

Quarterly Report

2023 / 2024

Jan - Mar

Mahia te mahi, hei painga moo te iwi

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



WAIKATO
TAINUI



Front cover: Eke Manaaki Celebration Dinner

Inside front cover: Sonny and Te Raumako Karena

Ngaa Kupu Whakataki

Executive Summary

The final quarter marked the end of a busy 2023/24 financial year as the organisation moved to support delivery of Hui aa-Motu called by Kiingi Tuheitia Pootatau Te Wherowhero VII.

Designed to bring the motu together in a uniquely Maaori space so people could express their views on the directions being issued out of Wellington, the hui allowed voices from across our diverse communities to be heard.

It was based on five key principles, He Tuumatawhaanui (...Inclusiveness), He Tairoha (...Positivity), He Whakataikaha (...Affirmation and Strength), He Rangimaarie (...Peaceful), He Ahu Whakamua (...Future).

More than 10,000 people showed up to the gates at Tuurangawaewae Marae and this set the scene for robust conversation and debate from iwi and Maaori who all heeded the call from our King. The messages were simple but not unfamiliar.

In essence the reports from all groups focussed on the protection of Maaori rights and interests. The stripping away of Maaori co-governance structures like the Maaori Health Authority were seen as a direct attack on the ability of Maaori to make meaningful progression in a sector that has consistently failed Maaori.

The rangatahi forum took the opportunity to advocate for their participation in iwi structures. They felt they had skills that could be better utilised to combat anti Maaori sentiment. They were also highly educated and able to make meaningful and durable contributions to the collective futures of their various iwi organisations.

At the end of the day the masses committed to engaging in a number of hui aa-Iwi and converging back on Tuurangawaewae to decide on the next steps by the middle of the year.

From an internal governance perspective our delayed sitting of the new Te Whakakitenga was scheduled and as such their elections took place during January. Tipa Mahuta and Ngaati Tahinga Wilson were elected as Chair and Deputy alongside Te Arataura members.

Te Arataura is a mix of new and former members. Tukoroirangi Morgan, Hinerangi Raumati Tu'ua, Huirama Matatahi, Jackie Colliar, Linda Te Aho, Maxine Graham, Parekawhia McLean, Tori Ngataki, Vince Hapi, Craig Barrett and Ngira Simmonds.



I want to acknowledge Donald Turner, Rangitamoana Wilson and Vanessa Clark who are previous Te Arataura members, all of whom made extremely valuable contributions to the order of business.

Following a robust election process, I was reconfirmed as Chair and Jackie Colliar was elected as Deputy Chair of Te Arataura. We have both committed to working together to provide the best representation for our collective marae and are keenly aware of the current political climate that is in front of us.

This is critically important as we reflect on the previous Five-Year Plan and commit to the new pathway for our people. We acknowledge the extremely destabilising role the COVID-19 Pandemic played in the previous work plan and so this new Five-Year Plan presents an opportunity to take those learnings and meet the needs of our people with agility and responsiveness.

From February our team have been engaging in marae and regional workshops with our whaanau to present the strategic direction associated with the Five-Year Plan and consider any new ideas.

We had the pleasure of presenting our FY25 Budget to the House in late March and as always, our members provided probing and thought-provoking feedback. This helped management to include these ideas into their operational planning for the next financial year.

Given this is the final FY24 quarterly report I want to acknowledge the mahi from both management and staff. Their work and advocacy continue to deliver outstanding results for our people on the ground. I see what they do and the passion that they bring to the table, and I remain grateful for their service.



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 as written in the maimai aroha by Kiingi Taawhiao.*



Supporting Tribal Pakihi

In 2022, the Waikato and Waipaa River Iwi Tuna Collective was established, uniting Taiao managers and representatives from Waikato-Tainui, Ngaati Korokii Kahukura, Raukawa, Te Arawa River Iwi Trust (TARIT), Ngaati Tahu Ngaati Whaaoa, Ngaati Kearoa Ngaati Tuaraa, and Ngaati Maniapoto. This collective was formed to protect, enhance, and restore the tuna populations in our awa, and is an example of Te Mana o te Awa in action, embodying our commitment and responsibility as kaitiaki for our awa and tuna.

Together, the Collective developed a strategy that included targeted actions, focused on the wellbeing of the tuna, vital to both our ecological systems and identity.

The Tuna Symposium, hosted in March at Karaapiro and led by Erina Watene, was a significant event for the River Iwi Tuna Collective. It provided a platform for kaitiaki practitioners from across our whole river basin to network, exchange innovative practices, and share experiences. The symposium also allowed Waikato-Tainui and NZ Biological Heritage Science Challenge Summer Interns - Taane Te Aho, Ani King, Keeti Rawiri, and Maia Huata - and Te Nehenehenui/Ngaaa Pae o te Maaramatanga Intern, Tui Barrett, to present their projects, enhancing the event's collaborative and educational impact.





Presentations covered a variety of topics, from tuna enhancement methods and kaitiaki frameworks to modern techniques like eDNA, water monitoring, fishing innovation, and the management of golden clams. These discussions showcased the diverse and cutting-edge work undertaken by our whaanau to support our river ecosystems.

The symposium was further enriched by contributions from local and international experts James Cherrington of Ngaati Kuri and Brad and Kye Moggridge from the Kamilaroi Nation in Australia. Their insights added a national and global perspective to our local restoration efforts. Additionally, representatives from Te Wai Maaori Trust and the Waikato River Authority were present to support the kaupapa.

The Collective would like to acknowledge the New Zealand Biological Heritage Science Challenge for their financial support of the River Iwi Collective Research, which included the symposium, and Waikato-Tainui for administering the research contract on their collective behalf.

Nursery Highlights

Native plants supplied by the Nursery for Poukai this quarter:



306

Hukanui



310

Maurea



253

Taniwha



| 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 Claims 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 | | | | |

| | | | |
|----------------------------|-----------|----------------------------|-----------|
| Total 24 Milestones | 23 | On track / Complete | 13 |
| Delays | 0 | Issues exists | 8 |
| Planned start date | 2 | | |

| 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 FY24 | | | | |
| | | 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 | | | | |
| | | | | | | | |
| (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*
\$453,679

Refer page 46-47 for commentary.

*Disclaimer: Actual Spend figures are subject to year-end audit and are likely to change.

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.*



Trades Training

The Te Waharoa “Gateway to the Trades” programme, a collaborative effort between BCITO (Building Construction Industry Training Organisation) and Whatukura Ltd., has successfully provided employment and apprenticeship opportunities for tribal members in the construction and electrical industries. As the Career Pathways team nears the completion of the current cohort’s 10-week programme, great progress and achievements have already been made.

The programme kicked off in February, with a noho at Te Tihi o Moerangi Marae, marking the first time the Te Waharoa initiative held a waananga here. Seven rangatahi, aged 17 to 24, participated in the programme, engaging in activities designed to deepen their connection to their iwi and foster a sense of pride in their whakapapa. A special moment occurred when one participant and their whaanau discovered their connection to the marae, igniting strong emotions and reinforcing the importance of such initiatives.

Following the waananga, the rangatahi have embarked on a journey to Kaawhia, where they delved into local history and koorero shared by kaumaatua, exploring sites like Tangi-te-korowhiti and learning about the significance of the awa.

Other activities completed included practical hands-on experience at Hukanui farms, where the rangatahi gained exposure to agricultural practices such as fencing and dairy farming. They also received insights into career pathways and procurement strategies within the iwi, provided by our Tainui Group Holdings whaanau.

Throughout the programme, the cohort received ongoing support from mentors and industry experts, attended various site visits, and took part in upskilling sessions equipping them with the necessary knowledge and skills to excel in their chosen fields.

This comprehensive approach not only enhanced their understanding of the industry but also empowered them to navigate the complexities of the workforce with confidence.

... the rangatahi have embarked on a journey to Kaawhia, where they delved into local history and koorero shared by kaumaatua.

As the programme enters its final weeks, all participants have secured full-time employment opportunities. Two rangatahi have been offered apprenticeships, with the remaining five expected to receive similar offers during the next quarter.

The success stories of our cohort demonstrate the transformative impact of the Te Waharoa programme and the dedication and determination of our rangatahi. Congratulations to the following participants and their employers listed below:

- **Hyrum Te Wera Ihakara Riwai** (Mangatangi) Downing
- **Nauvoo David Gary Kaka** (Poihaakena) Feist Electrical
- **Jarvis James Randle Kaka** (Poihaakena) Feist Electrical
- **Te Wiwini A Rongo Mahuta** (Waahi) Cooper Builderz
- **Kiri Mataa Taipari** (Maurea) Matt Stent Painters
- **Taylor-Rose Raukura Kerapa** (Raakaunui) Hamilton Laminates
- **Leyton Te Awhina Crawford Collier** (Oomaoero & Te Tihi o Moerangi) Wight Aluminium



Puna Pakihi Jumpstart Event

The Whanake team recently hosted the Puna Pakihi Jumpstart event; a transformative workshop which was led by seasoned facilitators Amy McLean and Saara Tawha. The workshop, tailored specifically for our registered pakihī, aimed at nurturing innovation, fostering growth, and empowering entrepreneurs across various rohe.

Amy McLean and Saara Tawha, renowned mentors in the startup and growth space, brought their expertise to the table, guiding participants through the intricacies of ideation, creative expansion, and scalable strategies for business success.

With a wealth of experience in facilitating workshops geared towards pakihī Māori, the duo provided invaluable insights and support to the attendees.

The workshop proved to be a great success, with 20 pakihī in attendance. Participants appreciated the workshop for its insightful content and delivery, leaving them motivated to embark on the next phase of their entrepreneurial journey.

The evening not only sparked ideas but also facilitated meaningful discussions and opportunities for collaboration among attendees.

Among the highlights of the evening were the connections created with various businesses and entrepreneurs, including a promising photographer, a potential catering service, providers of rongoa health products, retail opportunities tailored for Māori businesses, and a platform with a vast network for promoting our pakihī to a wider audience of over 300,000. As the momentum continues to build, the workshop's impact will hopefully empower more individuals to realise their entrepreneurial aspirations and contribute to the economic prosperity of our iwi.

Good to know we are supported from the iwi. And have the opportunity to talk with some of the top people like Chris and Brent.

Awesome night, I didn't realise we had so many whaanau in the construction industry, great to connect.

The speakers were really good, some great experience in for me to learn off as we grow.

The kai, drink and koorero was on! Good to see our iwi pulling together some good events.

Amazing night to have all our tribal mahi in the one place working with each other and getting to know more whaanau in construction.

Unlocking Key Elements for Business Success

Following the success of the “Jumpstart Your Pakihi” workshop, the Whanake team hosted an event aimed at empowering pakihī at all stages of their business journey. The “Key Elements for a Successful Business” workshop addressed inquiries from various pakihī regarding accounting, forecasting, and navigating recent governmental policy changes affecting taxation.

With the evolving business landscape and the introduction of new policies and legislation, it was important for Waikato-Tainui to ensure that our Puna Pakihī network was well-informed and equipped to adapt. The workshop focused on critical aspects such as understanding taxation changes, optimising expense claims, selecting the most suitable business structure, and enhancing cash flow management.

Aimee Ketu, who has over 15 years of industry experience, led the workshop in collaboration with Waikato-Tainui. The evening commenced with a comprehensive discussion on choosing the right entity structure, providing attendees with insights into the pros and cons of different business structures. This was followed by a segment dedicated to demystifying taxes, shedding light on recent changes and clarifying what expenses could be claimed to optimise tax efficiency.

One of the highlights of the workshop was the session on improving cash flow, where attendees learned practical strategies to enhance their financial liquidity and sustainability.



Aimee shared valuable insights and actionable tips to help businesses navigate challenges and capitalise on opportunities.

The event attracted 23 participants, all of whom found value in the resources and support offered in the accounting and taxation domain. A number of pakihī appreciated the opportunity to access expert guidance and connect with other pakihī facing similar challenges in their entrepreneurial journey.

Looking ahead, the Whanake team will follow up with attendees to gather feedback, identify areas for improvement, and explore further opportunities for support. Through continued collaboration with experts like Aimee Ketu and leveraging available funds, Waikato-Tainui remains committed to empowering their pakihī and fostering their growth and success in the ever-changing business landscape.

Her presentation flowed so well, she was engaging and it was great to meet others on the same journey.

The Presenter was good . . . enjoyed that . . . hope we have more events and hui like this, lots of new information that will help us.

The content was relevant and kept to key tax structures. She was easy to understand and loved her examples.

Eke Manaaki Celebration Dinner

As Waikato-Tainui continues to support our kaumaatua, an immediate call to action was to secure a relationship with Hato Hone St John after hearing about the hesitation kaumaatua have in calling for help because of the cost. The relationship with Hato Hone has multiple benefits. In addition to ambulance cover, we have run AED trainings and Hauora Kaumaatua Waananga facilitated by Hato Hone staff. This has built marae capability and confidence in using the AED systems on their sites and helped create relationships between our marae champions and those who are sent out to emergencies.

Through the relationship, we have also advocated for kaumaatua who are eligible for wider support systems through the Ministry for Social Development and Public Health. These include home medic alert alarms, access to broadband, disability allowances and pilot programmes like diabetes telehealth.

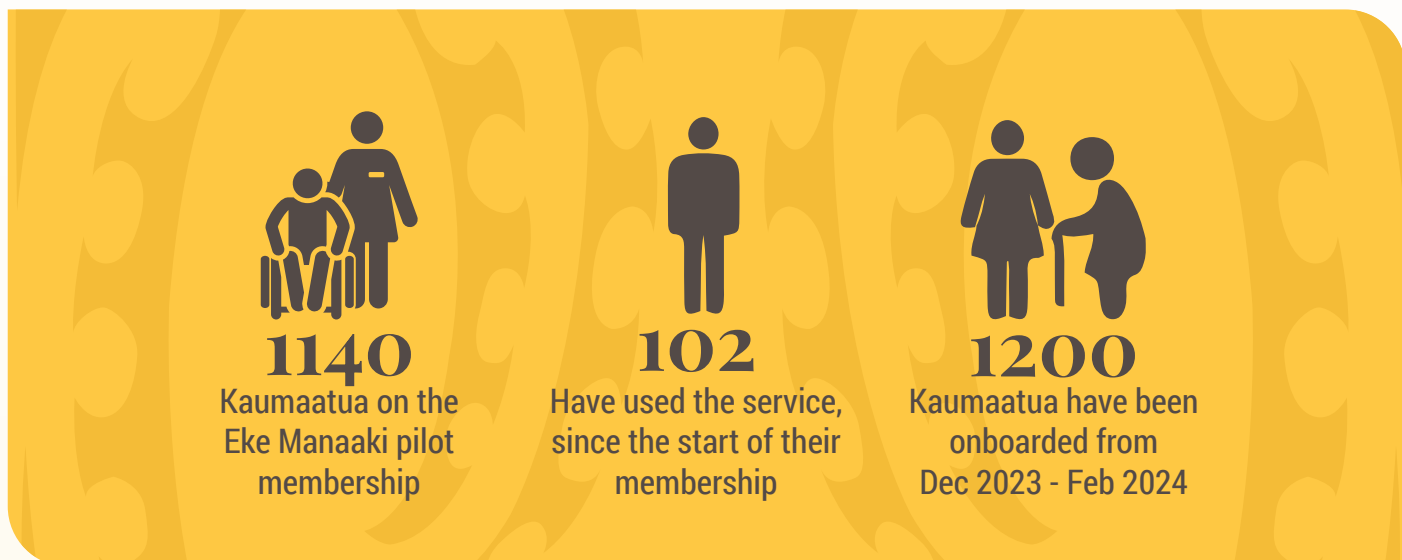
The Eke Manaaki Celebration Dinner was a special occasion where gratitude was shared, accomplishments were celebrated and relationships were strengthened. Bringing together a total of 49 attendees, including Hato Hone St John board members, dedicated staff and participating kaumaatua, the evening celebrated the accomplishments of the past year.

*“Being a kaumaatua,
having free ambulance
cover is a gift. It means that
I can focus on my health rather
than the cost.”*





Eke Manaaki Celebration dinner



The inaugural event emphasised the significance of kaumaatua wellbeing, collaboration, and embodying the values of manaakitanga and whanaungatanga.

As we reflect on the success of this partnership, we look forward to continuing to serve and uplift our kaumaatua with care and respect. The Eke Manaaki initiative generates positive change by deepening our understanding of the needs of our kaumaatua, offering them a sense of security during emergencies. The dinner provided an opportunity to reflect on the achievements of the past year, while honoring our kaumaatua and nurturing ongoing support.

“Free ambulance cover is awesome. It means I can live by myself, knowing that if the unexpected happens, I won’t have to worry about the costs of using an ambulance. My whaanau feel better knowing that I have access to free ambulance services when I need it.”

“Receiving free ambulance cover has been a true relief. It’s not just about the financial aspect, it’s about the assurance that, when I need, I can rely on emergency services. It’s a safety net that helps me navigate this part of my life with confidence.”



| 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 24 Milestones | 40 | On track / Complete | 27 |
| Delays | 3 | Issues exists | 6 |
| Planned start date | 4 | | |

| | | |
|-------------------------|------------------------------|---|
| FULL YEAR BUDGET | ACTUAL TO DATE SPEND* | Refer page 46-47 for commentary. |
| \$2,577,000 | \$1,389,641 | *Disclaimer: Actual Spend figures are subject to year-end audit and are likely to change. |



Te Ara Whakatupuranga 2050

Ngaa Tohu Kaupapa

*Tooku marae,
tooku tuurangawae*

Our marae are vibrant and self-sufficient.



Mahinga Kai

Another successful Mahinga Kai waananga was held this quarter, where tribal members had the opportunity to increase their mahinga kai skills and contribute to their marae.

This project was initiated to support Poukai marae in succession planning, provide opportunities to maintain traditional practices, identify safety champions at a marae level to socialise the importance of food and physical safety, and enhance the relationship between Waikato-Tainui and the primary/agricultural sector.

All Poukai marae take pride in being able to provide their signature dishes at important events such as Poukai. The slaughter, processing and handling and storage of meat has been a traditional part of marae kitchens. These activities provide moments of interaction between rangatahi and kaumaatua, tuakana and teina in sharing knowledge, whakapapa and marae specific narratives. These activities also provide opportunities to re-connect with whenua.

The Mahinga Kai workshop support marae in maintaining these important traditions, by ensuring they have confident and competent meat processors who can provide kai for their marae and ensure food is handled in a safe and sustainable manner.



“Kia tuu rangatira ai te uri o Tainui i roto i toona ao!”

Ko te koorero nei te whaainga matua o Te Kaahui Ako o Tainui. I ahu mai teenei whaainga i ngaa rautaki aa-iwi, araa o ngaa iwi o Hauraki, Raukawa, o Waikato tonu. E whakapono ana Te Kaahui nei he hua ka puta ki ngaa kaiako, ki ngaa aakonga, ki ngaa whaanau hoki i te mahitahi, kia ngahoro ai ngaa tauaarai e paa atu ana ki ia kura, ki ia whaanau.

Ko te whaainga, kia mahi tahi, kia wero i te hirikapo, kia puta i te akomanga ki te whakakāi i ngaa kete ki te huhua o maatauranga! Maa te mahi tahi e whanake ai teenei maatauranga.

I tautoko a Waikato-Tainui i Te Kaahui Kura o Tainui ki te whakatuu teenei kaupapa.

A waananga hosted by Tainui Kaahui Kura, and based around tuutohu whenua in the vicinity of Tuarangawaewae marae was held earlier this year in January. Supported by Waikato-Tainui under our Te Reo Kaapuia kaupapa.

170 attendees sourced from within our Tainui Kaahui Kura, were drawn from 10 of our 12 kura and one of our two whare Koohungahunga. The majority being registered tribal members, and kaiako who work in our kura and whare koohungahunga and have a vested interest in the education and reo development within our tamariki and mokopuna throughout the Waikato and wider Tainui waka rohe.

He tuatahinga teenei moo Te Kaahui Ako o Tainui. Araa, te huhua o akoranga, o moohiotanga, o whakaaro nui i tuku hei painga moo ngaa kaiako, moo ngaa tamariki mokopuna i roto i ngaa kura and whare Koohungahunga.

He koorero whakahoki:



*“.. He pai ngaa whakaritenga me
ngaa whakahaere o te raa!”*

*“.. I te tiimatatanga o te tau, kaaore
au i te tino hiahia haere, naa te nui
o ngaa mahi i te kura.*

*I waiho au i aua whakaaro ki te
taha, aa, i tae atu ahau me taku
wairua pai! He miharo katoa taua
rangi, he pai te whanaungatanga,
ngaa whakaritenga me te mahi tahi!”*

Te Ara Whakatupuranga 2050

Between February and March, five Marae Mana Motuhake roadshow hui were held in Kaawhia, Karaapiro, Morrinsville, Hopuhopu and Taamaki Makaurau.

The roadshow was a chance for Waikato-Tainui kaimahi to socialise the new Five-Year Plan FY25 to FY29 with Marae Trustees and Committees and gain some valuable insights into each of the marae aspirations.

Marae Mana Motuhake hui focused on the priorities in the new Five-Year Plan that specifically benefit marae and created space for attendees to ask paatai and share feedback with kaimahi.

External organisations that provide opportunities, services or support to marae also attended and included: Taumata Arowai, Fire Emergency NZ, Solar Sense, Community Waikato, Waikato District Council, Civil Defence and Te Tari Taiwhenua.



Key themes that emerged from the feedback received throughout these hui included:

- Training and Development opportunities
- Tribal Data
- Increasing regular engagement and connection
- Social Investment Fund
- Climate Change
- Understanding Crown agreements
- Funding opportunities

A total of 95 Marae Trustees/Committee Members attended from 39 of the 68 Marae.

Following the Marae Mana Motuhake roadshow hui, kaimahi continued their travels to the top 10 cities our tribal members live in Aotearoa to host our Te Ara Whakatupuranga roadshow hui, sharing insights into the Five-Year Plan and raising awareness of the various kaupapa that Waikato-Tainui will be undertaking.

From Whangaarei in Te Tai Tokerau to Dunedin in Te Waipounamu, tribal members connected with kaimahi and each other to share their aspirations and challenges, explore relevant supports and koorero about how they would like to strengthen their connection to the iwi through the new Plan over the next five-years and beyond.

A full report of feedback provided by whaanau across the motu will be collated and used to inform the solutions delivered through the new plan in FY25.

Roadshow Hui Feedback

“It was great to find out what the next five years has in store for our iwi. All the roadshow representatives were so helpful and friendly and engaging. I felt totally included and valued by being there.”

“Enriching, interesting and inspirational. I have the marae map on my wall and feel connected.”

“Felt welcomed and comfortable, well-pitched information, and good opportunity to learn more about what the organisation does.”

“This was my first time to attending a hui like this. I found it to be very informative and helpful in understanding more.”

“Networking, catching up with other whaanau members and the staff was awesome”

“Awesome to make hononga to Waikato-Tainui whaanau in Te Tauihu. First hui I’ve been to that has brought us together. Great presentation then getting to koorero to whaanau on specific areas.”

| 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 | | | | |
| | Marae feel engaged with and enabled to complete operations and infrastructure requirements | 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 Q4 Milestones

26

On track / Complete

19

Delays

4

Issues exists

3

Planned start date

NGAA TOHU

KAUPAPA

| 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 | | | | | |
| | | Heritage & Identity | Nгаа Rau Puutohe internship implemented | | | | | |
| | | Heritage & Identity | Conceptual design initiated; Funding Strategy in place | | | | | |
| | | Heritage & Identity | Complete physical collections workshops. Physical exhibition completed to socialise Whare Taonga | | | | | |
| | | Heritage & Identity | Continue to meet external cultural footprint projects | | | | | |
| | | Heritage & Identity | Implement training and development programme for Cultural Narrative practitioners | | | | | |
| | | Heritage & Identity | Complete training programme for marae maintenance of priority taonga and emergency response for taonga | | | | | |
| | | Heritage & Identity | Mana Whenua internships for priority areas implemented (archaeology, taonga finds, raahui) | | | | | |
| | | Heritage & Identity | Protocol procedures are mapped and available for staff implementation (taonga finds, raahui) | | | | | |
| | 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 | | | | | |
| | | Heritage & Identity | VHS & Cassette digitisation workshops completed | | | | | |
| | | Heritage & Identity | 20 sites geo-tagged and content aligned | | | | | |
| | | Heritage & Identity | Koorero Tuku Iho programmes completed (Mahinga Kai, Ruku Kai, Marae Emergency) | | | | | |
| | | | | | | | | |
| | OVERALL BUDGET | | | | | | | \$3,425,000 |

FULL YEAR BUDGET

\$3,425,000

ACTUAL TO DATE SPEND*

\$1,798,758

Refer page 46-47 for commentary.

*Disclaimer: Actual Spend figures are subject to year-end audit and are likely to change.



Ngaa Tohu Whai Rawa

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations.



High Court Submission

In January, proceedings were filed in the High Court in Wellington, seeking declarations to affirm the rights and interests of Waikato-Tainui and the corresponding obligations of the Crown.

We were concerned about statements that have been made by Ministers within Cabinet and others within the coalition government (regarding prospective Crown decisions and actions) which would be in direct conflict with the Crown's commitments and related obligations to Waikato-Tainui.

These statements risk undermining decades of work and progress to mitigate the adverse effects of the Raupatu and improve the health and wellbeing of the people of Waikato-Tainui, our whenua, wai and other resources within the Waikato rohe.

We were concerned about statements that have been made by Ministers within Cabinet and others within the coalition government.



Our two Te Tiriti settlements and the related Kiingitanga Accord represented a significant move forward in the long journey of Waikato-Tainui to address and redress the harmful impacts of the Raupatu.

The Crown have an obligation to protect Te Reo Maaori under Te Ture moo te Reo Maaori 2016 so the submission also addresses immediate concerns on those matters that are now under threat.

We do this to protect what has been hard-fought, as we will not have the rights and interests of Waikato-Tainui or the relationship between Waikato-Tainui and the Crown undermined.

The Raupatu saw 1.2 million acres of Waikato-Tainui lands including a significant part of our tupuna awa wrongfully confiscated by the Crown with devastating intergenerational effects on the economic, social, cultural and environmental health and wellbeing of Waikato-Tainui and its people.

In early 1863 and in response to the threat of advancing colonial troops, the first Maaori King, Pootatau Te Wherowhero I, declared an aukati (a line not to be crossed) at the Mangataawhiri Stream in the northern Waikato. Under orders of Governor Grey, on 12 July 1863 the troops proceeded to cross the aukati and invaded the Waikato. Armed conflict and the Raupatu ensued.

Following discussions with, and the blessing of, both Kiingi Tuheitia and Te Whakakitenga, Waikato-Tainui has drawn a contemporary aukati with the filing of proceedings in the High Court.

Our two Te Tiriti settlements and the related Kiingitanga Accord represented a significant move forward in the long journey of Waikato-Tainui to address and redress the harmful impacts of the Raupatu.



| 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 | | | | |



| 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*

\$674,673

Refer page 46-47 for commentary.

*Disclaimer: Actual Spend figures are subject to year-end audit and are likely to change.

Ngaa Tohu Mahi Tonu

*Mehemea he mahi pai moo
te tangata, mahia*

A high performing organisation making an impact.



Kaimahi Ora - Our approach to health, safety and wellbeing

Kaimahi Ora is our holistic health and wellbeing strategy that is agile, adaptable to the changing landscape and sets a path so that kaimahi can achieve their hauora aspirations.

It is through the mahi that we all do, that we can strengthen the foundation of our whare. All mahi links to the wellbeing of our wider whaanau and iwi members so in order to fulfil this obligation, we also need to look at our kaimahi.

Kaimahi Ora is designed and led by kaimahi, for kaimahi. The Kaimahi Ora Koomiti aims to enable kaimahi to take control and responsibility for their own oranga, while also emphasising the collective responsibility of the koomiti to work alongside kaimahi in strengthening their oranga in the workplace, inclusive of the health and safety conditions and general environment.

Throughout this past year, a number of initiatives were focussed towards whaanau ora, tinana ora, wairua ora, kare aa-roto ora and ngaa ora katoa. These included opportunities such as mirimiri sessions, wairua readings, shared kai and most recently a kaimahi noho.

In January, kaimahi attended the noho and heard the special history and koorero of significant sites as they travelled to and stayed at Tauranganui Marae. Site visits included Taupiri, Te Puuaha o Waikato, Ngaa Tai e Rua, Tuakau, Te Awamaarahi and Te Kotahitanga Marae. Hearing the hiitori of these areas was a highlight of many kaimahi.

Other highlights included sessions held by the CE and SLT members, strengthening whanaungatanga and feeling connected to the awa.

The upcoming financial year will focus on initiatives based on hinengaro ora, taiao ora, puutea ora and tikanga ora.



The central figure within the tohu focuses on the “tinana” (physical body) and is a representation of all kaimahi. Following the concept of the Whare Hauora, the central pou sits under the safety of the mahau with the designs on either side representing a safety net of sorts surrounding all kaimahi. The pou fixed in the middle of the design connects the “tinana” through to the “hinengaro” and back to the “whenua”. Capturing the many elements of wellbeing, beyond just the physical, because wellbeing is more than just the physical in Te Ao Maaori.

Designed by Renata Te Wiata.



Tribal Elections 2024

The Triennial Special Meeting was held on 13 January 2024. During our tribal elections 175 representatives formally joined our governing body.

During this election cycle, the organisation designed and implemented new processes to gain efficiencies, lower costs, improve records retention, and gain greater insights into our governing community. Central to these efforts was the development of online forms for marae and their elected members to utilise, enabling seamless and “real time” reporting of election results in a digital space.

This has streamlined the process, improved records retention, and reduced errors, while also reducing the costs and waste associated with paper-based methods.

We received 50 nominations for office holder and committee positions from marae, which were compiled into our newly formatted Candidate Profiles Handbook. This resource offered marae comprehensive insights into the backgrounds, aspirations, and competencies of the various candidates, aiding informed decision-making ahead of election day, and proving a useful resource on the election day itself. It is a rich record to add to our tribal archives. The office holders elected are shown in the following pages.

The new Te Arataura cohort 2024-2027 shown on election day, being L-R Huirama Matatahi, Vince Hapi, Craig Barrett, Maxine Graham, Parekawhia McLean, Tukoroirangi Morgan, Tori Ngataki, Linda Te Aho, Jackie Colliar, Kahui Ariki Representative Ngira Simmonds, and Hinerangi Raumati-Tu'ua.



The election day itself proceeded smoothly, beginning with the successful introduction of a new electronic sign-in process for elected members. We also extend thanks to Ngira Simmonds, Kaahui Ariki representative for his skilled chairing of the hui. The vote counting and support during the election rounds was carried out by independent scrutineers ElectionNZ, who later told us how privileged they felt to witness the obvious dedication and commitment of the House to the kaupapa.

Via our new onboarding processes and our online systems we have gathered valuable insights into the skills and interests we have within our governing body community. Notably, our collective House representatives possess over 1,000 distinct skills, with 130 formal qualifications spread across over 95 members. Over 70% of the House representatives are keenly interested in contributing further to our kaupapa by participating in focus groups and committee work, and we now know which kaupapa they are most interested in. This data will be invaluable for training and knowledge transfer as the term progresses.

Moving forward, the organisation remains committed to refining and strengthening our governance structures to better serve our tribe's needs. We look forward to sharing further innovations in this space over the new term.



The new Te Whakakitenga officers 2024-2027 shown on election day, being L-R Ngatitahinga Wilson (Deputy Chairperson) and Tipa Mahuta (Chairperson).

Te Whakakitenga and committees

CHAIRPERSON Tipa Mahuta
DEPUTY CHAIR Ngatitahinga Wilson



CHAIRPERSON
Tipa Mahuta

Appointments Committee

CHAIRPERSON Leesah Murray
MEMBERS Sherylee Matenga, Donald Turner,
Jason Berryman, Jen Takuira, Vince Hapi



CHAIRPERSON
Leesah Murray

Whenua Committee

CHAIRPERSON Vanessa Clark
MEMBERS Hori Awa, Justine Berryman, Nanaia Rawiri,
Linda Te Aho



CHAIRPERSON
Vanessa Clark

Kaapuia Komiti

CHAIRPERSON Rangitamoana Wilson
MEMBERS Leesah Murray, Maxine Graham, Jeff Green,
Craig Barrett



CHAIRPERSON
Rangitamoana Wilson

JMAs and committees

Hamilton City Council

CO-CHAIRPERSON Parekawhia McLean
MEMBERS Anaru Adams, Donald Turner, Ihaka Stanley,
Linda Te Aho



CO-CHAIRPERSON
Parekawhia McLean

Waikato Regional Council

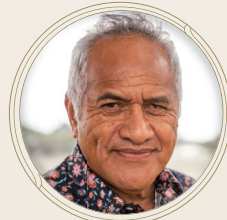
CO-CHAIRPERSON Jackie Colliar
MEMBERS Donald Turner, Jeff Green, Hinerangi Raumati



CO-CHAIRPERSON
Jackie Colliar

Waikato District Council

CO-CHAIRPERSON Tukoroirangi Morgan
MEMBERS Donald Turner, Jeff Green, Huirama Matatahi,
Hinerangi Raumati-Tu'ua



CO-CHAIRPERSON
Tukoroirangi Morgan

Waipaa District Council

CO-CHAIRPERSON Linda Te Aho
MEMBERS Ihaka Stanley, Quinton Tunoho, Jackie Colliar



CO-CHAIRPERSON
Linda Te Aho

Te Arataura and committees

Te Arataura

CHAIRPERSON Tukoroirangi Morgan
 DEPUTY CHAIRPERSON Jackie Colliar
 KAAHUI ARIKI REP Ngira Simmonds
 MEMBERS Craig Barrett, Huirama Matatahi, Linda Te Aho,
 Maxine Graham, Parekawhia McLean, Tori Ngataki,
 Vince Hapi, Hinerangi Raumati-Tu'ua



CHAIRPERSON
Tukoroirangi Morgan



CHAIRPERSON
Maxine Graham

Distributions Committee

CHAIRPERSON Maxine Graham
 MEMBERS Tori Ngataki, Huirama Matatahi
 INDEPENDENT To be recruited



CHAIRPERSON
Jackie Colliar

Tai Tumu, Tai Pari, Tai Ao

CHAIRPERSON Jackie Colliar
 MEMBERS Tukoroirangi Morgan, Linda Te Aho
 TWOW OFFICER To be confirmed
 WRA REP Tipa Mahuta



CHAIRPERSON
Parekawhia McLean

People & Culture

CHAIRPERSON Parekawhia McLean
 TAT MEMBERS Tukoroirangi Morgan, Hinerangi Raumati-Tu'ua,
 Tori Ngataki, Vince Hapi, Jackie Colliar



CHAIRPERSON
Craig Barrett

Group Audit & Risk

CHAIRPERSON Craig Barrett
 MEMBERS Tori Ngataki, Jackie Colliar
 INDEPENDENT Wayne Panapa



CHAIRPERSON
Max Butcher

Group Investment Committee

CHAIRPERSON Mark Butcher (Independent)
 MEMBERS Maxine Graham, to be recruited
 INDEPENDENTS Simon O'Grady, Taari Nicholas,



CHAIRPERSON
Mel Hewitson

GIC Nominating Committee

CHAIRPERSON Mel Hewitson (Independent)
 MEMBERS Michelle Tsui, Vince Hapi, Tori Ngataki



CHAIRPERSON
Hinerangi Raumati-Tu'ua

Tainui Group Holdings

CHAIRPERSON Hinerangi Raumati-Tu'ua
 TAT MEMBER Craig Barrett
 INDEPENDENTS Rebecca Thompson, Tania Simpson (Tribal Appointment)
 Mark Peterson
 TE OHU AMORANGI Michelle Kemp
 (OBSERVER)

| 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 login portal offerings | | | | |



| 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 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 | Governance & Legal | | | | | |
| | 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*

\$1,307,189

Refer page 46-47 for commentary.

*Disclaimer: Actual Spend figures are subject to year-end audit and are likely to change.

NGAA TOHU TAIAO

- (T1) Hui aa-Motu held at Tuurangawaewae on 20 January 2024. Further hui at Raatana and Waitangi. High Court action filed against the Crown in Wellington. Joined Urgency Hearing for Oranga Tamariki. Preparation of fast tracking submission for Select Committee.
Phase Three underway for Water Storage project. Meeting held with Crown agencies to discuss infrastructure needs. Decision is still pending. Court minute released seeking further clarification on a couple of matters.
- (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.
- (T3) 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.
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.
- (T4) Programme paused and pushed to FY25 due to capacity challenges.
Not started in Q4. The pilot has been pushed out to FY25.
Not started in Q4. The pilot has been pushed out to FY25.
Programme paused and pushed 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

- (H1) The delivery of the Social Procurement Operational Plan continues successfully. This year, we have set our KPI's to 2040 including annual increases in direct spend targets to Puna Pakihi and apprenticeship and employment targets and we are tracking well. A User Guide has been developed to support staff to integrate social procurement outcomes into their procurement processes. We continue to enhance the Puna Pakihi platform that showcases our tribal businesses in the most professional manner. We have integrated our social procurement outcomes into our most recent Hopuhopu Development tenders and that has resulted in direct contracts to our Puna Pakihi. We also continue to work with our Council and Crown Agencies to create social procurement outcomes for our Puna Pakihi.
The Puna Whakatupu Strategy has been refreshed to align with the significant growth of Puna Pakihi. Our Strategy looks to partner with aligned organisations and to maximise business support funding coming into the region to accelerate the growth of our pakihi. This year we delivered several events to our Puna Pakihi which attracted significant support from organisations in the region including providing business advice, networking opportunities, contracts, and funding.
- (H2) Complete and will continue as part of the organisations Data Strategy in the new Five-Year Plan FY25 to FY29.
The Hopuhopu and Te Mauri Paihere Housing Developments remain on track. Two (2) feasibility reports have been completed. The first was for tribal whenua in Taamaki to determine suitability for a housing development. The second was for a housing development in Ngaaruawaahia.
We have developed and implemented a programme of work to support our housing strategy. This programme of work includes delivering education workshops around home ownership and financial literacy, delivering a Home Repairs programme and a Papakainga programme for marae.
- (H3) As part of our Te Ara Whakatupuranga 2050 Tribal Member roadshows in March, we gathered user stories from tribal members in nine cities throughout Aotearoa. Tribal members represented many demographics (age, geographic, gender) and shared their perspectives on what needs to be considered in the new online Iwi Capability Development Portal.
11/11 Pou Whirinaki have signed up for Year 2. The focus for 2024 is to capture the impact of the activities across all 11 Pou Whirinaki partners.
Waikato-Tainui has received payment of \$200k for FY24, as a partial payment to resource the Pou Whirinaki programme. It is unlikely that further funding will be forthcoming due to the priorities of the current coalition Government.
Data from the Te Ara Whakatupuranga 2050 tribal member roadshows in March 2024 has been used to help determine what the priorities for whaanau are with regards to learning areas.
- (H4) A review of the He Taniwha cultural framework has been completed to format the Koiora health and wellbeing standards and will be aligned to the Mokopuna Ora Cultural Framework.
We continue to work proactively with the Pikonga to support their capability development and to provide resource support to whaanau experiencing hardship with MSD funding coming through their Community Connector Programme. We have also secured the first cohort of Pikonga staff to undertake work based training to gain qualifications in Health Services and Social Work.
Discussions are underway with the Regional Directors of Public Health, Localities and Mental Health Te Manawa Taki to explore opportunities to support Koiora. A relationship hui has also been held with Te Whatu Ora | Health New Zealand and Te Pou (part of the Wise Group) to collate data and provide an analysis to support the Koiora Locality Plan Proposal. Discussions with Pinnacle Primary Health Group have begun and there is a strong appetite to secure a partnership with them.
Regular liaison with the Waikato representative to Te Tira Tuu Iwi Maori Partnership Board (IMPB) to prepare and submit the Koiora Plan (formerly locality plan) to the IMPB.
Changes in Government and staff at Te Whatu Ora | Health New Zealand have delayed initiative.
- (H5) Reviews completed. Revised Accords being progressed and to be signed off at start of new financial year starting with Taonga Tuku Iho. Discussions with Oranga Tamariki (OT) and Tainui Group Holdings are still progressing. Another alternative building facility option being visited early in April 2024 also. Progress is slow, further complicated by changes in OT leadership, including OT budget and job losses.
Presentation to Oranga Team completed in March 2024 with positive feedback. Further internal presentations planned with Waikato-Tainui leaders, contracts and kaimahi. Hui with some remaining Mana Whenua planned to seek tautoko of content from their areas/tuupuna.
Recruitment and achievement of case number targets both tracking positively.
While it is much slower than originally planned (due to range of national, regional and local commitments and health issues) formal onboarding of members to the kaumaatua roopuu has progressed well. As per Comms Team advice, Mokopuna Ora logo will not go ahead until the Kaapuia Review is completed.
Waikato-Tainui CEO and Te Arataura Chair, Tuku Morgan had hui with newly appointed Minister Karen Chhour in March 2024. Accord signing planned for this year and was tabled with her and she was receptive to it. Will continue to engage with the Ministers Office regarding plans and logistics.
Identified need to undertake some preliminary work with Koiora Team (i.e. the development of Koiora Wellbeing Standards), so there is consistency in the interface with Care and Protection Wellbeing Standards.
Advocacy continues in formal settings promoting Community Panels. With the recruitment of a Senior Communications Advisor, MO will work on a comms plan focused on this area i.e. highly political so needs a focused comms approach.

Presented Mokopuna Ora at the Maaori and Pacifica Symposium 2024 on 13 March 2024. Scheduled to present Mokopuna Ora at the Association of Children's Welfare Agencies Conference 2024 to be held 5 to 7 June.
Agreement reached in March 2024 with new Waikato-Tainui Head of IT to move away from Salesforce and progress with new system Excess for Client Management System (CMS). Process to gain approval has delayed the planned design work, piloting and implementation. Updated completion now June 2024.

Refer to above comment. New date will be June 2024 for Excess CMS in place/implemented.

Developmental evaluation scope completed and contract completed. Lead researcher identified and onboard. Interviews with whaanau, OT kaimahi and MO kaimahi underway March and April 2024. Excess CMS design will also capture whaanau voice.

BAU mahi in (i) practice advocacy on front line (ii) engagement with OT National Office lead for Enabling Communities is influencing this area in the devolution of OT (iii) formal and informal reporting (iv) engagements with Independent Children's Monitor.

Developmental Evaluation and Research and Excess CMS will contribute to this. Both areas are progressing.

(H6) Semester A tertiary round implemented.

Southern Cross insurance package re-negotiated, driver licence suite fully subsidised, contents insurance package moved to 'Targeting Our Spend' activity in new Five-Year Plan.

Te Ara Whakatupuranga 2050 Tribal Member and Marae Mana Motuhake roadshows completed in March.

Year two kairangahau are transitioning into the new Five-Year Plan FY25 to FY29 framework with regards to strategic projects such as Te Pito Whakatupu Innovation Hub.

Transitioning into new Five-Year Plan FY25 to FY29 under 'Growing our People' Objective Area and the strategic projects/core programmes that are planned with regards to this area.

Eight (8) kairangahau have been incorporated into the Education and Career Pathways team as fixed term employees and have transitioned well into the new Five-Year Plan FY25 to FY29 strategic project areas.

NGAA TOHU KAUPAPA

(K1) Procurement and Infrastructure priorities confirmed.

(K2) Marae centred resource completed via training programmes and roadshows.

(K3) 10/10 Reo Ukaipoo packs have been repurposed which will be a great guideline for our FY25 aspirations of digitising into a Reo Ukaipoo Application.

Reports have been submitted by various facilitators of our programmes that highlight data, imagery, evaluations.

Some Marae held their own kaupapa whakamaanawa celebrating their whaanau who participated in the various TORO programmes implemented and facilitated by marae for marae uri.

(K5) Curriculum partner sourced, feasibility study of qualification completed. Kawenata signed with Manatuu Taonga.

Internship not implemented. Previous years interns continued while at tertiary study to provide support. Internship will be available in FY25. Conceptual design completed. Updated design specifications completed to fit funding opportunity.

Projects all met deadline and budget.

Delays due to kaimahi concentration on archaeology finds on Hamilton to Auckland corridor. This initiative will be carried forward into FY25 under the 'Growing our People' objective area in the new Five-Year Plan FY25 to FY29.

Delays due to kaimahi concentration on archaeology finds on Hamilton to Auckland corridor.

Internships via agencies socialised via marae.

Taonga and Koiwi Finds protocols completed and available. Raahui protocols to be confirmed.

Commenced reconfiguration of Recollect Portal for marae access. Training forthcoming.

Digitisation workshops ongoing either onsite at Hopuhopu or at marae when requested.

Paused due to kaimahi concentration on archaeology finds on Hamilton to Auckland corridor. Written into FY25 planning with secured external funding to resource.

Completed for 68 tribal members.

NGAA TOHU WHAI RAWA

(W1) Follow-up meetings with Minister Crown Maaori Relations convened.

Next phase of drafting underway with tribal historians to complete tribal narrative of historical account. 12-month window to complete with Crown historians.

Final rounds of engagement completed in Q4 concluding with Poukai rounds in March.

Preliminary report completed Q4.

(W2) Focus on Water Infrastructure and off-shore energy in Q4.

(W3) Work was put on hold to await outcomes of Kaapuia Review.

(W4) Work commenced again with data imported from the website. Reports created to cleanse/streamline data. Engagement with team through weekly trainings/updates.

Team engagement expected by the end of the April.

(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.

Work evolving to focus on complete registration process including member/staff/system processes, whakapapa build to become part of a cleanse and focus on older members so full whakapapa can be traced.

Awaiting sign off from Privacy Commissioner.

Moving forward all new devices are automatically updated with the new security software.

(M2) ERP implementation project expected to go live in June 2024.

(M3) Work to develop grant application forms is behind schedule. Online application forms available remains at six out of 14. This deliverable will be carried forward into FY25.

The Chair of Te Whakakitenga is working with the Appointments Committee in relation to a comprehensive, three-year induction process for Te Whakakitenga o Waikato members.

Completed.

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

Work will continue in the new Five-Year Plan FY25 to FY29 through the Strong Organisation - Data informed service delivery excellence project.

(M4) The annual workforce review has been completed, with all roles confirmed and approved for the first year (FY25) of the new Five-Year Plan FY25 to FY29. An extension of this work has begun and will continue through the first year of the Five-Year Plan to determine the full workforce needs over the next five-years.

(M5) ERP implementation is underway. The ERP is expected to go live in Q2 FY25.

Notes











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