

A photograph of a dense forest with tall, thin trees and lush green foliage, serving as the background for the top section of the report cover.

# *Quarterly Report*

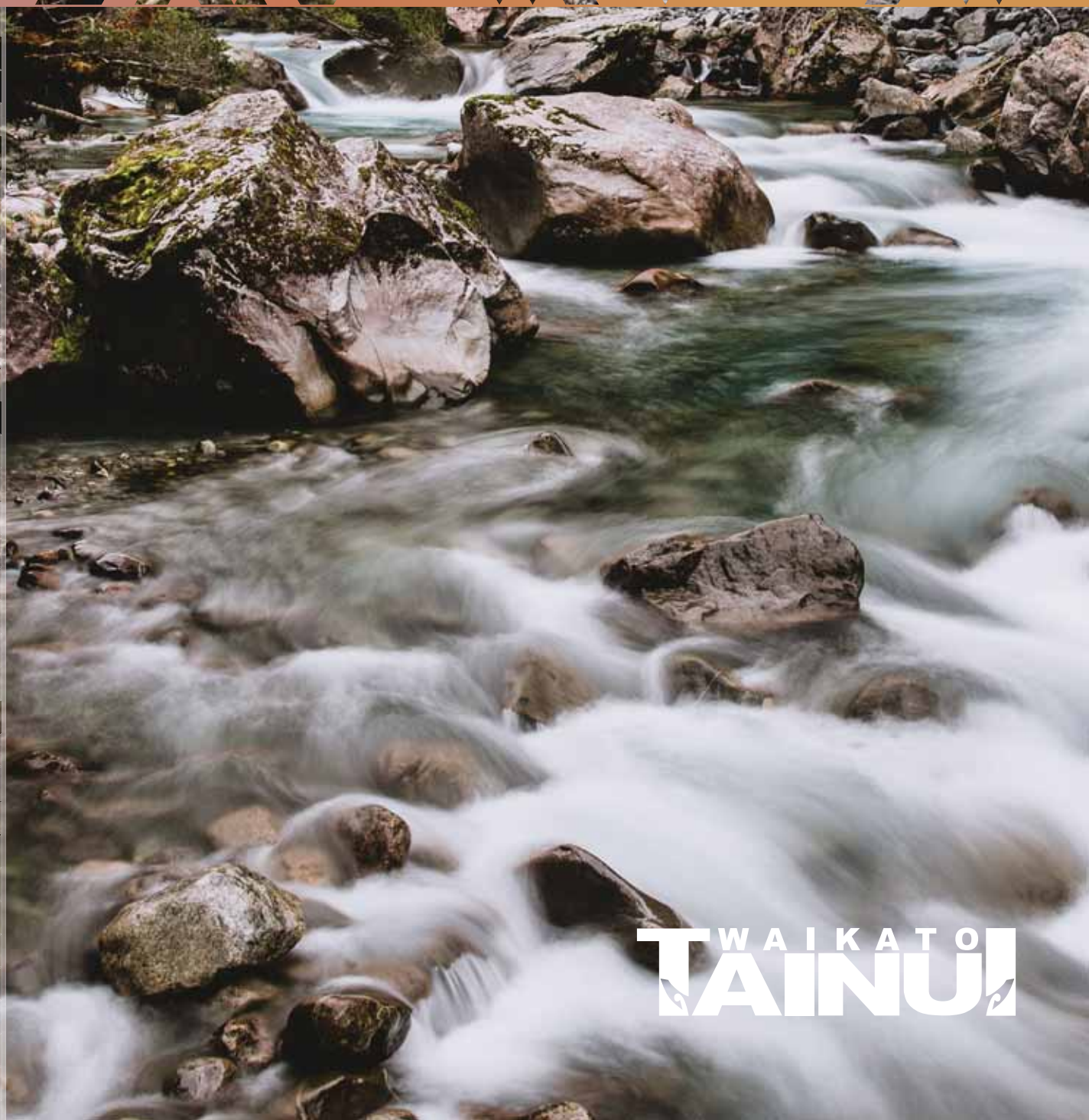
*2021 / 2022*

*Oct-Dec*

A solid orange horizontal banner containing the Māori title and its English translation.

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

To protect the wellbeing of our people is paramount

The logo for Tainui, featuring the word "TAINUI" in a bold, white, sans-serif font. Above it, the words "WAIKATO" are written in a smaller, spaced-out font. The logo is positioned in the bottom right corner of the page.

**WAIKATO  
TAINUI**

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



**1500 tribal members**  
registered to the  
employment  
portal

**174 organisations**  
committed to  
providing  
opportunities  
to our uri

**73 Mokopuna**  
positively impacted  
by Mokopuna Ora  
engagement with  
their whaanau

# Ngaa Tohu Taiao

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

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

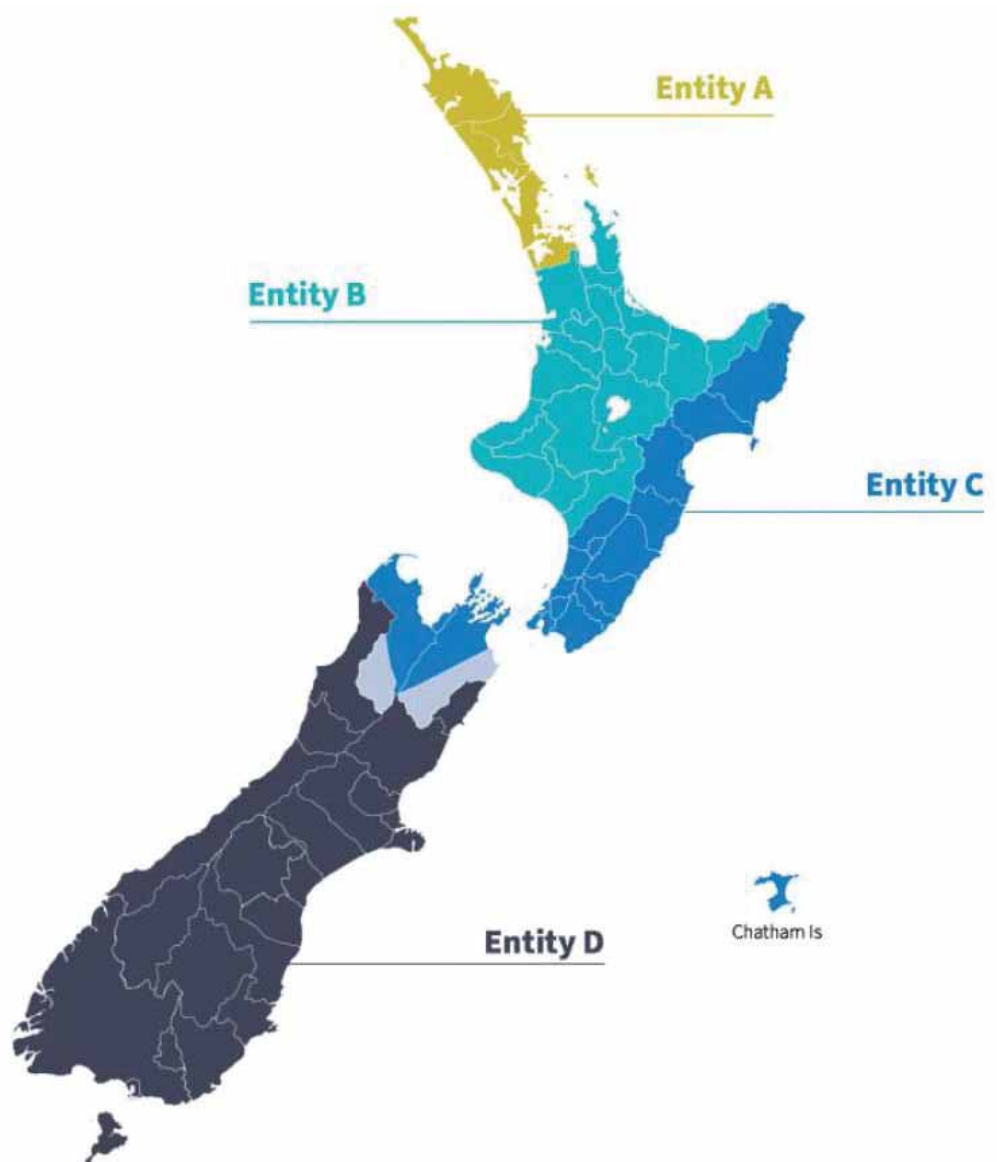
# Freshwater

The Crown has set an ambitious reform agenda to significantly improve the safety, quality, natural hazards and climate resilience, accessibility, and performance of Three Waters Services.

Three Waters reform is an attempt to address the historic underinvestment in three waters across NZ (investment between \$120 billion to \$185 billion in three water infrastructures is estimated over the next 30 years)

A significant piece of work from the Crown's reform process is to establish four water service entities. The entities will traverse the whole of the country and the map right depicts the geographical area for each of the entities.

Waikato Tainui rohe extends across both Entities A & B.



## Entity A – Update

Entity A is made up of following council boundaries: Auckland, Far North, Kaipara and Whangarei.

Waikato-Tainui are currently participating in the early conversation underway as one of the 19-mana whenua within Taamaki Makaurau. Early analysis of information from Department of Internal Affairs (lead agency for the review) has identified iwi representative interests within each entity boundaries.

Waikato-Tainui have recommended the need for the Iwi to meet separate to the Council and its relevant entity. It is important for the mana whenua and iwi within Taamaki to confirm their own aspirations and value propositions for the establishment of Entity A.



### Entity B – Update

Entity B covers a large geographical area, that spans across 22 Councils and across the tribal boundaries Tainui, Taranaki, Whanganui, Te Arawa, Maataatua and Aotea.

The second hui was hosted by Waikato Tainui via Zoom on 23 August 2021 where additional secretariat membership was identified:

- Waikato Tainui
- Te Arawa Lakes Trust
- Ngati Ranginui
- Tuuwharetoa
- Ngati Rongomai
- Ngati Tahu/Ngati Whaoa Runanga Trust

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

“Another one was hydro dynamic modelling . . . basically what that will do it at certain levels tell us how high the water is going to go, what’s going to get flooded.” She says both projects are consistent with the river settlement because ultimately, “the health and wellbeing of the Awa is the health and well-being of the people.

Te Arataura member and former iwi negotiator, Tukoroirangi Morgan was appointed by the Minister to the Three Waters working party. Our Chief Executive Officer, Donna Flavell is also playing a key role in the development of the Three Waters proposals. Both Donna and Tuku say that their focus is to preserve the rights and interests Waikato-Tainui fought for in our River Settlement, namely, Te Ture Whaimana, Mana Whakahaere and Te Mana o te Awa and to secure iwi seats in the governance and decision making structures being proposed.

The Three Waters work programme is moving rapidly with a report due to the Minister for Local Government, the Hon Nanaia Mahuta in March 2022. Hui will be called to discuss the finalised proposals with our tribal members at the appropriate time.



## *Water Storage*

The Taniwha Water Storage Project (Wai Ora) was one of the five Taniwha Projects that form Amohia Ake – the Waikato Tainui resilience plan.

The Water Storage project was designed to give effect to Te Mana o te Awa and help unlock headroom to enable development of our whenua (given the current challenges accessing water for economic use). This project reviewed the current land portfolio to look at the costs and benefits to creating water storage within the Waikato River catchment.

The land being considered for this project is our open cast mines at Rotowaro.

Whilst there are several potential benefits the primary focus is to secure enough potable water to address both the current demands but also enough to support community needs well into the future.

This need was emphasised recently by the water shortage crisis in Auckland that required additional water to be taken from the Waikato River.

The Taniwha water storage project is designed to ensure water can be sourced in a manner that protects the mauri of the river system both now and well into the future.

Waikato Tainui and WSP (nee Opus) are working together through all phases of the water storage project. At its core, Waikato Tainui is looking to secure a healthy water source for our marae and hapuu.

### *Ka hanga e maatau to maatau ake whare*

(We will build our own house) to safeguard water supply for future generations.

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

<b>Total Q1 Milestones</b>	<b>24</b>	<b>On track / Complete</b>	<b>24</b>
<b>Delays</b>	<b>0</b>	<b>Issues exists</b>	<b>0</b>



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

OVERALL BUDGET \$540,000



FULL YEAR BUDGET

**\$540,000**

ACTUAL TO DATE SPEND

**\$641,041**

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

# Ngaa Tohu Hapori

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

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



## *Mokopuna Ora*

- **8 Family Group Conferences** held with Mokopuna Ora as advocates for whaanau
- **7 Whaanau Hui** facilitated by Mokopuna Ora to develop whaanau solutions.
- **29 Whaanau** actively engaged with Mokopuna Ora
- **73 Mokopuna** positively impacted by Mokopuna Ora engagement with their whaanau
- **6 Whaanau** engaged with Mokopuna Ora who had their Care and Protection Concerns addressed

With Tania Williams (family lawyer, and strong advocate for our approach) as our champion and trainer, Mokopuna Ora was able to successfully challenge with active cases a piece of legislation s28(b); where legally incorrect practice occurs in some Family Group Conferences. Subsequently, there has been a significant shift in practice and policy, impacting Oranga Tamariki nationally, with huge beneficial impacts for whaanau.

### *Next Quarter Focus*

- Submission on Oversight of Oranga Tamariki System and Children and Young People's Commission Bill 2021.
- Recruitment to build front line team working with whaanau.
- Engagement with Oranga Tamariki Offices on planned approach to expand Mokopuna Ora (subject to approval of Mokopuna Ora 5 Year Investment Proposal)
- Successful outcome with Oranga Tamariki for Mokopuna Ora 5 Year Investment Proposal.



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



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

## WHAKAPAPA RECONNECT

***Collaborative approach between Pou Tiaki aa iwi and social workers see Waikato Mokopuna reconnected with their whaanau, tikanga and whakapapa.***

Two examples which demonstrate that our whanau-centred approach works for our whaanau and our mokopuna: A mokopuna has been in and out of whaanau care placement for almost 3 years. The whaanau identified a potential caregiver to care for this mokopuna. However as the process began the assessment phase of the caregiver application Waikato entered a level 3 lock-down further delaying the process for this whaanau member and delaying the mokopuna return to whakapapa whaanau.

The Pou Tiaki aa iwi used an innovative approach by taking the process to the whaanau, and connecting with Oranga Tamariki virtually to complete the caregiver recruitment process. The whaanau member was approved as a caregiver. The mokopuna was finally returned to whakapapa whaanau.

***A little girl gets to spend her Christmas with her whaanau***

A little girl gets to spend her Christmas holiday with her whaanau due to the hard mahi done by all involved. Pou Tiaki aa iwi engaged with whaanau who were fighting to have contact with their mokopuna. The Pou Tiaki aa iwi engaged with the whaanau to hear the whaanau voice on wanting their mokopuna home to spend time with them. This was supported by the caregiver of this mokopuna.

Pou Tiaki aa iwi worked tirelessly to engage and bring together the Social worker, whaanau, caregiver and community support people to address the concerns of Oranga Tamariki, putting in supports for the whaanau. As a result of this tireless mahi, a social worker report reflected that the Mokopuna can go home for Christmas. This was supported by a family court judge.

## Ookapu

The Ookapu F2 Trust, which is an Ahu Whenua Trust, owns and operates a 3000 acre sheep and beef station on the shores of Aotea Harbour, the Okapu F2 Trust also have a number of pine trees on their whenua and these pines have recently begun to be harvested for removal.

James Mahara, who works at Waikato Tainui as a career pathways advisor, is Chairman of the Ookapu F2 Trust. The Trusts vision is to create mahi for our tribal members on the Ookapu Station and utilising the natural resources around the farm and whenua to create opportunities of learning and growth for our whaanau.

This mahi has been completed by Grays Forestry Limited. The pines harvest has created mahi for our whaanau living at Ookapu. Opportunities for our whaanau include road control and further mahi will include cutting of some of the pines to give out to whaanau in preparation for winter, who are living on the Ookapu papakainga and the Kaawhia community.

Those pines that have been cut and stacked will also provide further learning opportunities for our whaanau to undertake a chainsaw safety course and other forestry safety certificates delivered by a reputable training organisation. This will lead to options for our whaanau to participate in a Primary Industries programme, to be delivered on the Ookapu Station and will provide whaanau with a training course in Agriculture, Forestry and Fisheries which will lead to a career in either one of these areas.

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

## *Ngaa Ara Umanga Employment*

The journey to meaningful and sustainable employment continues to become a reality for tribal members. Te Rau Mahi, Waikato Tainui's Iwi employment portal has been a successful tool with supporting and connecting job seeking tribal members to key partners of Waikato Tainui and their employment opportunities through their organisation.

Te Uranga Pihama, Career Pathway Advisor for Waikato Tainui, has seen the benefits and positive outcomes that Te Rau Mahi has created. "There had been many barriers that our whaanau were facing when it came to securing employment, but through Te Rau Mahi we were able to identify who of our whaanau were looking for employment, their skillsets and employment industries they were interested in. It was awesome to provide advice and support to our whaanau when applying for roles on Te Rau Mahi and successfully securing those positions. When one whaanau member succeeds, we all succeed".

One of Waikato-Tainui key stakeholder's credits Te Rau Mahi for its exceptional support and pastoral care that is provided for all tribal members throughout this platform.

"WSP is grateful that Waikato Tainui was able to create and facilitate our Civil Cadetship Programme alongside our team at WSP, the Pathways Team at Waikato Tainui and through the Te Rau Mahi portal.



A year on from appointing Te Oranga Herangi (Tuurangawaewae Marae, Ngaati Mahuta) to this position, Waikato-Tainui have continued involvement in pastoral care and facilitating whaanau hui to ensure we take a haapori approach to growing our rangatahi to be the future leaders of our iwi" – Kumeroa Pihama, Pou Whanake-Technical Director Maaori, WSP.

To date - Te Rau Mahi has over 1500 tribal members registered to the portal, 174 organisations committed to providing opportunities to our uri, and 214 employment opportunities advertised across all industries.

Although these are unprecedented times for our Iwi, Waikato-Tainui's Education and Pathways team will continue to provide on-going support for all tribal members who are seeking employment.

For more information on Te Rau Mahi or Employment Services provided by Waikato Tainui, please contact our Pathway Team on **0800 Tainui** or email us on **recruitment@tainui.co.nz**

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



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

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

**Total Q1 Milestones**

**35**

**On track / Complete**

**27**

**Delays**

**8**

**Issues exists**

**0**

NGAA TOHU

**HAPORI**



INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Support the development and growth of commercial and social enterprises for tribal members and marae	Initiatives are supported for piloting	Oranga	Undertake needs analysis and evaluation of current business support programmes (Acceleration, start-up, mentoring)		1		
	Development of an investment strategy to support social and economic business opportunities	Oranga	Complete feasibility and business case for Microfinancing pilot including implementation plan		2		
		Oranga	Develop start-up support package including identifying funding partners and ensuring adherence to relevant policies and regulations		1		
		Oranga	Develop an entrepreneurship pipeline strategy that pathways tribal members into entrepreneurship		1		
	Funding partners identified to assist commercial and social enterprise opportunities	Oranga	Develop access to markets strategies framework that encompasses funding & partnerships and, that leverages the WT brand to create opportunities for tribal members and Marae		1		
Supporting tribal members into individual career pathways	Grant programme is in place and communicated to our tribal members and is being fully utilised	Heritage & Identity	Grants programme is in place and paying Grants in line with our Grant payment process	1			
		Heritage & Identity	Complete Marae kiosks for Xero subscriptions and Marae Investment Advisor listing	2			
		Heritage & Identity	Complete Health Insurance and KiwiSaver Feasibility and Health Partner Kiosks for Kaumaatua & Tamariki		2		
		Heritage & Identity	Develop microfinancing options for marae as part of the Whakatupu Rawa Marae programme			2	
		Heritage & Identity	Complete one iwi-conscious consumer initiative (Our Power)				1
		Education & Pathways	Monitor, evaluate and implement Te Rau Mahi with improvements. Review Te Rau Mahi		1		
		Education & Pathways	Plan, implement and review internship programme		1		
		Education & Pathways	Support tribal members into Puhoro STEM academy waananga (125)		1	2	
		Education & Pathways	Deliver Education & Pathways events (2 per annum)		1	2	
		Education & Pathways	Deliver work-readiness courses (2 per quarter)		1		
	Our rangatahi have personalised education and career pathways to support them now and into the future	Education & Pathways	Support tribal members with pastoral care (30 per quarter)		1		
		Education & Pathways	Support tribal members into Apprenticeships (12 per quarter) & with tool grants (12 per quarter)		1		

**OVERALL BUDGET \$1,910,000**

FULL YEAR BUDGET

**\$1,910,000**

ACTUAL TO DATE SPEND

**\$1.083,750**

(H1) Business support programme analysis completed. Business start package launches 1 December 2021. Social procurement strategy completed.  
 (H2) 4 Home ownership programmes delivered online due to covid-19. Partnership with Habitat for Humanity has been confirmed.  
 (H3) 11 Rangatahi interns have been contracted to design Marae aspiration solutions over the summer period. Cultural iwi capabilities framework has been designed.  
 (H4) Business Case outlining structure and delivery model completed. Establishment of Koioira entity as a Limited Partnership entity and full-service provider approved. Recommendations are currently being scoped for implementations.  
 (M5) Partnership with Microsoft has enabled Waikato-Tainui to access to new technologies and training resources that will be shared with Marae and Tribal businesses.

# Ngaa Tohu Kaupapa

*Tooku marae,  
tooku tuurangawae*

*Our marae are vibrant and self-sufficient.*



## Insurance

Waikato-Tainui has an insurance programme to ensure our Marae have insurance that is affordable and offers peace of mind. The insurance year for the Marae insurance is July to June; we currently utilise Chubb Insurance (through Willis Tower Watson, the broker) who have endeavoured to offer us a competitive package for comprehensive cover.

Willis Towers Watson has approached other insurers to look at comparative costs. Chubb remains the most competitive overall. It was noted that our long relationship and combined insurance products with Chubb have enabled them to provide very competitive rates.

The premium for Marae Insurance has increased from FY2021; a modest 4.94% increase.

### Marae Insurance History Since Inception

Year	Materials Damage & Business Interruption Values	% Increase in Values	Premiums	Rate	% Increase
2021	\$190,596,740	4.75%	\$315,000	0.1661	4.94%
2020	\$181,949,218	-4.03%	\$301,256	0.1656	-10.63%
2019	\$189,596,739	1.14%	\$351,256	0.1853	6.45%
2018	\$187,463,739	16.44%	\$326,256	0.1740	-7.33
2017	\$160,993,000	5.56%	\$302,335	0.1878	10.29
2016	\$152,514,300	3.25%	\$259,684	0.1703	-9.07
2015	\$147,714,000	49.68%	\$276,610	0.1873	-25.71
2014	\$98,688,600		\$248,766		

The D&O and Trustees Liability is excluded from this renewal. It is a separate policy that requires each Marae to complete a renewal form and an insurance declaration. The Te Paa Whakawairua team is engaging with Marae to complete the approval process.

Willis Tower Watson produces an insurance manual for each marae and it is provided to each individual Marae to confirm details of their cover.

Some key highlights of our insurance cover:

**(a) Do we have cover for Taonga?**

*Yes, taonga is specifically insured, the basis of replacement is explained in Appendix One.*

**(b) Do all the marae qualify for the cover?**

*Yes, an insurance manual is supplied for each individual marae subject to exclusions and conditions. This is the same as any insurance policy.*

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

## *Ka ore ko te unuhenga o te taniwha i te rua ara ake ko te Huinga Taniwha*

Huinga Taniwha is a waananga that promotes and supports marae/hapuu/lwi/whaanau aspirations through reo and tikanga resource creation.

Throughout 2021 we engaged with Te Puhi Ariki – Ngaa-wai-hono-i-te poo, Ngaai Tai ki Taamaki – Umupuia Marae, Te Iti o Hauaa Marae whaanau and our Waikato-Tainui Heritage and Identity team to create resources pertaining to koorero tuku iho specific to their respected repository and share their resource creation journey and aspirations with the lwi whaanui. Resources created included pukapuka, waiata, kiriata, papa keemu, puukei kaari among others

Our Huinga Taniwha team came together to organise an online platform due to Covid restrictions in October 2021. We had nearly 150 registrations for our online waananga. Each were presented with four online workshops from our facilitators above and were each sent copies of their resource creations and Huinga Taniwha merchandise. Feedback from the iwi included amazing, insightful, privileged, fun, blessed etc. It was an honour for our team to collaborate with our marae/hapuu/lwi/whaanau and share their taonga with the lwi whakanui.



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



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

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Support Marae to develop Oranga Marae Plans (Marae Development Strategy)	Support our marae to develop Oranga Marae Plans that identify their aspirations and provide pathways to achieve those aspirations (including potential funders and service providers) (ongoing)	Oranga	Complete 12 x Marae Development Plans				
		Oranga	Implement software to analyse plans				
		Oranga	Develop planning tool for utilisation of information				
		Oranga	Pilot 8 x Marae projects in collaboration with internal teams				
		Oranga	Engage 30 x Marae to begin process for Marae Development Plans				
Deliver Waikato-Tainui reo and tikanga programmes at tribal member, marae and hapuu level	Marae engaged to co-design tikanga and reo based programmes including knowledge repositories to support research and development of TORO related activities (ongoing)	Education & Pathways	Continue delivery of reo programmes - Te Reo Kaakaho, Te Reo Kaapuia, Pae Kaakaa, Te Reo Aratau, Te Reo Uukaipoo, Huinga Taniwha, Reo Taapoopokotea (Kaumaatua), Train the trainer programmes for TORO programmes				
		Education & Pathways	Understanding what reo priorities marae have and align our support to their strategic needs and aspirations, as identified in the Marae Strategic Plan, in collaboration with Marae engagement forum and H&I.				
	TORO's five strategic pou are fully resources to support marae-based programmes	Education & Pathways	Develop assessment criteria to measure and monitor reo programme outputs and delivery (micro-credentials)				
		Education & Pathways	Reo and Maatauranga resource development and creation. Align to aspirations identified in Marae strategic plans or identified through TORO Grants. Explore Digital platform				
		Education & Pathways	Explore opportunities to deliver TORO initiatives to our Taurahere groups				
		Education & Pathways	Develop assessment criteria to measure and monitor reo programme outputs and delivery (micro-credentials)				
Engage our marae to co-design, develop and deliver systems to connect tribal members to their marae and improve overall marae engagement	Tribal events held and delivered including Tainui Games, Tira Hoe, Kaumaatua events and more	Communications	Deliver Te Puutaki o te Riri project				
		Communications	Deliver Kaumaatua Ball				
		Communications	Deliver Matariki project				
		Communications	Deliver Tira Hoe				
		Communications	Deliver first 2021 edition of Te Hookioi				
		Communications	Establish broadcast of Tainui Live & Aukaha News				
	Support Marae to implement their engagement plans including technology support	Communications	Host 4 x Online Marae profiles				

<b>Total Q1 Milestones</b>	<b>38</b>	<b>On track / Complete</b>	<b>24</b>
<b>Delays</b>	<b>14</b>	<b>Issues exists</b>	<b>0</b>

INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Support the gathering of maatauranga and safe recording and storage of our taonga, waahi tapu and waahi tuupuna including supporting marae and whaanau to protect their taonga	Complete a stocktake of all Waikato Tainui taonga and sites of significance	Heritage & Identity	Organisation-wide Maatauranga Agenda confirmed; Paimaarire Tariao Waananga schedule sent out to practitioners	Yellow			
		Heritage & Identity	Complete Tuutohu Whenua resources (2 x Moana, 2 x Whenua)		Green		
		Heritage & Identity	Complete Taku Taioretanga Cluster resources and informed by Maatauranga Agenda (8)			Green	
		Heritage & Identity	Complete Paimaarire Tariao Waananga schedule & Tuutohu Whenua stocktake				Yellow
		Heritage & Identity	Complete design, narrative and project plans for external installations	Green			
		Heritage & Identity	Implement external installation projects		Green	Green	
	Completion of digitisation of tribal archives by FY22	Heritage & Identity	Complete system review of Recollect	Yellow			
		Heritage & Identity	Complete archival policy, categorisation and standard operating procedures		Green		
		Heritage & Identity	Complete digitisation workshop for Marae practitioners			Yellow	
		Heritage & Identity	Archival Agenda confirmed for FY23; Complete Archival User experience with Kaimahi, Marae and Tribal Member Testers				Yellow
	Secure funding to support housing and storing of tribal taonga	Heritage & Identity	Collection management policy and standard operating procedures drafted	Green			
		Heritage & Identity	Complete Taonga Narrative (3) & Collection Workshops (2)	Green	Yellow		
		Heritage & Identity	Draft funding strategy for taonga storage and housing completed				Yellow
Development of a strategic approach to maintenance and build projects across our 68 Marae	Complete current state audit of Marae facilities	Oranga	Complete 52 x Marae condition assessments				
		Oranga	Assess drinking water systems, quality and infrastructure for 64 x Marae	Yellow	Yellow	Yellow	
	Support marae to implement their Oranga Marae Plans	Oranga	Develop Marae database programme/ software	Green	Green	Green	
		Oranga	Develop strategy for all Marae to have access to safe and healthy drinking water	Green	Green	Green	
		Oranga	Pilot accessible drinking water projects with Marae (6)	Green	Green	Yellow	
		Oranga	Deliver training on the maintenance and treatment of Marae drinking water	Green	Green	Yellow	
		Oranga	Leverage support and resourcing from internal and external funders and partners	Green	Green	Green	
		Oranga	Access to traditional water sources, provide legal support and utilise partnerships with council and Watercare	Green	Green	Green	
			<b>OVERALL BUDGET</b>	<b>\$3,080,002</b>			

<p>FULL YEAR BUDGET</p> <p><b>\$3,080,002</b></p>	<p>ACTUAL TO DATE SPEND</p> <p><b>\$1,846,194</b></p>	<p>(K1) Process developed to analyse MDPs for planning. 21 Marae are in the process of developing MDP.</p> <p>(K2) Due to level covid-19 assessments on Marae will commence in Level 2</p> <p>(K4) Kaumaatua ball delivered. Te Puutake o te riri – Live commemoration 1 hour series filmed</p>
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# Ngaa Tohu Whai Rawa

*Ki te kaapuia, e kore e whati*

*Maximising our collective strength to achieve our aspirations.*





## ***Mana Motuhake, Mana Whakahaere, Mana Moana***

Negotiations continue to be driven by the Waka Hourua framework with the intention to engage in a more holistic approach to settling our outstanding and remaining claims.

The framework and its 3 key tenets of Mana Motuhake, Mana Whakahaere and Mana Moana have continued to be a focal point of negotiations as we continue to pursue our collective aspirations for settlement.

A number of key themes have emerged which are guiding the direction of negotiations moving forward. These themes are:

- Decision Making - Autonomy
- Data Sovereignty
- Sustainable Management Frameworks
- Succession Planning - Capability and Capacity Growth
- Restoration and Rejuvenation - Health and Wellbeing
- Access to Whenua and Moana
- Investment in Infrastructure
- Reinvigorating communities



The themes have been grouped into four key work streams or Pou:

- **Pou Taiao** - *restoration and protection of whenua, wai and moana*
- **Pou Whai Rawa** - *reinvigoration of our communities*
- **Pou Kaupapa** - *exercise of tikanga and kawa*
- **Pou Hapori** - *preservation and protection of matauranga and oranga*

Negotiations over the coming months will continue to develop and advance these Pou further.

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

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

*Total Q1 Milestones*

**13**

*On track / Complete*

**13**

*Delays*

**0**

*Issues exists*

**0**

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

FULL YEAR BUDGET

**\$2,902,400**

ACTUAL TO DATE SPEND

**\$1,057,979**

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

# Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo  
te tangata, mahia*

*A high performing organisation making an impact.*



# E-Waananga

## “Ki te kore he whakakitenga, ka ngaro te Iwi”

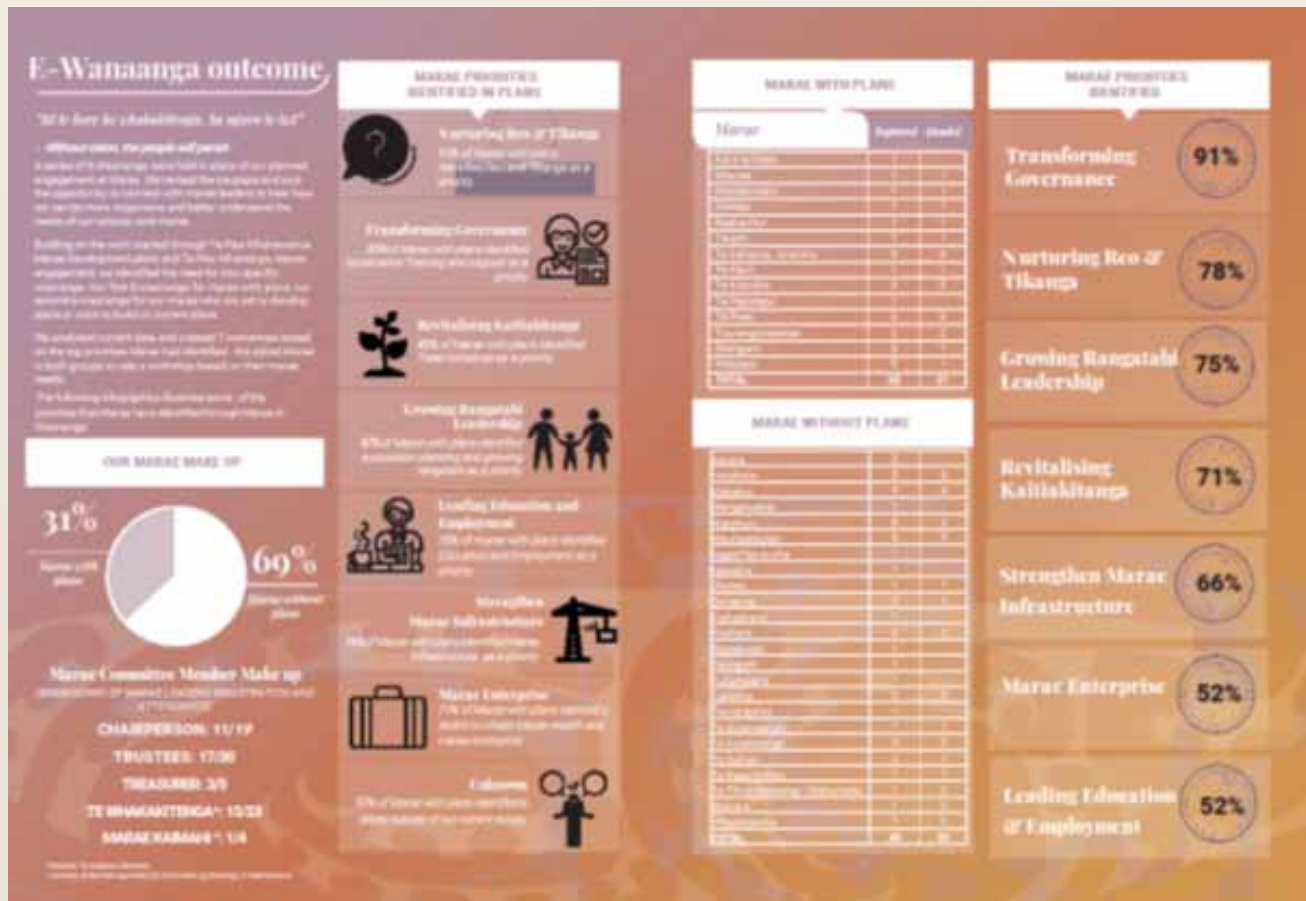
*Without vision, the people will perish*

A series of E-Waananga were held during the week beginning 1 November, in place of our planned “Roadshow” engagement at Marae. Our team revised the kaupapa and took the opportunity to connect with marae whaanau to hear how we can be more responsive and better understand the needs of our whaanau and marae.

Building on the work started through Te Paa Whakawairua Marae Development plans and Te Pito Whakatupu Marae engagement, we identified the need for two specific waananga.

Our first E-waananga were for those marae that already have a development or strategic plan, our second e-waananga were for our marae who are yet to develop plans or want to build on current plans.

We analysed current data and created 7 workshops based on the top priorities Marae had identified. The following infographic provides a summary of the data gathered from the E-Waananga. Our intention is to utilise this (and other) data to inform the next iteration of the Five Year Plan.



## COVID-19 Response

Our team have continued to support the Covid-19 response across our rohe. In late December we were able to secure funding to support our response through Te Arawhiti, most of which has gone directly to our three Iwi health providers, Waahi Whaanui, Ngaa Miro and Raukura Hauora o Tainui.

Unfortunately, DHB boundaries meant we were unable to secure funding for Taamaki based Iwi health providers however, the funding is still available to our Taamaki Marae.

Utilising this funding our providers were able to administer a total of 2864 vaccinations in December, a great contribution to the regional total.

To ensure effective coordination our providers have agreed on the geographical areas and Marae they will each cover as follows.

<b>Waahi Whaanui</b>	Okarea, Taniwha, Waikare, Maurea, Horahora	Huntly, Ohinewai, Rangiriri, Meremere, Mercer
<b>Ngaa Miro</b>	Taupiri, Tuurangawaewae, Tauhei, Hukanui, Te Aakau, Waingaro, Waikeri, Rukumoana, Raungaiti, Kai a te mata, Te Papa o Rotu, Omaero, Tauwhare, Waimakariri, Poihaakena, Motakotako, Te Kaharoa, Te Papatapu, Te Tihi o Moerangi	Taupiri Bridge South, Ngaaruwaahia, Whatawhata, Raglan, Waingaro, Hamilton
<b>Raukura Hauora o Tainui</b>	Mokai Kainga, Te Koroha, Maketuu, Aaruka, Ookapu, Waipapa, Rakaunui, Hiiona, Puurekireki, Ngaatira, Mangatoatoa, Te Koopua, Aoteaora, Owairaka, Paarawera, Maungatautari, Te Kuiti Paa	Kaawhia, Te Awamutu, Cambridge, Te Kuiti, Putaruru, Tokoroa

### Marae Initiatives

The table below shows those Marae who have been actively supporting the whaanau of theirs and in some cases, surrounding Marae. We were able to fund these initiatives as well, with the Te Arawhiti funding.

Marae	Activity	Vaccination Provider
<b>Mangatangi</b>	<i>Vaccination and Kai support</i>	Huakina Development Trust
<b>Kahotea Marae</b>	<i>Kai Pack distribution continues</i>	n/a
<b>Poihaakena Marae</b>	<i>Door to Door Vaccinations in Homes</i>	Ngaa Miro Health
<b>Hukanui Marae</b>	<i>Vaccination support</i>	Ngaa Miro Health
<b>Te Awamaarahi</b>	<i>Vaccination support</i>	Huakina Development Trust
<b>Pukaki Marae</b>	<i>Mass booster vax event</i>	Turuki Health Care
<b>Whatapaka</b>	<i>Vaccination and welfare support</i>	Huakina Development Trust
<b>Makaurau</b>	<i>Vaccination and welfare support</i>	Turuki Health Care
<b>Ngaa Hau e Whaa</b>	<i>Vaccination and welfare support</i>	Huakina Development Trust
<b>Turangawaewae</b>	<i>Vaccination and welfare support</i>	Ngaa Miro Health
<b>Weraroa</b>	<i>Vaccination and welfare support</i>	Huakina Development
<b>Te Puea Marae</b>	<i>Vaccination and welfare support</i>	Turuki Health Care
<b>Taupiri Marae</b>	<i>Vaccination and welfare support</i>	Ngaa Miro Health

## Special Initiatives and Marae Collective Initiatives

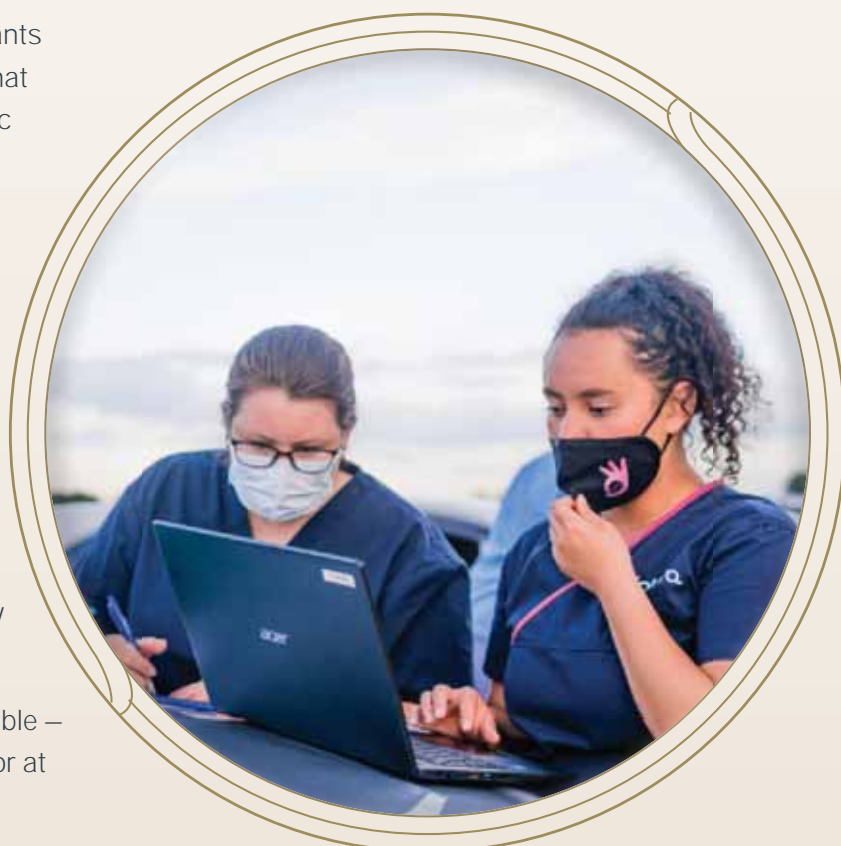
There are a number of initiatives from other providers and Marae collective groups that are being supported.

Group	Planned Activity	Vaccination Provider
<b>Ngaa Marae o Kaawhia Moana</b>	<i>Health Promotion Initiative to engage and empower individuals and communities to choose healthy behaviours. Encourage people to increase their own health in the current covid environment by getting vaccinated</i>	Raukura Hauora o Tainui
<b>Te Kooraha Marae</b>	<i>Whaanau and Marae Based events to raise the rates of vaccination of whaanau in Te Koraha</i>	Raukura Hauora o Tainui
<b>Te Hauora o Ngaati Hauaa Mata Whaanui</b>	<i>Targeted regional Marae vaccination events, Rangatahi vax clinics, working with whaanau in gangs.</i>  <i>Establishing mobile unit for Raahui Pookeka</i>  <i>Targeted regional Marae vaccination events, Rangatahi vax clinics, working with whaanau in gangs.</i>	Ngaa Miro Health  Independent
<b>Ngaati Koroki-Kahukura Ko 1 Aroha Maniapoto</b>	<i>Communications, engagement and welfare support</i>  <i>Immediate Marae pop up testing and vaccination centres, Communications and signage including the printing of COVID Passes, Community Kai distribution points</i>	Raukura Hauora o Tainui  Raukura Hauora o Tainui

As well as the above, our team are active participants in a number of forums to ensure that the issues that we become aware of in regards to the pandemic response are raised and resolved. This includes the Iwi Chair Pandemic Response Group (through Te Arataura Chair, Linda Te Aho), the Regional Leadership Group, which consists of all the government agencies, all the Waikato Councils and Tainui Waka, as well as a thrice-weekly hui with our marae champions and iwi health providers.

The team are currently working on replenishing the hygiene supplies that we provided to all our marae after the first lockdown and will also supply further "Living with Covid" Guidelines and masks.

Funding for any new Marae initiatives is still available – please contact our Grants team on **0800 TAINUI** or at **aawhina@tainui.co.nz** for information.



INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Fast-track the capture of relevant tribal member and marae data	Tribal member census is completed and we have the data needed to progress initiatives for the organisation and Marae	Finance & ICT	Collect the data needed to support our work programmes – in line with the Communications/ Engagement Plan and digital strategy				
		Finance & ICT	Develop tribal member and marae census to capture current state based on Oranga Marae Plans impact framework and wellbeing indicators				
		Finance & ICT	Secure data agreements with Government and other public agencies to capture data needs as outlined in the digital strategy				
		Finance & ICT	Ongoing system maintenance, security check, data entry and day-to-day system management				
Take stock of the current organisational capability and culture	Waikato-Tainui has the skills and capabilities needed to deliver to our tribal members and marae	Operations	Talent management plan developed and peer-reviewed for implementation				
		Operations	Kaimahi engagement survey undertaken annually. Results reviewed and recommendations adopted				
Tailor and deploy Waikato-Tainui innovation capability (culture, people systems, processes, partnerships) to our marae and Waikato-Tainui enterprises	Develop and put in place an innovation and improvement strategy	Finance & ICT	Agreement and funding secured for Callaghan Innovation to develop an innovation and improvement strategy for Waikato-Tainui that involves tribal members, and marae				
		Finance & ICT	Innovation and improvement strategy developed				
		Finance & ICT	Strategy review, approved and ready for implementation				

<b>Total Q1 Milestones</b>	<b>16</b>	<b>On track / Complete</b>	<b>16</b>
<b>Delays</b>	<b>0</b>	<b>Issues exists</b>	<b>0</b>



INITIATIVE	FY22 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
Review current service delivery model and adjust to ensure successful delivery of outcomes	Programme delivery model reviewed including progress monitoring and reporting framework	Finance & ICT	Define and develop efficiency standards for Waikato-Tainui to measure high-performance of entities and identify where improvements can be made				
	Develop and deploy organisation efficiency measures	Finance & ICT	Complete review of service delivery, systems and processes				
	Governance training (including health & safety training), rules review and elections undertaken over the period	Governance & Legal	Implementation of organisational review				
		Governance & Legal	Roll out governance induction programme and training programme with marae for Te Whakakitenga o Waikato members				
Develop and deploy a suite of digital solutions to support the needs of tribal members, marae and our organisations	Deployment plan in place outlining digital solutions and proposed strategy including a CAPEX budget if required	Finance & ICT	Develop group wide IT and digital strategy using review of all system capabilities and digital needs (TGH, College, Waikato-Tainui)				
		Finance & ICT	Implement digital strategy				
		Finance & ICT	Centralisation of all data strategies				
<b>OVERALL BUDGET</b>				<b>\$2,160,000</b>			

FULL YEAR BUDGET

**\$2,160,000**

ACTUAL TO DATE SPEND

**\$1,767,939**

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



# T W A I K A T O I TAINUI

0800 TAINUI - [reception@tainui.co.nz](mailto:reception@tainui.co.nz)

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