver efficiencies in the latter years and therefore a reduction in costs with Ngaa Tohu expenditure reducing in year three through five.

OVERALL COSTS SPLIT



	FY19* \$m	FY20 \$m	FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m
Direct distributions - grants	\$9.16	\$11.41	\$11.41	\$11.41	\$11.41	\$11.41
Opex:						
Governance costs (attendance fees and travel)	\$1.25	\$1.15	\$1.15	\$1.14	\$1.14	\$1.13
Operating costs (excl salaries & wages)	\$2.76	\$3.17	\$2.99	\$2.89	\$2.78	\$2.65
Salaries & wages	\$7.62	\$7.57	\$7.70	\$7.82	\$7.95	\$8.03
Ngaa tohu initiatives:						
Hapori costs	\$3.43	\$2.71	\$2.60	\$2.71	\$1.67	\$1.72
Kaupapa costs	\$6.04	\$3.85	\$3.28	\$3.12	\$2.40	\$2.39
Taiao costs	\$1.29	\$1.06	\$1.18	\$0.93	\$0.87	\$0.93
Whai rawa costs	\$1.01	\$0.95	\$0.95	\$0.94	\$0.94	\$0.94
Mahi tonu costs	\$0.84	\$1.51	\$1.81	\$1.20	\$1.08	\$1.08
	\$33.39	\$33.38	\$33.04	\$32.17	\$30.24	\$30.28
Depreciation	\$0.83	\$0.93	\$0.93	\$0.93	\$0.93	\$0.93
Total expenditure	\$34.22	\$34.31	\$33.97	\$33.10	\$31.17	\$31.20

*FY19 is per the approved budget

Direct Distribution

➤ Grants

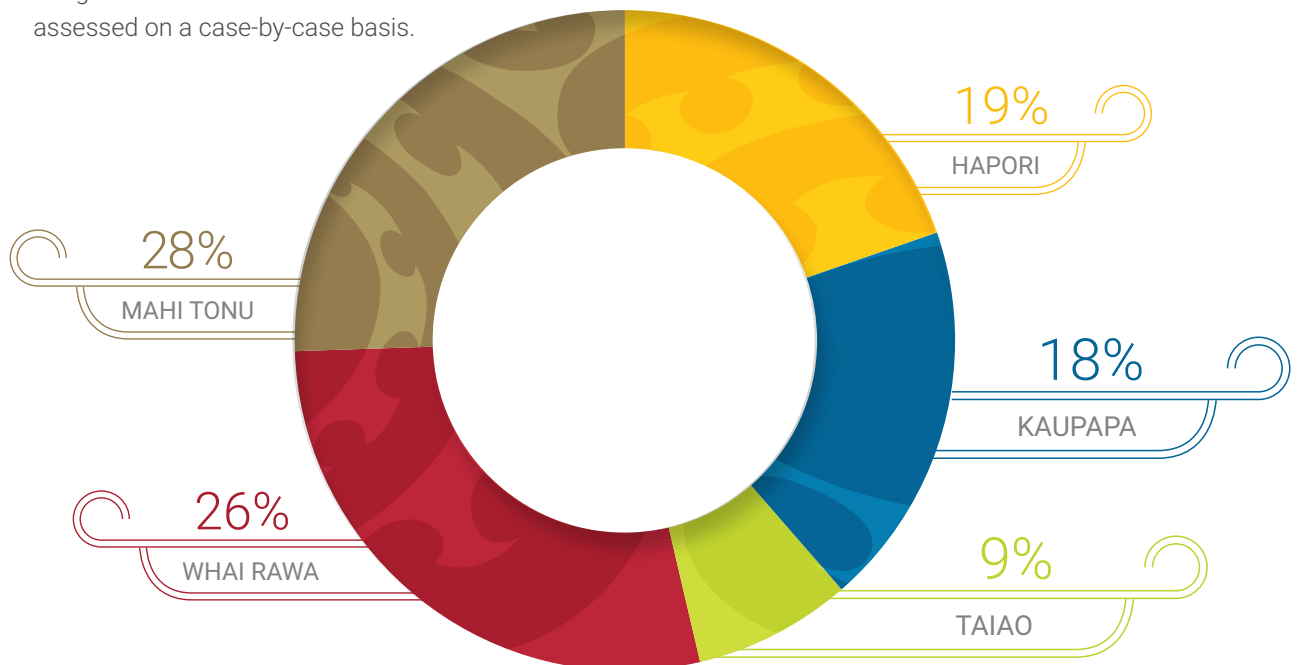
Financial overview

The payment of grants continues to be an important way to ensure the organisation is supporting our tribal members, our marae and the tribe as a whole. Grant payments for FY20 are anticipated to increase from FY19 as we change our approach to more directly support our marae with building projects and also succession planning activity for maatauranga maaori and Waikato reo.

Additional grant funding has also been included for our Taurahere to support their activities. A special budget is held for Sports grants and managed by a different entity to ensure that we protect our charitable status. This grant although not included in our Five Year Plan budget will still be available to whaanau and assessed on a case-by-case basis.

Wider tribal events will continue to be supported through our grants. This includes increased funding to future proof the Kiingitanga and support College initiatives.

Grant payments to our tribal members for education advancement and kaumaatua support will continue through a more tribal member focused approach to ensure we are providing support at the right level and with better back office processes to expedite the process.



	FY19* \$m	FY20 \$m	FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m
Hapori						
Community assistance	-	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
Kaumaatua assistance	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Kaumaatua travel	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20
Tertiary education	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80	\$0.80
Kaupapa						
Marae insurance#	-	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50
Marae facilities#	-	\$0.75	\$0.75	\$0.75	\$0.75	\$0.75
Maatauranga Grant ¹	\$0.10	-	-	-	-	-
Koroneihana	\$0.25	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15
Poukai	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15	\$0.15
Waka Taua maintenance	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02
Taurahere	\$0.04	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
Taupiri Maunga	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05
Ngaa Marae Toopu	\$0.03	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
Regatta	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05
Brass Band	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02
Tikanga Ora Reo Ora - Maatauranga ¹	\$0.10	\$0.20	\$0.20	\$0.20	\$0.20	\$0.20
Taiao						
Taiao grant	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Whai rawa						
Marae dividend	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Mahi tonu						
Service Level Agreement - KGSL	\$2.00	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50
Deed of funding - College	\$0.36	\$0.72	\$0.72	\$0.72	\$0.72	\$0.72
	\$9.16	\$11.41	\$11.41	\$11.41	\$11.41	\$11.41

*FY19 is per the approved budget

#Reclassification from Ngaa Tohu initiatives to a grant

¹The Maatauranga Grant has been consolidated with the Tikanga Ora, Reo Ora - Maatauranga grant.

Operating expenditure

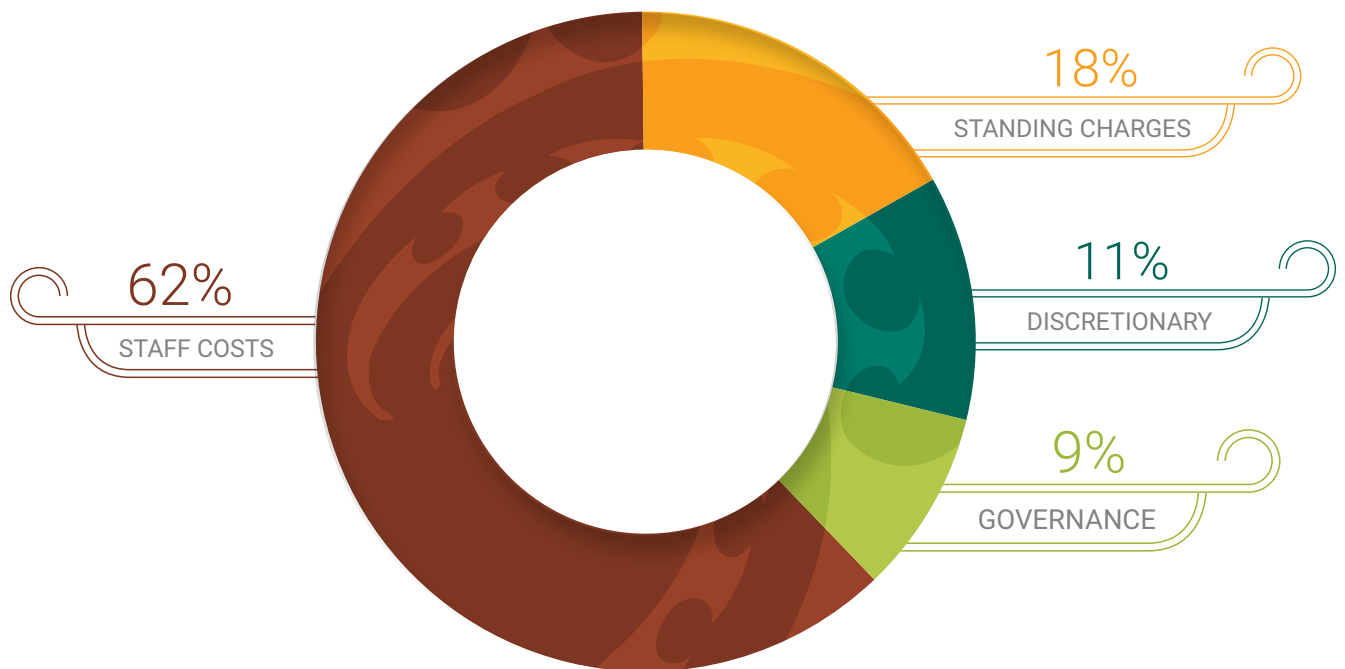
➤ OPEX

Our OPEX costs are budgeted to be in line with prior year spend with a CPI adjustment of 1.9%. Standing charges (such as rates, insurance and depreciation) represent 17% of our overall spend and are difficult to reduce in costs due to the nature of the assets that we hold – mainly land and buildings.

Our staffing costs sit at around 62% of our operating costs and we continue to monitor our head count to

ensure we maintain the level of spend. Governance costs include Te Whakakitenga o Waikato and Te Arataura fees and hui related costs.

Areas where we can and have made savings are around discretionary spend items for consulting and external advisor costs. We continue to work on building the skills and capability of our teams to reduce the reliance of external support where we can.





	FY19# \$m	FY20 \$m	FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m
ACC	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02	\$0.02
Advertising & marketing	\$0.06	\$0.04	\$0.04	\$0.04	\$0.04	\$0.03
Advisory fees - Audit & RBA	\$0.08	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10
Bank fees (\$3k pa)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Computer	\$0.04	\$0.06	\$0.05	\$0.05	\$0.05	\$0.04
Consultancy	\$0.36	\$0.31	\$0.25	\$0.22	\$0.18	\$0.12
Electricity*	\$0.09	\$0.08	\$0.08	\$0.08	\$ 0.08	\$0.08
Entertainment	\$0.04	\$0.04	\$0.03	\$0.03	\$0.03	\$0.02
General	\$0.11	\$0.09	\$0.08	\$0.07	\$0.06	\$0.05
Governance fees	\$1.07	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Governance travel	\$0.18	\$0.15	\$0.15	\$0.14	\$0.14	\$0.13
Hui & conference	\$0.18	\$0.20	\$0.19	\$0.18	\$0.16	\$0.15
Insurance*	\$0.15	\$0.25	\$0.25	\$0.26	\$0.26	\$0.27
Lease payments	\$0.20	\$0.23	\$0.23	\$0.23	\$0.23	\$0.23
Legal	\$0.15	\$ 0.12	\$0.11	\$0.10	\$0.09	\$0.08
Motor vehicle	\$0.08	\$0.11	\$0.10	\$0.10	\$0.09	\$0.09
Printing, postage & stationery	\$0.12	\$0.12	\$0.10	\$0.09	\$0.08	\$0.07
Rates	\$0.15	\$0.33	\$0.33	\$0.33	\$0.33	\$0.33
Rent*	\$0.20	\$0.23	\$0.23	\$0.23	\$0.24	\$0.24
Repairs & maintenance	\$0.12	\$0.23	\$0.23	\$0.23	\$0.23	\$0.23
Salaries & wages*	\$7.62	\$7.57	\$7.70	\$7.82	\$7.95	\$8.03
Security (\$2k pa)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Staff training	\$0.26	\$0.27	\$0.23	\$0.22	\$0.21	\$0.20
Subscriptions & licenses	\$0.06	\$0.07	\$0.07	\$0.07	\$0.06	\$0.06
Telephone & tolls	\$0.11	\$0.10	\$0.10	\$0.10	\$0.09	\$0.09
Travel	\$0.20	\$0.20	\$0.18	\$0.17	\$0.16	\$0.15
	\$11.65	\$11.92	\$11.85	\$11.88	\$11.88	\$11.81

FY19 is per the approved budget

* CPI adjusted by 1.9% pa

Capital expenditure

➤ CAPEX

TAONGA PROTECTION

As part of our strategy to protect and restore our taonga (sites of significance, artefacts, recorded history), we will look to design a purpose built facility to house them. The design and concept have yet to be formulated, however physical and digital assets will be required to ensure they are appropriately stored and cared for. A capital investment strategy will be provided for approval once the concept designs have been developed.

ASSET REPLACEMENT

As existing assets get to the end of their useful lives, we need to determine a replacement and or upgrade plan. For the budgeting purposes, we have estimated the rate of replacement to be in line with current depreciation levels of \$0.93m pa.

PROPERTY

We are looking to provide for ongoing capital works on our property which is estimated to be \$4.7m for FY20 with a further \$0.5m for the next four years. Property costs are subject to approval on an annual basis and will be assessed on a case by case basis.

DIGITAL STRATEGY – TOOLS AND SYSTEMS

We live in a digital age and our systems are fast becoming obsolete in the way we connect with our tribal members and keep our information safe and up to date.

We must invest in a digital strategy to remain current and relevant, provide for the safe storage of our digital information and a system that can be easily upgraded as software solutions evolve.

We estimate an initial investment in year one of \$1m will be required to upgrade our digital footprint over the next two years. Of this \$1m, we estimate that \$0.6m will form part of the asset replacement strategy and therefore an addition \$0.4m pa is required for FY20 and FY21. Future technology changes would then become part of our assets replacement strategy.

	FY19* \$m	FY20 \$m	FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m
Taonga protection	\$ -	\$ -	\$ -	\$0.30	\$0.30	\$0.30
Digital strategy - tools and systems	\$ -	\$0.40	\$0.40	\$ -	\$ -	\$ -
Asset replacement#	\$0.50	\$0.93	\$0.93	\$0.63	\$0.63	\$0.63
Property	\$1.00	\$4.70	\$0.50	\$0.50	\$0.50	\$0.50
Motor vehicle	\$ -	\$0.05	\$ -	\$ -	\$ -	\$ -
	\$1.50	\$6.08	\$1.83	\$1.73	\$1.73	\$1.73

* FY19 is forecast

#Estimate based on the useful life of current assets

Excludes any CAPEX grants that may be provided to Marae to support capital projects

Excludes any CAPEX for TGH but includes maintenance CAPEX for the College



Statement of Cashflow & Balance Sheet

Taking in to consideration the budgeted revenue, grants, Ngaa Tohu spend, operating and capital expenditure, we provide a view of the impact on our cashflow and balance sheet.

While we note a decline in our overall net asset position, we have not accounted for capital growth in our investment or land portfolio along with the receipt of our relativity funding. An increase in the value of our portfolio and the receipt of the relativity funding will balance our spending.

STATEMENT OF CASHFLOW

	FY20 \$m	FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m
Opening Cash, Bank and Investments	\$379.26	\$372.24	\$369.81	\$367.78	\$367.70
Cash utilised in operating activity					
Other	\$0.75	\$0.75	\$0.75	\$ 0.75	\$0.75
External funding	\$1.37	\$1.37	\$0.81	\$0.81	\$0.81
Grants	(\$11.41)	(\$11.41)	(\$11.41)	(\$11.41)	(\$11.41)
Ngaa Tohu spend	(\$10.08)	(\$9.81)	(\$8.91)	(\$6.97)	(\$7.07)
Operating Expenditure (Excl Depreciation)	(\$11.92)	(\$11.85)	(\$11.88)	(\$11.88)	(\$11.81)
Cash flow from investing activity					
Capital purchases	(\$6.03)	(\$1.83)	(\$1.73)	(\$1.73)	(\$1.73)
Dividends received	\$18.00	\$18.00	\$18.00	\$18.00	\$18.00
Return on investments	\$11.34	\$11.34	\$11.34	\$11.34	\$11.34
Co-Management fund	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00
Closing Cash, Bank and Investments	\$372.24	\$369.81	\$367.78	\$367.70	\$367.59

BALANCE SHEET

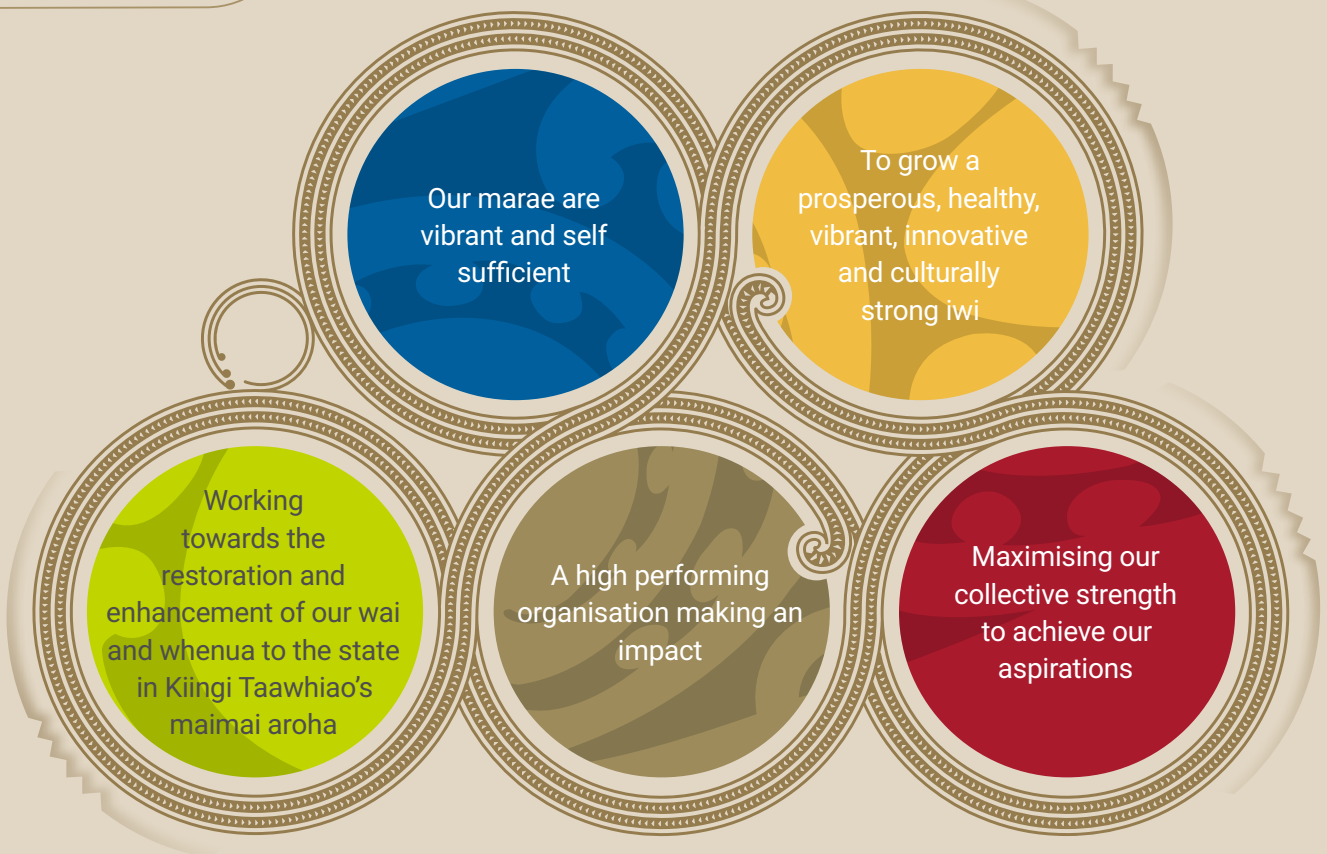
	FY19* \$m	FY20 \$m	FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m
ASSETS						
Current Assets						
Cash, Bank and Investments	\$ 379.26	\$372.24	\$369.81	\$367.78	\$367.70	\$367.59
Sundry Debtors	\$29.33	\$28.33	\$27.33	\$26.33	\$25.33	\$24.33
Total Current Assets	\$408.59	\$400.57	\$397.14	\$394.11	\$393.03	\$391.92
Non Current Assets						
Fixed Assets	\$130.96	\$136.06	\$136.96	\$137.76	\$138.56	\$139.36
Shares - TGH	\$140.25	\$140.25	\$140.25	\$140.25	\$140.25	\$140.25
Intangible Assets	\$0.96	\$0.96	\$0.96	\$0.96	\$0.96	\$0.96
Total Non-Current Assets	\$272.18	\$277.28	\$278.18	\$278.98	\$279.78	\$280.58
Total Assets	\$680.77	\$677.90	\$675.36	\$673.14	\$672.86	\$672.55
LIABILITIES						
Current Liabilities						
Creditors & Payables	\$0.82	\$0.82	\$0.82	\$0.82	\$0.82	\$0.82
Provision For Grants	\$6.32	\$6.32	\$6.32	\$6.32	\$6.32	\$6.32
Total Current Liabilities	\$7.14	\$7.14	\$7.14	\$7.14	\$7.14	\$7.14
Non-Current Liabilities						
Income In Advance - The Base	\$46.00	\$46.00	\$46.00	\$46.00	\$46.00	\$46.00
Total Non Current Liabilities	\$46.00	\$46.00	\$46.00	\$46.00	\$46.00	\$46.00
Total Liabilities	\$53.14	\$53.14	\$53.14	\$53.14	\$53.14	\$53.14
Net Assets	\$627.63	\$624.76	\$622.23	\$620.00	\$619.72	\$619.41

*FY19 forecast balance sheet

He Anga Whakamua

Outcomes framework

MAJOR OUTCOMES



The outcomes framework will be reviewed annually to ensure our mahi continues along our key focus areas. Our annual report will reflect the outcomes along with the financial information.

The outcomes framework builds on work that we have undertaken in the past and reported through our dashboards.



Image Credit: Petr Vysohlid



To assist with measuring the success of the Five Year Plan, we have put in place an outcomes framework to monitor progress and provide an update over the five years. The outcomes framework defines our key focus areas across Ngaa Tohu, key metrics and success indicators.

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

**FIVE YEAR
TAIAO SPEND**
\$4.97m

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

STRATEGIC FOCUS

- Secure and protect our environmental rights and interests for the benefit of our taiao and tribal members
- Enhance the capability of our whaanau to contribute to the restoration of our wai and whenua
- Lead the community in setting and meeting tribal environmental standards across our own wai and whenua

KEY METRICS

- Measurable environmental standards from Tai Tumu, Tai Pari, Tai Ao
- Measurable improvement in our wai and whenua

WHAT'S NEW

- Waikato-Tainui rights and interests in freshwater are clearly defined and understood at a national and regional level
- Tribal environmental standards developed to measure the health of our wai and whenua
- A trained cohort of tribal members is established who understand our environmental standards and are leading restoration initiatives
- A scorecard for tribally owned whenua and a progressive approach to restoring our whenua to meet our standards
- Understanding the potential impacts of environmental issues like climate change on our Marae and having a plan to respond to and mitigate these impacts



“The Waikato River is a living ancestor. It is part of us. Our River symbolises a tupuna, it is the name from which our tribe derives its identity and the issues that affect our River ultimately affects the tribe and its people.”

Naa Pumi Taituha

The vision for Ngaa Tohu Taiao is underpinned by the statement that “Waikato-Tainui aspires to restore our environment to the state that Kiingi Taawhiao observed when he composed his Maimai Aroha”.

We must continue in our role as kaitiaki to restore our wai and whenua to something that is fit for our mokopuna without losing sight of the fact that we need to share this role with those around us.

ENVIRONMENTAL STANDARDS

The Five Year Plan looks to operationalise our Environmental Plan – Tai Tumu, Tai Pari, Tai Ao so that our marae, tribal members, organisation and wider community have the tools necessary to care for our Taiao.

This includes:

- The health and wellbeing of fresh water including the Waikato River, Waipaa River and tributaries, puna wai, wetlands and linkages to urban water environments
- The health of marine environments including Kaawhia, Aotea, Whaingaroa and Manukau harbours
- The health of Waikato whenua holdings owned by Waikato-Tainui
- The health of whenua owned by the Waikato-Tainui Group, marae and publicly owned whenua in the rohe.

The health and wellbeing of the whenua and our awa are inextricably linked to the health and wellbeing of our people.

RESTORATION AND PROTECTION

Restoration and protection, health and wellbeing, integrated management, avoidance of cumulative effects, precautionary approach, maintenance of our relationships, all have been part of our mana whakahaere, tikanga and practice for generations.

To support these goals, we have prioritised training of our kaitiaki over the next five years so we can continue to exercise our mana whakahaere, be the decision makers and maintain our relationships with our environment.

Ngaa Tohu Taiao is strategically important for our tribal members and is increasingly recognised as very relevant to the world today. This also reflects the global reality that our ecosystem is fragile and under threat from climate change, resource depletion, population growth and pollution.

The health and wellbeing of our people is intrinsically linked to the health and wellbeing of the wai and whenua. Mana o te Awa has been established over many generations and includes recognition of Waikato in our identity, our relationship with the awa as a tupuna and our ultimate authority and responsibility as kaitiaki of our awa.

SECURE AND PROTECT ENVIRONMENTAL RIGHTS AND INTERESTS

Waikato-Tainui want a greater involvement and participation in freshwater decision-making including the management and governance of freshwater at the national and regional level (this is effected through the co-management and co-governance arrangements).

Furthermore, any new freshwater management framework needs to be consistent with the Waikato-Tainui Waikato River settlement, it needs to be robust, equitable and durable. This would only occur when Waikato-Tainui has an ability to access water for economic development therefore, we need to have a clear plan in place to actively secure rights to water and how we will utilise these interests for the benefit of our marae and hapuu.

FOCUS AREA	NGAA TOHU PRIORITY INITIATIVES	PRIORITY OUTCOMES OVER THE FIVE YEARS	KEY METRICS AFTER FIVE YEARS	FY19*	FY20
				\$m	\$m
Protecting and leveraging our rights and interests	Secure water rights	Rapidly work towards obtaining a full entitlement of an allocable water quantum to allow for greater social, cultural, economic and environmental returns	An allocable water quantum has been granted	\$0.10	\$0.10
	Develop and operationalise Iwi Environmental Standards consistent with Tai Tumu, Tai Pari, Tai Ao	All of our tribal whenua meet our environmental standards Our standards are embedded in local and central Government planning documents and inform resource management legislation	All of our tribal whenua have been assessed against our standard Local Government responsiveness to tribal environmental standards	\$0.40	\$0.02
Restoration and enhancement of our wai and whenua	Implement a five-year programme of investment to improve wai (including Kaawhia, Aotea, Whaingarua and Manukau harbours) and whenua	Noticeable improvement in our wai and whenua seeing the return of native species, flora and fauna and places to swim	Improvement in health and wellbeing of our tupuna awa as indicated by the report card 100% of priority restoration areas have been mapped towards a full restoration programme Restoration programme in place in top three priority areas	\$0.30	\$0.74
ADDITIONAL INITIATIVES		ADDITIONAL OUTCOMES OVER THE FIVE YEARS			
Supporting our tribal members to restore, enhance and protect our wai and whenua	Training and support for our tribal members so that they can lead Taiao initiatives	A cohort of trained tribal members are leading taiao restoration work for the wai and whenua connected with their marae / hapuu	A trained cohort of kaitiaki have the qualifications that will lead to employment or self-employment as kaitiaki Identification of key sites that are vulnerable to climate change	New	\$0.14
	Support our whaanau to respond to climate change impacts (and other environmental challenges) on their marae	Marae whaanau have enough knowledge on climate change and other environmental issues to respond and protect their marae	Marae that are impacted by climate change and other environmental issues are implementing response plans	\$0.10	\$0.06
					\$ 1.06

*FY19 per approved budget

LEVEL OF INVESTMENT				MILESTONES				
FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m	FY20	FY21	FY22	FY23	FY24
\$0.15	\$0.15	\$0.15	\$0.15	Water rights plan developed for the Waikato River and other water bodies in association with other River iwi			Exercising water rights developed	
\$0.10	\$0.01	\$0.01	\$0.01	Standards and assessment tool in development Delivery of resources to assist in the implementation of Tai Tumu, Tai Pari, Tai Ao A plan has been developed to lift our tribal whenua to meet our standards	Roll out of assessment tool across tribal whenua		Engagement with councils on embedding our standards into RMA planning instruments Councils are embedding our standards into their RMA planning instruments	
\$0.61	\$0.40	\$0.40	\$0.40	Environmental scan to identify areas in our rohe for priority restoration Apply for third party funding for priority restoration projects	Funding for projects in the target areas has been secured	Phased implementation of restoration projects with support from marae, tribal members, and the community Tribal members have significant roles in restoration activities		
				Report card for the awa updated and monitoring methods agreed with mana whenua	Priority projects from the Waikato and Waipaa Restoration Strategy have been agreed with WRA and other funders	Report card implemented to monitor restoration projects		
\$0.26	\$0.31	\$0.25	\$0.31	Development of the training programme in association with relevant service providers	Delivery of the training programme in association with relevant service providers	Training programme has been developed and rolled out Training programme has led to employment or self-employment of tribal members in kaitiaki restoration projects		
\$0.06	\$0.06	\$0.06	\$0.06	Development of mitigation plans with marae whaanau for those marae critically impacted by climate change (these plans are included as part of Oranga Marae plans)		Implementation of climate change mitigation plans		
				Development of an investment model to enable iwi to support marae to respond effectively to environmental challenges		Implementation of investment model		
\$ 1.18	\$ 0.93	\$ 0.87	\$ 0.93	LEVEL OF INVESTMENT EACH YEAR				
\$4.97m				TOTAL LEVEL OF INVESTMENT OVER THE FIVE YEARS				

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

**FIVE YEAR
HAPORI SPEND**
\$11.42m

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

STRATEGIC FOCUS

➤ Kia whai i too taatou mana motuhake

KEY METRICS

➤ Education, employment and housing opportunities that improve the lives of our tribal members

WHAT'S NEW

- Partnering with entities and organisations that can assist us to develop and pilot innovative housing solutions that meet the needs of our whaanau
- Focus on the development of our own hauora strategy and creation of social wellbeing indicators
- Building a network of competent providers to align with supporting our aspirations
- Support the growth of commercial and social enterprise
- Focus on peepi and tamaiti initiatives
- Advancing the development of social Accords with the Crown to partner and increase funding opportunities focusing on building whaanau capability to support whaanau self-management, independence and autonomy

"My goal is that our people are successful whether that be jobs, owning a home, or really just being comfortable with life. I have a daughter and siblings and the tribe has been able to support us whether that was education, sport, or business."

Kataraina Berryman

TE KAURI / TE TOKANGANUI A NOHO MARAE



Our guiding principle for Ngaa Tohu Hapori links closely to enabling our tribal members to fulfil their potential. If our tribal members are happy, healthy, well-educated then they will have the tools to make choices that can benefit themselves, their whaanau, their marae and future generations. Therefore, our priority over the next five years will be focused on whaanau oranga across education, employment, hauora, housing, economic security and being successfully involved in wealth creation.

EDUCATION AND CAREER PATHWAYS

During our workshops with Te Whakakitenga, it was considered that the responsibility of the tribe is to provide a spectrum of all the different education and career pathways for our people. This will help to open tribal members' eyes to the various ways of learning and earning. We also need to have a thorough understanding of the state of education and employment across our whaanau. By working with our whaanau, we can understand what they need and provide better support.

It is critical that our tribal members are benefiting from education and it is preparing them for the future career pathways that are meaningful and sustainable. We need to anticipate the impact of things like robotics and automation and what the future landscape for employment will look like.

It is important to reclaim our traditional maatauranga and we must consider the appropriate and meaningful solutions for our marae and tribal members to do that.

This means we need to strengthen our connection with our marae and our kaumaatua and ensure increased involvement in our programmes. We also need to increase our focus in education to extend our reach from tertiary to include our peepi and tamaiti. We should be advocating for increased funding to our koohanga reo.

Waikato-Tainui have drafted our Koiora Strategy¹ which is positioned within the traditional Waikato-Maori worldview and asserts a place for indigenous knowledge in Koiora (wellbeing). The strategy draws upon the voices, needs and aspirations of our people and places them in traditional frameworks. Above all, the strategy is driven by Waikato-Tainui whaanau and their need for positive health and social wellbeing outcomes. The health and wellbeing of the whenua and our awa are inextricably linked to the health and wellbeing of our people.

Over the next five years Waikato-Tainui will begin the journey to address the needs of our tribal members under these strategic priorities, namely:

- Mana motuhake - whaanau leading the way
- Leadership - reclaiming our status as a treaty partner; the voice of our people
- Designing our future - we will do it our way

HOUSING

Our engagement with whaanau and our external research reinforces that the desire for a warm, safe, secure and healthy home is shared by many of our tribal members. Owning a home provides a tuurangawaewae for whaanau and an asset that allows for greater economic growth and prosperity.

We need to be able to proactively provide support and advice where its needed and will focus on innovative solutions for first home buyers. We will learn from others, and partner with those who have already been successful in papakainga developments including consideration of kaumatua kainga, communal living and sharing of resources, clean, green solutions and affordable housing developments.

HAUORA

¹To be approved by Te Arataura

FOCUS AREA	NGAA TOHU PRIORITY INITIATIVES	PRIORITY OUTCOMES OVER THE FIVE YEARS	KEY METRICS AFTER FIVE YEARS	FY19*	FY20
				\$m	\$m
Supporting tribal members into meaningful and sustainable career pathways through social and commercial enterprise	Support the development and growth of commercial & social enterprises for tribal members and marae	Marae and tribal members are achieving financial goals to support self-sustainability	Ten enterprises have been established through our Waikato Tainui support programme	\$0.66	\$0.30
Supporting our tribal members into warm, safe, secure and dry homes	Creation of opportunities across the housing continuum (including advocacy home ownership and financial literacy workshops) Creation of home ownership opportunities Creation of papakainga or communal living opportunities	Our tribal members have the tools and knowledge to advance and protect opportunities across the housing continuum	Three innovative solutions developed to overcome barriers to home ownership Tribal member data on state of housing obtained	\$0.37	\$0.57
Supporting peepi, tamaiti and taiohi into education pathways and support a fit for future workforce	Grow education and career pathway partnerships to improve quality learning	Overall higher quality learning and earning outcomes for tribal members	Our partners subscribe to the Waikato Tainui learning standards	\$0.34	\$0.17
ADDITIONAL INITIATIVES		ADDITIONAL OUTCOMES OVER THE FIVE YEARS			
Supporting the health and wellbeing of our tribal members	Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing	Waikato-Tainui health and wellbeing standards are in place to measure and monitor service providers	Our providers subscribe to and deliver on the Waikato Tainui wellbeing standards	\$0.19	\$0.69
	Manage gaps or misalignments with health and wellbeing service delivery	Positive change in the health and wellbeing statistics for our tribal members	Waikato Tainui health and wellbeing disparities are being addressed	\$0.32	\$0.20
Supporting tribal members into meaningful and sustainable career and education pathways	Supporting tribal members into individual education and career pathways	Tribal members receive support through their education and career pathway	Tribal members can access opportunities for pathway exploration and planning, earn while you learn initiatives, employment and skills development	\$0.49	\$0.78
					\$2.71

*FY19 per approved budget

LEVEL OF INVESTMENT				MILESTONES						
FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m	FY20	FY21	FY22	FY23	FY24		
\$0.17	\$0.22	\$0.22	\$0.27	The right commercial and social enterprise support programmes have been identified and established	Initiatives are supported for piloting					
				Development of an investment strategy to support social and economic business opportunities						
				Funding partners identified to assist commercial and social enterprise opportunities						
\$0.73	\$0.78	\$0.70	\$0.70	Secure housing data from relevant Government agencies and tribal members	Data used to obtain third party (including Government) funding and support to improve tribal housing					
				Existing home ownership support programmes are responding effectively to whaanau needs						
				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						
\$0.16	\$0.17	\$0.14	\$0.14	A Waikato Tainui quality learning standards framework is developed to measure our education partners	Our education partners are providing quality learning for our tribal members in accordance with our Waikato Tainui framework					
				Funding partners secured to assist with providing the education pathways						
\$0.66	\$0.67	\$0.07	\$0.07	Secure data to inform the development of our health and wellbeing standards		Implementation of Health and Wellbeing standards				
				Develop the health and wellbeing standards		Identified service providers have been measured against our standards				
\$0.20	\$0.20	\$0.20	\$0.20	An advocacy team is established to work alongside government agencies and providers to ensure gaps in social and economic services for our marae and tribal members are being addressed						
\$0.67	\$0.67	\$0.34	\$0.34	Our rangatahi have personalised education and career pathways to support them now and into the future						
				Grant programme is in place and communicated to our tribal members and is being fully utilised						
\$2.60	\$2.71	\$1.67	\$1.72	LEVEL OF INVESTMENT EACH YEAR						
\$11.42m				TOTAL LEVEL OF INVESTMENT OVER THE FIVE YEARS						

Kaupapa

Tooku marae, tooku tuurangawaewae

Our marae are vibrant and self-sufficient

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”

STRATEGIC FOCUS

- Protecting ngaa taonga tuku iho, ngaa waahi tuupuna me ngaa waahi tapu for the benefit of future generations (New)
- Preserving our tribal heritage, reo and tikanga
- Strengthening our connection to our kaumaatua who are the expert repositories of our tribal tikanga, kawa, hiitori and maatauranga
- Kia whai i too taatou mana motuhake and develop self-sufficient Marae and assets and enriching our culture

KEY METRICS

To develop an effective Marae Development Strategy (Oranga Marae) with objectives focused on:

- Promoting marae based waananga
- Supporting marae leadership and succession
- Ensuring the provision of maximum support to build and maintain marae facilities
- Taonga protection initiatives and the development of maatauranga Maaori resources

FIVE YEAR INITIATIVE SPEND

\$15.05m

WHAT'S NEW

- Working with external agencies and funders to provide our marae with a co-ordinated approach to the development of Oranga Marae Plans
- The provision of capability and capacity building programmes for marae whaanau; based on their specific requirements as revealed by their Oranga Marae Plan
- A strategic approach to maintenance and build projects across our 68 Marae based on good information and data and the needs of the marae as articulated in their Oranga Marae plan
- Develop a suite of resources to help whaanau and marae record their own expert repositories

"I muri ake i ahau kua kite au he mokopuna kei reira, ki te whai ki te hiki ngaa tapuwae i waihotia iho e raatou ki ahau, naa, kua tae pea te waa maaku hei tuku atu ki a raatou."

Takirimaiteata (Taki) Turner

KAUMAATUA, TE AWAMAARAHĪ / TUURANGAWAEWAE MARAE



The vision for Ngaa Tohu Kaupapa is that our marae are vibrant and self-sufficient. The significance of the role of our marae is reflected in our organisational structure and the representation of each of our 68 marae in Te Whakakitenga o Waikato. Our marae are also the repository of our tikanga and kawa and so we must ensure that we support the whaanau of our marae to participate fully so our marae continue to be vibrant and self sufficient.

KAUMAATUA

Our goal is to strengthen our connection to our kaumaatua. Recent years have not been kind to our koroheke and ruuruhi and we have sadly lost many great leaders who were the holders of our tribal tikanga, kawa, hiitori and our maatauranga.

We will continue to work directly with kaumaatua but also develop resources to help whaanau and marae to record and share their stories.

TIKANGA ORA, REO ORA (TORO)

Reo and tikanga are the keys to unlocking the treasures of the past. They act as windows, through which we catch a glimpse of our proud history. We will continue to foster our reo and to uphold our tikanga to ensure that we are securing the very essence that makes us Waikato-Tainui.

MARAE ENGAGEMENT

We will focus on how we can support marae to strengthen their connections with tribal members. This includes how we deliver events like Tainui Games, Tira Hoe, and National Kapa Haka for Secondary Schools.

MANA MOTUHAKE FOR MARAE

It is and has always been a Whakatupuranga 2050 aspiration to develop self-sufficient marae and Waikato-Tainui is aware that marae are making increasing calls for autonomy at the marae level. Through the Five Year Plan we will help to develop individual marae strategies known as "Oranga Marae" plans.

Each plan will be unique to the needs of each marae and cover all the necessary elements for a marae to become self-sufficient, including:

- Marae facilities, buildings and structures
- Marae technology and digital needs
- The health and wellbeing of the whenua and wai
- Operational and leadership capability
- Understanding registered tribal membership

NGAA TAONGA TUKU IHO, NGAA WAAHI TAPU ME NGAA WAAHI TUUPUNA

Our goal as a tribal organisation is to protect ngaa taonga tuku iho, ngaa waahi tuupuna me ngaa waahi tapu for the benefit of future generations and to acknowledge the sacrifices of our tuupuna. What constitutes waahi tuupuna or waahi tapu is determined by the history of our whaanau, marae or hapuu concerned. Our aim is to engage with whaanau, marae and kaumaatua to find ways to connect our people to the protection, ongoing management and sustainability of our taonga.

FOCUS AREA	NGAA TOHU PRIORITY INITIATIVES	PRIORITY OUTCOMES OVER THE FIVE YEARS	KEY METRICS AFTER FIVE YEARS	FY19*	FY20
				\$m	\$m
Developing our whaanau capability	Support Marae to develop a Oranga Marae Plan (Marae Development Strategy)	Kia whai i too taatou mana motuhake	100% of our marae have Oranga Marae Plans	New	\$0.12
Ensuring the provision of maximum support to build and maintain marae facilities	Development of a strategic approach to maintenance and build projects across our 68 Marae	We have good data and information on the state our marae facilities and each marae has a plan to maintain and/or re-new their marae facilities	Our marae are outworking Marae Oranga plans Our marae have access to safe, clean, drinking water	\$3.40	\$1.44
Protecting and enriching our culture	Deliver Waikato-Tainui reo and tikanga programmes at tribal member, marae and hapuu level	Our reo and tikanga echoes in the walls of our marae , schools, communities, homes and Te Whakakitenga	TORO programmes developed and delivered to tribal members and marae Assessment criteria developed	\$1.30	\$1.01
ADDITIONAL INITIATIVES		ADDITIONAL OUTCOMES OVER THE FIVE YEARS			
Connecting tribal members with their Marae	Engage our marae to co-design, develop and deliver systems to connect tribal members to their marae and improve overall marae engagement	Tribal members can more easily connect with their marae and the organisation	All 68 marae can access tools and systems to help them connect with their tribal members and we can begin measuring engagement	\$0.74	\$0.64
Protecting and caring for our taonga tuku iho, waahi tapu and waahi tupuna (held at both tribal and marae level)	Support the gathering of maatauranga and safe recording and storage of our taonga, waahi tapu and waahi tuupuna Support marae and whaanau to protect their taonga as kaitiaki of their waahi tapu and waahi tuupuna	Have a clear plan to capture, restore and protect tribal taonga and sites of significance	Taonga held by our marae have been assessed and housed in line with their Oranga Marae Plans There is an annual production of maataauranga resources for marae and whanau	\$0.60	\$0.64
					\$3.85

*FY19 per approved budget

LEVEL OF INVESTMENT				MILESTONES				
FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m	FY20	FY21	FY22	FY23	FY24
\$0.25	\$0.20	\$0.20	\$0.20	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)				
				Support marae to implement their Oranga Marae Plans				
\$0.94	\$0.94	\$0.94	\$0.93	Undertake audit of current state of marae facilities		Marae maintenance and rebuild programmes based on data and Oranga Marae Plans		
				Engage with marae with access issues related to safe drinking water and develop solutions		Support marae to maintain / re-build facilities		
				Support marae to resolve water access issues				
\$1.01	\$1.01	\$0.30	\$0.30	Marae engaged to co-design tikanga and reo based programmes including knowledge repositories to support research and development of TORO related activities				
				Assessment criteria developed to measure and monitor programme outputs and delivery				
				Tikanga Ora, Reo Ora five strategic pou - Ngaa Waituhi, Ngaa Tiwha, Ngaa Tukutuku, Ngaa Whakairo, Ngaa Takarangi - are fully resourced to support marae-based programmes				
\$0.53	\$0.53	\$0.53	\$0.53	Develop Marae engagement plans	Support Marae to implement marae engagement plans including technology support			
				Tribal events held and delivered including Tainui Games, Tira Hoe, Kaumaatua events and more				
\$0.56	\$0.45	\$0.44	\$0.43	Complete a stocktake of all Waikato-Tainui taonga and sites of significance	Develop a plan that outlines the best way to capture, restore and protect tribal taonga – including access, loaning, viewing and use			
				Completion of digitisation of tribal archives				
				Working alongside Kaumaatua as the holders of knowledge	Secure funding to support housing and storing of tribal taonga			
\$3.28	\$3.12	\$2.40	\$2.39	LEVEL OF INVESTMENT EACH YEAR				
\$15.05m				TOTAL LEVEL OF INVESTMENT OVER THE FIVE YEARS				

Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations

**FIVE YEAR
INITIATIVE SPEND**
\$4.73m

OUR ROLE CONNECTOR

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

STRATEGIC FOCUS

- Growing wealth for the tribe, tribal members and our marae

KEY METRICS

- Settling outstanding claims
- Investment opportunities for marae, the tribe and tribal members

WHAT'S NEW

- Collective buying power for marae and tribal members
- Collaboration network to share resources and aid in connecting tribal members businesses
- Investing in our unique Waikato-Tainui brand
- Leveraging strategic investments and partnerships to support marae and tribal members with social and commercial opportunities
- Supporting tribal members with their business aspirations from idea to implementation



"If I dream, I dream alone. If we dream together, then together we can make the dream come true."

Princess Te Puea

Throughout the five-year planning process it was clear that Whai Rawa can contribute to our aspirations for mana motuhake by focusing on maximising our economic wealth and developing the financial capability of our whaanau, marae, and hapuu. We need to achieve better economic prosperity for Waikato-Tainui tribal members, whaanau, marae and hapuu beyond the tribal organisation.

The Five Year Plan focuses on these priority initiatives.

SETTLING OUR OUTSTANDING CLAIMS

The settlement of our outstanding Treaty claims provides an opportunity to grow our tribal wealth together with the economic wealth of our whaanau, marae, and hapuu. We acknowledge that financial redress is only one part of a settlement and that the aim of non-financial redress is to contribute to the mana motuhake of our whaanau, marae, and hapuu.

COLLABORATION

We know that we get the best results when we pool our resources together. Building a culture of collaboration within our iwi is a natural next step when thinking of how we can do more while spending less. We will look to build a Collaboration Network across social, cultural, commercial and environmental activities for our tribal members, marae and organisation to access key information on wealth generating opportunities. It will be a space for us to share and connect on a personal level.

INVESTING IN AND PROTECTING OUR 'WAIKATO-TAINUI' BRAND

For the first time, we will explore how we can build and develop a recognisable Waikato-Tainui brand, used consistently across the organisation, to benefit

our tribally owned enterprises and marae. We will look beyond merchandise and product at creating and sharing partnerships.

FINANCIAL LITERACY

Financial literacy and the knowledge that is necessary to make financially responsible decisions is integral to our everyday lives. Putting this into practice is crucial; spending wisely, anticipating money needs, preparing for future spending needs and avoiding obligations we cannot meet. We will continue to provide financial literacy workshops and business advice to our tribal members.

REVIEWING OUR INVESTMENT FRAMEWORK

Building on our strong base in property, we will look to review our investment management framework including key policies like the Statement of Investment Policy and Objectives to assess how we can work our assets smarter and harder. Having a diverse investment portfolio, and active profit generating activities reduces risk from adverse economic and environmental events.

STAYING AHEAD OF THE GAME

While we cannot predict what new occupations will be around in the future, we can anticipate what types of industries there will be. A quick scan of emerging industries can provide a guide. Through the Five Year Plan we aim to capitalise on these trends, remain ahead of the game. To continue to grow our tribal wealth but also supporting our tribal members and marae to grow their own wealth and achieve financial security and independence; ensuring prosperity for future generations.

FOCUS AREA	NGAA TOHU PRIORITY INITIATIVES	PRIORITY OUTCOMES OVER THE FIVE YEARS	KEY METRICS AFTER FIVE YEARS		
				FY19* \$m	FY20 \$m
Growing Waikato-Tainui wealth (internal)	Continue to diligently pursue and settle outstanding settlement claims	We can optimally settle outstanding claims	All outstanding settlements reached	\$0.65	\$0.40
	Review and refine Waikato-Tainui's investment management framework, including SIPO and investment parameters	Our group entities have collective buying power that can be utilised by our marae and tribal members	Revised SIPO is in place and we see increase in total tribal wealth	\$0.10	\$0.28
		Our collective group investment approach lifts our tribal value , cash flow and economic returns			
Leverage strategic investments (H2A, tourism, cultural) to create investment opportunities	Our whaanau and Marae have achieved financial security and independence ; ensuring prosperity for future generations	1,000 jobs and 500 homes negotiated for tribal members through strategic investments	\$0.23	\$0.14	
ADDITIONAL INITIATIVES		ADDITIONAL OUTCOMES OVER THE FIVE YEARS			
Growing Waikato-Tainui wealth (external)	Investment in and protection of our 'Waikato-Tainui' brand and identifying marks	Marae and tribal members are able to leverage from the tribes purchasing and brand power	Clear strategy developed and in place	New	\$0.14
Growing tribal member wealth	Establish a collaboration network that connects tribal members to business, innovation and education ecosystems	Have a culture of collaboration that assists with achieving our aspirations	Cultural collaboration established and beneficial to tribal members and marae	New	\$ -
					\$0.95

*FY19 per approved budget

LEVEL OF INVESTMENT				MILESTONES				
FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m	FY20	FY21	FY22	FY23	FY24
\$0.39	\$0.39	\$0.39	\$0.39	Consultation hui with tribal members and government		Agreement in principle achieved		All outstanding settlements reached
\$0.13	\$0.13	\$0.13	\$0.13	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)		Performance is achieved in line with the SIPO expectations and we see an increase in total tribal wealth		
\$0.16	\$0.15	\$0.15	\$0.15	Roadmap completed to outline opportunities and initiatives for our marae		Supporting marae to achieve social and commercial enterprise opportunities - links to our Hapori activities around social and commercial enterprise		
\$0.12	\$0.12	\$0.12	\$0.12	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				
\$0.15	\$0.15	\$0.15	\$0.15	Development of collaboration network across our Waikato-Tainui entities, marae and tribal member businesses		Comprehensive collaboration programme in place taking into consideration all parts of the business across social, cultural, commercial and environmental activities		Programme is utilised by marae and tribal members to support social and commercial enterprise
\$0.95	\$0.94	\$0.94	\$0.94	LEVEL OF INVESTMENT EACH YEAR				
\$4.73m				TOTAL LEVEL OF INVESTMENT OVER THE FIVE YEARS				

Mahi Tonu

*Mehemea he mahi pai moo
te tangata, mahia*

A high performing organisation making an impact

**FIVE YEAR
MAHI TOHU SPEND**
\$6.68m

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

STRATEGIC FOCUS

- Advance our digital capability
- Provide service delivery excellence

KEY METRICS

- Information, data, and reporting is current and relevant
- Digital platform in place to support marae and the organisation

WHAT'S NEW

- Developing digital solutions that support the needs of tribal members, marae and our organisation
- Fast-track the capture of relevant tribal member and marae data required to support service delivery
- Invest in Waikato-Tainui improvement and innovation capability across culture, people, systems, processes and partnerships
- A new focus on building our innovation capability (culture, people systems, processes, partnerships) for our marae and Waikato-Tainui enterprises
- Conducting a thorough review of our current service delivery model



"At the moment I'm studying towards a law degree and just finished my second year. Hopefully after graduating I can get admitted to the bar and get some legal tools under my belt so that I can hopefully come back to work for my iwi."

Te Uranga Royal
TE PAPA O ROTU MARAE

Grounded in the principles of Kiingitanga, we are committed to connecting our marae, hapuu and tribal members with services and programmes that allow them to determine their own mana motuhake.

As an organisation, we strive to build high-performing teams that are innovative, agile and driven to deliver transformational change for our tribe.

We have realigned the business to ensure we are fit for purpose. Our model of service delivery means we are better placed to engage directly with our marae and tribal members at the front-end with our teams:

- Heritage and Identity
- Education and Pathways
- Oranga (Development and Wellbeing)

And we can continue to provide core internal functions that support both front-end delivery and organisation-wide responsibilities that we must do:

- Rights and Interests
- Engagement and Communications
- Operations
- Governance and Legal

We remain committed to working closely with TGH and the College to ensure we are efficient and effective across all our tribal entities. By creating a high-performing and innovative organisation we are able to drive greater impact and determine the best approach that will enable marae to oversee their own models of service delivery.

The needs of our people continue to evolve while digital solutions to support delivery are transforming. Our role is to rapidly establish the technology requirements needed to accelerate progress and meet the needs of our marae and tribal members. The everchanging digital landscape presents a number of challenges for us as an organisation and as a tribe so we must invest smartly in technology.

It will not be easy; like many iwi entities, the complexities of our unique business structure, legislative and statutory obligations, balancing intergenerational outcomes and navigating commercial and social activities will continue to test our resilience.

On a global scale, there are critical trends that leading organisations consistently raise which we will need consider for the future including:

- Transition to be truly customer centric
- Moving away from just a commercial focus to also value cultural, social, and environmental outcomes
- Becoming more innovative and agile
- Managing risk and disruption in an unforgiving environment where trust is challenging

Waikato-Tainui is inherently values-based with a focus on our 'customer' ie, tribal members, marae, and hapuu. Adapting new models of thinking to suit their needs means we must be agile and innovative risk managers who turn challenges into opportunities. The priority focus areas identified under Mahi Tonu will contribute to that outcome. Key amongst these areas is an investment in our existing capacity and developing capability.

FOCUS AREA	NGAA TOHU PRIORITY INITIATIVES	PRIORITY OUTCOMES OVER THE FIVE YEARS	KEY METRICS AFTER FIVE YEARS	FY19*	FY20
				\$m	\$m
Advance our digital capability	Fast-track the capture of relevant tribal member and Marae data	We have a current view of our marae and tribal members to know what they need and what they want	<p>Tribal member census is completed, and we have the data needed to progress initiatives for organisation and marae</p> <p>50% of marae have access to the data they need to improve engagement</p>	New	\$0.14
	Develop and deploy a suite of digital solutions to support the needs of tribal members, marae and our organisation	<p>Digital platform in place to support organisation efficiencies</p> <p>We know our tribal members and they actively connect in person and online</p>	Waikato-Tainui has achieved a 5% cost saving from digital solutions and efficiencies		
Service delivery excellence	Review current service delivery model and adjust to ensure successful delivery of outcomes	Efficient delivery of all work programmes		\$0.55	\$1.01
ADDITIONAL INITIATIVES		ADDITIONAL OUTCOMES OVER THE FIVE YEARS			
Execute on improved talent and culture strategy	Take stock of the current organisational capability and culture	Kaimahi hauora strategy in place that kaimahi can relate to and feel supported by	Kaimahi engagement is at 90% and sitting above the national average	\$0.06	\$ 0.03
Develop improvement, innovation, risk management capability	Tailor and deploy Waikato-Tainui innovation capability (culture, people systems, processes, partnerships) to our marae and Waikato-Tainui enterprises	Waikato-Tainui have innovation priorities to support the incubation and implementation of new ideas	Process designed to filter and progress new ideas	\$0.23	\$ -
					\$1.51

*FY19 per approved budget

LEVEL OF INVESTMENT				MILESTONES				
FY21 \$m	FY22 \$m	FY23 \$m	FY24 \$m	FY20	FY21	FY22	FY23	FY24
\$0.06	\$0.06	\$0.06	\$0.06	Consultation with tribal members, marae and other Waikato-Tainui organisations to agree the data that needs to be obtained and how	Tribal member census rolled out and information collected – we have an understanding of our tribal member needs			
						Waikato Tainui data collated and shared with appropriate parties in line with our data policy		
\$0.62	\$0.33	\$0.21	\$0.21	Comprehensive review of our current systems, their capacity and constraints		Deployment plan in place outlining digital solutions and proposed strategy including a CAPEX budget if required		
				Needs analysis capturing our requirements to support effective and efficient services to our marae and tribal members				
				Market review of the systems available that can support our needs				
\$0.91	\$0.58	\$0.58	\$0.58	Programme delivery model reviewed including progress monitoring and reporting framework				
				There are clear measures in place through the service delivery model review that enable Waikato Tainui to measure organisational efficiency				
				Governance training (including health & safety training), rules review and elections undertaken over the period				
\$0.03	\$0.03	\$0.03	\$0.03	Skills and capability matrix in place and monitored		Waikato Tainui has the skills and capabilities needed to deliver to our tribal members and marae		
				Health and wellbeing indicators for kaimahi have been established				
\$0.18	\$0.20	\$0.20	\$0.20	Develop and put in place an innovation and improvement strategy		Measure the success of the strategy by clearly documenting the changes and improvements made as a result of innovative ideas being implemented		
\$1.81	\$1.20	\$1.08	\$1.08	LEVEL OF INVESTMENT EACH YEAR				
\$6.68m				TOTAL LEVEL OF INVESTMENT OVER THE FIVE YEARS				

Te Whakatinanatanga

Implementation

Implementation of the Five Year Plan requires focus and discipline guided and delivered by a combination of good governance (including roles and responsibilities), sound policies and transparent programme management.

The specific components are predominantly in place but will also require further development to provide for the successful delivery of the Five Year Plan goals and aspirations. Having an implementation plan in place will provide for a significant lift in the effectiveness of our execution of the Five Year Plan. The key to success is that all these components operate together.



Image Credit: Erica Sindan

GOVERNANCE

The role of Governance is to approve the overarching direction of the organisation including the Five Year Plan. Governance must consider the resources available and how these can be best utilised to achieve the goals and aspirations of the tribe as set out in Whakatupuranga 2050.

Clear roles and responsibilities must be in place to support the successful implementation of the Five Year Plan and the delivery of the goals and outcomes laid out in the plan.

- Te Whakakitenga o Waikato will approve the plan and provide guidance for any changes or plan updates
- Te Arataura sets the policy, identifies and assesses risk related to the priority initiatives and reviews effectiveness of the activity
- Management are accountable for the execution of the Plan, holding the primary responsibility of identifying and managing risks (internal and external) and reporting.

POLICIES

Our work programmes are guided by a suite of policies. These are key to the successful delivery of the Five Year Plan. Existing policies around delegations of authority for expenditure along with deeds of funding will support the implementation. New policies to support our digital strategy and change management will be required along with updating our reporting process.

A refined programme management process will be required to support the implementation of the Five Year Plan¹. This will include measures and a scorecard to track progress. Our risk management framework is being updated and will include the activity required to manage the risks of the organisation as a whole together with the risks identified in implementing the Five Year Plan. Additionally, our SIPO is currently being reviewed by the Group Investment Committee that will support some of the planned initiatives.

These additional policies will help the organisation respond to changes in the operating environment and support the successful execution of the Five Year Plan.

MANAGING RISKS

We are in the process of updating our risk management framework. This will include how we identify, monitor, and report risk across the distinct initiatives within our Five Year Plan. Risks will be assessed based on the likelihood of risk crystallising and impacting our organisation. The impact is assessed through a matrix that considers multiple factors including strategy, ngaa taonga tuku iho, reputation, communication, people, change management, health and safety, financial implications, tax, charitable status, environmental elements and I.T. and security. Risks are measured at a point in time and monitored over a specific period in order to support the successful delivery of the Five Year Plan.

At the time of preparing this plan, the following key risks were identified:

- **Change** of staff, leadership, Governors, policies, procedures, rules including external changes in legislation, interest rates, technology or climate
- **Political** movement i.e. Crown's and Crown's Agencies approach to honouring historic settlement changes
- **Return on investment** where we would be unable to generate the same or greater return therefore impacting our ability to deliver on the Plan
- **Engagement and adoption** of the Plan by marae and tribal members will impact outcome success

PROGRAMME MANAGEMENT

Programme management is already undertaken for many of the work programmes we are delivering. This will be formalised to ensure consistent and transparent reporting is provided.

Reporting on risk, progress and spend will be delivered to Te Arataura on a monthly basis. Te Whakakitenga will receive the same content on a quarterly basis. A comprehensive review and report of the Five Year Plan will be completed internally on an annual basis. These parameters are to be agreed and finalised in the new policy.

Furthermore, navigation tools will be designed to support tribal members through services we can provide and how we can support them as a result of the initiatives.

¹To be developed by management and submitted to Te Arataura for approval.



WAIKATO
TAINUI

