

Puurongo Hauwhaa 2024 / 2025

Mai i te 01 o Oketopa 2024 ki te 31 o Tihema 2025

Quarterly Report



WAIKATO TAINUI

WAIKATO
TAINUI



Ngaa Kupu Whakataki

Executive Summary

Quarter 3 FY25 can be characterised by a heavy workload as our teams worked to protect the integrity of our Tiriti o Waitangi settlements.

The pace of the work has been determined by a Crown agenda that we believe unravels a wide range of commitments and led by the divisive Treaty Principles Bill. During this quarter we undertook work to prepare substantive submissions on 18 pieces of legislation that we believe if enacted will have a detrimental impact on our people.

Some of the significant legislative issues that required urgent responses included provisions on Taku Taimoana, the Fast-Track Bill, Resource Management Act and Freshwater reform.

The momentum has been particularly difficult for our staff who are still grieving the loss of our late Kiingi Tuheitia Pootatau Te Wherowhero VII. However his call to action has also acted as a rallying cry for us to be the agents of change by just simply being ourselves and being present to advocate no matter how uncomfortable it may be for the other party, particularly the Crown.

We do not know how our small and less resourced iwi have withstood the assault on the integrity of their settlements. However we take a lead and collaborative role on various positions at Iwi Chairs level which assists iwi to formulate a bespoke position for their iwi. This approach is firmly embedded in the principles of Kiingitanga.

Te Punuiotoka

In October 2024, a Waikato delegation led by our new monarch, Te Arikinui Kuini Nga wai hono i te po took the motu on to Tuahiwi Marae in Ootautahi (Christchurch). Ngaai Tahu committed to holding the final hui aa-motu (i.e. Te Punuiotoka) which our late King called to unify te iwi Maaori feeling under attack by the current government's political agenda.

Te Punuiotoka featured indigenous speakers from Canada and a range of other panels with the emphasis being on raising our strength as major economic entities. It was thought provoking and was warmly received by the thousands who turned out from across the motu. The legendary Ngaai Tahu hospitality was moving and simply fantastic.

Tourism

While we were in Ootautahi a small delegation made its way over to Te Tai o Poutini or the West Coast of Te Waipounamu. We were met in Maawhera (Greymouth) by the former Chair of Ngaai Tahu, Lisa Tumahai who is intimately involved in lifting the economic footprint of Ngaati Waewae and the surrounding hapuu.

We were invited to a guided tour of Te Ara Pounamu, their new digital tourism facility and were left in awe at the amount of detailed work and historic story telling they had produced in digital format. They partnered with Weetaa Digital of "Lord of the Rings" fame and this project is the first of three facilities that will extend across the west coast.



This has provided us with exceptional intel on how we might adopt a technology solution to our own tourism aspirations.

Lisa also spoke about the many other economic ventures they were considering including gold refining, re-development and better land utilisation opportunities across their region.

We strongly recommend visiting Te Ara Pounamu if you are visiting that very special part of the country.

Grants

Back home the demand on our grants continues to move forward. In the previous three months to November 2024, we distributed almost \$1.1m in grants to our people. The kaumaatua grant continues to lead the distribution which is unsurprising considering the cost of living headwinds that we all have to navigate our way through.

We are excited by all of our grant recipients but two in particular are focussed on kai solutions. One of the projects looks to fill the gap in culturally relevant kai research by understanding the lived realities and experiences of whaanau Maaori. The other thesis will research and implement a whaanau micro-food system that will provide better health opportunities, enhance te mana me te mauri o te whaanau, utilising kai as a measure and provide tools and share maatauranga on how we can better our relationship with each other, our kai and te taiao.

Conclusion

In the final quarter of FY25 we will continue to represent our people and vigorously defend the integrity of our settlements. We also need to remain focussed on opportunities that present themselves and be prepared to take a nimble and agile approach if required.



Tukoroirangi Morgan
Tukoroirangi Morgan
CHAIR, TE ARATAURA



Donna Flavell
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

Taamaki tauira secure paid apprenticeships

The first Taamakimakaurau-based cohort of Te Waharoa has seen all but one of its graduates secure employment.

Te Waharoa is a 10-week programme delivered by Waikato-Tainui and designed to prepare selected Waikato uri (descendants) for meaningful careers in the trades.

For the cohort that celebrated its graduation night in December at the Te Arikiniui Pullman Hotel in Taamakimakaurau, seven of the eight tauira have gone into employment in the collision repair and refinishing sector.

“We had eight graduates, six taane and two wahine – and all in their 20s, our most mature group yet - and they have all gone into collision repair work,” says Career Pathways Manager Kaaro Iti-Moeke.

The first Taamakimakararu—Auckland-based cohort officially started in September with tauira re-connecting, and in some cases connecting for the first time, with their awa, maunga, and whenua.

Kaaro says this encourages the tauira to strengthen ties to their marae and whaanau. It also provides a robust foundation for their educational and career journey through the programme.

This two-week phase lays the foundation for their professional journey and focuses on developing critical soft skills such as goal setting, financial management, health and safety training tailored to industry standards, and first aid.

“Part of this saw our tauira go for site visits so they could experience what it would be like to be on the job. It’s also a unique opportunity for our employers to get to know their potential apprentices,” says Kaaro.

With the support of partners the Automobile Association, MITO (a Te Pukenga automotive industry training organisation) and iwi owned training provider Whatukura Ltd, tauira then went to sites throughout Taamaki where they learned panel beating, vehicle spray painting and collision repairs.

Te Waharoa has been running since 2020 and its success rate of having graduates secure apprenticeships following the programme is near 100 per cent.

“Our expectation is that our graduates will enter an apprenticeship at the end of a three-month period.”

Kaaro says there are likely to be three more cohorts in Taamaki and another three in the Waikato for the 2025 year starting with BCITO (construction) in February.



Hapori *Restoring Whare, Rebuilding Futures*

By December 2024, Waikato-Tainui and Habitat for Humanity proudly completed the fourth round of home repairs, transforming 21 whare and improving the lives of 70 tribal members.

These repairs were extensive and tailored to each home's specific needs.

They included bathroom renovations, plumbing and electrical upgrades, insulation, heating installations, accessibility enhancements such as floor repairs, decks, and ramps, and external weatherproofing like repairing cladding, windows, roofs, and spouting.

Every detail reflected our focus on creating healthier, safer, and more inclusive living spaces.

This round reached whaanau in Kirikiriroa, Ngaaruawaahia, Te Awamutu, Whaingaroa, Raahui Pookeka, and other locations throughout the rohe.

Applicants had whakapapa ties to 19 marae, including Tuurangawaewae, Raakaunui, Hukanui, and Waipapa.

These connections highlight the deeper significance of this initiative: strengthening ties to whenua, whaanau, and tuupuna while ensuring that homes are safe, dry and warm.

The Waikato-Tainui/Habitat for Humanity home repairs programme is available to Waikato uri homeowners whose whare require urgent repairs.



Hapori *Mega deals at Mitre 10 MEGA stores for tribal members*

To date, tribal members have spent roughly \$50,000 at Mitre 10 stores in Kirikiriroa after Waikato-Tainui and Mitre 10 announced its partnership launch in November.

Puna Pakihi also had more than \$2 million worth of quotes used for tenders.

As part of the Waikato-Tainui partnership with Mitre 10 Te Rapa and Ruakura, tribal members and marae have access to a tribal discount card that provides a discount off retail prices on purchases made at both Mitre10 stores in Hamilton.

The top three areas that tribal members are purchasing included;

1. Outdoor furniture/barbecues
2. Garden care (fertilisers etc)
3. Green garden (plants, trees etc)

Mitre 10 Te Rapa and Ruakura, owned by Hayden and Abby Camp, have welcomed co-designed initiatives that would help Waikato-Tainui to better understand our tribal purchasing and leveraging power.



Hapori *Financial futures looking bright for rangatahi*

More than half of the Waikato rangatahi participants in an online financial literacy programme have their own bank accounts, discuss money with their whaanau, and feel they are managing their finances well.

Pua Ora is a two-week financial literacy programme open to all Waikato rangatahi aged 13 and over.

Over 400 rangatahi from registered to take part in Pua Ora via the online platform Banqer Beyond, a simulated economy that offers hands-on experience with money and financial concepts.

Before starting the programme, rangatahi completed an onboarding survey. The results from the survey showed that 52.6% felt they managed money well in the real world, while 17% felt they were either "bad" or "terrible" with money.

A further 16.5% said they were concerned about looking after their finances as they grew older.

The survey also showed that 73% of participants had their own bank accounts, and 57% were saving money. Financial discussions were common with their whaanau, with 62% saying they talked about money "a little", and 26% engaging in these conversations "a lot."

Using a tailored version of Banqer Beyond, rangatahi explored essential financial concepts, including banking, credit, and debit.

They learned about renting properties, including flatmates, tenancy agreements, landlord

responsibilities, and the various costs associated with renting.

They also gained valuable insights into budgeting, investing in Kiwisaver and the stock exchange, homeownership, and insurance.

Two hundred and four participants created profiles and engaged with the Banqer Beyond platform. The largest age group represented was 13 to 15-year-olds.

During the course, participants undertook a variety of activities, with the following results: 70 rangatahi moved out of home and began flatting; 83 enrolled in Kiwisaver, collectively investing \$123,000; 10 saved for a house deposit and purchased their first homes; and 56 rangatahi invested \$75,000 in the stock exchange.

Feedback from the programme showed that 80% of rangatahi felt more confident in managing their finances after completing Pua Ora while 84% of participants were inspired to take real-life financial actions.





Taiao

Waikato whaanau reconnect with traditions through planting projects

Whaanau are reconnecting with the ways of our tuupuna and ensuring kai for our marae through our maara kai project.

In December, Waikato-Tainui kaimahi and tribal members met at Hopuhopu near the tribal nursery to plant different strains of kuumara.

Kairangahau Taysha Sangster says the aim of the project is to grow a diverse range of kai and to establish a seed bank for Waikato marae.

"This is an opportunity for whaanau to come together, learn about growing kai, and take seeds or kuumara home to cultivate with their own whaanau," she says.

"To begin we organised a kaimahi planting day to plant the first batch of kuumara. For many of the participants, this was their first time planting kuumara, making it a particularly meaningful experience."

Taysha says the maara kai project chose kuumara because it holds a significant place in Waikato whakapapa being tied to the Tainui waka.

A total of eight different strains of kuumara were planted and about 150 tipu. These will be harvested around April before they are cured and stored.

The kuumara will most likely be distributed to marae around August when mahi will start again to prepare the next kuumara tupu for growing.

Taysha says the project is not just about growing food; it's about preserving and nurturing our cultural heritage while sharing that knowledge with future generations.

In addition to the maara kai project, the native nursery at Hopuhopu held a planting day in October where more than 40 kaimahi attended and planted over 2500 trees from the nursery.

The aim of the planting day is to increase plant diversity, the iwi seed bank and to re-establish marginal whenua with native trees.



Whai Rawa

Hopuhopu housing development is under way

The first stage of a new housing development in Hopuhopu that will see 57 new homes built on ancestral whenua has been launched.

Te Arataura chair Tukoroirangi Morgan was at the announcement to launch the new development in October which was also attended by Minister of Maaori Development and Associate Housing Minister Tama Potaka.

Mr Morgan said it was a turning point for Waikato whaanau who needed housing. This development would create a community of healthy homes, that was safe and aligned with Kiingitanga values.

He said Minister Potaka had shown leadership and Waikato-Tainui were extremely grateful for his advocacy inside cabinet to get this kaupapa across the line.

"It is not lost on us that our late Kiingi Tuuheitia Pootatau Te Wherowhero VII led his final Kiingitanga Accord event with the previous Labour administration last year that made today possible."

Mr Morgan said the significance of and the location of the event could not be understated as the former army camp at Hopuhopu was among the first land parcel given back under the 1995 Waikato Raupatu Lands Settlement.

While Waikato-Tainui had turned The Base, another former defence site that was also returned as part of the settlement, into a site for economic development, Hopuhopu was always envisioned as a site for social, cultural and economic development.

The entire Hopuhopu precinct is 170ha and will include an innovation hub, tribal precinct, and nursery. Waikato-Tainui is also re-developing a sports complex nearby which will be available to the wider public in 2025.

Mr Morgan said the minister's announcement provided opportunities for tribal businesses to be involved across the entire working landscape including infrastructure, engineering, building, plumbing and electricians, among others.



Whai Rawa

Waikato-Tainui Remaining Claims Engagement Hui 2024

The latest Waikato-Tainui claims engagement rounds saw lead negotiator Rahui Papa and the West Coast Harbours negotiation team meet with whaanau across the motu in October.

Four hui were held in Taamakimakaurau, Rotorua, Ootautahi (Christchurch), and Te Whanganui-a-Tara (Wellington) to update tribal members on the progress of our outstanding claims and settlement negotiations, gather input, and discuss any concerns raised.

The key themes and discussion points that arose were:

- Kotahitanga;
- The return of lands of significance throughout the Waikato rohe;
- The collaboration across the rohe in terms of settlement redress to further enhance development and growth for our people;
- Political strategies and the response to Crown litigation detrimental to our people;
- Te Tiriti and constitutional change;
- The protection of our taiao and reclaiming ownership of the moana;
- Cultural and social issues pertinent to our marae

whaanau, hapuu and iwi.

Negotiations are progressing despite the current difficult political environment, but this poses challenges to the progress towards an agreement in principle.

The engagement rounds were well attended in all four rohe and the team looks forward to further engagement and progress this year.

With the recent Crown Negotiator assuming a new role within Government, we await the appointment of their replacement.

There have also been changes with the restructuring of Te Arawhiti (The Office for Maaori Crown Relations) which has implications for the progress of our negotiations.

We look forward to a prosperous year in 2025 where we can go into more detail in terms of settlement redress across the four pou of our negotiations strategy; taiao, whenua, haponi, kaupapa and with the advancement of a comprehensive historical report for Waikato.





Kaupapa

Waikato-Tainui whaanau come from afar for Tira Hoe o Waikato

Waikato whaanau from across the motu journeyed from far and wide to reconnect with their marae, iwi, and awa during the recent Tira Hoe.

Held annually, the five-day Tira Hoe is an opportunity for Waikato uri to link with their ancestral awa and other significant landmarks throughout the rohe.

The Tira Hoe took place from 20 to 23 November, with 70 tribal members representing 38 Waikato marae taking part.

Pou Hui (Events Manager) Hinga Whiu explained that the Tira Hoe drew participants from all corners of the motu, with some travelling from as far as Timaru, Pooneke, Oopootiki, and Kerikeri.

“There was also strong representation from Te Kei o te Waka, including marae such as Umupuia, Reretewhioi, Puukaki, Makaurau, and Te Puea,” she said.

“This is a unique opportunity for our whaanau to reconnect with their marae, their iwi, and, of course, the awa.”

The participants ranged in age from 18 to 70, with medical certificates required to ensure all were fit for the physical demands of the journey.

The first day was dedicated to water safety, with expert instruction from Daniel Kereopa and Manihera Forbes – both tribal members themselves, ensuring the participants were well-prepared for the voyage ahead.

“For many, it was their first time on a waka, so we made sure they were fully equipped for the journey,” Hinga added.

The Tira Hoe began at Waikato Iki, the source of the Waikato awa under Ruapehu maunga. The group was warmly welcomed by Koro Napa of Ngaati Tuuwharetoa.

From there, the Tira Hoe made its way to Puukawa Marae, north of Tuurangi, before embarking on their first hoe along the awa – a journey of approximately 20km to Ooraakeikoorako.

After staying overnight at Taupiri Marae, the group paddled in honour of the late Kiingi Tuheitia Pootatau te Wherowhero te Tuawhitu, following his final journey from Tuarangawaewae Marae to Taupiri maunga.

“This part of the journey was especially emotional, as we recalled the final journey of Kiingi Tuheitia. We stopped at Taupiri maunga to pay our respects to ngaa raarangi kiingi o mua me Te Arikiniui, Te Ataairangikaahu,” said Hinga.

The final stretch of the journey took them from Tauranganui Marae to Te Puuaha o Waikato, marking the culmination of the five-day event.

For Hinga, the Tira Hoe represents more than just a physical journey – it is a deeper reflection on identity and belonging.

“This is where we ask, Ko wai koe? Noo whea koe? (Who are you? Where are you from?) For many it’s a catalyst for change, their reo journey, their connecting back to their marae journey. It’s about our people reconnecting with their roots, their awa, and their marae, so they can begin to give back.”





Kaupapa *Pou Whirinaki programme a success*

The Pou Whirinaki programme is an initiative under Te Aka Taiaawhiowhio Maatauranga Network to assist marae and hapuu in achieving their educational and maatauranga aa-hapuu/marae aspirations.

Eleven Pou Whirinaki (pictured right below) were contracted to Waikato-Tainui for this purpose. Launched in 2023, this last year also saw the inclusion of our kaihaapai, Whaea Robyn Roa, who assisted Pou Whirinaki in planning and strategising.

Pou Whirinaki have worked on behalf of their respective marae and hapuu in engaging with kura, kaahui ako and kaiako in increasing the cultural capacity and competencies within their rohenga.

Pou Whirinaki have also worked relentlessly with whaanau to build on their own Mana Motuhake within the maatauranga space.

There has been an increase of waananga in a whaanau context to learn te reo, tikanga, karanga, whaikoorero, tiaki taiao amongst other kaupapa.

It has been an approach to help marae and hapuu to gift their collective wisdom to the next generation of mokopuna to assist them in navigating the future.

Unfortunately, due to a shift in government priorities, the funding for this programme from the Ministry of Education through the Ngaa Iwi Kawenata has ceased.

This has meant that all Pou Whirinaki contracts ended on 30 November 2024.

Pou Whirinaki presented their final reports at a hui held on 27 November.

This year Te Ara Maatauranga will be facilitating some waananga to evaluate the Pou Whirinaki programme.

Waananga will also take place to assist in connecting our marae and hapuu with funding opportunities to be able to provide Pou Whirinaki-like programmes for themselves, consistent with the aim of enabling Mana Motuhake.



Kaupapa *Waikato Ruku Kai Waananga*

Waikato divers learned the safety and holistic aspects of gathering kaimoana as part of the latest ruku kai waananga.

The ruku kai waananga, now in its fourth year, are held twice annually usually during the warmer months.

The aim of the ruku kai waananga is to upskill Waikato marae divers who gather kaimoana for different kaupapa such as tangihanga, poukai, koroneihana or other different celebrations.

Waikato-Tainui Taonga Advisor Koorero Tuku Iho Mahana Toka says the waananga held over two

weekends in early December was the sixth cohort.

He said the first weekend was held at the Te Rapa Pools where divers focused on the safety aspects. The second weekend was in the moana itself, at Whangaruru, Ngaati Wai.

He said most of the participants are already divers for their different marae and brought with them some diving experience.

Mahana said the waananga was not only an opportunity to learn how to dive safely but whanaungatanga and to meet other divers from other marae throughout the Waikato rohe.



RUKU KAI WAANANGA



Mahi Tonu *New ERP system is go*

Waikato-Tainui has been using SAP as its enterprise resource planning (ERP) system since 2016, primarily to manage financials and key operational processes.

An ERP system is a software system that helps businesses manage their accounting and financial functions.

As we continue to grow, there was an increasing need for an ERP solution that can scale and adapt to the changing business requirements that is able to integrate with other areas of the business.

The main driver for the shift to a new ERP system was the expiration of support for SAP in 2025.

Additionally, SAP has proven to be costly and difficult to maintain, prompting the need for a more efficient and flexible platform.

The goal of the project was to replace the existing SAP system with Microsoft Dynamics 365, supported by the Yavica ISV layer.

This transition to a fully cloud-based solution will help us reduce operating costs and provide a more scalable and user-friendly platform.

The system implementation was completed in October, with a go-live date of 1 October 2024.

This new ERP system will support Waikato-Tainui in improving operational efficiency, streamlining processes, and positioning the organisation for sustained growth and success in the future.





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 Q3 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:

Treaty Principles Bill – Toituu Te Tiriti Hiikoi

Waikato-Tainui played a critical role in the organising logistics function for the Kirikiriroa leg of the hiikoi which arrived in Raahui Pookeka on Thursday 13 November. Kaimahi were allocated the town centre to act in a kaitiaki role to assist kaumaatua and general participants.

The hiikoi attracted in between 12,000 and 15,000 people which exceed the expectations of the organisers. The crowds were well managed by kaimahi who ushered the thousands. Our maintenance care provided seating for kaumaatua and had that set up well in advance of the hiikoi arriving. As a contingency Waikato-Tainui organised a discrete venue in the event Kuiini Te Arikinui Nga wai hono i te po decided to attend.

This leg of the hiikoi set us up well for our presence at the national hiikoi in Te Whanganui-a-Tara (Wellington). Four busses of kaumaatua and kura support was organised and were welcomed on to Wainuiomata marae (organised ahead of time) on the eve of the hiikoi. The poowhiri was attended by a couple of hundred local people hopeful that Kuiini Nga wai hono i te po would be leading our delegation. The manaakitanga shown was humbling.

The following day the hiikoi began and once again the numbers were massive. The Waikato-Tainui team stayed in regular communications with the Queen's office and Tuku joined the delegation at Parliament after it left Te Puni Kookiri to support Te Arikinui to lead the hiikoi through its final stages towards Parliament. This was a significant and successful event that gave contemporary relevance to our late King's call for kotahitanga. With estimated numbers of around 100,000 whaanau, this was the largest hiikoi in Aotearoa to date.

Our Rights and Interests and Legal teams developed a submission template to share with marae and whaanau to submit against the Treaty Principles Bill. Waikato-Tainui will also make a submission on the Treaty Principles Bill before the closing date in January 2025.

Local Council advocacy and engagement

Between 1 October and 31 December 2024, representatives of Waikato-Tainui engaged regularly with a range of local councils to ensure proactive relationships were maintained and iwi rights and interests were protected as part of key kaupapa. A summary of these engagements are as follows:

- Expertise and advice provided to Ngaati Hauaa on the Ngaati Hauaa Plan change 61 by the Matamata Piako District Council (MPDC). MPDC are changing the format of their District Plan to line up with the Ministry for the Environment National Planning Standards.
- The Waikato-Tainui Taiao team engaged in advocacy for Te Ture Whai Mana in October 2024 as part of the Hamilton City Council Waitaawhiriwhiri Integrated management plan process.

- During October 2024, engagements occurred with Auckland City Council regarding their Natural Hazards Plan Change (NHPC).
- The Taiao team commenced a partnership with Te Nehenehenui in October 2024 in response to the Te Awamutu Waste Energy Board of Inquiry.
- In October and November 2024, regular Waikato-Tainui Joint Management Agreement hui occurred with Hamilton City Council, Waikato Regional Council (WRC) and Waipa District Council. The Waikato-Tainui Taiao team also hosted WRC councillors for a tour of the Nursery and Hopuhopu in December 2024 to showcase restoration efforts supported by WRC funding.
- During December 2024, the Waikato-Tainui Taiao team engaged with local councils on a range of changes to plans within the rohe, including Plan Change 19 – Ruakura Electric Corridor, Plan Change 17 – Fonterra Te Rapa, mediation for Topic 6 (Sites and Areas of Significance to Maaori) – Waikato Proposed District Plan Appeals, Bat Alliance (Hamilton City Council) and Te Iarua – WRC new barge.
- Hui were also held with the following Crown agencies to review and discuss the current Accords with Waikato-Tainui and commence planning and progression of work programmes into 2025 - Ministry of Social Development Koiora Accord, Te Puni Kookiri Kiingitanga Accord Kawenata, Oversight Group Watercare, Te Arawhiti-Ooraakau.

State Care System Reforms

Waikato-Tainui and the Mokopuna Ora team continued to engage with the Crown and senior leaders at Oranga Tamariki to ensure advocacy for mokopuna and whaanau through the process to repeal 7AA of the Oranga Tamariki Act and other central government funding changes. This included an Impact Hui facilitated by Mokopuna Ora in October 2024 with Oranga Tamariki site managers and the new regional commissioner. The hui focused on the advocacy role Mokopuna Ora undertakes for whaanau and highlighted the impact the changes were having on whaanau and hapori.

In December 2024, members of the Mokopuna Ora leadership team attended a hui with Oranga Tamariki strategic partners in Te Whanganui-a-Tara. During the hui they met with Minister for Children, the Honorable Karen Chhour, Oranga Tamariki Acting Chief Executive Officer, Andrew Bridgeman and Deputy Chief Executive Darrin Haimona to discuss the repeal of 7AA of the Oranga Tamariki Act.

During December, the Mokopuna Ora leadership team also met with Aroturuki Tamariki/Independent Children's Monitor, Chief Executive Officer, Arran Jones to discuss concerns around government budget cuts and the impacts on whaanau and mokopuna, including Oranga Tamariki and wider social services across government and community providers.

Hamilton District Court Judges Annual Community Day

On 2 December 2024, Waikato-Tainui hosted the Hamilton District Court Judges Annual Community Day at the request of Judge Taumaunu. The all-day event was an opportunity for the local judges to get a better understanding of Waikato-Tainui the entity and all the work being undertaken as part of the Five-Year Plan FY25 to FY29.

Central Government advocacy and engagement

Throughout the quarter, Waikato-Tainui teams actively engaged with the Crown and other Ministries to continue advocacy for iwi settlement rights and interests. Key engagements included:

- In October 2024, Waikato-Tainui engaged with Fast-Track applicants to ensure Te Ture Whai Mana and the Waikato-Tainui Environmental Management Plan (EMP) was included.
- Waikato-Tainui completed a response in October 2024 to respond to call from Environmental Protection Authority for information on oxadiazon-containing substances on mahinga kai and Rongoa.
- Members of Waikato-Tainui met with Minister Tama Potaka in November 2024 to discuss a proposal to readdress our Settlement as part of the Conservation Accord.
- Engagement occurred with Fisheries New Zealand as part of a process to reset the relationship.



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 Whakatupuranga 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.

As of 31 December 2024, 1 new project had been initiated, 24 projects remained in progress, 10 projects phased to start at a later date and two projects had been on hold pending the results of the Kaapuia review in December 2024. One project had experienced delays in the quarter that meant initial project milestones required review.

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	New		Project was initiated in Quarter 3. Scoping commenced to inform digital requirements for development of the Tikanga Ora, Reo Ora application.
Te Kaauta	In progress		Kai Ruku Waananga completed by 8 tribal members over two weekend waananga in December 2024. Second Kai Ruku Waananga confirmed for delivery in March 2025. Kai Ruku training programme for one tauraahere group supported to receive external funding.
Te Whare Tupuna	In progress		Taonga preservation and cataloguing support for Kiingitanga Collections increased due to high numbers of taonga gifted to Kiingi Tuheitia. Waimanoni marae carving project was completed in November 2024. Taonga Preservation and Conservation Workshop delivered at Te Puuaha o Waikato from 8 to 10 November 2024. The workshop was attended by 18 tribal members who represented five marae within the region. Te Winika refurbishments and Karu Atua completed in December 2024 in collaboration with Waikato Museum.
Te Tari	In progress		Work continued to develop onboarding form for marae to access Xero subscription. Form expected to be in place by March 2025. Investigations commenced for a new health and safety application for marae.
Kia Niwha	In progress		<p>Marae Insurance</p> <p>Trustee Liability Forms and process completed for all 61 participating marae in December 2024 with a 100% response rate.</p> <p>Final 18 insurance valuation reports completed on 30 December 2024, with marae valuations not due again for 2-3 years.</p> <p>Marae Engagement</p> <p>Waikato-Tainui representatives attended the Toituu Marae Workshop with Waikato District Council on 9 December 2024. The focus was on engaging with marae to understand their needs, what meaningful engagement looks like and what connected and inclusive communities are.</p> <p>Water infrastructure upgrades were completed for Horahora marae meaning the marae could reopen on 11 December 2024.</p> <p>Mitre 10 Mega and Waikato-Tainui partnership hui held on 11 December 2024 reflected success of the relationship since its launch in November 2024. Since the launch, 10% of marae had registered, a further 10% had registrations in progress and plans are in place to engage with remaining marae over the coming months.</p>

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
Kia Niwaha	In progress		<p>Marae Preparedness</p> <p>Waikato-Tainui representatives attended Funding Agencies Network Hui on 4 December 2024 to discuss cross-agency funding calendars, budgets and grants for 2025 locally within the Waikato.</p> <p>Engagement occurred with marae in the quarter to support online submission applications for the Marae Drinking Water Funding programme delivering \$12 million in rural marae upgrades, run by Crown Infrastructure Partners and Department of Internal Affairs. All 12 eligible marae identified were contacted and submitted applications by the deadline of 6 December 2024. Supporting communications were also sent to the Department of Internal Affairs by Waikato-Tainui.</p> <p>53 marae (78%) completed their Fire and Emergency New Zealand (FENZ) survey. 33 marae have completed installing the Google Nest Alarm system throughout their marae.</p>
Te Pito Whakatupu - Innovation Hub	In progress		<p>Project Advisor onboarded to lead the project. Outreach initiated with different innovation hubs to collate insights into best practice to inform the frameworks required for the hub.</p>
Te Aka Taiaawhiowhio Maatauranga Network	In progress		<p>Funding for the Pou Whirinaki initiative from Ministry of Education ended on 30 November 2024. This meant Waikato-Tainui was not able to extend the Pou Whirinaki contracts post their contract end date.</p> <p>A raa whakanuia was held in November 2024 to acknowledge all Pou Whirinaki.</p> <p>This project requires review to document what worked well over its 24 month duration and scope what can be done to inform how it is delivered moving forward, alongside options for continued funding. If funding can be secured, the organisation will seek to re-engage the Pou Whirinaki group.</p>
Mana Motuhake Mindsets	Not started		<p>Project will be initiated following the completion of rangahau (research) in FY26.</p>
Iwi Capability Development Portal	In progress		<p>Tribal member engagement and survey results analysed and collated findings used to prepare an Insights Report to inform the technical requirements for the development of the Iwi Capability Development Portal.</p> <p>Work continued in the quarter to scope the strategy for micro-credentials.</p>

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
Koiora Implementation	In progress		<p>Te Ia Roa (Community Health Plan) was socialised with key stakeholders throughout the quarter, including presentations to Te Arataura, Chair - Te Whakakitenga o Waikato, Mataroria Lyndon and Koiora Pikonga.</p> <p>Pikonga Waananga delivered in November 2024 covered whaanau ora, Te Ia Roa, referral pathways, digital data tool development and data strategy.</p> <p>External funding of \$100,000 confirmed for the Suicide Prevention/Postvention initiative.</p> <p>405 people experiencing hardship received Pikonga Support through the Community Connector Initiative.</p> <p>The relationship with the National Hauora Coalition commenced in the quarter, with Waikato-Tainui undertaking a position in their Workforce Development Funding Alliance to distribute \$1.3 million out to health workers and providers across the Waikato Region.</p> <p>Work progressed in the quarter to further scope and plan development of a digital data tool in partnership with the Ministry of Business, Innovation and Employment through the Koiora Accord.</p>

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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	RISK STATUS	Key Achievements Comments
Taiao Capability Development Programme	In progress		<p>The Taiao team and Nursery provided support to a range of restoration projects in the quarter. These included:</p> <ul style="list-style-type: none"> Hopuhopu restoration project (1,000 plant koha) Mootakotako marae restoration/renovation project (1,000 plant koha allocation) contribution towards Toreparu Wetland restoration mahi, specifically the purchase of traps for pest control contribution pledged to Waahi paa for development of "Waahi Waka Tauranga" to improve marae and whaanau access to the awa. <p>Plant koha for Poukai Programme continued in the quarter, with 300 plants provided to Waikare marae.</p>
Taiao Development Programme	In progress		Resource Management Act (RMA) 101 training confirmed for 20 people and will be delivered in February 2025. Commissioners Training for up to 20 people also confirmed for delivery in February 2025.
Securing Water Allocation	In progress		<p>Meeting held with Department of Internal Affairs (DIA) in October 2024 to discuss next steps for Local Water Done Well (LWDW). The purpose of the meeting was to ensure the bespoke arrangements in the Waikato-Tainui settlements and the settlements themselves are protected by both local and central government in relationship to LWDW.</p> <p>Waikato-Tainui representatives met with Vaughan Payne in October 2024. Vaughan had completed the roadshows with the councils within the district and it was an opportunity for the iwi to get an understanding where the current councils sit with regards to the Regional and Local Council Controlled Organisations (CCO) - Local Water/Waikato Water Done Well.</p> <p>On 9 October, Waikato-Tainui engaged in the online Pou Taiao Chairs and Technicians Hui to discuss water rights and the protection of iwi aspirations and settlements.</p> <p>In November 2024, Waikato-Tainui met with Watercare to finalise the work programme under the Kawenata agreement. Discussions about water allocation were also held during the hui.</p>
Tai Tumu, Tai Pari, Tai Ao	In progress		Waikato-Tainui secured \$556,853 in external funding to review Tai Tumu, Tai Pari, Tai Ao. Work is on track to sign off the deed of funding and commence internship programme as well as first steps of project priority one area in 2025.

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
Climate Change Vulnerability and Adaption Plans	In progress		<p>Waananga for Climate Resilience and Adaptation</p> <p>Funding has been allocated for two waananga for tribal members associated with Te Ahiwaru, Ngaati Mahuta, and related tribes. These waananga focus on discussing and developing strategies for climate resilience and adaptation as outlined in the 'service' clause. They represent the first steps in creating a climate resilience and an adaptation plan, working with whaanau, community members, local leaders, environmental experts, and other stakeholders to address the impacts of climate change on Puketaapapa Urupaa.</p> <p>Climate Change Alliance Group</p> <p>Steps commenced to establish a Climate Change Alliance group with Waikato Regional Council to support marae by providing access to climate change data.</p> <p>Kaitiaki Monitoring Application</p> <p>During the quarter, progress was made on the digital dashboard and RONGO – the Kaitiaki Monitoring Application, funded by the Waikato River Authority. Initial engagement with Mana Whenua faced challenges but gained support from representatives of Waahi Whaanui, Te Riu o Waikato, and Ngaa Muka. Discussions will now focus on data visualisation and indicator design. The application and dashboard are ready, with automated daily updates from Whangamarino data. The fully developed dashboard is prepared for presentation and has the potential to support the broader Waikato rohe.</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	RISK STATUS	Key Achievements Comments
Social Investment Fund (framework set up)	In progress		<p>Waikato-Tainui management continued engagement with external advisor, Aakina Foundation, to support the development of the social investment strategy. This collaboration concluded in the quarter, resulting in a report outlining the recommended framework structure. To support development of the framework, the management team also engaged with various governance committees of Te Arataura, including Te Arataura itself, and incorporated their feedback into the process.</p> <p>Waikato-Tainui management will update Te Whakakitenga o Waikato on the social investment strategy in March 2025 with the goal to commence the implementation of the Social Investment Fund in FY26.</p>
Whenua Investment Fund (framework set up)	Not started		Project to be scheduled once Whenua Strategy is finalised.
Whenua Strategy Implementation	Not started		Whenua strategy still to be finalised. Project will be scheduled once the strategy is approved.
Growing Iwi Resilience (includes water storage, paataka kai and energy)	In progress		<p>Internal working group for Infrastructure (across Waikato-Tainui and Tainui Group Holdings) established to work together on Wai and Whenua. The purpose of the working group is to support the development of a strategy around key strategic infrastructure projects such as Water Storage, Energy Strategy and Vertical Farming.</p> <p>The Waikato-Tainui Rights and Interests team commenced planning and resourcing for Phase 3 - Business Case Development of Water Storage.</p> <p>In November 2024, a funding application was completed for the Ministry of Business, Innovation and Employment (MBIE) Regional Infrastructure Fund to assist with supporting aspirations for Rotowaro. A meeting was also held with Bathurst Limited who currently hold the lease for Rotowaro to understand their goals and remediation. The current lease is due to end in 2036, however discussions are underway to explore whether this process could happen earlier.</p>
Hopuhopu Development	In progress		Capital works at Hopuhopu continued in the quarter. While it was confirmed the Sports and Recreational Building would not be ready for Tainui Games in February 2025, the development of the Amenity Block is expected to be available for use ahead of the Games at Hopuhopu on 15 and 16 February 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	RISK STATUS	Key Achievements Comments
Targeted Spending Approach	In progress		Value Lens confirmed and available for FY25/ FY26. Initial conversations are in progress with established partners to build momentum across the Waikato-Tainui entities to leverage collective purchasing power and improve impact for tribal households, pakihi and marae.
Puna Pakihi Targeted Spend	In progress		Development of a pilot programme with Waikato District Council commenced in November 2024 to support Puna Pakihi to access the SHE qualification - a qualification required to be a supplier to all local councils. The Mitre 10 Gold package for Puna Pakihi provided enough competitive advantage for one pakihi to win a new tender during the quarter.
Tribal Households and Marae Operations Targeted Spend	In progress		Mitre 10 Tribal Member exclusive Summer deals completed. As at the end of December 2024, the spend with Mitre 10 was sitting just under \$100,000, with outdoor furniture and gardening equipment the highest spend categories for tribal members. The campaign between Waikato-Tainui and Southern Hospitality was initiated in October 2024. Southern Hospitality spend across 19 marae for December 2024 was \$69,000, with the highest spend in catering utensils and glassware.
Tribal Procurement Card	Not started		Project scoping hui scheduled for January 2025. Development of Tribal Procurement Card technology will begin in FY27.

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	In progress		Draft Marae Mana Motuhake engagement plan developed for FY26. Meetings occurred across teams at Waikato-Tainui to identify and collate baseline data already available on each marae. Further hui will occur in early 2025 to begin development of a baseline presentation to support planning and delivery of Marae Mana Motuhake engagement in FY26.
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		Project planning to commence in April 2025.
Tauawhi Marae	Not started		Project planning to commence in April 2025.

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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		<p>Engagement continued with the Crown through Iwi Chairs during the quarter.</p> <p>In November 2024, representatives of Waikato-Tainui met with Pou Tuu Herenga - Direction Partnerships and Capability Te Herenga Kaakaho at the Ministry of Business, Innovation and Employment (MBIE). The meeting was to initiate conversations around the review of the current Accord and relationship to ensure any reforms or legislation and policy that MBIE consider to not infringe on iwi rights and interests and ensure the relationship is proactive.</p> <p>Meeting held on 12 December 2024 in Wellington with Te Puni Kookiri to discuss relationship moving forward and the current Accord. Due to changes in the functions of Te Arawhiti, Te Puni Kookiri will now pick up some of the workload.</p>
Taatai Hono	In progress		<p>Tribal Connector attendance at all Poukai supporting engagement across more rural marae.</p> <p>Te Pae Oranga (life stages) resources secured and roll out confirmed for beginning of FY26.</p> <p>Planning also commenced for the next iteration of Banqer financial literacy programmes which will include two online courses for pakeke.</p>
Data Enabled Service Delivery Excellence	In progress		<p>Data and digital gap assessments were completed and collated across the domains of impact analytics capability, cyber security, data collection and use and digital systems. Findings have been documented and will inform phase two of the project, which will include the development of a Data and Digital Strategy in early 2025 and establishment of an impact framework (programme logic) to measure change over time against Whakatapuranga 2050.</p> <p>The JIRA project management software implementation is continuing with teams across Waikato-Tainui to support the centralisation of all planning and workflow tracking in line with the Five-Year Plan FY25 to FY29.</p>
Waikato-Tainui Special Events	In progress		<p>Tribal Tira Hoe 2024 delivered in November 2024.</p> <p>Planning continued to prepare for delivery of Tainui Games 2025 on 25 and 26 January 2025 and 15 and 16 February 2025.</p> <p>Preparations commenced for Waikato-Tainui Deed of Settlement 30-year Commemorations in 2025.</p>
Governance Review and Elections	On hold		<p>The last round of Te Whakakitenga o Waikato elections were completed in January 2024.</p> <p>The Rules Review and re-registration component of this project was put on hold until the Kaapuia Review outcomes were confirmed in December 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. The project to review the Rules will recommence in early 2025.</p>

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
Whakahou i te Mahi Taiao - 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		Project was put on hold until the outcomes of the Kaapuia Review were confirmed in December 2024. The project will recommence in early 2025.

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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.

Whangamarino Wetland Fires response – 21 October to 29 October 2024

On 21 October 2024, Fire and Emergency New Zealand (FENZ) responded to a fire in the Whangamarino wetland with support from the Department of Conservation (DOC) and Mana Whenua. It took all parties nine days to ensure full control of the fire that burnt through more than 1,000 hectares of the wetlands and caused devastation to the unique habitat.

Over this time, Waikato-Tainui undertook the following to provide support to the response:

- attended Whangamarino field trip to assess the scale and risks related to the fires
- engaged with Waikato District Council (WDC), FENZ and Mana Whenua to understand their needs and support required – this included phone calls with Mana Whenua on day two of the fires
- supported internal discussion with Mana Whenua and Watercare regarding water needs for the affected community and prepare marae who were willing to open their doors to the community if evacuation was required

- as part of the Waikato-Tainui consultation group, there was collaboration with other agencies to monitor and manage the fire and the organisation reached out to marae on standby and participated daily online SITREP hui led by WDC.

In addition to the above, the Taiao and Marae Engagement teams at Waikato-Tainui drafted a roll-out plan mirroring the COVID-19 response. This plan was put on hold pending further communication from FENZ, WDC, Waikato Regional Council (WRC) and DOC.

During a hui on Thursday 24 October, FENZ were unable to provide updates due to a handover issue. In anticipation, Waikato-Tainui prepared a proactive engagement process for tribal members within a 10km radius, should our support have been required. Fortunately, no further action was needed.

A karakia was held on 29 October 2024 to close down and hand over responsibilities from FENZ to DOC with support from Mana Whenua.



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