



NGĀTI WHĀTUA ŌRĀKEI

ANNUAL REPORT
2018/19







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KO MĀTOU
KO NGĀTI WHĀTUA
ŌRĀKEI



OUR WHĀNAU

While most of our whānau keep the fires burning at home, many of our people also live overseas. As at 1 November 2019, there were 5,062 registered hapū members of Ngāti Whātua Ōrākei.



AOTEAROA

3,900

AUSTRALIA

585

OTHER PARTS

10

AMERICA

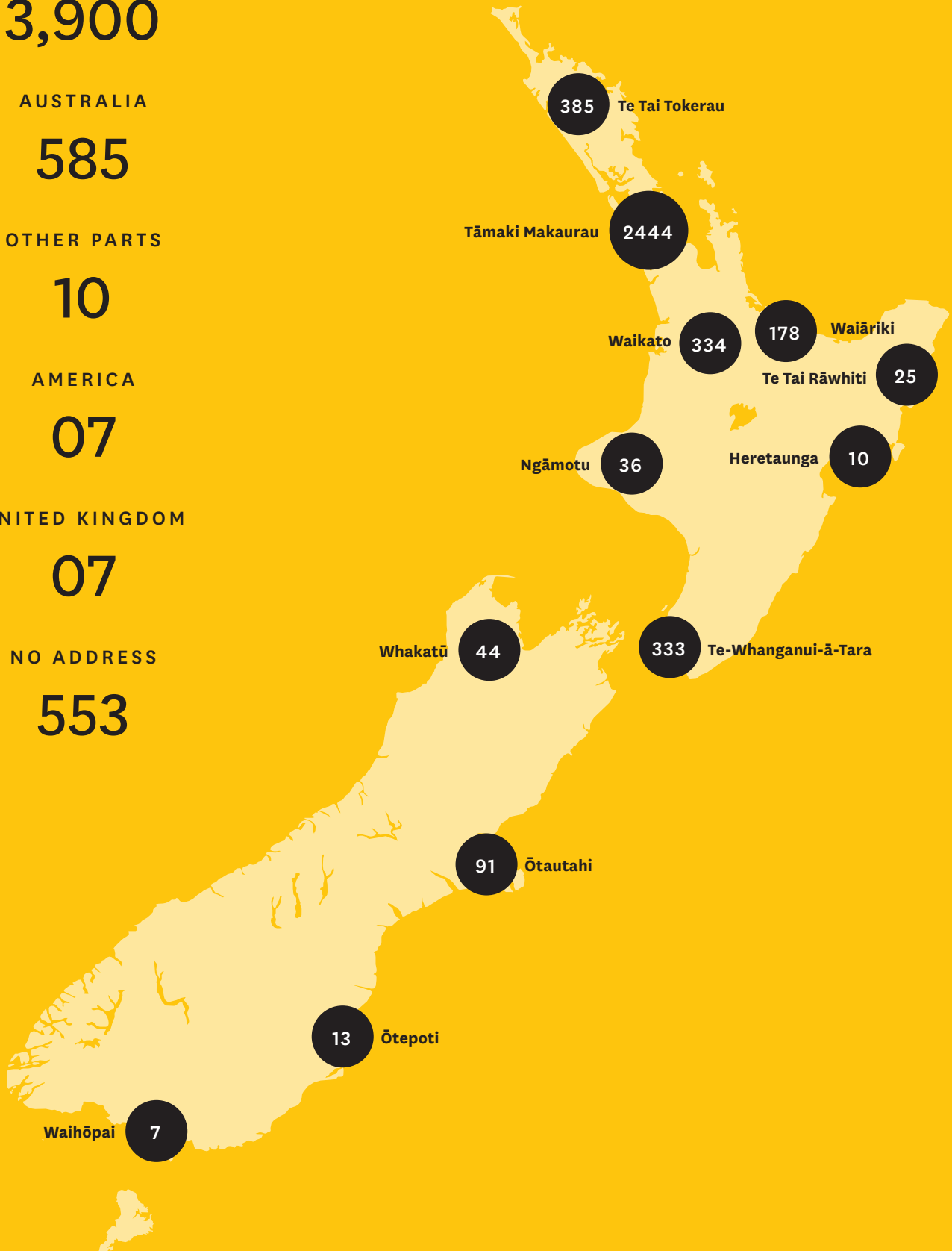
07

UNITED KINGDOM

07

NO ADDRESS

553



OUR WHĀNAU



HE AHA TE HAU E WAWARA, E WAWARA

HE KUPU NĀ TE HEAMANA



Kei ngā kāwai hekenga o Tuperiri, tēnei ka mihi.

It is with great pleasure that I present you with the 2019 annual report for the Ngāti Whātua Ōrākei Group. This report reflects the activities, outcomes and financial performance over the period 1 July 2018 to 30 June 2019.

HIGHLIGHTS

Reflecting on the year gone by, a key highlight was our whānau haerenga. We visited and talked to hundreds of whānau in 19 different locations across Aotearoa and Australia. The valuable ‘feed in’ from these sessions has formed the basis for our long-term strategy, 5-year plan and annual plan that will set our course for the coming years. These plans are based around the priorities identified by our whānau with Cultural Identity being the highest priority.

To deliver on our ambitious plans, we need to ensure strong governance practice and systems. The Board has worked very hard on this over the last year and have made significant progress. This is further discussed later in the report but key developments include: approval of 17 new or revised Governance policies including a Board Charter; establishment of a Group Audit and Risk Committee; approval of a Group Health and Safety manual; approval of Group strategies covering Mana Tāmaki and Communications.

During the year we celebrated the one year anniversary of our Health Insurance scheme Toi Ora, and it has been wonderful to hear the strong uptake of this programme, with over 3,000 whānau now registered, and the positive impacts it is having on whānau.

The Whai Maia team continues to support whānau through a range of services and programmes. It was great to see a further increase in education support and the increased activity in te reo Māori support. The Tākina programme has been particularly successful providing an innovative approach to empowering whānau to take up learning te reo Māori.

It has been awesome to see whānau in the community and representing the hapū and their clubs, schools or organisations with such pride. Our whānau representing at kaumātua kapahaka in Wellington, Te Matatini, Ngā Manu Kōrero, and recently the Waka Ama in Gubbi Gubbi, Sunshine Coast are all great examples.

On the whenua, exciting plans have been developed and shared with whānau in relation to our land at Takaparawhau and Pourewa. The initial priority is the nursery development at Pourewa which will be completed during the 2019/20 financial year.

Our commercial team at Whai Rawa have had a busy year which has been highlighted by the rent review process for our Quay Park land (Te Tōangaroa) and the appointment of our new Tourism General Manager. Whai Rawa have also increased communication with whānau about our commercial and property business which has been great to see.

Increased rental on our property portfolio has driven a strong operating financial result. Our net profit before tax and property revaluations was \$11.6m – a significant increase on the \$2.5m reported in 2018. Overall, our financial position remains very strong with total assets now valued at \$1.25 billion an increase of 5.5% on the prior year.

NEW APPOINTMENTS

We made some exciting appointments during the year which will benefit our organisation over the coming years. The Trust office, lead by our Chief Executive, has appointed new staff in the areas of communications, whānau engagement, legal and administration.

The Trust appointed two new independent Directors to Whai Maia. Dame Paula Rebstock (Chair) and Mel Hewitson, bring a wealth of governance experience and will bring a strong contribution to our overall capability of the organisation. Also at Whai Maia, a number of new staff have been employed including senior team members in support of the Whai Maia CEO, Rangimarie Hunia.

**WE WILL CONTINUE FORGING PATHS
THAT WILL LEAD THE HAPŪ TO
PROSPEROUS OPPORTUNITIES AND
FOSTER TRANSPARENT COMMUNICATION
AND CONNECTION TO
OUR WHĀNAU, NEAR AND FAR.**

As mentioned, a significant appointment at Whai Rawa was Annie Dundas to the role of General Manager Tourism. This is an exciting step in the development of our commercial tourism portfolio.

We welcome all new staff and directors to the Ngāti Whātua Ōrākei whānau.

EASTCLIFFE LITIGATION

As whānau will be aware, twelve residents from our Eastcliffe Retirement Village have initiated legal proceedings against some Ngāti Whātua Ōrākei Group entities. The proceedings are in relation to apartments and townhouses at Eastcliffe Retirement Village that required remedial work and were subsequently demolished due to the seriousness of the defects. We are disappointed that the action is being taken and will defend the action. This likely impact and any potential liability is not yet able to be determined. We will keep whānau informed of any developments.

Our ambition is that in due course, the strength of our cultural relationship in areas of significance to Ngāti Whātua Ōrākei will be acknowledged by Council and the Government which will improve the effectiveness of mana whenua engagement.

SETTLEMENT PROTECTION

Following our Supreme Court win in September 2018, we have been preparing for the High Court action in relation to our claim against the Crown and its proposed transfer of properties in Central Auckland to other iwi. This work will continue over the coming year with a hearing expected in 2020. In addition to our legal proceedings, we maintain on-going involvement in a number of projects that impact our rohe. These projects primarily involve Auckland Council and their subsidiaries. Our ambition is that in due course, the strength of our cultural relationship in areas of significance to Ngāti Whātua Ōrākei will be acknowledged by Council and the Government which will improve the effectiveness of mana whenua engagement.

YEAR AHEAD

Heading into another year, our Trust and subsidiaries have a plan of action based on whānau priorities. The Trust plans can be viewed on the Ngāti Whātua Ōrākei website. There is a lot of mahi to do, however I feel we have the right team to deliver for our whānau.

A key area over the year will be housing. The Trust will scope the formation of a single whānau housing unit that will improve our alignment in this area. In terms of papakāinga housing development, over the coming year there will be significant preparatory work for both Kāinga Tuarua and additional kaumātua housing. We will engage with whānau over both of these projects in order to best cater for the specific needs of our people.

I want to acknowledge our whānau who lost loved ones during the year. There is a sadness when we lose those close to us, but also a chance to remember and celebrate their lives and achievements. No reira e ōkū rangatira, ko koutou tērā ka korikori ki te pae o mahara. E moe, e moe, moe mai rā.

Lastly, I want to sincerely thank all our directors and kaimahi for their efforts over the year. I would like to make special mention of Uncle Matt Maihi, who retired as the Ōrākei Marae manager after many years of dedicated service. On behalf of the Board I wish Uncle all the best in “semi” retirement. E kore e oti ngā mihi kia koe e Uncle Matt, mōu kua noho hei poutokomanawa mō tō iwi. To my fellow Elected Representatives, thank you for your commitment and passion for our whānau and in contributing to our achievements this year.

Noho ora mai



Marama Royal



2019 HIGHLIGHTS

PERFORMANCE SNAPSHOT

WHĀNAU OUTCOMES

TOTAL REGISTERED WHĀNAU

5,062* 4,469
2019 2018

* As at 1 November

TOTAL GRANTS AND PROGRAMMES (\$)

\$4.2M \$1.9M
2019 2018

WHĀNAU ENROLLED IN TOI ORA

3,358 2,622
2019 2018

WHĀNAU ENROLLED IN TOI TUPU

2,485 2,202
2019 2018

EDUCATION GRANTS & SCHOLARSHIPS (\$)

\$659K \$384K
2019 2018

TE REO/CULTURAL PROGRAMMES (\$)

\$265K \$208K
2019 2018

PĒPI PACKS ISSUED

70 58
2019 2018

TOTAL WHĀNAU BUSINESSES ENROLLED IN TŪ PAKIHI (SME PROGRAMME)

12 7
2019 2018

SPORTS GRANTS ISSUED (\$)

\$37K \$13K
2019 2018

KAUMĀTUA SUPPORT (\$)

\$163K \$146K
2019 2018



The following is a snapshot of some of the key activities and outcomes achieved by the Group during the year. Figures provided are for the year ended 30 June 2019 unless otherwise noted.

FINANCIAL PERFORMANCE

TOTAL GROUP ASSETS (\$)

\$1.25B **\$1.19B**
2019 2018

TOTAL INTEREST-BEARING DEBT (\$)

\$225M **\$200M**
2019 2018

DEBT TO TOTAL ASSET RATIO*

18% **17%**
2019 2018

* Calculated as total interest-bearing debt divided by total assets

TOTAL REVENUE (\$)

\$53M **\$39M**
2019 2018

PROFIT BEFORE TAX (\$)

\$45M **\$81M**
2019 2018

EMPLOYEE COSTS (\$)

\$11M **\$11M**
2019 2018

SETTLEMENT PROTECTION COSTS (\$)

\$289K **\$746K**
2019 2018

PERFORMANCE AGAINST PLAN

PRIORITY: WHĀNAU CONNECTION

MEASURE	PERFORMANCE	NOTE
At least four whānau hui are held during the course of the year to address specific topics or matters of interest to whānau.	-	Hui held on 4 February. Haerenga completed.
A Trust-led whānau haerenga across the motu and Australia is held with whānau input informing the strategy setting process.	✓	
The Trust develops a Group communications strategy that clarifies the approach and roles for communicating with whānau.	✓	Strategy completed prior to 30 June. Approved 5 July 2019.

PRIORITY: ŌRĀKEI HOUSING & WHENUA PLANS

MEASURE	PERFORMANCE	NOTE
Kāinga Tuarua plans and timelines are confirmed and shared with whānau.	×	In progress.
The Papakāinga Housing Master plan has been finalised.	×	Not yet completed.
Conceptual plans for the Whenua Rangatira and Pourewa have been through consultation with whānau and are ready to be implemented.	✓	Consultation with whānau over May/June.

PRIORITY: GRANTS AND PROGRAMMES

MEASURE	PERFORMANCE	NOTE
Recruitment of two new independent directors for Whai Maia is completed.	✓	Dame Paula Rebstock and Mel Hewitson appointed.
Increase in spending on grants and programmes that benefit whānau.	✓	Total grants and programmes spending increased from \$1.9m to \$4.2m.
Investigate an outcomes framework for understanding the benefits of our programmes for whānau and where we need to change or improve.	-	In progress.



The following summarises our performance against the annual plan for the 2018/19 financial year.

PRIORITY: TRUST OPERATIONS

MEASURE	PERFORMANCE	NOTE
Recruitment of Trust Chief Executive complete.	✓	
Establishment of team and office space for staff finalised.	✗	Recruitment not complete at 30 June.
The Trust can demonstrate compliance with regulatory expectations and Trust Deed requirements.	-	Significant improvements in governance and compliance.

PRIORITY: COMMERCIAL DEVELOPMENT

MEASURE	PERFORMANCE	NOTE
Maintenance of debt and EBIT ratios in accordance with banking covenants and Trust Deed.	✓	Compliance requirements met.
Successful completion of rent reviews with Quay Park tenants.	✗	Reviews progressing well but not complete at 30 June.
Construction well-underway at our Hillary Block development site.	✓	
Plan to rehouse displaced Eastcliffe residents within the retirement village complex is confirmed.	-	Plan on-going.

PRIORITY: MANA TĀMAKI

MEASURE	PERFORMANCE	NOTE
We have progressed the High Court action in relation to the proposed Marutūahu settlement. Whānau are informed of this progress and have had the opportunity to provide feedback.	-	High Court preparation work continuing.
We participate in relevant Mana Whenua fora to protect our ahi kā and continue to build alliances with iwi and key stakeholders.	✓	Active participation across Tāmaki Makaurau.





MĀ KONEI KA
WHIWHI NGĀTAHI
AI KI TE PAI



HE KUPU NĀ TE KAIURUNGI

FROM THE CEO



Reflecting on how we have delivered for whānau over the 2018/19 year, there is much I am proud of, but also much work to be done.

PRIORITIES & DELIVERY

A highlight for me over the year was the whānau haerenga and listening to the voice of whānau and their aspiration for the future. This “feed in” provided us with a lot of confidence in preparing our strategy and plans, which have been completed and shared with whānau. Similarly, the February whānau hui was a good example of how it is important that we engage constructively with whānau on sometimes difficult take. Learnings from both the haerenga and whānau hui helped shape our decisions and priorities over the year which for me was a positive step forward.

There has been some good progress made in strengthening the governance arrangements of the Trust. We have established a strong policy framework and also put some formal structures around Trust appointments and Committees. This includes the establishment of a Group Audit and Risk Committee comprising Trust members, representatives from Whai Maia and Whai Rawa and an independent member. I am confident these arrangements will serve us well over the coming years.

A key priority for me during the year was improved communication. In this area we have had mixed results. We have established a communications role and recruited an excellent manager to lead this area. Trust communications are now more regular (fortnightly e-pānui, Facebook updates), and we have an approved communications strategy which has ‘Whānau First’ as a central pou. However, I would like us to have more hui with whānau ā kanohi and also be more strategic and proactive on issues facing our business or whānau. These are improvements you can expect over the coming year, and I am excited by the quality of the skills we have in this area and the potential of improved whānau communication.

TRUST OFFICE

Over the year we have been fortunate to recruit some excellent kaimahi to work for the Trust. It has been incredible to see their commitment and the positive impact they have had on our capability to deliver for whānau. Over the year we have recruited 4 full-time staff, covering Executive/Board Support, Communications, Stakeholder, Whānau Engagement and Legal. A small number of roles will be available in the coming year in the areas of project/ events management and Reserves Board management which will complete the office recruitment for the immediate future.

I look forward to meeting with whānau over the course of the year, talking to you about our progress against our plan, and hearing your pātai, concerns and success stories.

YEAR AHEAD

While the prior year was focussed on establishment in terms of people and governance policies/systems, the year ahead will very much be about delivery. The Annual Plan is ambitious in terms of activity and outcomes and will stretch our team and the capacity

THE YEAR AHEAD WILL VERY
MUCH BE ABOUT DELIVERY.
THE ANNUAL PLAN IS
AMBITIOUS IN TERMS OF
ACTIVITY AND OUTCOMES.

across the Group. There are a number of key projects, with highlights for me being the review of whakapapa policies/processes, potential changes to the Trust Deed, scoping of a single housing unit, and on-going improvements to whānau communications. I look forward to meeting with whānau over the course of the year, talking to you about our progress against our plan, and hearing your pātai, concerns and success stories.

As always, I act in service to whānau, and would like to thank whānau for the support I have received over the year, and in particular from our kaumātua. They continue to be an inspiration with their passion and commitment to advancing the interests of Ngāti Whātua Ōrākei. Thank you also to my team who work hard every day to improve the way we deliver for whānau. It can be challenging mahi, but the positive impacts we can have on the lives of whānau make it very meaningful and important. Finally, my thanks to the Chair, Deputy Chair and members of the Board who have supported me during my first year as Chief Executive, ngā mihi ki a koutou katoa.

Ngā mihi mahana



Jamie Sinclair
CEO



TE ARONGA MATUA

OUR STRATEGY

During the financial year the Trust completed some important work to develop the strategic plans that would guide our waka over the coming years. It was important that our plans are aligned to the aspirations of our whānau. To understand whānau priorities, the Trust engaged whānau in interactive roadshow activities, 1-1 interviews, and focus groups, to understand what ‘living well’ looks like for whānau, gathering whakaaro from whānau around their aspirations for the future. This involved a haerenga across the motu and Australia, visiting 19 locations and engaging with hundreds of whānau.

LONG-TERM STRATEGY

Our long-term strategy sets out the vision and aspirations for our whānau.

Vision

Kia rere arorangi te Kāhu Pōkere ki ngā taumata tiketike.

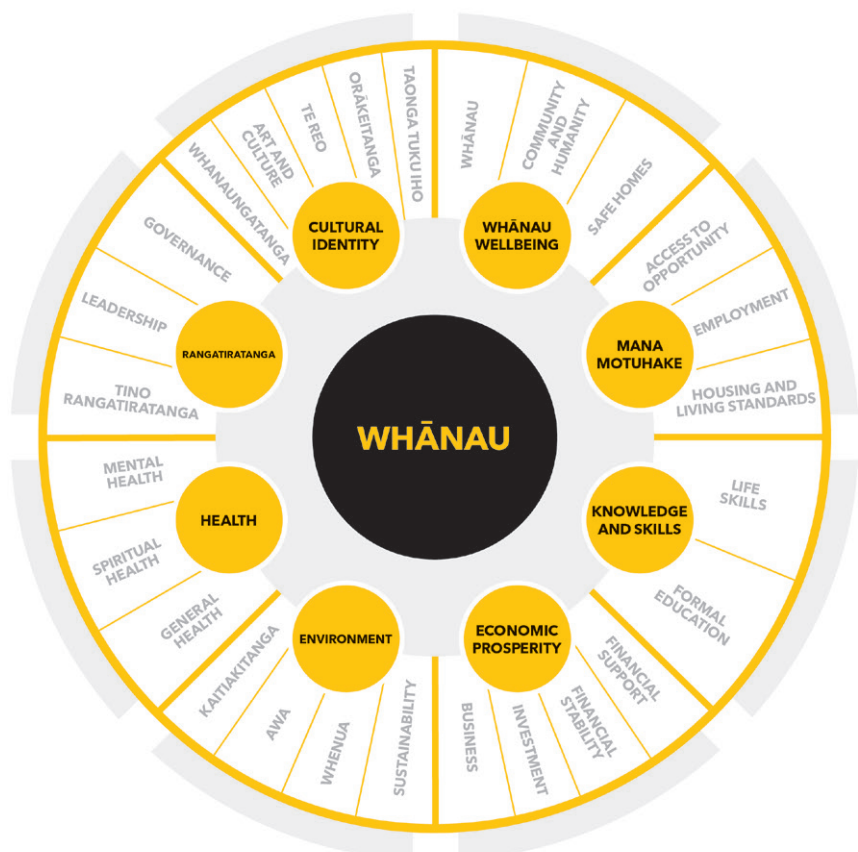
To soar and fly to the highest heights.

Aspiration

We are a thriving and prosperous hapū that are leaders in our communities, Tāmaki Makaurau, and throughout the world. The wellbeing of whānau exceed national standards and our people experience meaningful Mana Motuhake.








Hapū Impact Model

The strategy also introduces the ‘Hapū Impact Model’ which sets out the aspirations for each priority area. While these are ambitious, they are based on the expectations of our whānau and will drive the activities and investment over the coming year. Refer to our strategy and plans for more details.



STRATEGIC PRIORITIES

From this valuable whānau “feed in”, 8 strategic priorities were identified. The most significant priority for whānau was identified as ‘Cultural Identity’ – being the strength of their connection to their hitori, whakapapa and te reo Māori.

 <p>Cultural Identity</p>	<p>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.</p>	 <p>Knowledge & Skills</p>	<p>All Ngāti Whātua Ōrākei members will be lifelong learners with access to quality education, knowledge and skills.</p>
 <p>Whānau Health & Wellbeing</p>	<p>All members are healthy, wealthy & happy. They are connected to each other through whanaungatanga & feel a strong sense of belonging. Our whānau exceed national standards of health and wellbeing.</p>	 <p>Economic Prosperity</p>	<p>A diverse commercial portfolio that delivers robust performance outcomes & reflects the strengths & capabilities of Ngāti Whātua Ōrākei.</p>
 <p>Rangatiratanga</p>	<p>Ngāti Whātua Ōrākei will be strong leaders and influencers.</p>	 <p>Environment</p>	<p>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.</p>
 <p>Mana Motuhake</p>	<p>All Ngāti Whātua Ōrākei members can achieve anything.</p>		

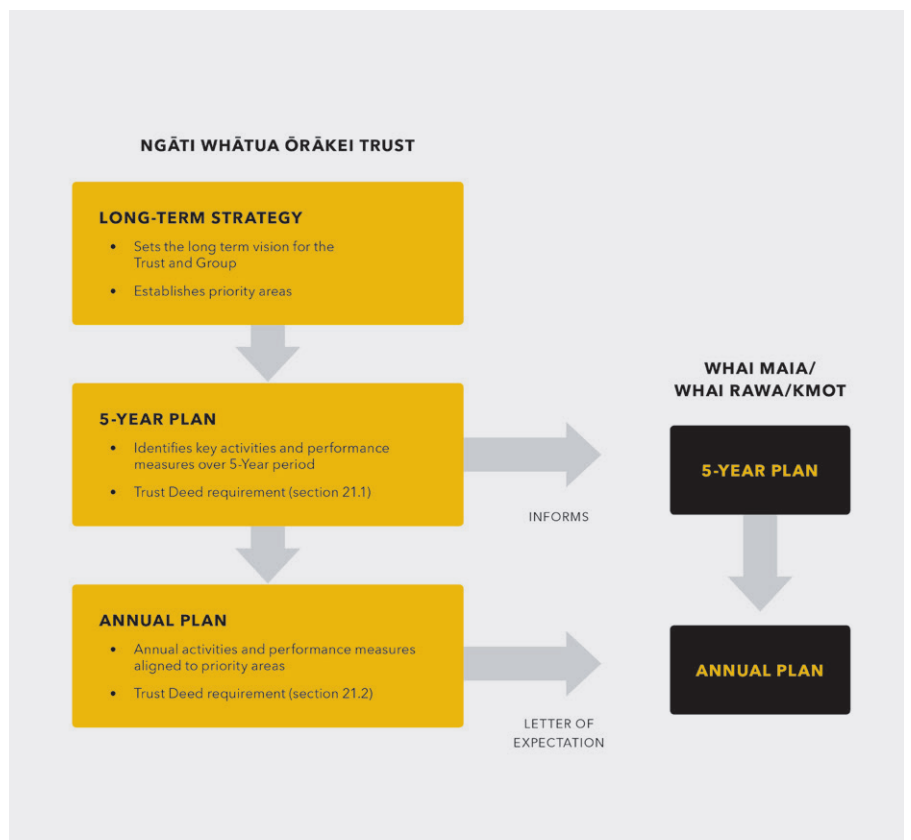
PLANNING

Our planning process was updated during the year. Based on the long-term strategy and priorities, our 5-year plan and annual plan was completed. These documents provide guidance to Whai Maia, Whai Rawa and KMOT in the preparation of their annual and 5-year plans. This is to help ensure that we are all on the same waka and aligned in terms of our aspirations for whānau.

To ensure we are making progress, our 5-year plan and annual plans have targets and measurable outcomes we are looking to achieve. We will report back to whānau on progress against these targets.

Looking forward, we will continue to review and update our strategy in conjunction with whānau. It is exciting to have a plan and strategy that has been built with whānau that sets the direction for the coming year.

The strategy and plans for the Ngāti Whātua Ōrākei Trust can be downloaded from our website.





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.



Matepurua Maihi

The greatest asset we carry is that of our Cultural Identity. When we look back at what has brought us to where we are and into our heart of hearts, central to what ties us to each other is our connection to our Tūpuna.

We want to create a culture within our own, that sees whānau embracing their own mana motuhake, and their own place in te ao Māori. Immersing them into this space to shape their confidence and ability to express their identity as Ngāti Whātua Ōrākei through whakapapa, te reo Māori, hītori and knowledge of our stories.

ŌRĀKEI MARAE

When we look at what it means to be Ngāti Whātua Ōrākei, we can simply return to the epi centre of who we are, our Marae. A haven of togetherness and connection.

Our Marae has seen much change over the last year and we wish to pay homage to a significant pillar on the Marae, Uncle Matt Maihi as we bid farewell to him after his many years as the Ōrākei Marae manager. We acknowledge and thank him for all that he has done on our Marae and in our community wishing him well in retirement.

During the year, works were completed which involved the restoration of whakairo adorning Tumutumuhenua. In the theme of change, much will be happening over the coming year. Improvements to the Marae infrastructure, the land and buildings remains a high priority along with making our Marae a safe environment for whānau and manuhiri.

TE REO MĀORI

The revitalisation of te reo Māori continues to make waves in Aotearoa. Building a strong foundation of te reo Māori speakers is one of our many aspirations. We want to encourage whānau into speaking te reo Māori and build momentum around its normalisation.

TĀKINA

Developed by Ngāti Whātua Ōrākei Te Reo Practitioner Rōpata Paora, the Tākina program is the culmination of years of research in to accelerated language learning practice.

First piloted in 2018, Tākina is an exciting innovative online te reo Māori program that provides learning access for whānau regardless of where they live in the world. Consequently, helping hapū members to keep connected to their language and culture.

This year, eighty-five hapū members and partners were registered for the online lessons, that included whānau living in Australia and outside of Auckland. A further forty-five whānau, staff and community members attended Kura Pō in Ōrākei.

In addition to this, four Tākina wānanga were held on the Marae targeting beginner and intermediate level learners. Our wānanga attracted a loyal cohort of tribal members who are dedicated and passionate about developing their reo and learning about their marae and culture.

“Tākina has absolutely helped grow my understanding of te reo. The structure of learning te reo has put things into perspective and manageable. Uplifting my confidence in speaking te reo, regardless of my struggle with the odd pronunciation and sentences, I continue to persevere. To further develop my knowledge and speaking capabilities, I will continue to attend kura pō, reo wānanga, pōwhiri as well as other kaupapa that will assist me on my journey.”

DONNA THOMPSON

“The Tākina methodology has helped me grow my understanding of te reo, my speaking capabilities and reinforces the language in a practical sense for me. Each time I engage I feel more connected to te reo and increasing my confidence to use it in daily life. I did my first karanga last Friday for visiting manuhiri. Previously I wouldn't usually dare do that.

KIRIMOANA WILLOUGHBY



WAITANGI DAY

This year, we were proud to again host ‘Waitangi Day ki Okahu’, to acknowledge the significance of the signing of the Treaty of Waitangi, and its place in 2019 New Zealand society. The event is also the opportunity to acknowledge the efforts of Ngāti Whātua Ōrākei, to share our history, and to demonstrate our important role in the past, present and future of Tāmaki Makaurau.

I tae mai te tini me te mano ki te hāpai i te kaupapa o te rā. Thousands attended on the day, enabling our community to come together and celebrate this occasion in a safe, positive and whānau focused environment.

KAPA HAKA

Thirty-three Ngāti Whātua Ōrākei descendants competed at Te Matatini Kapa Haka Nationals in Wellington this year. Our kaihaka representatives were members of some of the top kapa haka in the country, including Hātea, Te Manu Huia, Te Waka Huia, Te Roopū Manutaki and Ngā Pou o Taniwharau.

This year, we supported our kaihaka through the provision of travel grants and tribal merchandise to acknowledge their commitment to reaching the highest level of cultural performance.

Additionally, our Te Puru o Tāmaki kaumātua kapa haka, consisting of over 40 members, travelled by train to the annual kaumātua kapa haka festival in Wellington. This is their 5th year at the festival and they are becoming one of the most popular and best dressed teams there.

We're excited to support three Ngāti Whātua kapa haka who are training hard for the upcoming Auckland Regional competition in February 2020. They are Te Puru o Tāmaki

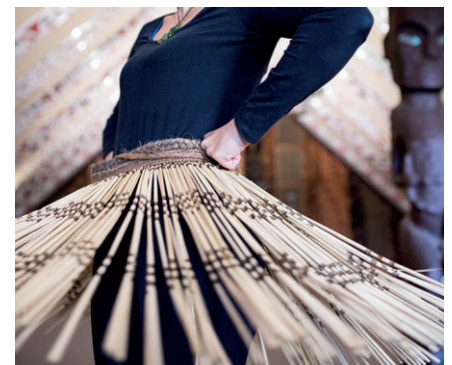
Kaumātua, Te Puru o Tāmaki seniors and new kapa, Tumutumu whenua. Qualifying kapa from this competition will go on to compete at the 2021 Te Matatini Competition to be held in Tāmaki Makaurau at Eden Park. Ngāti Whātua Ōrākei will play a key role as host iwi, celebrating and supporting kaihaka from our whānau and across the motu.

AHIKĀROA

Over the past year a dependable group of kaumātua and cultural representatives have been actively upholding our mana and responsibility as ahikāroa in Tāmaki Makaurau. Ngāti Whātua Ōrākei have led and supported various blessings and openings of new buildings, schools, roads, parks, hotels, houses and office blocks within our city.

We continue to welcome thousands of visitors to Tāmaki Makaurau, by opening various high-profile conferences and events with karakia and mihimihi. Ensuring our role as mana whenua and kaitiaki is upheld and our culture and te reo Māori is at the forefront of major events in Tāmaki Makaurau.

We are grateful to those kaumātua and tribal representatives who have worked tirelessly to undertake this important mahi for Ngāti Whātua Ōrākei.





RANGATIRATANGA

LEADERSHIP

Ngāti Whātua Ōrākei will be strong leaders and influencers.

As leaders, we aspire to pave paths that will nurture the future of our hapū. We believe leadership is an attribute we all carry innately, handed down by the generations of leaders that came before us.

With leadership, comes responsibility. This responsibility morphes and changes as we grow but the priority is always our people. By protecting what is ours, leading us to greater opportunity and upskilling the potential of our people, we know that the future of our hapū is in good hands and what is ours, always will be.



TRUST GOVERNANCE

Over the course of the year we have strengthened the governance of the hapū with a focus on policy development and compliance. Key developments included:

- A Group strategy, 5-year plan and annual plan approved in accordance with the Trust Deed.
- Approval of a Board Charter establishing the roles and responsibilities of the Board and management.
- The development and approval of 17 new or revised policies covering Governance elements and Board practice.

- Terms of Reference approved for our Board committees (Whakapapa, Settlement Protection, Audit and Risk).
- Establishment of a Group Audit and Risk Committee which includes an independent member.
- Approval of a Group Health and Safety manual for implementation by the Group.
- Approval of Group Mana Tāmaki strategy and Communications strategy.

The relevant Governance and strategy documents can be viewed on the Ngāti Whātua Ōrākei website.

“My experience in the future directors’ programme was a new space of learning for myself. It taught me to be open minded when engaging in high-level conversations and I became knowledgeable in the type of language that is used at a governance level.

If I could do it again, I would take every opportunity to train and prepare myself for another role like this. It comes with a lot of responsibility and with competing priorities, it is important to find a good balance. I’d definitely recommend it to people, as it is a good experience and helps to build your confidence for entering the business world but it’s important to prepare yourself.”

JOE ROYAL,
PAST WHAI MAIA FUTURE DIRECTOR

FUTURE DIRECTORS

The Future Directors programme provides an opportunity for our younger leaders to experience governance and training in the boardrooms of our hapū operation. During the past two years, Stacey Perillo and Te Arepa Morehu were Future Directors with Whai Rawa and Joe Royal with Whai Maia.

SETTLEMENT PROTECTION

Preparation and building the right partnerships have been the focus for our Treaty Settlement Protection team over the financial year, as we get set to go back to the High Court.

In September 2018, the Supreme Court released its decision, and we were successful. The ruling by our country’s highest court, has provided us with a great platform for our hapū to test the actions of the Crown, something we haven’t been able to do until now. Our journey to the Supreme Court started back in 2015, after we objected to the Hauraki and Marutūahu Settlements, which are giving land to iwi who we believe do not have the mana to get them.

It’s expected that our case will be heard in the Auckland High Court in mid to late-

2020. The High Court process won’t be able to stop the Crown from progressing the Hauraki iwi Settlements. However, through the court we will be able to argue that the way the Crown went about its Treaty Settlement with the Hauraki Collective and Marutūahu tribes was wrong, and also ask the Crown to acknowledge our place as mana whenua.

This year, we also supported others who have gone to war with the Crown and Hauraki. In April, the Waitangi Tribunal heard evidence from six iwi and the Crown in relation to the Pare Hauraki Collective Settlement. Ngāti Whātua Ōrākei provided supporting evidence.

There were 50 applications against the settlement being signed, but the Minister went ahead anyway. The Tribunal is still considering its ruling, but we will be watching this closely.

There is a lot of mahi being done by our legal and communications team, including research and bringing together kōrero from tikanga experts. Some papers have already been filed but our mahi will really begin to ramp up again in early 2020.

Throughout the year, we have worked with our close whanaunga within the Ngāti Whātua iwi, with our relations in Tauranga Moana, Ngāti Paoa and iwi across the motu. Ensuring these relationships are



strong is critical, and we will ask for their support when we go to court. We have also supported Te Rūnanga o Ngāti Whātua with their Treaty Settlement. While we play a part in the Rūnanga structure, our role here is to give some guidance to them based on what we’ve learnt over the years.

The Trust has committed to supporting the Settlement Protection Team, and that we push as far as we can. We know that the Crown and Auckland Council are listening and taking note of the Supreme Court’s ruling, as they’ve started to change the way they engage with another iwi. It is important that we continue to fight to protect the integrity and mana of our settlement, and our place as ahi kā in Tāmaki Makaurau so it is known and acknowledged.

Ka whawhai tonu mātou!

L-R Te Arepa Morehu & Stacey Perillo





TE MĀTAURANGA ME NGĀ PŪKENGĀ

KNOWLEDGE & SKILLS

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

Our ancestral knowledge arms us with powerful teachings about resilience, strength and leadership. The stories of our tūpuna teach us the importance of upholding and protecting our knowledge but also the power in nurturing the minds of our future.

From birth to death, everyone embarks on their own personal journeys. We understand that not all paths are one in the same and to best harness the skills and knowledge of our whānau, we must create spaces that will fit to the wants and needs of everyone.

L-R Zaidan Tippett, Shazeea Salim, Taipari Mccoll



PĒPI PACKS

Our journey in life begins from the moment we enter the world. From the first smile to the last, we acknowledge that our ability to navigate life begins with knowing who we are.

First created in 2017, the Pēpi Pack is our first connection as Ngāti Whātua Ōrākei with the newest edition to the hapū.

Each pack has been carefully curated with essential resources to assist with the first

year of life for pēpi. The most significant piece being baby's whakapapa – carefully created to show baby's connection to Tuperiri and signifying their importance within the hapū.

Just like our pēpi, as time progresses our Pēpi Packs do too. This year, we have purchased and included items from more whānau suppliers. In the future, we aim to source majority of the contents for each pack from whānau suppliers.

70

PĒPI PACKS
ISSUED



L-R Mīria Morehu, Temepara Morehu

PĀNUITIA

Evoking the imagination of our tamariki at a young age is critical to their future development. Exposure to pukapuka is a vital resource to enable this. Pānuitia aims to provide sets of books to our tamariki aged 0 to 5 years.

In doing so, we are able to start them on their literacy journey and encourage a culture of nurturing our young minds with the hopes of them finding a love and appreciation for the narratives they encounter.

NCEA REWARDS

As a hapū we aspire to enable and support our rangatahi on their decided paths and help them strive for the highest heights.

NCEA Rewards seeks to increase the levels of pass rates of our Secondary School

students to assist them to exceed their potential. With approximately 175 of our rangatahi sitting NCEA or the equivalent across the world, every member has the opportunity to receive a monetary reward – a small acknowledgement for the hard work they have put in throughout their year. This year we paid rewards to 91 whānau.

EDUCATION GRANTS

Over the year, we have seen growth in the number of education grants distributed and with whānau feedback we have made improvements in the process. This year we extended the time for members to apply for Education Grants and meet the demand of increased hapū member registrations. Total number of education grants paid during the year was 1,503 (2018: 1,119) with spending on grants and scholarships also increasing to \$659K (2018: \$384k).

TERTIARY SCHOLARSHIPS

This year, we distributed 10 tertiary scholarships across four institutions. These include, the University of Auckland, AUT, Whitecliffe College of Arts and Design and Victoria University.

Over the coming months, the Tertiary Scholarships and Programmes will be crafted to be more targeted for whānau, ensuring that scholarships secured will suit the needs for the future of work.

“Thanks to Ngāti Whātua Ōrākei this opportunity has been a great insight into how a diverse business operates. It has allowed me to indulge into a pākehā way of thinking and to use te ao Māori as a guideline in my current and future projects.”

KAHURANGI MOREHU,
PORTS OF AUCKLAND CADETSHIP

“Last year, I was fortunate to be part of the 2018/19 internship programme as the Finance Intern for Whai Rawa and have been lucky enough to be employed as the Finance and Toi Tupu Assistant following my internship. This role has allowed me to grow my skill set in a practical setting, while supporting the financial aspirations of Ngāti Whātua Ōrākei.”

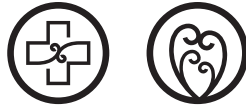
KIRAN POLLOCK,
WHAI RAWA FINANCE
& TOI TUPU ASSISTANT



Te Raukura Hawke

INTERNSHIPS

When we are able to identify the talent that lies within our whānau, we are able to develop a vision for the opportunity pool we can create to meet different needs. We want to support our young up and comings into finding their passion and see them thriving. Over the last couple of years, the Group has run a summer internship programme that has seen the many talents of our rangatahi come to the fore. We welcomed 11 whānau interns over the last year with 8 to begin in December. Immersing them into the thick of all things Ngāti Whātua Ōrākei, the internship programme shares what we do as an iwi organisation through hands on experience. We are also providing opportunities for experience with our external relationships and partners.



TE ORANGA O TE WHĀNAU

HEALTH & WHĀNAU WELLBEING

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

Health and Whānau well-being is paramount to us being a thriving hapū. Enabling whānau to be at their best in all aspects of their lives so they are able to flourish, is a key priority that we identified in our kōrero with whānau.

We identify there is a need to address the health and wellbeing of whānau as a collective and the generations that make up these units. Considering all individuals and life span, a whenua ki te whenua theme will drive our future approach. This will focus on uplifting the overall health and strength of whānau units, providing greater access to health services and ensuring whānau are living in healthy environments.



WHĀNAU MADE
2,673
CLAIMS THROUGH THEIR
HEALTH INSURANCE

TOI ORA

Whānau health and wellbeing is something we prioritise and for us to be able to create something of purpose that caters to specific needs of our people, helps us on the path to a thriving hapū.

In April 2018, Ngāti Whātua Ōrākei embarked on a holistic health and wellness programme to improve the health and wellness outcomes for all its members. As part of the overarching Toi Ora programme, a private health insurance plan for members who live in Aotearoa became available with the intention to provide equitable, immediate coverage for members, helping them to overcome existing barriers to health and wellness.

A year on in April 2019, we celebrated the one year anniversary of the Ngāti Whātua Ōrākei Health Insurance programme in partnership with nib. Since the launch, 70% of the hapū membership are enrolled and utilising the health insurance cover; that is 3458 whānau with increased access to quality healthcare.

Driving utilisation of the health care policy has been and remains to be a key focus of

70%
OF THE HAPŪ MEMBERSHIP
ARE ENROLLED AND
UTILISING THE HEALTH
INSURANCE COVER

the Toi Ora programme. In partnership with nib, initiatives run over the year ranged from:

- Trust Roadshows
- Hauora Village at Waitangi Day celebrations
- Hāpai tō Hauora workshops
- 'no transaction' policy campaigns i.e. Specsavers
- nib-funded vaccinations
- Targeted breast and cervical cancer screening initiatives
- Free health checks on the marae during Kapa Haka



Kaumātua Olympics



Meiha Hawke

397
REGISTERED KAUMĀTUA
AGED 60 TO 90

\$163K
SPENT ON
KAUMĀTUA SUPPORT
2018: \$146K

KAUMĀTUA ORA

Our hapū is made up of many great navigators, some of the most important being our kaumātua. We have approximately 400 kaumātua / kuia aged 60 to 90 within Ngāti Whātua Ōrākei. Stretching from Kaitia to Timaru, kaumātua are located right across Aotearoa with our biggest numbers living in and around Tāmaki Makaurau.

Our kaumātua in Tāmaki Makaurau have been in constant demand fulfilling many varied roles across the city supporting the opening of conferences, the blessing of buildings, land and other fixtures all underpinned in tikanga Māori. Within the community they are respected and acknowledged as mana whenua wherever they show up, proudly wearing their striking Ngāti Whātua Ōrākei jackets, scarves and ties.

For the kaumātua who live away from Tāmaki Makaurau, twice yearly personal visits are made to their homes. This improves uptake of the Kaumātua Care range of services, support and programmes and strengthens our connection. We acknowledge Whai Maia staff member Steve Pihema, who works tirelessly in support of our kaumātua and kuia.

L-R Anita Poko & Lisa Talbot (Teua)





TE WHAI RAWA

ECONOMIC PROSPERITY

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

Economic prosperity looks at creating intergenerational wealth and economic opportunities at individual, whānau and hapū levels. We aspire to drive intergenerational wealth for our hapū and ensure financial stability for our whānau members.

Our role as kaitiaki and our investment principles will be the drivers to determine our future investment decisions and operating activities. We will continue to grow and protect our asset base, and fuelling our Ngāti Whātua Ōrākei circular economy.

TOURISM

Tāmaki Makaurau remains an international and domestic gateway for manuhiri. As we continue to grow, seeking to expand our commercial horizons, the potential of growth into Tourism is a great opportunity for our whānau and the wider group.

Over the last few years, we have worked to maintain our footprint as mana whenua of Tāmaki Makaurau. Tāmaki Hīkoi is a staple part of our imprint as ahi kā and over the years has been a key platform to share our story with manuhiri from afar.



Tāmaki Hīkoi

Koi Café at Bastion Point was another statement of our footprint on our whenua. Koi Café provided a space to share the artistic talents of our whānau and kai for manuhiri who entered its doors. Although after a year we closed its doors to embark on new ventures, Koi provided a key learning in how we can grow our place in the Tourism Industry.

This year Whai Rawa takes on the tourism portfolio, through Ngāti Whātua Ōrākei Tourism. During the year we were pleased to welcome Annie Dundas, who is our new General Manager – Tourism and comes to us with vast industry knowledge and expertise. Welcome Annie.

READY FOR WORK

At every stage in an individual’s career journey, there are many different experiences we go through.

“Whai Maia have been awesome in preparing me for mahi. I have an updated CV, learnt new skills and just passed my class two truck drivers licences.”

OWEN WATTS





Tuhirangi Blair

“Ngāti Whātua Ōrākei has provided ample support in building Lucky Dip. Through the Tū Pakihi program and attending the NEXUS global summer in NY, they have provided multiple opportunities to continue to grow the business and establish vital relationships locally and internationally”

TUHIRANGI BLAIR,
LUCKY DIP CLOTHING

PREFERRED SUPPLIER NETWORK

Over the last year, development begun on the Preferred Supplier Network, that over the coming months will be loaded to the groups database. The Preferred Supplier Network will become a staple in our circular economy and begin to guide and assist our Ngāti Whātua Ōrākei and whānau-owned and operated businesses towards opportunity to acquire procurement opportunities from a range of industries.

Whare Pono – the new offices of Whai Maia located on our whenua rangatira in Ōrākei is a prime example of the circular economy we aim to build. Whereby we employ our own to build our own. Of the contractors across the job, 70% of them were whānau members or connected directly to our community.

“Working with Whai Maia has been a great opportunity for our business to grow, not only grow and develop as a business but also within the iwi. A lot of opportunities have come from Whai Maia and we are truly grateful to work alongside our iwi”

PHILLIP STEEDMAN

The Ready to Work Programme and Enhanced Employment Pathway Programme in partnership with The Ministry for Social Development (MSD) is about the vocational upskilling of our Whānau. We are able to support whānau through drivers licence programmes from learner driving lessons to heavy transport training and certification. Our transformation team can assist with CV and Interview skills and workshops as well as help them meet requirements of jobs with various short courses such as, Site Safe and First Aid.

Our goal is to grow potential through self development and leverage our external relationships and business partners for employment opportunities.



TŪ PAKIHI – SMALL MEDIUM ENTERPRISE (SME) PROGRAMME.

Following the pilot and rounding off its second year, Tū Pakihi has seen 12 whānau business owners and start ups come through its doors, from early stage to already established. Tū Pakihi provides support and mentoring for these whānau businesses.

“Whai Maia supported us to de-colonise our thinking in order to indigenis our pathway forward in te ao pakihi, to enable tino-rangatiratanga for my whānau. Me mihi ka tika ki a koe Jamie, mōu i ārahi nei i a mātou i runga i te whakaaro nui, arā te whakaiti.”

TURAUKAWA & AIMEE BARTLETT,
MANAVATION LTD



TE TAI AO

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.

Underpinning all life, the environment is vital to our wellbeing as Ngāti Whātua Ōrākei. Our native surroundings of the Whenua Rangatira, Pourewa and Ōkahu Bay are reminders of our commitment as its protectors. Setting our sites on the enhancement of its quality, reinvigorating the value of our whenua and waterways, while trying to build better understanding about our relationship with the land and how we impact it now and in the future.

WHENUA RANGATIRA / POUREWA

The ecological restoration of our Whenua, started in 2007 by Ko Te Pukaki continuing via our Ōkahu Rākau team of 14 kaimahi. Over the past 12 years over 200,000 native trees have been grown in our Marae based Nursery and planted predominantly on Takaparawhau and in 2017, we saw the return of Pourewa when the Pony Club lease ended. This brought 33 Hectares of magnificent whenua back to us to care for and restore over the coming years.

For the past 3 years, the Ngāti Whātua Ōrākei Reserves Board has been collating information through research and a series of Whānau and Community engagements that supported the preparation of an Ōrākei Visual Framework (OVF).

The draft OVF was prepared by Whai Maia with the support of external parties and presented at a number of planned Reserves Board, Whānau and Community hui during March-June 2019. The finalised OVF is a series of visual concepts illustrating potential development options for the Whenua Rangatira, Ōkahu Bay and Pourewa Creek Reserve and is posted on the Ngāti Whātua Ōrākei website.



L-R Moana Tamaariki-Pohe, Logan Tamaariki-Pohe

Crédance-Jade Te Puru o Tamaki Te Huia-Ngamotu





L-R Braxton Zaitsev, Moana Tamaariki-Pohe, Tē Raukurā Hawke

ŌRĀKEI VISUAL FRAMEWORK OVERVIEW

Immediate development projects include a whānau/ community engagement hub, improved site access and a Nursery Complex development at Pourewa. All initial projects will support an escalation of the ongoing ecological restoration and expand the mātauranga Māori and rangahau kaupapa on our Whenua.

The next step is to prepare, present and approve an Ōrākei Management Plan which will combine the current Whenua Rangatira and Pourewa Creek Management plans into one statutory document, and provide a framework for development priorities moving forward. The process has begun this year and the final plan will be adopted in 2020.

“An Ōkahu Bay, free of moored boats was a dream we shared with our Dad (Tamaiti Arama Tamaariki). Together we worked with Ngāti Whātua Ōrākei on the submission to the proposed Auckland Unitary Plan, for the removal of the moorings from Ōkahu Bay. As a result, the operative plan includes a new rule that makes moorings within the bay a prohibited activity. This is just the beginning of the plan to restore the mauri of our beloved Ōkahu.

Ōkahu is a labour of love for the moana. We demonstrate our appreciation, for the privilege it is to be guests in the realm of Tangaroa, by giving back to Ōkahu and the Waitematā, more than we take.”

DONNA TAMAARIKI

ŌKAHU BAY

In August this year, a pure and karakia was held to mark the removal of all moored boats in Ōkahu Bay. The removal of the moorings and boats is one of the key projects of restoring the mauri and environmental wellbeing of Ōkahu Bay. Since 1914, various activities have reduced the water space, and the removal of the moorings gives back just a little of what was taken. The cultural, environmental and social impacts will be of great benefit to all, now and for future generations.



MANA MOTUHAKE

SELF DETERMINATION

All Ngāti Whātua Ōrākei members
can achieve anything.

In acquiring the essence of Mana Motuhake and to enable whānau to be grounded as ngā uri o Tuperiri and in a space of continual change, we must be able to support them in their pursuit of reaching their potential – kia piki ake ki ngā taumata tiketike.

HOUSING SURVEY

We identify the importance of safe, secure and healthy homes as a cornerstone for mana motuhake. During the year in collaboration with the University of Otago and the National Science Challenge, Whai Rawa completed a whānau housing survey to gather understanding from whānau that would provide information more specific to their hopes for housing.

The main purpose of the survey was to explore whānau housing aspirations deeper. Whānau were given the opportunity to answer specifically about what they wanted in terms of housing, taking into consideration the rent bracket they would like to see, the types of housing they would prefer, their views on communal living, etc.

With this type of data, when looking into the future of papakāinga housing we have a more informed understanding of what we need to be doing for whānau.



Te Raukura Hawke

WHAT ARE OUR WHĀNAU HOUSING ASPIRATIONS?

48%

WANT TO OWN THEIR OWN HOMES

44%

WANT TO OWN A HOME ON THE PAKAKĀINGA

29%

WANT TO OWN MORE THAN ONE HOME

CURRENT HOUSING SITUATIONS OF WHĀNAU

37%

OWN/PARTLY OWN THEIR HOMES

45%

ARE RENTERS

HOW MUCH CAN MEMBERS REALISTICALLY AFFORD TO PAY TOWARDS HOUSING COST?

\$470

PER WEEK WAS THE AVERAGE AFFORDABILITY



RESIDENTIAL HOUSING

When we look at the current state of papakāinga housing, we know there is much to be done. At our whānau hui in February we discussed papakāinga housing and the potential sale of some houses we own in Ōrākei. The clear message we got from whānau was that land and houses we own in Ōrākei need to be protected but that we should look to make appropriate commercial returns on land outside the Ōrākei area. We have reflected that in our approach to papakāinga housing and commercial development.

Development of Kāinga Tuarua and additional kaumātua units is underway. The Trust will hui with whānau about these developments to ensure we are meeting your expectations and enabling access to housing opportunities. These developments will be incorporated into the broader Ōrākei Housing Plan which will clarify our approach and priorities to housing on the papakāinga.

In order to improve alignment of the Group's approach to papakāinga housing, a single housing unit will be scoped during the year. This was a key recommendation of the Whātua Āhurutanga Housing Strategy which is available on our website.





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 inter-generational basis. Over the financial year to 30 June 2019, we have seen increases in our asset base and a significant increase in operating profit before tax and revaluations.

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 in value by 5.5% or \$65m, compared to 2018. While our investment property balance continues to grow, the pace of revaluation gains is slowing. This reflects the current state of the property market. The inventory balance reflects the work in progress associated with our North Shore development work. In due course these developments will be realised through freehold sales. Included in 'Other Assets' is our investment in the Moire Road Partnership (\$14m), other land and property (\$28m), accounts receivable (\$11m) and housing loans associated with Kāinga Tuatahi (\$12m).

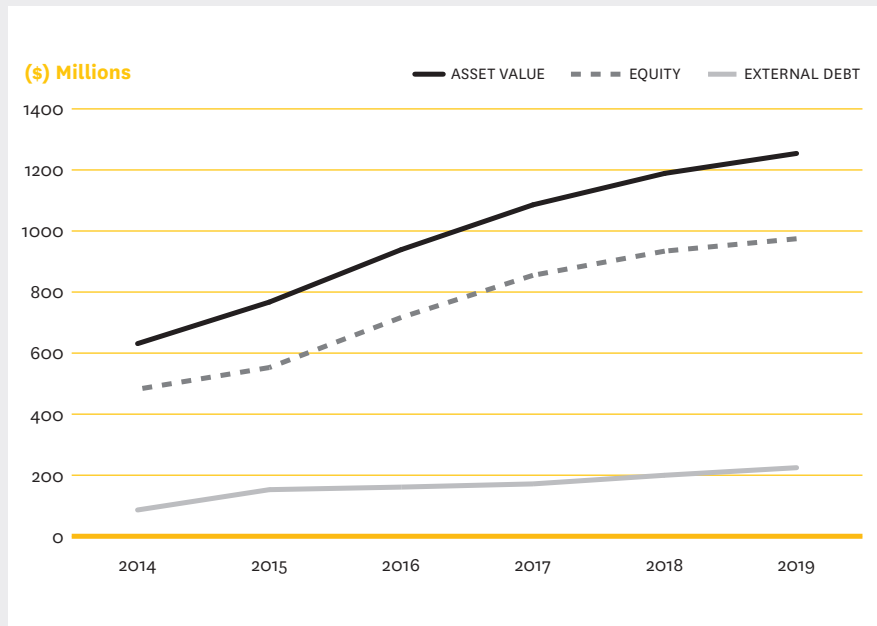
Financial Balance Sheet

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

DEBT

External debt has increased during the year to \$225m (2018: \$200m). 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.

Year	External debt / total assets
2014	14%
2015	20%
2016	17%
2017	16%
2018	17%
2019	18%



FINANCIAL PERFORMANCE

Revenue is made up of a number of items, the most significant being property rental (\$42.4m) and retirement village income (\$4.6m). The significant increase in revenue has been driven by increases in property rental resulting from the Quay Park rent review process. This revenue increase has led to a significant increase in total operating profit before tax and revaluations. This is a good result and demonstrates an improvement in the underlying performance of the Group.

As reflected in the value of our assets, property revaluation gains are lower than in prior years. This reflects the

nature of the property market which has slowed in recent times. This revaluation is determined by external valuers. Further information about the valuation approach and inputs is included in the financial statements.

The share of profit in associate reflects the Group's interest in the Moire Road Partnership in which Ngāti Whātua Ōrākei owns a 49% share. This partnership is developing property in Moire Road which will be sold on the open market.

Operating costs have been managed closely over the year. Our most significant expense is employee costs which are slightly lower than previous

year (\$10.8m compared to \$11m). The increase in total expenses can be attributed to an increase in interest on our bank borrowings (\$9.1m compared to \$6.7m in prior year), and also the significant increase in grants and programmes (refer below) and a write-off of investment property work in progress (\$1.7m).

Grants and programmes have increased by \$2.2m over the year to \$4.2m. Increases were realised in spending on education grants and programmes, kaumātua support and sports grants. Our significant investment in Toi Ora is also reflected in this amount.

Financial Performance – Income and Expenses

	2019 (\$M)	2018 (\$M)	2017 (\$M)	2016 (\$M)
Total Revenue	52.77	39.14	50.88	56.65
Total Expenses	41.20	36.67	47.88	45.97
Profit before tax and revaluations	11.57	2.47	3.0	10.68
Plus gain on investment property revaluation	32.18	79.63	141.02	157.42
Unrealised net loss on financial instruments	(2.71)	(0.60)	(0.69)	-
Share of profit in Associate	3.93	-	-	-
Profit before tax	44.97	81.50	143.33	168.10







2020 PLAN

SUMMARY & ANNUAL PLAN

In order to deliver on our strategy, the Board have approved a 5-Year Plan and Annual Plan that set out key activities and performance measures. Refer the Ngāti Whātua Ōrākei website for copies of these documents.

The following summarises the key activities and performance measures for each strategic priority that are included in the Annual Plan. These key activities do not include the “business as usual” grants and programmes which will be delivered. Refer to the full document for more information.

	ACTIVITIES	DESCRIPTION	PERFORMANCE MEASURE
 Cultural Identity	Whakapapa review	Review of our whakapapa policies, processes and communication.	Whakapapa review completed and wānanga held with whānau.
	Te Reo Māori strategy	Comprehensive Te Reo Māori strategy.	Strategy completed and shared with whānau.
	Marae developments	Renewal of the property plan and providing resources to complete the works.	Plan of works completed and prioritised.
	Ngāti Whātua Ōrākei app	Improving access to hapū member information, resources and communication.	App released.
  Whānau Wellbeing and Health	Toi Ora	Improve access to quality health care.	All whānau across NZ and Australia are able to access Toi Ora or equivalent benefits.
	Whānau Hui	Commit to whānau hui and improve connection outside Tāmaki Makaurau.	4 whānau hui held at Ōrākei. Whānau champions outside Auckland.
	Awards Evening	Celebrating the success and achievements of our whānau.	Successful awards evening held.
	Mental Health Strategy	Acknowledging and addressing a significant issue for Māori.	Strategy completed in consultation with whānau.

	ACTIVITIES	DESCRIPTION	PERFORMANCE MEASURE
 Rangatiratanga	Mana Tāmaki and Cross Claims	Continuing with legal action to protect our settlement.	Favourable outcome in High Court proceedings. Whānau engagement in Treaty developments.
	Leadership Programme	Growing the leadership capability within the hapū.	20 whānau graduate Ngāti Whātua Ōrākei leadership programme.
	Group Communications Strategy	Delivering on our “whanau first” communications pou.	Group alignment on communications. Improved whānau satisfaction with communications.
	Trust Office	Fit for purpose Trust office.	Trust office fully staffed.
 Mana Motuhake	Single Housing Unit	Consider how best to deliver whānau housing aspirations.	Scoping of housing unit completed.
	Ōrākei Housing Plan	Improve clarity about our housing aspiration for Ōrākei.	Housing plan completed and shared with whānau.
	Whānau housing developments	Increasing housing availability for whānau.	Increased housing availability across both home ownership and rentals.
	Home ownership capability	Empowering whānau to realise their housing aspirations.	50 whānau complete a home ownership programme.
 Knowledge and Skills	Support for Māori medium ECE	Assisting with the best start for our tamariki.	Number of Tamariki in ECE and Māori-medium ECE.
	Trades programme	Creating opportunities for training and employment.	Trades programme established.
	Grants	Continuing financial support for education.	\$800k of education grants and scholarships distributed.
 Economic Prosperity	Change in loan to value ratio	Increasing capital for development.	Special General Meeting held to vote on Trust Deed changes.
	Tourism development	Identify and execute tourism opportunities.	Tourism initiatives and investment underway.
	Investment framework	Guidelines for our investment strategy.	Investment framework adopted.
	Procurement	Leveraging our business and partners for our own tribal economy.	Number of whānau businesses accessing procurement opportunities.
 Environment	Environmental footprint	Measuring our impact on the environment.	Carbon footprint for our Group is measured.
	Policy positions	Clarity about our approach to environmental concerns.	Policy positions in relation to water and climate change.
	Support for Para Kore	Empowering whānau to reduce waste.	Increase Para Kore support for whānau.
	Mana Moana	Improving the environmental health of our moana.	Management plans for Ōkahu Bay and the Waitematā completed.



TE MAHI NGĀTAHI

THE NGĀTI WHĀTUA ŌRĀKEI GROUP

The Trust was established as the Post Settlement entity for the hapū in order to hold, manage and grow the assets of Ngāti Whātua Ōrākei for the benefit of members. 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. Your Elected Representatives are the sole shareholders and Directors of the Trustee company.

ROLE & RESPONSIBILITIES

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 hapū members. While much of the mahi happens through the Trust subsidiaries and KMOT, the Trust must set the strategy, clarify the expectations it has of these entities and monitor their performance.

The Trust has improved its governance systems and capacity over the year. There has been significant investment in the governance policies of the Trust and the support for Trust sub-committees. These sub-committees include: Whakapapa; Settlement Protection; Audit and Risk. The Audit and Risk is a new committee which will help support the Board in understanding our risk and financial management disciplines.

The Trust office has increased capacity to support the Board and Group. It now has dedicated staff covering communication, administration and stakeholder engagement. We will also have our own in-house legal support by the end of the calendar year.

The Trust will continually work on improving our governance processes and practice. To view key governance documents, please refer to the Trust page on the Ngāti Whātua Ōrākei website.

Ōrākei Marae

Ōrākei Marae is at the heart of our hapū and connects us through our whakapapa, all as ngā uri ō Tuperiri. The Marae land and buildings are owned by the Trust. The operations and maintenance of the Marae is 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 have a focus on whānau outcomes and manage a large number of programmes covering hauora, taiao, te reo Māori, education, small business, employment and more. Funding for Whai Maia comes both from the Trust and through external contracts.

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.

ŌRĀKEI MARAE

NGĀ URI O TUPERIRI

ELECT

Elected Representatives
(Directors and Shareholders)

KOMITI ŌRĀKEI
MARAЕ TRUST (KMOT)

NGĀTI WHĀTUA ŌRĀKEI
TRUST

NGĀTI WHĀTUA ŌRĀKEI
TRUSTEE LTD

NGĀTI WHĀTUA ŌRĀKEI
WHAI MAIA LTD

NGĀTI WHĀTUA ŌRĀKEI
WHAI RAWA LTD

GOVERNANCE



MARAMA ROYAL

Marama has been a Director since 2010 and 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.



WYLLIS MAIHI

This has been Wyllis' first term as a Director however he was on the Ngāti Whātua Ōrākei Māori Trust Board for a term. He plays an important role on the Board overseeing our Marae and was previously Chair of the Komiti Marae Ōrākei Trust. Wyllis is a passionate advocate for Ōrākei and the hapū working together to advance and make gains.



JOE PIHEMA

Joe has spent over 20 years working in education and the heritage sector. Joe has a focus on building cultural capacity and skills within our hapū, as he believes this understanding is essential to the future social and economic growth of Ngāti Whātua Ōrākei.



RENATA BLAIR

Renata Blair owns and operates his own business Evitan. He has worked for over 25 years in the private and public sector, and holds a number of governance positions in Auckland and across NZ. He has a deep passion for Ōrākei and in particular the importance of our role as ahi kā in Tāmaki Makaurau.



BRENDA CHRISTIANSEN

Brenda has extensive experience in public and private sector senior management roles in Aotearoa and Australia. She has held various positions for community services in health, early childhood and elderly care.



NGARIMU BLAIR

Ngarimu is the Deputy Chair, Chair of the Settlement Protection Team 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 company Maurea Consulting Ltd which delivers Te Kaa, a training programme that ignites your Māori cultural competency. Precious led the development of Whātua Āhurutanga, our housing strategy. She is passionate about our te reo Māori and tikanga, education, housing and innovation in social impact.



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 manawhenua amongst other iwi and within Tāmaki Nui. She has been appointed as the Trust representative on the Whai Maia Board.



MATTHEW RUA

Matt was recently elected to the board, based upon a candidate statement which focused upon 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. Focused on the advancement of the cultural, social and environmental aspirations of Ngāti Whātua Ōrākei, Whai Maia aims to create pathways that enable members to reach the highest heights.

WHAI RAWA

Ngāti Whātua Ōrākei Whai Rawa Limited is the commercial arm of our group. Tasked with the responsibility of protecting and building the asset base of the hapū, Whai Rawa generates the funding to support the social development goals of the hapū.

Ngāti Whātua Whai Maia Limited

PAULA REBSTOCK – *Chair*
Appointment date: 08 Oct 2018

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

TAMA DAVIS – *Whānau Director*
Appointment date: 26 Apr 2017

MELANIE HEWITSON –
Independent Director
Appointment date: 01 Oct 2018

SHIRLEY IKKALA – *Whānau Director*
Appointment date: 26 Apr 2017

MALCOM PATERSON – *Whānau Director*
Appointment date: 26 Apr 2017

ROBERT SMALL – *Independent Director*
Appointment date: 08 Dec 2016

Ngāti Whātua Ōrākei Whai Rawa Limited

MICHAEL STIASSNY – *Chair*
Appointment date: 01 Jun 2012

NGARIMU BLAIR – *Trust Representative*
Appointment date: 01 Jun 2012

PRECIOUS CLARK – *Whānau Director*
Appointment date: 01 Jun 2012

ROBERT FENWICK – *Independent Director*
Appointment date: 01 Jun 2012

ROBERT HUTCHINSON –
Independent Director
Appointment date: 01 Jun 2017

JULIA STEENSON – *Whānau Director*
Appointment date: 02 Jun 2017



GOVERNANCE

Director Meeting Attendance and Remuneration

Director	MEETINGS ATTENDED (14 MEETINGS IN TOTAL)	REMUNERATION
Marama Royal (Chair)	14	\$70,000.00
Ngarimu Blair	13	\$50,000.00
Brenda Christiansen	12	\$35,000.00
Joe Pihema	12	\$35,000.00
Wyllis Maihi	6	\$35,000.00
Renata Blair	13	\$35,000.00
Matt Rua	14	\$35,000.00
Precious Clark	12	\$35,000.00
Sharon Hawke	13	\$35,000.00

In addition to the director fees, the elected representatives have also provided Services and received contract payments as follows:

Wyllis Maihi \$1,200 – Te reo Māori services

Joe Pihema \$2,800 – Te reo Māori services

Ngarimu Blair \$32,415 – Co-Chair fees paid by Auckland Council for the Mana Whenua Kaitiaki Forum and formal Trust appointment.



KO NGĀ KURĪ PUREPURE O
TĀMAKI E KORE E NGARO I TE PŌ



NGĀTI WHĀTUA ŌRĀKEI

ANNUAL REPORT
2018/19

KO MĀHUHU KI TE RANGI TE WAKA
KO MAUNGAKIEKIE TE MAUNGA
KO WAITEMATĀ TE MOANA
KO NGĀTI WHĀTUA TE IWI
KO ŌRĀKEI TE MARAE

