



NGĀTI WHĀTUA ŌRĀKEI

NGĀTI WHĀTUA ŌRĀKEI KI TUA

5-YEAR PLAN
2019 - 2024

HŌNGONGOI 2019



Rārangi Kaupapa

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He Whakarāpopotohanga

Executive Summary

Our 5-year plan is based on the 2050 long term strategy and guided by our strategic priorities. Our goals seek to deliver on specific objectives in each of the strategic priority areas as we drive towards our 2050 ambition.



A top priority hapū wide is **cultural identity**. Our immediate focus is to reinvigorate our Ngāti Whātua Ōrākei identity and ensure whānau have access to Te Reo Māori resources, our whakapapa and stories, no matter where they are and how they choose to engage.



We will strive to provide life long learning opportunities to support the **knowledge and skills** of whānau. Beginning with early childhood care as a priority, ensuring our pēpi are in care when they need to be and whānau are supported to have them there. Support will also be provided for hapū members seeking higher learning, trades training, and other development opportunities.



Our approach to **whānau wellbeing and health** will include building upon the existing Toi Ora health insurance scheme to better prioritise prevention and intervention activities that address the health needs of our whānau.



Mana Motuhake is our overarching measurement of wellbeing. When we are realising outcomes across the other strategic priority areas, we will be on track to realise our 2050 vision for whānau to 'soar and fly to the highest heights'.



The health of the environment, **te taiao** is essential to a thriving Ngāti Whātua Ōrākei. Our goal will be to develop and sustain a regenerative relationship with the environment and in particular within our rohe.



Our **rangatiratanga** priorities will be focused on growing leadership capability within the hapū and prioritising Ngāti Whātua Ōrākei tikanga and values. To do this, we will review our communications and engagement amongst the leadership group and with whānau. We will also review the effectiveness of our current governance structure as well as build initiatives around strategic relationships and influence.



Driving a circular economy as well as whānau wealth and financial stability are key to the **economic prosperity** of the hapū. We will continue to strive for strong performance in our current property portfolio, and prioritise tourism in our diversification plan. Our prosperity as a hapū will in turn create opportunities to improve the financial stability and independence of whānau members.





Tuakiritanga

Cultural Identity

Cultural identity refers to our shared customs, beliefs, history and social structures. These shape our identity as Ngāti Whātua Ōrākei and are underpinned by whakapapa and Te Reo Māori.

2050 AMBITION

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.

SCOPE OF 5YR PLAN

We understand our cultural identity is at the heart of who we are and what we do.

The cultural heart of our hapū, Ōrākei Marae is a source of pride and mana for Ngāti Whātua Ōrākei. We will ensure the marae is culturally strong, safe and inclusive for all whānau, hapū and iwi activities. This will be achieved through best practice tikanga, kawa, infrastructure, governance and management practices.

We want to ensure that all our members are confident to express their identity, and feel supported and engaged in order to do so. For this to be possible, every member must have access to their whakapapa, and the knowledge and stories that connect them to Ngāti Whātua Ōrākei.

We will prioritise initiatives around the growth of Te Reo Māori within the hapū and play a leading role in advancing the language in the wider community.

KEY ACTIVITIES

Ōrākei Marae

The marae will be the core focus for the Trust. There will be a programme of work that focuses on improvements to the marae infrastructure, land and buildings. We will also provide support to improve the safety and security on the marae and will work collaboratively to ensure the governance and management of the marae provides a cultural platform which elevates and inspires our whānau.

Accessing, maintaining and protecting our whakapapa

We will ensure access, maintenance and protection of our whakapapa through practical and secure systems and processes. We will create engaging platforms for whānau to learn about and interact with this knowledge.

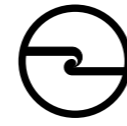
Te Whare Kōrero o Tuperiri

We will create a Ngāti Whātua Ōrākei Reo Strategy that focuses on whānau knowledge and the use of Te Reo Māori. Initiatives will include more te reo wānanga, supporting increased bi-lingual signage across Tāmaki Makaurau, and increased bi-lingual and total immersion speaking forums.

5YR PERFORMANCE MEASURES

- Revisit and implement long-term plan for capital improvements to Ōrākei Marae.
- Provide reliable operational marae funding to ensure continuity of service to hapū and whānau.
- Strategy in place to better access, maintain and protect Ngāti Whātua Ōrākei whakapapa.
- Online and mobile whakapapa, hitori and Te Reo Māori platform established.
- Enhanced Te Reo Māori and bilingual signage in Ōrākei.
- Completion and implementation of long-term Te Reo Māori Strategy.
- Year-on-year % increase of whānau attending reo wānanga.
- Year-on-year % increase of whānau involved in māori medium education.
- Investigate greater support for visual and performing arts that celebrate Ngāti Whātua Ōrākei and whānau artists.





Rangatiratanga

Leadership

Rangatiratanga reflects the determination of the hapū to demonstrate leadership and be exemplars at all levels.

2050 AMBITION

Ngāti Whātua Ōrākei will be strong leaders and influencers.

SCOPE OF 5YR PLAN

Ngāti Whātua Ōrākei as a hapū will be known for our integrity and self-determination.

It is our responsibility to represent and amplify the collective voice of our people. However we also seek to empower and equip all whānau to be able to confidently step into leadership positions in their own lives. We recognise that everyone is a leader whether in their own homes, professions or field of passion.

We will continue to protect our settlement, and our rights under the Treaty and Te Tiriti.

KEY ACTIVITIES

Communication and engagement

The Trust will focus on improving communications and engagement with whānau, our marae and its subsidiaries. We are committed to integrity and honesty, and will aspire to ensure the Trust as well as the Boards and management teams of our subsidiaries are engaging with each other in a way that reflects our values and drives us towards our shared goals. We will walk the talk when it comes to transparency with whānau.

Growing sustainable and consistent leadership and capability

We recognise the fluidity of leadership across our whānau and community, recognising that individual whānau have many different strengths and play a leadership role in many aspects of their life. We are committed to investing in the leadership capability development of our whānau.

Review governance structure

We will review our current governance structure to ensure it is fit-for-purpose, responsive, and delivering value efficiently and effectively.

Advocate for and protect our Treaty rights

We will protect our rights under Te Tiriti and advance positions on matters that impact these rights. We will advocate our positions strongly and develop strategic relationships to ensure our influence and the protection of our Treaty settlements.

5YR PERFORMANCE MEASURES

- Established stakeholder and relationships resource, active on key issues and positioning Ngāti Whātua Ōrākei strongly with iwi, Government and other key stakeholders
- There are Ngāti Whātua Ōrākei representatives in local and national government.
- Establish benchmark of number of whānau that are engaged in leadership and governance roles. Measure and report annually.
- Establish and benchmark a measure of trust that whānau have in their Board. Measure and report annually.
- Induction and governance programme developed that reflects Ngāti Whātua Ōrākei values and tikanga.



Te Mātauranga me ngā Pūkenga

Knowledge & Skills

Knowledge and skills reflects whānau desire to access information, knowledge, skills, and experiences, as well as the opportunity to apply and leverage this for personal and hapū benefit.

2050 AMBITION

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

SCOPE OF 5YR PLAN

Whānau members will be encouraged to continue education and training through their lives and careers.

We will invest in education and training opportunities that are aligned to the greatest social impact determined by our strategic priorities. The majority of our investment will be targeted at setting a strong foundation for our youngest whānau but we will continue to provide opportunities and support for those in different life stages.

Pēpi and Tamariki: Instilling life long learning begins with our pēpi. Early learning helps children to be confident and curious about the world. Children who are involved in quality Early Childhood Education (ECE) benefit in many ways, and these benefits flow onto their whānau and the wider community.

Rangatahi: It is important to recognise the transitions through education for our rangatahi, as staying engaged and succeeding in trades or higher education is critical during these years. We are committed to providing increased access to education and learning, and incentivising success.

Pakeke: We will provide access to diverse learning, employment, and business opportunities through the Ngāti Whātua Ōrākei Group and its partnerships.

KEY ACTIVITIES

Early Childhood Education

We will make ECE accessible for all our pēpi and tamariki, to ensure the beginning of their life long learning journey is robust and positive. This will also take a financial strain off our whānau and allow them to focus their pūtea on other positive lifestyle choices.

Access to quality education

We will grow our current education programmes and extracurricular activities for our tamariki. A key activity will be extending the school holiday programme and removing key barriers to learning. Continued engagement and success in education is a significant determining factor in the lives of our tamariki. We are committed to incentivising achievement and providing engaging experiences to keep our tamariki and rangatahi on the path to success.

Trades and higher education

We will support our whānau with aspirations for trades or higher learning in alignment with our 2050 long term strategy. We will utilise opportunities within and outside our organisation to provide professional and career development opportunities, such as coaching, mentoring, and investing in leadership and succession.

5YR PERFORMANCE MEASURES

- Every Ngāti Whātua Ōrākei pēpi is supported into Māori medium ECE.
- Year-on-year increase in % of tamariki engaged in full immersion Māori medium learning institutions.
- Benchmark and measure the number of 16-25 year-olds in education, training and employment.
- Trades programme established to work alongside Whai Rawa developments and through external partnerships.
- Expansion of Holiday Programme to include whānau outside Ōrākei.
- Benchmark and measure the employment and training opportunities for whānau within the Ngāti Whātua Ōrākei Group or with strategic partners.
- Innovation Fund established with defined criteria that prioritises whānau business and self-employment opportunities.





Te Whai Rawa

Economic Prosperity

Economic prosperity refers to intergenerational wealth generation and economic opportunities at individual, whānau, and hapū levels.

2050 AMBITION

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

SCOPE OF 5YR PLAN

We aspire to economic prosperity by driving intergenerational wealth for the hapū and financial stability for our whānau members.

Our investment decisions and operating activities will be determined by our role as kaitiaki and governed by our investment principles.

We will continue to grow and protect our asset base, to fuel our Ngāti Whātua Ōrākei circular economy, stimulating opportunities for business development, training, and employment. The circular economy will make our dollar 'bounce', and have a ripple effect throughout our communities.

KEY ACTIVITIES

Investment framework

We will create a robust and transparent investment framework to guide our investment decisions. This will be underpinned by our values and role as kaitiaki, ensuring sustainability is embedded in every investment decision.

Loan to value ratio

In order to invest in our whānau, deliver on our priority activities, and prudently manage our asset base, we will investigate amending the loan to value ratio requirements that are stipulated in our Trust Deed. Any changes will be subject to whānau approval.

Driving a circular economy to raise household income

We have internal capability and resources to provide training, employment and commercial guidance to build self-sustaining Ngāti Whātua Ōrākei and whānau-owned and operated businesses, and the creation of jobs within these businesses.

Whānau wealth and financial stability

We will invest in normalising conversations around wealth management and finances to build positive habits around managing money, debt and wealth generation. We will explore investment opportunities for whānau including new assets, community assets, and managed funds.

Responsible asset growth and performance

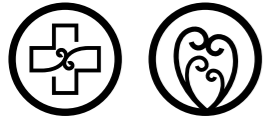
We will look for diversification opportunities to build on our strengths and core capabilities to improve consistency of dividend. We will explore bold commercial opportunities and be innovative in our approach in order to give life to the 2050 long term ambition.

Development vs commercial activities

We will explore options to separate social development-related and pure commercial activities e.g. social housing vs commercial properties. This allows for different and appropriate investment approaches to support our 2050 strategy.

5YR PERFORMANCE MEASURES

- \$2bn asset base by 2025.
- Our commercial portfolio is generating positive and sustainable operating cash flows.
- Our tourism portfolio is established and is contributing commercial returns.
- Benchmark and measure the number of whānau that record having constructive conversations about wealth and finance in their whānau or feel confident managing their money.
- We are able to measure whānau household income.
- Benchmark and measure the number of whānau who consider themselves financially independent.
- Benchmark and measure the number of whānau employed by the Ngāti Whātua Ōrākei Group or whānau-owned businesses etc.



Te Oranga o te Whānau

Whānau Wellbeing & Health

Whānau wellbeing looks at the overall wellbeing of the whānau unit and the different generational elements that compose it. Health is understood holistically through general, mental, and spiritual health.

2050 AMBITION

1. All Ngāti Whātua Ōrākei members are healthy, wealthy and happy. They are connected to each other through whānaungatanga and feel a strong sense of belonging.
2. Our whānau exceed national standards of health and wellbeing.

SCOPE OF 5YR PLAN

Our long-term goal is for whānau to be leading in national health and wellbeing indicators, and ensure that health is not a barrier to achieving whānau aspirations.

Our immediate priorities will be understanding key health risk areas and benchmarking the current health status of hapū members. This will involve building on the Toi Ora programme and focus on ensuring that whānau feel supported and equipped to achieve their health aspirations.

FOCUS OF ACTIVITIES

We will take a whenua ki te whenua approach for health across all of our whānau members. The whenua ki te whenua approach involves considering the life of an individual from birth (whenua/placenta) to death (whenua/grave). For all age groups, our emphasis will be on collective strength, ensuring whānau have access to health services and live in healthy home environments.

Whanaungatanga is key for the wellbeing of our kaumātua, ensuring they remain connected to whānau, that they are heard, and their needs are met.

KEY ACTIVITIES

Strong Communities

We will resource more opportunities for whānau to directly interact and engage with each other in Ōrākei and outside our rohe. This will enhance and drive whakawhanaungatanga within the hapū and across all generations.

Hapū Experience Model

Whānau are at the centre of our health model. Leveraging our health assessment data, we will develop a hapū experience model to prioritise services and then identify ways we can improve their experience and outcomes through the health system.

Extend Health Insurance

Build on the existing health insurance programme, extending the cover provided, support services available and implement targeted initiatives based on identified needs. Ensure equitable access for all members, including those living outside New Zealand.

5YR PERFORMANCE MEASURES

- Complete review of health insurance programme, ensuring maximum value and cover.
- Baseline health data established and thorough whānau health needs analysis completed.
- Targeted health intervention programmes based on needs analysis developed and implemented.
- All whānau in New Zealand and Australia have access to health insurance.
- Year-on-year increase in number of whānau outside of New Zealand accessing health insurance (Toi Ora).
- Year-on-year increase in % of whānau reporting their health to be good, very good or excellent.
- Development and implementation of a whānau mental health strategy. Build specific partnerships that deliver mental health services for whānau.
- Regular whakawhanaungatanga hui held every year (4 at Ōrākei and 6 outside of Ōrākei, including Australia), with an annual celebration and awards event initiated.





Mana Motuhake

Self Determination

Mana Motuhake reflects the ability to pursue personal aspirations and support the aspirations of whānau and hapū through social stability, financial security, strength in identity, and life skills.

2050 AMBITION

All Ngāti Whātua Ōrākei members can achieve anything.

SCOPE OF 5YR PLAN

Our priority will be to understand what drives our people and what self-determination looks like for the individual, whānau, and hapū.

The Trust sees Mana Motuhake as a fluid, dynamic concept that changes as the state of the individual or group changes. Each person's pathway in life is different, but everyone should have the ability to self-determine this through choice, opportunity and drive.

We recognise that in order to create powerful impact on the wellbeing of our people, we need to engage meaningfully with whānau to understand their unique life journeys and how we can support them on their respective journeys.

KEY ACTIVITIES

Advocating Mana Motuhake

Whānau will be empowered and equipped to achieve mana motuhake. The activities across our strategic priorities will move us toward this objective, in particular:

- Cultural identity
- Whānau wellbeing
- Knowledge and skills
- Economic prosperity

Housing

In addition to above, we see whānau living in safe warm housing that they call 'home' as a cornerstone of self-determination. Our 5-year plan prioritises whānau access to housing, in particular, our response to whānau housing needs. This is not just about building homes in Ōrākei, but also about empowering whānau to build their own whare on papakāinga, and supporting our most vulnerable whānau and those who need assistance across the housing continuum.

5YR PERFORMANCE MEASURES

- No Ngāti Whātua Ōrākei members are homeless.
- Benchmark and measure the number of whānau who believe they have healthy, safe and stable home environments.
- Ngāti Whātua Ōrākei has a policy and strategy on social and affordable housing.
- A single housing unit is established to provide a cohesive approach to whānau housing, covering tenancy, maintenance, planning and development.
- Ōrākei Housing Plan is completed and endorsed by whānau with priorities being the activation of Kitemoana Street, Kaumātua housing and a clear strategy for housing on Kupe Street.
- Benchmark and measure the number of whānau who feel confident and empowered to pursue their life and career ambitions.
- Benchmark and measure the number of whānau who feel they face no or little material barriers to achieving their aspirations e.g. health cover, goods and services like technology or transport.
- Benchmark and measure the number of whānau who feel they face no or little non-material barriers to achieving their aspirations e.g. living standards, time, environment, freedom.



Te Taiao Environment

Environment relates to the health of the whenua, moana and awa, and our ability to access and engage in a restorative and regenerative relationship with Papatūānuku and Tangaroa.

2050 AMBITION

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.

SCOPE OF 5YR PLAN

We understand the environment underpins all life and is vital to the wellbeing of Ngāti Whātua Ōrākei.

As Ngāti Whātua Ōrākei, we seek to be a role model in our actions concerning the use of natural resources and our environmental impact.

Our priorities for the next 5 years will focus on engaging whānau in conversations and actions that strengthens our connection to te taiao and our understanding of the reciprocal relationship between the hapū and our environment. We will also consider how we weave this understanding into the unique identity we hold as Ngāti Whātua Ōrākei.

We are committed to doing what we need to do as Ngāti Whātua Ōrākei to ensure we are setting the foundations to actively promote and realise sustainable development and lifestyles, and enhancing the value and quality of te taiao.

KEY ACTIVITIES

Whenua and whānau

The health and wellbeing of our whānau relies on environmental wellness. We will ensure that our whānau are involved in activities to improve the wellness of te taiao, which in turn restores the mauri of the tangata.

Regeneration

Through our Toki Taiao team, all our land holdings, including Whenua Rangatira and Pourewa will exemplify ecological and sustainable use of our land and resources. Our whenua will reflect our mana, with a focus on continued regeneration, growing healthy kai, reinvigorating rongoa māori and enhancing biodiversity.

Benchmark framework

We will establish a set of transparent obligations that must be met by the Trust and its subsidiaries, to ensure active involvement in decisions around Tāmaki Makaurau. As kaitiaki we will actively consider our impact on the environment and take the necessary steps to offset, rebalance, or enhance te taiao. These obligations will ensure we uphold a sustainable and regenerative relationship with the environment.

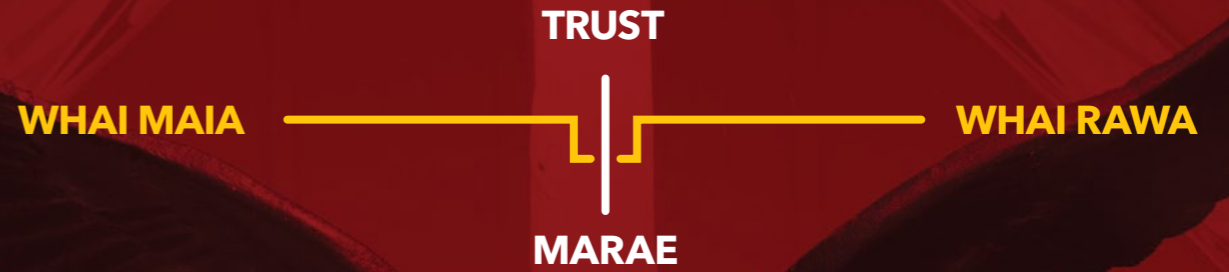
5YR PERFORMANCE MEASURES

- Complete Ōkahu Bay Catchment Plan and prioritise key actions.
- Make resources and education available for whānau to implement para kore.
- Ngāti Whātua Ōrākei drive conversations with Auckland Council to see Auckland as a globally recognised para kore city.
- Measurement and year-on-year decrease in our environmental footprint.
- Develop a Waitematā mauri restoration plan.
- Active involvement in decisions around the Waitematā harbour to protect water quality.
- Environmental benchmark framework developed and informing decision-making.
- Whenua Rangatira and Pourewa are pest free.
- Policy positions on climate change and water are developed and endorsed.



Te Mahi Ngātahi

Working together for our people



Our marae is at the heart of our hapū and connects us all through our whakapapa.

Te pito o te ao, te pou whakairo i te Waitematā.

The Marae role and responsibility is:

- Manaaki tangata, manaaki manuhiri
- Develop capability and leadership on the marae
- A learning space and conduit to mātauranga Māori

NGĀ URI O TUPERIRI

Ngāti Whātua Ōrākei Trust is the Post-Settlement Governance Entity tasked with leading the 'Group', which consists of the Trust and its subsidiaries Whai Maia Limited and Whai Rawa Limited, as well as the Ōrākei Marae.

The purpose of the Trust is to receive, administer, manage, protect and govern the Trust's assets to ensure the cultural, commercial and social development of Ngāti Whātua Ōrākei for the benefit of its members.

It is the Trust's responsibility to demonstrate strong leadership for Ngāti Whātua Ōrākei and we seek to do this through good governance, transparent decision-making, and working collaboratively with our subsidiaries on behalf of our people.

The Trust's role and responsibility:

- Ensure open and engaging communication with whānau so we can accurately represent the voice of whānau - whakarongo ki te reo o te hapū.
- Determine the long term vision and direction of Ngāti Whātua Ōrākei, setting the objectives and expectations to hold the Group to account.
- Build the provenance and profile of the hapū through strategic relationships and advocacy.
- Support our subsidiaries and celebrate success.
- Set investment guidelines according to our values and strategic priorities.

Whai Maia was established to advance the cultural, social and environmental aspirations of Ngāti Whātua Ōrākei. Its focus is on building the capacity and capability of our people, so they are able to take control of their own destiny.

Whai Maia is involved in the fostering of all aspects of Ngāti Whātua Ōrākei including tikanga, reo, kawa and kōrero; the provision of support and assistance to Ngāti Whātua Ōrākei in respect of education, holistic wellbeing; the development and enhancement of community facilities and mechanisms for the benefit of Ngāti Whātua Ōrākei; and the allocation of funding for the cultural and social development of the hapū.

Whai Maia's role and responsibility is:

- Implement responsive social and community development models and frameworks for our whānau guided by data and insights.
- Ensure whānau have equitable access to opportunities.
- Kaitiaki of our whenua, awa and moana.
- Provision of quality services and resources aligned to the Ngāti Whātua Ōrākei strategic priorities and values.

Whai Rawa is the commercial arm of the Group responsible for protecting and building the asset base of Ngāti Whātua Ōrākei.

Whai Rawa's principal objective is to maximise the financial or economic returns to the Ngāti Whātua Ōrākei Group in order to build intergenerational wealth and support for whānau for generations to come. The funds generated by Whai Rawa are used to support the key activities of the Group. Furthermore, Whai Rawa actively contributes towards the creation of opportunities for whānau through its commercial activities, partnerships, and commitment to a circular economy.

Whai Rawa's role and responsibility is:

- Grow the asset base and provide pūtea for tribal development.
- Foster partnerships and networks to generate opportunities.
- Foster positive paths to employment, through mentoring and training.
- Commercial investment aligned to the Ngāti Whātua Ōrākei strategic priorities and values.



NGĀTI WHĀTUA ŌRĀKEI