

### Economic Influences

Overcoming longer term impacts from COVID response, both domestic and global

Pressures on whaanau necessities



How will this accessibility affect our reo, our tikanga, and our maatauranga



### Emerging Opportunities



We will play an increasing role in the governance and management of our natural resources

**Governing Te Taiao**  
•Freshwater  
•Land Use Change  
•Unlocking the potential of our whenua



Environmental consciousness

Plan for our future, our face

Have we missed anything?



Mara Kai Clean energy

Te Taiao will be central to decision making and this shift will be an opportunity for whaanau to reconnect and with their whenua

# AI; Climate Change Responses; Prioritising Wellbeing

Data Summary Review Report

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## Background

Whetū Consultancy Group (Whetū) have been contracted to support the Waikato-Tainui Review and writing of their Five Year Plan.

KPMG was initially instructed to undertake the planning and begin the review and consultation for the project, but after undertaking some initial planning and engagement, it was decided that their project lead Missy Te Kanawa would instead remain in an advisory role with the primary work being undertaken by another consultant organisation, Whetū.

This review document is intended to be for internal use and consolidates what Whetū understand to be the work undertaken thus far within the project, particularly the engagement that has taken place and the findings to be incorporated into the next phases of the project.

## Internal Data Review Documentation

5 Year Review documents provided by KPMG or internal staff:

- Te Ara Whakatupuranga 2050 - Part III - Waikato-Tainui Te Arataura 5 Year Planning Workshop 11 April 2022
- Summary of Te Arataura 5-Year Planning Workshop - 1 April 2022

Waikato-Tainui Documents Identified for Review:


- Staff Presentation Five Year Plan
- Grants Presentation Marae Distributions Summary FY2020-22
- Te Ara ki Whakatupuranga Rua Mano, Rima Tekau - The Road to Whakatupuranga 2050 - The Five-Year Plan Fy20 to Fy24
- Waikato-Tainui IWI SURVEY Report 2020 - Kia Whakakotahi Ai Taatou - Building Resilience Together
- Whakatupuranga Waikato-Tainui 2050
- Waikato-Tainui Annual Report FY2020
- Waikato-Tainui Annual Report FY2021
- Waikato-Tainui Annual Report FY2022
- Quarterly Reports 2021/2022
- Waikato-Tainui Business Plan FY2019-2020
- Waikato-Tainui Business Plan FY2022-2023
- Ngaa Kohikohinga Whakaaro – Te Pito Whakatupu – Marae Aspirations Collection of ideas
- He Puurongo Koorerorero – Discussion Paper for Te Arataura - Te Paa Whakawairua (Marae Data Sets) March 2022

# Key Takeaways from KPMG Mahi

## SLT Workshop 4 February 2022

A workshop on 4 February 2022 was undertaken by KPMG with Waikato-Tainui SLT. The following were key takeaways from that engagement, which are mostly process related feedback and highlight emerging patai that need to be considered within the next phase of the project as well as moving through the next five years of implementation.


## Reflection on planning process



What worked well?	What didn't work well?
<ul style="list-style-type: none"><li>• Workshops were fun and interactive for the team</li><li>• First 'honest' attempt to gather what the plan could be: gathering voices of the people. (not process specific, should be BAU around process)</li><li>• Getting 5 year budget throughout the years, not right at the beginning of each year</li></ul>	<ul style="list-style-type: none"><li>▪ Lack of empathy from KPMG team to SLT</li><li>▪ Management of the dominant voices could have been controlled better</li><li>▪ Lack of robustness in process – not everyone's voice was able to be captured in the five-year plan</li><li>▪ Lack of communication and interconnectedness – frame of reference determining the positions that are taken</li><li>▪ Resource heavy, having to take people out of what they were doing to deliver plan, then these people would have to do their own work tool as no backfilling</li><li>▪ Ownership and direction (i.e. Waikato-Tainui received pushback from Te Arataura while presenting plan, however Te Arataura approved the planning – presentation was to seek approval from Whakakitenga)</li><li>▪ Understanding the set-in stone layering vs the changeable layers of plan, this needs to be led and set by the SLT. (SLT will send the plan out and it comes back completely different to its original)</li><li>▪ Alignment issues of the 2050 landing strategy as Whakakitenga kept changing this</li></ul>

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## Reflection on plan progress



Taiao \_\_\_\_\_

Haapori \_\_\_\_\_

Kaupapa \_\_\_\_\_

Whai Rawa \_\_\_\_\_

Mahi Tonu \_\_\_\_\_

0% 25% 50% 75% 100%

### Insights (what worked, what didn't, what have we learned along the way)

- Taniwha projects worked well and enabled focus on fewer things
- Overestimated what was possible/realistic at the outset
- Lack of resource and capability to deliver
- Lack of preparation for risks, not setting up contingency plans or not understanding potential risks
- Understanding priorities
- Strong individual advocacy – voicing over others
- While some initiatives should be carried forward, we need to take different approaches on most (4/5 in Taiao, 5/6 in Haapori, 3/5 in Kaupapa, 2/4 in Whai Rawa, 4/5 in Mahi Tonu)

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# Emerging paatai



## What is our logic?

- *Do we make a strong marae and that will in turn create strong tribal members, or do we make strong tribal members and that will in turn create a strong marae?*
- *Is the logic different for different parts of our tribal membership?*

## Translation

- *How do we take our own values, principles and kaupapa and make tangible and easier to line up to?*

## Our own diversity

- *How do our people align to Whakatupuranga 2050? Are some statements more relevant for some than others?*
- *Who could miss out? Does it matter?*
- *How do current issues impact? (eg mental health)*

Document Classification: EPWC Confidential

# Emerging pātai



## Delivering on the plan

- *Can we actually deliver to the expectation?*
- *Do we have the right people, capabilities, budget and skills?*
- *What don't we do if our resources can't stretch?*

## Alignment

- *How might we align as individual groups working in the interests of our people?*
- *How might the groups align?*

## Impact

- *How do we measure impact if we aren't clear on what we are trying to achieve in a tangible sense*

Document Classification: EPWC Confidential

## SLT Workshop 1 April 2022

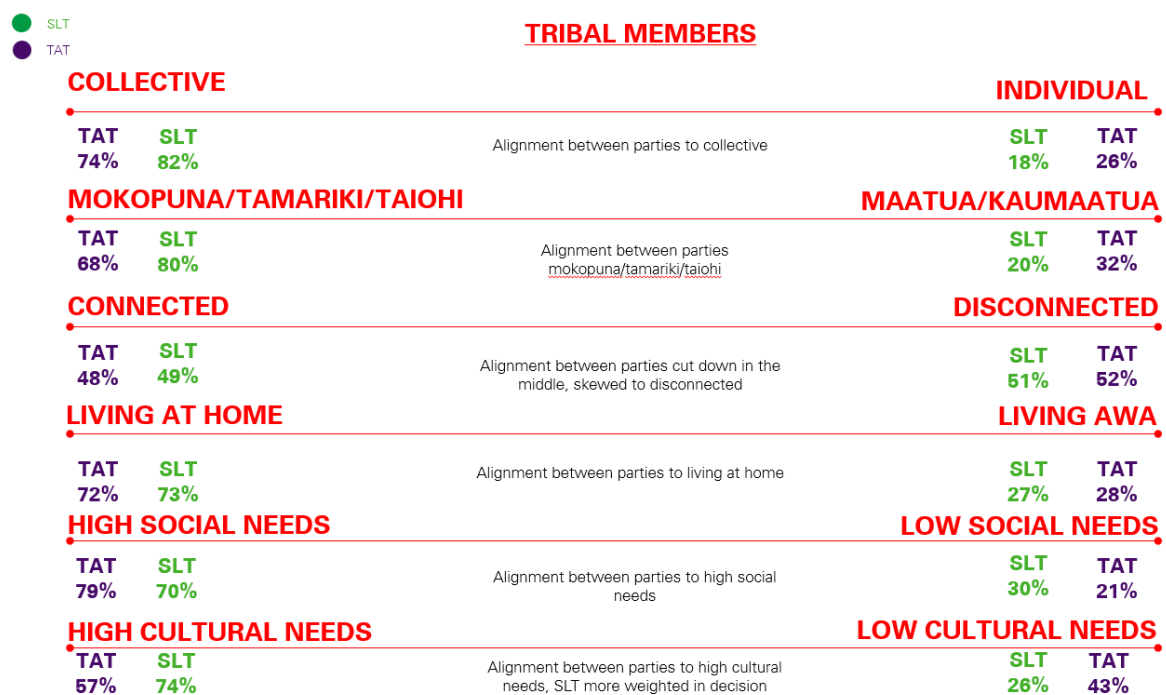
A workshop on 1 April was undertaken by KPMG. Amongst a raft of findings, the following were agreed and are critical to next steps within the planning process:

- a. Add Oranga Wairua as a Whakatupuranga 2050 statement
- b. Agree that Mana Motuhake is the pathway to guide the shaping of the 5-year plan

Further it should be noted that KPMG felt that further work was required to clearly land on what it is that we are trying to achieve in both narrative and quantitative terms in this

planning cycle and in fact in achieving the different layers of outcomes (the three focus areas, five Ngaa Tohu, eight Whakatapuranga 2050 statements). There were a number of areas of alignment that were established through specific questioning and self-selected rankings across a scale. This established areas of alignment and misalignment between the TAT members attending and the SLT members in attendance. It also identified areas where trade-offs may be required and an acknowledgement of this in the decision making process.

As noted by KPMG, ‘while there were varying levels of alignment between the different kaupapa, overall there was good alignment between the two groups as outlined below’. Summarising this data further risks losing its integrity, as such the graphs prepared by KPMG have been copied below.



● SLT  
● TAT

## MARAE

### PEOPLE

TAT 41% SLT 64%

Misalignment between parties

### INFRASTRUCTURE

SLT 36% TAT 59%

### SUPPORT TO DELIVER

TAT 71% SLT 74%

Alignment between parties in support to deliver

### DELIVER ON BEHALF

SLT 26% TAT 29%

### CONNECTION

TAT 36% SLT 56%

Misalignment between parties

### CULTURE

SLT 44% TAT 64%

### MAINTAIN OWN WAY

TAT 69% SLT 47%

Misalignment between parties

### LEVERAGE THE CENTRE

SLT 53% TAT 31%

● SLT  
● TAT

## TAIAO

### PHYSICAL

TAT 69% SLT 49%

Minor misalignment between parties, SLT down the middle, TAT more toward physical

### POLITICAL/LEGAL

SLT 51% TAT 31%

### RESTORE/REGENERATE

TAT 73% SLT 63%

Alignment between parties to restore/regenerate

### MAINTAIN

SLT 37% TAT 27%

### TARGETED

TAT 73% SLT 68%

Alignment between parties to targeted

### WHOLE

SLT 32% TAT 27%

### MARAE/LOCAL LED

TAT 67% SLT 71%

Alignment between parties to marae/local led

### CENTRAL LED

SLT 29% TAT 33%

### WHENUA

TAT 49% SLT 54%

Misalignment between parties, however largely down the middle

### WAI

SLT 46% TAT 51%

Summarising the discussion and consideration of what the top three (3) roles are that the entity might focus on with respect to Tribal Members, Marae, Taiao and the organisation itself, there was general alignment between Te Arataura and SLT.

Top three roles for each group:

#### *Tribal members*

1. Communicate and engage
2. Train
3. Advocate/lobby

### ***Marae***

1. Communicate and engage
2. Fund
3. Advocate/lobby

### ***Taiao***

1. Advocate/lobby
2. Fund
3. Strategy

### ***Organisation***

1. Research and Innovate (split vote but together the highest votes)
2. Strategy
3. Advocate/lobby

### Prioritisation Criteria

Further review of the priorities identified across the board will support the prioritisation phase of works.

A further list of criteria were identified to support the development of an assessment or decision-making framework for an objective assessment of initiatives as part of the review and planning process. It was identified that this needs to be considered further for the proposal of a short-list:

- Alignment to 5-year theme
- Within preferred role of WT
- Within relevant portfolio
- Size of contribution to desired outcome allocation
- Quality of impact
- Quantity impacted
- Trajectory of change including equity (how do we define equity)
- Level of control over outcome
- Capability to execute or access to it
- Capacity to execute or access to it
- Availability of resource
- Access to knowledge
- Evidence to support proposal
- Reciprocity
- Relevance

### Further questions for consideration during process

Throughout the day a number of questions were raised for which Te Arataura will decide whether these are questions that need to be answered through the process.

- Should Kiingitanga be funded directly from income stream from tribal estate or continue to be funded as a distribution?
- How should the planning process be governed?



- How do we ensure that we continually refresh knowledge given changes in Te Whakakitenga and Te Arataura members each term.
- How do we engage the other entities in the group (TGH and College) in the process?
- How much time does Te Whakakitenga need within the process?
- What are our agreed principles for engagement approaches both internally and externally?
- Can we consider a rolling plan?
- How do we adequately provide for capex?
- How do we build in some flex to accommodate the things that come up?
- How should we structure our portfolio of outcomes?
- How do we reflect on our culture as groups of people in the overall organisations?
- How might we agree on the appropriate level of reporting to find the balance between over reporting and under reporting?
- How do we ensure alignment between this and Te Puna Whakatu Tangata?

### General observations

KPMG noted a number of observations from the workshops. These rested primarily with funding and prioritising resource to support the Five Year Planning process and ongoing reporting against it.

The rationale for this includes enabling Te Arataura to reallocate priority away from some of the existing work programme and also to use this as an opportunity to develop the knowledge, capability and succession planning necessary to ensure a robust framework moving forward.

Specific observations included:

- Important for Te Arataura to agree on the format of reporting that enables it to understand progress against the 5-year plan
- The engagement and connection with Te Whakakitenga throughout the process will require dedicated resourcing. This will ensure internal resource is focused given the amount of engagement needed.
- Such dedication enables early and ongoing involvement with Te Whakakitenga to agree the process, their communication and engagement priorities, and the criteria for selecting the 5-year plan programme initiatives.
- Options for consideration:
  - A dedicated team members allocated to natural marae groupings to work with them throughout the process to gather their input, seek their feedback and test proposals. This might use a relationship manager type model
  - The establishment of Te Whakakitenga subcommittee or reference group
  - Online engagement enabling people to participate in their own time rather than have to attend hui at set times

## Key Takeaways from Review of All Engagement

There has been a significant amount of work undertaken in the engagement space over the past 12 months. The internal review team are keen to maintain the SLT workshops scheduled as well as key touchpoints with iwi at large, including events such as hui-aa-tau.

### Key engagement events:

#### 2021 Hui-aa-tau

- June 2021, feedback was gathered at the Hui-aa-tau to identify the top three Marae Aspirations. Data gathered during this engagement provided a strong foundation for the second phase of Te Pito Whakatupu.

#### Te Pito Whakatupu

- 93% (63) TWOW marae engaged during the 2021 Hui-aa-tau, with over 600 votes cast during the 3-day engagement.
- From voting, the top three Marae Aspirations were:
  1. Marae need systems which enable them to determine their own aspirations through Mana Motuhake.
  2. Marae need succession plans for all generations to thrive.
  3. Marae want a safe, uplifting environment to nurture identity and belonging for all ages.

#### Te Pito Whenua and Te Pito Mata

- e-Waananga registration survey - November 2021 – gathered top priorities for marae and discuss strategic plans - 38 marae registered, 31% have a strategic plan, 69% don't
- Four marae e-Waananga – November 2021 – canvassing top 7 priorities identified
- Existing strategic plans were used to gather data around priorities in addition to the specific engagement undertaken – 19 further marae indicated desire to develop a strategic plan

#### **Data indicated Five top marae priorities**

- Nurturing Reo & Tikanga (93%)
- Growing Rangatahi Leadership (87%)
- Revitalising Kaitiakitanga (85%)
- Transforming Governance (83%)
- Strengthen Marae Infrastructure (76%)

#### **Registration Survey highlighted top 5 marae priorities**

- Transforming Governance (91%)
- Nurturing Reo & Tikanga (78%)
- Growing Rangatahi Leadership (75%)
- Revitalising Kaitiakitanga (71%)
- Strengthen Marae Infrastructure (66%)

## 2021/2022 Rangatahi Kairangahau Engagement

- Over Summer, 11 rangatahi (19-29 years old) who whakapapa to 11 TWOW marae were brought on as Kairangahau for Te Pito Whakatupu.
- During this time, Kairangahau carried out more than 100 interviews with TWOW marae and whaanau from across the rohe
- Based on interview data, Kairangahau generated more than 300 initial ideas to address the Marae Aspirations
- The top 40 ideas were then reduced to the top 6, which were chosen to prototype and take into user testing with whaanau and marae.
- Top 6 prototypes presented to whaanau, marae and iwi leaders were:
  - Sustainable Marae: Gradual implementation of sustainable systems for Waikato-Tainui Marae.
  - Raparapa.NZ: Waikato-Tainui/Maori search engine that is linked to key resources that whaanau can access.
  - Waikato-Tainui Waananga: Mobile waananga supported by Waikato-Tainui staff about developing marae succession plans.
  - Rangatahi Service: A buddy system where Rangatahi support Kaumaatua, and vice versa.
  - Tangata ki te Tangata: A buddy system which helps connect our disconnected whaanau back to the marae.
  - Kia Hiwa Raa: A digital platform that connects whaanau members to their marae by generating customised alerts for upcoming marae events.

## 2022 Hui-aa-tau

- Engagement via presentation boards, 5 Year Review and Rangatahi workstreams
- QR code survey opportunity
- Kanohi-ki-te-kanohi koorero
- Post it comments on boards from tribal members

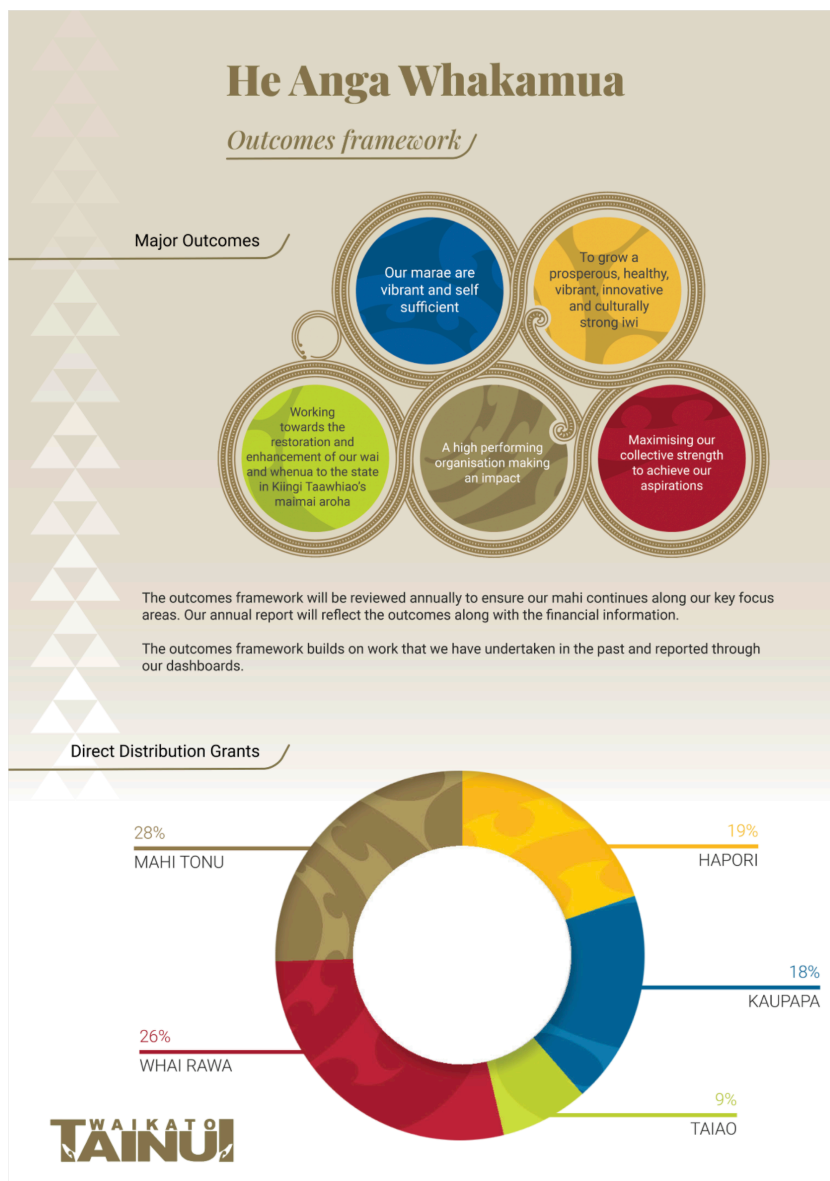
*Summary of data and QR code responses to come.*

## Summary of reporting against current plan

A review of the achievements to date against the current Five Year Plan resulted in the reporting boards prepared for the Hui-aa-tau. Of note was the need to highlight the pivot required during our tribal COVID-19 response and the resulting impact on the expected work programmes and achievements during that time.

As a result there may be a larger number of un-achieved outcomes/outputs than might have been expected, as well as budget over-runs.

A formal review of achievements against expected outcomes of the existing plan will take place within the next phase of the review, and will identify remaining projects for consideration within the prioritisation work programme.



# Strategic Focus Areas

## TAIAO

- ENVIRONMENTAL STANDARDS
- RESTORATION AND PROTECTION
- SECURE AND PROTECT ENVIRONMENTAL RIGHTS AND INTERESTS

## HAPORI

- EDUCATION
- CAREER PATHWAYS
- HOUSING

## WHAI RAWA

- SETTLING OUR OUTSTANDING CLAIMS
- COLLABORATION
- INVESTING IN OUR WAIKATO-TAINUI BRAND
- FINANCIAL LITERACY
- REVIEWING OUR INVESTMENT FRAMEWORK
- STAYING AHEAD OF THE GAME

## KAUPAPA

- KAUMAATUA
- TIKANGA ORA, REO ORA (TORO)
- MARE ENGAGEMENT
- MANA MOTUHAKE FOR MARAE
- NGAA TAONGA TUKU IHO, NGAA WAAHI TAPU ME NGAA WAAHI TUUPUNA

## MAHI TONU

- ADVANCE OUR DIGITAL CAPABILITY
- PROVIDE SERVICE DELIVERY EXCELLENCE

# Achievement Highlights

**FY2020**



- Improving wai and whenua through kaitiakitanga
- Responding to climate change
- Taiao Grant helping whaanau realise their dreams
- Navigating the challenge to water rights
- Supporting marae through local and regional council engagement.



- Collective approach drives COVID-19 response
- Learning from indigenous models or health care
- Connecting with our taonga people and whaanau
- Forming partnerships for better access to hearing and vision services
- Moving forward with Mokopuna Ora
- Creating opportunities across the housing continuum
- Growing education partnerships and improving
- Empowering rangatahi to succeed
- Collective impact brings the community and tribe together
- Supporting enterprise and employment opportunities



- Progressing outstanding with our hapuu and marae
- Kawenata signing with Auckland Council
- Committee helps guide tribal investment activities
- Building on our brand
- Partnering to support excellence in innovation and entrepreneurship



- Recognising the contributions of our kaumaatua
- Fostering learning and embracing our reo
- Sharing the unique stories and history of our tuupuna
- New pou unveiled at Rangiriri
- Creating connections with our marae and Tribal members



- Digital solutions supporting our needs
- Organisational capability and culture
- Adjusting our service delivery model to ensure success
- Resetting the vision for Hopuhopu

*As soon as COVID-19 hit, our tribal response became our strategic focus for our iwi. Helping our whanau get through this unforeseen time and events became our utmost priority as an organisation.*

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# Achievement Highlights

FY2022



- Positioning iwi voice critical for Three Waters Reforms
- Board of Inquiry for Watercare
- Taiao Training delivered
- Commissioner Training
- Expert Witness Training courses
- Taniwha Water Storage project continues
- Nursery continued growth
- RMA reforms involvement



- Relationship agreement signed with Habitat for Humanity
- Manaakitanga fundamental to MIQ facilities success
- Kawenata breaks ground for iwi education partnership
- New approach for tribal-wide social procurement
- Tribally owned recruitment partnership... a win for our iwi
- Our Power collaboration to combat energy hardships
- Tooku Nei Whare - Home Ownership Workshops
- Whanake Business Support - Growth Grant
- Ngaa Ara Umanga Employment
- Mokopuna Ora 5 Year investment proposal approved
- Business support packages
- Te Mauri Paihere ki Mangakootukutuku Housing Partnership
- Southern Cross Kaumatua Health Essentials



- Whaanau share settlement aspirations at Ministerial visit
- West Coast Harbours visit for Treaty
- Settlement Minister Andrew Little and Te
- Arawhiti officials hosted
- Koorero shared from marae, kaumatua and Oati Partners included visits to sites of significance
- Implementation of new investment framework
- Negotiations continue for outstanding settlements
- Engage with FutureProof partners around the H2A corridor development.



- Launch of Aukaha platform for iwi news service
- Tira Hoe
- ACC Building Kirikiriroa
- Marae are in the process of developing MDP
- Kaumatua ball
- Marae insurance review
- Huinga Taniwha supporting marae/hapuu/iwi/whaanau aspirations
- Review of the Taonga and Koiwi Find Protocols
- Tongi Maara Installations

## Next Steps

### Use of Engagement Data in Next Phase of Review

The engagement undertaken feeds directly into the next pieces of work to be undertaken within the review.

At this juncture it appears that we have a clear understanding of the 'areas' or 'kaupapa' that marae and tribal members believe are priorities that the organisation should focus on moving forward.

What is clear from SLT and TAT data is their preferences of the 'roles' and 'spaces' that they believe the organisation should work within to deliver on the needs of Waikato-Tainui as an organisation and as a people.

The findings from the detailed review/measure against the existing plan will be considered alongside the findings from engagement around marae priorities and SLT/TAT roles and modes of delivery identified above. This will help inform the prioritisation and criteria pieces of work later in the project.

The next piece of work to focus on will include the Insights and Environment Scan to support the initial future trends work that Whetū undertook for presentation at the Hui-aa-Tau. This will include an analysis of these trends to identify how they should influence the decision-making criteria as well as inform the projects and programmes that will be developed within the next Five-Year Plan.

All of these datasets will help to form the next steps of the project in an informed but iwi-led manner.