



NGĀTI WHĀTUA ŌRĀKEI

NGĀTI WHĀTUA ŌRĀKEI KI TUA

2050 LONG TERM STRATEGY

HŌNGONGOI 2019





Rārangi Kaupapa

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He kupu nā te Heamana

Chair statement

Tēnā koutou e ngā uri o Tuperiri

On behalf of the Trust and Elected Representatives, I am pleased to present you - our whānau - with the 2050 long-term strategy.

The process of developing this strategy has been shaped by our conversations with whānau as we travelled across the motu and Australia meeting kanohi ki te kanohi. We collated all your 'feed-in' from these hui and looked at the key themes emerging. We also considered analysis and research associated with these themes to help us define the priority measures that will help us understand what impact we are making for whānau and where we need to prioritise our efforts.

Our long-term vision for the hapū is to transform into a thriving and prosperous hapū that are leaders in our communities, Tāmaki Makaurau, and throughout the world. With your help we have taken an aspirational leap to 2050 to envisage a future for our mokopuna that will be full of hope and opportunity. A future where whānau are living well, exercising Mana Motuhake, and supported by a strong, unified hapū that is economically secure and expresses tino rangatiratanga at local, regional and global level.

Realising this aspiration will be challenging. One thing we know for certain is the future world for our mokopuna will look very different from today. It will require us to be bold, to be unified, and to face into this future together. This strategy sets out our ambition and some of the steps we will take over the coming years along this journey.

Many of our proposed actions will take time to result in changes to our whānau situation. This is the nature of the long-term and sustainable change we are seeking. We also need to address some more immediate challenges our whānau are facing, including general health, education, and housing. We are committed to being transparent with you, through our communications, as well as our annual and 5-year plans, about what we will be doing and how progress is being measured.

I want to thank our whānau for your contribution to this strategy. We wanted this to reflect your thoughts and ambition and I hope we have achieved that. I also want to acknowledge our Board, our subsidiaries, and management for being so open to this process and contributing to the final report.

No reira, e kore e oti ngā mihi ki a koutou e aku whanaunga, nā koutou tēnei kaupapa i tutuki. Ko te aronga nui ināianei ki tua, ki reira tātou angitu ai.

Ko te pae tawhiti, whāia kia tata

Seek out the distant horizons

Ko te pae tata, whakamaua kia tina

While cherishing those achievements at hand

Ngā mihi



Marama Royal

Chair

Ngāti Whātua Ōrākei Trust





Te waihanga rautaki tautini

Developing our long term strategy

As we look forward into a future of rapid change and disruption, it is timely for us to re-imagine the future and develop a robust long term strategy that will respond effectively to the new world, ensuring ngā uri o Tuperiri thrive and prosper.

Informed by "feed in" from whānau, this 2050 long term strategy has been developed by the Ngāti Whātua Ōrākei Trust (the Trust Board) and will form the basis for our annual and 5 year plans that are prepared in accordance with the Trust Deed.

This 2050 long term strategy is a living document that will be reviewed every two years and will guide our investment decisions annually.

HOW WE DEVELOPED THIS STRATEGY

Respecting the voice of whānau, their individual and collective aspirations.

Our strategic planning process differed from previous years, with extensive consultation with whānau to gather 'feed-in' up front. 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.

The insights gathered from whānau were synthesised into key strategic themes to inform and focus the development of the long term strategy. The result is a set of strategic priorities that provide direction for the activities, performance and investment relating to the long-term wellbeing of whānau.

Working collaboratively and transparently

Ngāti Whātua Ōrākei Trust and its subsidiaries Whai Maia and Whai Rawa have the collective purpose of lifting the social, cultural, and economic prosperity of our people.

The Trust recognises its responsibility in ensuring that we set the strategic direction for the hapū, but also value the critical input and work undertaken by our subsidiaries and the Marae in ensuring the long term prosperity of our people. As such, the Boards and management teams of the Ngāti Whātua Group contributed to the development of the 2050 long term strategy. On-going collaboration with our subsidiaries and the Marae Committee will be a key principle in how we deliver on our ambition.

The Trust is committed to transparency over the strategic planning process to ensure engagement and buy-in from whānau. This is a commitment we will carry through the ongoing implementation of this long term strategy.



Ngā Whāinga

Our 2050 ambition

OUR VISION

**KIA RERE ARORANGI TE
KĀHU PŌKERE KI NGĀ
TAUMATA TIKETIKE**

To soar and fly to the highest heights

2050 AMBITION

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

In aspiring to our vision, the cultural identity and wellbeing of the people and taiao of Ngāti Whātua Ōrākei are the cornerstone of our 2050 ambition and long-term strategy.

To achieve transformational change over the next 30 years, we will invest across eight strategic priority areas to deliver cultural, environmental, social and economic outcomes for Ngāti Whātua Ōrākei.



**CULTURAL
IDENTITY**



**WHĀNAU
WELLBEING**



RANGATIRATANGA



**MANA
MOTUHAKE**



HEALTH



**KNOWLEDGE
AND SKILLS**



ENVIRONMENT



**ECONOMIC
PROSPERITY**



Ngā Mātāpono

Our values

Whatever strategic priorities are developed through our mahi, they will be underpinned by our mātāpono, the values that help ground us to tikanga Māori.

TINO RANGATIRATANGA

Kia tū a Ngāti Whātua Ōrākei i runga i tōna anō tino rangatiratanga

We are self-reliant as Ngāti Whātua Ōrākei, now and forever.

RANGATIRATANGA

Kia whakatinana i ngā āhuatanga tika o te rangatiratanga puta noa te hapū.

To live and practise positive leadership throughout the hapū.

MANAAKITANGA

Ko te whānau kei te pokapū o ngā kaupapa manaaki a te poari. Whai muri, kia rongonā hau e whā i te kakara o te manaaki o Ngāti Whātua Ōrākei.

Whānau are the core focus of hapū development. Our host responsibility to others will positively reflect our role as tangata whenua.

MANA TAURITE

Kia taurite te whai wāhi atu o ngā urī ki ngā painga me ngā angitu.

All hapū members have equal access to benefits and opportunities.

KOTAHITANGA

Kia kotahi te tū kia kotahi te hoe.

Stand as one and work together.

KAITIAKITANGA

Kia tiakina ō tātou whānau, ō tātou whenua, ā tātou taonga me ā tātou rawa mō āke tonu atu.

To protect our people, our lands, our resources and our taonga forever.

WHANAUNGATANGA

Kia kitea te mana me te tapu o ia kawai heke i heke iho ai i a Tūperiri hei rangitāmīro i ā tātou.

To embrace and acknowledge the importance of our whakapapa and relationships and how these binds us together.

AHI KĀ

Kia kōwhiwhiutia tonutia te ahi kā, kei pūrēhua, ā, ka kewa.

To uphold the unique and important role that Ōrākei papakāinga maintains across Tāmaki Makaurau.

WAIRUATANGA

Ko tō wairua ki te Atua, nāna nei ngā mea katoa.

Spirituality is a key component of our identity and wellbeing.

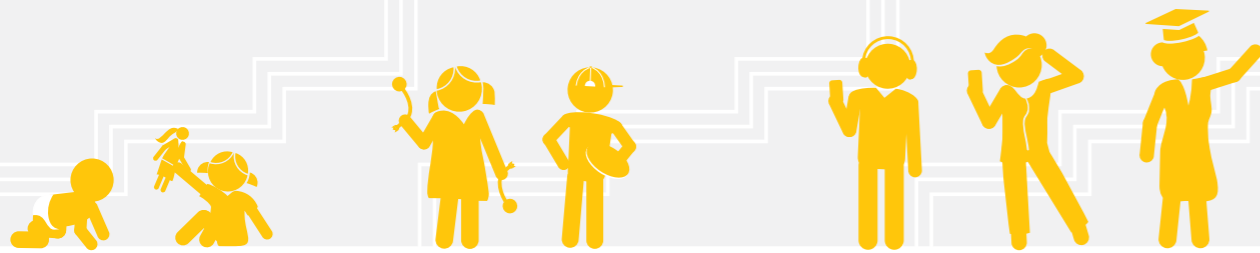


Ngā uri o Tuperiri

Who do we serve

Ngāti Whātua Ōrākei hapū consists of individuals and whānau of varying needs and aspirations. It is important to recognise that each person will have their own journey from pēpi to kaumātua, with their unique life journeys throwing up a myriad of needs, challenges and opportunities along the way.

In understanding and appreciating these various journeys together with the Strategic Priority Areas, we can focus our efforts in identifying and responding to the wellbeing needs of all hapū members at the right time, at the right place, in the right way.



PĒPI

0-3 YEARS

7% OF REGISTERED MEMBERS*

Our pēpi and their whānau need the greatest attention to ensure their emotional and physical development is nurtured to the utmost during their most formative yet vulnerable years.

Early childhood care and education is a priority, ensuring our pēpi are receiving the care and education they need and deserve, and our whānau are supported in enabling their children to have the best start in life.

TAMARIKI

4-14 YEARS

25% OF REGISTERED MEMBERS

Our tamariki are inspired by their natural, social and cultural environments. Key drivers in their aspirations are the protection of Papatūānuku, the technology 'hype', and the role modelling of their tuakana and kaumātua. Our tamariki are also sensitive to their surroundings, and seek safety and security in their homes and the rohe.

RANGATAHI

15-24 YEARS

17% OF REGISTERED MEMBERS

Rangatahi are critically placed to leverage the long term benefits of the 2050 strategy for future generations to come. More than ever before, their environment is bursting with choice and shaped by fast-paced interactions. Our decisions now will impact on their ability to continue to lead our people into an exciting future.

Some rangatahi are lacking confidence and feel disempowered. They face challenges around trusting people and accessing support systems. These rangatahi are seeking to understand and embrace their identity, and find the confidence and skills to determine their path in life.

Other rangatahi are confident and sure-footed in this world. They proactively seek out the tools and resources to achieve their goals. They are hungry for opportunities and are willing to take on their dynamic world and be successful.

Rangatahi wish to be grounded in their identity as Ngāti Whātua Ōrākei, and to wear this proudly as they pursue their aspirations.

PAKEKE

25-59 YEARS

43% OF REGISTERED MEMBERS

Pakeke are our largest group of registered members and have a diverse range of needs and aspirations. Some of our pakeke are communal in nature and operate co-dependently to support and be supported in their wellbeing. Their priorities are finding meaningful employment and building relationships that supports their lifestyle and community essential needs.

Others are more independent and enjoy having a greater degree of choice and ability to take risks. This group of pakeke have more confidence to pursue opportunities because of past successes they have achieved. This allows them to have aspirational wants and needs.

We also see pakeke taking flight around the motu or across the sea, taking with them their whānau or heading off solo. These hapū members are seeking greater opportunities to improve their economic and social standing, and are motivated by self-discovery, exploration, and individual success.

All pakeke groups highlight employment and housing as essential needs in pursuing their aspirations and fulfilling their wellbeing needs. The key factor is choice - having different options available to suit their lifestyle and needs. There is also a strong desire to be connected to their identity as Ngāti Whātua Ōrākei, and this need is amplified the further they are located away from the hapū physically, as well as spiritually and mentally.

KAUMĀTUA

60+ YEARS

8% OF REGISTERED MEMBERS

Kaumātua are a key link to Ngāti Whātua Ōrākei whakapapa and stories, and have a significant role in the hapū in terms of imparting values, kawa and tikanga. Kaumātua seek access to whānau and resources to support their independence and wellbeing.



Te Whakahaerenga

Ngāti Whātua Ōrākei Strategic Priority Areas

WHAT DOES 'LIVING WELL' OR WHĀNAU WELLBEING LOOK LIKE IN 2050?

The Ngāti Whātua Ōrākei strategic framework reflects the priorities of the hapū. Its purpose is to:

- Inform how we make decisions for the benefit of whānau; and
- Measure the effectiveness of strategic initiatives and the outcomes we want to achieve.

The Hapū Impact framework measures the wellbeing of the hapū across the strategic priority areas. This framework is based on the following principles:

A SUSTAINABLE FRAMEWORK THAT CAPTURES WELLBEING ACROSS GENERATIONS

The framework must be flexible and be able to evolve to reflect changes in whānau wellbeing over time.

TAKE A HOLISTIC VIEW OF WELLBEING

The framework must reflect that wellbeing indicators and outcomes are interdependent. Activities in one area will often contribute towards impact in other areas.

RECOGNISE INDIVIDUAL, WHĀNAU AND HAPŪ LEVELS OF WELLBEING

The framework must measure wellbeing at all levels as the wellbeing of an individual will affect the wellbeing of whānau and the hapū.

TE AO MĀORI PERSPECTIVE

The framework must understand wellbeing from a Te Ao Māori perspective, supporting a truly holistic approach to wellbeing.

EMBRACE THE ESSENTIAL AND ASPIRATIONAL ASPECTS OF WELLBEING

The framework must identify and distinguish between the needs and the aspirations of whānau.

UNITED BY AN OVERARCHING MEASURE OF WELLBEING

The achieving of Mana Motuhake as the outcome of fulfilling each strategic priority area is the overarching measure of wellbeing.



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.

All hapū members speak te reo Māori at a conversational level. Our marae is alive with whānau and celebrates our Ngāti Whātua Ōrākeitanga. As leaders in mātauranga Māori, our thriving arts and culture are highly respected across the motu.



RANGATIRATANGA

Ngāti Whātua Ōrākei will be strong leaders and influencers.

Hapū members confidently demonstrate strength-based leadership qualities in their everyday lives. The relationship between hapū members and Ngāti Whātua Ōrākei leaders is built on aroha, respect and transparency. Ngāti Whātua Ōrākei is recognised as ahi kā in central Tāmaki Makaurau. Our tikanga and kawa reflects the unique history and people of Ōrākei, and is recognised and respected throughout our rohe. Ngāti Whātua Ōrākei has a seat in central and local government.



HEALTH

Our whānau exceed national standards of health and wellbeing.

We are leading Aotearoa in all health and wellbeing indicators underpinned by Te Whare Tapa Whā. We have health services that are grounded in rongoā and tikanga Māori that focus on prevention of sickness and disease. Access to health care, including physical health, mental health and aged care support, is available to all whānau through innovative platforms that support the wellbeing of our people.



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.

Taiao initiatives for the hapū are underpinned by mātauranga Māori and customary practices which include the maramataka and relevant Atua Māori. We are leaders in sustainable development and investment. Our tamariki swim carefree and our whānau collect kaimoana. Our whenua is alive with native tree, birdlife and insects. Whānau role model our practices, being grounded and connected to te taiao.



WHĀNAU WELLBEING

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

Whānau are leading diverse and fulfilling lives. They are fully engaged with hapū activities around the promotion of whānau wellbeing. They are interconnected which gives our whānau a greater sense of belonging to the hapū, irrespective of where they live.



MANA MOTUHAKE

All Ngāti Whātua Ōrākei members can achieve anything.

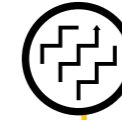
Hapū members are fulfilling their needs and aspirations. Hapū members have healthy, safe, and stable environments that nurture and support their aspirations. Hapū members feel confident and empowered to pursue their life and career ambitions.



KNOWLEDGE AND SKILLS

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

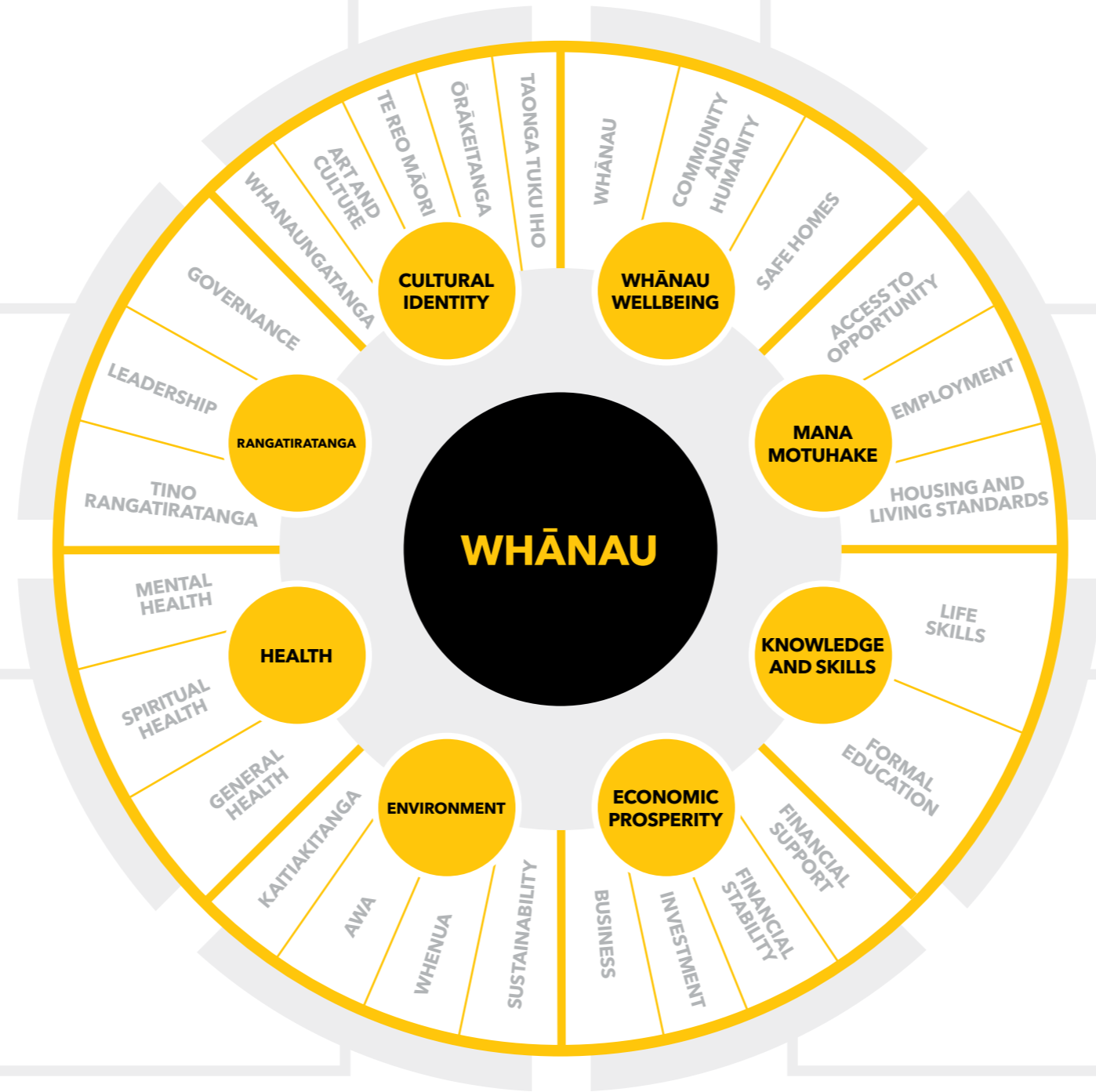
Hapū members are supported and have options to pursue any learning or training opportunity. Learning development starts with a strong foundation in the early years and continues throughout the lives of our whānau.



ECONOMIC PROSPERITY

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

We have an investment model that delivers long term intergenerational wealth for our people. Our economic prosperity is reflected in our peoples households and living standards. Our whānau are achieving financial independence.







NGĀTI WHĀTUA ŌRĀKEI