

# Puurongo Hauwhaa 2025 /2026

*Mai i te 01 o Huurae  
ki te 31 o Hepetema 2025  
Quarterly Report*





# Ngaa Kupu Whakataki

## *Executive Summary*

During the second quarter of 2025 we distributed over \$1 million in grants to our tribal members and marae. Among the recipients was Okeroa Waaka from Te Papatapu whose grant is dedicated to assisting her PHD study at the University of Auckland. The title of her thesis is *Using sequencing as a surveillance tool for the monitoring of rural Maaori community drinking water supplies in the Aotea Harbour*.

Two of our taura here in Australia were also awarded grants to help keep our tribal members connected with their marae. The funds will help them develop pathways to increase their Te Reo Maaori capability, understanding and learning mooteatea and developing waananga to help maintain connections to home.

### **Government focus**

During this period we continued to focus our collective efforts responding to the anti Maaori sentiment of this current coalition government. Our leadership remained actively engaged in the various reforms being advanced by the coalition government.

The most poignant submission in July 2025 was in relation to the Regulatory Standards Bill, with hearings taking place over that timeframe. The government released four wide-ranging packages of proposals for changes to national direction under the Resoure Management Act (RMA) and other related legislation. These were grouped under:

- a) infrastructure and development;
- b) primary sector;
- c) fresh water; and
- d) housing.

We recognised the proposed changes were aligned with the coalition government's direction and focus on economic growth. We continued to advocate either directly with government officials at a national level or through Pou Taiao and National Iwi Chairs Forum, or collaboratively with Tainui Waka and River Iwi to support economic growth and development that is sustainable and aligned with our obligations to the taiao as kaitiaki.

As the current Pou Taiao Chair Tukoroirangi Morgan continued to advocate and meet with the Senior Ministers stressing the proposed changes were likely to breach existing Treaty settlements and limit future settlements.

Over this period we joined with Te Whare Haka o Tainui registering an interest to host Matatini 2027. This was an important step in pulling together a proposal that would align to the strategic direction of both organisations.

### **Te Reo**

Earlier in the year we filed proceedings in the High Court in Wellington seeking declarations to affirm the rights and interests of Waikato-Tainui in respect of protecting te reo Maaori. Our view was that any attempt to override te reo Maaori protections constituted a contemporary aukati or Treaty breach.

Specifically, we argued that the Crown has an obligation to protect te reo Maaori under Te Ture moo te reo Maaori 2016. The filing sought to address our immediate concerns.

During May 2025, the Crown responded to our statement of claim filing its statement of defence.

### Tuuru Maaori

In May 2025, we also welcomed a decision granting an application for an urgent inquiry into the Government’s intention to repeal and amend the Local Electoral (Maaori Wards and Maaori Constituencies) Amendment Act 2021 (Wai 3365, #2.5.1)

### Te Matatini

Te Matatini had already announced they would be seeking expressions of interest to host as a result of an assessment of Te Tau Ihu infrastructure which effectively ruled the region out of hosting in 2027. It was far from an ideal however we worked together to provide advice and submit a joint proposal forward.



*Tukoroirangi Morgan*  
HEAMANA, TE ARATAURA

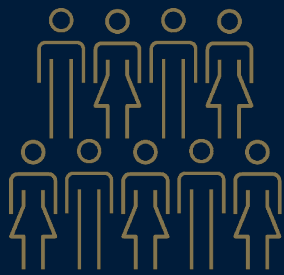


*Donna Flavell*  
TUMU WHAKARAE





HUI AA-TAU 2025



# 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 whaanau, hapuu and marae to

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

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



## Taiao

### *Making Good Decisions for our Taiao*

In early July 2025, Wayne Te Keirei Harris (Tauhei Mara) took part in the Making Good Decisions Foundation, Environmental Commissioners course. This programme is designed to strengthen the quality, integrity, and consistency of environmental decision making across Aotearoa. The onsite component took place over two days and was supported by pre and post course assessments that tested both technical knowledge and applied decision-making skills.

The course equips participants with the skills required to sit on hearing panels as independent commissioners, ensuring decisions are fair, lawful, and grounded in evidence, statutory frameworks, and natural justice. Central to this mahi is Te Ture Whaimana o Te Awa o Waikato, a nationally recognised policy born from the Waikato River Settlement. Te Ture Whaimana creates a meaningful space for iwi and hapuu to participate in outcomes focused decision making that prioritises the health and wellbeing of the awa.

Wayne first completed the foundation course in 2013. Returning to the programme allowed for deeper engagement with the kaupapa, particularly considering significant changes to planning frameworks over time. Undertaking the course again with lived, professional, and hapuu based experience added depth and relevance to the learning.

Wayne works as an environmental and cultural consultant for Ngaati Wairere, with responsibilities to protect and restore the awa. Participation in this course was supported by Waikato-Tainui as part of its ongoing commitment to building hapuu level capability within environmental, planning, and governance spaces. This training strengthens the ability to contribute confidently and independently within formal decision-making environments.

Facilitated by WSP, the course brought together experienced environmental planners, lawyers, and accredited commissioners. A strong emphasis was placed on tikanga Maaori and mana whenua values, particularly through a mock hearing where participants tested evidence in real time.

Reflecting on the experience, one koorero from Te Puea Herangi continues to resonate with Wayne: "Mahia te mahi hei painga moo te iwi."

This course strengthens our collective ability to do the work required for our people, our awa, and the generations yet to come.





## Hapori

### *Induction night for Home Repairs Programme*

In September 2025, Mitre 10 hosted the Habitat for Humanity Induction Night in their café facility, providing a space for our pakihi and partners to come together. The evening formed part of the Home Repairs Programme, a partnership between Waikato-Tainui and Habitat for Humanity, and gathered 30 of our Puna Pakihi, Habitat for Humanity, Mitre 10 and Waikato-Tainui.

The induction night offered a valuable opportunity to strengthen relationships and ensure everyone is aligned in how we support our tribal members through this project. Pakihi were introduced to the processes that will guide the mahi ahead, including expectations around health and safety, quoting standards, assessments, communication lines, and reporting requirements.

As one Puna Pakihi reflected, “It was good to finally understand how everything fits together. We feel more equipped and supported going into this mahi.”

By the end of the night, both Pakihi and Habitat for Humanity left with a shared understanding of how the programme operates and the roles each party plays. Most importantly, there was a clear and unified commitment to delivering this mahi in a way that upholds Kiingitanga values and keeps whaanau at the centre of every decision and action.



## Hapori

### *Growing Puna Pakihi networks in Taamakimakaurau*

Held in September 2025, this Puna Pakihi networking event brought together pakihi based in Taamakimakaurau. This was held at the Harlan Pepper Food Co, which is owned by one of our very own tribal members.

The kaupapa focused on connection, collaboration and growing economic opportunities for Taamaki based pakihi. Strategic partners Auckland Council, Amotai and Whariki attended alongside our Whanake team. The event created space for meaningful koorero, strengthening relationships and supporting collective economic growth within the rohe.





## Hapori

### *Rangatahi Business Accelerator Waananga*

During the final week of the Term Two holidays, our rangatahi had the exciting opportunity to take part in a Business Accelerator Programme. Facilitated by our Maatauranga team, 19 rangatahi aged between 14 and 18 immersed in a three-day experience. The Rangatahi Business Accelerator Programme was designed to inspire, empower, and nurture the next generation of Maaori entrepreneurs.

This waananga gave rangatahi the chance to connect with entrepreneurs and business mentors, to engage in real koorero, ask paatai and learn directly from leaders in the field. The line-up included Amy McLean (Kaainga Waahine) as Lead Facilitator, former All Blacks captain Keven Mealamu on leadership and identity, Kelly Huata on wealth and business building, Rocketspace on website development, Rhayvon Mihaere on videography, and guidance from youth mentor Ian Munson and Puna Pakihi advisor Chad Evens.

Rangatahi also had the opportunity to visit the Ruakura Inland Port site. This was a highlight of the programme, as rangatahi requested more offsite visits.

Following this event, at least 2 rangatahi will look to register their business with Puna Pakihi, one rangatahi will take their learnings back to their whaanau to koorero about taxes, loans, and interest and another rangatahi has started to think about business opportunities for their marae.

As this was the first rangatahi business accelerator waananga, another will be held in the first week of October in response to strong demand from rangatahi for mentorship programmes. These waananga will provide a safe space for rangatahi to explore their passions and develop their business aspirations.





## Hapori

### Mokopuna Ora – End of Year Report

Across the motu, whaanau are feeling the challenges of government fiscal settings. Rising costs, food insecurity, and the housing and health pressures are driving up reports of concern to Oranga Tamariki. Harm to mokopuna is increasing nationwide. Even in this environment, our whaanau continue to hold firm, and Mokopuna Ora remains a steady support. This kaupapa is making an intergenerational difference.

The last financial year has been particularly active for our Mokopuna Ora kaimahi. Reflecting on the submission of the Mokopuna Ora End of Year Report to Oranga Tamariki, Marae Tukere, General Manager of Oranga, noted, "Reviewing our achievements throughout the year is valuable; what is included in the report represents only a portion of the extensive mahi undertaken – it merely highlights a fraction of our collective efforts."

Whaanau supported by Mokopuna Ora have confirmed care and protection concerns for their tamariki; achieving positive outcomes requires preventing further harm and avoiding State care involvement.

Since the signing of the Strategic Partnership Agreement with Oranga Tamariki in 2019, Mokopuna Ora has engaged with the whaanau of

**943**

Mokopuna

Of these, (98%)

**927**

mokopuna have successfully remained out of State care.

**16**

have entered State care, of these:

**10**

are with whaanau

**6**

are not in whaanau care, likely due to delayed Oranga Tamariki referrals that missed opportunities to provide critical support

*Mokopuna Ora continues to uphold their connection to whakapapa and cultural identity*

Mokopuna Ora

**<1%**

Re-referrals of cases within three months

National Average

**15%**

Mokopuna Ora

**11%**

Whaanau Disengagement

National Average

**80%**

Whaanau felt mana motuhake was achieved

**81%**

Whaanau felt safety created for mokopuna

**75%**



## Hapori

### *Mokopuna Ora – Socialisation of Ki tua o Ngaku Mokopuna*

In August 2025, Mokopuna Ora presented Ki Tua o Ngaku Mokopuna to Oranga Tamariki kaimahi where Mokopuna Ora operates the partnership. This was a significant moment for the team, and the feedback reflected strong support for the clarity and direction of the kaupapa.

In the new year, the wider socialisation of Ki Tua o Ngaku Mokopuna will be worked through.

Through all this mahi, the focus for Mokopuna Ora remains the same; uplifting whaanau, protecting whakapapa, and keeping mokopuna safe, connected, and surrounded by the people who love them.

Whaanau voice:

*“I couldn’t have done it without them. Me and my babies are safe and in a good space now. Like was different to where we were.”*

*“[Working with Mokopuna Ora was] life changing. We now have custody of our mokopuna.”*

*“Just the whole treating me as person and not a number.”*



## Hapori

### *Mokopuna Ora – Article Publication*

Another key highlight for Mokopuna Ora was the publication of an article in the Multidisciplinary Digital Publishing Institute, Genealogy 2025 Journal, Volume 9, Issue 3, 93, of Ki Tua o Ngaku Mokopuna Beyond My Grandchildren: The Waikato-Tainui Mokopuna Ora Cultural Practice Framework, written by Melissa King-Howell, Tracy Strickland, Koroki Waikai and Chelsea Grootveld.

The framework embeds Ngaa Maataapono o te Kiingitanga and Waikatotanga into everyday practice, placing mokopuna wellbeing at the centre and reinforcing the collective responsibility of whaanau, hapuu, iwi, and hapori.

Its purpose is clear; support whaanau to care for their own mokopuna, keep cultural identity strong, and reclaim self-determination in the protection of our children. The article sits within a global indigenous conversation about transforming child protection systems and strengthens the credibility of our kaupapa.

Melissa King-Howell, Programme Director of Mokopuna Ora, says, “The publication of our article affirms the academic rigour underpinning the Mokopuna Ora approach to child protection. Our aim in publishing it is to ensure that our mahi reaches and resonates with a wider range of audiences.”



## Whai Rawa *Hopuhopu Development*

As development at Hopuhopu continues to progress, we marked an important milestone with a Turning of the Sod ceremony on 12 September 2025. The event took place on site where the first new homes will be constructed as part of the Hopuhopu Whaanau Housing Development. Te Arikinui Kuini Nga wai hono i te po and representatives from the Kiingitanga, Te Arataura, Waikato-Tainui, the Ministry of Housing and Urban Development, Government Ministers, and project partners gathered to acknowledge the progress made to date and reaffirm our shared commitment to delivering quality, affordable homes for Waikato-Tainui whaanau.

Speakers included Tukoroirangi Morgan, Tom Roa, and Hon. Tama Potaka. Following their koorero, Te Arikinui Kuini Nga wai hono i te po performed the ceremonial turning of the sod using a specially carved koo named Nga maataapono o te Kiingitanga, carved by Renata Te Wiata.





## Kaupapa Hui aa-Tau

On a crisp winter morning in July, the fires were lit to call our people together at Hopuhopu for the Waikato-Tainui Hui aa-Tau 2025.

The day opened with karakia to set the wairua and intentions for the day ahead. This year's theme drew on the ooati of our late King, "Taakiri tuu te kotahitanga, taakiri tuu te Mana Motuhake," a reminder of our collective commitment to unity and self-determination. That sentiment carried throughout the day, reflected in the many workshops, exhibitions, and engagement spaces set up for our iwi.

### Highlights from this year's Hui aa-Tau included:

- Full attendance in the Chambers as whaanau engaged with presentations and reports from Te Whakakitenga o Waikato, Waikato-Tainui, Tainui Group Holdings, and Waikato-Tainui College for Research and Development.
- Hauora services on site, with One Eyesight providing free eye tests and new moowhiti. 139 tribal members registered; 108 members were seen on the day with 97 members receiving prescription glasses, 11 required no further support. The remaining 31 members will be seen at the nearest OPSM store.
- Alongside One Eyesight, Ngaa Miro Health were offering flu immunisations. These stations created valuable opportunities for health professionals to connect directly with tribal

members.

- A strong presence from our Archives team, who delivered a series of exhibitions, including Te Hau-o-Makuru, a photo exhibition of the 1994 and 1995 consultation hui. These exhibitions sat alongside a Conservation and Preservation of Taonga and Textiles workshop.
- All Waikato-Tainui teams hosted stalls in the Expo marquee, sharing updates on the mahi delivered over the past year and koorero with whaanau.
- Our Ringa Whao (Carving Team) hosted their own expo space, drawing steady crowds throughout the day as they demonstrated their craft, shared their mahi, and answered paatai from tribal members.
- Career pathway opportunities for whaanau were shared, with representatives from Accor, Spark, and building trades providing advice across a range of sectors.
- Te Hau-o-Makuru merchandise was also made available to purchase, which proved popular and was quickly snapped up by whaanau.
- Attendance continues to grow each year, with an estimated 700 tribal members joining us for this year's Hui aa-Tau. The strong turnout reflects the ongoing commitment of our people to come together and stay informed.





## Kaupapa *Kiingitanga Day*

Established in 2009, Te Whare Waananga o Waikato has set aside a dedicated day each year to honour and celebrate the Kiingitanga. Held one week after Koroneihana, Kiingitanga Day sees classes suspended across the Kirikiriroa and Tauranga campuses, allowing space for reo, poi, kapa haka, presentations and workshops to fill the University.

Te Arikiniui Kuini Nga wai hono i te po, was welcomed into Ko Te Tangata wharenuui for the kawenata signing. She also presented the Te Arikiniui Dame Te Atairangikaahu Scholarship to recipients and spent time at Te Paa, listening to koorero from presenters throughout the day. Four rangatahi were awarded the Te Arikiniui Dame Te Atairangikaahu Scholarship, acknowledging their academic commitment and leadership potential.

Two new scholarships, the Pokaia Nepia and Taki Turner scholarships were also awarded, with five tribal members recognised as recipients. These were: Tiffany Walker, Ryan Metcalfe, Niki Crombie, Shanaia Maniapoto-Clancy and Teagan Ngataki. (See pages 20-21 for full story)

Waikato-Tainui held several presentations throughout the day in relation to Te Hau-o-Makuru: Raupatu 30 Years On and Te Mana o te Awa, sharing insight into the enduring importance of our awa tupuna.



## Kaupapa *Kawenata signing*

A kawenata between Waikato-Tainui and Te Whare Waananga o Waikato was signed on Kiingitanga Day. In the University's wharenuui, Ko te Tangata, a ceremony was held, bringing together leadership from Waikato-Tainui and the University.

The Kawenata was signed on behalf of Waikato-Tainui by Tumu Whakarae, Donna Flavell and Chair of Te Arataura, Tukoroirangi Morgan, and on behalf of the University by Chancellor Susan Hassall and Vice-Chancellor Professor Neil Quigley.

Grounded in the values of Kiingitanga, the kawenata sets out how both organisations will work together to advance strategic priorities and create meaningful outcomes for our people.

Tukoroirangi Morgan described it as more than a partnership with the University, it's about creating meaningful outcomes for our people.

"The kawenata deepens a relationship grounded in the values of the Kiingitanga and the vision of Whakatupuranga 2050. It ensures that Waikato-Tainui and the University are not only aligned but committed to delivering strong outcomes for our people," he said.

The signing of the kawenata happened on the 30th year of the Raupatu settlement, which enabled the return of the land that the University is built on, back to the iwi.





## Kaupapa

### *Annual Taura Here festivities bring together tribal members living in Australia*

Like many iwi, tribal members have taken opportunities abroad to be able to realise their own Whakatapuranga 2050. The early 80's saw large numbers of tribal members leaving marae communities for better opportunities. In some cases, tribal whaanau moved together alongside other whaanau from their marae and hapuu. This meant they could support each other and put in place activities that reminded them of home. Sports tournaments, kapa haka and regular kaitahi were ways to keep the connections alive for their tamariki now calling Australia home.

As the iwi began to make its way through settlement and design the tribal structure, Te Arikinui Te Ataairangikaahu called on tribal whaanau from main cities within Australia to formally come together as taura here; a way for the tribal entity to consult with whaanau living overseas.

Over time, taura here have continued to be the sounding board for Waikato-Tainui and continue to uphold Kiingitanga values of manaakitanga. These groups also support tribal whaanau to never forget who they are and where they come from.

The taura here within Australia are;

- Waikato-Tainui ki roto Poihaakena
- Te Timatanga Hou o Tainui noo Brisbane
- Waikato ki roto o Poipiripi
- Waikato-Tainui o Te Urupuu

This year's annual taura here festivities were held in September 2025, hosted by Waikato-Tainui o Te Urupuu, in Perth.

A number of activities were held over three days, beginning with a Welcome to Country ceremony, hosted by mana whenua, Whadjuk Noongar, who welcomed Te Arikinui Kuini Nga wai hono i te po and her delegation to Perth.

Another ceremony also opened the Maori Perth Netball Tournament, which celebrated 20 years since its inception. The first taura here golf tournament was a new addition to the festivities, created in memory of Puke Poutapu (Tuurangawaewae Marae). Two trophies were gifted by the Waikato-Tainui carving team for each tournament.

An annual highlight is the Taura Here Ball, with taura here from across the country celebrating their Waikatotanga.

Each taura here roopuu receives an annual grant to strengthen their connection to Waikato and the Kiingitanga. This is achieved through various approaches across the groups, including waiata sessions, reo classes and kaitahi just to name a few.

Treasurer of Waikato-Tainui o Te Urupuu, Ngahorowai Bright (Waahi Paa) shared how beneficial their taura here roopuu has been in Perth.

***“We have some whaanau, when they started (with the roopuu), they didnt understand any reo. So we started off with learning pepeha. Now, they are singing their own waiata. They're getting better and better, their confidence is building within themselves”***

***“Ko te tino whaainga o te hononga ki Waikato-Tainui ki reira, ko ngaa reo. Ko te reo uukaipo, ko te reo kaakaaho, me ngaa mahi o ngaa maatua tuupuna, me ngaa mooteatea, me ngaa whaikoerero, me ngaa hiitori katoa o te waka o Tainui. Araa te hononga o too taatou nei nohonga ki taawaahi.”***

Naa Bill Rotana  
Tiamana, Waikato ki roto o Poipiripi



## Kaupapa *Hiinaki repatriation underway*

Whilst in Ahitereiria, a small delegation made up of Waikato ki roto o Poipiripi, Waikato-Tainui kaimahi and Brad Totorewa (Maurea Marae), met with Melbourne Museum curators to view the 7 metre long hiinaki that is currently in the process of being repatriated home.

Waikato-Tainui are supporting the repatriation process to ensure this taonga returns to mana whenua of Rangiriri.

Karakia and koorero was shared, highlighting the significance of such a taonga. It was said that the hiinaki was taken near Rangariri after the wars and brought to Melbourne in 1863.

Glenda Taituha (General Manager - Heritage & Identity) said this was the first direct repatriation between Waikato and the museum.

“Work is underway to initiate the repatriation process led by Ngaati Naho, and while the work is completed, having a strong taura here group in Melbourne means we have kaitiaki to keep our taonga cared for and connected with its people.” says Glenda.

Engagements between the Museum and Waikato began in August of last year and it’s anticipated that the taonga will be returned mid 2026.





## Kaupapa

### *Supporting Whaanau to Stay Connected: Karaka Drop-In Day*

Our Tribal Connections team held a Karaka Drop-In Day at the Ngaati Tamaoho office in August 2025, providing a welcoming space for whaanau to connect kanohi-ki-te-kanohi and access the support they needed. Whaanau received guidance on tribal registrations, grants, general enquiries and election-related paatai.

Around 60 whaanau attended throughout the day, with many registering their tamariki and strengthening their connection to the iwi. Our teams

provided information, practical support and a friendly presence, reinforcing our commitment to accessible services and ensuring whaanau feel heard, supported and confident navigating our processes.

These drop-in hui continue to be an important part of our mahi. They help deepen relationships with whaanau living outside of our rohe and ensure whaanau remain connected to their marae, hapuu and iwi, while staying informed about the opportunities available to them.



## Kaupapa

### *Revitalising Culture Through Manu Pelting*

Despite bad weather conditions in August 2025, a Manu Pelting session was held with six participants joining facilitator Noel Kaa-Reid to listen, learn and explore new ways to pelt our native manu.

Over 2,000 manu have been gifted by Department of Conservation (DOC) and will be used across a range of kaupapa including the refurbishment of our Waka Taua.

This kaupapa forms part of our ongoing efforts to revitalise material cultural practices that our tuupuna once carried out. As one attendee explained, "Before these sessions we used to boil the bird and pluck it. Now we remove the skin with the feathers still attached."

Alongside learning new hands-on skills, the session created a space for wairua and reconnection. "Apart from the practical skills, there is a feeling with working with our native manu," Kaihanga Kohinga Collection Technician, Kelvin Maru shared. "It's a

wow feeling."

Bones such as the skull and wing bones were also kept, acknowledging the many different ways manu can be used. As Kelvin added, "We are trying to revitalise the culture of how manu can be used."

Through kaupapa like this, we are ensuring these learnings and skillsets are carried onto our whaanau, hapuu, iwi and marae. This helps keep the traditions alive that our people once practised, and strengthens the cultural capability of future generations.





## Kaupapa *Tōhōraa Kauae*

In 2006, a collective of Te Taihū kaumatua made a request that the jawbone and niho from the next sperm whale stranded be gifted to Te Arikinui Te Atairangikaahu in recognition of her support for the region. Sadly, she passed away before this happened.

In 2016, a large male sperm whale, later named Koro, stranded on Moturoa. At a Te Taihū Iwi Chairs meeting, the original tono from the kaumatua was shared, and the Chairs agreed the taonga should be gifted to Kiingi Tuheitia.

The jawbone and niho were held in storage at DOC, in Nelson until 2024. During koorero at the National Secondary Kapa Haka competition, the idea arose to present the taonga to Te Arikinui Kuini Nga wai hono i te po, on his behalf. However, she advised it should be given directly to her father. Kiingi Tuheitia passed away before this could happen.

In May of this year, Te Arikinui Kuini Nga wai hono i te po visited Whakatū and was presented with the jawbone and niho. During her first koroneihana in September 2025, it was delivered to her at Tuurangawaewae by Te Taihū.





## Mahi Tonu

### *Pokaia Nepia and Taki Turner Scholarships*

Harata Maniapoto-Clancy (Waingaro, Hukanui and Waipahihii Marae) is a recipient of the Taki Turner Scholarship.

Growing up in Ngaaruawaahia, Harata attended Waipaa Primary and Te Kura Kaupapa Maaori o Bernard Fergusson. Her education continued at Hamilton Girls High School and Ngaaruawaahia High School.

While at high school, Harata attended an employment expo where she was selected for a summer internship at Fulton Hogan. This experience sparked an interest in engineering, which she pursued at the University of Waikato for two years. Over time, however, she realised her passion lay elsewhere, particularly in working alongside people and supporting their wellbeing.

Harata is now working towards completing a Bachelor of Arts, double majoring in Psychology and Maaori and Indigenous Studies. Through her studies, she is building the capability to integrate cultural knowledge into psychological practice, with the intention of working in ways that are grounded in identity, understanding, and care.

As the first in her whaanau to pursue tertiary education, Harata is determined to lead by example, breaking generational cycles and showing her daughter that striving for more is both possible and worthwhile.

"I want my daughter to know that she too can reach higher education," she says.

As part of her scholarship application, Harata was asked what the Kiingitanga means to her, and how she aligns her life with its values.

"I have always acknowledged the Kiingitanga as the foundation of a value system built to protect and uplift our people. Over time, it has become a compass for understanding my own place in the world. Its principles of kotahitanga, manaakitanga, and Mana Motuhake shape how I approach leadership, responsibility, and what it means to contribute as Maaori. I see the Kiingitanga as a strategic framework that unites our people and positions Maaori to shape our own pathways across generations," she says.



Harata also shared how these values guide her day-to-day life.

"I align my life with the values of the Kiingitanga through the way I study, the way I parent, and the way I carry myself as a person. Through Maaori Indigenous Studies and Psychology, I am gaining the knowledge to bridge cultural understanding and systems, ensuring my choices are guided by care, responsibility, and long-term wellbeing. As a mother, these values shape the environment I create for my daughter, helping her grow confident in who she is, connected to her whakapapa, and supported to live with purpose and integrity."

Looking ahead, Harata hopes to work alongside her own people within iwi spaces. She is hopeful the Taki Turner Scholarship will create opportunities to build networks, support her aspirations and enable her to give back to her communities.



## Mahi Tonu *Pokaia Nepia and Taki Turner Scholarships*

Ryan Metcalfe (Kotahitanga Marae) is one of the recipients of the Pokaia Nepia Scholarship.

Ryan grew up in Cambridge, attending St Peter's for Years 7 and 8 before moving on to Hamilton Boys' High School for Years 9 to 13. He credits his time in an all-boys environment as instrumental in shaping his growth, both as a man and as a person.

Ryan has always lived an active, outdoors lifestyle, spending much of his time playing sports and fishing in the waterways of his tuupuna. These experiences allowed him to explore Aotearoa while developing a strong connection to the whenua and taiao. Through this connection, Ryan became increasingly aware of the impact of invasive pests and farm run-off on the health of our awa and wider ecosystems, strengthening his desire to be part of the solution.

Motivated by both a practical need for financial support and a deep commitment to environmental protection, Ryan applied for the Pokaia Nepia Scholarship to support his studies while pursuing mahi aligned with caring for our whenua and waterways. He has recently completed his first year of a Bachelor of Science, majoring in Environmental Science, and hopes to continue building the knowledge and capability needed to protect and restore the taiao for future generations.

Once he has completed his degree, Ryan hopes to work as a conservationist for DOC or for iwi. He wants to be someone who is out in the taiao, contributing directly to the mahi.

"I want to get the mahi done, not be stuck in an office all day," said Ryan.

As part of his scholarship application, Ryan was asked what the Kiingitanga means to him. He shared that, at its foundation, the Kiingitanga is about bringing all Maaori together as one, kotahitanga. It creates a collective space where iwi and hapuu can come together, share whakaaro, and work collaboratively to address challenges so that future generations can thrive.

Ryan also spoke about how the values of the Kiingitanga guide his day-to-day life.

"When I think of the Kiingitanga values, I think about tikanga and how I can apply them in my life," he said.



When fishing, Ryan explained that the first fish he catches is always returned to the moana or awa. This is his way of giving thanks to Tangaroa and ensuring his safety on the water.

Another value that guides Ryan is whanaungatanga. Although he is still young, he takes responsibility for making sure his whaanau and friends are supported and well.

"If you do the right thing by others, it will always come back to you," said Ryan.

The Pokaia Nepia Scholarship is helping Ryan build the skills needed to walk a pathway grounded in service to the whenua and taiao. His aspirations reflect the values of this scholarship – protection of our taiao.

## Tahua Ngore me ngaa Takuhe

Scholarships & Grants  
distributed - 1 July to 30  
September 2025

11

Tertiary Grants  
(\$12,950)



11  
Doctoral  
Scholarships  
(\$37,500)

151

Sports Grants  
(\$66,940)

1,403

Kaumaatua  
Grants  
(\$1,035,138)



37

Auaha Innovation Grants  
(\$168,000)

2

Paa Whakawairua -  
Marae Facilities  
(\$525,692)

1

Taiao Grants  
(\$160,864)



2

Tikanga Ora Reo Ora Grants  
(\$128,950)





# Proactive Political

## *Protecting iwi settlement rights and interests*

Waikato-Tainui continued to be active in its political engagement in Q2 FY26 (1 July to 30 September 2025) with a focus on protecting settlement rights and interests through legislative reforms, local co-governance and infrastructure partnerships. Key discussions involved central government ministers and Crown departments, local councils, other iwi and strategic partners, such as the University of Waikato.

### **Five Iwi Afforestation Programme**

The Five Iwi Afforestation initiative originates from an agreement reached more than 10 years ago between the Crown and five iwi – Ngaai Tahu, Ngaati Awa, Ngaati Tuuwharetoa ki Kawerau, Waikato and Te Uri o Hau. Each of the iwi had settled their Treaty claims before the introduction of the New Zealand Emissions Trading Scheme (ETS).

Under the agreement, the Crown proposed to make 35,000 hectares of whenua available, preferably within the rohe of Ngaai Tahu, for carbon farming for 70 years as partial redress for the impacts of the ETS on their forestry settlement assets. While comparatively small in the context of forestry holdings, Waikato-Tainui chose to adopt a passive stance while retaining valuable political influence.

Progress on working out the details of the agreement and its implementation has encountered several challenges which means, to date, it has not been possible to reach an accord with the Crown. As a result, Ngaai Tahu took the lead during the quarter to re-engage the Crown on the matter and to seek an update on progress towards an agreement, intended next steps and how this aligns with broader climate change strategies being advanced by respective iwi.

Due to the inability of successive governments to adequately address the matter, the issues have been taken to the High Court of New Zealand. The case before the High Court involves proceedings against

the Minister of Climate Change and the Minister of Conservation on behalf of the five iwi who settled historical Treaty claims with the Crown, receiving the forestry assets as part of their settlements before the introduction of the ETS.

When the ETS was introduced in 2008, it imposed surrender obligations on pre-1990 forest land, reducing the value of these settlement assets. Therefore, iwi are arguing that the Crown failed to adequately disclose the likely impact of the ETS during settlement negotiations.

The Crown and the five iwi agreed had agreed in principle to the Five Iwi Afforestation Programme that would make 35,000 hectares of Crown land available under conservation contracts, enabling iwi to benefit from carbon credits for 70 years. However, the initial whenua offered under this programme was rejected by iwi leaders in 2012 due to limitations on land use and low carbon prices. Despite repeated engagement over more than a decade, no alternative proposal has been realised.

As a result, iwi are now seeking judicial declarations that the Ministers have both the power and the duty to either implement the original agreement or develop an alternative solution consistent with Treaty principles and prior Crown assurances.

Iwi also claim a breach of legitimate expectation and have asserted that the Crown's failure to act has deprived them of promised redress and left the impact of the ETS on their settlement assets unresolved.

Ngaai Tahu will file a Statement of Claim and will resource the case to progress through the High Court.

## Reform Engagement and Submissions

Throughout the quarter, Waikato-Tainui leadership continued to actively engage in various reforms being advanced by the current Coalition Government.

One of the most poignant submissions in July 2025 related to the Regulatory Standards Bill, with hearings taking place over a week.

The Government also released four wide-ranging packages of proposals for changes to national direction under the Resource Management Act (RMA) and other relevant legislation, including:

- infrastructure and development
- primary sector
- fresh water
- housing.

Waikato-Tainui recognise the proposed changes are aligned to the Coalition Government's direction and focus on economic growth and have continued to advocate either directly with government officials at a national level or through Pou Taiao and the National Iwi Chairs, or collaboratively with Tainui Waka and River Iwi to support economic growth and development that is sustainable and aligned with our obligations to the taiao as kaitiaki.

Pou Taiao leaders met with the Minister responsible for RMA Reform, the Honourable, Chris Bishop on 22 September 2025 to reiterate the firm expectation from Pou Taiao that any proposed reforms must protect iwi and hapuu rights and interests across taiao and uphold all existing Treaty settlement provisions. During the meeting, the Pou Taiao made it clear that Waikato-Tainui would leverage all available avenues, including legal proceedings, to protect iwi rights and interests should they be compromised. This position was reinforced in a formal letter to the Minister confirming both iwi expectations and preparedness to litigate if necessary.

During the quarter, Waikato-Tainui filed submissions in response to the following:

- 27 July 2025 - Freshwater National Direction
- 27 July 2025 - Infrastructure and Development National Direction
- 27 July 2025 - Primary Sector National Direction

- 27 July 2025 - Removing restrictions for papakainga
- 17 August 2025 - Going for Housing Growth
- 18 August 2025 - Te Pae Ora Amendment Bill
- 22 August 2025 - Conservation Acts (Land Management) Amendment Bill
- 27 August 2025 - Building resilience to Hazards long-term insights
- 27 August 2025 - Local Government (System Improvements) Amendment Bill.

### *Department of Conservation*

On 31 July 2025, Waikato-Tainui management met with the Secretary of Conservation, Penny Nelson and members of her senior leadership team. The purpose of the meeting was to discuss the proposals regarding charging for access to Public Conservation Land and upholding Waikato Settlements.

The proposals outlined several significant issues and Waikato-Tainui commences a review of these against key aspects of the settlement mechanisms to understand the full impact to our Waikato Settlement.

### *Social Investment Agency*

Waikato-Tainui, Trust Waikato, and the Waikato Wellbeing Project are working together to plan and host a Social Impact Symposium on Friday 15 November 2025. The three organisations have engaged with the Social Investment Agency and have agreement from Deputy Prime Minister, Nicola Willis to attend the symposium.

The intention of the summit is to advance practical approaches that within the Waikato and build a shared understanding of the Crown approach in the context of Waikato, including investment readiness, priority areas of collaboration, and principles of investment design.

## Local Government Engagement

During the quarter, Waikato-Tainui continued to meet with local councils as part of the Joint Management Agreement (JMA) cycles. The hui covered the following key items:

### *Waipaa District Council – 29 July 2025*

Overall, there had been good progress on all projects in the Strategic Work Programme. A highlight in the quarter was the social procurement event for Waikato-Tainui pakihī on 21 August 2025. As a result of the event, 30 pakihī are now registered with Waipaa District Council.

In relation to Water Services Delivery, Waipaa District Council has joined the Waikato Waters Done Well CCO (seven council members – Waipaa, Waitomo, Otorohanga, Matamata-Piako, Hauraki, South Waikato, and Taupoo). An interim board has been appointed. Co-Chair Jackie Colliar expressed disappointment that there had not been any communication with Waikato-Tainui during this phase. She reiterated that Waikato-Tainui are really interested in this space and although they are busy, they still welcomed the opportunity to have input. Last minute invites were provided, however the iwi has asked to see change in this space moving forward to ensure a positive partnership.

### *Waikato District Council – 17 September 2025*

Regarding progress on IAWAI, it was noted that a Chief Financial Officer (CFO) has been appointed. Data and asset systems are to be retained by both Councils (Hamilton City and Waikato District) in the interim. Members requested a progress dashboard reporting system and reporting framework to identify the specific issues being managed by the Councils.

An update was provided at the JMA hui on the Strategic Work Programme. Overall, it noted that progress was occurring across all kaupapa in the programme.

There was also a report back on the strategy session with the following resolutions passed:

- Notes the key themes from the July 2025 Strategic Hui
- Endorse Awa (River), Whenua (Land), and Tangata (People) as the three guiding focus areas for collective action
- Agree on option one (1 - Balanced Multi-Focus) for progression to the next steps

- Direct Waikato-Tainui and Waikato District Council staff to co-develop a refreshed strategic work programme, based on the Committee's preferred option, and present back at the next meeting.

Councillor Tilly Turner was also acknowledged as the unopposed and re-elected Tai Runga Takiwaa Maaori Ward councillor.

### *Waikato Regional Council – 24 September 2025*

Key topics discussed at the Waikato Regional Council JMA hui on 24 September included:

- An update on the Climate Alliance MOU
- 2027 to 2037 Long Term Plan updates and agreement that Waikato-Tainui would provide early and active input into its development
- update on the Freshwater Policy review – with agreement that there would be a focus on strengthening education on Waikato Settlements, Te Ture Whaimana and Plan Change 1.

During the hui there was discussion and agreement that the Committee captures reflections from historical participants who were involved in the establishment of the JMA to better understand original intent and evolution of agreements. This will be part of the induction for the new members after the 2025 elections.

Regular updates on the progress of a Mana Whakahono aa-Rohe between Ngaati Mahuta ki te Hauaauru and Waikato Regional Council was also requested and agreed.

## Right of First Refusal – purchase of Kaainga Ora whare

At its meeting on 18 July 2025, Te Arataura supported the Right of First Refusal (RFR) approach to progress the purchase of Kaainga Ora whare that had recently become available, together with the approval to accept the offer to purchase Wira Street property in Te Kauwhata from the Ministry of Education.

Following consultation with the Whenua Committee and with approval of Te Arataura, Waikato-Tainui moved to operationalise the transactions and undertake due diligence, negotiations and engagement with prospective purchasers.

## University of Waikato Kawenata

The relationship between the iwi and the University of Waikato is significant and long-standing. Its foundations have included the positive outcomes Sir Robert Te Kotahi Mahuta achieved during his time, the University of Waikato being situated in the tribal boundaries of Waikato and the activities of the Waikato Tainui Endowed College.

Since 1996, there have been several important milestones achieved, including:

- Raupatu Settlement Chair position created at the University (1996)
- Honorary Doctorates or Professorships awarded to tribal leaders (since 1996)
- Annual Kiingitanga Day celebration (since 2009)
- Memorandum of Understanding (MOU) between Waikato-Tainui through the College (signed 2011, expired 2016)
- Establishment of a Master of Business Administration (MBA) cohort at the College (2013).

In 2018, all partners of the agreement came together to provide strategic advice and activate the mutually beneficial opportunities that exist. As a result, a kawenata was drafted that included the following intended outcomes:

- Grants and scholarships – review of current University of Waikato and Waikato-Tainui grants/scholarships and co-construction of targeted grants/scholarships for FY20 aligned to tribal priorities
- Sharing of data between the organisations to capture Waikato-Tainui specific data
- Regular meaningful engagement with both organisations to benefit staff and tribal members
- Raising visibility of Waikato te iwi with tribal members at the University with a Waikato presence at the University once a year, and a visit to Waikato-Tainui by students once a year
- A yearly sharing of outcomes and updates with the senior leadership teams
- Waikato history knowledge sharing
- Public lectures by key Waikato iwi members

- Raupatu Lecture series
- Consolidating Waikato representative's positions at the University of Waikato.

Seven years on from the initial kawenata discussion, University of Waikato management agreed to re-ignite koorero resulting in hui with both legal teams, our Rights and Interests team and the Waikato-Tainui Education and Pathways team.

The agreed purpose of the revitalised kawenata is to foster a lasting and collaborative relationships between Te Whakakitenga o Waikato and the University of Waikato, grounded in the shared values and guiding principles of the Kiingitanga; and to collaborate purposefully in achieving aligned goals that contribute to the strategic priorities of both parties, Whakatupuranga 2050, Te Ara Whakatupuranga, the University of Waikato Five-Year Plan, and any evolving strategies over time.

Through the process, the partners committed to engage to:

1. Collaboratively develop an annual workplan with mutually agreed workstreams that reflect and reinforce the shared strategic priorities of both parties
2. Meet as needed to review the impact of the kawenata and to operationalise the workstreams in the work plan.

Areas of mutual interest that were also discussed, included, but were not limited to:

- Medical School developments, including placements and pathways
- Science, Technology, Engineering, and Mathematics (STEM) priority pathways
- School of Education Teacher training needs
- Rangahau – research capability building
- Rangahau – research projects aligned to the Waikato-Tainui Five-Year Plan
- Governance positions – Raupatu Chair, Council and Medical School.

## Mokopuna Ora

The Mokopuna Ora team continued both operational and strategic delivery in Quarter Two. This included hui to engage with tribal whaanau around the work of Mokopuna Ora and to ensure ongoing advocacy for change in the State care system.

Key engagements included:

### 18 July 2025:

Integrated Services Response (ISR) hui with Michelle Paki from Ministry of Business, Innovation and Employment to discuss Integrated Safety Response multi-agency initiative and re-establishment of governance grouping.

### 24 July 2025:

Integrated Services Response (ISR) hui with Michelle Paki from Ministry of Business, Innovation and Employment to discuss Integrated Safety Response multi-agency initiative and re-establishment of governance grouping.

### 26 July 2025:

Hui aa-Tau engagement was highly positive and extremely well attended, providing a valuable opportunity to connect with whaanau and share Mokopuna Ora kaupapa.

### 28 July 2025:

Hui held with Roby Rauna from the Pou Tangata Group of Iwi Chairs. Mokopuna Ora provided a briefing on current mahi, shared insights ahead of the upcoming conference in October 2025 and offered to share Waikato-Tainui's learnings around successful approaches.

During the quarter, Mokopuna Ora also supported Aroturuki Tamariki/ Independent Children's Monitor with feedback from the team and whaanau on how to improve outcomes for mokopuna.







HUI AA-TAU 2025

# 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 30 September 2025, 24 projects are in progress, nine projects are scheduled to start at a later date, and four projects are on hold. One project has a risk status of Orange to reflect delays in commencing deliverables planned for FY26. The overall Strategic Project spend for the reporting period was within the FY26 Strategic Projects budget.

## 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 2025	RISK STATUS AS AT 30 SEPTEMBER 2025	Key Achievements   Comments FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
Tikanga Ora, Reo Ora	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>During the quarter, progress continued towards the design and development of the Tikanga Ora, Reo Ora (TORO) digital application, with a strong focus on ensuring the kaupapa remains grounded in Waikato-Tainui tikanga, reo, and aspirations of whaanau, hapuu and marae.</p> <p>A prototype of the TORO app was presented at Hui aa-Tau on 27 July 2025, providing tribal members with a first look at the proposed user experience and functionality with feedback supporting refinements to the digitisation approach for Te Reo Ukaipoo and the Puna Kupu (He Manawa aa Whenua) initiatives.</p> <p>Throughout August and September 2025, the project team concentrated on advancing the Waikato-Tainui Puna Kupu prototype and confirming structural elements needed to move the app to full development.</p> <p>Key achievements this quarter included:</p> <ul style="list-style-type: none"> <li>• Functional prototype design and testing of core wireframes</li> <li>• Delivery of a Papa Kupu prototype as proof of concept</li> <li>• Confirmation of He Kura Tuuii as the full development partner</li> <li>• Procurement of User Experience (UX) and User Interface (UI) and development personnel</li> <li>• Consolidated costing prepared for the expanded scope</li> <li>• Draft planning for contractual structures aligned with Waikato-Tainui processes</li> <li>• Implementation of project management systems</li> <li>• Development of a capacity-building framework for Waikato-Tainui members.</li> </ul>
Te Kaauta	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>Training programme planning continued with confirmation of the second Kai Ruku Waananga for the financial year to occur in November 2025. Dates were also confirmed for the next Mahinga Kai Waananga to be held in March 2026.</p>
Te Whare Tupuna	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>Planning for the arrival of the Tohooa Kauae (Whale Jawbone) to the Maui Street facility occurred in the quarter. Engagements were held with experts in the field to ensure tikanga-aligned handling of the taonga. Te Ara Mau Rei Whalebone Jaw arrived at Maui Street facility on 4 September 2025 where preparations were completed for presentation to Tuurangawaewae Marae Koroneihana with Tauihu Iwi, Nelson and Te Moana-nui-a-Kiwa Pacific Islands peoples.</p> <p>Manu Pelting workshop was delivered at Hopuhopu on 10 August 2025. Session attended by Aroha Paekau, Kelvin Maru, Hinemoa Ranga and Noel Reid.</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 AS AT 30 SEPTEMBER 2025	RISK STATUS AS AT 30 SEPTEMBER 2025	Key Achievements   Comments FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
Te Tari	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>During the quarter, the project team worked in partnership with Hato Hone St John and Waikato District Council to roll out Automated External Defibrillator (AED) units and training across all 68 Marae. Waikato-Tainui secured 35 Powerbeat 3 AED units at a discounted rate, with Waikato District Council funding the remaining 33.</p> <p>This initiative will ensure every marae is equipped with a new AED unit and supported with 3 Steps for Life training. Ongoing elements of the programme include annual refresher training, routine maintenance checks, and opportunities for Level 2 First Aid courses, with associated costs covered by Waikato District Council. Through this collective approach, the programme not only delivers vital life-saving tools and knowledge but also helps strengthen the resilience of marae, while leveraging partnerships and joint management agreements with the Waikato District Council.</p>
Kia Niwha	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>The Waikato-Tainui Marae Engagement team progressed several initiatives aligned to this project during the quarter. These included:</p> <ul style="list-style-type: none"> <li>Rapid plate numbers ordered for 34 marae within the Waikato District Council boundary to assist emergency services and NZ Post in locating the correct addresses. Similar requests will need to be made for the remaining 50% of marae with other councils in the rohe.</li> <li>Scoping investment in Starlink mobile Packs for high-risk marae facing preparedness challenges.</li> <li>Basic water testing kits purchased from Bacosure for regular testing, when water infrastructure for Priority 1 marae have been completed.</li> </ul> <p>The team also partnered with district councils, Civil Defence Emergency Management (CDEM), Fire and Emergency New Zealand (FENZ) and Ake Accounting to develop marae-specific preparedness resources, emergency response tools, and governance training, collectively enhancing the readiness, capability and long-term resilience of marae across Waikato-Tainui.</p>
Te Pito Whakatupu - Innovation Hub	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>Te Pito Whakatupu strengthened its rangatahi innovation pathway through the successful delivery of the Rangatahi Business Accelerator waananga held in July 2025. The waananga engaged 20 rangatahi from 14 marae and supported the early development of entrepreneurial capability across the motu.</p> <p>To progress development of an innovation ecosystem, Waikato-Tainui engaged with Creative HQ - an innovation agency, to support the project and co-develop an approach for an innovation strategy for the iwi.</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 AS AT 30 SEPTEMBER 2025	RISK STATUS AS AT 30 SEPTEMBER 2025	Key Achievements   Comments FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
Te Aka Taiaawhiowhio Maatauranga Network	On Hold		<i>The project is on hold while recruitment is completed for a new Te Ara Maatauranga Advisor.</i>
Mana Motuhake Mindsets	Not started		<i>Project will be scheduled post completion of the Marae Readiness assessments project under Supporting Mana Motuhake strategic objective in FY26/FY27.</i>
Iwi Capability Development Portal	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	During the quarter, progress was made through the development of a 5-Step Micro-Credential Guidance Framework, programme mapping across major iwi initiatives, and early scoping of the digital infrastructure required for credential creation, tracking, and reporting.
Koiora Implementation	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>Key achievements for the quarter included:</p> <ul style="list-style-type: none"> <li>- support secured for the Korowai Manaaki</li> <li>- Redemption 101 programme to strengthen kaupapa and address trauma and suicide through maatauranga and cultural heritage</li> <li>- recruitment completed for Koiora Cadetship</li> <li>- recruitment commenced for a First Responder Training Pathway with Hato Hone St John</li> <li>- three presentations delivered to Te Whakakitenga Koiora Forums.</li> </ul> <p>New onboards to the Koiora initiative during the quarter included:</p> <ul style="list-style-type: none"> <li>- Ngaati Tamaoho (as new Pikonga)</li> <li>- the Frankton Park Residential and Community Based Service for whaanau with brain injuries.</li> </ul> <p>Over the quarter, exploration continued with potential partners, including the Ministry of Business, Innovation and Employment (MBIE) and the University of Waikato to develop a digital data tool for Koiora Pikonga.</p> <p>Through the Koiora initiative, support was provided to whaanau of Ngaati Tamainupo to implement their Marae-based Brain Gym for Tamariki - Neuro Development.</p> <p>Relationship development and management is a critical part of Koiora and the team focused ongoing engagement to re-establish a connection with Health New Zealand Te Whatu Ora Waikato to enhance their relationship with Pikonga Waahi Paa Birthing Unit, met with the Aged Care Commissioner, Carolyn Cooper to discuss kaumaatua wellbeing and support to ACC to fund the Taikura Trust Kaumaatua Kapa Haka.</p> <p>The team also delivered an expo in partnership with Te Tira Tuu, Waahi Whaanui and Koiora Pikonga at Hui aa-Tau in July 2025 for Waikato-Tainui whaanau attending the day.</p>

## 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 2025	RISK STATUS AS AT 30 SEPTEMBER 2025	Key Achievements   Comments FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
Tribal taiao restoration programme	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p><b>Marae Support, Planting and Maara Kai</b></p> <p>Support continued in this quarter for Ngaa Tai e Rua with maara kai and parakore kaupapa.</p> <p>Additional assistance was provided to several marae progressing applications through the Waikato River Authority (WRA) application process. This work included:</p> <ul style="list-style-type: none"> <li>• Waitaawhara Whitebait Restoration (Tauranganui)</li> <li>• Maatauranga corbicula sampling and Mangatea catchment (Ngaa Muka Development Trust)</li> <li>• Maatauranga Maaori Taiao Children's Readers (Waahi Paa)</li> <li>• Lake Maratoto (Rukumoana Marae, Kai-a-te-mata).</li> </ul> <p><b>Poukai Planting</b></p> <p>During August and September 2025, ongoing support was provided for native planting at poukai marae, with Waahi Paa the focus for this period. Communications continued with Te Awamaarahi and Rereetewhioi in preparation for their upcoming poukai.</p> <p><b>Marae Planting</b></p> <p>Co-funding was confirmed with Waikato Regional Council to support the planting project at Te Tihi o Moerangi.</p> <p><b>Maara Kai</b></p> <p>Co-funding with Para Kore was secured to expand maara kai composting support for five marae as part of the He Taonga Te Para Kai project.</p>
Taiao Capability Development Programme	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p><b>Rangatahi and Capability Programmes</b></p> <p>Work continued in July 2025 to progress internship opportunities with both Waikato District Council and the Ministry for the Environment. Ongoing support was also provided to the two rangatahi selected to attend COP30 in Brazil on behalf of Iwi Chairs and Waikato-Tainui, the rangatahi fly out in November 2025.</p> <p>In addition, support was provided to one tribal member of Ngaati Wairere to attend the Making Good Decisions Foundation Course in Taamaki Makaurau.</p> <p>Planning for the next Rangatahi Haerenga Holiday Programme progressed, with delivery scheduled for January 2026.</p> <p><b>Waikato District Council / Waikato-Tainui Internship</b></p> <p>During August and September 2025, the internship workplan with Waikato District Council was finalised, with interviews scheduled and the placement expected to begin in November 2025.</p>

## 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 2025	RISK STATUS AS AT 30 SEPTEMBER 2025	Key Achievements   Comments FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
Securing Water Allocation	On hold		<p><i>Project on hold for FY26. Work occurring as part of business as usual.</i></p>
Tai Tumu, Tai Pari, Tai Ao	In progress	<p>Project is on track. There are no known risks to project delivery. No action is needed.</p>	<p><b>Priority Area 1 – Plan Review and Publication</b></p> <p>During the quarter, sub-edits were completed, and the approach and context of the updated volumes were presented to the Taiao Forum at Mootakotako Marae on 2 August 2025.</p> <p>A full redesign of the plan layout is underway.</p> <p><b>Priority Area 2 – Strategic Focus / Core Business</b></p> <p>Supplementary resources, including the Rauemi Matihiko volume, templates, and process documents, have been drafted and continue to be refined ahead of sign-off. Online training modules are being developed with The Stream, with a 12-month introduction campaign currently scheduled to begin in December 2025. Micro-credentials and a supporting business case are being prepared to contribute to the wider Five-Year Plan FY25 to FY29 learning pathways.</p> <p><b>Priority Area 3 – Education (to April 2026)</b></p> <p>The framework for ages 0–17 has been completed. Curriculum resources, NCEA standard alignments, and supporting materials are progressing, with pilot programmes scheduled for Te Koopuku High School and Te Wharekura o Kirikiriroa in Quarter 1 FY27.</p> <p><b>Priority Area 4 – Resourcing / Sustainability</b></p> <p>The workstream continued to track to revised timeframes and budget. A business case for the Tai Tumu Tai Pari Tai Ao App is due in March 2026.</p>

## 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 FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
	AS AT 30 SEPTEMBER 2025	AS AT 30 SEPTEMBER 2025	
Climate Change Vulnerability and Adaption Plans	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>A key highlight in the quarter was the completion of Climate Change Booklet 1 that covers Monitoring for Climate Change. The booklet was finalised and sent to print once it had been through the review and approval checkpoint process.</p> <p>Over this time, work continued on the development of Climate Change Booklet 2 alongside production of a climate change educational video. Two marae also completed their climate change waananga and submitted their findings in reports. Tauranganui and Whaataapaka Marae carried on with their waananga series.</p> <p>Climate Change Booklet 5 and the Marae Relocation Booklet moved closer to completion. All resources will provide a cohesive iwi-centred narrative reflecting Waikato leadership, maatauranga Maaori and long-term climate aspirations. The full publication will bring together all existing booklets into a professionally designed resources aligned to the Waikato-Tainui Five-Year Plan FY25 to FY29 and Te Tiriti Settlement commitments.</p>

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Green	Project is on track. There are no known risks to project delivery. No action is needed.
Yellow	Project progress is behind schedule and/or has exceeded budget. Project team managing risk(s) and taking action to redesign project approach and/or control the risk(s). It is determined that based on all available information, the project can continue.
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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 2025	RISK STATUS AS AT 30 SEPTEMBER 2025	Key Achievements   Comments FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
Social Investment Fund (framework set up)	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	A draft Statement of Investment Policy and Objectives (SIPO) for a Social Investment Fund (SIF) was completed in July 2025 and prepared for presentation to the relevant committees and Te Arataura in August 2025 for feedback.
Whenua Investment Fund (framework set up)	Not started		<i>Project will be scoped and scheduled following completion of the Whenua Strategy in FY26.</i>
Whenua Strategy Implementation	Not started		<i>Project will be scoped and scheduled following completion of the Whenua Strategy in FY26.</i>
Growing Iwi Resilience (includes water storage, paataka kai and energy)	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	Work continued in July 2025 on the next stages of the Rotowaro Water Storage programme, with Phase 3 planning progressing. Development of the energy strategy also remained underway in partnership with Tainui Group Holdings.
Hopuhopu Development	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>Key achievements and progress during the quarter included:</p> <ul style="list-style-type: none"> <li>- civil contract for the Whaanau Housing Development Project awarded</li> <li>- preliminary house designs completed</li> <li>- hangar re-cladding finalised</li> <li>- Road Stopping Agreement to close Ashwell Crescent executed.</li> </ul> <p>A highlight for the period was the sod-turning ceremony held on 12 September 2025 to mark the beginning of the next phase of the Hopuhopu Housing development.</p>

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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 FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
	AS AT 30 SEPTEMBER 2025	AS AT 30 SEPTEMBER 2025	
Targeted Spending Approach	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	In the quarter, the project team completed work to document the Targeted Spend Approach. The purpose of this approach is to inform work underway to build a strong pipeline of future partners who are committed to supporting Waikato-Tainui to realise additional value for whaanau, pakihī and marae.
Puna Pakihī Targeted Spend	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	Engagement with Spark New Zealand occurred during the quarter to progress the partnership through exploration of mobile and data plans that could benefit both pakihī and whaanau. To help inform how Spark work with and meaningfully support whaanau, a user-experience waananga was held on 17 September 2025 at Hopuhopu with kaimahi from across teams at Waikato-Tainui.  Discussions also progressed with Accor to assess further social and tribal procurement opportunities within the existing assets.
Tribal Households and Marae Operations Targeted Spend	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	During the quarter Waikato-Tainui hosted the Mitre 10 Annual Review hui at The Chambers. The hui included a presentation on the history of Waikato, an opportunity to evaluate the partnership to date, as well as explore potential future joint initiatives.
Tribal Procurement Card	On hold		<i>Project is on hold until the Data and Digital Strategy and Tribal Member Portal projects have been completed in FY26.</i>

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## 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 2025	RISK STATUS AS AT 30 SEPTEMBER 2025	Key Achievements   Comments FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
Marae Readiness Assessment	In progress	Project is on track.  There are no known risks to project delivery. No action is needed.	Kairangahau continued work in the quarter to collate existing marae-related data from across Waikato-Tainui, with a focus on preparing the information required to develop the first set of marae profiles. Internal analysis of the data already collected by Waikato-Tainui is underway, with insights beginning to form the foundation for the profile structure that will support future marae readiness assessments and engagement.
Develop and Implement Devolution Strategy	Not started		<i>Scheduled to start FY27 post completion of the Marae readiness assessment project</i>
Settlement Framework	Not started		<i>Scheduled to start FY27 post completion of the Marae readiness assessment project</i>
Te Mana Whanake	Not started		<i>Originally the project was scheduled to commence in FY27 at the completion of the marae readiness assessment. However, we have found that there are some pieces of planning that could commence in the FY25/26 years.</i>
Tauawhi Marae	Not started		<i>Originally the project was scheduled to commence in FY27 at the completion of the marae readiness assessment. However, we have found that there are some pieces of planning that could commence in the FY25/26 years.</i>

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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 2025	RISK STATUS AS AT 30 SEPTEMBER 2025	Key Achievements   Comments FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
Taatai Hono	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p><b>Kanorau Consultancy</b></p> <p>Contracts were finalised with Kanorau to provide consultancy support for 20 whaanau with tamariki who have takiwaatanga (ASD) and are navigating the health system.</p> <p><b>Financial Literacy Courses</b></p> <p>The Banquer contract was confirmed to deliver financial literacy programmes to three cohorts of 200 rangatahi and two cohorts of 200 pakeke. These courses aim to uplift whaanau capability in managing money, planning for the future, and building long-term financial confidence.</p> <p><b>Tribal Engagements</b></p> <p>Throughout the quarter, drop-in days were held in key Northland locations to ensure whaanau are aware that all Waikato-Tainui services are free of charge and accessible. Many members updated their contact details, sought support with grants and registrations, and asked questions about voting and ensuring they are enrolled on the correct electoral roll.</p> <p>At Hui aa-Tau in July 2025, Tribal Connections provided an interactive space to support registrations, grant enquiries, and engagement. Whaanau were invited to share their perspective and constructive feedback on how the iwi organisation can best help them achieve their goals and to reflect on their aspirations for Whakatupuranga 2050 by completing the following sentence "Whakatupuranga 2050 – I want to be...". Common aspirations included being:</p> <ul style="list-style-type: none"> <li>• Fluent in Te Reo Maaori – 181 tribal members</li> <li>• Healthy – 135 tribal members</li> <li>• Committed to the Kiingitanga – 134 tribal members</li> <li>• Environmentally conscious – 119 tribal members</li> <li>• Financially secure – 114 tribal members</li> <li>• Strong in Tikanga – 113 tribal members</li> <li>• Well educated – 82 tribal members</li> <li>• Socially sound – 59 tribal members</li> </ul> <p><b>OneSight Eye Clinic</b></p> <p>An eye clinic was delivered at Hui aa-Tau, supporting the vision health needs of 139 registered tribal members. Of those seen, 97 will receive prescription glasses, 11 required no further support, and 11 were referred for specialist care. Follow-ups for 31 people will be completed at their nearest OPSM store.</p> <p><b>Hapuu Maamaa Waananga – Te Wharekura o Maniapoto</b></p> <p>Held on 20 September 2025 at Te Wharekura o Maniapoto, the waananga brought together around 40 hapuu maamaa, their partners and support people. This cohort consisted of maamaa at various stages of their journey, either preparing to welcome their first peepee, as well as maamaa to a busy whaanau of five or more.</p> <p>Delivered in partnership with Ira Koopu and Kelly (Childbirth Educator Aotearoa), the waananga is designed to uplift and support our hapuu maamaa with kaupapa Maaori knowledge and practical tools for confident decision-making in the birth of their peepee. Each hapuu maamaa brought her own story, and together they created a space of encouragement, learning, and empowerment.</p> <p>Feedback reflected participants feeling stronger, increased confidence, and a deeper understanding of their choices as they continue their motherhood journey.</p> <p><b>Ngaati Tamaoho Drop-in Day – Karaka</b></p> <p>During the quarter, the Tribal Connections team supported whaanau at the Ngaati Tamaoho Drop-in Day, assisting with registrations, grant applications and voting enrolments. Tribal registrations were the most requested service, signalling a strong desire among whaanau to strengthen ties with the iwi.</p> <p><b>Poukai – Whaataapaka and Tauranganui</b></p> <p>The team attended both Poukai in the quarter, supporting whaanau kanohi ki te kanohi with registrations, grant information and direct assistance. These engagements provided meaningful opportunities to connect with members while upholding the tikanga and kaupapa of the Poukai circuit.</p>

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STRATEGIC PROJECT	PROJECT STATUS AS AT 30 SEPTEMBER 2025	RISK STATUS AS AT 30 SEPTEMBER 2025	Key Achievements   Comments FOR THE PERIOD 1 JULY TO 30 SEPTEMBER 2025
Data enabled service delivery excellence	In progress	<p>Project progress is behind schedule and/or has exceeded budget. Project team managing risk(s) and taking action to redesign project approach and/or control the risk(s). It is determined that based on all available information, the project can continue.</p>	<p>Engagement to inform the development of the Data and Digital Strategy continued in the quarter with the project team providing a stand at Hui aa-Tau on 27 July 2025. Whaanau and marae representatives took the opportunity to share their insights into priority data and digital needs, including more capability-building support, improved access to marae-specific data, interest in Artificial Intelligence (AI) and its potential impacts and the desire for marae to create their own data and digital plans.</p> <p>A presentation was also made to visiting Taura Here representatives on 29 August 2025 to provide an update on strategy development progress and to understand the needs of whaanau outside the rohe.</p> <p>In addition, the project lead also met with iwi experts working in data and digital to understand their availability to form an iwi expert network to help review and provide ongoing input into both the initial and continued development of an intergenerational iwi-specific knowledge strategy for Waikato.</p> <p>Based on all engagements and gap assessment findings from FY25, the project team commenced work in September 2025 to build a technical strategic roadmap to support the ongoing development of an iwi-specific strategy and ensure the right foundations are in place to achieve iwi aspirations in Whakatapuranga 2050. The draft roadmap is on track for completion in early October 2025, ready for first review by Waikato-Tainui Chief Executive.</p> <p>While progress has been positive and the project remains within budget for FY26, the project risk status is currently orange to reflect delays in moving forward work on other planned deliverables including the creation of an Impact Evaluation Framework and the collation of requirements for the build of a new tribal member portal. Work will continue on these deliverables alongside the Data and Digital Strategy in Q3 FY26.</p>

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Waikato-Tainui special events	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p><b>Te Hau-o-Makuru – Raupatu 30-Year Commemorations</b></p> <p>Te Hau-o-Makuru was successfully integrated into the 2025 Kiingitanga Day in partnership with the University of Waikato. This included a dedicated session highlighting the series, the launch of the Raupatu Vintage Tees, and a merchandise stall on site. Episodes of the digital series were available throughout the day, and Kiingitanga Day collateral featured joint Te Hau-o-Makuru/ Kiingitanga branding across all platforms.</p> <p><b>Te Matatini 2027</b></p> <p>Following the confirmation of Tainui Waka as host in Q1 FY26, Waikato-Tainui has entered the initial planning phase for Te Matatini 2027 ki Hopuhopu. Engagement with Te Whare Haka o Tainui continued in the quarter, with focus on progressing the Relationship Agreement with Te Matatini Incorporated. Discussions on hosting arrangements are ongoing as planning moves into more detailed stages.</p>
Governance Review and Elections	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	<p>Te Whakakitenga elections were last held in January 2024 and will next take place in September 2026.</p> <p>The operational Rules review component of this project recommenced in early 2025 following the Kaapua Komiti report being accepted by the House in December 2024.</p> <p>Te Whakakitenga o Waikato is required to amend its Rules to register under the new Incorporated Societies legislation, with updated Rules needing to be approved and filed before April 2026. Entities that fail to register under the new Act will cease to exist.</p> <p>To meet this critical deadline, Te Arataura agreed to review only those Rules that legally require amendment for registration. A technical review of all required legal amendments has been completed with external legal counsel.</p> <p>The first waananga and engagement round with Elected Members was held in July 2025 and the feedback presented to Te Arataura for its review. There will be another, final engagement round later in 2025 before the final draft of the Rules is presented to the House for approval and adoption on 6 December 2025.</p>

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Whakahou i te Taiao Mahi - Renewing the Work Environment	Not Started		<i>Project to be scoped. Will not be scheduled until FY27.</i>
Purutanga me te Ngata o Ngaa Kaimahi – Retention and Satisfaction	Not Started		<i>Full project plan to be confirmed post completion of Workforce Development Strategy in FY26.</i>
Te Whakawhanaketanga o te Iwi me aana Huaanga – Strategic Workforce Development	In progress	Project is on track. There are no known risks to project delivery. No action is needed.	During the quarter, work was completed by the Waikato-Tainui senior leadership team alongside a workforce development expert to analyse and scope workforce requirements.
Central Government Relationships	On hold		<i>Project progress occurring as part of Rights and Interests core business in FY26.</i>

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