

Quarterly Report 2024 / 2025

1 July to 30 September 2024





Ngaa Kupu Whakataki

Executive Summary

He tai panuku, he tai paneke.

He tai wheeranu, he tai wheeranu!

Waipuke kau ana te puna aroha i te rironga o

Kiingi Tuheitia Pootatau Te Wherowhero VII ki tua o Taawauwau.

Haere e moe!

*Ka noho mai ko te Arikinui Kuiuini Nga wai hono i te po
hei kanohi moo Te Kiingitanga*

Hei taunga moo ngaa iwi o te motu – Paimaarire!

This quarter was marked by the passing of Kiingi Tuheitia Potatau Te Wherowhero VII followed by the accession of Te Arikinui Kuiuini Nga wai hono i te po.

Kiingi Tuheitia had only just welcomed thousands on to Tuurangawaewae from across the country and around the pacific to celebrate his 18th year as our monarch and leader of Kiingitanga.

He passed away peacefully a week later, on 30 August following an operation in Waikato Hospital. This began a seven-day mourning period and 10's of thousands of people were once again drawn to Tuurangawaewae Marae to farewell our much-loved King.

His call for kotahitanga resonated throughout the tangihanga. Numerous references to the leadership he displayed by calling Hui aa-Motu which kicked off a series of follow up hui. The purpose of these hui was to gather the thoughts of our people keen to advance the notion of mana motuhake in a modern context.

Kiingi Tuheitia identified five key workstreams as platforms to promote the discussion. They included:

te reo Maaori, te Tiriti o Waitangi, National identity, ooranga tangata (wellbeing of people) and ooranga taiao (wellbeing of nature). All these topics featured in the many obituaries and tributes both on the marae and from afar.

He challenged te iwi Maaori to future proof their strategic direction by including rangatahi participation in their decision-making process. This was underpinned by a profound belief that no one should be left behind.

Whenever we met with King, he was always clear about his expectations. He possessed a sharp intellect backed up by an intrepid wit to drive his point home. Donna and I will miss his wise counsel and how he offered alternative pathways toward achieving Whakatapuranga 2050.

As the torch of leadership was passed to his daughter Te Arikinui Kuiuini Nga wai hono i te po it was plain to see the weight of the position combined with an overwhelming grief ahead of her father's final journey to Taupiri.

As she entered the waharoa to take her place next to her father for a final time, she did so with intuitive grace and a sense of duty to the institution. A resounding murmur turned to cheers as it became clear she had been chosen to lead Kiingitanga and it began to reverberate around Tuurangawaewae and along the riverbank.

It will take a while to fully lean in to the role however Te Arikiniui Kuiini Nga wai hono i te po has been prepared well by all of her respective communities.

The turn out for her first two Poukai at Tauranganui and Waahi Paa has been exceptional and heavily attended by a much younger demographic eager to connect with a leader from their generation.

As an organisation we are committed to working with the Queen's office to ensure the momentum associated with her accession is maintained. We must also understand the profound grief of losing her father and our late Kiingi Tuheitia Potatau Te Wherowhero VII as we move forward collectively.

Noo reira, e te Kiingi, e kore rawa e memeha te puna roimata moou kua riro ki tua o pae kitea, otiraa te tini mahamaha kua whai haere i ngoo tapuwae. He manawa whenua, he manawa tuhatuha, he mata turuhia.

Teenaa huihui taatou!



Tukoroirangi Morgan

CHAIR, TE ARATAURA



Donna Flavell

CHIEF EXECUTIVE





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

First-ever Taamaki Te Waharoa cohort forging a path in the automotive industry

The first cohort of Taamakimakaurau Te Waharoa apprentices are forging a path in the automotive industry.

Career Pathways Manager, Kaaro Iti-Moeke, says the programme is focused on tribal members between 17-24 years old, with an interest in the trades.

Te Waharoa has seen 10 cohorts since 2020 in the Waikato with close to 100 of its graduates finding jobs in the building and construction, plumbing, electrical and mining industries.

The latest cohort is the first in Taamaki, with eight taura eventually undertaking apprenticeships in collision repair workshops in South and West Auckland.

The 10-week programme sees taura building cultural confidence by reconnecting with their whakapapa and tribal history.

“We take them to Rangiriri, show them the whakairo and paint this picture of where we have come from as an iwi, where we are trying to go today and where they sit in that whole picture,” says Kaaro.

After completing pre-training, which includes site safety, first aid and industry-specific qualifications, the cohort goes into six weeks of paid work experience.

Earlier this year, Waikato-Tainui partnered with AA insurance who in turn found placements for taura with their collision repair subcontractors.

“We’re also in partnership with MITO (an industry training organisation) and from week 4 to week 10 they’re doing paid work experience.”

“All of our taura already have some kind of work experience, though it’s not necessary for Te Waharoa. One taura, a wahine from Maurea Marae has some panel and paint experience – which puts her in a good position when she begins her apprenticeship.”

Kaaro says Te Waharoa taura are often picked up by employers for fulltime apprenticeships while doing the programme.

“Others will get the news (of fulltime apprenticeships) at their graduations.”

When the apprentices graduate from Te Waharoa, Waikato-Tainui stays in contact in a pastoral care role.

“We stay with them for a year or two, especially in building and construction to provide pastoral care. While employers provide staff with some tools, we do offer a tool grant (Te Tomokanga Tool Grant) once they start their apprenticeships. But we’re here to help with things like laptops and phones with good cameras, so they can capture and submit the mahi they do for their apprenticeship.”



Hapori

Mokopuna Ora attends key conference in Canada

Mokopuna Ora Programme Director Melissa King-Howell recently attended the Loving Justice – Breathing Life into Our Own Laws conference in Vancouver, Canada.

The conference was an opportunity for Waikato-Tainui to grow our understanding of the context of Canadian community, care and protection laws and practice, and develop indigenous networks to help us in our Mokopuna Ora strategy work focused on legislative reform of care and protection laws here in Aotearoa.

The conference identified and addressed pressing legal and jurisdictional questions respecting traditional laws, child and community rights, advocacy, governance, resourcing and practices.

The goal of attending was to learn from the different iwi in Canada who earlier this year had key legislation upheld in their Supreme Court respecting First Nations, Inuit and Metis children, youth and families.

This world-leading care and protection legislation is a historic step in comprehensive indigenous systemic

reform. The law in Canada changes the way that child and family services are provided to indigenous children – with the ultimate goal of reducing the number of children in state care.

While Canada leads the way in this area of law, we found that its practical implementation in communities is far removed.

The tangata whenua in Canada still face discrimination comparable to what we as Maori faced here in Aotearoa in the 1970s.

There are also challenges for iwi there in retaining their cultural traditions and maatauranga. Therefore, there is value for both countries in what we can learn from each other.

Moving forward, we are planning for opportunities for us to further strengthen our relationships, share knowledge and strategic positioning nationally and internationally.



Hapori

Transforming Health: The Waikato Tainui Koiora Community Health Plan – Te Ia Roa

Waikato-Tainui has developed its Koiora Community Health Plan – Te Ia Roa, which aims to transform the health and wellbeing of our whaanau and community.

Haapori Manager, Johnine Davis, says Te Ia Roa is rooted in our deep connection to the whenua, our culture, and heritage.

She says Te Ia Roa positions Waikato-Tainui as a facilitator of collective impact on the health and wellbeing of whaanau, hapuu and iwi.

“We’ve brought a whole collective of kaupapa Maori and community-based service providers from multiple sectors into our iwi health and wellbeing strategy.”

Johnine says the Koiora Community Health Plan is a testament to our commitment to the voices of whaanau.

“They wanted to see action to ensure that our approach to health and wellbeing is self-determined, grounded in our tikanga and responsive to the needs of whaanau.”

“This is about whaanau being in charge, so they can identify and work towards achieving their hauora aspirations. The emphasis is on whaanau to drive their own wellbeing plans and initiatives.”

“We’ll support them to achieve these things by connecting them with the tools and opportunities they need. This means visible connections and collective resourcing all focused on our people.”

The plan draws inspiration from the vision of Kiingi Taawhiao and embodies our commitment to Mana Motuhake by ensuring our approach to health is self-determined, grounded in tikanga and responsive to the unique needs of whaanau.

At the heart of Te Ia Roa are strategic pillars designed to tackle our community’s specific health challenges.

We’re enhancing health providers by investing in digital tools and workforce training.

The Koiora IT tools for data collection and analysis will ensure our strategies are informed by accurate and comprehensive information.

We recognise that certain life stages significantly impact long-term health. That’s why we’re focusing on the critical first 1,000 days of life for tamariki, mental health, and elder care.

By addressing these areas, we aim to lay a strong foundation for hauora and unmet health needs.

While implementing Te Ia Roa presents challenges—such as securing funding and integrating traditional practices with modern services—we’re committed to overcoming them.

Our flexible planning approach and strong Iwi-Crown relationships will be key.

The success of the plan will be measured through data-driven decision-making, with Koiora tools enabling us to track progress and assess our impact.

“By calculating the Social Return on Investment (SROI), we’ll showcase the broader benefits of our initiatives, strengthening our case for continued support for future generations,” says Johnine.





Hapori

Roof shout: Habitat partnership helps homeowners achieve critical home repairs

Two whaanau are looking forward to a warmer, drier winter, after having their roofs replaced through Habitat for Humanity Central Region's Home Repair programme, in partnership with Waikato-Tainui.

Jason knew that he'd eventually need to replace his roof when he purchased his 1950s home near Matamata in 2018.

"The plan was always to save up and get the roof done, but then with unforeseen things we never quite got enough to do the whole roof," says Jason.

"It's always something that's on the back of your mind. You see [the roof] when you drive in, but it's not until the ceiling leaks, or a bit of iron goes flying off, like what happened to our neighbours, and you think, oh, maybe next year."

Jason says his grandmother was a staunch Kiingitanga supporter and Waikato-Tainui is "just about everything" to his family. So when he heard about the opportunity to apply for a new roof through the tribe's partnership with Habitat, he jumped at it.

"For the tribe being able to help – we're not exactly less fortunate, we just don't have all the tools available to get to where we need to be."

"With the price of living, it is hard, everything is budgeted out before it comes in. So to get help is really great."

Habitat's Home Repair programme offers no-interest loans up to \$20,000 to homeowners needing critical repairs or maintenance on their homes, with affordable repayments over a period of up to five years. Waikato-Tainui make referrals to support repairs for selected tribal members, while meeting a portion of the costs.

Retiree, Hira, has also been a part of this programme and received roof repairs. With a new roof on, they've noticed the house is warmer and drier. They no longer have to worry about water damage in the walls, and they've had their lights repaired after water damage had short-circuited some of the switches.

Hira says Habitat's relationship with Waikato-Tainui was "very important", and he's grateful for the partnership that's enabled him to have this work done.

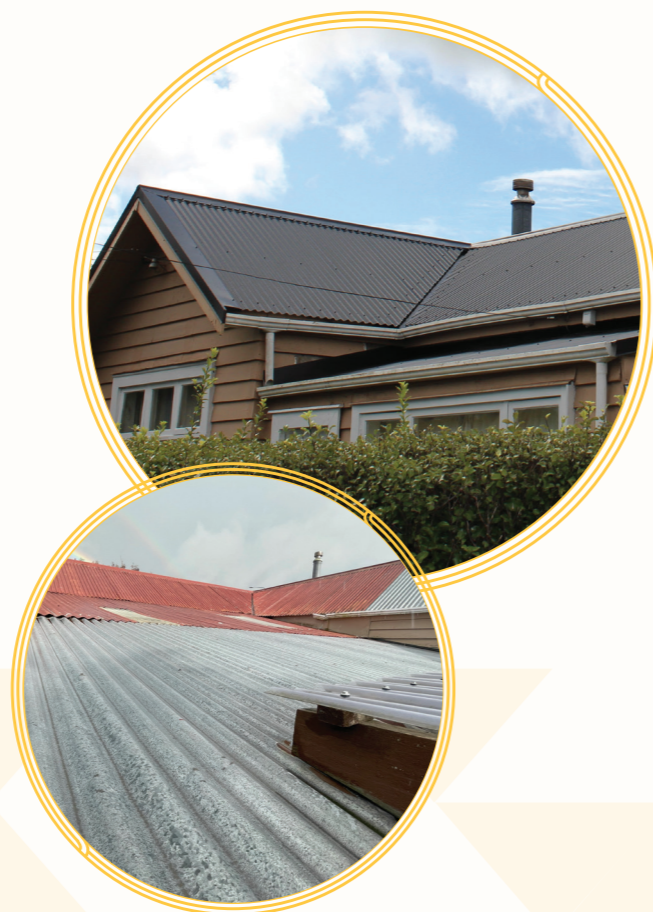
"The payments that I do pay back are quite affordable," Hira says.

Habitat worked with NYC Roofing to replace the roofs, and both Jason and Hira were pleased with the contractors working on their homes.

Living in an area prone to particularly strong winds, Jason says he takes his hat off to the roofers who were working in some tough conditions. He took a day off to help them and says they were a neat bunch to work with.

Hira and Joanne say the contractors were very communicative about the work they were doing and any issues they uncovered when replacing the roof.

"Dad wanted to feed them and everything – that's how appreciative he was," says Joanne.





Taiao

Toituu te Whenua: A New Era of Collaboration for Our Environment

Waikato-Tainui has signed a land management strategy with the Waikato Regional Council.

The Toituu te Whenua strategy represents a significant partnership between Waikato-Tainui and the Waikato Regional Council, focusing on the careful management of settlement lands under the Waikato River settlement.

This initiative is aimed at enhancing environmental, cultural, social, and economic outcomes while fostering the enduring connection between the land and its people.

The strategy embodies the whakataukii, "Toituu te whenua, whatungarongaro te tangata," emphasising the connection Waikato-Tainui has with its ancestral lands.

This perspective drives the strategy's purpose: **to restore and protect the health of the awa and its surrounding ecosystems, ensuring our future generations inherit a thriving environment.**

Taiao Manager, Jaedyn Falwasser, says, "to be Waikato-Tainui, the whenua is not just land; it is a living connection to our tupuna, culture, and wellbeing".

The Toituu te Whenua framework is built on four strategic pillars including.

Te mana o te awa – which acknowledges the Waikato River and its vital role in tribal identity.

Mana whakahaere – which recognises the rights and responsibilities Waikato-Tainui holds over the river and land resources.

Kia piki te ora – which focuses on the health and wellbeing of both the community and the environment.

Mahi tahi - committing to effective co-management between Waikato-Tainui and the council.

Its implementation plan, *Mahia te mahi*, outlines actionable steps to operationalise the strategy. The approach prioritises access to settlement lands for traditional practices, restoration initiatives, and ensuring sustainable land use.

By actively engaging in these efforts, Waikato-Tainui and the Waikato Regional Council aim to foster a shared responsibility for the land, ultimately creating a healthier and more resilient environment for all.



Taiao

Restoring the whenua, awa and wetlands to their natural states

As part of its Five-Year Plan (5YP) mahi, the Taiao Team is helping whaanau and marae to restore the awa, raupo and whenua to their natural state. Te Makarini Mapu, Taiao Advisor and Project Lead for restoration, says mahi throughout Waikato-Tainui takiwaa is underway, including projects in Hopuhopu, Te Puuaha, and Onewhero.

Of note is the "Hopuhopu Restoration Project" which is particularly focused on restoring puna and wetland areas.

"The plan is a culmination of several years of mahi to secure funding. The project is expected to take five years minimum, utilising the Waikato-Tainui nursery and tribal members for contracted works," says Te Makarini.

He says that the team is also focusing efforts towards mahi on the West Coast through joint restoration projects with whaanau, marae, and Waikato-Tainui partners.

"Mahi to date includes preparing small scale restoration plans for marae to consider, stock exclusion mahi around Aotea Moana, securing external funding for whaanau restoration projects, building, strengthening and maintaining relationships with our West Coast whaanau and marae."

Waikato-Tainui has also secured funding from the Waikato River Authority (WRA) to support whaanau with applications to fund their own marae-scale restoration projects.

Through the funding, whaanau can access experts and consultants in the restoration space to produce detailed plans and budgets that suit their aspirations.

Waikato-Tainui also provides contributions through the Taiao Restoration fund.

The benefits with respect to alignment with the 5YP are numerous, but the particular focus for this fund is to build capability amongst whaanau and restore our rohe to its natural state.

The projects align with the aims of both the long-term strategic plan Te Whakatupuranga 2050 and the current 5YP. The restoration programme will increase biodiversity, lift whaanau capability in the restoration space, provide opportunities for tribal members, and increase taiao resilience.

By integrating traditional knowledge with modern strategies, the programme seeks to ensure long-term sustainability and strengthen the connection between whaanau and the whenua.



Kaupapa

*“Ka mahi au, ka inoi au, ka moe au, ka mahi anoo...”
– naa Tē Puea Herangi.*

The mid-winter July day dawned cold and with it a low fog hung over the Haakarimata, but the home fires had been lit to warm and welcome the iwi onto Hopuhopu for the annual Waikato-Tainui hui aa-tau 2024. Hui aa-tau in keeping with the theme of – “I work, I pray, I sleep, and then I work again...” - allowed us to showcase the amount of mahi that had gone into the iwi and bringing the successes and wider benefits to our tribal members. This year’s highlights included:

- Full attendance in the debating chambers during the presentation of reports from Waikato-Tainui, Tainui Group Holdings (TGH), The College for Research and Development, and Te Whakakitenga o Waikato.
- The archives team presenting an exhibition of photographs of marae whaanau signing in support of the raupatu settlement. Next year will be 30-years since the Raupatu signing – a significant milestone for the iwi!
- All teams were onsite to engage with tribal members in showcasing their respective kaupapa – with many offering giveaways and prizes throughout the day! Our Grants Team were especially busy dealing with new tribal registrations, along with grants and kaumaatua enquiries.
- Nga Miro Health assisted those requiring flu and COVID-19 booster shots, along with Onesight who were eye testing tribal members and

providing free sets of glasses for those requiring them.

- TGH were also present along with Accor offering career vacancies.
- Live Streaming broadcasted interviews from various attendees, linking whaanau from around the motu.
- Various outside activities were put in place to help engage the younger tribal members in the Riki Zone, including visits from enchanted characters, kite flying, and the popular Farmyard animals. A live three-piece ensemble kept the vibe throughout the morning.
- Mitre 10 Mega Hamilton with their maaki kai, serving up BBQ sausages and chicken nibbles, along with our own Catering Team, who helped feed the attendees.
- An estimated attendance of 600 tribal members over the course of the day.

“We always look forward to presenting to our tribal members. This years event again met those aims and in keeping with the tongikura which set the theme for this year’s hui aa-tau – ‘Ka mahi au, ka inoi au, ka moe au, ka mahi ano.’ – Hinga Whiu (Pou Hui) said.





Kaupapa

Waikato-Tainui and FENZ Relaunch Marae Digital Connectivity Programme

Waikato-Tainui has partnered with Fire and Emergency New Zealand (FENZ) to relaunch the Marae Digital Connectivity Programme, improving both digital access and fire safety at marae across the rohe.

This initiative focuses on installing Google Nest interconnected smoke alarms, provided by Crown Infrastructure Partners, to bolster fire preparedness and emergency response systems at marae.

Originally launched in 2019 with support from the Provincial Growth Fund, The Marae Digital Connectivity Programme aims to equip marae with comprehensive digital infrastructure.

This includes WIFI, audiovisual equipment for teleconferencing, and now, interconnected fire alarms.

The goal is to empower marae by improving communication networks and enhancing their resilience in the event of emergencies.

Through the FENZ collaboration, marae benefit from the installation of Google Nest smoke alarms, which connect to smart phones via WIFI, providing real-time alerts for fire or carbon monoxide detection.

This proactive system ensures that even if individuals are not physically at the marae, they can respond swiftly to emergencies.

The Google Nest alarms offer significant advantages over traditional standalone smoke detectors. These interconnected devices can detect smoke or carbon monoxide in one area of the marae and alert all connected alarms simultaneously.

This ensures that even if a fire starts in a distant part of the marae, such as the wharenui, everyone in the wharekai or other areas will be notified instantly.

The wireless system also allows for seamless installation without the need for disruptive and expensive retrofits, making it simpler to upgrade the fire safety infrastructure of existing buildings, aligning them with modern safety standards.

Several marae have benefitted from the Google Nest alarms, including Te Papa-o-Rotu Marae, Taniwha Marae, and Kaitumutumu Marae.

With around 40 percent of Waikato-Tainui marae engaged in the digital connectivity programme, FENZ continues to visit and install alarms to marae who are not yet connected.

Our partnership with FENZ highlights the importance of collaboration between Crown Agencies and infrastructure partners to ensure community safety and wellbeing.

The aim is to secure further engagement and funding opportunities to extend the programme's reach, covering the remaining 60 percent of marae in the coming year.

The collective efforts of Waikato-Tainui, FENZ, and Crown Partners underscore the importance of creating future-proof infrastructure to support marae.

With our continued efforts, the Marae Digital Connectivity Programme will strengthen the resilience, and ensure marae are safe, connected, and prepared for emergencies well into the future.



Kaupapa

Marae Valuations: Jerome Te Paa

Jerome Te Paa is a rarity – one of a handful of Maaori registered valuers with experience in insurance, rent review and market valuations and compensation assessments.

He's also one of an even smaller number Maaori who are undertaking marae valuations.

Jerome has Ngaati Korokii Kahukura and Ngaati Mahuta whakapapa and has recently been valuing 18 Waikato marae between Te Kauwhata and Taamakimakaurau.

"I inherited a lot of mahi in the marae space, it's just one of those things that kind of just came to me and I've become a bit of an expert doing valuations for marae in Te Rarawa, Waikato and Te Uri o Hau," says Jerome.

Jerome normally works on valuing large and small-scale developments, commercial spaces, industrial facilities, retail properties, and residential buildings.

But given increasing iwi and hapuu investment in property, he saw specialising in property as a key skillset to help guide his people towards their goals.

He began working in the industry in 2016 and "fell into" marae valuations.

"How did I get involved in doing this? In short, because I'm Maaori. There's only six or seven of us with Maaori heritage who are doing this mahi. It's just one of those things, it just kind of came to me," he says.

"A lot of Paakeha have struggled to get their heads around this but also how to cover marae with their premiums."

Jerome says the main part of his mahi is pretty straight forward and usually involves him going out to a marae and measuring up the facilities.

"Most marae will have the same buildings for example a whare kai, a whare nui and whare paku."

"What I have to do is come to a figure of what it would cost to rebuild a marae or any of its components if there was a fire or something," he says.

Where things can get complicated is when taonga such as whakairo are involved.

"With taonga like whakairo, these things ... I have been quite fortunate as I have rauemi (resources) with me and I have spoken with kai whakairo across the country in order to get an understanding of the costs involved with whakairo and to have a koorero about this," he says.

"I can then provide something to the insurance companies so they can tick their boxes but he rerekee te ao Maaori ki te ao Paakeha (things are a bit different between Maaori and Paakeha).

"It's like a box ticking exercise for them but obviously for us our taonga are valued highly."

Jerome says the number of marae undertaking valuations for insurance purposes is increasing.

"There's definitely been a big increase but we are quite fortunate as Waikato-Tainui can cover these costs," he says.

"For some marae for the most part there's a bit of apprehension as the costs will be quite big. Some marae have commercial kitchens with high stud ceiling dining rooms and sprinkler systems."

"You have ablution blocks, septic tanks and water tanks – particularly for our marae that are remote."

"It's also more difficult to build in these remote places when compared with building an industrial building in the middle of Taamaki, which is pretty straightforward because all of the services and materials that are there."

"So when you put these things into context you can see why a lot of marae will push well over \$1 million in valuation."





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 Q2 FY25, Waikato-Tainui stayed 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.

Treaty Principles Bill

Responding to Crown Policy and Law Reform continues to be a priority for Waikato-Tainui. One of the critical issues include the Treaty Principles Bill.

Cabinet agreed to progress the Treaty Principles Bill, and the Minister responsible, David Seymour was empowered to work with the Parliamentary Counsel Office (PCO) to draft the matters.

Drafting was based on three concepts:

- Civil Government – the Government of New Zealand has full power to govern, and Parliament has full power to make laws. They do so in the best interests of everyone, and in accordance with the rule of law and the maintenance of a free and democratic society.
- Rights of hapuu and iwi Maaori – The Crown recognises the rights that hapuu and iwi had when they signed the Treaty/te Tiriti. The Crown will respect and protect those rights. Those rights differ from the rights everyone has a reasonable expectation to enjoy only when they are specified in legislation, Treaty settlements, or other agreement with the Crown.

- Right to Equality – Everyone is equal before the law and is entitled to the equal protection and equal benefit of the law without discrimination. Everyone is entitled to the equal enjoyment of the same fundamental human rights without discrimination.

Waikato-Tainui will prepare a submission on the Treaty Principles Bill noting that the Bill was introduced to parliament earlier than had been intended on Thursday 7 November with the first reading of the Bill to the House scheduled for Thursday 14 November 2024.

Takutai Moana

The Government determined it would make a significant amendment to the Marine and Coastal Area (Takutai Moana) Act, and to that end an amendment bill was introduced and read for a first time in Parliament at the end of quarter two.

This amendment intends to ensure that the test for iwi to gain customary title – namely exclusive use and continuous occupation – is tightly defined and interpreted by High Court Judges. This is in complete contrast to the findings of the Appeal Court in August 2024 which had indicated contextual matters had to be considered to fulfil the objective of the law. The law change is unnecessary and breaches a range of rights and interests.

Auckland City Council

On 6 August 2024, the Rights and Interests strategy team met with Auckland City Council to discuss the strategic priorities of Waikato-Tainui. It was

agreed that the current Relationship Agreement with Auckland Council would be reviewed and advice, if any, provided by Waikato-Tainui on what revisions may be required to reflect current priorities. It was noted that this could mean another kind of agreement is required such as a Memorandum of Understanding (MOU).

Further meetings have been proposed, including between Auckland Council Mayor and Chief Executive, and relevant Waikato-Tainui representatives (for example, Chair of Te Arataura) and between Senior Auckland Council officials and Waikato-Tainui counterparts.

Engagement with Auckland City Council to progress the review of the current MOU will commence in early 2025. The goal will be to have a new MOU in place from 1 July 2025 aligned to the Council's financial year.

State Care System Reforms

On 22 August 2024, Waikato-Tainui Te Arataura Chair Tuku Morgan sent a letter sent to the Prime Minister (PM) entitled "State Care System in Crisis - Initial Response, and the Urgent Need for a New Model for Family Court Care Decisions." The letter was in response to The Abuse in Care Royal Commission of Inquiry report made public on 24 July 2024. The letter detailed rationale for establishing Community Panels to take over Family Courts in matters relating to Care and Protection. Plans are now being made to arrange a meeting with the PM with the intent of seeking his agreement to task his officials to work with us and develop the relative policy; then engage with community on the establishment of Community Panels; that Community Panels be included in the solutions offered when delivering his public apology on behalf of the Crown to survivors of abuse in care on 12 November 2024.

In addition to the letter above, the Mokopuna Ora end of year (EOY) report was shared directly with Children's Commissioner, Claire Achmad and the Ombudsman's Office Maaori Strategy Manager, Dexter Traill in a hui on 22 August. It is noted that Aaran Jones, Independent Children's Monitor CEO was on leave at the time of the 22 August hui so another direct hui will be scheduled.

During the quarter, Mokopuna Ora also attended the "Inaugural Enabling Communities Prototype

Symposium" in Whakatane from 26 to 27 September. Darrin Haimona, Deputy Chief Executive Oranga Tamariki was a keynote speaker and delivered a message on a substantial change with Oranga Tamariki, that prior to the symposium, Waikato-Tainui had not been made aware of. Darrin advised that Oranga Tamariki has changed its focus from devolution to decentralisation. This change in approach directly contradicts the strategy for Mokopuna Ora and the relationship principles to "co-operate in partnership with a spirit of good faith, integrity, honesty, transparency and accountability". Devolution is deeper, and involves a transfer of power, whereas decentralisation is more administrative and keeps oversight with Oranga Tamariki. Waikato-Tainui are not supportive of a decentralisation approach and will raise this with the Chief Executive of Oranga Tamariki.

Fast Track Applications

On 11 September 2024, Waikato-Tainui made two submissions related to the Fast Track projects. These submissions included:

- response to Fast Track Application by Annie's Way in relation to a Solar Farm in Rangiriri
- response to Fast Track Application in relation to SH1: Cambridge to Piarere Long Term Improvements (C2P) Project.

In both responses, Waikato-Tainui highlighted both positives and challenges in relation to the applications as well as concerns on upholding the Waikato River Settlement arrangements as it relates to the role of the iwi in processing resource consent applications. Waikato-Tainui invited officials to meet with us to improve that process.



Vocational Education and Training system consultation

On 12 September, Waikato-Tainui made a submission in response to the Government’s call for public consultation on proposed changes to the Vocational Education and Training (VET) system.

In the submission, Waikato-Tainui highlighted historical and existing partnerships with educational institutions, the need for localised solutions and the importance of embedding Maatauranga Maaori across vocational education pathways.

The organisation also noted the importance of adequate funding, equitable regional representation, and flexible, work-based learning pathways that accommodate learners in isolated areas. Waikato-Tainui emphasised the need for a Tiriti-based partnership approach to reforming the Vocational Education and Training (VET) system.

Additionally, the submission underscored the need for Maaori participation in industry standards-setting and alignment with vocational training with regional economic development projects, such as the Ruakura Superhub. Through the recommendations in the submission, Waikato-Tainui sought to create a system that not only responds to the needs of our people but also promotes sustainable economic growth and educational success for Maaori communities.

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 quarter one, 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.

Waikato-Tainui are still awaiting a hearing date from Crown Law as they are currently pushed to capacity with the number of urgent hearings and claims being submitted by iwi and hapuu throughout the motu. Once the organisation has this detail, the Chief Executive Officer will share with governance.

Waikato Regional Council – Freshwater Policy Review

In the first quarter of FY25, 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.

Work progressed in quarter two with the establishment of Te Roopu Hautu between WRC and the five River Iwi as a process to address the concerns that were raised in the initial letter. This technical working group have been meeting on a bi-monthly basis to progress work around FPR, including ensuring settlement protection of the River Settlement.



HIGH COURT SUBMISSION, JANUARY 2024



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.

In this quarter, 11 projects moved from new status to 'in progress'. As of 30 September 2024, 24 projects are in progress, 11 projects are scheduled to start at a later date and two projects are on hold until the results of the Kaapuia review have been confirmed in December 2024. Two projects have experienced delays that mean initial project milestone dates are behind schedule.

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 As at 30 September 2024	RISK STATUS As at 30 September 2024	Key Achievements Comments For the period 1 July to 30 September 2024
Tikanga Ora, Reo Ora	Not started		Project to be initiated from Q3 FY25.
Te Kaauta	In progress		Tribally owned business confirmed as diving instructor and assessor for Kairuku Programme. A tribal member also confirmed as lead carcass breakdown instructor for Mahinga Kai. The waiting list from the promotion of previous programmes means no further calls for registration will be made in this financial year.
Te Whare Tupuna	In progress		Deposits from Mahinaarangi (Koroneihana) and Office of the Kiingitanga of Pasifika taonga were assessed, surfaces cleaned and/or treated, photographed and stored. Ongoing deposits continue to be received from Mahinaarangi (Koroneihana 2024). Three kaimahi attended 3-day Conservation of Cultural Materials Conference in Tauranga. Outcomes of the conference were: <ul style="list-style-type: none">building relationships with key experts in the cultural materials conservation field to support our mahigaining an appreciation of Tauranga Moana history and their iwi perspective (Ngai Te Rangi, Ngaati Ranginui) of their physical taonga and heritagegrowing knowledge to further assist our roles as Kohinga Kaihanga (Collection Technicians) with our Waikato collectionsunderstanding current trends and challenges that exist in the field of taonga preservation and how these may apply to our work with our tribal and Kiingitanga Collections.
Te Tari	In progress		A discount of 75% procured with Xero to cover the first 12-month subscription for marae. Development of an onboarding form to enable marae to access the Xero subscription commenced. Tribally owned business engaged to design the Governance workshop for marae.
Kia Niwha	In progress		Initiatives under the Kia Niwha project moved into the set-up phase in preparation for being rolled out to marae. These initiatives include governance training, Hato Hone St John community education programmes and insurance education classes. The Fire and Emergency New Zealand (FENZ) Google nest alarm initiative commenced delivery alongside marae valuations being undertaken in September and October 2024.

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 As at 30 September 2024	RISK STATUS As at 30 September 2024	Key Achievements Comments For the period 1 July to 30 September 2024
Te Pito Whakatupu - Innovation Hub	In progress		<p>Te Pito Whakatupu has developed a unique design thinking framework that whaanau can use to tackle challenges arising within their marae. This framework provides a pathway for innovative solutions aimed at achieving mana motuhake and is based on feedback from whaanau during workshops to ensure it is tailored to meet their needs.</p> <p>Work also commenced to build a framework for engagement with tribal members and marae in 2025 to understand and document their needs and aspirations in line with Supporting Mana Motuhake.</p>
Te Aka Taiaawhiowhio Maatauranga Network	In progress		<p>Pou Whirinaki convening every six weeks to share progress, whakawhanaungatanga, resources and celebrate successes. Dr Robyn Roa engaged to assist Pou Whirinaki to measure shifts and impacts in their reporting. These insights will inform an improved reporting system that will allow for quick access to collated data for hapuu and marae, and to improve access to funding opportunities.</p>
Mana Motuhake Mindsets	Not started		<p>Project will be initiated following the completion of rangahau (research) in FY25.</p>
Iwi Capability Development Portal	In progress		<p>A survey was launched for tribal members in August 2024 to share their needs as they relate to the development of an Iwi Capability Development Portal. The survey attracted 1,228 responses. The tribal survey prize draw was announced on 13 September 2024 via Tainui Live.</p>
Koiora Implementation	In progress		<p>Koiora Implementation Plan 'Te Ia Roa' draft reached finalisation stage.</p> <p>The Service Standards Framework moved to design and Cultural Framework for the standards moved to review.</p> <p>Koiora Pikonga (providers) from Ngaati Korokii-Kahukura, Poihaakena, and Mangatoatao Paa are actively delivering Community Connector Programmes and are reporting their service activity data.</p> <p>Suicide prevention programmes delivered by a Waka Koiora Provider the Last Chance Project engaged with 10,000 rangatahi.</p> <p>First cohort of kaimahi from the Koiora Pikonga Mata Whaanau entered Workforce Development initiative facilitated by Careerforce.</p> <p>Scoping commenced for a data repository and reporting tool for Pikonga. The digital tool will be planned and developed in partnership with the Ministry of Business, Innovation and Employment (MBIE) through the Koiora Accord.</p>



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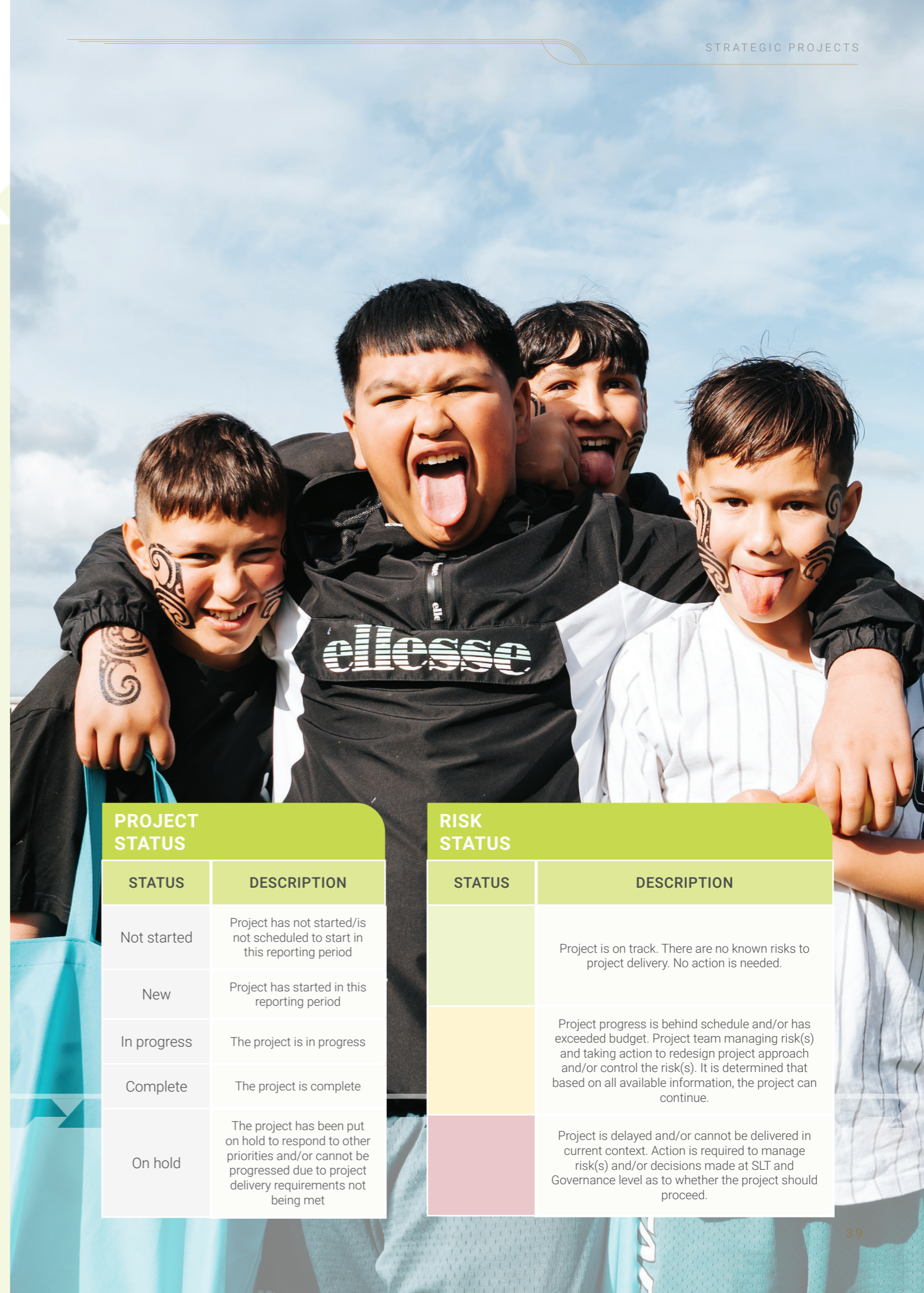
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Strategic Objective | *Taiao Resilience*

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 As at 30 September 2024	RISK STATUS As at 30 September 2024	Key Achievements Comments For the period 1 July to 30 September 2024
Taiao Capability Development Programme	In progress		<p>Plant koha provided as part of Poukai Programme. 300 plants each delivered for Tauranganui, Whaataapaka, Waahi Paa Poukai.</p> <p>Three marae whaanau supported with development and submission of Waikato River Authority restoration applications.</p> <p>Funding committed for Ngaati Tamaoho restoration/ climate change project.</p>
Taiao Development Programme	In progress		<p>Work commenced to investigate and scope the following:</p> <ul style="list-style-type: none"> environmental trade training for tribal members rangatahi Taiao Holiday Programme (due to be delivered at end of 2024) Tai Tumu, Tai Pari, Tai Ao workshops for tribal members further Commissioners Training.
Securing Water Allocation	In progress		<p>Over September, Waikato-Tainui Chief Executive Officer, Rights and Interests and Taiao teams worked alongside the other River Iwi to undertake a robust review of Te Ture Whaimana, and provide direction to the Waikato River Authority and the parties responsible for the review.</p> <p>Waikato-Tainui engaged in the Local/Waikato Waters Done Well and the potential role of a local vs regional council controlled organisations (CCO). There are potential opportunities for co-investment that the Iwi want to consider, particularly around infrastructure investment/ownership.</p> <p>Further development of Watercare/Waikato-Tainui Kawenata-Work programme occurred and was reviewed by the Oversight Governance Group.</p>
Tai Tumu, Tai Pari, Tai Ao	In progress		Tai Tumu, Tai Pari, Tai Ao review strategy finalised and submitted to Waikato River Authority as part of an application for co-funding the project.
Climate Change Vulnerability and Adaption Plans	In progress		<p>Funding committed for two climate change waananga to be run and held by Taharoa and Ngaati Whakamururangi Marae.</p> <p>Investigation commenced into immediate marae taiao change needs with marae impacted by recent severe weather events such as Cyclone Gabrielle in 2023.</p>



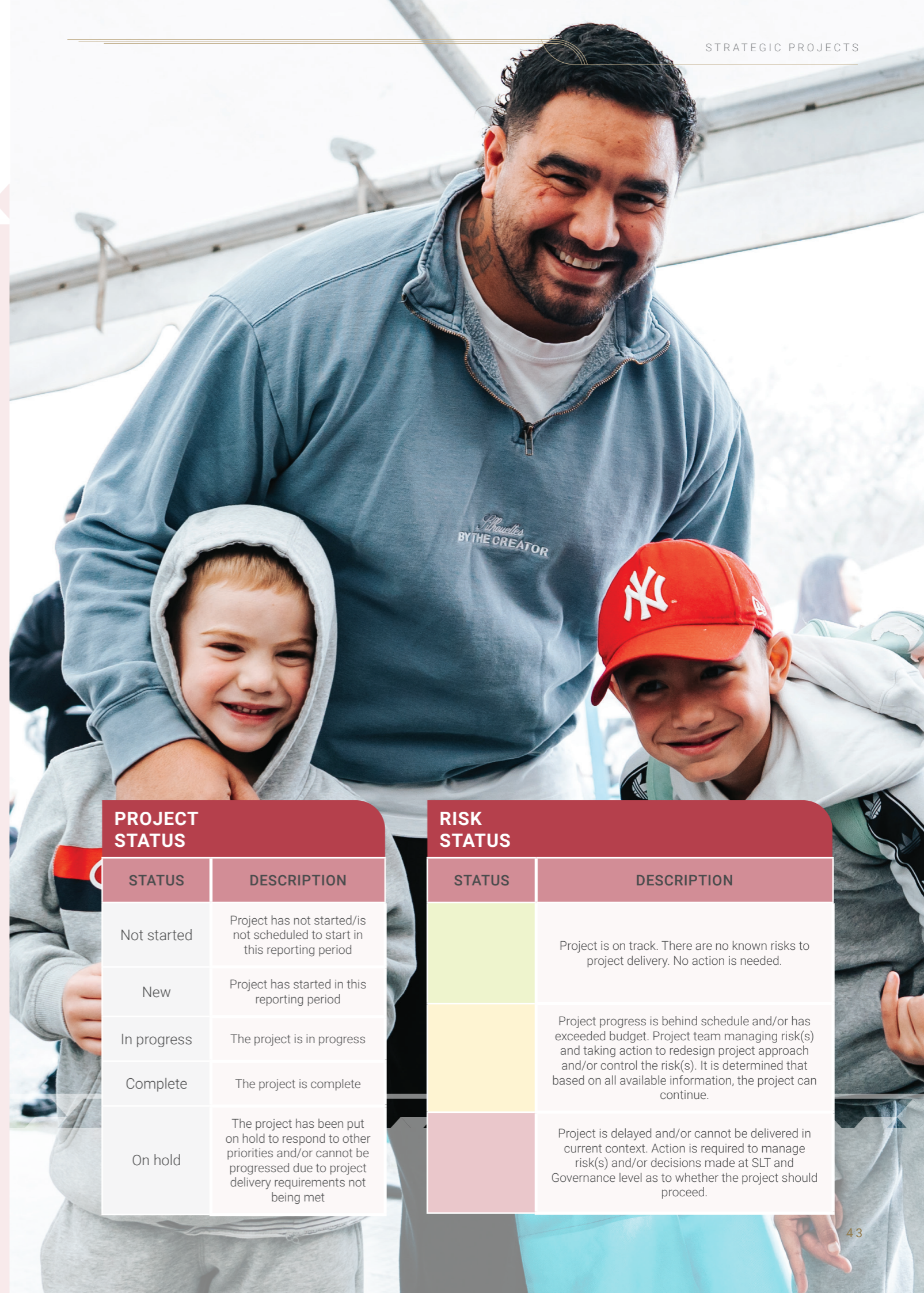
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Strategic Objective | *Scaling our Investment*

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 As at 30 September 2024	RISK STATUS As at 30 September 2024	Key Achievements Comments For the period 1 July to 30 September 2024
Social Investment Fund (framework set up)	In progress		A governance committee and a management committee were established to implement the Social Investment Fund framework. Additionally, an external advisor with expertise in social investment (Ākina Foundation) appointed as advisors to assist with completion of the framework. Engagement is underway with the aim to complete a draft framework by the end of November 2024.
Whenua Investment Fund (framework set up)	Not started		Project to be scheduled once Whenua Strategy is finalised.
Whenua Strategy Implementation	Not started		Whenua strategy to be finalised. Project will be scheduled once the strategy is approved.
Rotowaro Storage	In progress		Engagement occurred with Industry and Sector Leads around Infrastructure Investment. Water storage, paataka kai and energy are being discussed and considered across the Group – Waikato-Tainui and Tainui Group Holdings. Several visits with key partners such as Plenty, Turners & Growers took place over August and September 2024 to key sites of significant such as Rotowaro Opencast Mine, Ruakura to understand the potential opportunity for land utilisation around water storage and energy.
Hopuhopu Development	In progress		Capital works at Hopuhopu continued in the quarter. Major achievements include: <ul style="list-style-type: none"> Maintenance Building Construction Contract awarded to tribal business from Puna Pakihi directory Amenity Block Construction Contract awarded to tribal business from Puna Pakihi directory Amenity Block Resource Consent granted Sports and Recreation Building Consent granted Sports and Recreation Building construction works commenced Utilities infrastructure works commenced. It is noted that the build of the Sports and Recreational Building is behind schedule meaning the project completion date has been delayed and the new facility will not be ready for the Tainui Games in 2025.



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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 As at 30 September 2024	RISK STATUS As at 30 September 2024	Key Achievements Comments For the period 1 July to 30 September 2024
Targeted Spending Approach	In progress		Development of the Targeted Spending Approach framework has been aligned to the Social Investment Fund Framework project. A targeted spending approach has been identified as a key driver for the Social Investment Fund so we will work closely with this project to ensure alignment with the approach and data collected.
Puna Pakihi Targeted Spend	In progress		Mitre 10 Group Account Rate and Rebate system for Puna Pakihi launched. 32 Puna Paakihi onboarded to Group account.
Tribal Households and Marae Operations Targeted Spend	In progress		A new initiative commenced between Waikato-Tainui and Southern Hospitality. This included a proposal that recognises the potential aggregated volume and harnessing the collective purchasing power of all our marae, with washroom and hand care products.
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 As at 30 September 2024	RISK STATUS As at 30 September 2024	Key Achievements Comments For the period 1 July to 30 September 2024
Marae Readiness Assessment	In progress		Work commenced by Te Pito Whakatapu to build a framework for engagement with tribal members and marae in 2025 to understand and document their needs and aspirations in line with Supporting Mana Motuhake.
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 As at 30 September 2024	RISK STATUS As at 30 September 2024	Key Achievements Comments For the period 1 July to 30 September 2024
Central Government Relationships	In progress		Engagement occurred with the Crown and through Iwi Chairs. This project will ramp up in October 2024. In discussion with the Ministry of Business, Innovation and Employment (MBIE) and Te Puni Kōkiri (TPK) to start initiating our review of both the MBIE and TPK Accords and our relationship moving forward, prior to October.
Taatai Hono	In progress		<p>Planning continued for Te Pae Oranga (life stages initiative that focuses on data collection at different stages to enable us to increase engagement with tribal members who are not as actively engaged as others). The current focus is on life stages where the data is low.</p> <p>The first initiative Pua Ora (financial literacy for rangatahi 12 - 18 years) commenced in September with 408 rangatahi registered for Banqer financial literacy school holiday programme at the end of September 2024.</p>
Data Enabled Service Delivery Excellence	In progress		<p>Initial engagement approved and Discovery Phase scheduled to begin in October with Qrious via the organisations relationship with Spark. This discovery will analyse organisational data and reporting needs to inform first phase of enhanced operational reporting and development of the Data and Digital Strategy.</p> <p>Work continued in the Project Management Office (PMO) to develop a Programme Logic for the Five-Year Plan FY25 to FY29. The purpose of this Programme Logic is to enable the organisation to monitor and report on outcomes and impact over the five-year cycle.</p> <p>The JIRA project management software implementation continued across the organisation to enhance digital tracking of all strategic projects and core business programmes of work.</p>
Waikato-Tainui Special Events	In progress		<p>Planning undertaken for Te Whakakitenga o Waikato Tira Hoe induction.</p> <p>Event planning progressed for Tribal Tira Hoe 2024. Dates confirmed for 20 to 23 November 2024.</p> <p>Initial planning commenced for Tainui Games 2025. Dates have been confirmed as follows:</p> <ul style="list-style-type: none"> 25 to 26 January 2025 - Eke Ngaru ki Whaaingarua 26 January 2025 - Tuurangawaewae Marae and Paterson Park 15 to 16 February 2025 - He kohikohinga, Hopuhopu.

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 As at 30 September 2024	RISK STATUS As at 30 September 2024	Key Achievements Comments For the period 1 July to 30 September 2024
Governance Review and Elections	In progress		<p>The last round of Te Whakakitenga o Waikato elections were completed in January 2024.</p> <p>The Rules Review component of this project is on hold until the Kaapuia Review outcomes are confirmed in December 2024.</p> <p>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.</p>
Whakahou i te Taiao Mahi - Renewing the Work Environment	Not started		Project start date to be confirmed as part of development of budget for FY26.
Purutanga me te Ngata o Ngaa Kaimahi – Retention and Satisfaction	Not started		Project start date to be confirmed as part of development of budget for FY26.
Te Whakawhanaketanga o te Iwi me Aana Huaanga – Strategic Workforce Development	On hold		<p>Internal work commenced to gather relevant data to inform development of Workforce Development Strategy.</p> <p>Project has been put on hold until the outcomes of the Kaapuia Review are confirmed in December 2024.</p>

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Resilience & Responsiveness

Staying adaptive to unexpected challenges

Over the previous five-year period, the iwi was called on to respond and build the resilience of whaanau and marae through a range of unexpected situations, including waves of Government reforms, a global pandemic and adverse weather events. As changes continue to occur it is anticipated the frequency of events causing risk and disruption for whaanau, hapuu and marae may increase.

Given the size of each response to these scenarios varies, it is expected that Waikato-Tainui will review the needs and reallocate resources proportionately.

Tangihanga for Kiingi Tuheitia Pootatau Te Wherowhero VII

To support the tangihanga for Kiingi Tuheitia following his passing on 30 August 2024, Waikato-Tainui put in place skeleton operations from 30 August to 6 September 2024. All other kaimahi were allocated roles to support the tangihanga, including transport and parking services across Hopuhopu and Tuurangawaewae, kai preparation, coordinating and manning the cup of tea tent, parakore, communications and general logistics and planning.

On 5 September, Te Arikiniui Kuiini Ngawai hono i te po was announced as the new Te Arikiniui. It is noted that while it may not be necessary to reallocate resources at this time, it is important the organisation continually considers about how to best support our Kuiini hou.

Our relationships with central and local government are strongly influenced by the aspirations and directives of our organisations. Given the focus of our Five-Year Plan FY25 to FY29, particularly the strategic projects and our commitment to advocating for, protecting, and safeguarding our rights and interests in reform, legislation, and government relations, it is essential we are fully

prepared to respond and brief our leadership in the developments of this space.

With the introduction of the Treaty Principles Bill, the upcoming reviews of Accords in late 2024, the hui aa-motu in Ngaai Tahu in October, the intensification of engagement, and the Kiingitanga Accord Forum hui scheduled for 7 November 2024 in Wellington, it is inevitable that the work ahead will continue to challenge our iwi and our people.





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