

Quarterly Report 2024 / 2025

1 April to 30 June 2024





Ngaa Kupu Whakataki

Executive Summary

Teena koutou katoa

Quarter one of our new financial year is predominantly characterised by the rapid pace we find ourselves in as we continually respond to changes to the current policy settings in government.

It also marks the beginning of the new Five-Year Plan FY25 to FY29 which sets the direction and focus of our work over this next five-year cycle.

When we consider our position, it is critical we have a plan in place to deliver initiatives for our people, hapuu and marae that are impactful and meaningful. This is why the dedication to intergenerational impact in this Five-Year Plan is purposeful.

To ensure alignment with the new plan, you will notice the structure and design of our quarterly reports has been updated. This means the report now includes three key sections:

- Enabling Mana Motuhake – impact stories and progress milestones achieved during the reporting period
- Proactive Political – a summary of our work to protect iwi settlement rights and interests
- Strategic Projects – an overview of the status and key achievements for all 37 strategic projects under the six objective areas in the new Five-Year Plan.

As the quarters progress, additional information will be included in the reports such as a section on Resilience and Responsiveness (actions taken to stay adaptive to unexpected challenges) and increased data and stories about the impact of work delivered by Waikato-Tainui through the new plan.

The plan is a tool for everyone, and it must be remembered that it is a living document. In our previous Five-Year Plan who could have predicted the effects of COVID-19 on the delivery of our initiatives for that period. We hope external threats remain minimal during this next five years, but the team have proven they can pivot when necessary and we are confident we can flex if needed. Further detail on our Five-Year Plan journey can be found on page 20 of this report.

In April we joined an urgent inquiry into the proposed removal of Maaori Wards from local government. The following month our legal team provided memorandum and briefs of evidence from Waikato-Tainui, as well as Linda Te Aho. The purpose of filing was to support the opposition of the removal of Maaori Wards however the Crown anticipated the move and introduced their Bill to the House. This effectively halted the Waitangi Tribunal challenge because it lost jurisdiction. In response, we raised our utter disappointment directly with the government noting their action amounted to an attack on iwi rights.

Toward the end of April, the Waitangi Tribunal provided its interim report into the removal of Section 7AA of the Oranga Tamariki Act. They followed it up with another iteration in May and its findings were damaging. Also in May, the Court of Appeal issued their decision in favour of the iwi position – this included Waikato, Ngaati Pikiao, Ngaati Hine and Ngaati Rangiuuora.

It is not lost on us that on the same day, the Crown proceeded with introducing amendments to the House to remove Section 7AA. This was experienced as another diabolical example of the Crown using

FRONT COVER: TAU HONA, HIRAM HONA, LUCY HONA, TAMATI KINGI, GLENDA RAUMATI, TE REO GRAHAM

INSIDE FRONT COVER: KAUMĀTUA MATARIKI / BALL 2024

its tools to wage a further unprovoked attack on Iwi/Maaori rights. Refer page 22 for more information.

On a positive note, the Waikato-Tainui/Mercury partnership delivered significant support to the regional senior kapa haka competition in April which attracted its biggest ever audience. The GLOWBOX Arena, Claudelands was packed to the rim as 21 kapa haka teams took the stage over two days to determine who would represent the Tainui rohe at Te Matatini in Taranaki next year.

We would like to acknowledge all kapa haka participants, their supporters, and the following five teams who qualified to compete at Te Matatini in February 2025:

1. Mootai Tangata Rau
2. Te Pou-o-Mangataawhiri
3. Te Iti Kahurangi
4. Te Kapa Haka o Ngaa Pua o Te Koowhara
5. Te Pae Kahurangi.

Remarkably, three weeks prior to the competition a late call went out for further registrations to increase the number of qualifying teams for our region. When the analytics were released, it revealed the total online audience for the kapa haka event clocked up

more than 1.4m total online audience with 14.3m views across all social media platforms. This was a huge success, not only for our partnership, but more importantly for our people.

During this quarter, we were also involved in kick starting the process to return the O-Raakau battle site to iwi. It has been a significant negotiation between iwi entities representing Waikato, Raukawa and Maniapoto and the Crown to get to this point. Many years in the making, the Bill before parliament returns the battle site to iwi hands. Hundreds of people attended the event to witness the historical signing of the deed and the action to release the property to iwi so it can never be sold.

This milestone has marked decades of recognition for the return of a site that holds significant historical value for our people. It was effectively our last combined stand preceding the confiscation of 1.2m acres of land from the colonial government in the late 1800s.

Overall, this quarter has reinforced the importance of staying impatient for action, while remaining patient for outcomes. It is the people who whakapapa to our marae who are our most important consideration and the stories in this report demonstrate what is possible when we stay resilient and work together.

Mauri ora ki te iwi, mauri ora ki too marae, mauri ora



Tukoirangi Morgan
CHAIR, TE ARATAURA



Donna Flavell
CHIEF EXECUTIVE





Hapori
The sky's the limit for Te Waharoa

More Waikato uri are picking up the tools and donning the hard hats to have a go in the industry space.

Te Waharoa supported 22 tribal members into an apprenticeship opportunity via the BCITO (Building and Construction Industry Training Organisation) and MITO over the past (financial) year.

Te Waharoa is a Waikato-Tainui 10-week programme that introduces rangatahi to the trades industry.

It's for tribal members aged 16 to 24, who are unemployed or are not in education or training.

The programme reconnects taura with their whakapapa. They attend site tours and meet key people from various industries.

They then earn certifications needed for these industries before beginning five weeks of paid work experience.

"This gives the taura the opportunity to solidify a permanent role with an apprenticeship," says Waikato-Tainui career pathways advisor Faraimo Tuifua (Ngaati Hamoa).

Demand for Te Waharoa is on the up, and over the last financial year the programme hosted three different cohorts for the very first time.

It also recently introduced a new cohort with MITO (a training provider in automotive, commercial road transport, extractives, gas and logistics industries) and in the mining and aggregate space.

Faraimo says there were positive outcomes for the different cohorts that saw at least one taura from each student group finding a new connection to their whakapapa and hosting marae during the programme.

"We've also seen increased representation from our taura, employers, and stakeholders, expanding beyond our current partners. Various workforce development councils have also wanted buy-in to the program."

Fourteen taura have been offered fulltime employment with an average hourly rate of \$29 and a pathway to apprenticeships in the building and construction industry.

The other eight taura have been offered fulltime work in the mining and aggregate industry with a pathway to earning a Certificate of Competence and a Level 5 qualification over the next two to three years.



**Enabling
Mana Motuhake**
Impact Stories & Progress Milestones

Enabling Mana Motuhake is the key theme that guides our Five-Year Plan FY25 to FY29. 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.

Enabling Mana Motuhake is about creating the conditions for marae and whaanau to successfully

take responsibility for planning, resourcing and delivering on what is important to them across the cultural, social, spiritual, environmental and economic spheres.

In this section of the quarterly report we share stories of impact and progress milestones on our collective journey to achieving our aspirations in Whakatupuranga 2050.



Hapori

Empowering Financial Futures: Waikato-Tainui and Westpac Launch Money Management Workshops

Waikato-Tainui, in partnership with major bank Westpac, launched a new series of "Managing Your Money" workshops designed to enhance the financial literacy of tribal members.

Running from April to June, these six online sessions provided invaluable guidance on a range of topics including saving, investing, mortgage management, first-time home buying, and securing appropriate insurance for future planning.

This initiative followed iwi engagement, which highlighted a significant need for improved financial education within Waikato-Tainui.

Through these workshops, Waikato-Tainui and Westpac aim to address this gap by equipping whaanau with essential skills and knowledge to make informed financial decisions.

Westpac approached Waikato-Tainui with the opportunity to collaborate on this important project, recognising the mutual benefit of empowering tribal members with effective financial management skills.

This partnership not only addresses immediate needs but also supports the long-term goal of increasing the economic capability of our iwi – a vision rooted in the 1995 Raupatu settlement.

By focusing on practical and actionable advice, these workshops are designed to provide tangible benefits and strengthen the financial foundations of Waikato-Tainui tribal members.

Both Waikato-Tainui and Westpac are committed to continuing their collaboration to ensure that the community can thrive and achieve greater financial stability and success in the years to come.



Hapori

Mokopuna Ora end of financial year report highlights the positive impact of support for whaanau

The first quarter of the financial year did not always provide the best conditions for 'delivering to plan'. Mokopuna Ora encountered waves of legislative reforms, the repeal of Section 7AA and restructuring of Oranga Tamariki, all led by the current coalition Government which has been challenging in this mahi.

Despite these conditions and challenges, Mokopuna Ora continue to make positive progress, remain steadfast in our intentionality on delivering on our commitments, and are proud to have exceeded the anticipated number of cases with whaanau of mokopuna, delivering quality outcomes alongside whaanau and our hapori.

Oranga Tamariki leadership feedback signals trust in Mokopuna Ora leadership colleagues and recognition that Mokopuna Ora is doing work that Oranga Tamariki cannot do. Additionally, with the Government's approach to reducing expenditure

Oranga Tamariki leadership acknowledges that it is a tough time for Oranga Tamariki staff "so having Mokopuna Ora on site and doing good work helps us".

Progression of mahi within quarter one included the launch of the Mokopuna Ora Cultural Practice Framework, Ki Tua o Ngaku Mokopuna, which is informed by taonga tuku iho and underpinned by Ngaa Maataapono o Te Kiingitanga. Embedding the framework within all areas of our practice will take place in FY25, which includes weaving the Framework into our developmental evaluation, research and accountability.

WORKFORCE DEVELOPMENT

Ki Tua o Ngaku Mokopuna – Mokopuna Ora Cultural Practice Framework

A key principle of Mokopuna Ora mahi is to value the whakapapa of those we work with. The way

we practice this is captured in our unique Cultural Practice Framework 'Ki Tua o Ngaku Mokopuna' named after the tongikura phrased by Kiingi Tawhiao "E kore teenei whakaoranga e huri ki tua o ngaku mokopuna... Teeraa ka puta he miihae. He urukehu noo tooku pito ake".

Ki Tua o Ngaku Mokopuna takes a holistic approach which focuses on the overall wellbeing of mokopuna and whaanau ensuring they remain safe and honoured as we work alongside them.

SOCIALISATION OF MOKOPUNA ORA

Socialisation of Mokopuna Ora took place throughout the quarter at various tribal, national and international forums.

In June 2024, Melissa King-Howell, Programme Director, Mokopuna Ora and Corrin Merrick Family Court Barrister, co-presented 'Reclaiming the wellbeing and best interests of indigenous children in decision making in New Zealand' at the Association of Children's Welfare Agencies Conference in Sydney, Australia.

The article "The wellbeing and best interests of tamariki Maaori in the care and protection system: reclaiming culture" co-authored by Melissa King-Howell, Programme Director, Mokopuna Ora, and published in the New Zealand Family Law Journal, highlights the challenges the Family Court faces to become more informed about tikanga and the rights of tamariki Maaori and their whaanau, hapuu and iwi to cultural identify and belonging.

Further opportunities are being explored to present at international conferences for the purpose of sharing our story and strategy and importantly, to learn from other indigenous models which may inform our design.

DEVELOPMENTAL FORMATIVE EVALUATION

Whaanau Experiences

The formative evaluation commenced at the beginning of 2024. Interviews were held with whaanau, Oranga Tamariki kaimahi and Mokopuna Ora kaimahi in March and April 2024. The final report was delivered at the end of June 2024.

Mokopuna Ora walk alongside whaanau to ensure the safety of mokopuna is paramount and the mana of whaanau is upheld during the process.

We do this by:

- Helping whaanau navigate through the care and protection system, including attendance in Court, Parole Board Hearings, Family Group Conferences and formal Hui aa-Whaanau.
- Advocating for whaanau at all points of critical decision making. This advocacy is enhanced by having a presence within the Oranga Tamariki offices and representing whaanau in Oranga Tamariki consultations about mokopuna and whaanau, as and when it happens.
- Ensuring robust Whaanau Plans meet care and protection concerns that keep mokopuna safe with their whaanau.

Findings from our developmental research identify the impacts of Mokopuna Ora on the whaanau journey through the statutory system. These have been anonymised and provided for Mokopuna Ora reporting purposes only and cannot be utilised for any other purpose.

Practice

“The way Mokopuna Ora worked with us, the family, as people. ...it’s a safe place. I love Mokopuna Ora.”

Whaanau Voice

Identity and Belonging

Backing from the iwi helps enable a sense of whanaungatanga as well as legitimising the kaupapa for whaanau. For one whaanau, engagement with Mokopuna Ora led to a journey of discovery and reconnection of whakapapa and identity.

“That’s what Mokopuna Ora did for me. They gave me the right tools, all the right advice and support for me to go and get my kids back. Yeah, that’s what they do.”

Whaanau Voice

OUTCOMES FOR WHAANAU DATA

Our frontline team focuses on more complex whaanau cases where mokopuna are either at a high risk of being taken into state care or are already in care.

For the period 1 July 2023 to 30 June 2024:



215
Mokopuna

Mokopuna Ora received a total of 101 referrals, to engage with whaanau of 215 mokopuna.



Zero
Mokopuna

No mokopuna from the whaanau Mokopuna Ora engaged with the Oranga Tamariki Waikato Rural North office entered state care. Established in 2019, this partnership has matured, fostering mutual trust and respect, leading to earlier engagement by Mokopuna Ora.



6
Mokopuna

Six mokopuna of whaanau Mokopuna Ora have engaged within the Oranga Tamariki Kirikiriroa office have entered state care. The relationship began in 2023 and shows increasing respect for cultural perspectives yet faces ongoing challenges. Earlier engagement with Mokopuna Ora might have prevented some of these mokopuna from entering state care.

Since the start of the Strategic Partnership Agreement from 1 July 2019 to 30 June 2024, Mokopuna Ora have advocated for the whaanau of 715 mokopuna, exceeding the anticipated number of engagements with whaanau of 600 mokopuna by 30 June 2024.

Impact

Based on whaanau interviews, Mokopuna Ora is adding considerable value to whaanau lives through both the approach taken and outcomes for mokopuna. Whaanau were asked where they thought they would be now without the support from Mokopuna Ora.



“When I first started working with [Mokopuna Ora] my children had all been uplifted and put into care and had been in care for about five or six years at that point. So, it all started at that point to now my kids are in my care that’s where Mokopuna Ora took me. From my kids being in care for a really long time and even my daughter was in care for about fourteen of fifteen years. So that’s what Mokopuna Ora did for me, they gave me all the right tools, all the right advice and support for me to get my kids back.”

“[Mokopuna Ora] was Tainui so starts making me take pride in my tribe. So, I went out and I started learning Maaori and I started learning my whakapapa and I signed up with Te Waananga o Aotearoa and did the tikanga just so I can learn all about tikanga and that’s what Mokopuna Ora did for me.”

“[Without Mokopuna Ora] I would have never ever got my kids back. I would have had to wait for them to grow up and come home. They would never have known the good fight they would never have known I have a fight in me, they might never have known. Once my kids got taken the only dream in my life was my kids. It was my dream just to have my kids back.”

Whaanau Voice

Support from Mokopuna Ora gives whaanau a voice and restores mana motuhake. The style of approach by Mokopuna Ora is consistently whaanau-centred, working with whaanau members to address issues affecting mokopuna. The approach is intrinsically te ao Maaori and a clear contrast to western, individual-focused approaches traditionally taken by Oranga Tamariki.

To view the Mokopuna Ora EOY Report, please reach out to your Te Whakakitenga Marae Representative.



Taiao

River peoples collaborate

In 2022, a groundbreaking partnership emerged with the formation of the Waikato and Waipaa River Iwi Tuna Collective.

This brought together taiao managers and representatives from Waikato-Tainui, Ngaati Korokii Kahukura, Raukawa, Te Arawa River Iwi Trust (TARIT), Ngaati Tahu, Ngaati Whaoa, Ngaati Kearoa Ngaati Tuaraa, and Ngaati Maniapoto.

Our mission was clear: to protect, enhance, and restore the tuna populations in our rivers.

This collective embodies Te Mana o te Awa, showcasing our collective responsibility as kaitiaki for our awa and tuna.

Our strategy focused on the wellbeing of tuna, implementing targeted actions like elver transfers, caring for downstream eel migrants, hosting tuna symposiums for river kaitiaki, and engaging in habitat restoration and relationship-building on both national and international levels.

In March, we hosted a pivotal Tuna Symposium at Karaapiro, an event that allowed us to network with kaitiaki across our river basin.

It was here that we welcomed Brad and Kye Moggridge from the Kamilaroi Nation of Australia,

who introduced us to the Budj Bim eel (Kooyang) people in South Australia.

We were eager to explore the rich history of an iwi with a tuna connection spanning over 6000 years, so we organised a visit to the Budj Bim cultural landscape.

This area, in the traditional country of the Gunditjmara people, is renowned for its sophisticated management of local ecosystems.

The Gunditjmara used volcanic rock to build channels, weirs, and dams, expertly managing water flows to trap, store, and harvest kooyang while enhancing other food resources.

Our visit was both enlightening and inspiring.

We look forward to the Budj Bim eel people joining us at our next Tuna Symposium.

Our heartfelt thanks go to the New Zealand Biological Heritage Science Challenge for their invaluable support in making this collaboration possible.



Whai Rawa

Breaking ground: new development set to transform Hopuhopu

A groundbreaking ceremony heralded the official start of major works at Hopuhopu that will bring great benefits for the people of Waikato-Tainui.

Kiingi Tuheitia Pootatau Te Wherowhero VII with members of Te Whakakitenga and Trust Waikato, led the soil turning in April, marking the start of construction of a new sports pavilion, maintenance and amenities facilities.

Other works include a whare taonga, further development of the iwi nursery and a major social housing development.

Head of Property Porsha Wharakura (Ngaati Mahuta) said the sports pavilion will include changing rooms, ablution facilities, a medical room, and a central hub.

There will also be storage capacity for the sports equipment needed to operate six sport fields, a community shop front and kitchenette for sports and community use.

The Sports and Recreation Facility will be the first of a number of key facilities identified for the Hopuhopu Development.

Its key success factors are to connect people to a diverse range of activities, events, and experiences.

The new facilities are expected to be completed by mid-2025.





Whai Rawa

Waikato-Tainui Remaining Claims Engagement Hui 2024

The Waikato-Tainui Lead Negotiator, Rahui Papa, alongside the Settlement Protection and Claims team held two engagement hui in Hamilton and Hopuhopu earlier this year as a part of a wider engagement strategy. The intention was to provide an update to our tribal members and marae whaanau on the progress of the remaining claims negotiations with the Crown.

The Takarangi Framework forms the basis of negotiations and promotes a collective and collaborative approach to uphold mana motuhake, mana whakahaere and te mana o te moana. The four pou under which redress is being negotiated include 'taiao' (environmental), 'whai rawa' (economic), 'hapori' (community – social and cultural) and 'kaupapa' (tikanga, reo, maatauranga – te ao Maaori)

Discussions were had and questions asked about how mana motuhake will be preserved throughout the negotiations process and through the different redress mechanisms being negotiated. Thoughts and aspirations were expressed in relation to taiao initiatives, importantly the moana and the depletion of kaimoana, commercial fishing and deep-sea mining. Pertinent political issues were raised around the change in government, legislative and policy change (like the Marine and Coastal Area (Takutai

Moana) Act 2011), and the implications that these may have on negotiations and redress, including the recent changes with fast tracked resource consents as an example. Further environmental, social and cultural kaupapa were discussed, and these engagement hui created a space for whaanau to express their views and inquire into the different kaupapa relevant to them.

These engagement hui are one way in which our Negotiations Team can engage and communicate with our tribal members, grasp views and feedback on different kaupapa and provide informative updates. We plan to hold further engagement hui in mid-October 2024 in Taamakimakaurau, Rotorua, Wellington and Christchurch to engage with our tribal members living outside of our rohe.





Kaupapa

Kaumaatua have a ball at the ball

Hei whakanui i te putanga mai o Matariki, araa, Te Maatahi o Te Tau i te 14 o Hune, ka poowhiringia e Waikato-Tainui ngoo taatou ruuruhi me nga koroheke ki runga o Te Parapara, moo teenei huritau hei whakanui i nga pou kaumaatua o Waikato-Tainui.

Our annual Waikato-Tainui Kaumaatua Matariki Ball was this year hosted at Te Parapara (Hamilton Gardens Pavilion).

Over 300 kaumaatua, representing 63 of our raupatu marae, dined and danced their way on the dance floor to the soulful and funky sounds of Leon Wharakura & Friends including Rewa Ututaonga, Taisha and Thomas Stowers, and Krissy Knapp – all premiere entertainers in their own right and hugely appreciated by our kaumaatua.

In keeping with the Matariki theme of the evening, our three-course menu reflected and connected the names of the whetuu with the particular kai or drink and this went down well with all who attended.

Waikato-Tainui Pou Hui, Hinga Whiu says each year this event grows in popularity, and it was awesome to see our iwi honour our pou kaumaatua – we may need a bigger venue!

“The Kaumaatua Matariki Ball is held in recognition of the tremendous amount of work they all do in representing their respective marae, hapuu and Te Kiingitanga at the many hui and events organised throughout the year. This was our way of showing our deep appreciation as an iwi for them” says Hinga.

Kaatahi raa te poo hira, te poo nui, te poo miharo raa ko teenei!



Kaupapa

Exclusive Xero training boosts marae capability

Tailored Xero workshops for marae are strengthening the accounting capabilities of marae throughout Waikato-Tainui.

Waikato-Tainui hosted the specialised Xero training workshops for local marae in May at Ngaaruawaahia.

This initiative aims to enhance financial management skills using the Xero accounting platform.

Held over two sessions, the event drew a total of 46 marae representatives.

Ake Accounting’s customised training was designed to boost the capabilities of marae, empowering them with better financial tools and collective purchasing power to secure discounted rates from Xero.

Participants received comprehensive group training and personalised 1:1 sessions, addressing their specific financial concerns.

Ake Accounting also offered a 15 percent discount

on their services for those interested in further accounting support.

Tribal connection manager Alana Te Ngoungou (Ngaati Korokii-Kahukura) said the kaupapa is a significant step towards long-term financial sustainability for the iwi.

“By investing in Xero training, our marae are building a foundation for effective resource management, good governance, and financial transparency.

The enhanced skills and tools gained will promote efficiency, compliance, and robust budget planning, ultimately strengthening the governance and operational capabilities of the marae.”





Kaupapa Tē Pae Kaakaa

“Kia hoihoi anoo ngaa pae i te ketekete a te kaakaa”

Kua whakatuuria a Te Pae Kaakaa ki te whakapakari i oo taatou paepae i runga i oo taatou maraemaha o Tainui waka whaanui. He whakapakari maa roto mai i ngaa kaupapa huhua kei raro iho nei:

- Karakia/waerea
- Ngaa kura o te karakia Paimaarire
- Ngaa koorero tuku iho o Tainui waka
- Kiingitanga, Kawenata, Te Paki o Matariki
- Mootetea, waiata tawhito, ngeri, paatere, apakura
- Waiata, haka
- Tikanga marae, whaikoorero, poroporoaki, mihi, karanga, pao, tangihanga
- Reo whakataukii, tongikura, te reo ookawa, kiianga, te reo whakawhitiwhiti koorero
- Taatai Whakapapa (aa-iwi, aa-motu)
- Tuutohu Whenua
- Te tika me te rere o te reo hei whakapuaki i oo taatou whakaaro

E rima ngaa rangapuu kua whakaea i roto i ngaa tau 2018 - 2024. Ko Raahui Papa, Paania Papa, Ngaringi Katipa ngaa pou whakahaere. E ono ngaa waananga ka whakatuuria i roto i te tau kotahi. Hei whakauru

mai ki te kaupapa nei, me kounga too reo, me tautoko too marae i too tonono, i too urunga mai ki te kaupapa, me whakauu ki ngaa whakaritenga o te tau.

I ia rua marama ka whakatu waananga ki ngaa marae maha o Tainui Waka. Hei te mutunga o ngaa waananga e rima, ka whakatuuria he rangi whakamaanawa i te hunga i tohua kia pinea ki te pine o Te Pae Kaakaa. Waru tekau uri kua whakatutuki i te kaupapa o Te Pae Kaakaa i roto i ngaa tau.

Ko ngaa hua o te kaupapa ka kitea mai ki ngaa marae oo taatou, ki ngaa kaupapa huhua o te Kiingitanga, o te iwi whaanui. Ko ngeetehi o ngaa manu kaakaa kua tohua hei kaitiaki i ngaa rautaki whakarauora i te reo me ngaa tikanga o runga marae. Ko ngeetehi e manaaki, e tiaki nei i oo raatou paepae. Ko ngeetehi, ka whakapuna hei haapai i ngaa kaupapa aa-iwi, ngaa kaupapa o te Kiingitanga. Katoa katoa, e ngaakau nui ana ki te ora o ngaa tikanga, ki te ora o te reo.

Kaati ake i konei, hei te tau 2025 ka karangahia anootia ngaa uri o ngaa marae maha o Waikato, o Tainui waka hei haapai i te kaupapa o Te Pae Kaakaa me ngoona maataapono, ngoona uaratanga.

Moo te roanga ake o te ataata o te whakapootaetanga o Te Pae Kaakaa 2024, me kuhu atu ki te pae tukutuku o Waikato-Tainui ki www.waikatotainui.com

Paimaarire





Mahi Tonu

New Five-Year Plan by our people, for our people

On 25 May 2024, Te Whakakitenga o Waikato unanimously approved the implementation of the new Five-Year Plan FY25 to FY29. The content of the new plan reflects our journey and learnings from the last five-years, woven together with the initiatives our whaanau, hapuu and marae have asked us to focus on. While we carry forward elements of our previous Five-Year Plan, we have also intentionally created new frameworks to structure our plan so we can remain agile and responsive to our ever-changing environment.

To ensure Te Whakakitenga members had access to all the information they needed about the new plan before casting their vote on 25 May, senior leaders at Waikato-Tainui delivered a series of five online waananga between 16 and 24 April 2024. Over the five waananga, 66 members of Te Whakakitenga attended representing 46 marae. Following each presentation, attendees were able to ask questions, discuss the proposed contents and seek additional details from the team at Waikato-Tainui.

Enabling Mana Motuhake is the key theme that will underpin all our mahi over this next five-year cycle. This theme was determined based on koorero that was consistent in our engagement with whaanau, hapuu, marae and across Te Whakakitenga o Waikato.

Creating the conditions that enable the mana motuhake of every member of our growing 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 equip them to pursue their

self-determination in the future. What matters most is that our tribal members and marae can make choices that increase their confidence and capacity to move towards shaping and creating their own prosperous futures.

Over the past five-years we have dedicated time to engaging with and understanding the needs and aspirations of our whaanau, hapuu and marae. Engagement and assessments have reinforced that we are all at different stages on our journey to realising our collective aspirations in Whakatupuranga 2050. Knowing these differences and working with them in ways that reflect the principles of the Kiingitanga will be essential as we prepare for and enhance the mana motuhake of marae through the transfer of responsibilities and resources.

Thirty-seven strategic projects in the new Five-Year Plan FY25 to FY29 are structured around six objective areas with each divided into key focus areas with specific outcomes. Combined, these provide clarity and a collective direction to accelerate progress towards Whakatupuranga 2050 and Enabling Mana Motuhake. Sixteen projects are existing initiatives carried over from the previous five-year planning cycle and 21 projects are new initiatives informed by marae through Te Whakakitenga o Waikato and kaimahi during the engagement phase of developing the new plan.

The new Five-Year Plan is now available to view via our website www.waikatotainui.com





Proactive Political

Protecting iwi settlement rights and interests

Aotearoa continues to face challenges across multiple political domains, including economic, environmental, health, social, housing, justice and education. In Q1 FY25, Waikato-Tainui remained actively engaged with central and local government to ensure the protection of iwi settlement rights and interests. Below is a summary of activity and engagement for the quarter:

Government Reforms

Throughout May and June 2024, Waikato-Tainui filed nine submissions in response to reforms progressed by the current coalition government. The submissions included:

- 2 May 2024 - Waikato Regional Council Long-Term Plan Submissions
- 2 May 2024 - Waikato District Council Annual Plan Submissions
- 29 May 2024 - Submission to the Select Subcommittee on Local Government (Electoral Legislation and Maaori Wards and Maaori Constituencies Amendment Bill)
- 31 May 2024 - Response to He Pou a Rangī Draft Advice on the Fourth Emissions Budget
- 13 June 2024 - Submission to Finance and Expenditure Select Committee Local Government (Water Services Preliminary Arrangements) Bill and Amendment Paper no. 41
- 14 June 2024 - Te Pire Moo Oo-Raakau, Te Pae o Maumahara/Oo-Raakau Remembrance Bill

- 16 June 2024 - Primary Production – Resource Management Act (RMA) Extended Duration of Coastal Permits for Marine Farms)
- 16 June 2024 - Primary Production Committee on the Resource Management (Extended Duration of Coastal Permits for Marine Farms) Amendment Bill
- 18 June 2024 - Enquiry into Climate Change Submission (response to the finance and expenditure committee inquiry into climate adaptation).

In addition to the submissions above, the Chief Executive Officer for Waikato-Tainui, Donna Flavell presented to the Select Committee for the Fast Track Amendment Bill on Tuesday 11 June 2024. The presentation highlighted the leadership demonstrated by the iwi to balance economic results with taiao, cultural and social outcomes. An invitation was also extended as part of the oral submission to the Environment Committee to visit Ruakura.

Crown Litigation – Te Reo Maaori update

In January 2024, Waikato-Tainui filed proceedings in the High Court High Court in Wellington, seeking declarations to affirm the rights and interests of the iwi and the corresponding obligations of the Crown. The Crown have an obligation to protect te reo Maaori under Te Ture moo te reo Maaori 2016, so the submission also addressed immediate concerns on those matters that are now under threat.

During the quarter, Waikato-Tainui filed claimant evidence and attended the hearing from 10 to 14

June 2024 at the Waitangi Tribunal's offices in Pooneke to support the WAI3327 urgent inquiry into use of te reo in the Public Sector.

Repeal of Section 7AA

Section 7AA binds Oranga Tamariki to a practical commitment to the principles of Te Tiriti o Waitangi .

- To ensure policies and practices have the objective of reducing disparities by setting measurable outcomes.
- Ensure policies, practices and services have regard to mana tamaiti, whakapapa and whanaungatanga.
- Seek to develop strategic partnerships with iwi and Maaori organisations, including iwi authorities.
- Report annually and publicly on what the Ministry has done, the impact of those actions and immediate next steps.

Te Tiriti was breached when the Crown failed to undertake a constructive consultative process surrounding the repeal of Section 7AA. Mokopuna Ora subsequently contributed to the content of the Wai 3309 claim held in April 2024 and appellate Court hearing in May 2024. This action is aligned with the focus on legislative and policy reform of the child protection system, and rights and interests from our settlements.

Government's approach to reducing expenditure impacts whaanau engaged in the care and protection system

The Government's approach to reducing public service expenditure has impacted Mokopuna Ora and the statutory care and protection system, more specifically, Oranga Tamariki front line practice, contracted services, and whaanau.

We dispute the narrative that a reduction of 6.5 - 7.5% in spending is not and will not affect the frontline. The impact is seen and felt daily by those receiving and delivering statutory care and protection and community support services.

Mokopuna Ora has a responsibility to raise awareness and are focused on system change.

Mokopuna Ora provides advocacy for whaanau

across the care and protection operating model, that is from intake through to statutory care. Our local relationships are across our hapori, frontline and the management structures that support practice. The relationships we have built are strong and respectful. We are clear the more recent issues raised are a result of a systemic failure and are not failures of individuals or managers in the Waikato.

The impact is most acutely felt by whaanau and within the statutory care and protection system predominantly whaanau Maaori. Mokopuna Ora intend to provide a voice for all whaanau where they do not have the opportunity to have one.

“The system is broken. Full of half-pai promises. We know we have answers and solutions. We did it with COVID once the government stopped trying to control everything. We have always known Mana Motuhake works.”

Naa Kiingi Tuheitia Pootatau Te Wherowhero VII

Waikato Regional Council – Freshwater Policy Review

During the quarter, a letter was sent by Te Arataura Chair, Tukoroirangi Morgan to Chair, Pamela Storey from the Waikato Regional Council (WRC) regarding the Waikato (and Waipaa) River Freshwater Review process and upholding the Waikato River Settlement. The letter outlined the specific concerns the iwi has with the Freshwater Policy Review (FPR) process presently being administered by the WRC.





Strategic Projects

Enabling Mana Motuhake through intentional action



There are 37 strategic projects under six objective areas for delivery in this five-year cycle. Strategic projects are designed to focus investment in activities that accelerate progress towards Whakatapuranga 2050 and protect the rights and interests of our iwi for future generations.

Please refer to pages 34 to 71 of the Five-Year Plan FY25 to FY29 on the Waikato-Tainui website for a summary of each strategic project.

This quarter marked the end of the last Five-Year Plan with the new plan for FY25 to FY29 approved by Te Whakakitenga o Waikato on Saturday 25 May 2024. Being the first quarter of the FY25 financial year and the start of the new Five-Year Plan, there are no current progress risks to report for the strategic project.

In summary, 13 projects have evolved from work undertaken in the previous five-year planning cycle and are in progress, 11 are new projects that started in June 2024, 12 projects are scheduled to start at a later date and one project has been put on hold until the results of the Kaapuia review have been confirmed.

Strategic Objective | *Growing our People*

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

STRATEGIC PROJECT	PROJECT STATUS	RISK STATUS	Key Achievements Comments
Tikanga Ora, Reo Ora	Not started		Scheduled to begin in Q2 FY25
Te Kaaata	In progress		Project initiation phase commenced.
Te Whare Tupuna	In progress		Project initiation phase commenced.
Te Tari	New		Project initiation phase commenced.
Kia Niwha	New		Project initiation phase commenced.
Te Pito Whakatupu - Innovation Hub	New		Project initiation phase commenced.
Te Aka Taiaaahiwio Maatauranga Network	In progress		Project initiation phase commenced.
Mana Motuhake Mindsets	Not started		Scheduled to begin in Q2 FY25
Iwi Capability Development Portal	New		Project initiation phase commenced.
Koiora Implementation	In progress		Engagement, analysis and research was completed in Q1 FY25 to understand the current health landscape, including Crown and Primary Health Organisation investments in health and disparities in funding. This research has informed the health and wellbeing priorities that have shaped the development of the implementation plan for Koiora. The implementation plan will be presented to Te Whakakitenga o Waikato in Q2 FY25.

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New	Project has started in this reporting period
In progress	The project is in progress
Complete	The project is complete
On hold	The project has been put on hold to respond to other priorities and/or cannot be progressed due to project delivery requirements not being met

RISK STATUS

STATUS	DESCRIPTION
	Project is on track. There are no known risks to project delivery. No action is needed.
	Project progress is behind schedule and/or has exceeded budget. Project team managing risk(s) and taking action to redesign project approach and/or control the risk(s). It is determined that based on all available information, the project can continue.
	Project is delayed and/or cannot be delivered in current context. Action is required to manage risk(s) and/or decisions made at SLT and Governance level as to whether the project should proceed.

Strategic Objective | *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.

STRATEGIC PROJECT	PROJECT STATUS	RISK STATUS	Key Achievements Comments
Taiao Capability Development Programme	In progress		Project initiation phase commenced.
Taiao Development Programme	Not started		Scheduled to begin in Q2 FY25
Securing Water Allocation	In progress		Project initiation phase commenced.
Tai Tumu, Tai Pari, Tai Ao	In progress		Project initiation phase commenced.
Climate Change Vulnerability and Adaption Plans	New		Project initiation phase commenced.

Strategic Objective | *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.

STRATEGIC PROJECT	PROJECT STATUS	RISK STATUS	Key Achievements Comments
Social Investment Fund (framework set up)	New		Project initiation phase commenced.
Whenua Investment Fund (framework set up)	Not started		Project initiation phase commenced.
Whenua Strategy Implementation	Not started		Project initiation phase commenced.
Rotowaro Storage	New		Project initiation phase commenced.
Hopuhopu Development	New		Project initiation phase commenced.

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Strategic Objective | 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.

STRATEGIC PROJECT	PROJECT STATUS	RISK STATUS	Key Achievements Comments
Targeted Spending Approach	In progress		Project initiation phase commenced.
Puna Pakihi Targeted Spend	In progress		Project initiation phase commenced.
Tribal Households and Marae Operations Targeted Spend	In progress		Project initiation phase commenced.
Tribal Procurement Card	Not started		Scheduled to begin in Q3 FY25

Strategic Objective | Supporting Mana Motuhake

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

STRATEGIC PROJECT	PROJECT STATUS	RISK STATUS	Key Achievements Comments
Marae Readiness Assessment	New		Project initiation phase commenced.
Develop and Implement Devolution Strategy	Not started		Scheduled to start FY27 post completion of the Marae readiness assessment project
Settlement Framework	Not started		Scheduled to start FY27 post completion of the Marae readiness assessment project
Te Mana Whanake	Not started		Scheduled to start FY27 post completion of the Marae readiness assessment project
Tauawhi Marae	Not started		Scheduled to start FY27 post completion of the Marae readiness assessment project

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Strategic Objective | *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.

STRATEGIC PROJECT	PROJECT STATUS	RISK STATUS	Key Achievements Comments
Central Government Relationships	In progress		Please refer to the Proactive Political section of this quarterly report for details of Crown engagement and submissions made during Q1 FY25.
Taatai Hono	New		Project initiation phase commenced.
Data Enabled Service Delivery Excellence	New		Project initiation phase commenced.
Waikato-Tainui Special Events	In progress		Project initiation phase commenced.
Governance Review and Elections	On hold		The last round of Te Whakakitenga o Waikato elections were completed in January 2024. The Rules Review component of this project is on hold until the Kaapuia Review outcomes are confirmed in November 2024. It is noted that due to changes in the Incorporated Societies legislation, the new rules must be approved and filed before April 2026 to avoid de-registration.
Whakahou i te Taiao Mahi - Renewing the Work Environment	Not started		Project initiation phase commenced.
Purutanga me te Ngata o Ngaa Kaimahi – Retention and Satisfaction	Not started		Project initiation phase commenced.
Te Whakawhanaketanga o te Iwi me Aana Huaanga – Strategic Workforce Development	In progress		Project initiation phase commenced.

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