



NGĀTI WHĀTUA ŌRĀKEI

Te Pūrongo ā Tau
2019/20



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Ko mātou, ko Ngāti
Whātua Ōrākei





XXXX

**Ko tātou te kauaka
o ō tātou tūpuna.
Ko tātou hei whakaawe
i te reanga hou kia
rangatira te kawea o
ngā taonga tuku iho.**

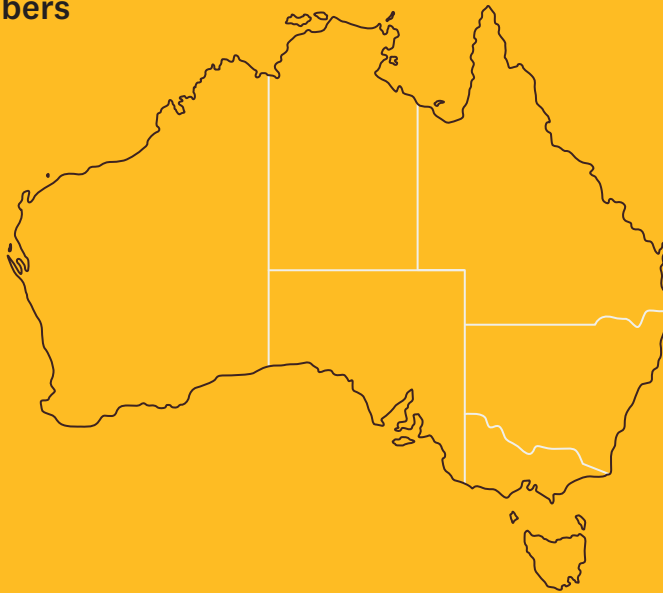


Ko mātou, ko Ngāti Whātua Ōrākei

He iwi puta noa mātou o Ngāti Whātua Ōrākei. Although many of our whānau remain as ahi kā in Aotearoa, a large number of us live in Australia and other parts of the world. As at 30 June, 2020, there were 5,521 registered Ngāti Whātua Ōrākei members.

Registered members
in Australia

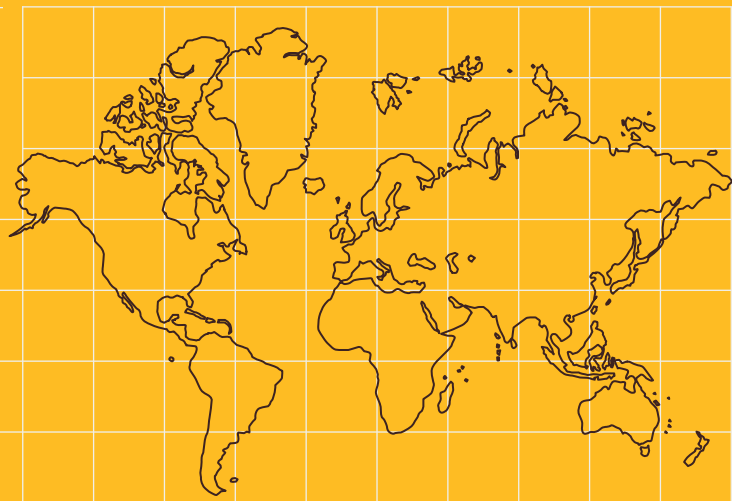
723



Registered members
Worldwide

589

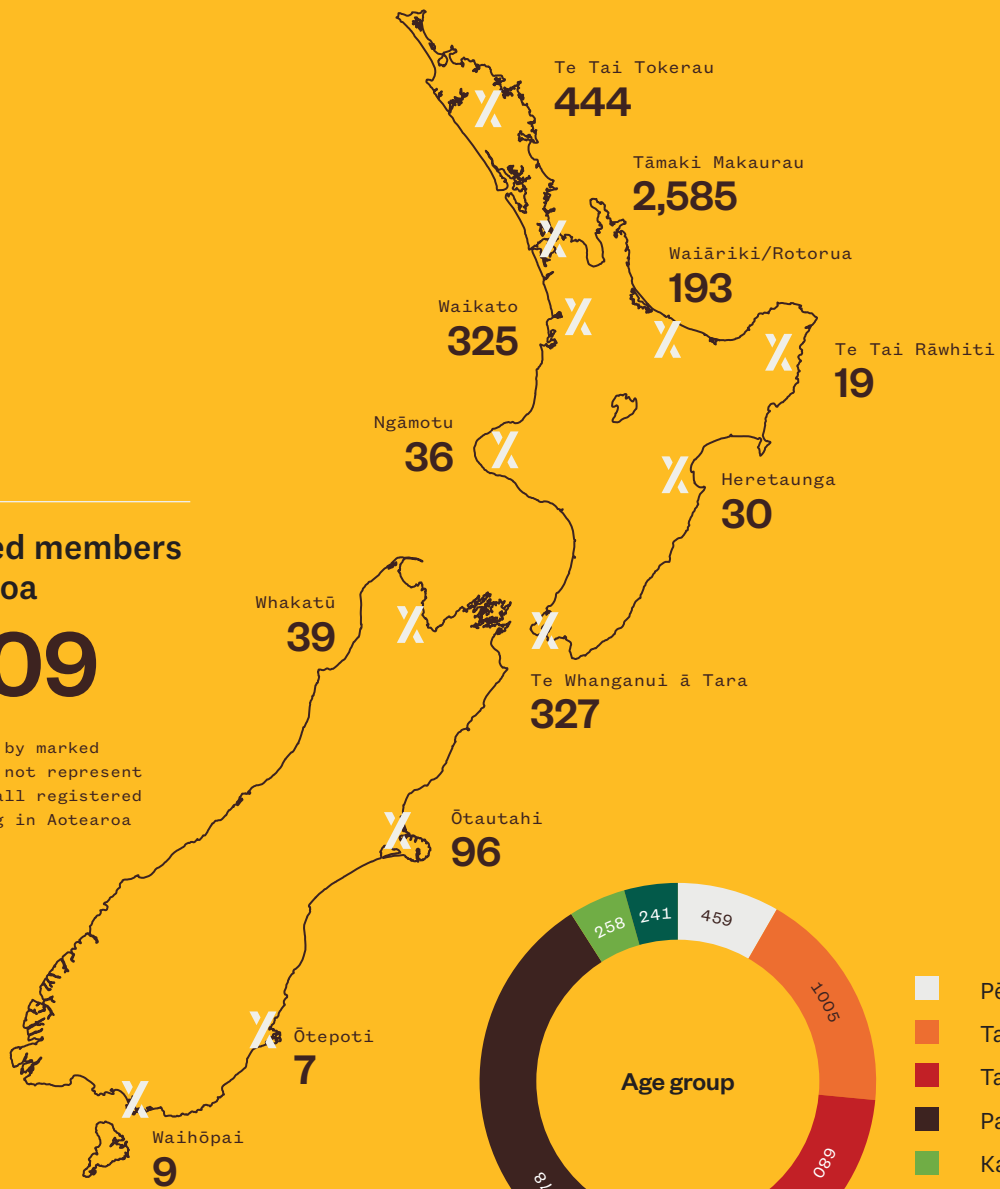
America	9
United Kingdom	6
Other parts	12
No address provided	562



Registered members in Aotearoa

4,209

Total numbers by marked locations may not represent the total of all registered members living in Aotearoa



Total number of registered Ngāti Whātua Ōrākei members

2019

5,062

5,521



He kupu nā te Heamana

Whiria te kaha tuatinitini, whiria te kaha tuamanomano

E ngā mana, e ngā reo, e ngā kārangaranga-tanga maha, koutou e pupuri nei i te mauri o ngā mātua tūpuna, tēnei ka mihi.

E ngā mate o te tau, o te marama, o te wiki, haere, haere, haere atu rā. Haere rā koutou ki te huinga o te kahurangi, ki Hawaiki nui, ki Hawaiki roa, ki Hawaiki pāmāmao. Ko ngā maharatanga ki a koutou ka puritia ki tauwharewharenga o te whatumanawa hei hinātore i ngā rā e haere ake nei. No reira, haere, haere, haere atu rā.

Te hunga wairua, ko koutou ki a koutou.
Te hunga ora, ko tātou ki a tātou kua mahue iho nei, e aku nui, e aku rahi, tēnā rā tātou katoa.

It is with great pleasure that I present you with the 2020 Annual Report for the Ngāti Whātua Ōrākei Group. This report reflects the activities, outcomes and financial performance for the period 1 July 2019 to 30 June 2020.

The theme of this Annual Report is Kaitiakitanga and is derived from the tukutuku patterns on our Marae Ātea (the court yard in the front of the Whare Tupuna). The beauty of the Marae Ātea design although not seen at ground level, is a wondrous sight from above. The design that borders the two long sides of the Marae Ātea is the Kaokao pattern, which represents protection. The inner design is depicted by the Purapura whetū pattern which represents many whetū (stars), or people. This design is not only represented in the purpose and operations of the Marae itself but it also represents us as a people. He iwi manaaki, he iwi tiaki a Ngāti Whātua Ōrākei.

As I think back to the year that was, I am comforted by the words 'Whiria te kaha tuatinitini, whiria te kaha tuamanomano'. These words formed part of a karakia said by our tupuna Whakatau Potiki and it was about making him unbreakable. This kōrero holds relevance to us as Ngāti Whātua Ōrākei because not only is it woven into the Marae Ātea design, it also reflects our position throughout the past year as a strong, collective whānau, hapū and iwi. With many strands woven together, we are unbeatable, we are unbreakable.



■ Covid-19

Our world and way of living was significantly disrupted by the recent Covid-19 pandemic. It has been a life changing and eye-opening experience that not once did I think, I alongside my tamariki and mokopuna would ever experience. I was heartened by the initial Ngāti Whātua Ōrākei response to Covid-19. Our collective efforts across the Group saw the implementation of our most timely and in depth whānau support activities ever. The well-being, health and safety of our whānau remained a priority at all times and importantly, we maintained high engagement with whānau during that period. Ka mihi ki ngā kaimahi katoa i okea ururoatia i roto i ngā mahi whakapiki wairua, whakapiki hauora o te whānau. Ahakoa ngā piki me ngā heke, ko koutou tērā i whakaheke tōtā hei pāinga mo te iwi. The pandemic and subsequent lockdown not only opened us up to new challenges but also new outlooks, including the opportunity to learn, reflect, and reassess our future ahead. The pandemic has amplified the importance of taking charge of our future, the time is right.

■ Highlights

During Covid-19, many of us were lucky to experience the wonders of the digital world and the benefits it provided to maintain strong connections with whānau, friends and work. Kanohi ki te kanohi protocols became flexible as we all traded in for online Zoom hui. The digital world provided some exciting moments for the Trust Board including a few firsts: our first webinar series, the enablement of online voting, and the inaugural Special General Meeting held online. Engagement with whānau regarding the Special General Meeting began in early 2020 with the roadshows which unfortunately were cut short due to Covid. Our annual haerenga is always a highlight and it was great meeting up with the whānau over that time. Even with the Covid restrictions, whānau

engagement remained high through our online initiatives which provided a new and exciting way to reach whānau, especially those of you outside of Tāmaki Makaurau.

The Whai Maia team continues to do a wonderful job supporting our whānau through a range of services and programmes. The expenditure on whānau grants and programmes has significantly increased as we reach more whānau. It's great to see our whānau registration numbers growing. It has also been exciting to see the growth in whānau taking up te reo Māori and kapa haka programmes facilitated by Whai Maia. These are a great way to celebrate our culture and connect back to our whakapapa.

Our commercial arm Whai Rawa have had a busy year which has been highlighted by the positive results achieved in terms of our property rent reviews and the solid growth in the value of our assets. The legal proceeding associated with our Eastcliffe Retirement Village has been resolved and we are now moving forward in support of our whānau and residents.

I want to acknowledge Whai Rawa Board members Sir Rob Fenwick and Rob Hutchinson who passed away this year. They both made an outstanding contribution to Ngāti Whātua Ōrākei and our whānau over many years. Ka rere tonu ngā roimata ki a kōrua tahi kua whetūrangtia ki te kāpūnīpunitanga o te wairua. Haere atu rā, e moe, e moe, e moe.

■ Mana Tāmaki

For many years, Ngāti Whātua Ōrākei has objected to the Council's approach of engaging equally with all iwi and hapū that self-select as "mana whenua" of Tāmaki because it inappropriately ignores the strength of our relationship with central Tāmaki in terms of history, tikanga, whakapapa, and the exercising of ahi kā. This year we have been working particularly hard to seek acknowledgement of the strength of our cultural relationship in areas of significance to Ngāti Whātua Ōrākei. This is challenging mahi as it often puts us in conflict with other iwi. I want to particularly acknowledge Ngarimu as Chair of our Settlement Protection Committee who works tirelessly in the Mana Tāmaki space and all our kaimahi who are visibly protecting our interests across Tāmaki and in our heartland.

We were happy this year to initiate a tikanga process with Marutūahu to talk kanohi ki te kanohi at Wharekawa Marae, and Ōrākei Marae. This was a result of their claim to land in our heartland as part of their Treaty settlement with the Crown. The land they were offered included Taurarua (Judges Bay) and Waipapa. Ngāti Whātua Ōrākei have always sought to resolve our concerns with Marutūahu by meeting kanohi ki te kanohi. This has been challenging and has forced us to protect our interests through the courts. With no resolution arising from the tikanga process, we are now preparing to go to the High Court in February 2021.

An important element of our role as ahi kā is the cultural support we provide across our rohe. This includes blessings, event openings, and namings for buildings, offices, even boats! Thank you to our kaimahi who arrange these events, often held in the early hours, and also our ataahua kaumātua who are always in attendance and provide an example to us all.

■ Ahurea Māori

It is great to see a substantial increase in support and activity around Te Ahurea Māori (Te Reo Māori/Culture). The build up to Te Matatini was the catalyst to increase resource in order to build and strengthen our capacity to deliver as Iwi hosts of Te Matatini. Much work has been done to build upon the pool of kaikarakia, kaikaranga and kaikōrero with various wānanga taking place to focus on these skills. Although Te Matatini has been postponed to 2022, the mahi and preparations have not stopped. We now have more time to strengthen our capability as we prepare to welcome te tini me te mano to Tāmaki Makaurau.

■ Year Ahead

Although challenges associated with Covid-19 will continue for the year ahead, I am excited about our work program and the opportunities for Ngāti Whātua Ōrākei. The Trust Office, led by our CEO Jamie Sinclair, has established a strong team that has improved our ability to operate as a cohesive Group. Our financial position remains strong and we are in a great position to grow our support for whānau, to celebrate our culture and whakapapa, and to continue to demonstrate our role as ahi kā in Tāmaki Makaurau.

There are many people to acknowledge for their amazing mahi over the past year including the members of our three Boards, and all kaimahi across the Ngāti Whātua Ōrākei Group. Ko koutou e noho nei hei pononga mo Ngāti Whātua Ōrākei. E kore e oti ngā mihi ki a koutou. Lastly, I want to acknowledge our whānau and particularly our kaumātua who continue to lead by example and represent our whānau, hapū and iwi with mana and pride. Koia pū te whakatinanatanga i ngā wawata o rātou mā kua huri.

Ko tātou tēnei kua herea ki te here o te aroha, ki te here o Ngāti Whātua Ōrākei. Kei a tātou te kaha tuatinitini, te kaha tuamanomano. Whano, whano, haramai te toki, haumī e, hui e, tāiki



Marama Royal

Performance Snapshot

Whānau enrolled in Toi Ora

2020
4,026
2019
3,358

Whānau enrolled in Toi Tupu

2020
3,007
2019
2,485

Total grants and programmes

2020
\$5.5M
2019
\$4.2M

Ngā maku

Education grants & scholarships

2020
\$1.0M
2019
\$691K

Te reo Māori / Cultural Support

2020
\$404K
2019
\$265K

Pēpi packs issued

2020
143
2019
70

Sports grants issued

2020
\$27K
2019
\$37K

Whānau businesses enrolled in Tū pakihi (SME programme)

2020
10
2019
12

Kaumātua support

2020
\$226K
2019
\$163K

Financial Performance

Total Group Assets

2020
\$1.34B
2019
\$1.25B

Total Interest-bearing debt

2020
\$258M
2019
\$225M

Debt to total asset ratio

2020
19%
2019
18%

ru o te tau

Total revenue

2020
\$57.9M
2019
\$53M

Profit before tax

2020
\$58.4M
2019
\$45M

Employee cost

2020
\$11.3M
2019
\$10.8M

2019–2020 Highlights

Although the Covid-19 pandemic proved challenging, we are proud of what we have achieved. The above is a snapshot of key activities and outcomes achieved by the Group for the year ended 30 June, 2020.



Performance against plan

The following summarises our performance against the Annual Plan for the 2019/20 year.

PRIORITY

Cultural Identity



MEASURE: Whakapapa review completed and wānanga held with whānau
Important hui held with taumata and whānau in relation to whakapapa.



MEASURE: Te Reo Māori Strategy completed and shared with whānau
Current strategy to be reviewed/ updated.



MEASURE: Marae development plan of works completed and prioritised
Marae works commenced however works delayed due to Covid-19.



MEASURE: Ngāti Whātua Ōrākei app released
App development substantially complete. Release delayed due to Covid-19.

PRIORITY

Whānau Wellbeing and Health



MEASURE: All whānau across Aotearoa and Australia are able to access Toi Ora or equivalent benefits
Policies for Australian whānau are available. Additional benefits being considered.



MEASURE: Four whānau hui held at Ōrākei. Whānau champions outside Auckland
Whānau hui held in Ōrākei, across the motu and Australia.



MEASURE: Successful Whānau Awards evening held
Successful awards evening held 26 October, 2019.



MEASURE: Mental Health Strategy completed in consultation with whānau
Strategy drafted and incorporated into Covid-19 response.

PRIORITY

Rangatiratanga



MEASURE: Mana Tāmaki and Cross Claims progress.
Progress on High Court litigation on track. Court hearing scheduled for February 2021.



MEASURE: Whānau engagement in Treaty developments
Successful whānau engagement during Marutūahu tikanga process.



MEASURE: 20 whānau graduate from the Ngāti Whātua Ōrākei leadership programme
14 whānau graduated.



MEASURE: Group Communications Strategy
Improved Group Communications alignment.



MEASURE: Trust Office fully staffed

PRIORITY

Mana Motuhake


MEASURE: Scoping of housing unit complete

Initial scoping paper completed.


MEASURE: Housing plan completed and shared with whānau

Project delayed due to Covid-19.


MEASURE: Increased housing availability across both home ownership and rentals

Additional plans for kaumātua housing underway.


MEASURE: 50 whānau complete a home ownership programme

Completed in partnership with Tāmaki Regeneration.

PRIORITY

Knowledge and Skills


MEASURE: Increased number of Tamariki in ECE and Māori medium ECE

MEASURE: Trades programme established

Project delayed due to Covid-19 but currently being scoped.


MEASURE: \$800k of education grants & scholarships distributed

Over \$1m spent on education grants and programmes.

PRIORITY

Economic Prosperity


MEASURE: Special General Meeting held to vote on Trust Deed changes

SGM held September 2020. Original June hui date delayed due to Covid-19.


MEASURE: Tourism initiatives and investment underway

Paused investment in tourism due to impact of Covid-19.


MEASURE: Investment framework adopted

Framework development progressed and due for completion in 2021.


MEASURE: Increased number of whānau businesses accessing procurement opportunities

10 active whānau businesses supported through Tū Pakihi. Whānau supplier database underway.

PRIORITY

Environment


MEASURE: Carbon footprint for our Group is measured

Climate plans and carbon measurement will be finalised in the 2020/21 year.


MEASURE: NWO have clear policy positions in relation to water and climate change

Climate plans and water policy will be finalised in the 2020/21 financial year.


MEASURE: Increase Para Kore support for whānau

Not progressed.


MEASURE: Management plans for Ōkahu Bay and Waitematā completed

Underway – to be completed 2021.

2

Ngā Hua
Strategic Priorities



XXXX

He aha te mea nui o te ao? He tangata, he tangata, he tangata





He kupu nā te Kaiurungi

Tui, tui, tuituia
 Tuia te rangi e tū iho nei
 Tuia te papa e takoto ake nei
 Tuia te muka tangata, ka rongō te ao,
 ka rongō te pō
 Tīhei wā mauriora
 Tangihia ngā tini mate e hinga mai nei,
 e hinga atu rā
 Koutou kua whakarehurehu atu ki te pae
 o maumahara, haere, haere, haere atu rā.
 Ka huri ki a tātou te hunga ora kua tau
 mai nei, kia tau,
 Tēnā tātou katoa

Looking back over the 2019/20 year the on-going impacts of Covid-19 loom large. It has irreversibly changed the world and the recovery process will take years. The resulting economic uncertainty has tested our resilience as a society, and also fast-tracked new ways of working and engaging.

As an organisation with a purpose to improve the lives of our whānau, Covid-19 presented an unprecedented risk, not just in terms of whānau health and wellbeing but also the economic resilience of our whānau households and our own business. Our Covid-19 response is documented throughout this report and demonstrates the level of care and capability that is inherent in our Group. We know there will be on-going impacts from this situation for some time, but I believe we are in a strong position to continue our support for whānau and protect our assets for future generations.



■ Annual Review

Regardless of the Covid-19 challenges, the Group has progressed much of its plan over the last year.

An important kaupapa for the year was the amendments to the Ngāti Whātua Ōrākei Trust Deed. These changes are important to reflect our development since our Settlement in 2011 and to set us up for the future. Our annual haerenga across the motu and Ahitereiria (Australia) was a chance to hear directly from whānau about these changes. Although it was cut short in March as the scale and impact of Covid-19 became apparent, these hui provided invaluable insights and a chance to connect directly with whānau.

The changes proposed to our Trust Deed were put to whānau, at our inaugural Special General Meeting (SGM). This was scheduled for June but delayed to September due to Covid-19 restrictions. The change process, engagement and SGM preparation was a complex and demanding piece of work. I want to acknowledge everyone involved in this kaupapa.

Over the year we have strengthened the Trust Office team, recruiting a General Counsel, improving our project management capability, and recruiting additional staff to support to our Board committees and the Ngāti Whātua Ōrākei Reserves Board. The team working for whānau are committed, passionate and go above and beyond to deliver. I am immensely proud of them.

The development of our Board and governance infrastructure has continued over the last year. The Risk Assurance and Audit Committee was fully resourced with the appointment of Craig Fisher as our independent member. Craig brings a wealth of finance,

accounting and audit experience to the Group and we are pleased to have him on board. During the year we appointed a new role to support our Taumata and Whakapapa Committees. This Manu Tukutuku role has been an important part of our overall governance support structure.

Improvement in communication and Group collaboration has been a key driver over the last year. We have continued to increase our communications with whānau, and our reach has improved with the rapid adoption of online technology. The fact webinars are now a standard part of our communications mix is a testament to our commitment to reach as many whānau as possible, regardless of where they live. The upcoming release of our own app is another exciting development and will be another means to ensure we can connect and communicate with whānau.

We have realised some significant milestones at Pourewa with the establishment of our nursery facility which was completed in June. Acknowledgement must go to the Whai Maia team who delivered this outcome on behalf of the Trust and Ngāti Whātua Ōrākei Reserves Board.

During the year we completed the purchase of the next tranche in our Kupe St acquisition programme. This further strengthens our landholdings in Ōrākei, and will enable us to consider how our housing aspirations can be realised on this whenua.

■ Year Ahead

There will be challenges ahead as the world begins the long and uncertain recovery from Covid-19. Although better placed than many nations due to the success of our health response and Government financial support, Aotearoa will be impacted, particularly in sectors that rely on our border being open. We also need to be mindful of our overseas whānau, and the likelihood of recurring lockdowns across many jurisdictions for months to come.

Our priority remains, as always, supporting whānau to realise meaningful mana motuhake. Our 2020/21 Annual Plan reflects learnings from our Covid-19 experience and prioritises the uplift of whānau who are most in need, enabling whānau independence as well as increasing our investment in culture and identity.

Even in the context of a Covid-19 recovery, the Group plan remains ambitious. We have an exciting ambition to develop our own Kura-ā-iwi in Ōrākei. This will be scoped further during the year but reflects our ambition for our culture and identity to be embedded in the educational pathway for our tamariki.

We need to complete our investment strategy to ensure that our commercial entity is given the direction and mandate to diversify, grow and protect our assets in alignment with agreed principles.

One area that needs more attention over the coming year relates to our environmental initiatives. Our conservation and ecological restoration efforts will continue on the whenua, but as a Group we need to be clearer in our climate change commitment and impact. This will become increasingly important as the impacts of climate change become more prevalent.

This year we will also prioritise the development of our housing plans for Ōrākei. This is important to ensure that we are able to plan for more whānau to return home and be close to their Whare Tupuna.

I would like to acknowledge and thank the kaimahi at the Trust and those across the Group who work so hard in service to whānau. It can be challenging mahi but is also very rewarding. Thank you to Rangimarie, Andrew and Wyllis for your support as leaders across our Group entities. To Marama, Ngarimu and the Board, thank you for your on-going support and for rising to the demands of an unprecedented year. My final thanks and acknowledgement go to our kaumātua. They have continually inspired me with their selfless commitment to our whānau and the hapū.

Ngā mihi mahana



Jamie Sinclair

CEO



Covid-19 response

Mā te pou tuarongo, mā te pou mua, ka rewa te tāhu.

With a strong back pillar and a strong front pillar the house stands firm.



The arrival of Covid-19 to Aotearoa shores earlier this year significantly impacted our whānau, our communities and our way of life. Like other iwi and hapū across the motu, Ngāti Whātua Ōrākei mobilised and responded immediately to deliver support for whānau. Discussions also took place ensuring decisions were made to mitigate the potential impacts on our assets. As developments moved quickly, we prepared for the impacts and needs of whānau to change over time. Our direct engagement with whānau increased significantly and during this time we learnt a lot about our whānau, our business, our kaimahi and our resilience.

The whānau response was multi-faceted and involved a collaborative approach across the Group. It was important that during lockdown we worked as a cohesive Group utilising skills and resources from our Marae, the Trust, Whai Maia and Whai Rawa. From this came a refreshed appreciation for the quality of our relationships, and our biggest asset, our people.

For Ngāti Whātua Ōrākei, our immediate response to the crisis focussed on two areas:

Supporting our whānau

A response plan was developed, a budget allocated, and delivery, communications and governance mechanisms put in place to ensure we could activate a health and support plan quickly.

Protecting our business

Recognising that the flow on effects of the economic contraction will impact our business, Whai Rawa made fast decisions to reduce our cash outflow and pause/defer significant development activity.

The Trust, who met online every second day during the Level 4 lockdown, established the governance structure, communication protocols and

provided input to the whānau response. The centre of this response was Whai Maia, who established a Covid-19 kāhui to provide immediate support to our vulnerable whānau and families. The Marae played a key role alongside Whai Maia in delivery of kai and hygiene packs and coordinating volunteer whānau support.

Whai Rawa completed an assessment of our financial position and our financial position remains relatively strong – reflecting the underlying strength of our asset base. This puts us in a good position to continue support for whānau and look to take new commercial opportunities that will emerge as the economy recovers.

The initial phases of our Covid-19 response provided an opportunity to reflect on key insights.

■ Culture is enduring and essential

Throughout the pandemic there has been an emphasis on connecting to whakapapa and an increasing uptake of te reo Māori. In the hardest days of the lockdown, our culture has shone through – it is a source of strength for whānau. The role of our Marae, Taumata, Trust Board and Cultural kāhui has emphasised this, as we have had to adapt our tikanga while maintaining our cultural identity.

■ We work better together

Collectively, the Group came together to address a common issue affecting all whānau. Collaboration has added value to all aspects of our response – allocating the right resources and people at the right time, regardless of where they work in the organisation. As the recovery process enters a new phase, we must embed a new way of working that captures the value of our collective strengths.

■ We have incredible kaimahi

Our kaimahi have demonstrated the power of having a purpose greater than themselves in their mahi. Many have gone above and beyond in terms of commitment in order to make sure we were able to deliver for whānau now, and that our business is secure for the future.

■ Our asset base is high-quality and well-managed

Our commercial assets are showing resilience in the face of an unprecedented economic recession. The management of our leases, tenants, leaseholders, contractors and other suppliers has demonstrated appropriate prudence but also commercial sensitivity.

■ Financial reserves were critical

The historic prudence of our commercial arm, allowing for a buffer between our debt levels and debt limits, has meant we can withstand what may be a significant shock to our financial position. Without this, we would not be in the position to support whānau in their time of need.

■ The importance of whanaungatanga

Throughout the crisis whānau have come together and we have been reliant on each other to keep our community safe and our families supported. Whānau volunteered to support the cause and family and whakapapa bonds were strengthened.

■ The impact of Covid-19 will be significant for many whānau

Our survey information has identified we have a significant group (over 60%) of whānau households who will be impacted by the fallout from Covid-19. One third of households who responded were in a difficult situation even before Covid-19 hit, highlighting the importance of on-going engagement to target support for those whānau most in need. Almost one-third of whānau respondents are expecting a worsening of their employment situation.



NWO Covid-19 response highlights

500

Hygiene packs distributed



469

Chromebooks distributed

987

Education packs distributed

9300

Kai on the Fly meals



Tuakiritanga

Cultural Identity

Every Ngāti Whātua Ōrākei member has access to and embraces their whakapapa, culture and history. Ko au ko Ngāti Whātua Ōrākei, ko Ngāti Whātua Ōrākei ko au.

■ Ōrākei Marae

Ko Tumutumuhenua te Wharenui

Ko Te Puru o Tāmaki te Wharekai

Ko Ōrākei te Marae

Ko tō tātou Marae kua noho hei poutokomanawa mo ngā uri o Tuperiri i roto katoa i ngā piki me ngā heke o te wā. Nō te taenga mai o te mate urutā ki tēnei whenua, kua puta ngā whakapātaritari ki a Ngāi Māori, waihoki ki ngā tikanga Māori. I tēnei tau, i runga hoki i ngā āhuatanga o te mate urutā, i kati ngā kuaha ki tō tātou Whare Tupuna, Tumutumuhenua. Ahakoa te ohore o tēnei āhuatanga, ko te orangatonutanga o ngā whānau kei te pae o whakaaro. I hīkina rawatia te mānuka, hei tauira mō ngā uri whakaheke.

We welcomed Wyllis Maihi into the role as Ōrākei Marae Manager who along with the Marae team have done a brilliant job managing the upkeep of our Marae. The Covid-19 pandemic proved an unprecedented challenge for te ao Māori also resulting in the closure of the doors to our Ahuru Mōwai, our Whare Tupuna Tumutumuhenua. However, this also presented opportunities including increased collaboration across the Ngāti Whātua Ōrākei Group, a large focus on the Marae infrastructure upgrades and prioritising the safety and security of the Marae and papa kāinga through the expansion of the Kaitiaki team.



■ Te Matakahi

E whā tau te roa o tēnei kaupapa rūmaki reo, ā, mō ngā uri o Ngāti Whātua e mātau ana ki te reo Māori. Kōwhiritia ai ēnei uri e ngā kaiako. Tū ai ngā wānanga e whā i ia te tau, huri noa i ngā marae o Ngāti Whātua. E tū nei a Te Matakahi ki te whakapakari i te mātauranga o ngā uri ki tō rātou Ngāti Whāuatanga mā te tuitui i ngā hono ki ngā wāhi hirahira me ngā whenua rangatira o Ngāti Whātua whānui, “Mai i Maunganui ki Tāmaki.”

An extensive 4-year programme, Te Matakahi is a rūmaki reo programme for Ngāti Whātua uri with fluency in Te Reo Māori. These uri are selected by the kaiako. With four wānanga a year, shared across Ngāti Whātua Marae, Te Matakahi is based on enhancing the foundation of uri in their Ngāti Whāuatanga by building strong connections to places of significance in Ngāti Whātua history, from Maunganui to Tāmaki.

■ Hōtaka Reo

Nō tēnei tau ka whakarewanga ko Te Reo Tuawhiti. E rima ngā taumata Reo, kotahi hoki te kaupapa Kapa Haka e kīia ana ko Tuākapa. E whakahaerengia ana ēnei kaupapa mā te ipurangi ki ngā uri o Ngāti Whātua puta noa i te ao. Ko te whāinga matua, he whakapakari i te māramatanga ki Te Reo Māori me te kōrerotanga o te reo ki roto tonu i te hapū.

This year we introduced Te Reo Tuawhiti comprising 5 learning levels of te reo Māori, and Kapa Haka, all delivered by Whai Maia. Administered online for uri of Ngāti Whātua all around the world, Te Reo Tuawhiti seeks to enhance the understanding of Te Reo Māori and speaking capabilities within the hapū. There were 388 whānau members enrolled under Te Reo Tuawhiti this year. He haramai!



■ Mahuru Māori

Whakanuia Te Reo Māori, me tōna katoa. Kāhore i kō atu, kāhore i kō mai, i te kaupapa nei, o Mahuru Māori. Nō ngā tau tata nei kua kaha tā tātou whakaputa rauemi ki ngā whānau maha, e ora ai te reo i ngā kainga maha o te iwi. E hua ai ā tātou wawata mō te Mahuru Māori, me piki ake te hiahia ki te kōrero Māori, ka mutu, me kaha tā tātou hāpai i a tātou anō ki te kōrero Māori, ao noa, pō noa.

Mahuru Māori is a whole month dedicated to celebrating Te Reo Māori. Over the last couple of years, we have embraced this kaupapa and encouraged whānau participation in Te Reo Māori based kaupapa and activities, be it big or small. Mahuru Māori for us is all about incorporating the Reo throughout all that we do to build the confidence in whānau to speak Te Reo Māori.



■ Ahi Kā

Nō te tau kua hori, muia katoatia ngā huihuinga nui o te taone nui o Tāmaki e te reo ahi kā, e te reo o Ngāti Whātua Ōrākei. Ko te reo karakia, ko te reo karanga tērā kua rewa ki te pae, kua pīkauria e te huru pango e hanatū haere ake nei. Kei wareware i a tātou te whakaheke tōtā o ngā tūpuna i roto i ngā tau ki te whakakanohi i a Ngāti Whātua Ōrākei ki ngā tōpito katoa. Ka mutu, ko ngā kaumātua o nāianei ka noho hei taituarā i ngā nekehanga katoa, hei taura mo ngā whakareanga. Nō te hapū te whiwhi.

As ahi kā, Ngāti Whātua Ōrākei continue to be at the forefront of most civil and corporate events in Tāmaki. Over the past year, our cultural representatives have blessed and opened multiple events, buildings and locations throughout Tāmaki. Our team of kaikarakia and kaikaranga has vastly expanded, carrying on the important mahi undertaken by our tupuna. Whilst those leaders have handed over the reins to the next generation, our Taumata kaumātua continue to play a major role in everything we do, and we are fortunate to have up to two van loads of kaumātua supporting our kaikarakia and representing the tribe in force at each occasion.

■ Ngā whakataetae kapa haka ā rohe

Nō te tau tonu nei, ki ngā whakataetae kapa haka o tēnei rohe, tātou o Ngāti Whātua i oke, i tū pakari, i whakakanohi i tō tātou iwi. E whā ngā rōpū o te iwi nei i tū ki te papa whakatū waeae, ko Te Puru o Tāmaki Kaumātua, ko Te Pou Whakairo, ko Te Puru o Tāmaki, ko Tumutumuhenua anō hoki. Ko te aronga matua ināianei, ki te Matatini Herenga Waka, Herenga Tāngata ka tū ki roto i a tātou hei te tau 2022.

This year, the Tāmaki Makaurau Kapa Haka regionals was of significance for Ngāti Whātua. With four rōpū taking the stage including Te Puru o Tāmaki Kaumātua, Te Pou Whakairo, Te Puru o Tāmaki and Tumutumuhenua, the presence of Ngāti Whātua was not only heard but heavily felt right throughout the event. We are excited for Te Matatini Herenga Waka, Herenga Tāngata being held here in Tāmaki in 2022.



Rangatiratanga

Leadership

Ngāti Whātua Ōrākei will be strong leaders and influencers.

■ Mana Tāmaki / RMA

Our activity in the resource management (RMA) space has increased over the past year, with additional resources devoted to this activity. In the past 12 months we have had:

10

Hearings & legal cases

670

Over 670 RMA applications reviewed (environmental reviews)

Kingi Makoare & Andrew Brown.
Culture & Environmental Planning team.



150

Over 150 RMA applications submitted (submissions to Auckland Council)

150

Over 150 opportunities loaded on to CRM in 8 months (civic and external engagements)

8

policy submissions in 6 months (including RMA reforms issues and options, Urban Development Bill, Waste Disposal Levy Extension, Water Services Regulator Bill, NPS indigenous biodiversity, Council CCO review, Auckland Regional Pest Management Plan, Council emergency Covid-19 budget.

■ There are two primary purposes driving this activity:

1 Kaitiakitanga

Protecting and enhancing the environment in our rohe.

2 Rangatiratanga

Driving outcomes to acknowledge and revive the cultural landscape of Tāmaki Makaurau. These include expressions of cultural identity through mahi toi and place-making incorporating historic kōrero and pūrākau.

The Council and its operating companies (CCO’s) continue to resist the tikanga based approach to iwi engagement and has stated outright that it will continue with the 19-iwi collective approach until such time as it is obliged to do otherwise. This matter is subject to litigation in the

Westhaven case, where we challenged the legality of the Council’s approach in the High Court on June 18.

The Mana Tāmaki space continues to be challenging, with occasional tension between iwi regarding respective rights and interests. In practice, environmental outcomes

are often agreeable, as our values are generally shared. Cultural expressions are often affected, as outcomes are generally “watered down” where they do not offend anyone. In these cases, we miss the opportunity for any real expression of our cultural landscape.

■ Whai Rawa Future Directors

The Future Directors programme is something Whai Rawa is very proud of and we continue to be impressed by the calibre of applicants. Our goal is to equip our future leaders with the tools they need to take the hapū from strength to strength for generations to come.

Otene Hopa and Faiz Salim are in their second year of the programme and bring with them their diverse skillset and a youthful focus on what matters to whānau. They’ve approached their mahi with absolute dedication and have been able to contribute to the way Whai Rawa has navigated through these unprecedented times.



Otene Hopa

“One of the kaupapa I would like to impart on the board during my tenure is to reinforce the importance that we are an iwi organisation, and that the values that determine the decisions that are made on the marae need to be the values we use in our decision making in the board room.”

Faiz Salim

“I have really enjoyed my time on the Whai Rawa Board as a Future Director. It has been a great learning experience to be a part of such a diverse group of board members and experiences. I’ve been really lucky to have had this opportunity to learn, grow and gain insight into the new possibilities that I can tap into during my career.”



Te Mātauranga me ngā Pūkenga

Knowledge & Skills

All Ngāti Whātua Ōrākei members will be lifelong learners with access to quality education, knowledge and skills.

■ Internships

Upskilling our leaders of tomorrow, we at Ngāti Whātua Ōrākei are fortunate through our Internship programme to be witness to awe-inspiring talents that live in our Rangatahi. They each bring with them their own skills and knowledge and as a hapū organisation we are fortunate to not only have them contribute to our growth but to play a part in growing their knowledge base of industry and helping them foster new learnings. Learnings they will make their own and take away from their time with us, as they create their own opportunities in the world.



■ Education

In the past year, there has been a significant increase in the demand for education grants to meet the substantial growth in the number of Ngāti Whātua Ōrākei member registrations. This tells us that there are more Ngāti Whātua Ōrākei in the world striving for the highest heights, and we are proud to support you all.

/// *My time as an intern showed me what giving back looks like in a corporate entity. Becoming comfortable in spaces that were once uncomfortable, meeting strangers and finding out we are whānau, all working towards a greater cause.*

Groundwork mahi, meetings, engagement with external stakeholders, to produce quality living for all of our whānau in all spaces while ensuring our tikanga Māori and our reo Māori are at the forefront of it all.

— Atakura Hunia

1,497

Education grants

Total number of grants provided this year include:

182

Tertiary grants

355

Secondary grants

960

ECE, Primary, Intermediate grants

■ Chromebooks

Lockdown highlighted and exacerbated life on the wrong side of the digital divide. Ensuring the continuation of the education journeys of our tamariki and rangatahi is paramount during these uncertain times. We supported over 400 tamariki and rangatahi throughout Aotearoa and Australia with ready access to digital devices during this period.

62

Swimming grants

39

Tutoring support grants



■ Cadetship

Here at Ngāti Whātua Ōrākei we seek to help whānau into pathways that will see them thrive in the work force, enhance their knowledge and build their skill sets. Be it through internal and external opportunities, the beauty of this is being able to support whānau in spaces where they thrive and discover their passions.

/// Just finished my first 6 month rotation with Health & Safety here at the Ports. Moving onto my next 6 months at the Multi Cargo Operations Area. I'm learning heaps and enjoying it.

— **Konnor Davis, POAL 360 mentorship program**

/// He uri ahau nō Tuperiri, i tupu ake ahau ki waenga i ngā parirau o te kāhupōkere i te papa kāinga o Ōrākei.

Anei ahau, tētahi o ngā uri o Titiata Poata raua ko Arthur Povey. Ko Phoebe Sullivan ahau.

During my internship, I learnt many skills that helped me diversify my career aspects and goals. The summer internship programme was a good opportunity for me to learn more about my whakapapa, Ngāti Whātua Ōrākei and property management.

The most memorable part of the internship was playing a role in naming JOAL's/Roads in our Oneoneroa Development. Not only did it give me insight into the process and details of the design, it gave me a chance to delve deeper into my whakapapa and the history of Ngāti Whātua Ōrākei.

The programme has made me feel more confident in who I am and what I can achieve. It has given me insight into the mahi that Whai Maia and Whai Rawa do for our hapū. I think that every rangatahi should take part in this opportunity to work with and for the iwi.

— **Phoebe Sullivan**



Te Oranga o te Whānau

Health & Well-being

All members are healthy, wealthy and happy. They are connected to each other through whanaungatanga and feel a strong sense of belonging.

■ Ōrākei Health

A 30-year legacy, the journey of Ōrākei Health Services continues and is ever evolving. Rethinking the patient experience, Ōrākei Healths drive to elevate whānau health and well-being, is ultimately underpinned by a kaupapa māori lense. Through service offerings, that are affordable, Ōrākei Health works to meet the differing needs of whānau and their patients.

Ōrākei Health has had to adjust to a new Covid-19 climate and in doing so, has begun to shift into a new way of operation. With digital health capabilities and mobile services, the clinic is building capacity to mobilise their services, to ensure that patients and whānau are still able to have their health needs met.



■ Toi Ora

Health and Well-being is always paramount for us. Not only to protect the well-being of our whānau but our whakapapa as well. In a constant journey of learning and allowing whānau to take immediate action with their health needs, we at Ngāti Whātua Ōrākei remain committed to empowering our uri to be well, to protect and care for their whānau around them, and to prioritise their health needs.

Since the launch in April 2018, the Toi Ora programme in partnership with nib NZ continues to facilitate a bridge between whānau and equitable health care. It nurtures the well-being of our whānau and assists whānau to

attain the greatest health outcomes for themselves. The Hauora Village at the annual Waitangi Day celebrations at Ōkahu Bay is a great event that celebrates and promotes te oranga o te tangata.

In light of the recent Covid-19 pandemic, we know more than ever that health and well-being take great precedence. Health prevention and crisis management is top priority in all cases where whānau may be affected. With a focus on kaumātua and high-risk whānau, we remain vigilant in our approach to ensure the health and well-being of whānau and the wider hapū is protected.



4,026

people enrolled
in Toi Ora



It's very humbling to be part of, but knowing that your kaumātua and kuia and vulnerable families are being looked after, it's quite reassuring.

— **Wyllis Maihi**



Ko te kai a ngā Rangatira he kōrero. Ko te tohu o ngā Rangatira he manaaki. Ko te mahi a ngā Rangatira kia whakatirira i ngā Iwi. Arā anō te ngākau nui o Ngāti Whātua ki Orākei Marae. Mai i Tamaki Makaurau ki Puhinui te roa rawa o te aroha.

— **Te Rongopai Morehu**



I am enthused over these last 6 weeks of lock down that this 21st century generation of Te Taoū, Te Uri Ngutu, Ngā Oho people are experiencing some of the pan(ic) demic of disease, unknown to us... We have risen to this challenge on our absolute existence by providing sustenance and stability to our tino kaumātua and their uri. A vanguard in practicing Rangatiratanga and Manaaki to our hapū in and around the biggest city in Aotearoa. Not forgetting our new generations of tamariki mokopuna, they who will inherit these ethics of Aroha, Manaakitanga, Rangatiratanga and Mana Motuhake.

Tēnā koutou katoa.

— **Te Kahu-Iti Morehu**



■ Kai On The Fly

Living through the unprecedented and challenging times of a country wide lock-down, it was important to rally together in support of our whānau and to protect our whakapapa.

As a period of great learning for us all, we focused on safeguarding the health of our kaumātua and kuia, by delivering daily necessities and kai to their doors. Thus, the concept of Kai on the Fly was born – a kaupapa spreading a lot of aroha and manaakitanga with a little reassurance that we were in this together.

Our Marae may have closed their doors but the mahi didn't stop. Ringawera worked to prepare and cook a dedicated menu of 1,500 meals a week for our kaumātua and kuia. These were frozen and then packed by kaimahi and whānau volunteers, to then be delivered to kaumātua and kuia right throughout the Tāmaki region.



Te Whai Rawa

Economic Prosperity

A diverse commercial portfolio that delivers robust performance outcomes and reflects the strengths and capabilities of Ngāti Whātua Ōrākei.

Ready For Work

Ready for Work focuses on preparing whānau for the work force by upskilling them and assisting them to obtain the certificates or licenses they need. Ensuring they are fully prepared to enter the work force or their industry of choice. Essentially, equipping whānau with a passport for life and setting them up to have all the necessary tohu to enter the workforce or new work experiences.

SME – Tū Pakihi

Tū Pakihi is a dedicated programme supporting whānau small to medium enterprises, in start-up phases or within the first 18 months of trading.

Through the programme, Ngāti Whātua Ōrākei seek to understand where the needs of a whānau business lie and provide a wrap-around support package with access to business mentors, financial and compliance support, Xero accounting training and support, back office resource support and networking opportunities – Tū Pakihi assist in the betterment of whānau business ventures, in hopes they continue to thrive.

The Ngāti Whātua Ōrākei Tū Pakihi programme is fortunate to have had many whānau cross its path with their business ventures/start-ups and in its third year has seen and interacted with 10 Whānau businesses through the programme.



“I am really grateful for the support from the Whai Maia team in navigating me to the opportunity with CB Civil. I’m enjoying the mahi and being a part of a team that is cleaning out our bay (Ōkahu) through the Ōrākei waste water separation project”

— Troy Tumahai

“I have been lucky enough to be on the Tū Pakihi programme and have them support me into self-employment. From guidance with writing a business plan to the introduction to an incredible accountant everything has been of exceptional standard. I have been upskilled for life in first aid and working at heights courses.

Financially it’s taken a huge burden off myself and my whānau, as it’s something we didn’t have the disposable income for. It’s been the push I needed. I have been wanting to take this leap for years but never really knew where or how to start.

We have constant check ins from Tui Kay ensuring we are ticking things off the list in terms of marketing strategies, business opportunities and growth.

So incredibly grateful for all of the support and know that I’m doing my whānau proud.

— Ammon Phillips, Phillips Roofing Solutions

■ Puna Reo

Te Puna Reo Ōkahukura early learning centre was established in 2007 and in the last year, it closed the doors to refurbish the space for our pēpi. In the new year, the whānau were then welcomed into the new space to continue to learn, grow and play in. The centre continues to work tirelessly to build a learning programme that will deliver quality education outcomes for our tamariki through te reo Māori.



There is a shortage of registered kaiako e kōrero Māori ana, so we decided to grow our own. It was about succession planning for our iwi that first made me decide to get my ECE degree. Secondly, I wanted to be the best tumuaki that I could be and my approach to my mahi is strongly lead by the saying 'kia Māori mai tō tātou ao'. Every day is highlighted by our tamariki, who put a smile on my face. Aroha atu, aroha mai.

— Rangimarie McColl

Our future leaders/ tamariki inspired me to get my ECE degree. They are my reason and purpose. I wanted to ensure that I had good tools and strategies to be able to help teach and grow our tamariki within their environment.

He wānanga reo Māori tēnei nā reira rātou hei whakapakari tōku reo Māori he pai mō tā mātou Puna Reo. Also I really value whakaaro of everyone ahakoa te aha. So I love wānanga and the sharing of ideas from one another and would like to introduce this into our Puna Reo as a form of learning alongside our tamariki and Puna Reo whānau as well. Little rōpū and appreciating each other's kōrero and ideas.

Every day at mahi brings new highlights from first steps, to new Māori kupu being spoken, to working well together (mahi tahi), to singing our waiata Māori, te mea, te mea. But seeing our tamariki being and doing our tikanga everyday supported and guided by us (their kaiako) at our Puna Reo is a highlight for me. All of their mahi rangatira fills my heart. Each child is special and unique and I appreciate everything each child brings to our Puna Reo.

— Toni Rewiri



■ Oneoneroa

Oneoneroa, our residential development on the North Shore, is an opportunity to show who we are as a property developer. This is the first development project that Whai Rawa has managed end-to-end from planning to construction, and sales. Our intention is to leave a lasting legacy in the community and to prove that we don't just build houses, we build sustainable communities. Our approach to the way we brought our

plans to fruition was underpinned by our mātāpono and driven by the need to provide important revenue to support our whānau and their aspirations.

The first three homes completed were opened with a karakia by our kaumātua in November followed by a soft-launch to those who had expressed an interest in our development. Oneoneroa attracted plenty of interest from prospective buyers who were complimentary of the architecturally-

designed and modern terraced houses. All homes are certified and received a Homestar 6 rating from the New Zealand Green Building Council, ensuring the homes will be better quality – warmer, drier, healthier and cost less to run – than a typical new house built to building code.

Despite the pandemic and impending uncertain times, all 13 homes in the first stage of the development have been sold and the new owners have moved in.



Te Taiao

Environment

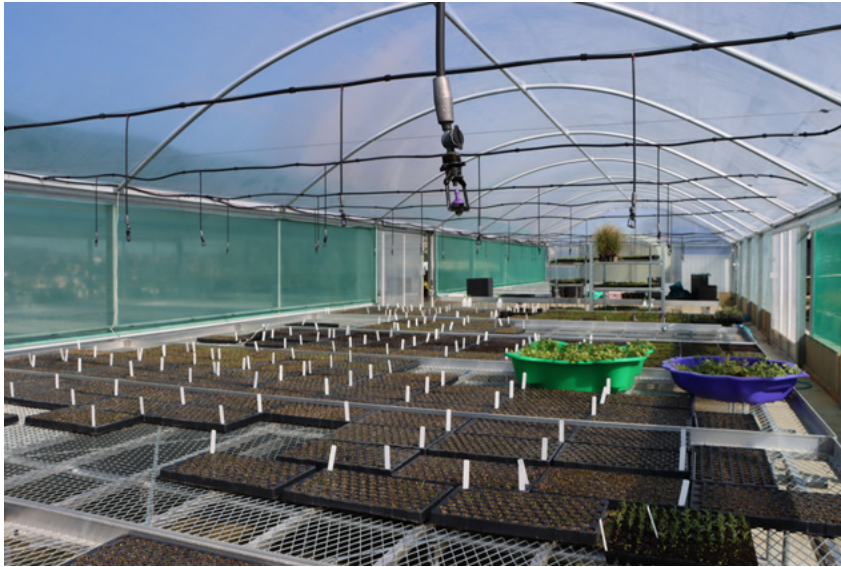
Ngāti Whātua Ōrākei is a role model of sustainable living and regenerative practices. We are world leaders in healing the mauri of te taiao through all our activities.



■ Toitū te whenua

Our whenua maintenance and ecological mahi that has been a valued resource for restoration, has continued on the Whenua Rangatira (48 hectares) and extended to Pourewa (33 hectares). Pest management practices on Pourewa will be consistent with the kaupapa that has been carried out on the Whenua Rangatira.





90,000

Plants

33Ha

Pourewa land area

■ Pourewa nursery development

The new nursery development at Pourewa was completed in June 2020. The activities on-site will continue to develop and offer an ongoing legacy in terms of the protection and development of the Tāmaki plant collection, as well as the development of a seed bank of Tāmaki species. These collections help support Ngāti Whātua Ōrākei in our role as a key educator, carrier and guardian of knowledge and leader for research around kaitiakitanga, traditional use and practices. Future development of māra kai and māra rongoā plantings will form a garden which interfaces with the public, as part of the Tāmaki plant collection and as a physical site for hands on education and research. Aligned with this, there will be a dedicated space for rongoā preparation.

5 year

Wynyard Quarter
Contract extension

■ Ōkahu Rākau

The awesome mahi and kaitiakitanga of the gardens in the Wynyard Quarter led to the Ōkahu Rākau team securing a long term extension of their landscaping and maintenance contract with Panuku. In addition to this we were awarded a new contract for native plantings and ongoing maintenance of the Quay Street Development, due for completion late 2020.





Mana Motuhake

Self Determination

All Ngāti Whātua Ōrākei members can achieve anything.



■ Housing

Since becoming a registered community housing provider (CHP) in 2015, we continue to work hard to house our whānau. We understand that safe, warm and affordable homes are key to ensuring healthy and happy whānau which is why the Ngāti Whātua Ōrākei Housing standards are key. Over the past 5 years a lot of resource has gone towards aligning to these standards which includes upgrading our homes with insulation, carpets, thermal curtains, heat pumps and bathroom fans, all creating warmer, safer, drier and healthier homes.



Housing and tenancy management has its own challenges but the most uplifting part of this mahi is knowing that we're supporting our whānau"

— **Kirsteen Durham, Housing and Tenancy Manager for Ngāti Whātua Ōrākei Whai Maia Ltd.**

69

Fully tenanted rental homes including 9 Kaumātua units

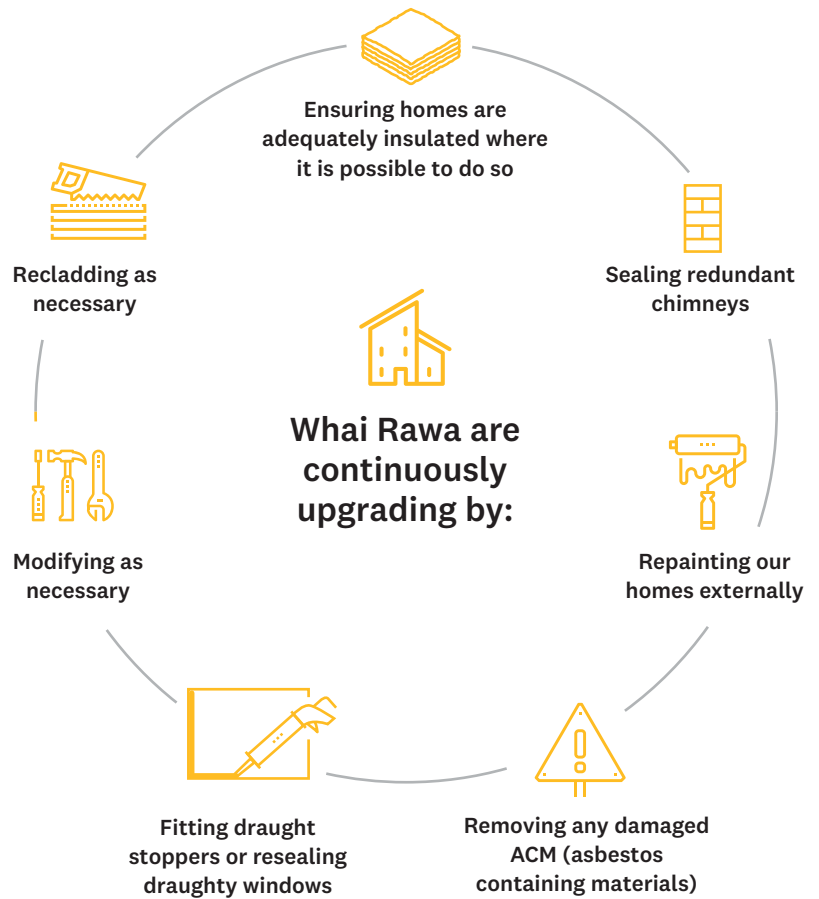
30

Whānau homes in Kāinga tuatahi

We have seen a significant rise in whānau wanting to live in our homes, closer to the Marae and whānau support networks. The high cost of housing across Tāmaki Makaurau is contributing to this rapid growth.

The need for housing can be particularly acute for those in retirement years. In addition to the current 9 kaumātua units, there are plans to build 10 more units in the next year. Specially designed for over-60s, they will include accessibility features and space for an overnight carer, if necessary.

With the support, collaboration and service delivery of Whai Rawa, our homes will undergo further upgrades to align to the requirements of the new Healthier Homes Standards.



Programmes

Many of our whānau are also participating in financial literacy programs offered freely by our external partner providers. Tāmaki Regeneration Company, Housing Foundation and Kāinga Ora.

These programs provide our whānau with budgeting skills, debt reduction plans and mortgage access knowledge to help them move towards their home ownership dreams.

Whānau Ora should be acknowledged for their ongoing assistance and service. They have assisted several whānau to be housed in the greater Tāmaki area and are consistently working alongside them to uplift them and ensure their continued wellbeing.



Ngāti Whātua Ōrākei Awards

The inaugural Ngāti Whātua Ōrākei awards night was a wonderful occasion in our event calendar. It was a night to honour whānau and celebrate their many achievements. The event was a great acknowledgment, not only of those fortunate to be nominated and awarded, but also of those who paved the way before us – allowing us to share in these moments together.

The evening was a time to come together as one, to share in laughter, applause, waiata, dine together and to celebrate the culmination of lifetime achievements with Matua Joe Hawke. We also celebrated the achievements and mahi by whānau in te reo Māori, Mahi Toi, the Taiao, Hakinakina, Pakihi, Mātauranga, Hapori Māori, Mauītanga, Hauora, right down to our Young achievers.



Tahua Pūtea

Our Finances

Summary

In order to deliver our strategy and ambition, we need to ensure that our financial position is robust and that we are protecting and managing our assets on an intergenerational basis. Over the financial year to 30 June 2020, our asset base has increased. Below we explain the key elements of our financial accounts. The full financial statements are included as a separate document and can be downloaded from our website.

Financial Position

Total assets have increased by 6.6% or \$83m, compared to 2019. Investment property values remain relatively strong. This reflects the quality of the property assets held by Ngāti Whātua Ōrākei, and the vision and foresight of Ngāti Whātua Ōrākei kaumātua

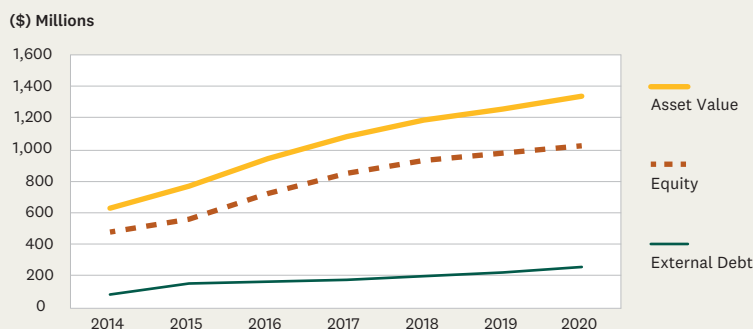
in making sound acquisitions that will support intergenerational aspirations. The inventory balance includes the work in progress associated with our North Shore development work. During 2020, we achieved our first unconditional

sales at Oneoneroa. Included in 'Other Assets' is our investment in the Moire Road Partnership (\$19m), other land and property (\$29m), trade and other receivables (\$12m) and housing loans associated with Kāinga Tuatahi (\$12m).

Financial Balance Sheet	2020 (\$M)	2019 (\$M)	2018 (\$M)	2017 (\$M)	2016 (\$M)
Assets					
Investment Property	1,160.83	1,098.95	1,067.38	969.05	890.50
Inventories	91.27	82.49	72.56	68.27	7.94
Cash	6.09	5.07	4.58	3.23	2.98
Other Assets	79.26	67.57	44.27	45.19	37.43
Total Assets	1,337.45	1,254.08	1,188.79	1,085.74	938.85

Debt

External debt has increased during the year to \$258m (2019: \$225m). Debt levels are monitored carefully in order to meet our banking and Trust Deed requirements. The current level of debt relative to total assets is consistent with recent years.



External debt / total assets

14%	20%	17%	16%	17%	18%	19%
2014	2015	2016	2017	2018	2019	2020

Financial Performance

Revenue is made up of a number of items, the most significant being property rental (\$45m). As reflected in the value of our assets, property revaluation gains are higher than the prior year. This reflects the quality of the property portfolio. Property values are determined by external valuers. Further information about the valuation approach and inputs is included in the financial statements.

The Share of Profit in Associate item reflects the Group's interest in the Moire Road Partnership in which Ngāti Whātua Ōrākei owns a 49% share. This partnership is developing residential property in Moire Road, Massey. Operating costs have been managed closely over the year. Our most significant expense is employee costs which are slightly higher than the previous

years. Other expenses include costs associated with the Eastcliffe Retirement Village, ground rent arbitration costs, costs associated with the treaty settlement protection mahi and increased expenditure in upgrading whānau housing. Expenses also include grants and programmes, including a significant increase in educational grants, and our investment in Toi Ora.

Financial Performance – Income and Expenses	2020 (\$M)	2019 (\$M)	2018 (\$M)	2017 (\$M)	2016 (\$M)
Total Revenue	57.86	52.77	39.14	50.88	56.65
Total Expenses	46.44	41.20	36.67	47.88	45.97
Profit before tax and revaluations	11.42	11.57	2.47	3.00	10.68
Plus gain on investment property revaluation	43.05	32.18	79.63	141.02	157.42
Unrealised net loss on financial instruments	-1.12	-2.71	-0.60	-0.69	0.00
Share of profit in Associate	5.09	3.93	0.00	0.00	0.00
Profit before tax and revaluations	58.44	44.97	81.50	143.33	168.10



2021 Annual Plan

In order to deliver on our strategy, the Board has approved an Annual Plan that sets out key activities. Refer to the Ngāti Whātua Ōrākei website to read this document in its entirety.

This Annual Plan reflects the priorities and actions needed to support whānau and our business over the coming year. It was developed in the context of a global pandemic that has resulted in once-in-a-lifetime shocks to our home and global communities. For our whānau households, the impacts will vary depending on their situation prior to Covid-19 and the impact of the pandemic on their employment and financial situation. We learnt a lot during the initial pandemic period, both in relation to our whānau and also in terms of our business and how we can operate better as a Group to deliver positive outcomes.

The following summarises the key Annual Plan activities associated with the following priority areas. These priorities align with the long-term strategy, 5-Year plan and Covid-19 renewal strategy:

- › Increase investment in culture
- › Uplift whānau to enhance mauri ora
- › Help whānau realise mana motuhake
- › Build a sustainable future business

PRIORITY

Increase investment in culture

- | | |
|---------------------|---|
| Whakapapa | <ul style="list-style-type: none"> › Establishment of resourced whakapapa unit to advance research, protection and documenting of whakapapa. › Increase whānau access to resources and opportunities to wānanga about whakapapa. |
| Te Reo Māori | <ul style="list-style-type: none"> › Complete Te Reo Māori me ōnā Tikanga strategy. › Continue to grow resources and opportunities for speakers. › Ensure online access is prioritised. › Support extending opportunities to grow our advanced speakers. |
| Mahi Toi | <ul style="list-style-type: none"> › Share Whātua āhua and Whātua tohu. › Create more toi opportunities for Whātua artists. |
| Whare Taonga | <ul style="list-style-type: none"> › Prioritise storage, protection and digitisation of our hītori, taonga and mātauranga. › Investigate possibility of a physical Whare Taonga. |
| Mana Tāmaki | <ul style="list-style-type: none"> › Advance our rights and interests across Tāmaki. › Consistently and firmly apply our principled approach to engagement with Auckland Council and Local Boards. › Continue with challenge to the Crown in relation to their Treaty obligations. |
| Kura | <ul style="list-style-type: none"> › Alongside the Ministry of Education, initiate the scoping of a new Kura to be based near our Marae, that will provide learning through a Te Ao Māori and Ngāti Whātua Ōrākei lens. |

PRIORITY

Uplift whānau to enhance mauri ora

Targeting Whānau Support

- › Increase research and insight capability to identify supports and priorities for whānau most in need.

External Relationships to Support Whānau

- › Grow and leverage our external influence for the benefit of whānau.
- › Increase opportunities and funding that support whānau outcomes.
- › Grow Kāinga Ora relationship in support of increased housing availability.

Group Housing

- › Complete Group Housing Plan.
- › Continue with programme to build kaumātua units and Kāinga Tuarua.

PRIORITY

Help whānau realise mana motuhake

Focus on Employment

- › Create opportunities for increased whānau employment and training through external partners.
- › Support whānau businesses to identify and realise opportunities.
- › Embed circular economy approach across Group businesses.

Whānau Hauora

- › Ensure whānau support for mental well-being and alcohol/drug addiction.

Kai Self-Sufficiency

- › Develop kai sovereignty model at both the micro/whānau and macro levels.
- › Expand nursery capacity using a regenerative and sustainable model.

PRIORITY

Build a sustainable future business

Loan Ratios

- › Trust Deed loan ratios are amended to reflect our banking requirements and to empower our Group strategy.

Impact Investment

- › Ensure investment framework is in place to establish a clear values-based approach to investment.
- › Investment approach prioritises investments that generate positive environmental, social or cultural outcomes alongside an appropriate financial return.
- › We measure our portfolio in relation to the economic, environmental, social and governance impacts of our investments.

Diversification

- › Diversification plan and pathway clarifies the speed and direction of our asset diversification programme.
- › Any diversification plan will look to build on resilient sectors (e.g. kai, finance) and investigate opportunities to grow with the digital economy.

Digitally Enabled

- › A Group IT strategy and roadmap is finalised that empowers the Group to deliver better, faster.
- › Cyber risk and data governance protocols in place to protect our personal, whānau and financial information.



Te Kaha Tuatinitini

The Ngāti Whātua Ōrākei Group

The Ngāti Whātua Ōrākei Group represents the entities that deliver on the Purposes of the Trust.

■ Ngāti Whātua Ōrākei Trust

The Ngāti Whātua Ōrākei Trust was established as the Post settlement entity for the hapū to hold, manage and grow the assets of Ngāti Whātua Ōrākei, for the benefit of its members, the descendants of Tuperiri. The Trust is governed by a Trust Deed which outlines the purpose of the Trust and the requirements of the Trustee in delivering on this purpose. The Trust has one Trustee, being Ngāti Whātua Ōrākei Trustee Ltd. The Elected Representatives are the sole shareholders and Directors of the Trustee company.

■ Role & Responsibilities

Ngāti Whātua Ōrākei Trust

In delivering on its purpose, the Trust has a number of significant responsibilities. It is ultimately responsible for the performance of the Ngāti Whātua Ōrākei Group in terms of the financial/commercial outcomes as well as the cultural and social development of the members of Ngāti Whātua Ōrākei. While much of the mahi happens through Whai Maia, Whai Rawa and KMOT, it is the Trust's role to set the strategy, clarify the expectations it has of these entities, and monitor their performance.

Over the past year, the Trust has improved its governance capacity and systems. There has been significant investment in strategic direction and governance policies of the Trust, as well as increased support for Trust-sub committees. These sub-committees include Whakapapa; Settlement Protection; Audit and Risk; Te Reu Roa. Te Reu Roa was established in 2020 to provide cultural and historical support to the Settlement Protection Committee. The role of Te Reu Roa has since expanded to also provide support to the Taumata, the Settlement Protection Committee, and the Elected Representatives and Directors of Ngāti Whātua Ōrākei Trustee Ltd (NWOT).

The past year saw the expansion of the Trust team, enhancing our capacity in the Legal, Communications, Project development and Stakeholder Management fields. Working from Te Pou Whakairo and the Trust office at Te Tōangaroa, our team continue to serve the strategic direction of the Trust, and the hearts of our people.

To view key governance documents, please refer to the Trust page on the Ngāti Whātua Ōrākei website.

■ Members

The Members of Ngāti Whātua Ōrākei are those who can trace descent back to Tuperiri. As of June 2020 there are 5,521 registered members.

Ōrākei Marae

Ōrākei Marae is at the heart of our hapū and connects us all as Ngā Uri o Tūperiri through our whakapapa. The Marae land and buildings are owned by the Trust. The operations and maintenance of the Marae are funded by the Trust and managed by Komiti Marae Ōrākei Trust (KMOT).

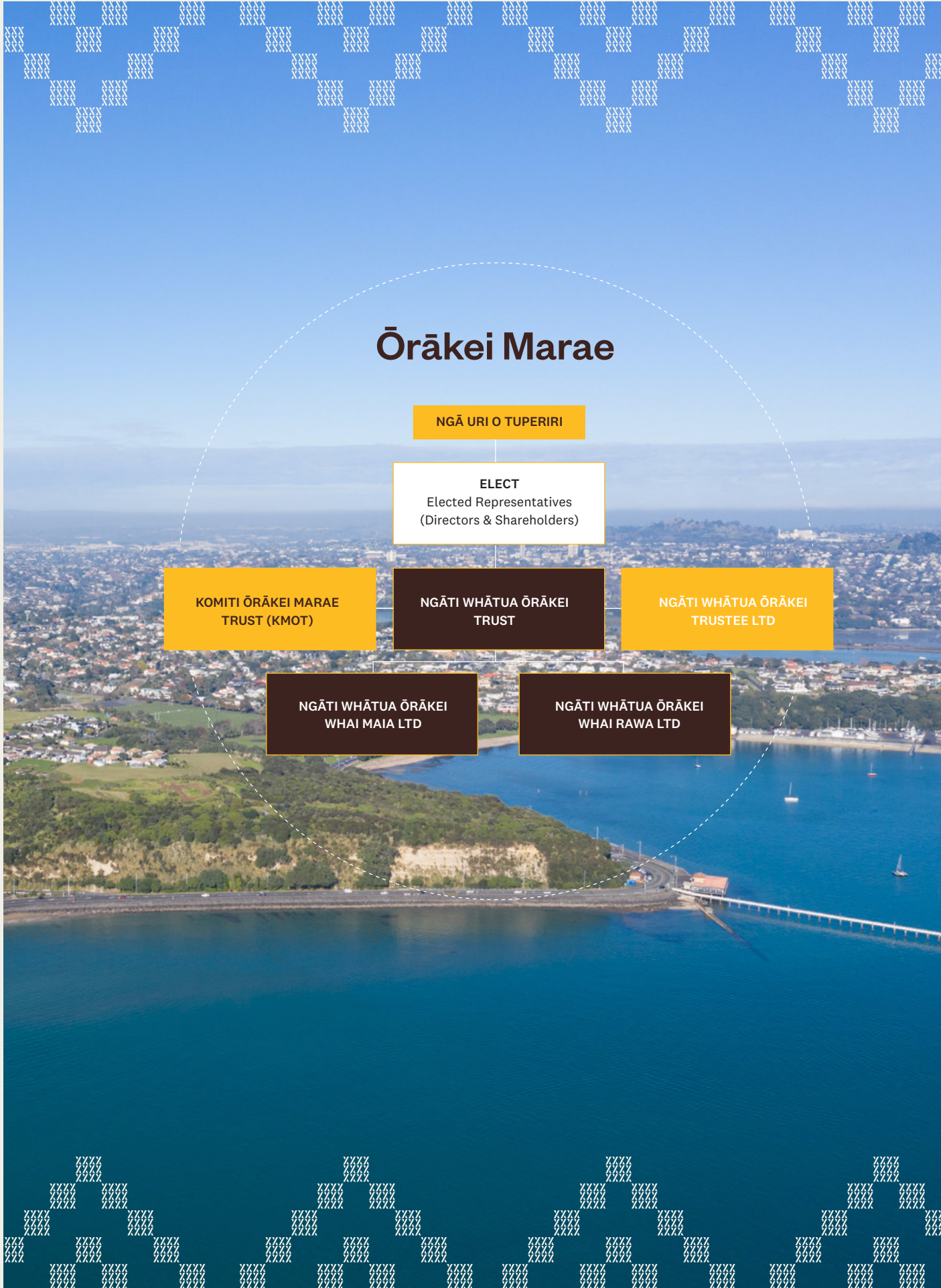
Ngāti Whātua Ōrākei Whai Maia Limited (Whai Maia)

Whai Maia is responsible for the social and cultural development of Ngāti Whātua Ōrākei whānau.

Whai Maia has a focus on whānau outcomes and manages a large number of programmes and services covering areas such as health, education, environment, small business and employment.

Ngāti Whātua Ōrākei Whai Rawa Limited (Whai Rawa)

Whai Rawa is tasked with maintaining and growing the commercial assets and investments of the hapū. The profits help fund the work undertaken by Whai Maia and the operations of the Trust and Marae.





Te Mana Whakahaere

Governance



Marama Royal (Chair)

Marama has been a Director since 2010 and has served as Chair since December 2017. Marama has extensive experience in strategic planning, relationship management, leadership, governance, and organisational change. She is passionate about achieving positive outcomes for whānau, especially our kaumātua.



Ngarimu Blair (Deputy Chair)

Ngarimu is the Deputy Chair, Chair of the Settlement Protection Committee and the Trust's appointee to Whai Rawa Limited. He was elected to the Trust in 2006 and is active across many kaupapa. He is passionate about Auckland tribal histories and kaitiakitanga.



Precious Clark

Precious runs her own company Maurea Consulting Ltd which delivers Te Kaa, a training programme that ignites Māori cultural competency. Precious is passionate about te reo Māori me ōna tikanga, education, housing and innovation in social impact.



Brenda Christiansen

Brenda has extensive experience in public and private sector senior management roles in Aotearoa and Australia. She has held various positions covering social, cultural, commercial, infrastructure and industrial services. Although Brenda has many diverse interests, in her role on the Trust Board, her focus is on good governance and supporting and developing people to achieve their own personal goals and career aspirations.





Renata Blair

Renata, recently appointed the Head of Māori Sector of BNZ, also owns and operates the successful management company Evitan. His company has over 40 staff and he employs a number of whānau. He is a passionate advocate for education, te reo Māori, and sports.



Sharon Hawke

This is Sharon's second term on the Trust after a four year gap. She devotes a lot of time to working with other hapū members building our profile as mana whenua amongst other iwi and within Tāmaki Nui. She has been appointed as the Trust representative on the Whai Maia Board.



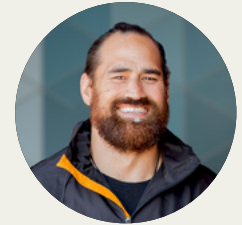
Julia Steenson

Julia has a background in law, finance, and e-commerce. Her commitment to making legal services more accessible to the public led to her founding the tech startup Ture.co.nz, a legal services search engine that connects people with lawyers. She also produces a podcast called NZFREELAW and is Chair of Kia Puawai Ltd a wellness charity.



Arekatera Maihi

Arekatera was elected to the Trust Board in 2019. Born and bred in Ōrākei, Arekatera holds strong to the values of whanaungatanga and kotahitanga. He also brings with him a wealth of historical and cultural knowledge.



Mathew Rua

Mathew was elected to the board based upon a candidate statement focusing on transparency. His efforts are 'to openly share the appropriate info, so as whānau can co-design a robust business structure'. He hopes for beneficial owners to have free access to all information about their business.

■ Whai Maia

Ngāti Whātua Ōrākei Whai Maia Limited is the social development arm of the Group. Whai Maia is set up as a charitable entity and is responsible for the social and cultural development of our people. Whai Maia has a focus on whānau outcomes and manages a large number of programmes and services covering areas such as health, education, small business, employment, small business, and employment. Whai Maia also runs external contracts with government and local council to help support its mahi.

NGĀTI WHĀTUA WHAI MAIA LIMITED

PAULA REBSTOCK – Chair
Appointment date: 01 October 2018

SHARON HAWKE – Trust Board Capital Representative
Appointment date: 28 May 2018

WILLIAM TAMA DAVIS – Whānau Director
Appointment date: 26 April 2017

MELANIE HEWITSON – Independent Director
Appointment date: 01 October 2018

SHIRLEY IKKALA – Whānau Director
Appointment date: 26 April 2017

MALCOLM PATERSON – Whānau Director
Appointment date: 26 April 2017

■ Whai Rawa

Ngāti Whātua Ōrākei Whai Rawa Limited is the commercial investment company of the Ngāti Whātua Ōrākei Group responsible for protecting and building the asset base of the hapū. Whai Rawa generates funding to support the social development and aspirations of the hapū.

NGĀTI WHĀTUA WHAI RAWA LIMITED

MICHAEL STIASSNY – Chair
Appointment date: 01 June 2012

NGARIMU BLAIR – Trust Board Capital Representative
Appointment date: 01 June 2012

PRECIOUS CLARK – Whānau Director
Appointment date: 01 June 2012

JULIA STEENSON – Whānau Director
Appointment date: 02 June 2017



Governance

Ingoa	Ngā hui i tutuki	Te utu
Marama Royal – Chair	11	\$70,000.00
Ngarimu Blair – Deputy Chair	12	\$50,000.00
Sharon Hawke	11	\$35,000.00
Brenda Christiansen	10	\$35,000.00
Renata Blair	11	\$35,000.00
Precious Clark	12	\$35,000.00
Arekatera Maihi (elected November 2019)	6	\$20,416.69
Julia Steenson (elected November 2019)	5	\$20,416.69
Matt Rua	8	\$35,000.00
Wyllis Maihi (ceased 3 March, 2020)	3	\$14,583.35
Joe Pihema (ceased 3 March, 2020)	4	\$14,583.35

In addition to Directors fees, the following elected representatives were paid the following:

Ngarimu Blair – \$39,732.50

Co-Chair fees paid by Auckland Council for the Mana Whenua Kaitiaki Forum.





NGĀTI WHĀTUA ŌRĀKEI

**Ko Māhuhu-ki-te-rangi te waka
Ko Maungakiekie te maunga
Ko Waitematā te moana
Ko Ōrākei te marae
Ko Tuperiri te tangata
Ko Ngā Oho, ko Te Taoū,
ko Te Uringutu ngā hapū
Ko Ngāti Whātua te iwi**



NGĀTI WHĀTUA ŌRĀKEI