


TE ARA WHAKATUPURANGA 2050

The road to Whakatupuranga 2050

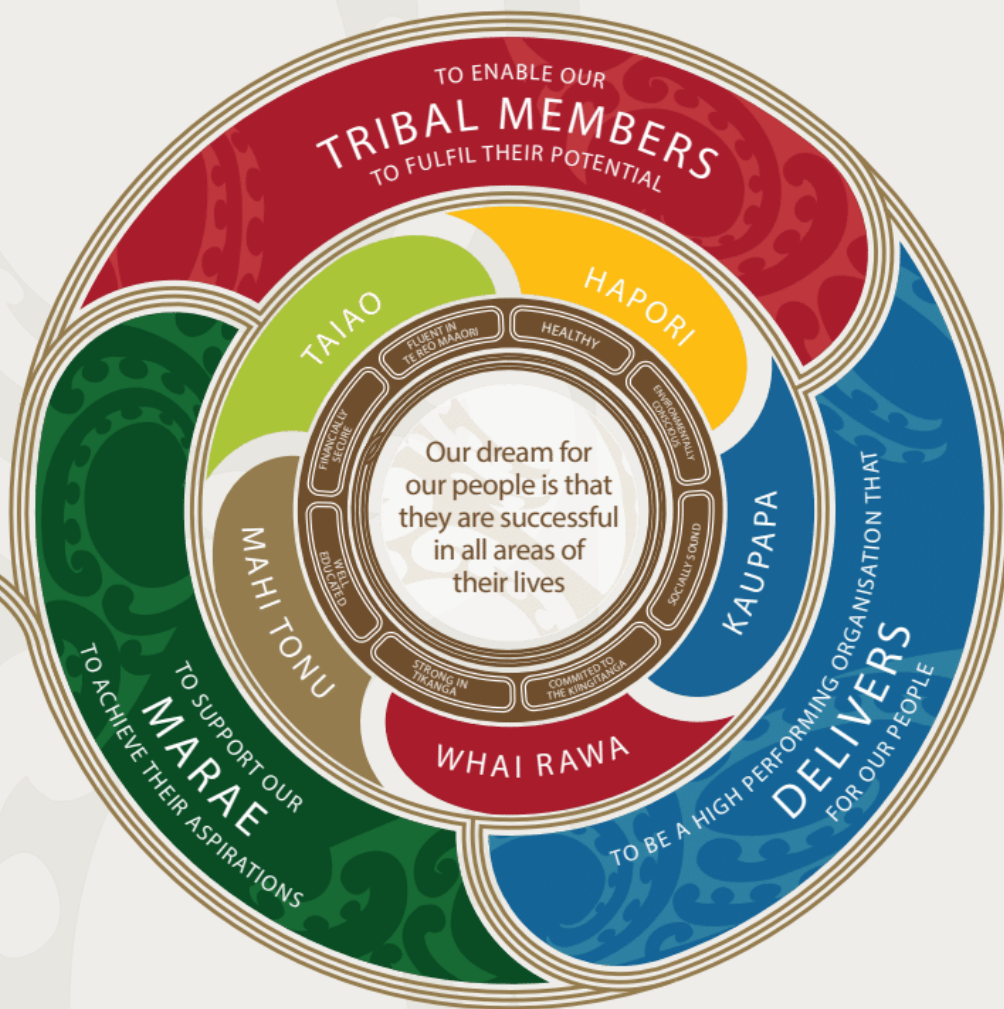
An Overview of our new Five-Year Plan FY25 *to* FY29



To know where we are going,
we acknowledge where we
are coming from...

Te Ara Whakatupuranga 2050

Our planning approach for FY20 to FY24



At the heart of the Five-Year Plan FY20 to FY24 was the **Nгаа Tohu** framework.

Nгаа Tohu was our compass through continual change and enabled us to stay directed toward Whakatupuranga 2050, while responding to what needed to be done over the five-year cycle.

He Anga Whakamua, our outcomes framework for FY20 to FY24 assisted us to monitor and measure our work over the previous five-year cycle.

It defined our key focus areas for Nгаа Tohu and provided Waikato-Tainui with indicators for understanding progress towards our collective aspirations in Whakatupuranga 2050.

Telling our impact story

Impact Report FY20 to FY24

In November 2023, an initial impact report provided a summary of Waikato-Tainui's impact against its strategic objectives in the Ngaa Tohu framework for the period April 2019 to October 2023.

Part of our commitment to growing our impact, the report was a collective opportunity to bring the stories of our people and the data together to share the progress we have made and the difference we make.



Understanding our impact

Impact milestones for FY20 to FY24

Tribal registry growth more than 14,000 members from 75,500 in 2019 to **over 89,500** in March 2024



More than **20** tribal members certified in Commissions to enable them to implement the Resource Management Act (RMA) 1991



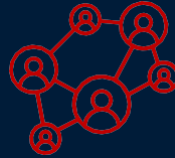
70 homes delivered through Te Kaarearea Residential Development in Kirikiriroa, enables the realisation of housing aspirations for tribal members



Home repairs completed for 36 whaanau through the Habitat for Humanity Housing Repairs programme partnership



Capital works completed at Waingaro Marae and Waikare Marae **restore their wai infrastructure** and ensure the marae can be safely accessed by tribal members



Events, radio and online content reaches **more than 32,000 followers**



Marae enabled to access demographic information about their tribal members through **new Marae Portal**

Native Nursery supplied **more than 320,000 plants** to support commercial, regional council and farm restoration initiatives in the Waikato



\$4.2 million in grants distributed to tribal members and marae to support the achievement of their environmental aspirations between April 2019 and March 2024



Between April 2019 and March 2024, **907 tribal members supported into employment** through Waikato-Tainui initiatives



Waikato-Tainui facilitated the **distribution of \$95,000** to support the start-up and growth of tribal member pakihi



78 Te Pae Kaakaa graduates supported to take on leadership roles and responsibilities across their paepae



46 Marae connected to free broadband access and other resources for five years through the Marae Digital Connectivity Programme



Over \$4.2 million of work procured by Waikato-Tainui and Tainui Group Holdings with tribal businesses between FY21 and FY24

Partnership with Southern Cross results in Rongoa Maaori included in Self Care Claims allowance as part of Southern Cross Kaumatua Health Insurance **increasing the value of the package from \$1,200 to \$1,650** in one year

Project Hauata with Hawkins in 2021 results in employment for 68 tribal members, 9 apprenticeships and subcontracts for tribal pakihi



209 tribal members supported into apprenticeships between April 2019 and March 2024

Koiora Accord agreed with Crown in 2022 recognises the importance of iwi to determine how they want to engage across the social sector

Learning insights

To carry forward


The impact report for FY20 to FY24 highlighted six key learning insights to inform the development of the new Five-Year Plan for FY25 to FY29.

- 1 We know we are making a positive difference, just not the size of the impact for our whaanau, hapuu and marae.
- 2 When we concentrate our efforts and resources, we can accelerate progress and impact.
- 3 We need to create better conditions for active reflection to improve our agility and drive intentional and sustainable innovation.
- 4 Enabling mana motuhake will require us to meet whaanau, hapuu and marae where they are.
- 5 Protecting our settlement rights and interests is an ongoing and ever-changing process.
- 6 A strong, integrated data and digital infrastructure enables connection and affirms commitment to the Kiingitanga.

*E piki, e piki te taahuuhuu
Matapuu o Taawhaki.*

*Purutia kia mau, taawhia
kia ita.*

Scale the heavens, and cherish the
learnings you attain.



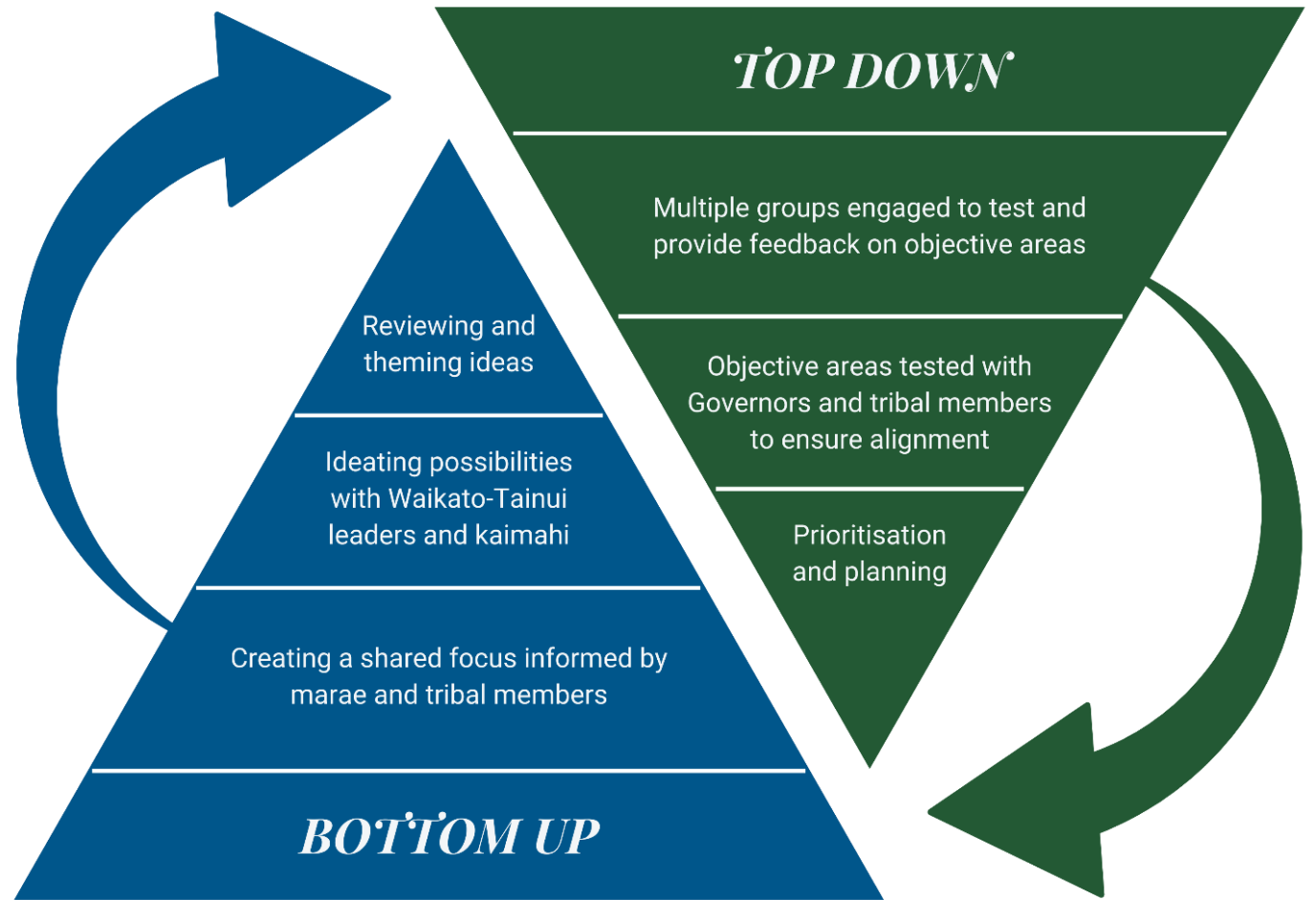
Building on our successes to
accelerate progress and scale
our impact on the road to
Whakatupuranga 2050

By our people, for our people

*How did we create our new Five-Year Plan
FY25 to FY29*

The content in our new Five-Year Plan FY25 to FY29 reflects our journey and learnings from the last five-years, woven together with the priorities our whaanau, hapuu and marae have asked us to focus on.

Based on engagement with iwi governors, tribal members, marae and kaimahi, this plan has been intentionally designed to support agility and responsiveness as we embark on the next phase of our journey.



Whakatupuranga 2050

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

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

Whakatupuranga 2050 is our blueprint for cultural, social and economic advancement. It is a fifty-year long development approach focused on building the capacity of our iwi, hapuu and marae.

Whakatupuranga 2050 is our legacy for the generations who come after us.

A stylized line drawing of a Maori house (whare) structure, featuring a central ridgepole (hiinau) and two support posts (maahoe) on either side. The roof is decorated with traditional Maori patterns (hau).

Vision

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

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

Mission

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

Te Haangaitanga

Alignment

Our 'Takarangi' reinforces our connections to the environment, our tupuna awa, our whenua, the Kiingitanga and our people.

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

For us, **Takarangi** represents our **Five-Year Plan**. It is our Ao Maarama and our Ao Maatauranga, providing us guidance for the next five years, and beyond. It allows us to connect with our past and our present to inform how we will work to achieve our aspirations for the future of our iwi, including the connecting chevrons which represent our objectives for this five-year cycle.



Enabling Mana Motuhake

A shared focus



Enabling Mana Motuhake is the key theme that guides our new plan. 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.



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

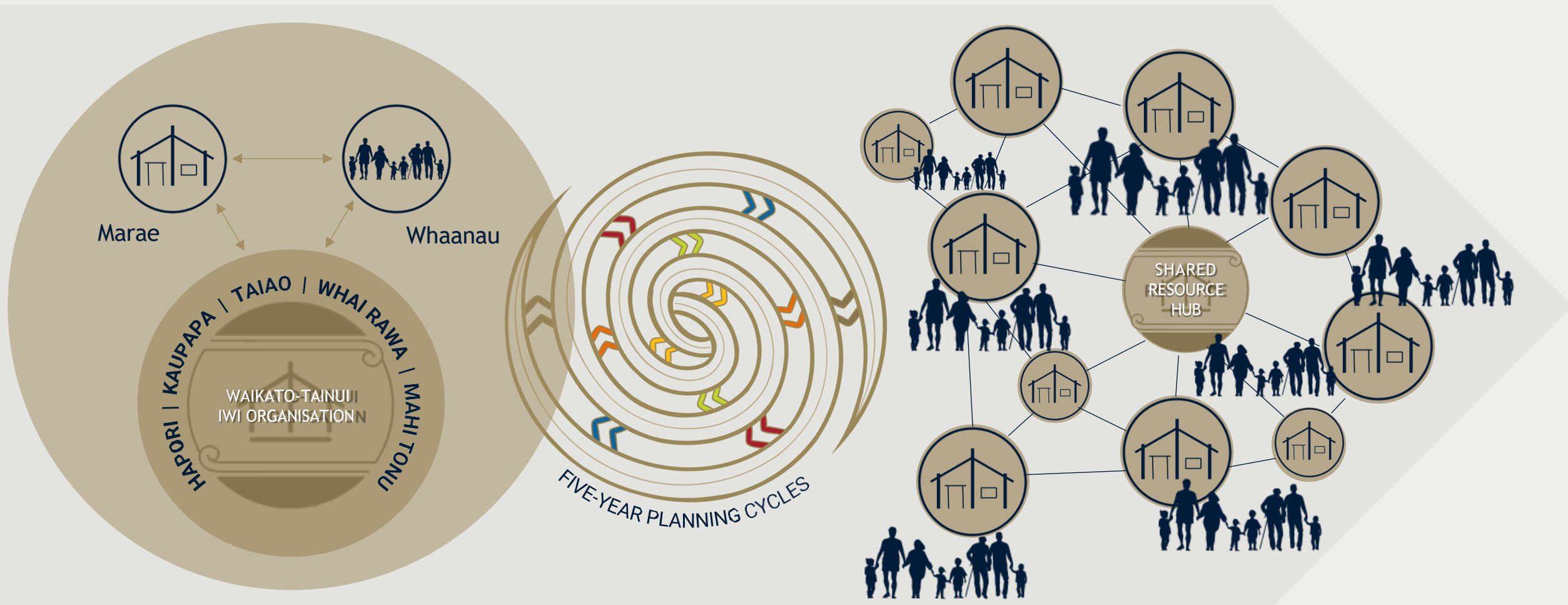


Whaanau readiness: what will help whaanau reach their potential and create the conditions for a healthy, innovative and culturally strong iwi.



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

Our focus over this next five-year cycle is to **build and strengthen the enablers** that will ensure our whaanau, hapuu and marae can live their mana motuhake at all levels with the capabilities, systems, structures and supports they need.



CURRENT STATE

A central iwi-organisation engages with whaanau and marae to understand collective needs and aspirations and delivers resources and services in response.

FUTURE STATE

Whaanau, hapuu and marae have access to what they need in their marae communities to be self-sufficient and self-determining

Te Ara Whakatupuranga 2050

Our roadmap for FY25 to FY29

Over this five-year cycle, effort and investment will be focused across four quadrants to ensure we are equipped to:

- protect iwi settlement rights and interests
- remain resilient and adaptive to unexpected challenges and
- achieve the right balance of core business delivery with intentional progress on strategic priorities.

**Core business and
shared expertise**



**Strategic
projects**



**Proactive
political**



**Resilience and
responsiveness**



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.



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

Strategic Objective: Growing our People

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

- » Grow our reo, grow our paa waha
- » Care for the marae and taonga - Te Kauta and Te Whare Tupuna
- » Operate the marae - Te Tari and Kia Niwha
- » Grow the marae economy - Te Pito Whakatupu - Innovation Hub
- » Grow leadership and succession pathways
- » Mindsets, skillsets and tools - Iwi Capability Development Portal
- » Reshape service provision - Koiora implementation



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.

- » Practice sustainably, grow our consciousness and exercise kaitiakitanga - Tribal taiao restoration programme
- » Secure use rights and access - securing water allocation
- » Set our standards for taiao - Tai Tumu, Tai Pari, Tai Ao Plan,
- » prepare and adapt to build marae resilience - Climate change vulnerability and adaption plans



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

- » Social Investment Fund
- » Whenua Strategy - investment fund set up and strategy implementation
- » Rotowaro Storage - support tribe to become owners of our own water infrastructure
- » Hopuhopu Development



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

- » Develop guiding strategy and framework
- » Support growth of whaanau business through social procurement iwi business partnerships
- » Secure benefit from our collective purchasing power - tribal procurement card

Kaumaatua Grants *Return on Social Investment*



Strategic Objective: Supporting Mana Motuhake

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

- » Devolution capability - understanding marae readiness
- » Devolution strategy - including settlement framework
- » Innovative tools and models for devolution - investment models and growing capability



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

- » Protect, advocate for, lever and optimise our settlement mechanisms
- » Tribal data - Taatai Hono and data informed service excellence
- » Events - celebrating and reaffirming our identity as Tainui waka
- » Grow our kaimahi - to deliver the plan
- » Governance support

Te Pae Oranga
Life Stages



WAIKATO
TAINUI

Operationalising the new Five-Year Plan

Continuously strengthening how we plan to ensure we deliver for whaanau, hapuu and marae

FY25

New Five-Year Plan FY25 to FY29 approved and communicated

FY25 Budget developed and approved

Programme and project plans developed and operationalised

FY26, FY27, FY28 and FY29

Annual progress reviews undertaken and impact reports delivered to inform FY26, FY27, FY28 and FY29 budgets and priorities

Priority roadmaps and budgets developed, approved and communicated for FY26, FY27, FY28 and FY29

FY28 and FY29

Commence engagement and use data to inform next five-year planning cycle priorities and plan

Produce impact report for FY25 to FY29 cycle

Draft Five-Year Plan FY30 to FY34



Te Whakakitenga, Te Arataura, marae and whaanau engaged to continually inform quarterly reviews and planning cycles

Planning for impact

Our planning cycle

To achieve our collective aspirations in Whakatupuranga 2050, our planning cycle reflects our commitment to continuous improvement and our shared purpose to continually serve and meet the needs of our whaanau, hapuu and marae.





He Paatai?