

# EXECUTIVE SUMMARY – KEY TRENDS TO INFLUENCE DECISION MAKING

From the baseline research, the predominant trends/insights resulted in seven (7) core foci that will likely form and shape our future, these are:



## 1. RESPONDING TO A CHANGING CLIMATE

*The protection of taonga, livelihoods, infrastructure and quality of life.*

Every possible future will depend on how we respond to the:

- transition to a low carbon economy, and
- physical environmental changes of places and communities as earth continues to warm



## 2. ECONOMIC-DRIVEN ACTION / RE-ACTION

*Forthcoming longer term financial impacts of COVID, and other events, both domestic and global.*

Our lives and decision making are influenced by domestic and global economies. Strategic planning needs to consider these economic driven influences. Global events (i.e Ukraine War / Pandemics), as well as climate change, will continue to impact Aotearoa New Zealand. Watching these trends and their resulting economic impacts is a critical decision-making practice.



## 3. GOVERNING TE TAI AO

*Freshwater, land use change, urban growth, and unlocking the potential of whenua Maaori.*

Co-existing with responses to climate change, governance arrangements (and broadly all levels of participation) in the management of te taiao will increase, especially as Aotearoa New Zealand moves into an enhanced te Tiriti o Waitangi setting and policy improvements to enable use of whenua Maaori.

The demand and pressure on our natural resources, and where degradation and depletion is observed and proven, holding agencies and organisations to account, as well as advocacy for preserving te taiao, will be paramount. The exercise of kaitiakitanga will continue to be a significant role for both hapuu and iwi.



#### 4. RAPID GROWTH OF DATA AND DIGITAL ECONOMIES

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*Data and information flow, (in)equity in data access, and involvement in an emerging new economy.*

With the capturing, grouping and categorising of data used to transform business and agency practices, a clear role for iwi Maaori in the control and management of iwi Maaori specific, and derived, data and information (includes mātauranga), needs to be defined at all scales (tangata, whaanau, marae, hapuu iwi). The emergence and growth of a knowledge/digital economy proffers an opportunity.



#### 5. INCREASINGLY AUTONOMOUS WITH AI

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*Advancement in technology and the use of artificial intelligence will revolutionise the world we know.*

Continuous rise and evolution of artificial intelligence and autonomous systems will result in opportunities that will likely test our values systems and tikanga Maaori e.g. augmented realities.

Jobs will be replaced and new ones evolve with increases in outputs and productivity across the board.



#### 6. PRIORITISING WELLBEING

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*Individual and collective health and wellbeing, and how we manage this now and into the future*

The global aging population (although inverse for Waikato-Tainui) and greater research and understanding in this area, will likely result in future focus on aging well and retaining individual wellbeing later into life.

In addition, our changing climate may increase environmental related illnesses, as well as new and emerging diseases arising.



#### 7. CHANGING FACE OF EDUCATION

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*Online, accessible, micro/short courses, to align with the changing workforce and markets.*

The influence of the former trends will direct changes in the demands from education (focus on te taiao, health, IT and digital technologies) and how we undertake training. Shorter focused training, more likely to be off campus, enabling a more transient learner with a fluid career. Our learners will carry a digital footprint. and will evolve into new jobs not yet known.

# POTENTIAL BUDGET IMPLICATIONS (NEXT 5 YEARS)

## TAIAO

The changes based on the insights and trends will be most significant in the TAIAO programme. Statutory changes in resource management have vastly increased expectations on active iwi and hapuu involvement. This level of participation will require significant increase in resourcing. Further investment is fore-shadowed in programmes for 'Response to Climate Change' and 'Governing Te Taiao', as well as the agency transformations to digital and AI platforms to better understand our environment and the issues it faces.

- Digital environmental solutions
- Transforming governance through technology
- Increased role in governance through resource management
- Increased role for projects as active kaitiaki within te taiao and particularly for the awa



## HAPORI

'Changing face of Education' and 'Prioritising wellbeing' will underpin a transition within HAPORI. Working to support our rangatahi and job seekers towards better learning outcomes that are suited to the changing futures we face, will be key. Increasing acknowledgement of the role that our wellbeing plays as our population ages, will see Kaupapa Maaori approaches, tikanga and reo Maaori only increasing in importance. A movement of 'Tikanga Ora Reo Ora – Maatauranga' from the KAUPAPA work stream and into HAPORI is viewed as a better alignment of this objective.

- Deliberate strategy to engage tribal members in digital and technology career pathways
- Focus on cultural wellbeing as both integral for our iwi and whanau, as well as an opportunity for employment pathways
- Lead innovation and control of digitising tikanga, reo and mātauranga



## MAHI TONU

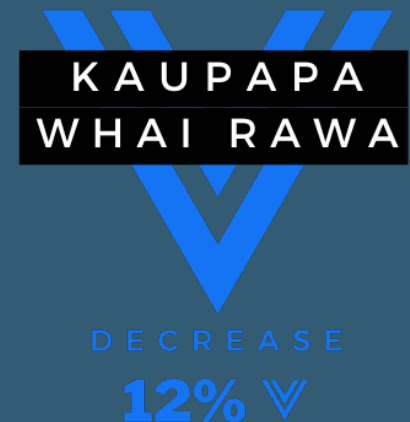
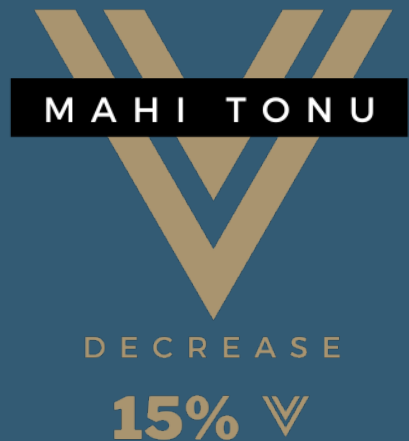
‘Increasingly autonomous with AI’ and ‘Rapidly growing digital and data economies’ should and will influence all organisational operations to ensure ability to pursue collective outcomes, particularly where efforts to streamline efficiencies and be accountable for iwi resources. Remaining abreast of ‘Economic influences’ will underpin all decision making to ensure activities remain ahead of, or able to adapt to, economic shocks or impacts at all times. These things will contribute to maintaining a high performing organisation making an impact. Aside from inflation related increases, the organisational changes to the College operations will result in savings.

- Define and then lead approaches to data sovereignty
- Implementation of organisational review outcomes
- Ongoing investment in digital infrastructure to support streamlining of operations

## KAUPAPA - WHAI RAWA

Merging of these outcomes to consolidate collective strength and marae based kaupapa. ‘Response to Climate Change’, ‘Increasingly autonomous with AI’ and ‘Rapidly growing digital and data economies’ will all work to transform our physical and cultural asset management and ensure thriving marae and collective strength. Working with more and more data to help protect and preserve our infrastructure and our cultural capital will become optimized and more effective through innovative solutions and technologies. These changes will feed into and tailor our climate change response and adaptation planning and will result in efficiencies across the board.

- Digital and cultural asset management solutions & optimisation of operations towards transforming all kaupapa driven events, and maintenance programmes
- Innovative and data lead responses to protecting our marae most at risk
- Focus on climate adaptation for marae and tangata based on more available data – focus marae spend on self-sufficient practices such as mara kai, energy production & circular principles



# A FUTURES BUDGET

At a high level, any futures budget will need to include the following changes:



The 2022 year spend on both Grants and Tohu budgets is consolidated within each Tohu in the doughnuts below. This has then been adjusted to include proposed changes above and represents an average year with the futures Five Year Plan. It is also recommended that an increase to the overall budget is included to account for inflation but that these figures are established at standard rates per year after budget levels have been established. The focus of transitioning work programmes to this budget, will take place within the next phase of the review.

130% increase for Taiao

30% increase for Hapori

15% decrease for Mahi Tonu

12% decrease for  
Kaupapa/Whai Rawa



Increase for inflation applied to  
final agreed budgets

4% YEAR 1

2% YEARS 2, 3, 4, 5

