

Quarterly Report

2023 / 2024

Oct - Dec

Mahia te mahi, hei painga moo te iwi

We strive every day to do the work for the betterment of the people





Front cover: Te Tira Hoe 2023

Inside front cover left to right: Napa Otimi (Ngaati Tuuwharetoa),
Ikimoke Tamaki-Takarei (Tuurangawaewae Marae)

Ngaa Kupu Whakataki

Executive Summary

The third quarter was a significant time for the organisation as we prepared ourselves to receive preliminary advice from the Kaapuia Committee. The role of this committee was to take a look at the group and make recommendations to Te Arataura around how the structure might meet the future expectations of our people.

Kaapuia embarked on a range of conversations across the tribe to temperature test their assumptions before finalising their advice for consideration. They received significant feedback and engaged with external parties to pull the information together.

This will be an ongoing kaupapa for the new house to consider who will gather for their first hui in January.

During the quarter, the General Election was held and resulted in a National led centre right coalition supported by New Zealand First and ACT.

While we support Prime Minister, Christopher Luxon's promise to devolve services to iwi and Maaori organisation in line with our long-term aspirations under Whakatupuranga 2050, we have made it clear that the mechanisms locked in to enable co-governance arrangements are pivotal to delivering successfully on this promise.

We were aware of the coalition's intent to introduce a legislative programme that would over-ride hard fought provisions inside our own treaty settlement legislation. We did not want to engage in a protracted legal battle with the Crown and made it clear our preferred approach would be to sit down and have a constructive conversation with them.



As it stands, the integrity of both our Raupatu and River settlements will be impacted and this means we either sit down and koorero with Ministers or we seek judicial remedies to resolve matters.

Closer to home, the quarter included another successful tribal tira hoe. Tira hoe is always a highlight for our tribal members as they take the life changing journey down our awa gathering stories from different iwi. The excitement of travelling down our awa and gathering stories from the various iwi is a life changing experience for many.

We want to acknowledge all of the participants and the various hosts who took time to talk about their many connections with the awa. We look forward to doing it all again in the very near future.



Tukoroirangi Morgan
CHAIR, TE ARATAURA



Donna Flavell
CHIEF EXECUTIVE OFFICER

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.*



Supporting Tribal Pakihi

For the Ruakura Planting Project, the long-term vision has been to support tribal nurseries and taiao programmes, to educate and provide mahi opportunities for our people.

Over 95% of kaimahi that have been working on the Ruakura Planting Project for Waikato-Tainui, whakapapa to Waikato. It has supported these businesses to work collectively from whenua preparation to the growing and planting of our native species. This project has also allowed them to increase the capacity and capability of their business and talent.

We're excited to support and advocate for our tribal businesses whose mahi has been commended by those who have been at Ruakura. Having our people planting our plants while reconnecting to their whenua has been a rewarding experience and we're really proud of the quality of the mahi they are doing.

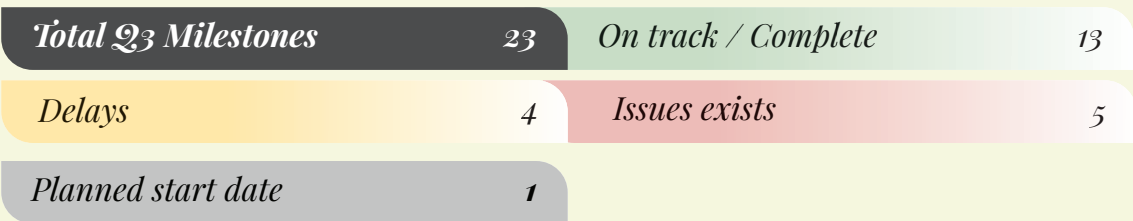


Chainsaw Training

In October, the Taiao team supported seven tribal member kaitiaki through basic chainsaw training where they were accredited with a certificate that is NZQA certified.



INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(T1) Secure Water Rights	Water rights and interests plan developed for storage, take and allocation of freshwater	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 three 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, TMO/TW)				
		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	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				
(T2) Maintain and operationalise our Iwi Environmental Standards and plan	All of our tribal lands have been assessed against our standard and we see local government responsiveness to tribal environmental standards	Oranga	Develop approach to complete assessment of tribal whenua using our standards and assessment tool				
		Oranga	Review draft environmental standards against new RMA legislation and amend accordingly				
	Councils are embedding our standards into their planning instruments	Oranga	Develop draft plan to lift our tribal whenua to meet our standards				
		Oranga	Develop engagement strategy with councils re whenua assessment tool and environmental standards				
(T3) Implement a five-year programme of investment to improve wai (including our harbours) and whenua	Phased implementation of restoration projects with support from marae, tribal members and the community Tribal members have significant roles in restoration activities	Oranga	Review all current, active restoration projects with a view to increasing participation of marae and their members				
			Baseline Guidelines for external RMA applications and consents have been developed for use by applicants and Mana Whenua				



INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(T3) Implement a five-year programme of investment to improve wai (including our harbours) and whenua		Oranga	An appropriate response plan/s has been developed to support iwi and mana whenua to respond to environmental breaches (eg raahui)				
		Oranga	Work with Rights & Interest team to support the aspirations of our Harbour marae as part of the claims process				
			Support whaanau, marae, hapuu to engage in the coastal plan currently under development through WRC				
ADDITIONAL INITIATIVES							
(T4) Training and support for our tribal members to lead our Taiao initiatives	Training programme has been developed and rolled out	Oranga	Complete first draft of Taiao Training Programme, review (with input from Taiao Forum) and finalise				
		Oranga	Run pilot in Quarter four of FY 24				
		Oranga	Link training modules to the current employment and career pathways opportunities across Whanake and Education teams				
	Training programme has led to employment or self-employment of tribal members in kaitiaki restoration projects	Oranga	Ensure that the iwi social procurement strategy is considered when planning tribal restoration projects				
		Oranga	Hold two x waananga to establish a rangatahi forum for building Taiao futures				
		Oranga	Lead two internal waananga to start development of iwi climate change mitigation plans (organisation, marae, whaanau)				
(T5) Empower marae to respond to climate change and other environmental challenges	Continued Development of Climate Change Mitigation Plans	Oranga	Lead two internal waananga to start development of iwi climate change mitigation plans (organisation, marae, whaanau)				
				OVERALL BUDGET \$977,000			

FULL YEAR BUDGET
\$977,000

ACTUAL TO DATE SPEND
\$670,902

Refer page 38-39 for commentary

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.*



Te Waharoa Graduation

In December, eight Waikato rangatahi completed Te Waharoa: Gateway to the Trades; a work ready programme providing pathways, employment and apprenticeship opportunities within the construction and building industries. The 10-week programme is designed for tribal members aged between 16-24 and has been co-developed with Building and Construction Industry Training organisations to address the employment needs of rangatahi.

Graduates were given the opportunity to experience various trades through building and construction site visits as well as manufacturing warehouses to observe the entire process of different materials in action.

The programme also included visits to Kaitumutumu Marae, Rangiriri, Hopuhopu Nursery and a Tainui Group Holdings Farm in Whatawhata.

Congratulations to the following Te Waharoa graduates:

- **Xavier Aranui** (Aotearoa Paa)
- **Staci Kopa** (Aotearoa Paa)
- **Latrell Hemopo** (Ookapu Marae)
- **Mazden Tawhiao** (Hukanui & Kaitumutumu Marae)
- **Wetini Thompson** (Hukanui & Kaitumutumu Marae)
- **Jerome Smith** (Ookapu Marae)
- **Tutuki Dixon** (Taupiri & Kaitumutumu Marae)
- **Haku Marsh** (Raungaiti Marae)





Māori Womens Development Inc Awards

The Māori Womens Development Inc (MWDI) Māori Businesswomen's Awards 2023 supports the vision and mission of MWDI to encourage the economic development of waahine and their whaanau to ensure that Māori contribute equitably to our cultural, spiritual, economic, social and political achievements.

Waikato-Tainui sponsored the event and brought a number of tribally owned businesses alongside. The sponsorship helped organise and execute a remarkable evening celebrating the achievements of kaupakihi waahine and significantly contributed to empowering and recognising their pivotal roles in their business.

Te Whakakitenga Chair, Parekawhia McLean presented the Tainui Regional Award to the winner Tupu Ora; one of six tribal members nominated in various categories during the evening.

Puna Pakihi discuss future opportunities

On 7 December, we hosted our final Puna Pakihi event for the calendar year at Novotel in Hamilton. The purpose of the event was to provide our tribal business owners with an update on the next Five-Year Plan and the opportunities that will arise for our tribal businesses.

Participants had the opportunity to network with each other as well as a number of professional services that were in attendance including legal, financial and general business advisors. It was a great way to finish off the year.



Creative Rights Workshop

In November, the Whanake team hosted a Creative Rights Workshop alongside Copyright Licensing New Zealand (CLNZ) and Creative Waikato, with the support of Manatuu Taonga Ministry of Culture and Heritage. The workshop aimed to empower individuals and businesses within creative industries, particularly those incorporating aspects of maatauranga Maaori, with essential knowledge on protecting creative copyright.

The event was open to all Waikato-Tainui pakihi with a creative focus or elements of Maaori creative copyright within their business framework, as well as kaimahi seeking insights into creative copyright for their respective mahi.

Copyright Licensing NZ (CLNZ) representative Karen Workman delivered a comprehensive presentation highlighting strategies for safeguarding creative copyright, with a specific emphasis on maatauranga Maaori.

Attendees had the opportunity to delve into critical topics such as story sovereignty, intellectual property rights, defining a 'work', and understanding the economic and moral rights associated with creative endeavours. Additionally, discussions revolved around the mechanisms of infringement and actionable steps to address copyright violations.

The interactive nature of the workshop facilitated robust dialogue, welcoming paatai from participants and allowing ample time for whaanau to engage directly with CLNZ representatives.

Overall, the Creative Rights Workshop served as a valuable platform for knowledge exchange and capacity building within the creative community. It fostered a deeper understanding of copyright protection and equipped attendees with practical insights to navigate the intricacies of creative copyright in their professional endeavours.

Mokopuna Ora

Sadly, we know that many of our whaanau are in crisis and need support to rebuild in the face of chronic social issues such as domestic violence and addiction. Working collaboratively with Oranga Tamariki, the Mokopuna Ora team seek to achieve enduring outcomes for our tamariki mokopuna.

Mokopuna Ora started in 2015 and entered into a strategic partnership agreement with Oranga Tamariki in 2019. The aim of Mokopuna Ora is to stop mokopuna

being taken into the care of the State, by supporting whaanau and creating pathways that are whaanau-led and mokopuna centred to help them achieve mana motuhake.

Mokopuna Ora do this by working in the community as independent tribal advocates' that specialise in supporting whaanau who come to the attention of Oranga Tamariki, to navigate the care and protection system. The team are privileged to be able to share the following stories from whaanau they have recently supported. **Please note names have been replaced for privacy purposes.**

A Journey to Rediscovering Mana Motuhake

From a turbulent past of gang affiliation, addiction, family turmoil, and years in emergency accommodation, Angeline's journey has been marked by challenges. Due to safety concerns her tamariki were placed into the custody of Oranga Tamariki.

Mokopuna Ora has worked for four years alongside Angeline in supporting her longing for wellness and the return of her tamariki. Today, Angeline has triumphed over addiction, earning a 6-month sobriety tag from Narcotics Anonymous (NA). After 26 years of substance use, she now regularly attends NA meetings, fully comprehends, and takes complete accountability for the impact of her actions on her tamariki and wider whaanau.

A moving moment for Angeline and her 18-year-old son was when she said to him "Son, this is the first time I've ever seen you with sober eyes." Angeline is amid a profound journey, rediscovering the essence of her mana motuhake.

From deflecting blame and avoiding accountability for her actions and effects on her tamariki, she has embarked on a transformative path, now embracing the support extended by those around her.

In expressing her gratitude, Angeline acknowledges Mokopuna Ora's commitment, on how Mokopuna Ora steadfastly stood by her, providing consistent and transparent advocacy and engaging in the difficult conversations that needed to be had.

Mokopuna Ora worked alongside Angeline on the intricate process of crafting a transition plan for the eventual return of her tamariki home. In this shared journey with her whaanau, the threads of resilience, gratitude, and determination weave together a narrative of hope and positive transformation.

*name replaced

The Mana of Whakapapa Whaanau

A whaanau with troubled history involving Oranga Tamariki faced challenges when one of their rangatahi alleged harm by his Nan (who had parental orders) with whom he and siblings lived with for several years.

Oranga Tamariki struggled to engage with the whaanau and against their wishes, the rangatahi ended up staying with his girlfriend's whaanau, at which time issues at school escalated leading to involvement in the Youth Justice system. The girlfriend's whaanau refused to cooperate with the biological whaanau of the rangatahi or Oranga Tamariki so Mokopuna Ora were engaged.

The girlfriend's whaanau signed a temporary care agreement, placing the rangatahi with strangers without the biological whaanau knowledge. Despite Nan holding parenting orders, at the time he couldn't return to her due to the investigation of alleged harm.

Allegations against nan were eventually found to be unsubstantiated, allowing the rangatahi to return to her stable care.

The rangatahi appeared for his final Youth Court hearing, where he stood proudly, recited his pepeha and introduced all his whaanau and supports to the Court.

He took full responsibility for his actions, wrote an apology letter, and is now starting a new with support from hapori services and his whaanau. He received fantastic praise and feedback from Judge Bidois, other professionals and kaumaatua in attendance and was discharged without conviction.

When Nan reflected on the journey, she said she felt judged, misunderstood, and frustrated by Oranga Tamariki. Mokopuna Ora ensured her voice was heard and liaised between herself and Oranga Tamariki.

Importantly Mokopuna Ora campaigned for urgency in completing the allegation investigation into Nan and affirmed the mana of the whakapapa whaanau in terms of their rangatahi rightful place to belong in their care.

Mokopuna Ora played a significant role in proactively advocating for and supporting the whaanau as they navigated their journey to get to the place they were that day in Court.

After Judge Bidois had discharged the rangatahi without conviction, the kaumaatua then gifted a taonga to the rangatahi accompanied by the Mokopuna Ora representative who did a pao. It was an emotional time and many of the whaanau were crying.

Mokopuna Ora were able to help whakawaatea and allow the whaanau and the rangatahi to realise their own mana motuhake. Nan described the experience as impacting her whole hauora.

Moving forward she is focused on supporting her mokopuna and whaanau to continue to grow from strength to strength.

INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(H1) Support the growth of commercial and social enterprises	Initiatives are supported for piloting	Oranga	Continue with the implementation of the Social Procurement operational plan				
	Funding partners identified to assist commercial and social enterprise opportunities	Oranga	Refresh Puna Whakatupu Enterprise Strategy, including partners, programmes and funding				
(H2) Create home ownership opportunities through partnerships and co-investment	Data used to obtain third party funding (including Government) funding and support to improve tribal housing	Oranga	Develop and deliver data strategy relevant to Whanake activities				
	Existing home ownership support programmes are responding effectively to whaanau needs	Oranga	Complete feasibility on two x housing development whilst continuing to deliver on Hopuhopu and Te Mauri Paihere developments				
	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 and implement programme of work to support the refreshed housing strategy including a minimum of eight housing workshops throughout FY24				
(H3) Grow education partnerships to improve access to quality learning	Quality partnerships with Mana Whenua and providers improve access to quality learning	Education & Pathways	Iwi Capability and Capacity Building Framework: Manage Te Rau Mahi including user engagement. Provide an online platform connecting TMs directly to employment, training and development opportunities (including micro credentials) – that aligns with existing infrastructure and connects with Salesforce				
		Education & Pathways	Te Aka Taiaawhiowhio Forum (Mana Whenua Partners) Quarterly hui with hapuu/marae partners to grow capabilities across our rohe Inform strategy, advocacy & influence				
		Education & Pathways	Kawenata MOE Partnership: Iwi partnership with Raukawa & Tuuwharetoa Advocacy & Influence Strengthening Kaupapa aa-iwi Pathways / Tribal Kura Equitable Funding Framework for iwi				
		Education & Pathways	Develop and implement (two) prototype programmes using ICDF platform and complete user manual to allow accessibility across the organisation				
ADDITIONAL INITIATIVES							
(H4) Establish Waikato-Tainui wellbeing standards and monitoring unit for hauora and social wellbeing	Koiora Health and Wellbeing Standards are completed and are being used to monitor and evaluate service providers. Resourcing is secured for our marae and community based services (Pikonga and Punga) Waikato-Tainui health and wellbeing disparities are being addressed	Oranga	Complete development of Koiora Health and Wellbeing Standards				
		Oranga	Work proactively with Pikonga and Punga to build sustainable and relevant services for their communities				
		Oranga	Secure partnership commitments from relevant agencies and providers to build the Koiora approach				
		Oranga	Establish the appropriate working framework to support Waikato Iwi Maaori Partnership Boards				

INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(H4) Establish Waikato-Tainui Policy and monitoring unit for hauora and social wellbeing		Oranga	Work with Te Whatu Ora and others to continue to build business case for Waikato Health and Wellbeing Centre				
(H5) Manage gaps or misalignments with social and economic service delivery	Monitor and review relationship agreements with Central and Local Government and Iwi and Stakeholder Partners	Rights & Interests	Keep abreast of social, cultural economic and environmental activity including advocacy in regards to Climate Resilience				
		Rights & Interests	Understand and monitor the progress of contemporary claims in this space (Wai 1315 claim)				
		Rights & Interests	Undertake review of four Accords with Crown Agencies to ensure alignment with current legislative reforms				
		Rights & Interests	Deliver Kiingitanga Accord and ensure alignment of existing accords				
	Integration of Mokopuna Ora into Waikato-Tainui structure	Oranga	All necessary HR activities have been completed to move Mokopuna Ora (MO) contractors to FTE's				
		Oranga	Mokopuna Ora shared office space is appropriately designed and set up with input from Mana Whenua and Waikato-Tainui				
		Oranga	Mokopuna Ora cultural practice framework is developed and signed off				
	Build MO workforce capacity and capability	Oranga	Mokopuna Ora services are expanded to all Kirikiriroa OT offices and are supporting up to 600 whaanau Maaori				
		Oranga	There is appropriate kaumaatua and tikanga support to inform workforce development				
	Include Oranga Tamariki in the Koiora (Social Sector) Accord	Oranga	Engagement is completed, approval obtained and appropriate documents completed for signing at the Kiingitanga Accord in July 2023				
		Oranga	Social wellbeing indicators specific to care and protection have been drafted, tested and signed off				
		Oranga	Through appropriate channels, including Iwi Chairs, work towards formal consultation on Care and Protection Community Panels in the Family Court				
	Focus on strategy and influence across the Sector	Oranga	National and international opportunities to socialise the work of Mokopuna Ora are being investigated and secured				
	A Fit for Purpose Client Management System (CMS) has been designed and integrated into WT operations	Oranga	Agree roles and responsibilities, integrate database, transfer data, text systems				
		Oranga	Establish business rules for data capture, train staff and test data integrity				
	Phased implementation of MO Quality Framework that supports continuous improvement	Oranga	Phases One and Two: Whaanau feedback loop is implemented, development evaluation scope finalised and contract signed by end of Q3				

INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(H5) Manage gaps or misalignments with social and economic service delivery	Phased implementation of MO Quality Framework that supports continuous improvement	Oranga	Phase three: analysis of whaanau plan outcomes to inform policy and strategic advocacy				
		Oranga	Phase four: quality data for reporting is able to be extracted and used as evidence of cultural value add				
(H6) Supporting tribal members into individual education & 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	Add to suite of tribal purchasing power products (power, driver licence, insurance)				
		Heritage & Identity	Quarterly marae engagement kiosks				
	Provide quality pathways programmes to support marae and tribal members into meaningful and sustainable pathways	Education & Pathways	Te Pito Whakatupu Marae Collective Impact: Work with five marae to test innovation from Innovation hub				
		Education & Pathways	Tribal Capacity-building Programmes: Support tribal members into a range of courses, programmes aligned to the Iwi Capability Framework				
		Education & Pathways	Rangatahi Innovation Hub: 10 x 12 month paid rangatahi cadetships in social innovation. Level 7 & 8 co-designed iwi quals focused on marae collective impact				
		Education & Pathways	Ruakura and iwi Assets: Maintain relationship with TGH. Manage relationships with tenants, employers and sub-contractors working on iwi lead projects				
		Education & Pathways	Implement overall pathway strategy for all assets as well as comms strategy				
Education & Pathways	Te Pari Manaakitanga: Tribal members supported with work readiness, work placement (including apprenticeships) and pastoral care & with tool grants						
				OVERALL BUDGET \$2,577,000			

NGAA TOHU
HAPORI

Total Q3 Milestones	40	On track / Complete	29
Delays	8	Issues exists	2
Planned start date	1		

FULL YEAR BUDGET	ACTUAL TO DATE SPEND	Refer page 40 for commentary
\$2,577,000	\$1,929,916	



Te Whakakitenga Chair, Parekawhia McLean with Tupu Ora, Maaori Businesswomen's Awards 2023

Ngaa Tohu Kaupapa

*Tooku marae,
tooku tuurangawae*

Our marae are vibrant and self-sufficient.



Waka Taua Resource Launched

In December, a video series was launched, aimed at exploring the rich history of waka taua and their crucial role in unifying our people and preserving our cultural identity. Spanning seven episodes, this series connects the stories of our past with the visions of our future, highlighting the enduring importance of these waka in our collective journey.

The following provides an overview of each episode:

Episode 1: The Birth of Te Winika -

The series begins with Te Winika, constructed in 1838, focusing on its origins, naming, and the symbolism of the mana Kiingi Pootatau Te Wherowhero represents.

Episode 2: Tuumanako and Rangatahi -

The second episode delves into the significant contributions of Te Puea Herangi in the creation of Tuumanako and Rangatahi in 1936. It traces their journey from the Ooruanui forest to Tuurangawaewae Marae. Personal recollections from Carlson and Mihi Wirihana from Ngaati Korokii Kahukura are also shared.

Episode 3: Taaheretikitiki -

Exploring the legacy of Taheretikitiki tuatahi and tuarua, this episode covers their history, including Taheretikitiki tuatahi journey from Ngaati Whaatua to Kiingi Taawhiao, reflecting on its role within Aotearoa.

Episode 4: Supporting Waka Taua -

This episode honours the supporting fleet, including Tangi Te Kiwi II and others, each with unique stories that contribute to our legacy and collective identity.

Episode 5: Renovations and Retirement -

Focusing on the renovation and retirement of Te Winika and the restoration of others to be river and seaworthy, this episode showcases the dedication and love poured into preserving our waka taua.

Episode 6: Renown -

This episode recounts the last international voyage of our waka taua, celebrating their role as cultural ambassadors and marking a significant chapter in our story.

Episode 7: The New Era Waka Taua -

Concluding the series, this episode introduces new era waka taua Waikura, Taatahiora, and Tangi te Kiwi Tuarua, symbolising the future journey of our people, merging tradition with innovation.

This series invites all whaanau to watch this journey through time, celebrating the legacy of ngaa waka taua and their profound impact on our cultural identity. It's a call to unite, remember, and envision our path forward, cherishing our shared history and heritage.

All episodes are available to view in te reo Maaori or English, via the Waikato-Tainui Facebook and YouTube channels.

Successful first year of new Pou Whirinaki

In November, Ngaa Pou Whirinaki o Waikato-Tainui presented about the activities and impacts that were achieved this past year for the 11 marae and hapuu they represent.

This is the first year of Ngaa Pou Whirinaki o Waikato-Tainui, a new approach to help marae and hapuu to gift their collective wisdom to the next generation of mokopuna.

Our new pukapuka 'Ki Uta, Ki Tai' was launched which captures the reflections of each Pou

Whirinaki from their journey during the first year of this pilot programme.

The evening was a celebration of our shared efforts and collective impact. We want to thank Pou Whirinaki, whaanau and kaumaatua from the following marae and hapuu for their support: Te Kei o Te Waka o Tainui, Ngaati Tamaoho, Te Awamaarahi Marae, Te Ruunanga o Ngaati Naho, Ngaati Mahuta ki Waahi Paa, Ngaati Wairere, Te Iti o Hauaa Marae, Ngaati Tamainupoo, Poihaakena Marae, Ngaati Maahanga Aramiro and Ngaati Mahuta ki Te Hauaauru.





Tribal Tira Hoe

Our most popular tribal event behind the Tainui Games is Te Tira Hoe. In November 2023 a cohort of 60 tribal members gathered early at the base of Taupiri maunga before embarking on our four-day journey of discovery from Waikato-iti through to Te Puuaha o Waikato.

For the first time in many years, we were welcomed back onto Puukawa Marae in Tuuwharetoa, with the hau kaainga.

Taupiri and Tauranganui Marae ensured our Tira Hoe 2023 cohort were well fed and we held evening waananga sessions where topics of discussion included marae whakapapa connections, Kiingitanga history and Paimaarire which had our kete overflowing with maatauranga.

This haerenga was dedicated to Marcia Anderson (Hukanui Marae) who sadly passed away suddenly. Before we left Waikato, our tira hoe whaanau were able to gather at her residence to acknowledge Marcia and her bereaved whaanau.

Noo reira, e te maareikura haere i too haerenga whakamutunga moou, nei raa ko te tira hoe e tuku atu ana i ngoo maatou whakaaro nui ki toou hoa rangatira me too whaanau hoki – pai maarire!





“The Tira Hoe was such a beautiful wairua filled experience! I always have known puurakau about our tupuna awa, but being given the opportunity to paddle along and rehear and learn whilst on the awa was awesome! There’s not enough words that can explain the feelings I felt! All our whaanau need to go on a Tira when they get the chance!”

India Matariki Gilmore-Johnson, Waipapa Marae.

Being able to reach Te Puuaha was the icing on the cake for our teams! We look forward to November 2024 - so watch this space e hoa maa!

Me karamihi ka tika ki ngaa whakawae wae me ngaa whakaringaringa o te iwi i kaha manaaki mai te kaupapa nei o te tira hoe.

INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(K1) Develop capability programmes for our marae, tribal and whaanau members	Support marae to develop Oranga Marae Plans (Marae Development Strategy). Marae are enabled to implement or review their Plans and meet operational requirements	Heritage & Identity	Mapping of marae strategic priorities completed				
		Heritage & Identity	All marae are engaged to complete or review a Plan				
		Heritage & Identity	Marae Insurance is made available to marae, with valuations and insurance claims completed as required				
(K2) Develop a concept design and programme to upgrade marae so they are "fit for the future" (long-term)	Training and engagement between marae and industry partners is implemented	Heritage & Identity	Industry & Crown agencies are engaged to provide a marae-centered communication resource				
		Heritage & Identity	Training programme completed for marae champions				
		Heritage & Identity	Access to funding for marae upgrades is sourced and advocated for				
(K3) Deliver Waikato-Tainui reo programmes at tribal member, marae, and hapuu level	TORO's five strategic pou are fully resourced to support marae-based programmes	Education & Pathways	Repurpose, digitise, collation of repository Do a stocktake of all reo programme resources and stock up where needed Begin online version of Puna Kupu and Te Reo Uukaipoo				
	Analysis of impact of TORO initiatives	Education & Pathways	Provide data, imagery, content, purpose, assessment criteria etc to online learning provider/s. Explore bringing together a puna rangahau to initiate analysis of TORO impact				
	Support tribal, marae aspirations across TORO five strategic Pou, Waituhi, Tiwha, Tukutuku, Whakairo, Takarangi	Education & Pathways	Identify hapuu, marae, whaanau, kaupapa motuhake who have clear TORO aspirations and priorities to advance cultural learning, resource development for their uri and beyond through Marae Strategic Plans				
(K4) 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 Tira Hoe, kaumaatua events and more	Communications & Engagement	Matariki Event Delivered				
		Communications & Engagement	Tira Hoe Event Delivered				
		Communications & Engagement	Hui aa-Tau Delivered				
	Support marae to implement their engagement plans including technology support	Communications & Engagement	Host four x online marae profiles				

Total Q3 Milestones	26	On track / Complete	13
Delays	9	Issues exists	0
Planned start date			

INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(K5) Establish funding and conceptual design for the housing and storing of tribal taonga	Secure funding and conceptual design for the housing and storing of tribal taonga	Heritage & Identity	Te Ara Taonga Accord signed; Curriculum partner secured for Whare Taonga qualification	Green	Green	Yellow	White
		Heritage & Identity	Nгаа Rau Puutohe internship implemented	Green	Green	Yellow	White
		Heritage & Identity	Conceptual design initiated; Funding Strategy in place	Green	White	White	Grey
		Heritage & Identity	Complete physical collections workshops. Physical exhibition completed to socialise Whare Taonga	Green	Green	Yellow	White
		Heritage & Identity	Continue to meet external cultural footprint projects	Green	Green	Green	White
		Heritage & Identity	Implement training and development programme for Cultural Narrative practitioners	Green	Green	Yellow	White
		Heritage & Identity	Complete training programme for marae maintenance of priority taonga and emergency response for taonga	Green	White	White	Grey
		Heritage & Identity	Mana Whenua internships for priority areas implemented (archaeology, taonga finds, raahui)	Green	White	White	Grey
		Heritage & Identity	Protocol procedures are mapped and available for staff implementation (taonga finds, raahui)	Green	Green	Yellow	White
	Develop a plan that outlines the best way to capture, restore and protect tribal taonga - including access, loaning, viewing and use	Heritage & Identity	Archival portal training for marae completed. Digital exhibition completed	Green	Green	Yellow	White
		Heritage & Identity	VHS & Cassette digitisation workshops completed	Green	Green	Green	White
		Heritage & Identity	20 sites geo-tagged and content aligned	Green	Green	Yellow	White
		Heritage & Identity	Koorero Tuku Iho programmes completed (Mahinga Kai, Ruku Kai, Marae Emergency)	Green	Green	White	Grey
		Heritage & Identity		Green	Green	White	Grey
				OVERALL BUDGET \$3,425,000			

FULL YEAR BUDGET

\$3,425,000

ACTUAL TO DATE SPEND

\$2,170,512

Refer page 38-39 for commentary

Ngaa Tohu Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations.

Redress Development

From Oct – Dec the focus for Treaty settlement negotiations was the further development and refinement of redress mechanisms and concepts for Kaawhia Moana and the West Coast Harbours generally.

The redress mechanisms we seek to achieve focus on enhancing mana motuhake, mana moana and mana whakahaere in relation to the moana, whenua and our people socially, culturally and economically.

Although this slowed somewhat with government elections and a pause in negotiations, the development of redress continued internally.

The Rights & Interests team will be spending some time engaging with the new Government, Ministers, agencies and officials in early 2024 (this year) to set a pathway forward for treaty negotiations, reinforcing and reiterating our position and highlighting that this is an unorthodox settlement which requires a holistic and innovative approach.

Historic Economic Loss

A key workstream during this quarter was the commissioning of a report by EY Tahī to assess historic economic activities in Kaawhia, the environmental impact of different industries in the area, and the change in land use. This builds on a previous collaboration evaluating economic losses for the Waikato River. The assessment will aid in negotiations with the Crown in understanding the value of loss and how much compensation should be sought (in relation to settlement quantum). EY Tahī are focusing on Kaawhia Moana initially, with plans to address Aotea, Whaiaingaroa and Manukau in turn.

In the first phase, the focus was on working closely with our Negotiations Team, industry experts, local experts and historians to gain a preliminary understanding of historic economic loss and provide a scoping report on what the next phases of the project might entail.

It is undetermined whether we proceed to stage two of this project (this will be determined upon completion of stage one and whether it is feasible to continue to stage two), however regardless of this, stage one will provide an insight into historical loss that will still be valuable to reinforce settlement negotiations with the Crown in terms of the Kaawhia economy historically.

The assessment will aid in negotiations with the Crown in understanding the value of loss and how much compensation should be sought.



INITIATIVE	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(W1) Continue to diligently pursue and settle outstanding settlement claims	Agreement in Principal achieved	Rights & Interests	Implement negotiations workplan				
		Rights & Interests	Complete Record of Commitment with Crown				
		Rights & Interests	Complete Historical Account for West Coast Harbours and Taamaki				
		Rights & Interests	Complete engagement rounds with Waikato Taurahere in the regions: Te Taitokerau, Taamaki, Waikato, Te Arawa, Te Whanganui-a-Tara, Te Tau Ihu, Te Waipounamu				
		Rights & Interests	Continue engagements with overlapping groups as per the overlapping groups strategy				
		Rights & Interests	Complete economic analysis for West Coast harbours beginning with Kaawhia Moana				
		Rights & Interests	Review annual crown statement for relativity mechanism purposes and respond accordingly				
(W2) Leverage strategic investments aligned to the GIC (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	Engage in matters that provide for climate resilience in Energy, Infrastructure, Fisheries and Commercial Sectors				

Total Q3 Milestones **16** *On track / Complete* **13**

Delays **3** *Issues exists* **1**

Planned start date

ADDITIONAL INITIATIVES	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	
(W3) Invest in a uniquely 'Waikato-Tainui' trading brand	Development of a branding 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 brand strategy, upgrade to brand guidelines and implement to upgraded website				
(W4) 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	Enhanced efficiency of profit centres within the enterprise, Nursery, Carvers and Tainui Live. Introduction of inventory management to streamlining of process				
		Finance & ICT	Enhance the Puna Pakihi experience through further automation, build links across education and pathways				
		Finance & ICT	Enhance and automate connection to marae, automation of voting activities				
		Finance & ICT	Enhance Te Rau Mahi to leverage capability identification as well as enhance connection of our people				
(W5) Establish a co-investment programme to support Waikato-Tainui enterprises	A tangible step in our ability to create more social and economic opportunities for our marae and tribal members		Development of an investment strategy to support social and economic business opportunities				
OVERALL BUDGET							\$1,940,000

FULL YEAR BUDGET

\$1,940,000

ACTUAL TO DATE SPEND

\$941,004

Refer page 38-39 for commentary

Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo
te tangata, mahia*

A high performing organisation making an impact.



Marae Portal provides marae leaders direct access to the tribal registry

During this quarter, the ICT and Data Governance teams held training sessions with Marae Committee members to access live interactive data, reporting capabilities and future forecasting.

The purpose of the portal is to enable Marae Committees to have better access to demographic and member listing information to inform their priorities and initiatives. This project is an extension of the organisation’s commitment to supporting our marae to digital maturity.

To date, the workshops have been held across a number of locations including Hopuhopu, Kirikiriroa, Taamaki Makaurau and Te Whanganui-a-tara, with 42 marae now having completed their training.

The team are aiming to complete training for at least one member per marae or more by 31 March 2024.



PRIORITY INITIATIVES	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(M1) 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 Government, 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	Provide insight using external data sets to provide forecasted positions reconciling to Te Whakatupuranga 2050				
(M2) 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	Build connection to the new ERP to the current CRM, provide increased reporting directly to marae				
		Finance & ICT	Continue to enhance website and logon portal offerings				

Total Q3 Milestones	18	On track / Complete	16
Delays	1	Issues exists	1
Planned start date			

PRIORITY INITIATIVES	FY24 METRIC	TEAM	QUARTERLY MILESTONES	Q1	Q2	Q3	Q4
(M3) 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	Continue to redefine and redevelop efficiency standards for Waikato-Tainui to measure high-performance of entities and identify where improvements can be made, clearly committing to a continuous improvement environment				
	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	Finance & ICT	Continue to measure organisational efficiency and review service delivery				
ADDITIONAL INITIATIVES							
(M4) 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				
(M5) 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 development of iwi members to fuel capability within the digital industries				
		Finance & ICT	Innovation and improvement strategy developed (Property system, Whenua reporting, Microsoft 365 migration and support)				
		Finance & ICT	Provide digital, data and finance internships within the organisation				
OVERALL BUDGET						\$1,980,000	

FULL YEAR BUDGET

\$1,980,000

ACTUAL TO DATE SPEND

\$1,351,815

Refer page 41 for commentary

NGAA TOHU TAI AO

- (T1) Preparation of Iwi responses to Government 100-day plan announcement including preparation of litigation options. Timing to submit application has been delayed due to Government announcements in relation to RMA reforms and affordable waters.
Hearings completed. Awaiting decision in Q4 FY24.
Coastal Marine Plan review and engagement in progress.
- (T2) Has been completed. Now sitting with Property.
Difficult to assess due to change of Government in October 2023. Will have to push to FY25 once there is confirmation of current laws and policies.
Pushed to FY25 due to change of Government and current political situation. This will run parallel to environmental plan standards.
Superseded by co-managed lands strategy and Te Ture Whaimana Review. Co-managed lands strategy due to be completed by the end of Q4 FY24.
- (T3) All current restoration projects have been reviewed and will be completed in this financial year. We will support projects being driven by tribal members via the Taiao Grant or letters of support. No new projects will be led by the Taiao team in FY24.
Work in progress and should be executed by Q4 FY24.
Work in progress and should be executed by Q4 FY24.
Work in progress. We continue to support where needed.
Work in progress. We continue to support where needed.
- (T4) Chainsaw Training held in October 2023. Training calendar is being finalised. Te Waananga o Awanuiarangi engagement put on pause due to capacity challenges.
The pilot has been pushed out to FY25.
This work has been pushed out to FY25.
Supporting marae led projects through technical support in developing social procurement.
Programme paused and transitioned to FY25 due to capacity challenges.
- (T5) Development of Climate Change booklet for distribution internally and externally. Programme pushed to FY25 due to capacity challenges.

NGAA TOHU HAPORI

- (H3) This area will continue to be built on in the new Five-Year Plan FY25 to FY29 strategic projects under the Growing our People objective area.
Nine out of 11 Pou Whirinaki have signed up for Year Two of the Pou Whirinaki Programme. In November 2023, a successful Pou Whakanuia was held and our Year One pukapuka "Ki Uta, Ki Tai" was published and launched, outlining the outcomes from Year One.
We have negotiated a payment of \$200K for FY24, as a partial payment to resource the programmes that Year One funding helped establish. This is only a portion of the funding required to carry on existing programmes and we hope to advance further funding discussions with MoE, despite the challenging political climate the iwi now faces.
This area will continue to be built on in the new Five-Year Plan FY25 to FY29 strategic projects under the Growing our People objective area.
- (H4) Standards are to be remodelled to align with Mokopuna Ora strategy.
Pikonga leaders forum held. Workforce development initiatives are underway. Relationship agreement to be drafted.
Focus placed on Koirora Accord partners and securing work programme plans. Further relationships with other government agencies and private partners are being initiated.
Framework in development.
Progress slow due to staff and management changes at Te Whatu Ora.
- (H5) DIA and Ngaa Taonga Tuku Iho review process underway.
Oranga Tamariki property services have engaged project managers to work alongside Mokopuna Ora in the build of the new office. Delays are reported due to issues around infrastructure and health and safety concerns. Waikato-Tainui are leading the design process and are continuing discussions with Tainui Group Holdings about the possibility of a new build.
Cultural practice framework based on Kiingitanga signed off by King. Working with TORO Group in preparation for sign off by General Manager. Final design of cultural practice framework to be presented in March 2024 at Waikato-Tainui Oranga hui.
Establishment of kaumaatua roopuu for case work has been supported by King and Pou Tikanga role is in place in Mokopuna Ora. Engagement with kaumaatua on new logo for Mokopuna Ora, induction packs and Mana Whenua cultural narrative underway but definitive dates for delivery have not yet been set.
Engagement is completed, approval obtained and appropriate documents finalised for signing at the Kiingitanga Accord in July 2024. This deliverable will not be completed before the end of the FY24 financial year.

This will be activity assigned to Senior Business Analyst (SBA). SBA recruitment is still progressing with no successful applicants identified in recruitment process during December 2023.

There has been a change in approach whereby Waikato-Tainui are independently leading our position on Community Panels. King supports this approach. A refreshed strategy is being worked on.

Abstracts submitted to a Conference in Australia and Sweden 2024. There is another opportunity to present to a conference for lawyers and judges in 2024.

Excess database pilot to run 29 February 2024. Go-live 1 April 2024.

(H6) This area will continue to be built on in the new Five-Year Plan FY25 to FY29 strategic projects under the Growing our People objective area.

This area will continue to be built on in the new Five-Year Plan FY25 to FY29 strategic projects under the Growing our People objective area.

Work is continuing on six prototype programmes.

NGAA TOHU KAUPAPA

(K1) Some delays in capturing information. On track to complete in Q4 FY24.

Ongoing. Valuations have been completed and new policies distributed. Cadetship confirmed with AON to roll out in FY25.

(K2) Minor delays due to changes in key agencies. On track to complete in Q4 FY24.

Ongoing Marae Roadshows for committee members. Additional roadshow in February 2024.

Ongoing. Funding sourced for water assessments with priority requirements (14 Marae). Implementation of Funding Advisor for additional support.

(K3) Eight out of 10 Reo Ukaipoo packs have been repurposed to meet online needs.

A database of TORO programme facilitators has been collated to engage and support discussions on impact.

10 hapuu/marae/whaanau are currently implementing TORO programmes at marae level.

(K4) Completed and held November 2023.

New resource for this kaupapa is now confirmed which will assist this programme to start anew.

(K5) Conceptual design to be completed in March 2024.

One workshop completed in November 2023.

Delays due to kaimahi concentration on Archaeology finds on Hamilton to Auckland corridor. On track to complete in Q4 FY24.

Delays due to kaimahi concentration on Archaeology finds on Hamilton to Auckland corridor. On track to complete in Q4 FY24.

Delays due to kaimahi concentration on Archaeology finds on Hamilton to Auckland corridor. On track to complete in Q4 FY24.

Ongoing. 52 tribal members completed training in Q3 FY24.

NGAA TOHU WHAI RAWA

(W1) First hui held with new Minister in charge of Treaty of Waitangi negotiations.

Stage 1 draft report completed - to be finalised in Q4 FY24.

Review completed in December 2023 and response provided to the Crown.

(W2) Funding secured through Stakeholder Relationship Agreements.

Working through Fisheries allocation and aquaculture opportunities for the West Coast.

(W3) Work was underway - however organisational restructure is now a critical consideration given brand has been identified as one of the key priority areas.

(W4) Project scoping to be undertaken in FY24 with any further work to be carried into FY25.

Complete.

Project stopped. Work to be evolved as part of projects in new Five-Year Plan FY25 to FY29.

(W5) Work underway to develop a social investment framework. This will continue as a project in the new Five-Year Plan FY25 to FY29 under the Scaling our Investment and Targeting our Spend objective areas.

NGAA TOHU MAHI TONU

(M1) This work will be transitioned to the new Five-Year Plan FY25 to FY29.

(M2) ERP implementation underway for deployment by 31 March 2024.

(M3) Completed.

Mahi on hold as any structural review outcomes affecting the Rules will need to be incorporated.

(M5) PowerBI training completed in November 2024.

Notes







Tē Tira Hoe, 2023





T W A I K A T O I
TAINUI

0800 TAINUI - reception@tainui.co.nz

2 te ara o Bryce, Pouaka Taapeta 648, Kirikiriroa,
3204, Aotearoa