

BUSINESS PLAN
2022/2023



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

On the cover: Te Tira Hoe 2022 attendees
from left to right, Duan Poaneki
(Waipapa Marae) and Duane Kukutai (Te
Kotahitanga Marae).

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Ngaa Kupu Whakataki

Message from the CEO

The 2022-23 Business Plan sets out the operational blueprint for our organisation, how we intend to allocate staffing resource and align specific work plans to meet the strategic intent of Te Whakakitenga o Waikato.

This year there will be a strong focus on resetting our collective understanding of Whakatupuranga 2050 which is our long-term strategy. It is a long-term development approach to building the capacity of Waikato-Tainui marae, hapuu, and iwi. Whakatupuranga 2050 will be our legacy for those who come after us.

We are almost 15 years into delivering on that and it is timely that we remind ourselves of the significant pathway that we committed ourselves toward reaching mana motuhake.

ME MATUA Whakaora i te whenua me te wai
WE WILL see our wai and whenua restored

ME MATUA tauromi i ngaa koiranga 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 peepee 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

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.

COVID has played a significant role over the last two years in determining how we have operated as an entity and responded to the health and wellbeing of our people which our King set out beautifully in his tongikura; *Amohia ake te ora o te Iwi ka puta ki te wheiao.*

COVID will continue to play a significant role as we meet the strong headwinds which experts are forecasting to influence our economic direction over the next 12 months. We are acutely aware of those external pressures and as an organisation and we will leverage our multilateral relationships with various government agencies and Ministers to find innovative solutions to soften the impact on whaanau.

Our housing plans are ambitious and continuously evolving in a challenging environment. Te Mauri Paihere ki

Mangakootukutuku in Kirikiriroa is a development of 47 homes and is a collaboration between Kiingitanga, Kaainga Ora, Te Ara Poutama and Waikato-Tainui. A number of those whare will be set aside to transition mums who have recently left a correctional facility. The resource consent has been granted and we expect site works to begin later this year. Site works for 100 homes at Hopuhopu for whaanau in need of social housing will also begin this year.

We are working closely with the Ministry of Housing and Urban Development over three more potential opportunities and will provide details of these as soon as they are finalised. We will also support marae and whaanau housing developments within our rohe where that is appropriate.

Our work with Oranga Tamariki will accelerate this year, with funding for our strategic approach to this critical mahi soon to be announced.

Taiao is another key focus for our operations this year. Our Nursery, in collaboration with other tribal nurseries around our rohe, has procured significant contracts in this financial year and while they will be stretched, they will deliver at least 5 million new plants for distribution to the various projects around Waikato, most notably at Ruakura. We will also continue to work with our marae to support their environmental projects. This is exciting because it demonstrates the lateral and forward thinking that is resident inside our marae and whaanau.

Water quality and usage will continue to feature heavily in our work programmes as the government drives home its Three-Waters and RMA reforms process. We are taking a leading position on this kaupapa because of the relationship we have with our wai and whenua. Our focus is on ensuring our settlement mechanisms are not watered down by any of the proposed legislative reforms.

Local Government elections are taking place over the second half of this year. We put in

considerable effort toward establishing Maori seats in every Waikato based local and regional government region and so now the onus falls to our people. We fought that fight on the basis that our voice needed to be included at the decision-making table and it's critical that our hapori organises itself to make sure that we have strong advocates in these spaces. Local government is extremely important because that is who our marae engages with on a regular basis.

Tainui Games is back whaanau and we desperately need a tribal event that is fun and inclusive. The organisation of the event has begun, and it is scheduled to go at the end of the year. The last Games was spectacular and this one likewise is shaping up just as competitive! We are thinking about introducing a couple of new disciplines and so keep your ear to the ground as the organising committee begins to send out paanui and notices. Remember whaanau, it's all about fair play and participation.

We will continue to provide our business-as-usual services to our people – our grants, kaumaatua support, Driver Licensing subsidy, training opportunities, employment pathways and career opportunities, taonga restoration, te reo o Waikato programmes, support for our pakihi etc.

One thing for sure is that working every day for our people is an honour and privilege. I am confident we have the team to deliver, and we are all looking forward to the 2022-23 financial year ahead.

Mahia te mahi, hei painga moo te iwi.

Marae Tukere

ACTING CHIEF EXECUTIVE

Investing in our people

Employment, Business & Education

Tribal members by age*

Age	Count
0 to 5	747
5 to 10	1768
10 to 20	9278
20 to 30	16542
30 to 45	23976
45 to 60	16831
60 to 80	11578
80 to 90	1436
90+	491
Total	82,647

* As at 31 March 2022

33%

growth of our Tribal Business Register

\$15k

in growth grants awarded to tribal pakihi

17

kura participating in our House of Science programme

400

rangatahi currently enrolled in the Puuhoro STEM project

200

tribal members received pastoral care support in their jobs

20

tribal members secured into apprenticeships

200

tribal members supported into employment

All statistics represented here relate to achievements from the FY21/22 financial year

Investing in our people

2021/22 Grants Overview

 **5,160**
total grants
paid out

2,107 were male  **3,053** were female 

20 
Taiao Grants

Top 3 Kaumaatua
Grant uses were for

GP  **Pharmacy** 
Dental 

The oldest applicant
was

98 

Top Koha Statement:
Participate at my
marae



 **677**
Education Grants

569
Tertiary Grants



110
Tumate Mahuta
Grants (Masters &
Postgraduate)

Top 3 Qualifications:

***Nursing, Arts,
Business***

23
Doctoral Grants

Top 5 Institutions:
Waikato University, Otago Univer-
sity, Auckland University, Wintec,
Auckland University of Technology



Ngaa Hua oo Roto

Our Organisation Context

OUR JOURNEY SO FAR

Over 600 years ago, our tuupuna anchored on the shores of Kaawhia, signaling the end of a long voyage and beginning our journey here in Aotearoa. Next year (2023) will mark 160 years since the raupatu of our whenua. Our settlement claim was filed in 1987 by Sir Robert Mahuta and after many years of countless negotiation hui our first settlement regarding the Waikato Raupatu Lands Claim (creating the Waikato-Raupatu Lands Trust) was reached in 1995.

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

The first settlement in 1995 was for \$170m and included the return of land, cash payments, and the relativity mechanism which ensures that the value of our settlement is upheld today. Over time, through courageous leadership, further negotiations and investment decision making, our asset base has grown to over \$1.45 billion.

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

Our values

MANAAKITANGA

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

WHAKAPONO

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

RANGIMAARIE

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

MAHI TAHI

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

WHAKAITI

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

AROHA

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

KOTAHITANGA

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



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

Ngaa Pou Herenga

Organisational Structure

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

KIINGITANGA

NGAA MARAE O TE WHAKAKITENGA O WAIKATO

Reports to over 82,000 registered tribal members

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

TE WHAKAKITENGA O WAIKATO

Reports to Ngaa Marae o Te Whakakitenga o Waikato

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

TE ARATAURA

Reports to Te Whakakitenga

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

WAIKATO-TAINUI COLLEGE FOR RESEARCH AND DEVELOPMENT (The College)

Reports to Waikato Endowed Colleges Trust/Te Arataura

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

WAIKATO-TAINUI

Reports to Te Arataura

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

TAINUI GROUP HOLDINGS (TGH)

Reports to Te Arataura/ Tainui Group Holdings Board

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

Ngaa marae o Waikato-Tainui

Marae	Members*	Marae	Members*	Marae	Members*
Tuurangawaewae	4783	Ngaa Tai e Rua	1407	Te Tihi o Moerangi (Makomako)	669
Te Papa-o-Rotu	3347	Poihaakena	1356	Weraroa (Waikaretuu)	640
Hukanui	3082	Maketuu	1295	Te Kooraha	636
Waahi Paa	2986	Te Kotahitanga	1273	Oowairaka	633
Maurea	2619	Ookapu	1206	Aotearoa	632
Maungatautari	2608	Kaitumutumu	1162	Te Hoe o Tainui	619
Waipapa	2501	Te Kauri	1110	Umupuia	494
Horahora	2100	Te Iti o Hauaa	1077	Waikeri (Tangirau)	462
Raakaunui	2069	Waitii	1059	Tahunakaitoto	444
Te Kuuiti Paa	1960	Ngaa Hau e Whaa	1038	Mookai Kaainga	424
Waingaro	1935	Kai a te Mata	956	Aaruka	415
Kahotea	1929	Taupiri	951	Reretewhioi	412
Poohara	1920	Whaataapaka	915	Waimakariri	403
Rukumoana	1884	Mootakotako	894	Matahuru	390
Te Awamaarahi	1787	Waikare	868	Te Aakau	352
Mangatoatoa	1768	Ngaatira	863	Okarea	344
Raungaiti	1695	Te Puea	852	Puukaaki	343
Paaraawera (Te Taumata)	1685	Ooraeroa	826	Tauhei	312
Puurekireki	1560	Te Koopua	766	Te Papatapu	305
Tauranganui	1553	Oomaero	745	Tikirahi	268
Mangatangi	1540	Makaurau (Ihumaatao)	735	Pukerewa	249
Te Kaharoa (Aramiro)	1448	Hiiona	720	Te Poho o Tanikena (Opuatia)	232
Taniwha (Tangoao)	1435	Te Oohaakii	700	Total	82647

* Membership count as at 31 March 2022





Te Whakakitenga o Waikato

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

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

ROLES AND RESPONSIBILITIES OF TE WHAKAKITENGA O WAIKATO¹

Te Whakakitenga is currently made up of 126 tribal members each representing a marae of Waikato-Tainui with one Kaahui Ariki representative. The collective role of Te Whakakitenga is to represent the interests of their marae. The Rules also state that members must:

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

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



Te Tira Hoe, 2022

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

The current term for Te Whakakitenga will end in September 2023 with election preparations beginning this financial year.

COMMITTEES OF TE WHAKAKITENGA²

- Appointments Committee
- Whenua Committee



Parekawhia Mclean

Chair, Te Whakakitenga

Te Papa-o-Rotu



Ikimoke Tamaki-Takarei

Deputy Chair, Te Whakakitenga

Tuurangawaewae

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

MEMBERS OF TE WHAKAKITENGA

MARAE	MEMBER	MARAE	MEMBER
Aaruka	Ngahinaturae Armstrong-Nield	Ngaa Tai e Rua	Lee-Anne Mere Shaw
	Rhonda Tuauipiki Kerr		Tanya Savage
Aotearoa	John Namana Kopa	Ngaatira	David Thompson
Hiiona	Tania Eris Martin		Jade Hohaia
	Ariana Flo Keegan	Ookapu	Pearl Comerford
Horahora	Te Arawa Tumai		Davina Moke
	Merimeri Anania	Okarea	Miria Andrews
Hukanui	Eric Pene		Te Maramatanga Pauline Nepe
	Ihipera Maree Heke Sweet	Oomaero	Kawena Jones
Kahotea	Taonui Campbell		Panekuhukuhu Taini Anderson
	Ihaka Shaunray Stanley	Ooraeroa	Lee Tiare Thompson
Kai a te Mata	Robyn Kui Roa		Maungarongo Tito
	Raeleen Beazley	Oowairaka	Nyra Yvette Marshall
Kaitumutumu	Ratapu Hori Te Awa		Raeha Taingahue
	Norman Peter Sonny Hill	Paaraawera (Te Taumata)	Blake Wiremu Stephens
Makaurau (Ihumaatao)	Ngati Tahinga Wilson		Dale-Maree Whakapono Morgan
	Sophia Olo-Whaanga	Poihaakena	Michael Edmonds
Maketuu	Waipounamu Te Kani		Darcel Rickard
	William Bert Kerr	Poohara	Linda Naumai Te Aho
Mangatangi	Nicholas Maaka		LeeAnn Muntz
	Mauve Turina Te Ahe Taka	Pukerewa	Jason Dean Whare
Mangatoatoa	Craig Barrett		Eruera Edward Whare
	Kerry Maniapoto	Puukaaki	Karen Akamiria Wilson
Matahuru	Noki Ngatiki Nikau		Pare Rauwhero
	Kero Nikau	Puurekireki	Thomas Charles Roa
Maungatautari	Sara Tairi		Maria Te Aukaha Huata
	Karena Tamaki	Raakaunui	Moana Hamana
Maurea	Vincent Hapi		Jor'el McQueen
	Raymond Jeetendra Kumar	Raungaiti	Amanda Rangī Aroha Emery-Awa
Mookai Kaainga	Margaret Okeroa Henry		Kirsten Carissa Tewai-Marie Collins
	Mootakotako	Hikitia Harawira	Reretewhioi
Sarah Jane Harihari		Waahi Tapara	
Ngaa Hau e Whaa	Tania Te Kaute	Rukumoana	Anaru Thompson Adams
	Nikala Monika		David Rewi Maki Cork

MARAE	MEMBER	MARAE	MEMBER
Taniwha	Jacqueline Maree Colliar	Te Poho o Tanikena (Opuatia)	Craig Marshall
	Jaedyn Te Waawi Falwasser		Edwin Marshall
Tauhei	Ratauhinga Turner	Te Puea	Maxine Graham
	Raewyn Paretaupo Hopa		Albert Rivers
Taupiri	Donald Aminas Tangi Paul Turner	Te Tihi o Moerangi (Makomako)	Bonnie Maihi
	Joseph Barton		Lillian Rameka-Murray
Tauranganui	Katrina Taupo	Tikirahi	Nanaia Graham Rawiri
	Terry Herewini Phillips		Te Atairangikaahu Te Ao
Te Aakau	Aileen Mangu Binny Rupapere	Tuurangawaewae	Hinerangi Ada Raumati-Tu'ua
	Ruhe Matenga		Ikimoke Tamaki-Takarei
Te Awamaarahi	Rangitamoana Wilson	Umupuia	
	Kandi Ngataki		Huirama Paimarire Matatahi
Te Hoe o Tainui	Tukoroirangi Ben Maatiaha Morgan	Waahi Paa	Jay-Rimus Te Whakahawe Rapana
	Jennifer Takiura		Robert Manu Tukiri
Te Iti o Hauaa	Christine Horahia Maaka	Waikare	Te Ngaungau Manu Awa Te Paki Tukiri
	Te Mape Fred Haimona		
Te Kaharoa (Aramiro)	Linda May Paratai Tai Rakena	Waikeri (Tangirau)	Mere Raiha Joseph
	Christine Thompson		Kotahi Roberts
Te Kauri	Jocelyn Leigh Pitongatonga Berryman	Waimakariri	Linda Hinewai Ngapera Raupita
	Justine Sharmayne Te Ara Berryman		Shanelle Hinewai Raupita
Te Kooraha	Sandra Grant	Waingaro	Jeff Green
	Jaydene Korea Kana		Sheryl Matenga
Te Kotahitanga	Vanessa Clark	Waipapa	Niketi Steve Toataua
	Hemi Rau		Brendon Green
Te Kuuiti Paa	Leesah Murray	Waitii	Kaikino Hotene
	Kruger Wetere		Avalon Thompson
Te Oohaakii	Joyce Maipi	Weraroa (Waikaretuu)	Tania Whare
	Cherie Brooks		Matekino Marshall
Te Papa-o-Rotu	Joanne Parekawhia Mclean	Whaataapaka	Tori Ngataki
	Tahi Jack Brown		Johannah Riki-May Paremita Rawiri
Te Papatapu	Roger Waitere	Kaahui Ariki Representative	Ngira Simmonds
	Daniel Matiu Te Kooti Waitere		

Te Arataura

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

ROLES AND RESPONSIBILITIES OF TE ARATAURA³

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

COMMITTEES OF TE ARATAURA⁴

- Distributions Committee
- Group Audit and Risk Committee
- Group Investment Committee
- Hohou Te Rongo Appointments Committee
- People and Culture Committee
- Te Roopu Wai - Water Committee



Tukoroirangi Morgan

Chair, Te Arataura

Te Hoe o Tainui



Ngira Simmonds

Deputy Chair, Te Arataura

Kaahui Ariki Rep

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

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

Members of Te Arataura



Linda Te Aho

Poohara



Vanessa Clark

Te Kotahitanga



Jacqueline Colliar

Taniwha (Tangoao)



Maxine Graham

Te Puea



Huirama Matatahi

Waahi Paa



Tori Ngataki

Whaataapaka



Hinerangi Raumati

Tuurangawaewae



Donald Turner

Taupiri



Rangitamoana Wilson

Te Awamaarahi

Te Kootuinga

OUR SENIOR LEADERSHIP TEAM

We currently have 112 kaimahi working for Waikato-Tainui of which 79% are tribal members and 95% are Maaori⁵.



Marae Tukere
Acting CEO

Waikato (Ngaati Maahuta)



Jason Ake

*Waikato (Mahanga,
Ngaati Haua)*

Paahekoheko

GM Engagement & Communications **Acting Deputy CEO**

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

Teams: Communications Team, Tainui Live Team, Aukaha News

Nгаа Taonga Tuku Iho **GM Heritage and Identity**

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

Teams: Tribal Connection - Taatai Hono, Tribal & Kiingitanga Collections - Taonga, Carving Team - Nгаа Ringa Whao, Tribal Narratives - Koorero Tuku Iho, Tribal Archives - He Puna Mahara



Glenda Taituha

*Waikato-Maniapoto
(Ngaati Kinohaku)*

Ngaati Raahiri, Ngaati Kuiaa



Raewyn Mahara

*Waikato (Ngaati Mahuta),
Ngaatiawa (Otaraua),
Taranaki (Ngaati Moeahu)*

Maatauranga

GM Education & Pathways

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

*Teams: Maatauranga (Education Team),
Reo me te Maatauranga (Reo and Maatauranga Team), Nгаа Ara Umanga (Career Pathways Team)*

Chief Financial Officer

The key responsibility of this team is corporate governance and information technology.

Teams: Finance, Audit, Risk, ICT and Data



Sheree Ryan

Ngaati Maniapoto, Waikato



Gwendoline Keel

Ngaati Paakehaa

Mana Hautuu

GM Governance & Legal

The Governance & Legal team is responsible for servicing Te Arataura, Te Whakakitenga and subcommittees and providing legal services to the organisation.

Teams: Policy, Governance Administration, Legal

Oranga

Acting GM Development & Wellbeing

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

Teams: Haapori, Whanake, Taiao, Mokopuna Ora



Manaaki Nepia

Waikato (Ngaati Whaawhaakia)



Mana aa-Ture

GM Rights & Interests

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

Teams: Strategy & Relationships, Settlement Protection

Taipu Paki

Waikato (Ngaati Whawhaakia)

Whakahaere

Acting GM Operations/Property Manager

This team is now property focused towards facility management and large property development projects.

Teams: Property, Site and Functions, Tribal Nursery



Porsha Wharakura

*Waikato (Ngaati Mahuta)
Te Rarawa*

Guiding our way forward

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

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

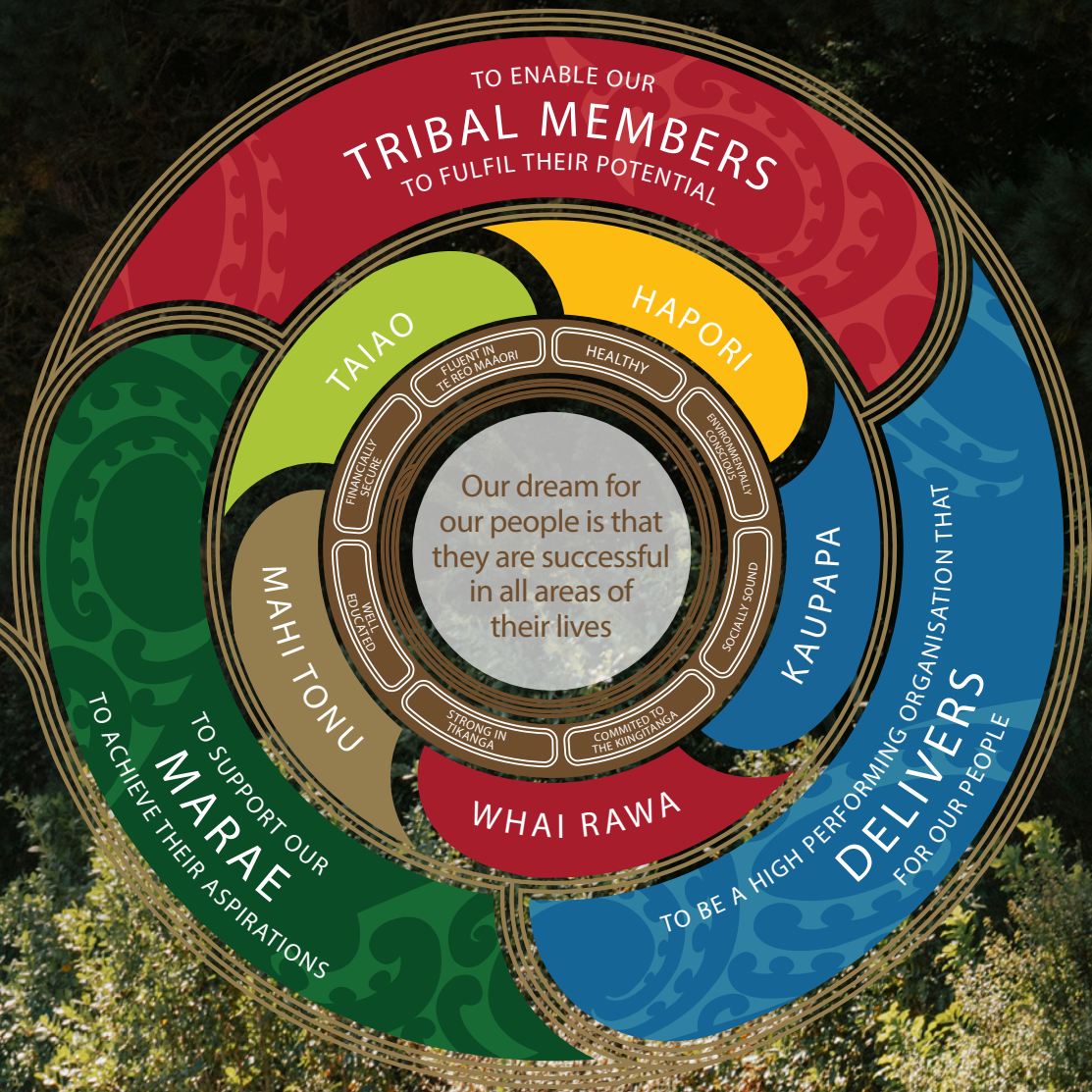
Whakatapuranga 2050 is a 50-year long blueprint highlighting the cultural, social, economic and environmental aspirations for our iwi, hapuu and marae. Whakatapuranga 2050 will be our legacy for those who come after us.

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

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

This next section of the Business Plan for 2022/23 details the work plans for year four of The Five Year Plan.





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



FY23 BUDGET
\$2,873,000

Hapori

*Kia tupu ki te hua o te rengarenga,
kia pakari ki te hua o te kawariki*

To grow a prosperous, healthy, vibrant, innovative and culturally strong iwi

Hapori: Year Four

In FY23 under Hapori tohu, the teams will deliver:

- Full service Koiora model and prototype (including data collection, workforce development)
- Social Sector Accord
- Housing Strategy refresh, new projects instigated
- Continued support to tribal member housing aspirations
- The development of a papa kaainga support programme
- Continued iwi capability and workforce development
- Marae collective impact implementation

The projects being progressed in FY23 align to the following WTR2050 objectives:

Tribal Success – succeeding in all forms of education and training, growing leaders

Tribal Social and Economic Wellbeing – developing self-sufficient marae, advancing the social development of our people, developing and sustaining our economic capacity.

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4
\$190,000							
Support the development and growth of commercial and social enterprises for tribal members and marae	Initiatives are supported for piloting	Oranga	Complete programme for marae to develop own economic strategies. Launch program in Q4				
		Oranga	Continue with the implementation of the Social procurement operational plan				
		Oranga	Develop an entrepreneurship pipeline strategy that pathways tribal members into entrepreneurship				
	Funding partners identified to assist commercial and social enterprise opportunities	Oranga	Complete feasibility and implementation for microfinancing program to support enterprise				
\$317,000							
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)				
		Oranga	Continue feasibility on home ownership, housing developments				
		Oranga	Feasibility and launch of papa kaainga support program				
	Existing home ownership support programmes are responding effectively to whaanau needs	Oranga	Develop and implement programme of work to support the refreshed housing strategy including a minimum of 8 housing workshops throughout FY23				
\$643,000							
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	Prototype testing with marae				
		Education & Pathways	Review with hapuu partners to discuss collaborations framework for cultural capability provision within education and industry				
		Education & Pathways	Develop and implement a strengthening Kaupapa a iwi strategy for Maaori Medium Schooling sector				
		Education & Pathways	Develop and implement (2) prototype programmes using ICDF platform and complete user manual to allow accessibility across the organisation				
\$100,000							
Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing	Implementation of Health and Wellbeing standards	Oranga	Complete Koiora prototype initiative for implementation				
		Oranga	Secure resource and funding				
		Oranga	Secure commitment to partner from providers, DHB and other supporting organisations				

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4
		Oranga	Specifications developed for capture, retention and use of external data sources				
		Oranga	Continue to monitor, evaluate and support marae, whaanau, hapuu and iwi in their response efforts to covid-19				
	Identified service providers have been measured against our standards	Oranga	Co-design Koiora social accord strategy with Rights & Interest team				
		Oranga	Development and implementation of Koiora Health System (Model of Care)				
							\$695,000
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				
							\$662,000
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	Annual grants suite in progress - Priority life stages engagement initiated				
		Heritage & Identity	Initiate consumer awareness review to advocate for tribal member experience (Power, driver licence, Health insurance).				
		Heritage & Identity	Complete marae kiosks for Xerox				
	Our rangatahi have personalised education and career pathways to support them now and into the future	Education & Pathways	Complete reporting and project plan for Stage 2 & 3 of Te Pito Whakatupu (Marae Collective Impact).				
		Education & Pathways	Development and test of high-fidelity prototypes with marae (2) Engagement & delivery from Rangatahi Kairangahau (10)				
		Education & Pathways	Support (10) marae to implement plans and support tribal members into (2) prototype programmes aligned to the Iwi Capability Framework				
		Education & Pathways	Complete and implement project plan for 2022/2023 summer internship programme				
		Education & Pathways	Complete upgrades for Te Raumahi. Scope and monitor integration with Salesforce and Website				
Education & Pathways	Tribal members supported with work readiness, Employment (Including apprenticeships) and pastoral care (50) & with tool grants (10)						
							OVERALL BUDGET \$2,873,000

OUR ROLE SUPPORT

Continue to support. 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”



FY23 BUDGET
\$3,440,000

Kaupapa

Tooku marae, tooku tuurangawaewae

Our marae are vibrant and self-sufficient

Kaupapa: Year Four

In FY23 under Kaupapa tohu, the teams will:

- Continue to support development of Marae Plans (includes technical support for feasibility funding for marae)
- Complete the remaining water infrastructure assessments
- Begin marae drinking water upgrades
- Implement digital archive portal
- Start the feasibility study for Whare Taonga
- Utilise a virtual mapping platform for koorero tuku iho
- Focus on building capacity and capability of marae and hapuu to deliver Reo programmes and produce maatauranga resources

The projects being progressed in FY23 align to the following WTR2050 objectives:

Tribal Identity and Integrity – preserving our tribal heritage, reo and tikanga.

Tribal Success – succeeding in all forms of education and training, growing leaders

Tribal Social and Economic Wellbeing – developing self-sufficient marae, advancing the social development of our people.

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4
\$37,000							
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	Continue to progress Oranga Marae Plans with the remaining 15 marae engaged in FY23				
		Oranga	Store plans in Paa Whakawairua and monitor according to Marae Oranga Plans				
\$500,000							
Development of a strategic approach to maintenance and build projects across 68 marae	Complete current state audit of marae facilities	Oranga	Complete marae condition assessments				
		Oranga	Rollout of website & database build to capture marae maintenance activities throughout FY23				
		Oranga	Assess water systems, quality and infrastructure for 64 marae				
		Oranga	Complete remedial works for accessible drinking water for marae				
		Oranga	Deliver training on the maintenance and treatment of marae drinking water				
		Oranga	Provide support for technical feasibility funding for marae in the Oranga Marae programme				
1,000,000							
Deliver Waikato-Tainui reo and tikanga programmes at tribal member, marae, and hapuu lev	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	TORO priorities identified through marae strategic plans, TORO Grants. Huinga Taniwha waananga to support iwi/hapuu/marae/whaanau cultural aspirations				
	Assessment criteria developed to measure and monitor programme outputs and delivery	Education & Pathways	Assessment criteria developed to measure and monitor TORO Programmes. Ongoing print to support TORO reo programmes. Explore online platforms to convert current TORO reo resources to engage more Tribal members				
	TORO's five strategic pou are fully resources to support marae-based programmes	Education & Pathways	Support Taurahere to receive TORO resources and implement TORO reo programmes as well as supporting Taurahere Reo Tikanga aspirations				

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4	
\$680,000								
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 & Engagement	Te Putake o te riri project - Rangiriri					
		Communications & Engagement	Te Putake o te riri project - National commemoration					
		Communications & Engagement	Matariki Event Delivered					
		Communications & Engagement	Tira Hoe Event Delivered					
		Communications & Engagement	Tainui Games Event					
	Support marae to implement their engagement plans including technology support	Communications & Engagement	Host 4 x Online marae profiles					
\$1,222,000								
Support the gathering of maatauranga and safe recording and storage of our taonga, waahi tapu and waahi tuupuna	Develop a plan that outlines the best way to capture, restore and protect tribal taonga - including access, loaning, viewing and use	Heritage & Identity	Te Ara Taonga collaboration completed in preparation of 5YP collaborative works					
		Heritage & Identity	Whare Taonga advisory established; funding strategy implemented as part of the Kiingitanga accord					
		Heritage & Identity	Kaimahi training & development completed, prioritising conservation of textiles					
		Heritage & Identity	Complete textile and documents workshops with marae. Conservation exhibition completed (Physical and/or digital)					
		Heritage & Identity	Conceptual design of Whare Taonga completed					
	Support marae and whaanau to protect their taonga as kaitiaki of their waahi tapu and waahi tuupuna	Secure funding to support housing and storing of tribal taonga	Heritage & Identity	Continue to meet external cultural footprint projects (Waikato uni, stark property, ACC)				
			Heritage & Identity	Complete training programme for marae restoration of priority taonga				
			Heritage & Identity	VHS digitalisation rollout and marae user training initiated, completed and reviewed. Digital exhibition released				
			Heritage & Identity	Feasibility study of geo-tagging platform completed				
			Heritage & Identity	Tuutohu whenua (20) geo-tagged. Training programme completed for kaimahi				
Heritage & Identity	Training programme initiated for marae tuutohu whenua geo-tagging (20)							
Heritage & Identity	(2) Koorero Tuku iho programmes completed (Mahinga Kai, Ruku Kai)							
OVERALL BUDGET \$3,440,000								

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



FY23 BUDGET

\$2,070,000

Mahi Tonu

Mehemea he mahi pai moo te tangata, mahia

A high performing organisation making an impact

Mahi Tonu: Year Four

In FY23 under Mahi Tonu tohu, the teams will deliver:

- An improved TWOW reference document system in Attendify
- Governance Training for TWOW and marae members
- A completed Rules Review
- A completed Marae Digital Data Platform
- An HR information system
- A Talent Strategy

The projects being progressed in FY23 align to the following WTR2050 objectives:

Tribal Identity and Integrity – preserving our tribal heritage, managing our natural resources,

Tribal Success – succeeding in all forms of education and training, growing leaders

Tribal Social and Economic Wellbeing – developing self-sufficient marae, advancing the social development of our people, developing and sustaining our economic capacity

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4
\$230,000							
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	Build out within Salesforce Whakapapa connection to the fourth generation				
		Finance & ICT	"To secure data agreements with Govt. and other public agencies to capture data needed as outlined in the digital strategy				
		Finance & ICT	Ongoing system maintenance and security check				
	Waikato Tainui data collated and with appropriate parties in line with our data policy	Finance & ICT					
\$500,000							
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	Continuous commitment to the digital strategy, creating enhance,ent to keep abreast of current technologies. Attendify to TWOW in reference to document depository				
		Finance & ICT	Provide new enhanced website to enable logon access for marae data				

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4
\$1,080,000							
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	Provide efficient changes to current infrastructure under the commitment to continuous improvement				
	Governance training (including health & safety training), rules review and elections undertaken over the period	Governance & Legal	Governance induction programme and training programme with marae for Te Whakakitenga o Waikato members				
		Governance & Legal	Election process training with marae in accordance to the Rules				
		Governance & Legal	Rules review finalised and implemented				
	There are clear measures in place through the service delivery model review that enable Waikato Tainui to measure organisational efficiency	Operations	Continue to measure organisational efficiency and review service delivery				
\$100,000							
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	Strategic workforce plan annual review completed				
\$160,000							
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 (Property system, Whenua reporting, Microsoft 365 migration and HRIS system and support)				
		Finance & ICT	Provide digital internships within the organisation				
OVERALL BUDGET \$2,070,000							

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



FY23 BUDGET
\$1,015,000

Taiao

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

Working towards the restoration and enhancement of our wai and whenua to the state in Kiingi Taawhiao's maimai aroha

Taiao: Year Four

In FY23 under Taiao tohu, the teams will:

- Develop and implement environmental standards
- Deliver an investment plan for wai and whenua, aligned to Whai Rawa initiatives
- Develop and implement a training plan for Taiao
- Deliver a climate change programme aligned to reforms
- Operationalise and deliver the tribal nursery business strategy

The projects being progressed in FY23 align to the following WTR2050 objectives:

Tribal Identity and Integrity – preserving our tribal heritage, managing our natural resources

Tribal Success – succeeding in all forms of education and training, growing leaders

Tribal Social and Economic Wellbeing – developing self-sufficient marae, advancing the social development of our people, establishing Hopuhopu as the administrative, social, recreational, and tribal knowledge hub of Waikato, develop and sustain our economic capacity.

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4
\$366,000							
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)				
		Rights & Interests	Engage in the current Reforms programme initiated by Crown including; RMA, Three Waters, Local Govt, Health Reforms to ensure current settlement mechanisms are protected throughout the process				
		Rights & Interests	Lodge Waikato Tainui application to WRC regarding iwi works				
		Rights & Interests	Progress phase 2 of Water Storage Taniwha Project on tribal lands				
		Rights & Interests	Maaori sector engagement (River iwi, iwi leaders) Support FILG and technical team to engage in regional hui with whaanau/hapuu/iwi around RM reforms, TMO2W				
		Rights & Interests	Support River iwi in next phase of PC1				
		Rights & Interests	Promote the engagement and advocacy for Waikato-Tainui water interests, and lobby for change. Engage with Te Roopuu Wai to finalise and promote our water strategy				
	Rights & Interests	Complete (4) waananga across FY23 with TWOW, marae to promote the Water Strategy and update on key TAI2O kaupapa					
	Exercising water rights developed	Rights & Interests	Work with Claims Team around Harbour Claim and supporting the aspirations of our marae/hapuu around harbour aspirations for the Mana Moana of the West Coast and Manukau Harbours				
\$64,000							
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	Develop assessment tool for tribally owned whenua				
		Oranga	Complete Environmental standards and review against the new policies under RMA that will be introduced into parliament 2022				
		Oranga	Develop engagement strategy with councils for use and update of tools				
		Oranga	Implement training, education, and awareness initiatives for the framework and tool				
	Councils are embedding our standards into their planning instruments	Oranga	Four workshops(1 in each quarter) will be held with our JMA Council partners to support implementation of our standards in FY23				

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4
\$199,000							
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	Undertake a review and stocktake of all the current WT Restoration projects connected to our Awa, tributaries and wetlands				
	Tribal members have significant roles in restoration activities						
	Report card implemented to monitor restoration projects	Oranga	Develop and implement a digital platform to store all restoration project data and information				
		Oranga	Develop a funding calendar for Taiao/ Restoration projects to support whaanau, marae and hapuu to make application to available funding				
		Oranga	Work with Rights & Interest team to support the aspirations of our Harbour marae as part of the claims process				
Oranga		Support whaanau, marae, hapuu to engage in the coastal plan currently under development through WRC					
\$283,000							
Training and support for our tribal members so that they can lead Taiao initiatives	Training programme has been developed and rolled out	Oranga	3 Waananga to take place across our rohe to engage with whaanau, marae, hapuu to identify Taiao training needs and aspirations				
		Oranga	Scope training modules that have been identified by whaanau, marae, hapuu to meet the needs and aspirations for Taiao				
		Oranga	Link training modules to the current employment and career pathways opportunities across Whanake and Education teams				
		Oranga	Support delivery of specialist programmes and courses including Tai Tumu, Tai Pari, Tai Ao				
	Training programme has led to employment or self-employment of tribal members in Kaitiaki restoration projects	Oranga	Deliver commissioner training hearings and expert witness training				
		Oranga	Explore green economy opportunities alongside Whanake team to develop a work programme to support green economy within our Puna Pakihi mahi				
		Oranga	Run (2) waananga to establish a rangatahi forum for building Taiao futures				
\$104,000							
Support our whaanau to respond to climate change impacts (and other environmental challenges) on their marae	Implementation of Climate change mitigation plans	Oranga	Undertake waananga with whaanau, marae, hapuu to develop a tribally appropriate climate change and resiliency strategy for marae and tribal members				
OVERALL BUDGET \$1,015,000							

OUR ROLE CONNECTOR

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



FY23 BUDGET
\$1,680,000

Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations

Whai Rawa: Year Four

In FY23 under Whai Rawa tohu, the teams will deliver:

- Relativity 5-year review
- Marae economic development strategies
- An entrepreneurship pipeline including mentor programme implementation
- Business microfinancing (feasibility and launch funding)
- Social procurement strategy implementation

The projects being progressed in FY23 align to the following WTR2050 objectives:

Tribal Identity and Integrity – growing our tribal estate and managing our resources;

Tribal Success – succeeding in all forms of education and training, growing leaders

Tribal Social and Economic Wellbeing – advancing the social development of our people, developing and sustaining our economic capacity.

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4
\$1,086,000							
Continue to diligently pursue and settle outstanding settlement claims	Agreement in principle achieved	Rights & Interests	Implement negotiations workplan				
		Rights & Interests	Complete settlement aspirations waananga with whaanau/marae/hapuu				
		Rights & Interests	Begin engagements with overlapping groups as per the overlapping groups strategy				
		Rights & Interests	Complete crown asset audit review and calculate the estimated value of all crown asset holdings within the Waikato-Tainui area of interest.				
		Rights & Interests	Review annual crown statement for relativity mechanism purposes 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	Monitoring results via CIO and GIC reports				
\$199,000							
Leverage strategic investments (H2A, tourism, cultural) to create investment opportunities	Support marae to achieve and identify social and commercial enterprise opportunities	Rights & Interests	Advocate for external funding opportunities that leverage strategic investments for the organisation, marae and tribal members				
		Rights & Interests	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 & Interests	Deliver (2) engagement workshops to support marae and/or tribal members to access information and opportunities				

NGAA TOHU INITIATIVE	FY22 METRIC	TEAM	QUARTERLY TARGETS	Q1	Q2	Q3	Q4
\$180,000							
Investment in and protection of our 'Waikato-Tainui' brand and identifying marks	Development of an investment strategy to understand the value of our brand, its use across the Group and how this can be leveraged to benefit our tribal members and marae	Communications & Engagement	Complete upgrade to brand guidelines and implement to upgraded website				
\$215,000							
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	Enhance the Puna Pakihi experience, build links across education and pathways				
		Finance & ICT	Relativity five year review to provide the Relativity policy				
		Finance & ICT	Programme us utilised by marae and tribal members to support social and commercial enterprise				
OVERALL BUDGET \$1,680,000							

Risk management

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

Risks can only ever be measured at a point in time and monitored over a period in order to support the successful delivery of our initiatives. We are currently reviewing enterprise risk at a Group level in light of Covid and the impacts the pandemic has had on our operations. At the time of preparing this Business Plan, the following key risks were identified:

➤ **Strategic Governance risk**

An unintentional ability to pass resolutions within Te Whakakitenga o Waikato without financial analysis may be high risk due to the ability to make decisions without proper consideration of likely consequences. Highlighting this risk is not about diminishing the mana of TWOW but mitigating our exposure to risk by putting in place good processes and providing all the information required to assess the financial impact of our decisions.

➤ **Operational - kaimahi risk**

A tight labour market coupled with the impacts of enduring isolation practices due to Covid has increased pressure on our kaimahi over the past 2 years. Management have experienced the loss of senior level management and the competition in the market for kaimahi is fierce. All industries are currently experiencing this pressure, not just Waikato-Tainui. The impact of this in terms of risk is potentially not achieving our planned outcomes across all our work programmes which then impacts the overall achievement of the five year plan.

➤ **Change**

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

➤ **Political**

The Crown's approach to honouring our settlement through subsequent change to legislation is an ongoing political risk. There is also risk on our ability to appropriately settle outstanding claims with changing governments.



He Tirohanga Puutea

Financial Overview

BUDGET PLANNING AND ASSUMPTIONS

The budgeting process incorporates a five-year view, FY2023 being the fourth year of a current five-year plan. All the teams within Waikato-Tainui worked collaboratively to determine what funding would be needed for the FY23 budget.

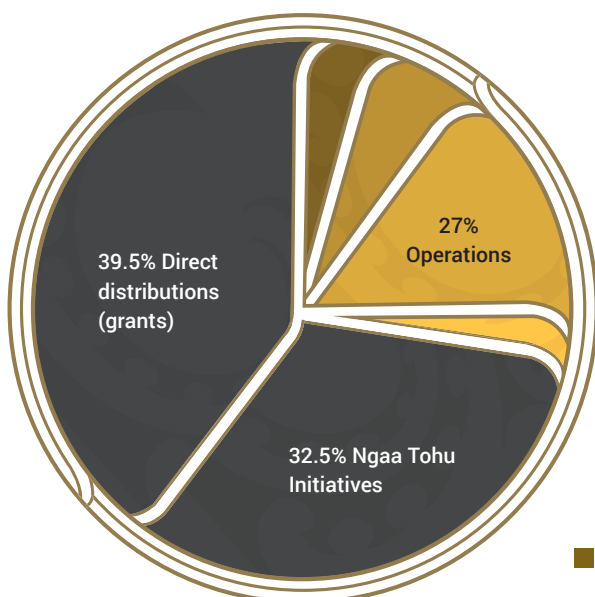
Our budgets were constructed using the following methods and assumptions:

FUNDING

- *Distribution* – from TGH a Chief Investment Officer– based on agreed distribution levels according to the transitional plan under the Group Investment framework
- *Other* – based on anticipated rental and lease returns from property
- *External funding* – based on anticipated funding from external funding partners such as Oranga Tamariki for our Mokopuna Ora contract

EXPENDITURE

- *Grants* – are based on prior year grant spend with agreed adjustments
- *Ngaa Tohu initiatives* – are costed by using current projects as a baseline with likely known costs or costed on a zero-baseline basis using the most likely known costs at the time;
- *Operating expenditure* – (OPEX) are based on historic costs (prior year spend) with costs savings estimated and CPI adjusted for some costs.



We continue to deliver a 70% - 30% split between our distributions (Grants and Ngaa Tohu initiatives) and operating expenditure. Previously in financial years 2019 and 2020 we honoured a 60% - 40% split, subsequently we have recognised true costings whilst delivering Ngaa Tohu, this analysis provides for a true 70% - 30% position.

- Standing
- Discretionary
- Staffing
- Governance

Funding	FY23 \$m
Revenue	
Distribution	\$ 19.68
Other	\$ 8.20
	\$ 27.88
External funding	\$ 6.20
Total revenue	\$ 34.08
Balance sheet funding	\$ 15.00
Total funding	\$ 49.08ⁱ

The \$49.08 million budget approved by Te Whakakitenga reflects the second year of transition under the Group investment framework. The distribution received by TGH may be made up of divestment of shares/assets which will trigger a reduction in distribution and increase in balance sheet funding. A further breakdown of expenditure is provided below;

Expenditure	FY23 \$m
Direct distributions - grants	\$ 18.99
Operating expenditure (OPEX)	
Governance costs ⁱⁱ	\$ 1.17
Hui, meetings & entertainment	\$ 0.24
Travel	\$ 0.13
Salaries, training and staffing costs	\$ 6.98
Other operating costs	\$ 3.87
Professional services	\$ 0.99
Ngaa Tohu initiatives	
Hapori costs	\$ 2.87
Kaupapa costs	\$ 3.44
Taiao costs	\$ 1.02
Whai rawa costs	\$ 1.68
Mahi tonu costs	\$ 2.07
	\$ 43.45
External funding expense	\$ 4.53
Depreciation	\$ 1.10
Total expenditure	\$ 49.08

ⁱ Income from relativity settlements have not been included in our budget for this year as the amount is not ratified, a relativity policy is in progress to decide where the funds will be utilised.

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

CAPITAL EXPENDITURE

Our capital expenditure strategy is in place to help ensure our assets are maintained or improved to maintain their value and use. Our digital strategy is designed to support and enhance the delivery of multiple workstreams across all of our Tohu and to provide greater access to information by our marae and tribal members.

Asset replacement costs have been estimated in line with our rotational asset replacement plan announced in FY2020. The five-year plan provides for capital investment pre/post the current financial year, within the FY2023 budget we recognise the underspend of previous years and utilise the capital underspend investment in its entirety within FYE2023.

Capital Expenditure	FY23 \$m
Digital strategy - tools and systems	\$ 0.40
Asset replacement	\$ 0.55
Motor vehicle	\$ 0.15
Capital works	
Capital works – continuing projects	\$ 3.60
Hopuhopu development projects	\$ 4.54
Previous years underspend	(\$ 7.35)
Sports precinct funding	(\$ 0.83)
Total Capital works spend	\$ 1.06
Social impact funding	
Whenua fund	\$ 10.00
Housing fund	\$ 10.00
Total Spend	\$ 21.06

STATEMENT OF CASHFLOW

While we will receive a cash distribution from TGH as Chief Investment Officer management will continue to pursue external funding for capital to Tohu initiatives. Whilst TGH as CIO transitioned to the 2.5% distribution in FY2024 management acknowledges that external funding is not sustainable and is for the short term.

Cashflow	FY23 \$m
Opening bank balance	\$ 27.3
Cash utilised in operating activity	
Other	\$ 3.40
External funding	\$ 11.00
Grants	(\$ 18.99)
Ngaa Tohu spend	(\$ 15.61)
Operating expenditure (excl Depreciation)	(\$ 13.38)
Cash flow from investing activity	
Capital purchases	(\$ 9.42)
Distributions received	\$ 19.68
Co-management funds	\$ 1.00
Balance sheet funding	\$ 15.06
Expected closing bank balance	\$ 20.04

BALANCE SHEET

The balance sheet is subject to some movement due to our Global equity share portfolio volatility. Encouragingly, property valuations has increased significantly which provides an uplift to the balance sheet overall.

Balance Sheet	FY23 \$m
ASSETS	
Current Assets	
Cash, Bank and Investments	\$ 372.16
Sundry Debtors	\$ 9.68
Total Current Assets	\$ 381.84
Non-Current Assets	
Fixed Assets	\$ 137.52
Shares - TGH	\$ 130.00
Intangible Assets	\$ 4.51
Other	\$ 0.08
Total Non-Current Assets	\$ 272.11
Total Assets	\$ 653.95
LIABILITIES	
Current Liabilities	
Creditors & Payables	\$ 0.43
Provision for Grants	\$ 8.91
Total Current Liabilities	\$ 9.34
Non-Current Liabilities	
Income in advance - The Base	\$ 43.70
Total Non-Current Liabilities	\$ 43.70
Total Liabilities	\$ 53.04
Net Assets	\$ 600.91

Appendices

Scholarships & Grants as at 1 April 2022

KARAHUPI RANGAHAU

Grant / Scholarship	Eligible Recipients ⁶	Overview	Value	Dates
1 Kia Haere Tuu Driver Licensing	Tribal members	Partnership programme with VTNZ and PassRite providing tribal members with discounted rates for a range of license classes and endorsements. One grant available per member for each class/type of license. Does not cover re-sits or license renewals.	Varies	Ongoing

AAWHINA MAATAURANGA

Grant / Scholarship	Eligible Recipients ⁶	Overview	Value	Dates
2 Tumate Mahuta Memorial Scholarship	Tribal members	Scholarship available for tribal members enrolled in Honours, Post-Graduate or Master's level NZQA accredited qualifications. Levels 8-9	Varies	TBC
3 Waikato-Tainui Doctoral Scholarship ⁷	Tribal members	Scholarship aimed to support excellence in academic rigour. Available for tribal members undertaking doctoral studies in a field that demonstrates relevance to W2050.	\$5,000	Ongoing
4 Waikato-Tainui Tertiary Education Grant	Tribal members	Grant available to support tribal members enrolled in an NZQA accredited Qualification at Levels 1-7.	Varies	TBC
5 Partnership Scholarships	Tribal Members	Range of partnership scholarships available annually to support tribal members completing tertiary education within priority pathway areas.	Varies	TBC

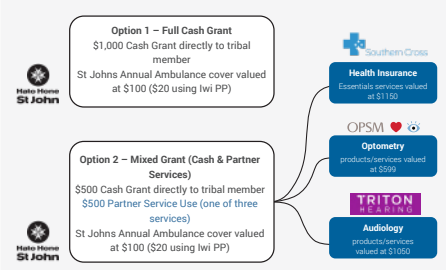
⁶ All scholarships & grants require applicants to be a registered Waikato-Tainui tribal member.

⁷ Currently under review.

AAWHINA REO ME NGAA TIKANGA

Grant / Scholarship		Eligible Recipients ⁶	Overview	Value	Dates
6	Poukai Grant	Poukai Marae	Annual grant available for Poukai Marae to support the costs of Poukai.	\$5,000	Ongoing
7	Tikanga Ora Reo Ora (TORO) Grant	Tribal members, marae, organisations	Contestable fund available for Marae and/or Trust organisations affiliated to the 68 Waikato-Tainui Raupatu marae. Successful applications will enable tribal members and marae to build capacity in Te Reo Maaori me ngaa Tikanga. Total contestable fund \$200,000.00 Decision matrix based on Tikanga Ora Reo Ora Strategy, Marae endorsement, external funding and tribal reach.	Case by Case	Ongoing
8	Taiao Grant	Tribal members, marae, organisations	Contestable fund to assist tribal members build capacity to practice Kaitiakitanga, to assist marae and tribal environmental practitioners in the planning and implementation of environmental aspirations. Total contestable fund \$1,000,000.00 Decision matrix based on Tai Timu Tai Pari Tai Ao Environmental Strategy, Marae endorsement, tribal reach, external funding and sustainability of project.	Case by Case	Ongoing

AAWHINA HAPORI

Grant / Scholarship		Eligible Recipients ⁶	Overview	Value	Dates
9	Annual Marae Grant	Raupatu Marae	Annual disbursement approved annually to support Raupatu Marae in the maintenance and development of our marae. Applications available to Marae Trustee/ Committee Chairs only.	Varies	Ongoing
10	Kaumaatua Medical Grant	Tribal members	Annual grant available to registered tribal member 60 years and over to assist with age-related medical costs.  <p>Option 1 – Full Cash Grant \$1,000 Cash Grant directly to tribal member St John's Annual Ambulance cover valued at \$100 (\$20 using Iwi PP)</p> <p>Option 2 – Mixed Grant (Cash & Partner Services) \$500 Cash Grant directly to tribal member \$500 Partner Service Use (one of three services) St John's Annual Ambulance cover valued at \$100 (\$20 using Iwi PP)</p> <p>Health Insurance Essentials services valued at \$1150</p> <p>Optometry products/services valued at \$299</p> <p>Audiology products/services valued at \$1250</p>	\$1000.00	Ongoing

AAWHINA HAPORI

Grant / Scholarship		Eligible Recipients ⁶	Overview	Value	Dates
11	Paa Whakawairua Fund	Raupatu Marae	<p>Fund available to Waikato-Tainui Raupatu Marae to provide co-funding of Marae Development Plans (MDP) or Strategies including major capital works, technical feasibility studies (TFS), cultural activities, enterprise initiatives, etc.</p> <ul style="list-style-type: none"> - Maximum for Stage Three Builds 20% of total budget - One per financial year - Must have clear alignment to MDP aspirations. <p>Decision matrix aligns to Paa Whakawairua Fund Process and support from Project Teams.</p>	Varies	Ongoing
12	Amohia Ake Grant	Tribal members, community organisations, marae or hapuu collectives	<p>Grant to support community, marae and hapuu driven initiatives that aim to prevent financial, cultural or social hardship during COVID-19 lockdown periods. Initiatives are assessed on a case by case basis and may require confirmation that other funding is not available through other means (government, NGO related services).</p> <p>Decision matrix includes Marae endorsement, tribal reach, external funding and sustainability of project.</p>	Case by Case	Ongoing
13	Taura Here Grant (NZ & AUS)	Identified Taura Here groupings	<p>Grant to promote tribal membership groupings supporting tribal initiatives outside of the Rohe including but not limited to: Koroneihana, Waananga, etc.⁸</p> <p>Applications are available to identified Tauraahere Committees within Aotearoa and Australia.</p>	\$7,500.00	Ongoing
14	Sports Grant (NZ & AUS)	Tribal members, marae, organisations	<p>Grant to promote and foster healthy and active tribal members. Available to individual athletes, administrators, teams and/or clubs. Any team application must meet eligibility criteria that 50% or more of its members are registered with Waikato-Tainui.</p>	Case by Case	Ongoing

⁸ A further grant is available for each Taura Here hosting the annual Taura Here Ball. The grant alternates between Taura Here Groups each year.

List of Te Whakakitenga subcommittees

Committee	Description	Members
Appointments Committee	This Committee was established for the nomination, approval, and appointment of Waikato-Tainui tribal members to certain tribal appointments. Tribal positions include TGH Directors	Huirama Matatahi (Co-Chair) Tori Ngataki (Co-Chair) Ikimoke Tamaki-Takerei Justine Berryman Ngira Simmonds. Parekawhia McLean Sheryl Matenga
Whenua Committee	This Committee is responsible for the development of Whenua Policy and Whenua Strategy The Members through this Committee are able to make recommendations relevant to the Committee's purpose	Nanaia Rawiri (Chair) Hori Awa Huirama Matatahi Karen Wilson Robyn Roa Parekawhia McLean

List of Te Arataura subcommittees & JMA's

Committee	Description	Members
Distributions Committee	Responsible for reviewing and recommending distributions under Distributions Policy for approval by Te Arataura	Rangitamoana Wilson Donald Turner Maxine Graham Huirama Matatahi
Group Audit and Risk Committee	Responsible for assisting Te Arataura in discharging its responsibility to exercise due care, diligence and skill in relation to financial management and reporting, applying accounting policies, risk management and compliance, and protecting Waikato-Tainui's assets	Hinerangi Raumati Tori Ngataki Maxine Graham Jackie Colliar
Group Investment Committee	Responsible for supporting Te Whakakitenga (Te Arataura) as trustee of WRLT and WRRT in fulfilling its fiduciary responsibilities with respect to the investment activities of the Trusts including overseeing all aspects of investment related operations	Linda Te Aho Vanessa Clark Maxine Graham
Hohou te Rongo Appointments Committee	<i>Responsible for:</i> (a) assessing skills and competencies required for Hohou Te Rongo panellists; (b) identifying and evaluating potential Hohou Te Rongo panellists; and (c) appointing Hohou Te Rongo panellists	Parekawhia McLean (Chair) Linda Te Aho Tori Ngataki Rangitamoana Wilson

The Committees, Subcommittees and JMA groups noted as at 31 March 2022

TE ARATAURA SUBCOMMITTEES AND JMA'S CONTINUED...

Committee	Description	Members
People and Culture Committee	Responsible for monitoring HR compliance and recommending a remuneration policy for the CEO, senior management, and company directors	Linda Te Aho (Chair) Tori Ngataki Rangitamoana Wilson
Te Roopuu Wai	Responsible for overseeing tribal interests in various engagements on freshwater	Jackie Colliar (Chair) Linda Te Aho Tukoroirangi Morgan Tipa Mahuta (WRA Rep)
Other Committees		
JMA - Hamilton City Council	JMA's give effect to our River Settlement. Providing for enduring relationships through shared exercises, funding, duties, and powers.	Linda Te Aho (Chair) Vanessa Clark Donald Turner (Alternate)
JMA - Waipaa District Council	JMA's give effect to our River Settlement. Providing for enduring relationships through shared exercises, funding, duties, and powers.	Linda Te Aho (Chair) Jackie Colliar (Te Whakakitenga)
JMA - Waikato Regional Council	JMA's give effect to our River Settlement. Providing for enduring relationships through shared exercises, funding, duties, and powers.	Jackie Colliar (Chair) Huirama Matatahi Donald Turner (Alternate)
JMA - Waikato District Council	JMA's give effect to our River Settlement. Providing for enduring relationships through shared exercises, funding, duties, and powers.	Hinerangi Raumati (Chair) Huirama Matatahi Rangitamoana Wilson (Alternate)

The Committees, Subcommittees and JMA groups noted as at 31 March 2022

0800 TAINUI - wtcomms@tainui.co.nz

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