



NGĀTI WHĀTUA ŌRĀKEI

NGĀTI

WHĀTUA

ŌRĀKEI

GROUP

MAHERE Ā TAU

ANNUAL PLAN 2024 - 2025

PREPARED BY THE TRUSTEE
NGĀTI WHĀTUA ŌRĀKEI TRUSTEE LTD

AUTHORISED BY THE DIRECTORS AND SHAREHOLDERS
OF THE TRUSTEE ON JULY 2024



INTRODUCTION

E tīkina e au te kōtiu, koia te pou whakairo.

As we enter the final year of our 5-Year Plan, we reflect on a journey defined by resilience, dedication, and collective progress. Despite significant global challenges, such as the pandemic and economic downturns, we have achieved remarkable milestones that reinforce the foundation of Ngāti Whātua Ōrākei. These achievements are a testament to the strength and unity of our people, guided by the values and aspirations of our tūpuna. We acknowledge and honour those who have contributed to this journey, using their legacy as the foundation to propel us forward into the future. This is not just a time for reflection, but an opportunity to strengthen and solidify our vision for 2050.

This year's plan marks a change in how we present our progress. Rather than organising by strategic priority areas, as in previous years, we now focus on our key entities: Whai Māia, Whai Rawa, and the Trust Office (including Ōrākei Marae). However, the strategic priorities that underpin our 2050 vision remain central to everything we do. These priorities guide our decision-making and ensure that our whānau needs and aspirations are met. The strategic priorities include:

1. Advancing Culture and Identity (Tuakiritanga) – Ensuring the preservation, promotion, and revitalisation of our culture, te reo Māori, and tikanga, to strengthen our collective identity.
2. Driving a Self-Sustainable papa kāinga (Te Taiao, Te Whai Rawa) – Building a self-sustaining community through economic growth, environmental stewardship, and sustainable living on our whenua.
3. Developing Leadership Capability (Te Whai Rawa, Te Mātauranga me ngā Pūkenga, Rangatiratanga) – Nurturing future leaders by investing in education, skills development, and opportunities that empower whānau to lead with confidence.
4. Holistic Health and Well-being (Hauora - Te Oranga o te Whānau) – Supporting the physical, mental, emotional, and spiritual well-being of our people through access to health services, wellness programs, and community support.
5. Advancing Through Capital Projects (Te Mātauranga me ngā Pūkenga, Te Whai Rawa) – Building and maintaining infrastructure that supports the long-term needs of our whānau, including housing, education, and community facilities.

This Annual Plan for 2024/2025 details how each of our entities will contribute to these priorities. Through their efforts, we will continue to build a thriving, self-sustaining community. By outlining our key initiatives, activities, and performance targets, this plan ensures that we remain aligned with our long-term aspirations for 2050, while empowering whānau and enhancing our collective prosperity.

Together, we continue to build a future that honours our past, embraces our present, and



TRUST & MARAE

NGĀ MAHI MATUA | KEY ACTIVITIES

The Ngāti Whātua Ōrākei Trust is the governing body responsible for protecting and advancing the cultural, social, and economic well-being of its people. As the Post-Settlement Governance Entity, the Trust oversees the management of tribal assets and ensures transparent leadership that aligns with the values and aspirations of Ngāti Whātua Ōrākei. Central to this is Ōrākei Marae, the cultural and spiritual heart of the hapū, serving as a place of connection, gathering, and learning. The Marae plays a vital role in the preservation and promotion of tikanga, te reo Māori, and whanaungatanga, supporting the collective identity and well-being of all its members while welcoming the wider community.

TE ORANGA O TE WHĀNAU

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Sports and Hauora Centre We are dedicated to enhancing the well-being of our whānau and community by establishing the Sports and Hauora Centre, prioritising holistic health and active lifestyles. This initiative aligns with our commitment to fostering sustainable and inclusive community spaces.	Develop a plan that ensures appropriate designs are completed and required approvals are completed.	<ul style="list-style-type: none"> Lodge lease applications Secure resource consent Acquired landowner consent Agreement to lease completed
	Implement whānau engagement plans, including technology support, to gather input.	<ul style="list-style-type: none"> Host a minimum of four whānau hui.
	Secure funding support for the Hauora and Sports Centre	<ul style="list-style-type: none"> Secure a minimum of \$350k in external funding for the project planning phase. Complete the funding strategy to build the final building for the Sports and Hauora Centre.
	Develop a timeline for implementation that does not put undue pressure on NWŌ resources.	<ul style="list-style-type: none"> Hauora advisory rūpū established; funding strategy implemented and Timeline for completion completed.

RANGATIRATANGA

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
<p>Growing a sustainable and consistent leadership and capability</p> <p>We recognise the fluidity of leadership across our whānau and community, recognising that individual whānau have many different strengths and play a leadership role in many aspects of their life. We are committed to investing in the leadership capability development of our whānau.</p>	Develop and Implement a Strengthening Kaupapa ā Iwi and Government Strategy.	<ul style="list-style-type: none"> • Develop and implement stakeholder and relationship management resources.
	Advocate for Treaty Rights.	<ul style="list-style-type: none"> • Finalise the Marutūāhu settlement. • Securing an outcome that protects and advances the rights and interests of Ngāti Whātua Ōrākei.
	Induction and Governance Programme.	<ul style="list-style-type: none"> • Develop and implement an induction and governance programme that reflects Ngāti Whātua Ōrākei values and tikanga.
<p>Revitalisation of Waka Culture</p>	Ensure the visibility, active use, and maintenance of our waka, integrating them into cultural practices through participation in regattas, kaupapa events, and community engagements on the water.	<ul style="list-style-type: none"> • Conduct at least four annual waka engagement events, including educational programs and water-based activities involving whānau and hapū members. • Maintain all waka to operational standards, ensure quarterly inspections and necessary repairs, and aim for 100% readiness for scheduled events. • Integrate the use of waka into at least two significant cultural kaupapa annually, reinforcing their role in our tikanga and kawa. • Host at least one annual event specifically for whānau to share stories and history surrounding waka, encouraging the passing down of cultural knowledge.

MANA MOTUHAKE

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
<p>Housing</p> <p>We see whānau living in safe, warm housing that they call 'home' as a cornerstone of self-determination. Our five-year plan prioritises whānau access to housing, in particular, our response to whānau housing needs. This is not just about building homes in Ōrākei but also about empowering whānau to build their own whare on papa kāinga and supporting our most vulnerable whānau and those who need assistance across the housing continuum.</p>	Collaborate with Whai Māia and Whai Rawa to design and implement a unified housing unit that integrates tenancy management, maintenance scheduling, housing development, and long-term planning into a streamlined process. Establish clear communication channels and define roles to ensure efficient coordination with whānau, addressing housing needs effectively.	<ul style="list-style-type: none"> • Complete and gain endorsement for the Ōrākei Housing Plan by the end of the fiscal year, ensuring all priorities align with whānau needs and long-term community goals.

TUAKIRITANGA

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Ōrākei Marae & Whakapapa	Focus on improving the infrastructure, land, and buildings of Ōrākei Marae by implementing capital improvements that enhance both functionality and cultural significance, aligned with long-term sustainability goals. Support efforts to improve safety and security while securing reliable operational funding to ensure continuous service to hapū and whānau. Establish an online and mobile platform for whakapapa, hitori, and te reo Māori to inspire and elevate whānau, providing a cultural platform that connects current and future generations.	<ul style="list-style-type: none"> • Implement and complete capital improvements to Ōrākei Marae by the end of the fiscal year, ensuring all operational upgrades are aligned with the long-term sustainability goals. • Ensure the plan addresses both immediate needs and future growth, prioritising projects that enhance the infrastructure and cultural significance of the marae. • Secure and allocate reliable operational funding for the Marae by the end of the financial year to ensure continuous support and service delivery to hapū and whānau. • Establish and launch an online platform by the end of the financial year that integrates whakapapa resources and makes them accessible to whānau.

COMMUNICATION AND ENGAGEMENT

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Enhance communications and engagement with whānau, our Marae, and subsidiaries by establishing regular and meaningful interactions that reflect our shared values and objectives. Collaborate across the group to ensure whānau are kept informed on key kaupapa and initiatives. Promote and support whānau-led activities that contribute to the well-being and empowerment of our whānau.	<p>Provide regular and engaging updates to whānau about Ngāti Whātua Ōrākei Trust projects and mahi.</p> <p>Improve perception and knowledge of Ngāti Whātua Ōrākei Group activities.</p>	<ul style="list-style-type: none"> • Hold four whakawhanaungatanga hui at Ōrākei and six outside of Ōrākei, including at least one in Australia, by the end of the fiscal year. • Successfully planned, executed, and supported the continuation of key NWŌ kaupapa, including the Matariki celebrations, Waitohu Tuku Whenua, and the Ngāti Whātua Ahurei festival. • Monthly e-pānui and regular social media posts/updates.

PEOPLE AND PERFORMANCE

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
<p>We will adopt a deliberate approach to relationships across the NWŌ group during the next year, focusing on providing whānau with governance, leadership, and learning opportunities.</p> <p>The 'Future Fit' Ngāti Whātua Ōrakei Group model is detailed and agreed upon, and its preferred option is confirmed, communicated to key stakeholders, and</p>	<p>Optimise Cultural competence development for new and existing staff.</p>	<ul style="list-style-type: none"> • Design and launch a systematic cultural pathway programme via quarterly cohorts by Q2 2024, ensuring all new kaimahi are equipped with basic te reo Māori pronunciation and terms, knowledge of NWO history and plans, mihi, simple waiata, and the ability to respond to formal cultural invitations and events.
	<p>Ensure that Induction across the Group is at a high and consistent standard. Ensure that employment documentation is in a single folder per person as a single source of truth.</p>	<ul style="list-style-type: none"> • Streamline personnel file management and implement an applicant tracking system. • Enhance recruitment processes and induction programmes.
	<p>Determine baseline metrics and improve Workplace Wellness measures.</p>	<ul style="list-style-type: none"> • Enhance employee well-being and resilience. • Measure and improve employee engagement and organisational resilience.



W H A I R A W A

NGĀ MAHI MATUA | KEY ACTIVITIES

Whai Rawa Limited is the commercial arm of Ngāti Whātua Ōrākei, tasked with managing the property portfolio and growing the economic base of the hapū. It operates with a focus on long-term sustainability and wealth generation for future generations while aligning with the values of Ngāti Whātua Ōrākei. Through strategic investments in land, property development, and business ventures, Whai Rawa contributes to the collective prosperity of the iwi.

TUAKIRITANGA CULTURE - TE POU TE WHARAU O TŌ TĀTOU WHARE		
STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Te Ahurea o Ngāti Whātua Ōrākei Advancing the cultural identity of Ngāti Whātua Ōrākei	Development of Mahi Toi Strategy for Te Tōangaroa (as part of the wider master planning exercise).	<ul style="list-style-type: none"> A clear/simple Mahi Toi Strategy established for Te Tōangaroa. Progress art installations and opportunities for whānau artists.
Tākina te reo Te reo Māori thrives through our business	Te reo Māori and Kapa haka sessions available for all staff on a regular basis, facilitated by Whai Māia.	<ul style="list-style-type: none"> A minimum of 15 Te reo Māori sessions to be held for staff in FY25. A minimum of 15 Kapa Haka sessions to be held for staff in FY25.

TE WHAI RAWA TE TŌANGAROA		
STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Te Tōangaroa	<ul style="list-style-type: none"> Greater activation of AECOM House. W & M public space improvements implemented. CCAP support for funding sought. 	<ul style="list-style-type: none"> Fully leased, with Shop H accessing main lobby. Improvements completed. City Center Advisory Panel support obtained.
Te Tōangaroa lessee interests	<ul style="list-style-type: none"> Strategy fully developed for 2025 ground lease review. 	
Attract at least one new quality landlord or developer	<ul style="list-style-type: none"> Contract with landlord or developer for investment in Te Tōangaroa. 	<ul style="list-style-type: none"> Contract in place.

MANA MOTUHAKE
RESIDENTIAL DEVELOPMENT

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
North Shore	<ul style="list-style-type: none"> Continued focus on development opportunities (including feasibility) on the North Shore. 	<ul style="list-style-type: none"> Board approval of each feasibility assessment.
Unitec	<ul style="list-style-type: none"> Unitec masterplan to be executed in FY25. 	<ul style="list-style-type: none"> Development agreement negotiated with the Crown. Feasibility analysis approved by the Whai Rawa Board.
Bare Land	<ul style="list-style-type: none"> Explore leasing opportunities to optimise land at 246 Ōrākei Road. Development partners assessed. 	<ul style="list-style-type: none"> Fully test market for the site. Report to Board on assessment of various residential development partners.

MANA MOTUHAKE
ŌRĀKEI HOUSING

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Existing Ōrākei Housing Stock	<ul style="list-style-type: none"> Homes to be improved under the Residential upgrade programme, including full external maintenance and painting refurbishments, within approved budgets. 	<ul style="list-style-type: none"> Upgrades completed in FY25.
	<ul style="list-style-type: none"> Long term maintenance plan to be implemented for all residential housing. 	<ul style="list-style-type: none"> Plan to be implemented in FY25.
Pāpā kāinga housing	<ul style="list-style-type: none"> Pāpā kāinga housing at Hawaiki Street completed. Progress and update for 100 new whānau homes. Business case prepared for whānau rentals on Kupe Street ridge. 	<ul style="list-style-type: none"> Hawaiki Street construction completed in FY25. Plan updated and implemented to the extent possible. Business case submitted.
Kāinga Ora Acquisitions – Kupe Street Ridge	<ul style="list-style-type: none"> Conclude arrangements for purchase of Kāinga Ora properties on Kupe Street Ridge. 	<ul style="list-style-type: none"> Contract agreed.

**TE WHAI RAWA
COMMERCIAL PROPERTY**

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Property sector diversification	<ul style="list-style-type: none"> • Opportunities for diversification assessed. 	<ul style="list-style-type: none"> • At least one opportunity implemented.
Downtown Carpark Development	<ul style="list-style-type: none"> • Assess the options to participate, and for other iwi to join us (Te Tomokanga ki Tāmaki). 	<ul style="list-style-type: none"> • Board recommendation made.

**RANGATIRATANGA
ENTERPRISE RISK MANAGEMENT**

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Enterprise Risk Management (ERM) Programme	<ul style="list-style-type: none"> • Continue management level risk committee. 	<ul style="list-style-type: none"> • Risk Committee to meet monthly in FY25.
	<ul style="list-style-type: none"> • Risk appetite settings to be reviewed by the Board. 	<ul style="list-style-type: none"> • Risk appetite reviewed by end of Q4 FY25.
Governance	<ul style="list-style-type: none"> • All policies reviewed and updated (taking a risk-based approach to prioritisation). 	<ul style="list-style-type: none"> • All policies reviewed and updated in accordance with our review timetable.
Health & Safety	<ul style="list-style-type: none"> • Proactive independent site safety audits of construction and refurbishment sites. 	<ul style="list-style-type: none"> • Audits of construction and refurbishment sites during FY25 based on risk assessment/particulars of the site.
Climate Change	<ul style="list-style-type: none"> • Task Force on Climate-Related Financial Disclosures in Annual Report, subject to Board approval. 	<ul style="list-style-type: none"> • Board approved disclosure in annual report.
	<ul style="list-style-type: none"> • Meet emission reduction targets set with Toitū. 	<ul style="list-style-type: none"> • Meet emission reduction targets set with Toitū.
	<ul style="list-style-type: none"> • Implement next steps in climate change risk mitigation for Te Tōangaroa. 	<ul style="list-style-type: none"> • Report to Board by Q4.
Business Continuity	<ul style="list-style-type: none"> • Test business continuity and crisis management plans. • Continued staff training and awareness. 	<ul style="list-style-type: none"> • Testing to be completed annually. • Ongoing staff training.

RANGATIRATANGA ENTERPRISE RISK MANAGEMENT

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Toi Pakihi	<ul style="list-style-type: none"> Target met for FY25 of procurement awarded to whānau businesses. 	<ul style="list-style-type: none"> 5% of procurement awarded to whānau businesses.
	<ul style="list-style-type: none"> Whai Rawa to continue to provide head contractors for Whai Rawa development sites with a list of whānau enterprises (pipeline) as potential sub-contractors. 	<ul style="list-style-type: none"> Working with Whai Māia to continue to build out the list of whānau enterprises for head contractors, etc. Proactively work with head contractors to understand requirements and provide appropriate support to whānau enterprises.
	<ul style="list-style-type: none"> Proactively identify opportunities with business partners to develop job pathways or other business opportunities for hapū members on an ongoing basis. 	<ul style="list-style-type: none"> Opportunities established with no less than two partners.
Internal Audit	<ul style="list-style-type: none"> Continued Internal Audit Assurance Plan plan agreed to by the Board for FY25. 	<ul style="list-style-type: none"> Board approval of FY25 IAAP.
Investment Strategy	<ul style="list-style-type: none"> Establish process to regularly review asset growth/diversification targets. Establishment of the governance including investment committee and initial portfolio manager to oversee the investment activities. 	<ul style="list-style-type: none"> Investment committee, manager and review process in place.

RANGATIRATANGA BOARD SUCCESSION AND WHĀNAU DEVELOPMENT

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
	<ul style="list-style-type: none"> Summer Intern Programme in Q2 and Q3. 	<ul style="list-style-type: none"> Employing two Ngāti Whātua Ōrākei interns as part of the FY25 Programme.

RANGATIRATANGA COMMUNICATIONS

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Enhance Ngāti Whātua Ōrākei whānau engagement	<ul style="list-style-type: none"> • Provide regular and engaging updates to whānau about Whai Rawa projects and mahi. • Improve perception and knowledge of Whai Rawa among whānau. 	<ul style="list-style-type: none"> • Monthly e-pānui. • Regular social media posts. • Survey whānau at the end of each financial year to gauge perceptions and knowledge.
Raise Whai Rawa's external profile	<ul style="list-style-type: none"> • Regular coverage of Whai Rawa mahi across a variety of media outlets and platforms. 	<ul style="list-style-type: none"> • Post at least two stories or blogs a month. • Land at least one story in the media each quarter.
Communications support for Ōrākei Housing	<ul style="list-style-type: none"> • Hawaiki Street – provide whānau and other stakeholders with regular updates. Seek media and award opportunities. • Whānau housing plan engagement. 	<ul style="list-style-type: none"> • Hawaiki Street communications programme implemented. Positive rapport among whānau and neighbours. • Positive support from whānau.
Communications support for Te Tōangaroa	<ul style="list-style-type: none"> • Implement marketing and communications strategy for Te Tōangaroa so it is positioned as the first tangata whenua owned urban precinct. • Support and leverage placemaking and activation strategy - i.e. Matariki ki Te Tōangaroa, graduations, Mahuru Māori, Waitangi Day, Raumatī ki Te Tōangaroa. • Manage potential media issues involving tenancies. 	
Communications support for Toi Tupu	<ul style="list-style-type: none"> • Develop and implement plan to create simplified and more engaging communications to members including letters and portal. • Develop and implement an ongoing marketing plan to encourage registered members of Ngāti Whātua Ōrākei to enrol in Toi Tupu. 	
Additional communications support	<ul style="list-style-type: none"> • General Whai Rawa operations – recruitment, induction, media relations, local and central government relations, annual report, collaboration with Ngāti Whātua Ōrākei Group. 	



W H A I M A I A

NGĀ MAHI MATUA | KEY ACTIVITIES

Whai Maia Limited is the social and cultural development arm of Ngāti Whātua Ōrākei, dedicated to enhancing the well-being of its whānau. Whai Maia focuses on initiatives that support education, health, culture, and environmental sustainability, ensuring that the hapū values are embedded in all its activities.

TUAKIRITANGA		
STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Te Reo Māori Uplift Te Reo Māori through comprehensive programmes from beginner to advanced levels, including online options to extend reach to whānau living outside of Tāmaki Makaurau.	Continue delivering Te Reo Māori programs: <ul style="list-style-type: none"> • Te Tūāpapa o te Reo • Te Tuauri o te Reo • Te Tuawhiti o te Reo • Te Tuakiri o te Reo • Tūātea o te Reo. 	<ul style="list-style-type: none"> • Te Reo Māori programmes delivered to an audience that is stable in numbers compared to prior years, and Te Reo has remained a key aspect of our Whātuatanga.
	Increase enrolment and develop resources to support Te Reo Māori in homes, promoting language use within whānau.	<ul style="list-style-type: none"> • Te Reo has grown in the application and is normalised in whānau homes, in the community and in our organisation.
	Leverage technology, such as mobile apps and virtual classrooms, to enhance the learning experience and accessibility of Te Reo Māori.	
	Organise community events and workshops that celebrate Te Reo Māori and encourage its use in everyday life, fostering a supportive environment for language learners.	

RANGATIRATANGA

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Tikanga and Kawa Programmes. Promote and uphold tikanga and kawa within the hapū and wider community.	Deliver tikanga wānanga and workshops.	<ul style="list-style-type: none"> Increased the number of whānau speakers and kaikaranga.
	Conduct kawa training sessions.	<ul style="list-style-type: none"> Improved whānau knowledge of tikanga and kawa.
	Engage with whānau to ensure understanding and respect for tikanga and kawa working closely with Ōrākei Marae kaimahi.	<ul style="list-style-type: none"> Continue to deliver Tuia to Hono and Whiria te Hono programmes.
Whakapapa. Ensure all members have access to their whakapapa, knowledge and stories that connect them to Ngāti Whātua Ōrākei.	Collaborate with the Trust to digitise our whakapapa records and make them accessible to whānau.	<ul style="list-style-type: none"> Develop educational resources to support whakapapa learning.
	Organise workshops and events to share our hītori and mātauranga.	<ul style="list-style-type: none"> Improved whānau knowledge of their whakapapa and stories that connect them to Ōrākei.
	Facilitate connections between whānau and their whakapapa.	

TE TAIAO

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
Environmental Projects Enhance and protect our natural and built environments through initiatives aimed at ecological systems regeneration and resilience.	Ko Te Pūkaki: 2024. Kūtai restoration projects.	<ul style="list-style-type: none"> Ko Te Pukaki: 2024 completed and implemented
	Advance Ngā Wai Whakaora o Tuperiri WAI strategy.	<ul style="list-style-type: none"> Enhanced our ability to respond effectively to regulatory and statutory wai regimes. Improved resilience on the whenua to cope with more extreme weather events.
	Advance the Waitematā regeneration initiatives.	
	Implement Te Whatu Toto and Waitematā Regeneration Programme.	
	Promote and educate about environmental stewardship within the community.	

TE TAIAO

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
<p>Community māra and sustainability</p> <p>Support community-led gardening and ecological initiatives to promote sustainable living and environmental awareness, including waste management, renewable energy and conservation methods.</p>	Engage whānau in community gardening projects.	<ul style="list-style-type: none"> Increased community awareness of sustainability and Ngāti Whātua Ōrākei whenua kaitiakitanga by activating seasonal volunteer programmes.
	Produce native plants for ecological regeneration.	
	Implement pest-free initiatives.	
	Operate Living Labs to educate and involve the community.	
	Host sustainability workshops and promote sustainable living practices within the community.	
	Implement community conservation projects.	
	Educate whānau on waste management and renewable energy.	
<p>Cultural Heritage and Taonga Protection</p> <p>Enhance initiatives around the preservation and promotion of Ngāti Whātua Ōrākei taonga and historical sites.</p>	Develop a comprehensive plan for the restoration and digitisation of significant taonga.	<ul style="list-style-type: none"> Advanced Ngāti Whātua Ōrākei Spatial Intelligence Framework. Advanced Waitaramoa Cultural Landscape initiative.
<p>Policy Advocacy and Community Representation</p> <p>Increase advocacy efforts at the local and national levels to ensure Ngāti Whātua Ōrākei's voice is heard.</p>	Establish a dedicated advocacy team or committee to engage with government bodies, participate in policy development, and represent whānau interests in public forums.	<ul style="list-style-type: none"> Achieved team member leadership in environmental and advocacy roles within local and regional forums.

RANGATIRATANGA

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
<p>Oha Programme Support all Ngāti Whātua Ōrākei learners to achieve. The intention is that we support full participation of our tamariki and rangatahi through the lifecycle of their education journey.</p>	<p>The provision of Tuariki grants for ECE, education grants, NCEA rewards and tutoring for literacy and numeracy.</p>	<ul style="list-style-type: none"> Development of te reo-based learning. Ngāti Whātua Ōrākei learners achieving NCEA Levels 1, 2 and 3 and completing tertiary level qualifications.
<p>Leadership and Training Strengthen leadership skills and capabilities within the whānau through targeted training and development programmes.</p>	<p>Deliver workshops for whānau members in leadership.</p>	<ul style="list-style-type: none"> A future leadership database for whānau is established and operating. Whānau leadership and capabilities strengthened through training and mentoring networks.
	<p>Conduct interactive sessions focused on leadership principles and practices.</p>	
	<p>Provide hands-on leadership experiences and mentoring.</p>	
	<p>Facilitate networking opportunities with established leaders.</p>	
	<p>Evaluate and track the progress of participants.</p>	

TE WHAI RAWA

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
<p>Business Support Support for whānau enterprises through procurement opportunities, networking events, and mentoring. Includes Toi Pakihi and initiatives to support SMEs.</p>	<p>Identify and connect whānau businesses with procurement opportunities within and outside the hapū via Toi Pakihi database.</p>	<ul style="list-style-type: none"> Secured 7.5% of total applicable project procurement for Whānau SME's .
<p>Community Facility Development Initiatives such as the Pourewa centre including projects on the Whenua Rangatira and the Pourewa ecological regeneration plans.</p>	<p>Ensure facilities meet the needs of whānau and the community.</p>	<ul style="list-style-type: none"> Work in partnership with the Ngāti Whātua Ōrākei Group, key stakeholders to deliver activations as per Ōrākei Masterplan and the Ngāti Whātua Ōrākei Reserves Board.
	<p>Implement ecological regeneration plans aimed at restoring native flora and fauna.</p>	

TE ORANGA O TE WHĀNAU

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
<p>Primary Care and Preventative Services Enhance access to primary care and preventative services, focusing on telehealth, child development, and immunisation.</p>	<p>The provision of Tuariki grants for ECE, education grants, NCEA rewards and tutoring for literacy and numeracy.</p>	<ul style="list-style-type: none"> • Increased numbers of whānau completing health screenings and health checks.
	<p>Conduct community outreach programs to educate whānau about the importance of immunisations.</p>	
	<p>Expand telehealth services to ensure timely and convenient access to healthcare.</p>	
	<p>Implement programs focused on monitoring and promoting healthy child development.</p>	
	<p>Provide resources and workshops for parents to support their children's growth.</p>	
	<p>Provide whānau navigation services offering personalised guidance to help whānau navigate healthcare systems and access needed services.</p>	
	<p>Assist with scheduling appointments, understanding treatment plans, and connecting with community resources.</p>	

TE MĀTAURANGA ME NGĀ PŪKENGĀ

STRATEGIC OBJECTIVE	KEY ACTIVITIES	PERFORMANCE TARGET
<p>Educational Infrastructure Development of Te Kura o Ngāti Whātua ki Tāmaki and support for Māori Medium education. Includes support for Puna Reo and Te Kura Ngāti Whātua.</p>	<p>Increase enrolment in Māori Medium education.</p>	<ul style="list-style-type: none"> • The curriculum (marau) development options are fully explored and implemented, resulting in a robust and culturally relevant educational framework. • The timeline and location for Te Kura are finalised, and the Board of Trustees is successfully established, ensuring effective governance and smooth option of the Kura.
	<p>Provide scholarships and financial aid to support whānau to participate in Māori Medium learning.</p>	
	<p>Invest in new technology and educational tools.</p>	
	<p>Work with key stakeholders to understand the resource requirements, funding, and timeline for establishing a Ngāti Whātua Ōrākei kura.</p>	



NGĀTI WHĀTUA ŌRĀKEI