

TE ARA WHAKATUPURANGA 2050

The road to Whakatupuranga 2050

Five-Year Plan FY25 *to* FY29





He Koorero Naa Te Kiingi

Message from the King

Taakiri tuu te kotahitanga Taakiri tuu te mana motuhake

As we enter this next phase of planning, the lessons passed on by our tuupuna remain important for us all. For more than 165 years, each Upoko Ariki has provided guidance and focused action in response to the needs of their time, while offering ways to look to the future - all with the same commitment to bring people together to realise Mana Motuhake.

The last five years have been no different. When challenges have come, whether they be a global pandemic, cyclones or changing politics, we have responded consistently. We have stayed true to who we are and met each challenge with aroha and resilience. Driven by our tikanga, we have opened our marae and our whare, shared our resources and knowledge, and delivered services to meet people where they are. This way of responding comes naturally to us because it is kotahitanga.

When we pause and look back we see that even in the hardest times, who we are has been what is needed. We are Maaori and it is enough to be who we are - Maaori all day, every day. We are Waikato, we are the kaitiaki of the Kiingitanga and it is enough to be who we are because it has inspired and united people for generations.

This plan is an opportunity to think ahead for our life together in Waikato-Tainui – our entity. Remember this entity is part of our iwi, but not the whole. The world around us will keep changing and affect our lives in different ways, and there will always be more to do, but if we stay committed to working together, we will be stronger – “Ki te kotahi te kaakaho ka whati, ki te kaapuia e kore e whati.”

To achieve our dreams, we must include everyone. To grow we must stay open to sharing our maatauranga and resources with each other, engaging our rangatahi to imagine beyond what we know now and embracing the changes that move us forward in the directions that benefit our people, our wai and whenua.

In this plan, Waikato-Tainui charts a path to improving, investing in and expanding the scale of its social impact as an iwi organisation. Informed by the priorities of our people, this is a welcome focus. This plan has been developed over time and represents our thinking, our experience and the best of our planning for the future.

We already have the answers. They exist in our tikanga, our kaumaatua and in our rangatahi and when we work together mana motuhake is ours. It already exists within us and will last forever.

“Maa te kotahitanga, ka ea te Mana Motuhake”

Paimaarire

Kiingi Tuheitia Pootatau Te Wherowhero VII

Ngaa Maataapono o Te Kiingitanga

The Principles of the Kiingitanga

Huakina mai raa ngaa tatau, kia urutomokia raa e taatou te whare o ngaa maataapono, ki reira kitea ai e taatou ngaa pou pou o too taatou whare kua whaowhaoria ki ngaa tikanga Maaori e koke whakamua ai taatou i roto i too taatou ao Maaori, otiraa, i te ao hurihuri.

E whitu ngaa ariaa matua o te whakaahua nei hei tautapatanga maa taatou, ko te manaakitanga, ko te whakapono, ko te whakaiti, ko te rangimaarie, ko te aroha, ko te mahi tahi, ka mutu ko te kotahitanga anoo hoki teeraa.

Katoa eenei ariaa, eenei tikanga raanei he taonga ka whakatookia ki roto i teenaa, i teenaa o taatou i roto i te roanga ake o oo taatou ao. Ko te kohinga whakaahua nei te whakatinanatanga o te whakaaro, kia uu, kia mau, kia ita!

Ahako kua whakatakotoria ngaa maataapono nei ki ngaa waahi rerekee o te whakaahua e haere ngaatahi tonu ana raatou i roto i teenei ao.

MANAAKITANGA

Ka tautoko i eeteahi atu maa ngaa whanonga
maarohirohi, ngaakau pai hoki, aa, maa te
whakawhitiwhiti koorero teeteahi ki teeteahi i runga
i te ngaakau pai kia aawhina ai taatou i taatou
ki te eke panuku, me te aha, ka eke anoo ngaa
whakatutukitanga o te iwi

WHAKAPONO

He hononga riiraa ki te Kiingitanga ka kitea i oona
maatauranga, i oona puukenga me te aahua o ana
whanonga ki oona hoa mahi, ki oona kiritaki me te
marea i runga i te atawhaitanga, te tuutohutanga
me te ngaakau pono me kore noa e whakapono
teeteahi ki teetahi

RANGIMAARIE

E tau ana, e tuwhera ana anoo hoki te ngaakau ki
ngaa koorero whakahoki, aarahi, tautoko hoki a
eeteahi atu. Ka mauritau, ka hinengaro tuwhera, ka
aata whakaaro hoki i te waa e whakatau ana i ngaa
tono me ngaa wero ka paa mai.

MAHI-TAHI

E hiahia ana ki te mahi ngaatahi, ki te whakakaha
anoo i eeteahi atu ki te mahi ngaatahi me te tuwhera
tonu o te hinengaro ki ngaa whakaaro hoo. Ka
aawhina ki whakarite i teeteahi panonitanga manahau,
i eeteahi hua whaaiti me teetahi ahurea kounga.

WHAKAITI

Ka manaaki i ngaa whakaaro o eeteahi atu, tae atu ki
oo te iwi whaanui maa te paatai me te whakarongo
ki a raatou me te whiriwhiri anoo i ngaa whakaaro o
eeraa e paahekoheko ana raatou kia whai akoranga
ai taatou i ngaa mahi o mua hei whakaahua ake i
ngaa raa kei te tuu mai.

AROHA

Ka whakarite hononga, ka whai kauanuanu hoki puta noa i
te rohe o Waikato maa te whakaatu i te ngaakau pono me te
haapai i te mana o aa taatou taahuhu koorero. Ka whakatau
i eeteahi atu maa te maarama ki oo raatou hiahia me te
whiriwhiri tika i ngaa whakaaro 'kia uu tonu ai ki te ara tika'

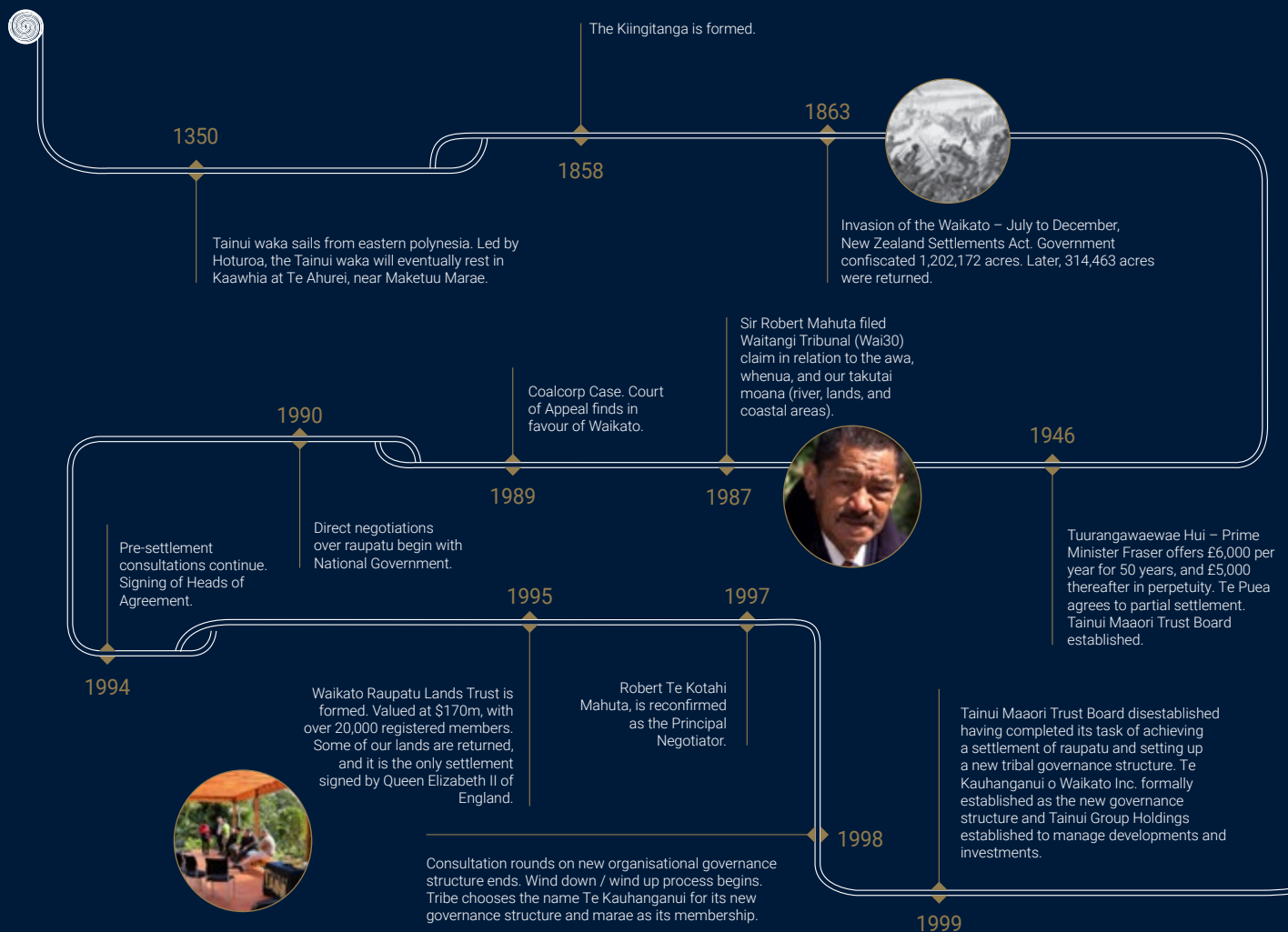
KOTAHITANGA

E mihi ana, e kauanuanu ana hoki ki too taatou
kanorautanga me oona hua maa te whakaatu i oona
moohiotanga me toona tuutohutanga ki eeteahi atu.
Ka whai waahi hoki ki te whakarite rongooa maa te
whakarite i te taiao tika e tapatahi ai aa taatou mahi.



*Ngaa Tikanga Pou
is an illustration of the
Kiingitanga principles.
It was designed by
Korotangi Paki.*

A journey to celebrate and build on for future generations



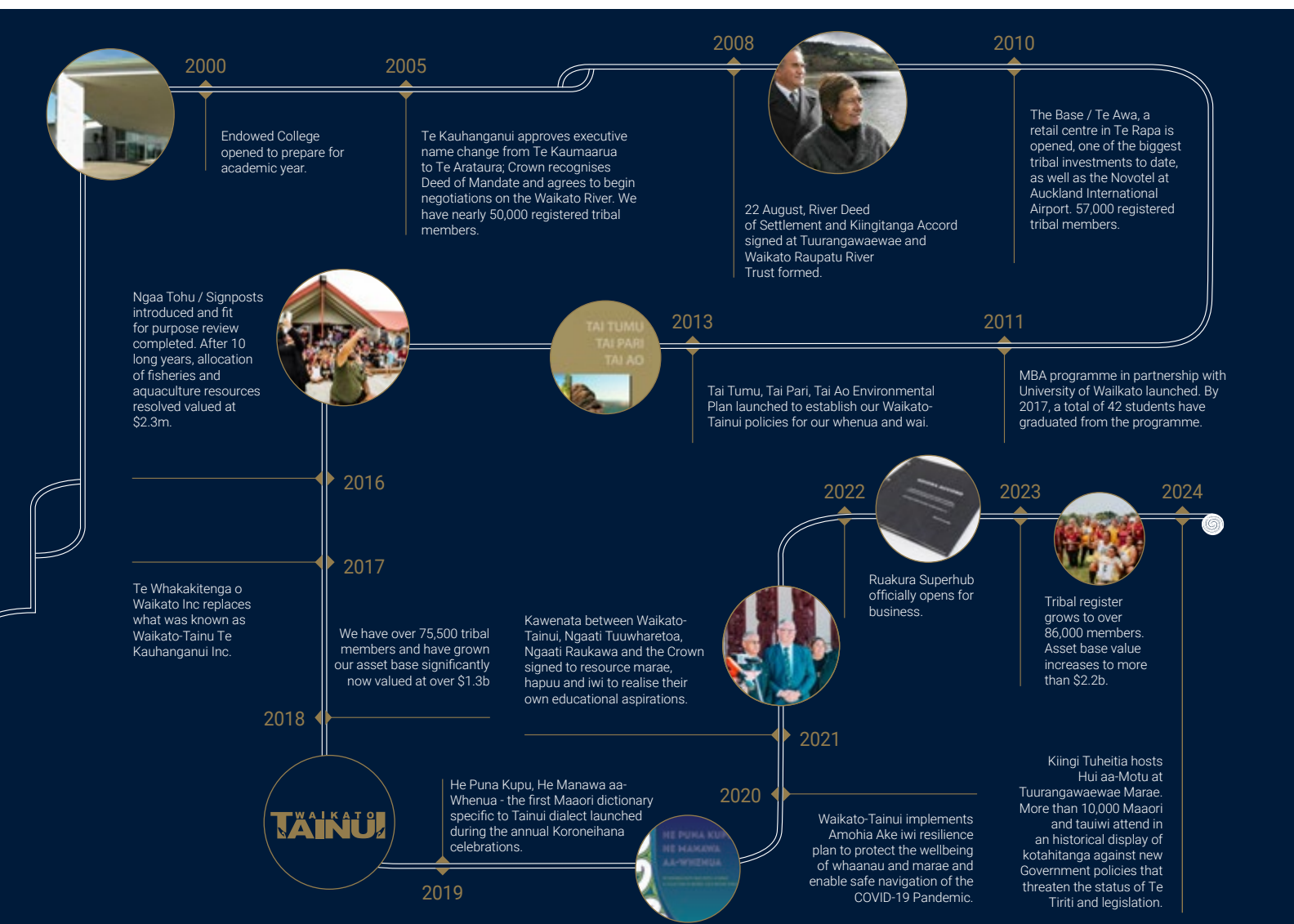
We are defined by our land, our river, our history and the Kiingitanga. We are a proud people, each of us descended from the intrepid voyagers who crossed the ocean to land the Tainui waka on the shores of Kaawhia in the 13th century. Led by Hoturoa, our tuupuna left Rangiaatea to discover a new land rich in fertile soils and abundant wildlife, bordered by a plentiful supply of kaimoana.

Te Tuutohinga a Kiingi Tuheitia – The Charter of King Tuheitia, is a testament to his commitment and that of his many prestigious ancestors to maintain the mana of the Kiingitanga now and into the future.

The Kiingitanga remains relevant for our people and the confederation of Tainui as we build on the legacy of Te Wherowhero together.

It would be 132 years of intensive negotiations and courageous leadership before we would see our grievances partially addressed by the Crown. The post-settlement era led to the establishment of our tribal organisations that continue to evolve in response to the needs and aspirations of our tribal members.

Over the next five years, we will focus on enabling mana motuhake by creating the conditions for whaanau, hapuu and marae to successfully take responsibility for planning, resourcing and delivering on what is important to them across the cultural, social, spiritual, environmental and economic spheres.



Whakatupuranga 2050

Our collective vision for the continual advancement of our iwi, hapuu and marae

The 'Koruru' placed here at the gable of our whare has sight over the marae-aatea and all that takes place across this area, welcoming all who enter onto the marae-aatea. It holds the wisdom and knowledge of the people, and this is represented by the 'Takarangi' a pattern used extensively in carving and placed at the centre of the forehead.

Vision

*Maaku anoo e hanga tooku nei whare
Ko ngaa pou oo roto he maahoe, he patatee
Ko te taahuhu, he hiinau
Me whakatupu ki te hua o te rengarenga
Me whakapakari ki te hua o te kawariki*

I shall fashion my own house
The support posts shall be of maahoe, patatee
The ridgepole of hiinau
The inhabitants shall be raised on rengarenga
and nurtured on kawariki

Mission

Kia tupu, kia hua, kia puaawai
To grow, prosper and sustain

We have used our vision statement – 'Maaku anoo e hanga tooku nei whare...' as the guide to the development of our whare, one of which is still under construction, hence the one-dimensional aspect of it in its current state. As the house is further developed, we will see – '...ko te taahuhu he hiinau, ko ngaa pou pou he maahoe, he patatee...' included until the whare is fully constructed and fully operational. Then the people shall be nourished – 'Me whakatupu ki te hua o te rengarenga, me whakapakari ki te hua o te kawariki.'

Whakatupuranga 2050 is our blueprint for cultural, social and economic advancement. It is a fifty-year long development approach focused on building the capacity of our iwi, hapuu and marae. Whakatupuranga 2050 will be our legacy for the generations who come after us.



Hiinau

KIINGITANGA

“Whaia ko te mana motuhake”

The Kiingitanga is the unifying korowai of Iwi. Kiingitanga was established in 1858 to unite all tribes under the leadership of Pootatau Te Wherowhero. Its primary goals were to cease the sale of land to Paakehaa, stop inter-tribal warfare, and provide a springboard for the preservation of Maaori culture in the face of Paakehaa colonisation. As it has done for the past 150 years, the role of Kiingitanga remains the unifying thread of all iwi, under the seventh monarch, Kiingi Tuheitia.



Patatee

TRIBAL IDENTITY AND INTEGRITY

“Ko Tainui te waka, ko Taupiri te maunga, ko Waikato te awa, ko Pootatau te tangata. Waikato taniwharau, he piko he taniwha, he piko he taniwha.”

Our strategic direction charts a course of significant developments to protect our tribal identity and integrity. It is designed to provide optimal support for our kaumaatua, the caretakers of our maatauranga, and experts of our reo and tikanga. Our whenua, rivers, lakes and other waterways are living embodiments of our tribal identity. The necessity to forge and maintain partnerships with the Crown is vital to the preservation and protection of 'te taiao', our environment.



Maahoe

TRIBAL SUCCESS

“Ki te moemoeaa ahau ko ahau anake; ki te moemoeaa taatou ka taea e taatou”

Our work in this context is focused on building capacity in all our endeavours at all levels. Supported with research to keep the tribe abreast of all local and global shifts and developments, generations hereafter will be well equipped to enjoy success in all sectors of society. There is recognition that success is short term without succession, so growing leaders through succession planning and mentoring programmes are key priorities.

Ngaa Kupu Whakataki

A message from our Chair and CEO

Kia tuku atu ngaa kupu maioha ki te Kiingi a Tuheitia me toona whare. Whaihoki ki a raatou maa kua huri ki tua hei whetuu taarake ki te poho o Ranginui – haere, haere, okioki atu raa. Tiini whetuu ki te rangi, taatou te waihotanga iho – teenaa anoo taatou katoa!

Tuatahi ake, me aumihi ka tika ki a koutou ngaa maramara o too taatou waka e kawē nei i ngaa kaupapa huihua o Te Kiingitanga me ngaa marae maha kia anga whakamua ai te iwi – mei kore ake koutou hei taunaki ake i te Kiingi me ngaana kaupapa maha!

Me pēwēhea te whakapuuare i ngaa whakaaro moo te kaupapa nei kei mua i a taatou. Koia teenei te Mahere Rima Tau hei whakapakari ai i a taatou, i a taatou e anga whakamua ana. Aanei e raua nei teenei mahere me ngaana nekenekhangā katoa.

Kia ora mai anoo raa taatou.

Our dream remains constant. To support our people to be successful in all areas of their lives – committed to the Kiingitanga, fluent in te reo Maaori, strong in tikanga, environmentally conscious, well educated, healthy, socially and financially sound.

This Five-Year Plan is a tool for everyone. It is a commitment to weave together the collective priorities and aspirations of our tribe and collaborate to deliver responses that meet the needs of our people today while building a better future for our mokopuna.

A first of its kind for Waikato-Tainui, our initial Five-Year Plan set out a roadmap of bold steps to usher in new, better, more efficient and effective ways of doing our business.

While we could not have anticipated the scale of disruption the COVID-19 Pandemic would bring in 2020, our response as an iwi under the guidance of Kiingi Tuheitia's "Amohia ake te ora o te iwi ka puta ki te whei ao" (the safety of our people must be paramount) showcased the innate agility, determination and resilience of our tribe.

In the face of the global pandemic, waves of Government reform and extreme weather events we adapted together to deliver projects and services that improved living conditions and access to health services for whaanau and kaumaatua, ensured tribal members and pakihi utilised networks and puutea to grow their opportunities for wealth creation and enabled marae to plan and undertake capital works. Throughout this time we also worked diligently to protect and advocate for our settlement rights and interests, preserve our taonga and expand our cultural footprint, connect tribal members across boundaries and establish vital foundations for the next stage of our journey towards the realisation of mana motuhake.

Mana motuhake is the ultimate goal. We hear our people and continue to hold the wero to work with them to design a pathway for the transfer of resources so whaanau, hapuu and marae can access what they need in their marae communities to be self-sufficient and self-determining. With a shared focus on *Enabling Mana Motuhake*, the objectives in this plan focus on building and strengthening the enablers that ensure our people can live their mana motuhake at all levels with the right capabilities, capacity, systems, structures and supports.

As we embark on this next five-year cycle toward Whakatupuranga 2050 we face ongoing threats and challenges to our rights, interests, cultural and social wellbeing.

E piki, e piki te taahuhu matapuu o Taawhaki. Purutia kia mau, taawhia kia ita

Scale the heavens, and cherish the learnings you attain

While we celebrate the progress made, we stay accutely aware our whaanau still experience persistent inequities in home ownership, and worse health, social and educational outcomes than the general population. These challenges, combined with the significant degradation of our wai and whenua and increasing climate vulnerabilities mean we must stay intentional and agile and use new tools to make real-time, data-informed decisions about where resources are prioritised and allocated.

We are leaders. Like our tuupuna, we remain united and resolute in the proactive protection of our settlement mechanisms and Te Tiriti o Waitangi. As we continue to pursue historical claims and respond to an evolving political landscape, we understand that at times we will need to collectively focus our resources on ensuring we do not go backwards on the progress which has been so hard fought. Our tiriti settlement journey is deeply connected to our aspirations for mana motuhake meaning our negotiations need to remain whaanau centred, locally led and Crown enabled.

Our iwi is growing. With more than 89,000 registered tribal members it is critical for us to be open to new and innovative ways to target our spend, scale our impact and make investment decisions that are inter-generationally sound, socially and environmentally positive. Collectively we have created an asset base and a brand we can be proud of and now is the time to leverage our success to optimise our partnerships and generate stronger economic growth and social returns.

Noo reira, kei ngaa manawa tiitii, kei ngaa manawa piharau – kia kaha raa!



Tukoroirangi Morgan
CHAIR, TE ARATAURA



Donna Flavell
CHIEF EXECUTIVE



Image Credit: Ngahua Ormsby



Te Whaarangi Ihirangi

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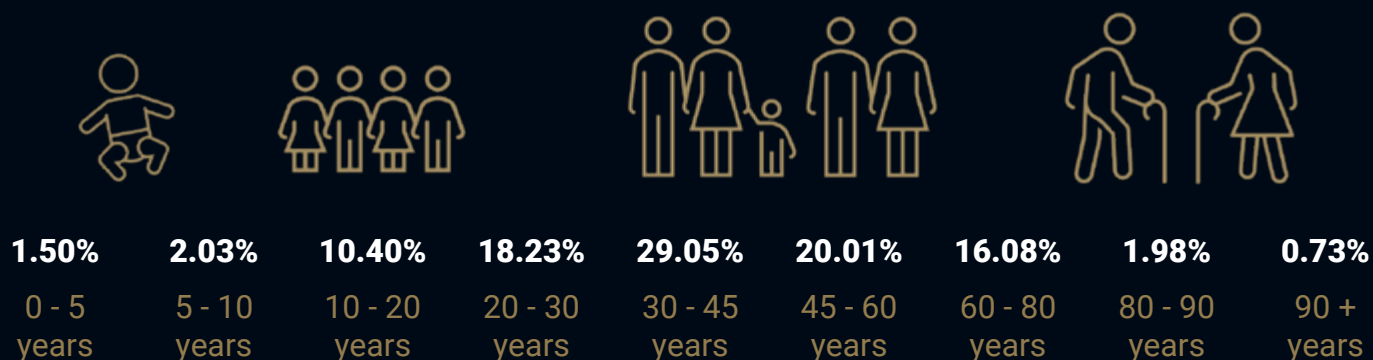
Knowing who we serve

To respond with what they need

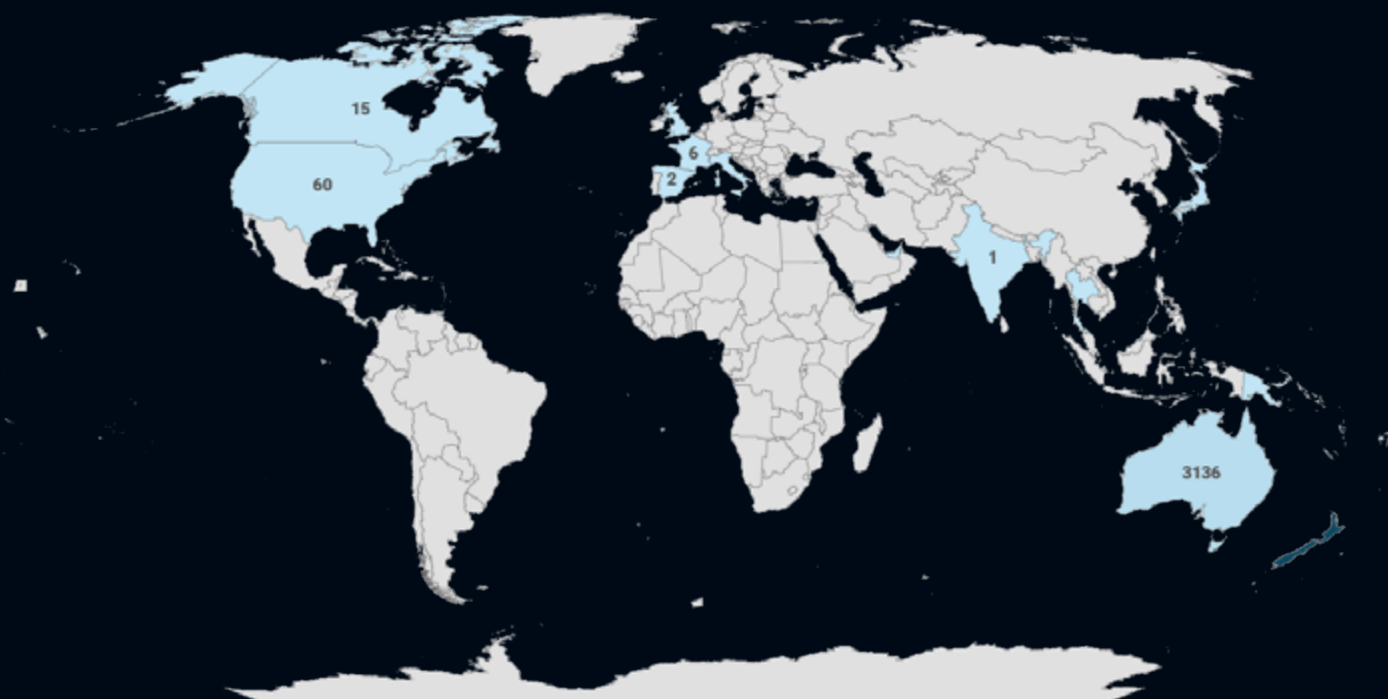
Since 2019, our tribal registry has grown to more than **89,000** members. Knowing our tribal members, where they are from and their needs is critical to ensuring we optimise our resources, leverage our relationships and realise efficiencies to enable our collective aspirations.

Marae	Members*	Marae	Members*	Marae	Members*
Tuurangawaewae	4948	Poihaakena	1523	Te Oohaakii	713
Te Papa-o-Rotu	3667	Taniwha (Tangoao)	1509	Te Kooraha	713
Hukanui	3240	Ngaa Tai e Rua	1495	Te Tihi-o-Moerangi (Makomako)	707
Waahi Paa	3218	Te Kotahitanga	1357	Oowairaka	694
Maungatautari	2818	Ookapu	1307	Mookai Kaainga	694
Maurea	2741	Kaitumutumu	1284	Weraroa (Waikaretuu)	673
Waipapa	2663	Te Iti o Hauaa	1194	Te Hoe-o-Tainui	650
Te Kuuiti Paa	2336	Te Kauri	1193	Umupuia	567
Horahora	2308	Waitii	1145	Waikeri (Tangirau)	492
Raakaunui	2208	Ngaa Hau e Whaa	1113	Tahunakaitoto	492
Poohara	2139	Taupiri	1110	Rereteewhioi	461
Waingaro	2104	Kai-a-te-Mata	1024	Aaruka	459
Kahotea	2066	Waikare	953	Waimakariri	422
Rukumoana	2042	Whaataapaka	945	Matahuru	421
Mangatoatoa	1936	Mootakotako	942	Puukaki	375
Raungaiti	1889	Ngaatira	920	Okarea	367
Te Awamaarahi	1835	Te Puea	910	Te Aakau	356
Paaraawera (Te Taumata)	1816	Ooraeroa	898	Te Papatapu	351
Puurekireki	1809	Te Koopua	873	Tauhei	329
Mangatangi	1620	Oomaero	824	Tikirahi	298
Tauranganui	1586	Makaurau (Ihumaatao)	791	Pukerewa	262
Te Kaharoa (Aramiro)	1584	Hiiiona	778	Te Poho-o-Tanikena (Opuatia)	251
Maketuu	1543	Aotearoa	734		
				Total	89,696

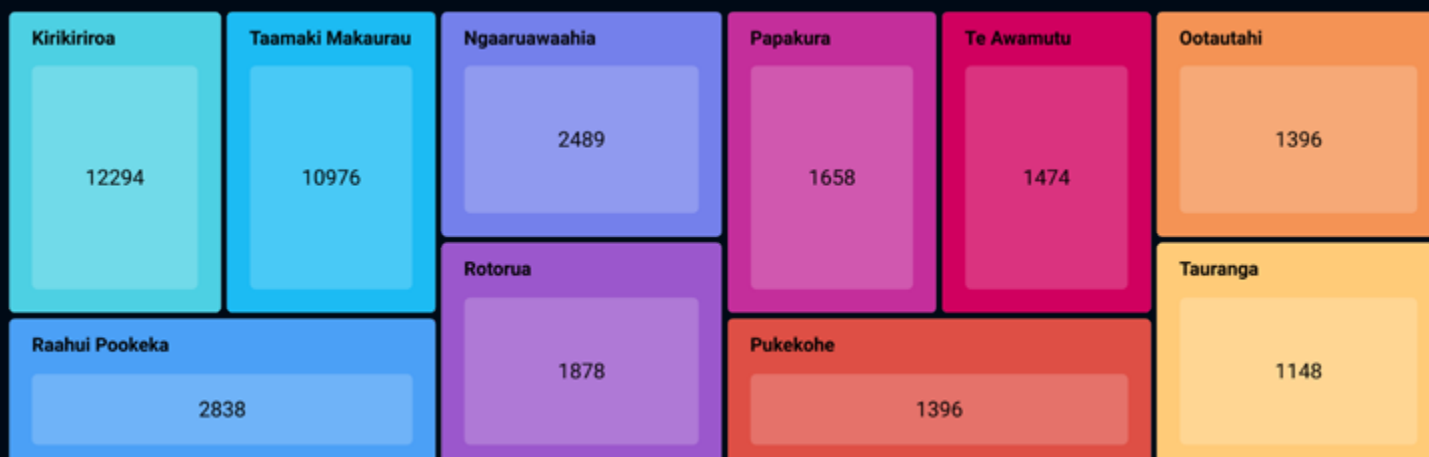
Our tribe by age



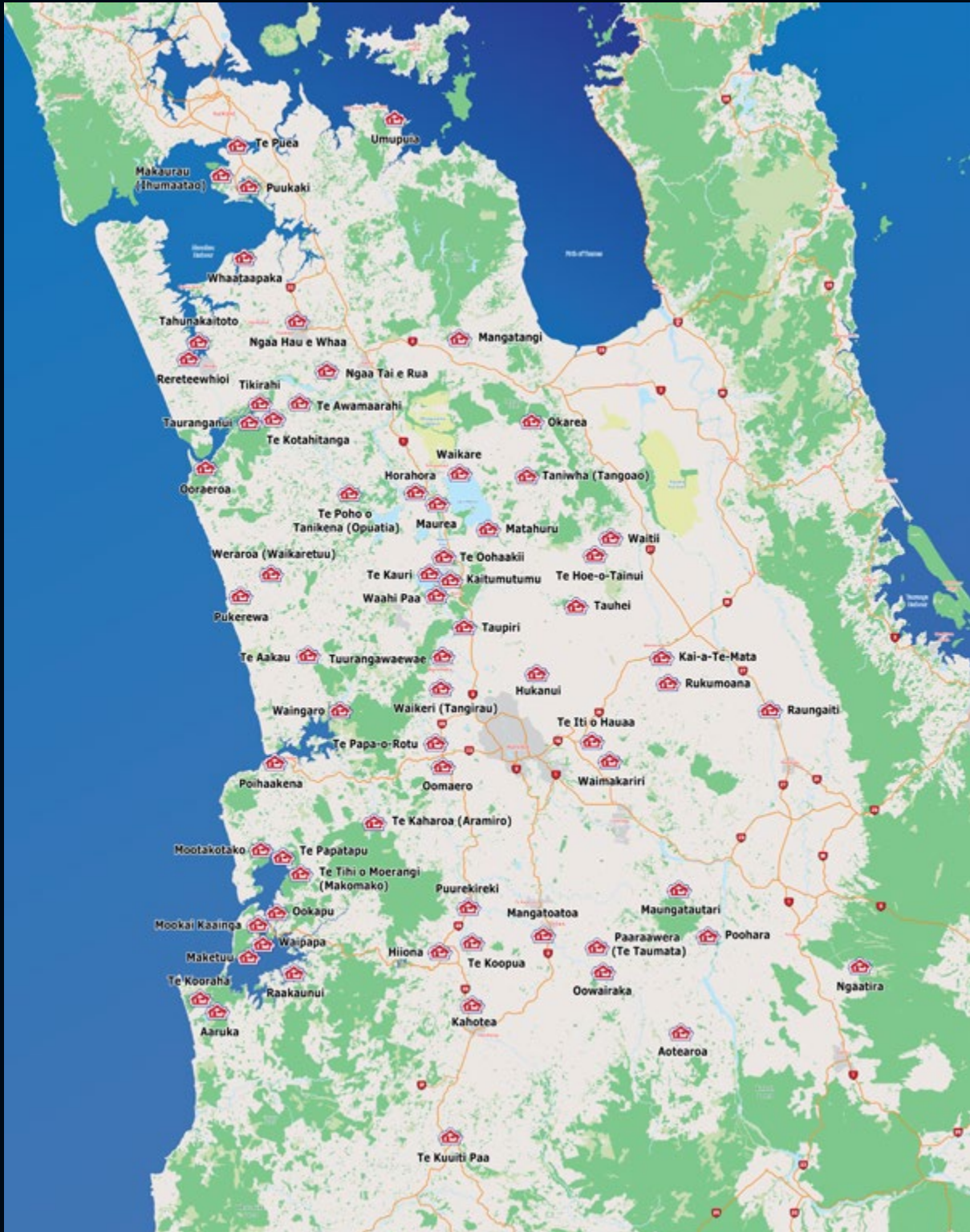
Our registered tribal members by country



Our registered tribal members by city in Aotearoa



Across **33** hapuu we have **68** marae. Although some of our tribal members live outside the Waikato and Aotearoa, marae remain a critical focus for Waikato-Tainui. Tuurangawaewae are places where we feel empowered and connected. They are our foundation, our place in the world, our home.



As an iwi we have demonstrated significant resilience in the face of adversity and continued to grow as we balance our investments and efforts to meet the needs of our people today and into the future. While we have made gains over the duration of the last Five-Year Plan, we remain attuned to the challenges our whaanau, hapuu and marae experience.



Climate change increasing the frequency of extreme weather events like droughts and floods and likelihood of rising sea levels.

Increasing demand for affordable housing -



23%

of Waikato-Tainui tribal members report owning a home compared to **30.9%** of all Maaori.



Ongoing degradation of our wai and whenua.

Government legislation, policies and practices that do not meet the needs of Maaori and perpetuate health, social, economic and justice inequities.



Funding the renewal, modernisation and eco-conscious transformation of the aging water infrastructure.

Energy poverty effects the ability of our tribal members to meet their daily needs.



13.2%

average increase in kai costs per household between June 2022 and June 2023.

Our tamariki lag significantly behind in English-medium education settings -



20.9%

of tribal members have a tertiary level qualification compared with the nationwide average of **32.4%**



Continued acceleration of digital technology and artificial intelligence.

Continuous Government reforms threatening the rights and interests of our iwi in line with our Treaty settlement claims.



Outstanding historical claims yet to be settled for the harbours within our tribal boundaries.



He Tuumatakahuki

The centre weave of a tukutuku that binds the vertical and horizontal kaakaho

Building on our successes to accelerate progress and scale our impact on the road to Whakatupuranga 2050

The process to develop the Five-Year Plan FY25 to FY29 commenced in March 2022 and included engagement with iwi governors, marae, organisational leaders and kaimahi. This is only the second time in the history of Waikato-Tainui that a plan of this type has been developed. Learnings from the previous five-year cycle were used to inform how engagement occurred to collect, test and prioritise initiatives to create the new plan. Using a bottom up, top-down approach, development of the plan included the following key steps:

CREATING A SHARED FOCUS

Based on koorero within Te Whakakitenga and amongst marae and tribal members, Te Arataura undertook workshops and examined data to scope and agree audiences and priority areas for the new Five-Year Plan.

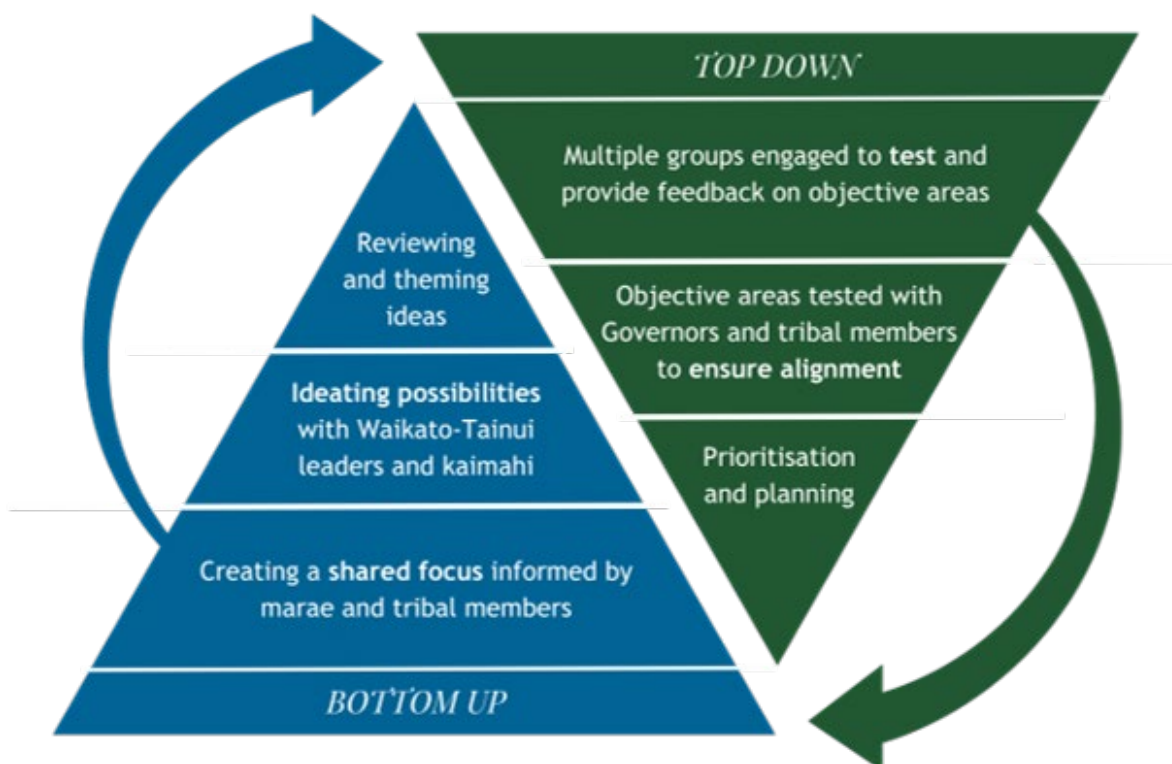
Te Arataura also confirmed *Enabling Mana Motuhake* as the key theme for the plan. This theme provided the foundation for prioritising possible strategic projects to ensure progress towards Whakatupuranga 2050 could be accelerated.

IDEATING POSSIBILITIES

Waikato-Tainui leaders and kaimahi engaged and shared a broad range of initiatives based on their experiences of working with whaanau, hapuu and marae and the priorities and challenges they faced. Leaders stress tested each initiative to understand the rationale and evidence for possible inclusion as a project in the new plan.

REVIEWING AND THEMING

All initiatives were reviewed and themed to uncover six objective areas to provide direction and drive focus over the next five-years.



The objectives were assessed against Whakatupuranga 2050 and *Enabling Mana Motuhake* to ensure alignment to the vision.

TESTING

Multiple groups were engaged to test and provide feedback on the six objective areas and corresponding projects. Groups included, Te Arataura Steering Committee, Innovation and Testing Group, Te Whakakitenga, Te Herenga and senior leaders.

ENSURING ALIGNMENT

Alignment of the themes and projects was further tested with Te Arataura and Te Whakakitenga through online evening hui and engagement at Hui aa-Tau in 2023.

PRIORITISATION AND PLANNING

A set of bespoke prioritisation criteria specific to each objective area were developed to assess and rank each initiative according to strategic alignment, impact and feasibility. Once prioritised, the projects were confirmed in preparation for budgeting and delivery planning.

In addition to the strategic projects, a framework was developed for the plan to equip the organisation to maintain agility and redistribute resources as needed over the five years to balance core business obligations with changes in the tribes context (for example, political, environmental, social).

Te Haangaitanga

Alignment

Our settlement has enabled Waikato-Tainui to create a solid financial foundation. Armed with Whakatupuranga 2050, we have a blueprint for continually improving cultural, social and economic outcomes for our tribal members and marae.

Due to an ever changing global environment, the world our future generations will live in will be significantly different to ours. This means our approach for moving forward needs to be one that embraces change and focuses on equipping our iwi to optimise resources, leverage relationships and achieve efficiencies and growth.

The tahu 'Takarangi' is an intersecting double spiral carving pattern. It uses space, denoting Te Ao Maarama and Te Ao Maatauranga (the world of light and knowledge) to separate the two

spirals, which some say represents Ranginui and Papatuaanuku.

Interconnecting the two spirals are carved paakati takarangi. These represent the links we have with our past, with the present and with the future. At its centre is our origins, from where all things come from.

For us, Takarangi represents our Five-Year Plan. It is our Ao Maarama and our Ao Maatauranga, providing us guidance for the next five years, and beyond.

It allows us to connect with our past and our present to inform how we will work to achieve our aspirations for the future of our iwi, including the connecting paakati takarangi which represent our objectives for this five-year cycle.



- *Growing our People*
- *Taiao Resilience*
- *Scaling our Investment*
- *Targeting our Spend*
- *Supporting Mana Motuhake*
- *Strong Organisation*

The Takarangi forever reinforces our connections to the environment, our tupuna awa, our whenua, the Kiiingitanga and our people.

Enabling Mana Motuhake

A shared focus

Whakatupuranga 2050 outlined Ngaa Whaainga Matua that remind us of what is most important.

- Kia tiaki i te Kiingitanga
- Kia mau i ngaa taonga tuku iho
- Kia eke ki ngaa taumata tiketike
- Kia whai i too taatou mana motuhake

As we reflect on the history of our tribal organisation, we can take pride in how we have upheld our responsibilities to the Kiingitanga, cared for our taonga tuku iho and focused on helping our people pursue their aspirations. To date, our approach to this work and supporting our whaanau, hapuu and marae has relied on a centralised model. While a centralised approach has enabled our organisation to mature, the time has come to evolve and prepare for the next stage in our journey toward Whakatupuranga 2050.

Through the process of development, *Enabling Mana Motuhake* was identified as the core theme to guide the second Five-Year Plan. The theme was consistent with koorero in Te Whakakitenga and among marae, hapuu and tribal members. As a theme it signifies another important milestone in our history as we enter the first phase of realising the aspirations of our whaanau to become self-sufficient and self-determining.

Enabling the mana motuhake of every member of our tribe will take time. With each five-year cycle between now and 2050, opportunities will arise for whaanau, hapuu and marae to take full advantage of their connection to Waikato-Tainui to exercise their mana motuhake, while others may continue to build the foundations that will enable them to pursue their self-determination in the future. What matters most is that everyone can make choices that increase their confidence and capacity and move them towards shaping and creating their own prosperous futures.

*The term **Enabling Mana Motuhake** is about creating the conditions for whaanau, hapuu and marae to successfully take responsibility for planning, resourcing and delivering on what is important to them across cultural, social, spiritual, environmental and economic areas.*



This five-year cycle will focus on developing a deep understanding of the readiness of marae and whaanau to self-determine, as well as position the iwi organisation to support them with the right tools, systems and frameworks they need to exercise their mana motuhake.

While this shared focus represents a shift in approach for our iwi organisation, it recognises there is important mahi that must continue to protect our collective rights and interests, deliver on outstanding settlements, improve our taiao and enhance our access to a strong data and digital infrastructure.



Marae readiness: what will help marae to be autonomous and ensure they can be vibrant and self-sufficient.



Whaanau readiness: what will help whaanau reach their potential and create the conditions for a healthy, innovative and culturally strong iwi.



Organisation readiness: what will position us (Waikato-Tainui) to create and support the conditions that enable the mana motuhake of our marae and whaanau.

Te Ara

Whakatupuranga 2050

Our roadmap for FY25 to FY29

Core business and shared expertise provide the foundations for the organisation. Functions in this quadrant enable Waikato-Tainui to coordinate, advocate and deliver shared services to meet the collective needs of the iwi.

It includes teams with technical expertise that know how to run the organisation while enabling cross-functional teams to plan, drive and monitor the impact of strategic initiatives and respond to external changes and challenges.

Core business and shared expertise



Aotearoa is facing challenges across all key political domains – economic, environmental, health, social, housing, justice, education and geo-political tension.

Based on varying political ideologies, policy changes and government reforms, Waikato-Tainui is continuously engaged in the protection of our iwi settlement rights and interests. Depending on the level of change, investment in this quadrant may be scaled up or down to respond.

Proactive political



The Five-Year Plan for FY25 to FY29 has been structured to support optimal agility and responsiveness. Over this five-year cycle, effort and investment will be focused across four quadrants to ensure Waikato-Tainui is equipped to protect iwi settlement rights and interests, remains resilient and adaptive to unexpected challenges and achieve the right balance of core business delivery with intentional progress on strategic priorities.

Strategic projects



Strategic projects are informed by the priorities and aspirations of tribal members, hapuu and marae. They are designed to focus investment in activities that accelerate progress towards Whakatupuranga 2050 and protect the rights and interests of our iwi for future generations.

The Five-Year Plan FY25 to FY29 includes 37 projects under six objective areas to enable mana motuhake and prepare Waikato-Tainui for the increased transfer of activities, responsibilities and resources to marae.

Resilience and responsiveness



Over the previous five-year period, the iwi was called on to respond and build the resilience of whaanau and marae through a global pandemic and adverse weather events. As global changes occur and the impacts of climate change intensify, it is anticipated the frequency of events causing risk and devastation for whaanau, hapuu and marae will increase. Given the size of the response will vary depending on the scenario, it is expected in these situations that priorities be reviewed, and resources reallocated proportionately.

Too Taatou Mahi

Core Business

Since 1995, our tribal organisation has evolved to protect the rights and interests of our iwi and advocate for changes that benefit tribal members, hapuu and marae. Central to our iwi kaupapa has been ongoing mahi to understand the needs of our whaanau and respond with resources and services to support them to grow, prosper and sustain.

Over time, we have organised our 'business as usual' into key pou – Hapori, Taiao, Kaupapa, Whai Rawa and Mahi Tonu. Growing from our origins and providing the foundations for all we do, our pou are an essential part of our Takarangi. Continuous and adaptive by nature, they exist to ensure our tribal organisation is always structured to serve our whaanau and marae to achieve their collective aspirations.

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

Core business services include:

- Leveraging strategic and learning partnerships to enhance the growth and development of maatauranga
- Creating career pathway opportunities
- Delivering support and building the capability of tribal pakihi
- Housing advocacy and development
- Implementing social procurement initiatives
- Providing health and wellbeing advocacy and input on policy development
- Facilitating the development and implementation of strategies and plans to address gaps in health and social service provision.

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

Core business services include:

- Leveraging our settlement to participate in decision making locally and nationally
- Managing relationships with local government through co-governance and co-management arrangements
- Using our environmental plan to enhance our participation in resource and environmental management
- Protecting our rights and interests in freshwater
- Working with other iwi and agencies to improve water infrastructure and quality in Aotearoa
- Raising awareness and creating connections to scale action on climate change
- Supporting tribal and marae restoration projects through the Tribal Nursery
- Embedding the Whenua Strategy.

KAUPAPA

Tooku marae, tooku tuurangawaewae

Our marae are vibrant and self-sufficient

Core business services include:

- Administering grants to tribal members and marae
- Supporting tribal connection and engagement, including Te Taura Here
- Promoting marae based waananga
- Providing opportunities to strengthen and develop te reo and tikanga competency and confidence
- Ensuring marae have access to affordable insurance
- Growing Waikato-Tainui's cultural footprint through Ngaa Ringa Whao (Carving Team)
- Protecting and preserving taonga and the development of maatauranga Maaori resources
- Creating access to learning and development opportunities to improve whaanau safety (for example, diving courses, first aid training).

WHAI RAWA

Ki te kaapuia, e kore e whati

Maximising our collective strength to achieve our aspirations

Core business services include:

- Protecting the settlement rights and interests of Waikato-Tainui
- Resolving outstanding claims
- Facilitating political engagement and influence
- Providing strategic support
- Leveraging the tribes collective buying power to create wealth opportunities for whaanau and marae through settlement mechanisms.

MAHI TONU

Mehemea he mahi pai moo te tangata, mahia

A high performing organisation making an impact

Core business services include:

- Managing and caring for the tribal register and other iwi data
- Advancing iwi digital capability
- Ensuring service excellence to meet the needs of whaanau, hapuu, marae and governors
- Managing tribal communication channels and initiatives (for example, Tainui Live and Aukaha).

Responding to the needs of our tribe also means providing a safe space and the infrastructure for new services to grow and enable the effective disruption and transformation of public service systems used by whaanau. Through strategic partnerships with the Government, public sector agencies and local government, Waikato-Tainui can access funding to support these initiatives to become part of what we deliver.

MOKOPUNA ORA (EXTERNALLY FUNDED)

Whaanau led transformational change of the care and protection system

Mokopuna Ora is a whaanau-led and owned approach to support positive outcomes for whaanau and mokopuna navigating the complex care and protection system of Aotearoa.. Mokopuna Ora aims to disrupt the current system within Oranga Tamariki; continue a substantial downward trend of mokopuna entering care and remaining in care; and bring about systemic transformational change of the system, naa te iwi moo te katoa.

Mokopuna Ora started in 2015 and entered into a strategic partnership agreement with Oranga Tamariki in 2019.

The five priority areas of mahi include:

- Keep mokopuna safe within their whaanau, hapuu or iwi, rather than having them uplifted by the state
- In rare instances where mokopuna cannot remain safely with their whaanau, hapuu or iwi, they remain connected to their cultural identity and kinship
- Solutions to re-design are informed by whaanau-led and mokopuna-centred processes with the goal of achieving mana motuhake
- Inform advocacy and strategic input within the care and protection sector; and
- Design initiatives that bring about transformative change of the care and protection system.

AUKAHA (EXTERNALLY FUNDED)

Growing the reach and coverage of Maaori news, through our Maaori worldview

Aukaha is a pan-tribal reo irirangi Maaori news service focussed on local kaupapa that provides regional news. Freelance producers, journalists and content developers, along with kaimahi from within Waikato-Tainui and *Tainui Live* in Kirikiriroa, *Te Arawa FM* in Rotorua and *Moana Radio* in Tauranga will contribute and file news stories for Aukaha.

Operating out of two studios based in Kirikiriroa and Rotorua, Aukaha serves as a training ground for future producers, journalists and broadcasters. Through a tuakana/teina mentorship model, Aukaha fosters the next generation of kaipaapaaho and provides a sustainable pathway for succession planning.

Aukaha News is supported by funding from Te Maangai Paaho and is streamed live on Facebook and across iwi radio stations Tainui Live, Raukawa FM, Te Arawa FM and Tuuwharetoa FM.



Ki Te Tiri Maatauranga

Shared expertise

Over time, Waikato-Tainui has developed and refined its shared expertise infrastructure to enable the successful delivery of both core business and strategic projects. Each team works across the organisation to inform, guide and contribute to meet the needs of whaanau, hapuu and marae.



Senior
Leadership
Team

- Business management and people leadership
- Operations and budget management
- Strategic direction and engagement
- Reporting (including risk management reporting)
- Business planning



Governance
and Legal

- Coordination and administration of tribal elections and rules
- Legal services
- Policy development
- Specialist advisory
- Governance and secretariat



Communications
and Engagement

- Publication development (eg interviews, research, photo sourcing, reports, design and presentations)
- Kaumaatua support
- Brand management
- Event management
- Website and social media management
- Speech writing and media statements
- Strategic engagement
- Communications and marketing strategies
- Broadcasting and live streaming of tribal events

	ENABLER	EXPERTISE
	Finance	<ul style="list-style-type: none"> ➤ Financial reporting ➤ Cashflow analysis, planning and forecasting ➤ Risk management process and policy development ➤ Audits ➤ Investment subject matter expertise ➤ Audit and Risk subject matter expertise
	IT and Data Governance	<ul style="list-style-type: none"> ➤ ICT and data governance strategies, policies and procedures ➤ Systems and infrastructure support ➤ Digital solution delivery ➤ Monitor and manage data systems and workflows ➤ Tribal register
	People and Culture	<ul style="list-style-type: none"> ➤ HR strategies, policies, processes and systems ➤ HR support and advice including, employment relations advice, payroll, health and safety, contract administration, recruitment, performance management, remuneration and benefits ➤ Design and deliver training and development opportunities ➤ Promote and embed the organisation's values to drive a high-performing culture across our team
	Project Management Office	<ul style="list-style-type: none"> ➤ Subject matter expertise for project management practices, planning and delivery ➤ Project monitoring and reporting ➤ Evaluation and impact analysis and reporting
	Property	<ul style="list-style-type: none"> ➤ Property and land management strategies, policies, processes and systems ➤ Manage tribal property ➤ Oversee valuations ➤ Maintenance planning ➤ Infrastructure project management
	Maintenance	<ul style="list-style-type: none"> ➤ Overall facilities and whenua maintenance ➤ Event equipment set up
	Functions and Services	<ul style="list-style-type: none"> ➤ Accommodation and catering services ➤ General housekeeping ➤ Onsite security and health and safety practices
	Business Support	<ul style="list-style-type: none"> ➤ Care for tribal members (in person or on phone) ➤ Administrative and executive support ➤ Process and systems development

Strategic Projects

Enabling Mana Motuhake through intentional action

The Five-Year Plan FY25 to FY29 strategic projects are structured around six objective areas. This approach is an intentional shift away from the Ngaa Tohu Framework used in the last five-year cycle. Using objective areas enables the organisation to stay focused on *Enabling Mana Motuhake* while remaining adaptive to the changing needs of whaanau, hapuu, marae, and external influences.

It is acknowledged that while Ngaa Tohu gives the organisation a useful framework for classifying our activities, objective areas strengthen how we communicate what investment is intended to achieve and support improved outcomes.

Our Amohia Ake iwi resilience plan was implemented to support the self-sufficiency of whaanau and marae through the COVID-19 Pandemic. It provided a unique opportunity to test the impact of prioritised focused efforts and cross-team collaboration through short term projects. A review of the Amohia Ake plan highlighted positive indicators for how the organisation could scale success with a more targeted project delivery approach.

The objective areas for the next five-years are:

GROWING OUR PEOPLE

Enabling whaanau and marae mana motuhake by investing in the development of skills, knowledge and tools.

TAIAO RESILIENCE

Equipping marae with the information to adapt to, or mitigate the impact of, changes in the taiao. Supporting whaanau and marae to exercise their role as active kaitiaki.

SCALING OUR INVESTMENT

Delivering specific social returns in a way that either generates commercial returns or enables the invested capital to be recycled into perpetuity.

TARGETING OUR SPEND

Targeting our spend in a way that generates strong social returns without the need to recycle capital by using our collective influence and leverage.

SUPPORTING MANA MOTUHAKE

Preparing the tribal organisation to successfully support the first phase of increasing the services and initiatives delivered by marae

STRONG ORGANISATION

Positioning the organisation to effectively, efficiently and robustly deliver on the Five-Year Plan; to measure, report and communicate results and success and to protect and optimise settlement mechanisms.

Each objective area includes core focus areas which specify the intended outcome of the projects. In addition to clarifying the intent of each project, the focus areas will be used to inform how progress and impact are measured and reported on over the five-year period.

Delivery of all projects will be phased over the FY25 to FY29 period with detailed project plans developed at the end of each financial year. To ensure organisational agility and responsiveness, annual project planning cycles will consider current iwi priorities and resource availability.

The following section provides a high-level overview of each objective area and the corresponding projects.

Objective area

Growing our People

*“Kohikohia ngaa maramara o te
waka kia toopuu ai ki toou aroaro...”*

Naa Kiingi Taawhiao

Enabling whaanau and marae mana motuhake by investing in the development of skills, knowledge and tools

Our commitment to enabling the mana motuhake of whaanau, hapuu and marae so they can fulfil their potential is underpinned by our commitment and focus on Growing our People.

Over the last decade we have provided a spectrum of education and pathways initiatives to give tribal members visibility on various ways to learn and earn. These initiatives have helped to address some of the educational and employment

disparities faced by Waikato-Tainui members and have increased opportunities for them to pursue their aspirations and goals.

Building on the success of our education and career pathways initiatives, over the next five years we will place greater focus on growing capability for marae. We recognise that marae are the heart of our communities, and enhancing their capability and capacity is crucial to our collective success.



Projects in this objective area will support our marae on their journey to become more self-sufficient and sustainable, and to ensure they are well-equipped to meet the needs of their communities.

GROWING OUR MARAE

As part of our journey out to 2050, the next five years will focus on growing capability for our marae through the implementation of a suite of capability programmes that assist them to build their own capability and capacity across the different functions of a marae.

Based on the needs expressed to us by marae, the skillsets and capabilities which will be prioritised include cultural development, administration and operational skills, facilities management and maintenance, taonga and taiao protection.

We will also focus on building leadership and succession, confidence and resilience of our marae whaanau, with strong mana motuhake mindsets. These will be supported by tools to further encourage digital uptake, gather and use data and shared services.

Programmes will be informed by marae development plans to ensure they address priority needs and remain focused on equipping marae to achieve their long-term aspirations.

GROWING OUR WHAANAU

Supporting whaanau to keep growing their skills and knowledge through access to the information, resources and tools they need to determine their futures remains a priority.

Through our partnerships, we will develop and deliver suites of tools and skill building programmes in the areas most important to our whaanau. These include, but are not limited to, reo, tikanga, water safety, paataka, taonga preservation and fund writing.

We will continue to seek ways to improve access to resources and education opportunities to support whaanau to work towards their home ownership aspirations.

These are focused investments for tribal members that directly align to improving social, health, economic and environment outcomes and a commitment to Kiingitanga.

Improved use of data and digital technologies are one way we can improve our reach and accessibility, so significant investment will be made over the next five years to ensure the right platforms are available to whaanau.

LOCAL LEADERSHIP AND SUCCESSION

Underpinning mana motuhake will be nurturing confident and resilient leaders, who are engaged culturally, connected and grounded in their marae and tikanga, and empowered to take on additional leadership responsibilities.

With increased opportunities to connect, learn and grow, we believe hapuu and marae will be better equipped to undertake succession activities that ensure consistent and sustainable leadership for generations to come.

Our Role

- Work with partners to design, develop and deliver targeted content and programmes that have been informed by whaanau and marae
- Support marae to create long-term partnerships that will enable them to keep growing their people
- Review and monitor programme impact and refine as needed
- Use data to support whaanau and marae engagement and understand their learning experiences to inform the continuous improvement of learning and development programmes and initiatives

Focus area:**Grow our reo, grow our paa waha**

Deepen cultural capability and develop maatauranga resources to support our whaanau to be fluent in te reo Maaori, strong in Tikanga and committed to the Kiingitanga

STRATEGIC PROJECT: TIKANGA ORA, REO ORA**PROJECT OBJECTIVE**

Support marae to build the capacity and capability of reo and tikanga advocates so they can drive the reo and tikanga aspirations and direction for their people.

IS THE PROJECT NEW OR EXISTING?

Existing

WHY ARE WE INVESTING HERE?

To grow our marae by investing in the people of marae and complementing and enhancing the work being done by them to develop vibrant and self-sufficient marae.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Provide programmes, resources, tools and support to marae to build their own unique repository of rauemi to enable their marae based reo and tikanga.

SHARED EXPERTISE ENABLERS**Focus area:****Care for the marae and taonga**

Build on and develop skillsets that equip our marae to maintain their physical infrastructure and care for their taonga for generations to come

STRATEGIC PROJECT: TE KAAUTA**PROJECT OBJECTIVE**

Build the capability of 'Te Kaauta' Marae champions and their relationships with provider partners (Water Safety NZ, ACC, AgResearch, Beef and Lamb, Tainui Group Holdings Paataka).

IS THE PROJECT NEW OR EXISTING?

Existing

WHY ARE WE INVESTING HERE?

To grow our marae by investing in the people of marae and complementing and enhancing the work being done by them to develop vibrant and self-sufficient marae.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Implement a suite of capability programmes that increase the number of marae champions with fit for purpose skills through partners willing to have long term relationships at a local level.

SHARED EXPERTISE ENABLERS

Focus area:**Care for the marae and taonga**

Build on and develop skillsets that equip our marae to maintain their physical infrastructure and care for their taonga for generations to come

STRATEGIC PROJECT: TE WHARE TUPUNA**PROJECT OBJECTIVE**

Build the capability of 'Te Whare Tupuna' Marae champions and their relationships with provider partners (Taonga Preservation, VHS Digitisation, Taonga Maintenance, Taonga Creation, Sites of Significance Mapping).

IS THE PROJECT NEW OR EXISTING?

Existing

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Deliver a suite of capability programmes that focus on Te Whare Tupuna which grow the skills of marae champions in partnership with organisations willing to have a long-term relationship at a local level. Will also include investigation of a relevant undergraduate qualification in collaboration with a tertiary institution to meet current education pathway gaps in Aotearoa.

SHARED EXPERTISE ENABLERS**WHY ARE WE INVESTING HERE?**

To grow our marae by investing in the people of marae and complementing and enhancing the work being done by them to develop vibrant and self-sufficient marae.



Focus area:**Operate the marae**

Support and continue to grow our tribal members who are administrators and operators of our marae, through access to training, support and resources as they need

STRATEGIC PROJECT: TE TARI**PROJECT OBJECTIVE**

Build the capability of 'Te Tari' Marae Champions and their relationships with provider partners (Local Government, Kai Sovereignty, Xero, Funders, Fund Writing, Templates, Marae Insurance, Marae Facilities Management, Marae Development Plans and Strategies).

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To grow our marae and invest in their people, complementing and enhancing the work being done by them to develop vibrant and self-sufficient marae.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Implement a suite of capability programmes that focus on Te Tari and grow the skills of marae champions through partners willing to have long term relationships at a local level.

SHARED EXPERTISE ENABLERS**STRATEGIC PROJECT: KIA NIWHA****PROJECT OBJECTIVE**

Build the capability of 'Kia Niwha' Marae Resilience Champions to build their skillsets and their relationships with provider partners for future impacts to marae (FENZ, Hato Hone - St John, Para Kore climate change focus).

IS THE PROJECT NEW OR EXISTING?

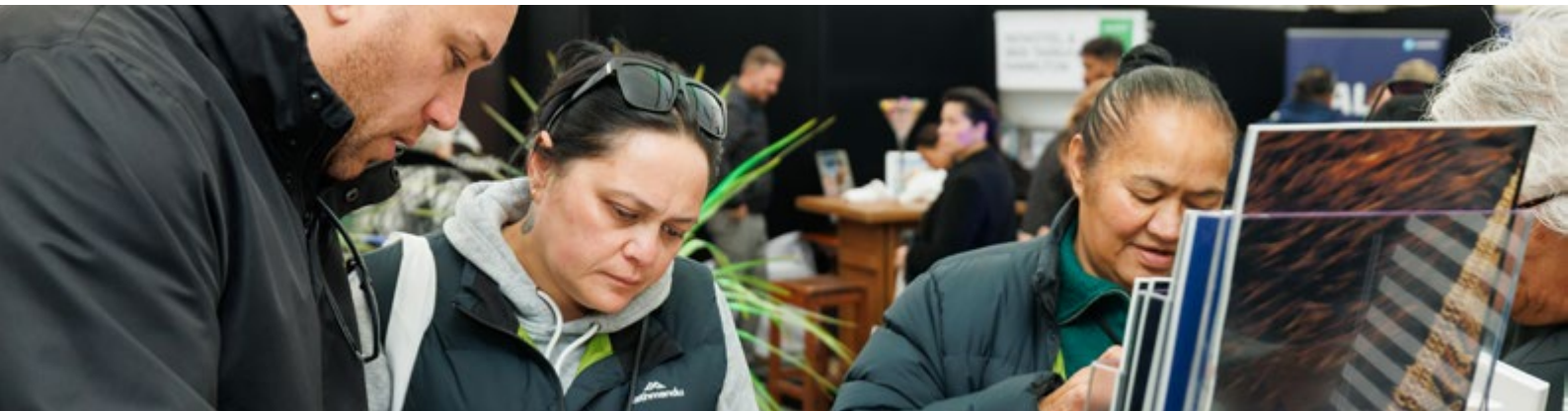
New

WHY ARE WE INVESTING HERE?

To grow our marae and invest in their people, complementing and enhancing the work being done by them to develop vibrant and self-sufficient marae.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Deliver a suite of capability programmes that focus on enhancing marae resilience through partners willing to have long term relationships at a local level. Will involve proactive planning to build marae resilience to climate change.

SHARED EXPERTISE ENABLERS



Focus area:

Grow the marae economy

Facilitate access for whaanau and marae to learning and development opportunities to build skills and networks to grow the marae economy

STRATEGIC PROJECT: TE PITO WHAKATUPU - INNOVATION HUB

PROJECT OBJECTIVE

Develop a hub for tribal members and marae to have access to iwi innovation tools and models, expertise and partnerships that support their social, commercial, enterprise, education and wellbeing aspirations.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

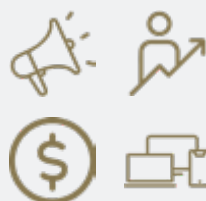
Build and deliver a centralised digital hub supported by partnerships and innovation tools, models and resources for tribal members and marae.

Create an intentional space for innovation and creativity to occur, and where investment opportunities in tribally owned businesses or tribal household impact programmes can be piloted and tested for scale.

IS THE PROJECT NEW OR EXISTING?

New

SHARED EXPERTISE ENABLERS



WHY ARE WE INVESTING HERE?

To grow our marae and invest in their people, complementing and enhancing the work being done by them to develop vibrant and self-sufficient marae.

Focus area:

Grow leadership and succession pathways

Support to grow leaders and enable sustainable succession by creating opportunities to learn, experience and practice leadership

STRATEGIC PROJECT: TE AKA TAIAAWHIOWHIO MAATAURANGA NETWORK**PROJECT OBJECTIVE**

Build on culturally-rich learning environments to strengthen maatauranga revitalisation and reclamation across our marae and hapuu.

IS THE PROJECT NEW OR EXISTING?

Existing

WHY ARE WE INVESTING HERE?

To grow local leadership and succession to support all marae to enhance and develop dedicated, skilled and experienced leaders now and in the future.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Bring together experienced tribal members and marae across the rohe to provide strategic direction for the maatauranga network and guide a work plan to grow maatauranga leadership at marae and hapuu levels.

SHARED EXPERTISE ENABLERS**Focus area:**

Mindsets, skillsets and tools

Develop the mindsets and skillsets needed for whaanau to live their mana motuhake through access to tools that enable online learning opportunities to be accessed by all tribal members, wherever they live

STRATEGIC PROJECT: MANA MOTUHAKE MINDSETS**PROJECT OBJECTIVE**

Provide tribal members and marae access to quality coaching, mentoring, experiential resources, expertise and partnerships that support their social, educational and career pathway aspirations.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To grow our whaanau by providing access to knowledge, tools and support that enables them to advance the social development of our people so they can succeed together.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Develop, test, assist implementations and evaluate iwi-endorsed providers and programmes to be made available to tribal members and marae.

SHARED EXPERTISE ENABLERS

Focus area:**Mindsets, skillsets and tools**

Develop the mindsets and skillsets needed for whaanau to live their mana motuhake through access to tools that enable online learning opportunities to be accessed by all tribal members, wherever they live

STRATEGIC PROJECT: IWI CAPABILITY DEVELOPMENT PORTAL**PROJECT OBJECTIVE**

Develop a portal for tribal members and marae to provide access to in-person and online iwi-credentialled and iwi-endorsed programmes that support their social, commercial, enterprise, education and career pathway aspirations.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To grow our whaanau by providing access to knowledge, tools and support that enables them to advance the social development of our people so they can succeed together.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Develop, test, implement and evaluate a digital platform to provide access to a suite of iwi-credentialled and endorsed programmes for tribal members and marae.

SHARED EXPERTISE ENABLERS**Focus area:****Reshape service provision**

Ensure whaanau receive services that meet their needs where Waikato-Tainui are well resourced to do so

STRATEGIC PROJECT: KOIORA IMPLEMENTATION**PROJECT OBJECTIVE**

Continue implementation of Koiora Health and Wellbeing Strategy.

IS THE PROJECT NEW OR EXISTING?

Existing

WHY ARE WE INVESTING HERE?

To support whaanau, hapuu, marae and providers to determine hauora and wellbeing aspirations and lead their own solutions.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Facilitate a collective of marae, hapuu and community-based hauora providers and social services to subscribe to Koiora Framework.

SHARED EXPERTISE ENABLERS

MANA O TE AWA

Aotearoa will continue to experience significant reform and regulation changes to address the quality, safety and resilience of our wastewater, drinking water and stormwater infrastructure.

It is critical every marae has access to a reliable water source that is clean and safe to drink and all marae classed as a water suppliers can comply with new drinking water rules and standards. Over the coming years we will keep supporting the growth in capability of marae whaanau to operate and maintain their drinking water systems, their kaitiakitanga and maatauranga Maaori.

Throughout the reforms we are committed to providing employment and training opportunities for our tribal members, ensuring that marae are provided with the information necessary to make informed decisions.

Underpinning this, we will keep exploring water allocation and storage of the Waikato awa to provide water for social, cultural, environmental and commercial tribal outcomes, and support the health and wellbeing of the tupuna awa.

TAIAO RESILIENCE

Our marae and communities face a range of unique climate change impacts that can threaten infrastructure, cultural heritage and economic viability. Increased frequency of extreme weather events, causing disruption and safety challenges, are threats we can build resilience and mitigate the impacts of.

It is important our marae have access to climate related knowledge and evidence and its impacts so they can assess and make timely decisions about marae vulnerabilities. This will help inform assessments and ensure marae can develop adaption and response plans that improve their resiliency.

Waikato-Tainui are also preparing to support marae who have been assessed to be critically vulnerable, in particular those marae who may need to retreat from their current whenua. Through this kaupapa

we will support them to develop and/or review their plans and navigate through the associated challenges.

WAI LEADERSHIP

We are well-positioned to drive innovation and influence in climate resilience. Our deep relationship with and understanding of the environment and natural systems – especially Te Awa o Waikato - grounded in our maatauranga and values, will inform and shape climate resilience strategies that reflect our priorities and aspirations.

By promoting our traditional ecological knowledge, developing climate-smart infrastructure, collaborating with industry and academia, building partnerships, and engaging in policy advocacy, we can ensure our voice is heard and climate resilience strategies reflect our unique perspective and priorities.

Our Role

- Facilitate the strengthening and adaptability of our infrastructure and communities.
- Advocate for policy and regulatory changes that support climate resilience and ensure the unique needs and perspectives of Waikato-Tainui are considered
- Foster education and awareness on the importance of climate resilience
- Showcase innovation and influence in climate change resilience, preparedness and response
- Implement taiao restoration and support marae led kaupapa.

Focus area:

Practice sustainably, grow our consciousness and exercise kaitiakitanga

Manage natural resources through sustainable use practices. Enable marae to be environmentally conscious and enabled to exercise kaitiakitanga for the taiao

STRATEGIC PROJECT: TRIBAL TAIAO RESTORATION PROGRAMME		
<p>PROJECT OBJECTIVE</p> <p>Provide native plants, deliver training programmes and support marae to build capability to manage their own taiao projects.</p>	<p>IS THE PROJECT NEW OR EXISTING?</p> <p>Existing</p>	<p>WHY ARE WE INVESTING HERE?</p> <p>To restore our taiao by managing our natural resources in ways that are restorative and connecting whaanau to the taiao.</p>
<p>HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?</p> <p>Support marae with koha of native plants to contribute to their taiao restoration projects. The koha would be provided with training and guidance as needed to grow the capability of marae to manage their own taiao projects from the ground up.</p>	<p>SHARED EXPERTISE ENABLERS</p> 	



Focus area:

Practice sustainably, grow our consciousness and exercise kaitiakitanga

Manage natural resources through sustainable use practices. Enable marae to be environmentally conscious and enabled to exercise kaitiakitanga for the taiao

STRATEGIC PROJECT: TAIAO CAPABILITY DEVELOPMENT PROGRAMME

PROJECT OBJECTIVE

Deliver an academic programme that enables marae to gain a Waikato-Tainui specific qualification in managing taiao.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To restore our taiao by managing our natural resources in ways that are restorative and connecting whaanau to the taiao.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Create a taiao management academic programme that is unique to Waikato-Tainui and make it available to marae to improve opportunities for iwi specific qualifications.

SHARED EXPERTISE ENABLERS
Focus area:

Secure use rights and access

Work to secure our rights and access to ensure our marae and whaanau have reliable access to water

STRATEGIC PROJECT: SECURING WATER ALLOCATION

PROJECT OBJECTIVE

Provide marae with a greater level of water independence and self-reliance and support for own infrastructure needs.

IS THE PROJECT NEW OR EXISTING?

Existing

WHY ARE WE INVESTING HERE?

To achieve te mana o te awa by caring for our natural resources through planning and advocating for the rights and interests of the taiao.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Continue work to secure iwi governed freshwater access and allocation.

SHARED EXPERTISE ENABLERS


Focus area:

Set our standards for the taiao

Ensure our taiao plans reflect legislative amendments and changes in our own and external standards

STRATEGIC PROJECT: TAI TUMU, TAI PARI, TAI AO**PROJECT OBJECTIVE**

Update and refresh Tai Tumu, Tai Pari, Tai Ao plan to ensure guidance is aligned with Waikato-Tainui environmental standards.

IS THE PROJECT NEW OR EXISTING?

Existing

WHY ARE WE INVESTING HERE?

To achieve te mana o te awa by caring for our natural resources through planning and advocating for the rights and interests of the taiao.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Analyse and update Tai Tumu, Tai Pari, Tai Ao to ensure it provides Waikato-Tainui and our partners with modern, fit for purpose expectations and standards for the care of taiao.

SHARED EXPERTISE ENABLERS**Focus area:**

Plan, prepare and adapt to build marae resilience

Support marae and whaanau to develop taiao change vulnerability, preparedness, adaptation and resilience plans that include consideration of whenua acquisition and managed retreat. Draw on our maatauranga for the wellbeing of wai

STRATEGIC PROJECT: CLIMATE CHANGE VULNERABILITY AND ADAPTION PLANS**PROJECT OBJECTIVE**

Initiate marae taiao resilience profile and assessments to inform adaptation plans to ensure individual marae resilience.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To restore our taiao by managing our natural resources in ways that are restorative and connecting whaanau to the taiao.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Collect, collate and regularly feedback climate change information to marae to inform their vulnerability and adaption plans. Support with access to relevant training opportunities.

SHARED EXPERTISE ENABLERS



Objective area

Scaling our Investment

“Mehemea he mahi pai moo te tangata – mahia!”

Naa Kiingi Korokii

Delivering specific social returns in a way that either generates commercial returns or enables the invested capital to be recycled into perpetuity

Scaling our Investment captures our strategic approach to maximising the relativity payment to invest in the social, economic and cultural wellbeing of our people and communities. Scaling our impact through social investment allows us to respond to opportunities that are purpose driven and fulfill our Whakatupuranga 2050 aspirations.

We are guided by our overarching mission to grow a prosperous, healthy, vibrant, innovative and culturally strong iwi that enables mana motuhake. To do this requires a balanced focus on both scaling our investments to improve the lives of our tribal members and enabling financial capital to be recycled.

The allocation of funds for social investment signals our progress towards achieving our commitment to scaling our impact through kaupapa (for example paataka kai, housing, health, puna pakihi) that generate both social returns and financial capital which can be reused for future priorities.

This is not new for Waikato-Tainui. In the last five-year cycle the delivery of the Te Kaarearea housing development project generated social outcomes through home ownership for whaanau and capital gains created further outcomes.

Taking the learnings from a successful pilot, it is time to scale the benefits and consider what other opportunities exist for our iwi to scale our investment and social impact. To ensure we make informed investment decisions, this Five-Year Plan will prioritise the development of a strategy and framework to outline the direction and focus of the social investment fund and provide robust criteria to guide the investment selection process and decisions.

It is important to note that while the relativity fund will be used for opportunities that meet the social investment framework criteria, there is also provision in this five-year cycle for validating and supporting smaller opportunities.



Our Role

- Develop and implement a social investment framework
- Partner with organisations who can assist with initiatives that deliver non-financial returns while enabling capital to be recycled
- Cluster support resources to leverage access to opportunities and capital models.

Focus area:**Social Investment Fund****STRATEGIC PROJECT: SOCIAL INVESTMENT FUND (FRAMEWORK SET UP)****PROJECT OBJECTIVE**

Enable sustainable health and wealth for tribal households through targeted investment in initiatives (for example pataka kai, housing, health, puna pakihi) that build momentum towards Whakatupuranga 2050.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To realise purpose driven social returns in a way that enables the invested financial capital to be recycled into perpetuity and is enjoyed by our people.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

The creation of the Social Investment Fund will ensure funds can be provided to support tribal households to reach Whakatupuranga 2050.

SHARED EXPERTISE ENABLERS**Focus area:****Whenua Strategy****STRATEGIC PROJECT: WHENUA INVESTMENT FUND (FRAMEWORK SET UP)****PROJECT OBJECTIVE**

Enable informed and deliberate investment in whenua to grow our tribal estate and manage our natural resources so marae and whaanau have access to more whenua to realise social, economic and environmental aspirations.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To realise purpose driven social returns in a way that enables the invested financial capital to be recycled into perpetuity and is enjoyed by our people.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Build the systems and tools required to implement the whenua strategy for Taiao Resilience, Scaling our Investment and Strong Organisation.

SHARED EXPERTISE ENABLERS

Focus area:

Whenua Strategy

STRATEGIC PROJECT: WHENUA STRATEGY IMPLEMENTATION

PROJECT OBJECTIVE

Implement whenua strategy to enable Waikato-Tainui to realise aspirations to grow our tribal estate and take the right steps to manage and restore our natural resources.

IS THE PROJECT NEW OR EXISTING?

Existing

WHY ARE WE INVESTING HERE?

To realise purpose driven social returns in a way that enables the invested financial capital to be recycled into perpetuity and is enjoyed by our people.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Full implementation of the strategy will focus on giving kaimahi, tribal members and marae the tools and resources they need to grow the tribal estate and take the right actions to preserve and protect te taiao.

SHARED EXPERTISE ENABLERS



Focus area:

Rotowaro storage

STRATEGIC PROJECT: ROTOWARO STORAGE

PROJECT OBJECTIVE

Support the tribe to become the owners of our own water infrastructure system.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To achieve te mana o te awa by caring for our natural resources through planning and advocating for the rights and interests of the taiao.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Enables the disposition clause in the settlement and its relationship to rights and interests in water, particularly the issue of ownership.

SHARED EXPERTISE ENABLERS



Focus area:

Hopuhopu Development

STRATEGIC PROJECT: HOPUHOPU DEVELOPMENT

PROJECT OBJECTIVE

Developments at Hopuhopu will enable Waikato-Tainui to realise aspirations for a unique, vibrant interconnected working, living and learning community that inspires unity, collaboration and innovation.


IS THE PROJECT NEW OR EXISTING?

New

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Ensure dedicated resources are available over the five years for pre-planning the business requirements within Waikato-Tainui to enable the multiple Hopuhopu site pou to progress.

SHARED EXPERTISE ENABLERS



WHY ARE WE INVESTING HERE?

To realise purpose driven social returns in a way that enables the invested financial capital to be recycled into perpetuity and is enjoyed by our people.

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Objective area

Targeting our Spend

“Kia nīwha te ngaakau ki ngaa mahi atawhai i te iwi...”

Naa Kiingi Taawhiao

Targeting our spend in a way that generates strong social returns without the need to recycle capital by using our collective influence and leverage

Targeting our Spend seeks to utilise the collective strength of Waikato-Tainui to secure and deliver benefits that support whaanau and tribal businesses to live their mana motuhake.

Investments under the previous objective ‘Scaling our Investment’ are expected to deliver holistic returns and enable the recycling of capital. Within ‘Targeting our Spend’, the primary driver is the generation of positive social returns.

Targeting our Spend is about the work we can do to generate holistic outcomes that result in meaningful changes for our tribal members, outside of the other Five-Year Plan objective areas.

For example, this could be through:

- working with government agencies, non-governmental organisations (NGOs), other Maaori organisations and private

sector organisations to secure investment, opportunities or favourable terms for whaanau

- ensuring the nature of specific service provision is meeting the needs of whaanau in a way that positions them for long term mana motuhake
- seeding future financial security for whaanau and tribal businesses.

TARGETING OUR SPEND

To ensure we consistently target our spend to realise purpose driven social returns we will use our investment strategy and framework to underpin the social investment approach. Clearly defined objectives will ensure everyone has clarity on how funds can be distributed and used.

Investment criteria to guide decision making will be based on the challenges and opportunities facing our whaanau, hapuu and marae communities. Criteria could include factors such as social impact, financial returns for whaanau and alignment with the tribes values and tikanga.

A targeted spending approach will ensure we have the right systems and processes in place to distribute funds where they are needed and understand their social impact over time.

LEVERAGE OUR STRENGTH

The growth of Waikato-Tainui over time means benefits can be realised through our size, profile and connection to our people. Our collective power makes us an attractive organisation to partner with. This work focuses on utilising our collective strength for benefit to our whaanau and their households. The intention of these social investment tactics is to create a hybrid distribution model and a gradual transition away

from transactional distributions to a focus that has broader reach and deeper impact. It is noted this may require an increase in product brokering using tribal purchasing influence.

Our Role

- Advocate and broker preferential terms and arrangements
- Partner with business providers to access services aligned to the needs of whaanau and tribal businesses
- Advocate, lobby and secure services for tribal members to increase access to opportunities and capital models.

Focus area:

Develop guiding strategy and framework

Ensure spending is guided by a strategy and framework that underpins the social investment approach for Waikato-Tainui

STRATEGIC PROJECT: TARGETED SPENDING APPROACH

PROJECT OBJECTIVE

Develop guiding strategy and framework to create social gains through operational spend.

IS THE PROJECT NEW OR EXISTING?

Existing

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Design, develop and implement a distribution and procurement methodology to guide targeted spend approaches. The methodology will have alignment to Social Investment Fundframework and identify tactics to unlock potential of internal resource and tribal consumer consciousness.

SHARED EXPERTISE ENABLERS



WHY ARE WE INVESTING HERE?

To have an agreed approach to targeting our spending to ensure it achieves sustainable long-term outcomes.

Focus area:

Support growth of whaanau businesses through social procurement iwi business partnerships

Connect whaanau business to social procurement opportunities. Engage professionals to support businesses through iwi business partnerships.

STRATEGIC PROJECT: PUNA PAKIHI TARGETED SPEND		
<p>PROJECT OBJECTIVE</p> <p>Create social gains through operational spend and amplification of the social procurement strategy.</p>	<p>IS THE PROJECT NEW OR EXISTING?</p> <p>Existing</p>	<p>WHY ARE WE INVESTING HERE?</p> <p>To leverage our strength so we can maximise and use our collective influence to benefit our people.</p>
<p>HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?</p> <p>Implement Social Procurement Strategy with a concerted focus on spend towards Puna Pakihi. Activity to include buyer relationship management, supplier relationship management and a reporting system for measuring spend. Leverage internal spend, partner spend and tribal consumer consciousness to socialise tribal purchasing power and its impact on Puna Pakihi.</p>	<p>SHARED EXPERTISE ENABLERS</p> 	



Focus area:

Secure benefit from our collective purchasing power

Leverage our purchasing power for the benefit of tribal members and marae.

STRATEGIC PROJECT: TRIBAL HOUSEHOLDS AND MARAE OPERATIONS TARGETED SPEND**PROJECT OBJECTIVE**

Create social gains through operational spend and amplification of the social procurement strategy.

IS THE PROJECT NEW OR EXISTING?

Existing

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Implement the Social Procurement Strategy with a concerted focus on spend towards tribal households and marae operational costs. Activity to include buyer relationship management, supplier relationship management and a reporting system for measuring spend. Use both internal spend, partner spend and tribal consumer consciousness to socialise tribal purchasing power and its impact on whaanau and marae.

SHARED EXPERTISE ENABLERS**WHY ARE WE INVESTING HERE?**

To leverage our strength so we can maximise and use our collective influence to benefit our people.

STRATEGIC PROJECT: TRIBAL PROCUREMENT CARD**PROJECT OBJECTIVE**

Create measured change on tribal kitchen tables, decrease pressures in tribal households from cost of living, understand tribal consumer consciousness, improve tribal member spend and harness tribal economy outside of the group.

IS THE PROJECT NEW OR EXISTING?

New

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Procure benefits for tribal households, marae and puna pakihi to harness the purchasing power of the group and/or tribal consumer consciousness. Scope the impact of collective purchasing and confirm dollar targets for tribal households and marae.

SHARED EXPERTISE ENABLERS**WHY ARE WE INVESTING HERE?**

To leverage our strength so we can maximise and use our collective influence to benefit our people.

Objective area

Supporting Mana Motuhake

“Kia nīwha, kia uu, kia ita!”

Preparing the tribal organisation to successfully support the first phase of increasing the services and initiatives delivered by marae

Central to our Whakatupuranga 2050 aspirations is our shared desire to deliver the supports and resources marae need to self-determine their futures and drive solutions for their marae communities.

Shifting some of our focus to enabling marae and whaanau mana motuhake is dependent on our organisation being ready and prepared to put attention on what is needed to successfully plan, initiate and progress the devolution process.

We aim to align, structure and position the Waikato-Tainui iwi organisation to effectively support marae (to the extent they individually desire) to grow their own cultural, economic and environmental wellbeing.

The next stage of this journey is to develop the guiding frameworks, approaches and tools marae require to support the transition. Activity will focus on identifying models and approaches that marae have or are able to build the operational infrastructure to underpin the equitable, planned and safe transition of the first phase of responsibilities, assets and resources.

Across the tribal rohe, our 68 marae have their own unique environments, history and koorero and equally, their own aspirations, capabilities and opportunities. Mahi under this objective area complements and is complemented by the capability uplift pou aimed at building the readiness of marae to take responsibility.

DEVOLUTION STRATEGY AND FRAMEWORK

With the focus in this five-year cycle on one of our Whakatupuranga 2050 Ngaa Whaainga Matua (Primary Goals) - Kia whai i too taatou mana motuhake - the co-development of a devolution strategy and framework that takes account of this variation will be critical to guiding the first phase of increasing the services and initiatives delivered by marae and supporting mana motuhake.

The first step in the development of the strategy is to understand what mana motuhake looks like for each marae, and what the needs, appetite and readiness is of each to take on additional responsibilities for growing the wellbeing of their hapuu and marae communities. This activity will build on the work that has already been done by marae on their Marae Oranga plans.

Data and information gathered for this purpose will form a critical input into the development of the strategy and framework. Further work to test, refine and iterate the strategy and framework with ongoing contribution from marae will form the foundations for this programme of work to create a shared strategy that guides the approach and phasing of mahi out to 2050.

EVOLVING TO A DEVOLVED WAY OF WORKING

The development of the devolution strategy and framework and the implementation of the first phase of the strategy signals the beginning of a shift in the way that outcomes will be achieved for Waikato-Tainui.

It is a change that will require the organisation's structure, capabilities, resources, systems and processes to be reviewed and organised to ensure all work is geared towards enabling mana motuhake.

Our engagement with our marae tells us that they hold different views and aspirations around devolution and devolution will need to look different across the rohe to meet them where they are at. As a result, we will build a collective understanding of the capacity and readiness of all 68 marae to take

on more responsibilities and services over the next few years.

Along with adjustments to ways of working, we will need to move our culture and ways of thinking from an organisation with a centralised approach to delivering outcomes to one that enables some functions to be led in a distributed way where outcomes are delivered where our people are.

Change takes time and requires continuous communication and an openness and courage to try new things, reflect and learn. This does mean our teams will be asked to go on a journey of re-orientation and growth as we all build new knowledge and skills and embed new ways of working.

SUPPORTING INNOVATION

As marae advance toward mana motuhake, opportunities may arise for marae to work individually, as a group or as part of local collectives. Investment in the development of innovative tools and mechanisms to support marae and/or marae led investment collectives may help them secure such opportunities where they do not qualify for standard market options.

The availability of such products, services, tools and mechanisms will provide options for marae to draw upon as they plan their wellbeing approaches.




Our Role

- Gather and leverage data to understand the needs, readiness and appetite for marae to take responsibility for growing their own wellbeing
- Develop the devolution strategy and framework to guide the approach
- Define how to incorporate a different way of working to deliver on the devolution strategy
- Develop the centralised platform and suite of models, products/services and options that marae may choose to draw on as they plan their own marae wellbeing approaches.

Focus area:

Devolution capability

Grow capability to support ways of working that deliver on the devolution strategy

STRATEGIC PROJECT: MARAE READINESS ASSESSMENT		
<p>PROJECT OBJECTIVE</p> <p>To build a base line for all 68 marae, aligned to Tauawhi Marae-Equity assessment, to identify where our marae and hapuu are in relation to working towards mana motuhake.</p>	<p>IS THE PROJECT NEW OR EXISTING?</p> <p>New</p>	<p>WHY ARE WE INVESTING HERE?</p> <p>To begin the process of devolution by growing the self-sufficiency of marae and ensuring the tribal entity is organised to support changes to a devolved way of working.</p>
<p>HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?</p> <p>Engage all 68 marae to gather relevant data and undertake analysis of readiness assessment to inform a Mana Motuhake Devolution Strategy.</p>	<p>SHARED EXPERTISE ENABLERS</p> <div></div>	



Focus area:**Devolution strategy**

Develop a devolution strategy and framework with aligned settlement framework and whenua strategy

STRATEGIC PROJECT: DEVELOP AND IMPLEMENT DEVOLUTION STRATEGY**PROJECT OBJECTIVE**

Develop a Devolution strategy to act as a key lever for enabling mana motuhake so marae and iwi can achieve aspirations under Whakatupuranga 2050.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To deliver a strategy and framework that supports the development of self-sufficient marae by ensuring the approach to devolution is well informed and planned.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

The strategy will detail the investment and support to be provided to marae, hapuu and whaanau to lead out key initiatives for mana motuhake.

SHARED EXPERTISE ENABLERS**STRATEGIC PROJECT: SETTLEMENT FRAMEWORK****PROJECT OBJECTIVE**

Deliver a Settlement framework to provide a key lever for enabling mana motuhake for marae and iwi to drive their aspirations under Whakatupuranga 2050.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To deliver a strategy and framework that supports the development of self-sufficient marae by ensuring the approach to devolution is well informed and planned.



HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

The Settlement framework forms part of the wider claims, and rights and interests programme of work with regards to outstanding claims (namely our Harbour Claims).

SHARED EXPERTISE ENABLERS

Focus area:**Innovative tools and models for devolution**

Develop innovative tools, products and services. Develop a model for marae equity.

STRATEGIC PROJECT: TE MANA WHANAKE		
<p>PROJECT OBJECTIVE</p> <p>Identify and design investment models (collective and individual) to equip marae to implement the appropriate systems, tools and templates for mana motuhake.</p>	<p>IS THE PROJECT NEW OR EXISTING?</p> <p>New</p>	<p>WHY ARE WE INVESTING HERE?</p> <p>To support the development of self-sufficient marae ensuring they have access to innovative tools and models that support the realisation of their mana motuhake.</p>
<p>HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?</p> <p>Support marae to identify opportunities to develop individual or collective Statements of Investment Policy Outcomes (SIPOs). The project will be aligned to the work that will be carried out under Scaling our Investment and Targeting our Spend.</p>	<p>SHARED EXPERTISE ENABLERS</p> 	
STRATEGIC PROJECT: TAUAWHI MARAE		
<p>PROJECT OBJECTIVE</p> <p>To grow marae capability and capacity to determine and lead out initiatives to support their whaanau members and community.</p>	<p>IS THE PROJECT NEW OR EXISTING?</p> <p>New</p>	<p>WHY ARE WE INVESTING HERE?</p> <p>To support the development of self-sufficient marae ensuring they have access to innovative tools and models that support the realisation of their mana motuhake.</p>
<p>HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?</p> <p>Support marae to undertake a self-assessment of their ability against initiatives. Analysis assessment will then inform individual development plans for each marae to build capability to deliver services and programmes to its people and community. A cohort of marae champions will be established from participating marae.</p>	<p>SHARED EXPERTISE ENABLERS</p> 	



Objective area

Strong Organisation

“Tupu te toi, ora te toi, whanake te toi, te toi i ahu mai i Hawaiki...”

Naa Kiingi Taawhiao

Positioning the organisation to effectively, efficiently and robustly deliver on the Five-Year Plan; to measure, report and communicate results and success and to protect and optimise settlement mechanisms

Our iwi organisation is a vehicle for serving, equipping and delivering outcomes that enable whaanau, hapuu and marae to respond to the needs of today and into the future.

Over the past five-years, work undertaken under the Mahi Tonu tohu directed our efforts and investment and enabled us to evolve how we innovate, adapt and deliver positive impact for our tribe. However, the shift to objective areas and accelerating progress toward Whakatupuranga 2050 through work to enhance how we support mana motuhake will require us to make fundamental changes in the way we organise and engage.

We acknowledge and share the collective dream for our whaanau, hapuu and marae to achieve their mana motuhake. We share this because it means we have been successful in our endeavours and created a new and exciting future for our mokopuna where they can grow, prosper and sustain.

As our priorities change, we will continue to align the organisation to ensure we are fit for purpose and our model of service delivery ensures we engage directly with our marae and tribal members and meet them where they are at to respond to their needs.

OPTIMISE CLAIMS AND PROTECT OUR SETTLEMENT RIGHTS AND INTERESTS

Over this next five-year period we aspire to resolve the final chapter in our historical Te Tiriti o Waitangi settlement process by completing the outstanding claims. We know however that this work must be balanced with what needs to be done to protect, leverage and optimise the mechanisms from our settlements that have already been completed. The work to protect our rights and interests from our settlements will never end and it will remain the underpinning enabler for our broader programmes of work.

WHAANAU CONNECTIONS

Our commitment to the Kiingitanga and to our iwi means we strongly support the various events that draw our people together – to reflect and remember, to connect and celebrate and to learn together.

Investment in events is essential to engaging our people and maintaining and/or building their connection to their tribal identity. But our people are diverse and while some are actively involved, there are others who are not sure how to take the first step to connect or are not able to easily access their marae or iwi events due to disability or hardship.

Across the spectrum, we know we will continue to improve if we strengthen our understanding of the needs of the people we serve. Investing in technology and associated training to help us create systems that provide better insights into whaanau and marae needs and aspirations will position us to make more informed decisions about where to focus for increased impact. Furthermore, it helps us understand and, if necessary, improve the experience of whaanau when interacting with our organisation.

UNDERSTANDING OUR IMPACT

Moving from focusing on activities and outputs to measuring the impact and outcomes relative to our investment of time, energy and resource is not

straightforward but critically necessary. This means we will continue to invest in systems to enable us to collect the right data and information in real-time, and to analyse and provide insights that inform timely action at all levels.

Improved utility of the data collected also enables the organisation to stay accountable to marae and whaanau in ways that are effective, efficient and meaningful.

SUPPORT OUR GOVERNORS

Our governors in Te Whakakitenga o Waikato and Te Arataura, along with tribal members appointed to external boards provide the internal leadership and external influence that shapes our path. We are committed to providing the right tools and support to equip them to participate in governance structures and stay strong advocates to the rights and interests of all tribal members.

INVESTING IN OUR KAIMAHI

The continuously evolving environment and shift in focus of this Five-Year Plan means that we need to keep investing in our teams to build on their skillsets and leverage their strengths. This investment will ensure they are well placed and confident to support delivery of the plan, including staying adaptive to fast paced changes in technology, political policies, extreme weather events and living costs.


Our Role

- Advocate and protect the settlement rights and interests of Waikato-Tainui
- Manage and deliver events that unite tribal members and reaffirm their commitment to te Kiingitanga
- Facilitate the collection, analysis and reporting of data to understand our impact
- Grow kaimahi to ensure they are equipped, capable and dedicated to serving all tribal members and marae
- Equip and empower governors to actively participate in the governance structures of Waikato-Tainui and protect iwi rights and interests.

Focus area:

Protect, advocate for, lever and optimise our settlement mechanisms



Protect and advocate for our rights in legislation, regulations, planning and the broader political environment

STRATEGIC PROJECT: CENTRAL GOVERNMENT RELATIONSHIPS		
<p>PROJECT OBJECTIVE</p> <p>Build capability of the organisation, iwi, marae and hapuu to engage effectively with Government and uphold the settlement outcomes of co-governance and co-management as a step towards mana motuhake.</p>	<p>IS THE PROJECT NEW OR EXISTING?</p> <p>Existing</p>	<p>WHY ARE WE INVESTING HERE?</p> <p>To optimise claims and grow central government relationships so we can protect, leverage and optimise our settlement mechanisms.</p>
<p>HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?</p> <p>Grow the knowledge and skills of the organisation, iwi, marae and hapuu through support for mana o te awa, mana whakahaere and mana whanake so the iwi is equipped to exercise mana motuhake.</p>	<p>SHARED EXPERTISE ENABLERS</p> 	



Focus area:**Tribal data**

Enhance the tribal data, digital infrastructure to support strong delivery, informed decision-making and impact measurement

STRATEGIC PROJECT: TAATAI HONO		
PROJECT OBJECTIVE Increase the number of connected and engaged tribal members.	IS THE PROJECT NEW OR EXISTING? New	WHY ARE WE INVESTING HERE? To understand our impact so that we can continually improve the effectiveness and efficiency of our operation and understand the difference we make through improved access to data, digital and organisational systems and processes.
HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE? Identify tribal demographics who are not receiving adequate support through key life stages. Undertake engagement to ensure meaningful connection and support across the generations. Engagement to include identity and life literacy.	SHARED EXPERTISE ENABLERS 	
STRATEGIC PROJECT: DATA ENABLED SERVICE DELIVERY EXCELLENCE		
PROJECT OBJECTIVE Develop and deliver integrated data systems that improve understanding of the needs of our tribal population and increase utility of data for continuous improvement and organisational responsiveness.	IS THE PROJECT NEW OR EXISTING? New	WHY ARE WE INVESTING HERE? To understand our impact so that we can continually improve the effectiveness and efficiency of our operation and understand the difference we make through improved access to data, digital and organisational systems and processes.
HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE? Build and enhance an integrated digital infrastructure to improve what is already available and grow systems to increase access to data that delivers organisational efficiencies and informed decision making by Waikato-Tainui, governance and marae.	SHARED EXPERTISE ENABLERS 	

Focus area:

Events

Celebrate and reaffirm our identity as Tainui waka and kaitiaki of Te Kiingitanga through our events

STRATEGIC PROJECT: WAIKATO-TAINUI SPECIAL EVENTS		
<p>PROJECT OBJECTIVE</p> <p>Prepare for, and deliver, key events that celebrate important milestones for Waikato-Tainui (including the 30 years since the Deed of Settlement with the Crown in 1995 and 15 years since the Waikato-Tainui Raupatu (Waikato River) Settlement Act. Both events to be delivered in 2025. The project includes delivery of Tainui Games and preparatory work for Waikato-Tainui to host Te Matatini in 2029.</p>	<p>IS THE PROJECT NEW OR EXISTING?</p> <p>Existing</p>	<p>WHY ARE WE INVESTING HERE?</p> <p>To reaffirm our identity through celebration and bringing whaanau together to uphold our commitment to the Kiingitanga.</p>
<p>HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?</p> <p>Events provide a space for whaanau to connect, participate and learn from each other. The events will be designed to include communications and activities that include all tribal members so they can participate, engage and celebrate the milestones in ways that are meaningful to them.</p>	<p>SHARED EXPERTISE ENABLERS</p> 	



Focus area:**Governance support**

Provide our governors with information, tools and support to empower them to advocate for the position of the organisation

STRATEGIC PROJECT: GOVERNANCE REVIEW AND ELECTIONS**PROJECT OBJECTIVE**

Provide support, systems and opportunities to learn and upskill to enable full and effective participation in the governance structure of Waikato-Tainui.

IS THE PROJECT NEW OR EXISTING?

New

WHY ARE WE INVESTING HERE?

To support governors through secretariat and development opportunities to continually grow governance capability and capacity for Te Arataura, Te Whakakitenga o Waikato and tribal members appointed to external boards by the iwi.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Grow capacity of marae and governors to participate fully in the governance structure of the organisation. Ensure all the tools and training is available to grow capacity and make sure mechanisms are in place to support full and effective participation.

SHARED EXPERTISE ENABLERS

Focus area:**Grow our kaimahi**

Ensure our team are well invested in to successfully deliver the Five-Year Plan

STRATEGIC PROJECT: WHAKAHOU I TE TAI AO MAHI - RENEWING THE WORK ENVIRONMENT**PROJECT OBJECTIVE**

Create sustainable and culturally responsive work environments that promote kaimahi wellbeing, support mahitahi and enable high performance.

IS THE PROJECT NEW OR EXISTING?

Existing

WHY ARE WE INVESTING HERE?

To invest in our kaimahi so they can grow confidence, develop new skills and build on their current capability and strengths to deliver on the Five-Year Plan.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Support scoping to inform the development of workspaces for kaimahi that enable them to fulfil their functional purpose, including considerations for sustainability, wellbeing and ongoing servicing and maintenance of facilities.

SHARED EXPERTISE ENABLERS**STRATEGIC PROJECT: PURUTANGA ME TE NGATA O NGAA KAIMAHI – RETENTION AND SATISFACTION****PROJECT OBJECTIVE**

Ensure Waikato-Tainui has strategies and targets for retention of kaimahi and their overall satisfaction in the workplace, so it is best placed to retain people with the skills, knowledge and experience to deliver on our strategic objectives.

IS THE PROJECT NEW OR EXISTING?

Existing

WHY ARE WE INVESTING HERE?

To invest in our kaimahi so they can grow confidence, develop new skills and build on their current capability and strengths to deliver on the Five-Year Plan.

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Create mechanisms for continuous improvement and measurement of all existing human resource processes across core function areas (recruitment, onboarding, training and development, remuneration and benefits, performance management, kaimahi ora, offboarding). Includes development of targets, outcomes and tools across the retention, satisfaction and wellbeing domains to evaluate performance.

SHARED EXPERTISE ENABLERS

STRATEGIC PROJECT: TE WHAKAWHANAKETANGA O TE IWI ME AANA HUAANGA – STRATEGIC WORKFORCE DEVELOPMENT

PROJECT OBJECTIVE

Ensure Waikato-Tainui have the right capability and people strategies to deliver on our Whakatupuranga 2050 commitments.

IS THE PROJECT NEW OR EXISTING?

Existing

HOW WILL THE PROJECT ACHIEVE THE OBJECTIVE?

Develop a strategic workforce plan that identifies the skills and capabilities needed to deliver on the next five years and analyse gaps to support resourcing decisions. Explore tribal talent strategies to inform how Waikato-Tainui attract, recruit, train and develop our tribal members into our iwi organisation.

SHARED EXPERTISE ENABLERS



WHY ARE WE INVESTING HERE?

To invest in our kaimahi so they can grow confidence, develop new skills and build on their current capability and strengths to deliver on the Five-Year Plan.



Te Whakatinanatanga

Implementation

Implementation of the Five-Year Plan requires intentionality, agility and collaboration, supported by good governance, fit for purpose policies and processes, and operating rhythms that enable proactive communication and continuous improvement.

Our Five-Year Plan is our shared plan. It is our roadmap for maintaining progress on our collective aspirations in Whakatupuranga 2050 while navigating, adapting and responding to our ever-changing world.

We are a strong and flourishing iwi. But we can never be complacent in our actions. To create a legacy for our mokopuna we must continue to operationalise our organisation, whaanau, hapuu and marae to proactively monitor policy and legislation reforms and use their voices and resources to protect our

gains, rights and interests.

The following mechanisms provide critical tools for the successful implementation and delivery of this Five-Year Plan:

GOVERNANCE

The role of Governance is to monitor and guide the strategic direction of Waikato-Tainui. They use data, maatauranga and tikanga to ensure the organisation is continually oriented toward Whakatupuranga 2050 and resources are prioritised to the needs of whaanau now and into the future.

Their responsibilities include:

- Te Whakakitenga o Waikato approve the plan and provide guidance on changes and amendments to the plan

- Te Arataura set the overarching policies, identify and assess risk and monitor progress and impact of organisational activity
- Waikato-Tainui management are accountable for the delivery of the Five-Year Plan, holding key responsibilities for the active management of risks (internal and external) and reporting.

POLICIES AND PROCESSES

Waikato-Tainui are guided by a set of core policies that are regularly reviewed according to the review schedule. New policies will be developed as required and in line with organisational priorities and changes.

Over this Five-Year Plan, additional resources will be dedicated to ensuring the organisation has mapped all critical processes to improve

efficiency, effectiveness and operational performance.

RISK MANAGEMENT

A Group Strategic Risk Framework has been developed and will be implemented in 2024.

The purpose of the framework is to enhance how we identify, monitor, and report risk across all parts of our Five-Year Plan.

At the time of preparing the plan, the key risks were:

- **POLITICAL:** change in Government policy creating risk to settlement rights and interests.
- **ECONOMIC:** economic challenges nationally and globally, high inflation and cost of living crises.

Te Whakatinanatanga

Implementation continued

- **CLIMATE CHANGE:** global warming increasing frequency of adverse weather events, environmental devastation, and ability to produce kai.
- **CHANGE** of structure, kaimahi, leadership, Governors, policies, procedures, rules, interest rates, technology.
- **RETURN ON INVESTMENT** where we would be unable to generate the same or greater return therefore impacting our ability to deliver on the Plan.
- **PANDEMIC:** ongoing effects of COVID-19 global pandemic, as well as risk of new diseases and viruses with significant health implications requiring national and global public health responses.
- **GEO POLITICAL TENSION:** war and conflict between countries outside Aotearoa impacting global markets and access to resources.
- **ENGAGEMENT AND ADOPTION** of the plan by marae and tribal members. Low adoption and support will impact progress/success.

DATA AND DIGITAL

Rapid changes and advances in technology provide both opportunities and challenges for Waikato-Tainui.

The development of new data and digital platforms underpin a number of the strategic projects in this Five-Year Plan in addition to the infrastructure required to deliver core business services.

To respond to the growing data and digital needs of our iwi, a new strategy will be developed in FY25 to inform how the organisation will intentionally invest in the ongoing development of data and digital technologies that meet the needs of whaanau, hapuu and marae.

Technology systems will also be implemented to improve the consistency of data collection to support an increased focus on measuring and reporting on impact.

PROJECT MANAGEMENT FRAMEWORK

Established in August 2023, the Project Management Office is responsible for designing and implementing a project management approach for Waikato-Tainui to plan, prioritise, deliver and evaluate projects and programmes.

Development and implementation of a new Project Management Framework will occur in FY25 and be supported by a suite of tools designed to enable and grow the capability of all kaimahi to successfully deliver projects and improve project practice consistency

EVALUATION AND IMPACT MEASUREMENT

To understand the impact and outcomes of our work, an outcomes framework will also be developed in FY25. The framework is intended to enable the organisation to clarify and refine what metrics are

required to show change for whaanau, hapuu and marae over time and improve consistency and purposefulness in data collection to enhance data-informed decision making, continuous improvement and innovation.

REPORTING

Reporting on risk, progress, spend and impact will be delivered to Te Arataura on a monthly basis. Te Whakakitenga o Waikato will receive the same content on a quarterly basis.

A comprehensive review and report of the Five-Year Plan FY25 to FY29 will be completed internally on an annual basis. Key learnings from this review will be used to inform and guide priorities to be included in annual planning processes.



He Tirohanga Puutea

Financial overview

Our primary sources of income to deliver the Five-Year Plan are via the distribution from three funds:

- Waikato Raupatu Land Trust fund (Tainui Group Holdings Real Assets and Global Equities)
- River Initiatives fund
- Co-management fund.

The calculation is derived from 2.5% of net assets over a rolling three-year period. This means the valuation of assets plays a key role in determining our distribution amount and can increase and decrease depending on the current values of the assets.

FINANCIAL PILLARS

An outline of the financial foundations for our Five-Year Plan FY25 to FY29

The following is a summary of the key financial pillars that provide the foundations for our annual budgets for the Five-Year Plan FY25 to FY29.

In addition to the distribution, we work as an organisation to secure external funding wherever possible to support the delivery of our programmes and projects and scale our impact. External funding can change over time depending on the priorities of those organisations and funding sources, therefore we take a 'live within our means' approach when budgeting and investing in the delivery of our Five-Year Plan.

Each year, Waikato-Tainui will prepare an Annual Budget for approval by Te Whakakitenga o Waikato. This budget will reflect the priorities of the iwi in line with the Five-Year Plan and account for changes in available income over the five-year cycle.

REVENUE

Steady Revenue Streams:

- Cash distributions from our three funds (includes Tainui Group Holdings distribution)
- Rental Income from University of Waikato
- Operations income (Nursery and Carvers)

Term-Limited Revenue Streams:

- Mokopuna Ora Contract
- Tainui Live and Aukaha Contract
- Annual external funding contracts

One-Time Revenue Events:

- Relativity funding drop

OPERATIONAL EXPENDITURE

Steady Overheads:

- Governance Costs
- Operational Costs
- Workforce Plan Costs

Steady Distributions and Programme Spend:

- Kiingitanga

Marae, Kaumaatua, Taiiao etc.

- Programme spend aligned to Five-Year Plan activities

One-Time and Time-Limited Expenditure:

- Kaapuia Costs
- Mokopuna Ora

CAPITAL EXPENDITURE

General Capex:

- Annual General Operational Capex

Development Capex (Time-Limited):

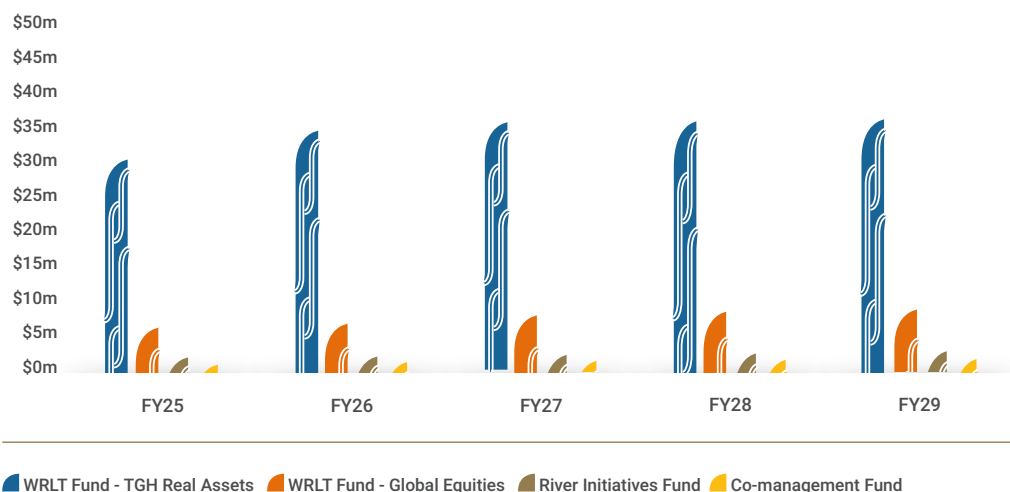
- Hopuhopu Development
- Whare Taonga
- New Office Build
- Upgrade of facilities
- Hopuhopu Papakaainga Project
- College upgrades

Investments:

- Paataka Kai
- Social Investment Fund activities

CASH DISTRIBUTION OUTLOOK FY25 TO FY29

An outline of the financial foundations for our Five-Year Plan FY25 to FY29



FIVE-YEAR PLAN FY25 TO FY29 BUDGET IMPACTS

Financial Impacts on the Horizon

Key areas of the Budget	FY25 \$m	FY26 \$m	FY27 \$m	FY28 \$m	FY29 \$m
Revenue	\$58.2m	\$61.9m	\$63.3m	\$55.7m	\$56.1m
Key income events			▲ Relativity Puutea expected	▼ Mokopuna Ora Contract Income drops off	
Expenditure	\$57.4m	\$59.3m	\$59.9m	\$52.7m	\$52.8m
Key expenditure events				▼ Mokopuna Ora Contract Expenses drops off	
Key expenditure considerations	Government policy change impacts	Five-Year Plan activities Supporting Mana Motuhake Targeting our Spend Kaapuia Review	Five-Year Plan activities Supporting Mana Motuhake Social Investment Fund Targeting our Spend Kaapuia Review	Five-Year Plan activities Supporting Mana Motuhake Social Investment Fund Targeting our Spend	Five-Year Plan activities Supporting Mana Motuhake Social Investment Fund Targeting our Spend
Capex and Investments	\$10.1m	\$5.4m	\$2.9m	\$0.6m	\$0.5m
Key expenditure considerations	Paataka Kai Hopuhopu Development Hopuhopu Papakainga	Paataka Kai Social Investment Fund Hopuhopu Development Hopuhopu Papakainga College Upgrades	Paataka Kai Social Investment Fund Hopuhopu Development Hopuhopu Papakainga College Upgrades	Paataka Kai Social Investment Fund Hopuhopu Development Hopuhopu Papakainga	Paataka Kai Social Investment Fund Hopuhopu Development Hopuhopu Papakainga





WAIKATO
TAINUI