



NGĀTI WHĀTUA ŌRĀKEI

NGĀTI WHĀTUA ŌRĀKEI TRUST

2019/2020 ANNUAL PLAN

Prepared by the Trustee - Ngāti Whātua Ōrākei Trustee Ltd

Authorised by the Directors and Shareholders of the Trustee on 9 August 2019



Rārangi Kaupapa

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He Whakarāpopoto

Summary

This is the Annual Plan of the Ngāti Whātua Ōrākei Trust for the year 1 July 2019 to 30 June 2020. This document outlines the activities and priorities of the Ngāti Whātua Ōrākei Group and reflects the outcomes and priorities documented in the revised 5-Year Plan - 2019-2024. This document should be read in conjunction with the Long-Term Strategy and 5-Year Plan of the Ngāti Whātua Ōrākei Trust which are available for download from the Group website.

PURPOSES OF THE TRUST

The Ngāti Whātua Ōrākei Group represents the entities that comprise the legal structure that delivers on the Purposes of the Trust.

Status and Objects of Trust

“The Trust has the authority to represent Ngāti Whātua Ōrākei in all matters. Subject to the Trustee Act and this Trust Deed the Trustee may do all such things it considers necessary or desirable in its sole discretion to perform or otherwise carry out the Trust’s Purposes.” (Trust Deed, s. 2.2)

Purposes of the Trust

“The purpose of the Trust is to receive, administer, manage, protect and govern the Trust’s Assets on trust for the cultural, commercial and social development of Ngāti Whātua Ōrākei for and on behalf of and for the benefit of the Members of Ngāti Whātua Ōrākei.” (Trust Deed, s. 2.3)

Members

The Members of Ngāti Whātua Ōrākei are those who can trace descent back to Tuperiri. As at July 2019 there are 4,948 registered members.





Te Whakatakoto Rangapū

Group Structure

ŌRĀKEI MARAE

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

NGĀTI WHĀTUA ŌRĀKEI TRUST

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 purposes 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.

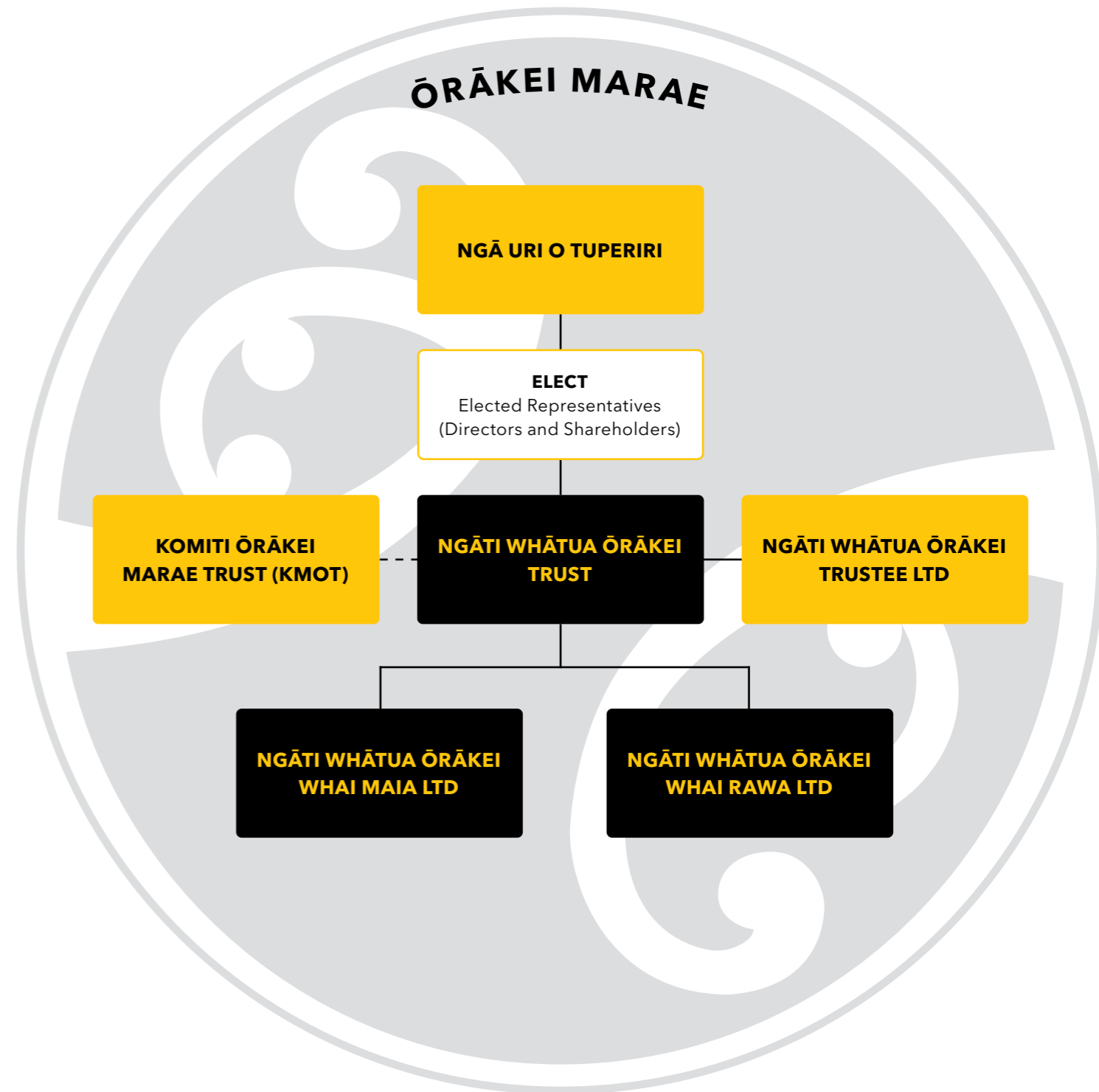
NGĀTI WHĀTUA ŌRĀKEI WHAI MAIA LIMITED (WHAI MAIA)

Whai Maia is set up as a charitable entity and 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 areas such as health, education, environment, small business and employment.

NGĀTI WHĀTUA ŌRĀKEI WHAI RAWA LIMITED (WHAI RAWA)

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

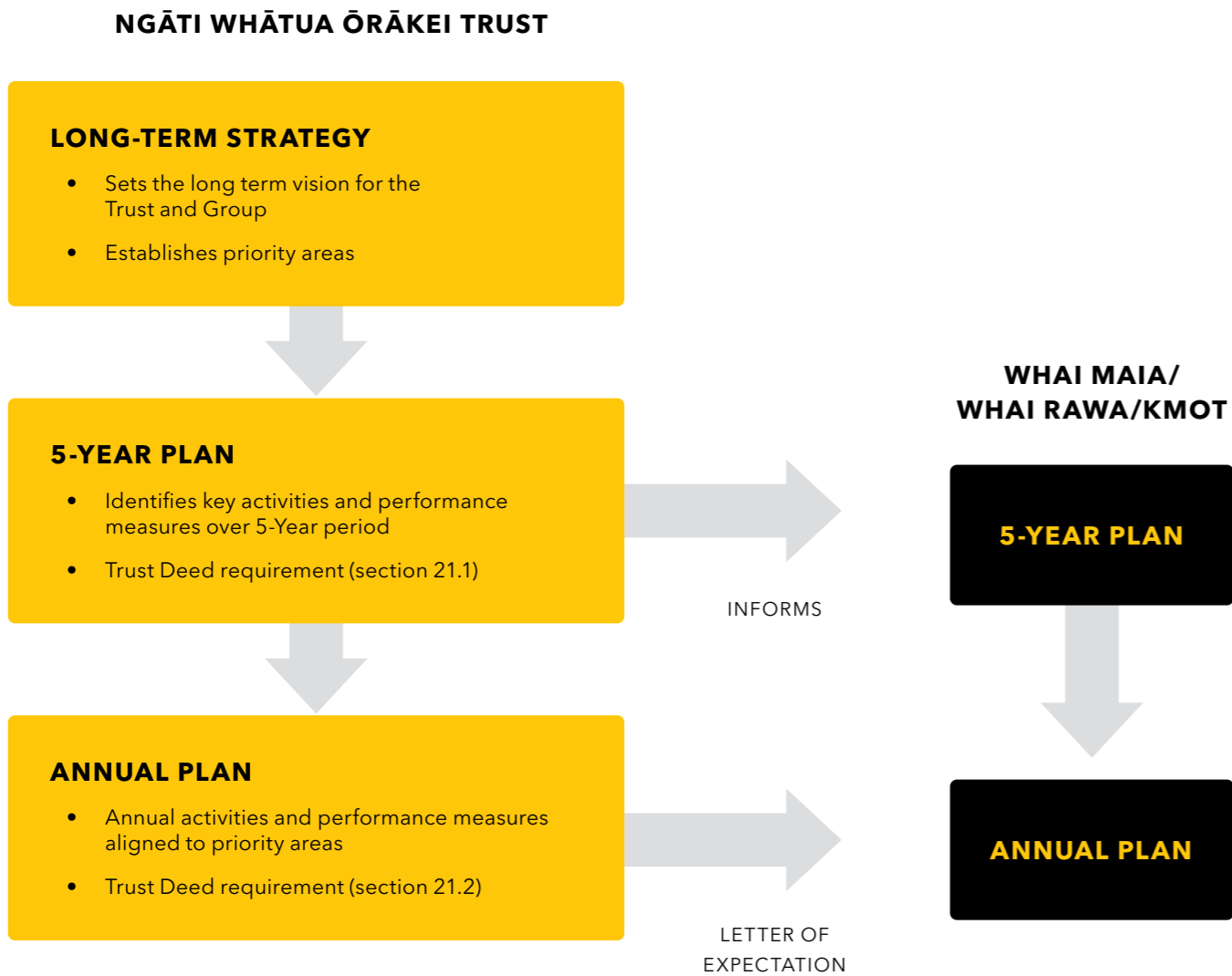




Te Whakamahere

Planning

The following illustrates the relevant strategic documents and plans of the Trust and how this flows through to the activities of the Group:



Our strategic priorities have been informed by the engagement with members of the hapū. The analysis of this engagement has been documented and can be downloaded from the website.

The following are the priorities and the aspiration we have for all Ngāti Whātua Ōrākei members:

<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>Whānau Wellbeing</p> 	<p>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.</p>
<p>Rangatiratanga</p> 	<p>Ngāti Whātua Ōrākei will be strong leaders and influencers.</p>	<p>Mana Motuhake</p> 	<p>All Ngāti Whātua Ōrākei members can achieve anything.</p>
<p>Health</p> 	<p>Our whānau exceed national standards of health and wellbeing.</p>	<p>Knowledge and Skills</p> 	<p>All Ngāti Whātua Ōrākei members will be lifelong learners with access to quality education, knowledge and skills.</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>Economic Prosperity</p> 	<p>A diverse commercial portfolio that delivers robust performance outcomes and reflects the strengths and capabilities of Ngāti Whātua Ōrākei.</p>



The following is the Trust's Vision and Aspiration for the whānau of Ngāti Whātua Ōrākei

OUR VISION

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

To soar and fly to the highest heights

OUR ASPIRATION

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





Ngā Whāinga hei Tutuki

Priorities and Actions

Summary

The following outlines the actions proposed under each priority area for the 2019/2020 year that align to the long-term strategy and 5-Year plan ambition.

These activities inform the expectations the Trust has of its subsidiaries and KMOT. They do not reflect all activity that will be undertaken during the year but are some of the priority areas that need to be progressed to move towards our 2050 ambition.

We have not reflected here the “business as usual” items which the Group delivers as a matter of course.

This includes:

- Education grants
- Scholarships
- Sports grants
- Mana Tāmaki activities
- Property development
- Health insurance
- Savings and investment
- Registrations
- Whānau hui
- Te Reo Māori support
- Health clinic
- Whānau Ora
- Puna Reo
- Tamariki Ora
- Business support
- Whenua maintenance

Refer to the Group website for a full summary of activities and opportunities for whānau.






Tuakiritanga

Cultural Identity

Our focus for Cultural Identity will reflect priorities around Te Reo Māori, whakapapa and enabling access for whānau to these resources.

Key Activities	Group Responsibility	Performance Measures
Whakapapa review	Trust	Whakapapa review completed and wananga held with whānau.
Te Reo Māori strategy	Whai Maia	Strategy completed and shared with whānau.
Marae developments	KMOT/Trust	Plan of works completed and initial priorities shared with whānau.
Ngāti Whātua Ōrākei app	Trust	App released which improves whānau connection and access to resources.

WHAKAPAPA REVIEW

Our whakapapa is central to our identity. The Trust will undertake a review of our whakapapa policies and processes in maintaining and protecting our whakapapa and also how this information is shared or communicated with whānau. The findings of this review and key actions or improvements will be shared at a dedicated whakapapa wānanga.

TE REO MĀORI STRATEGY

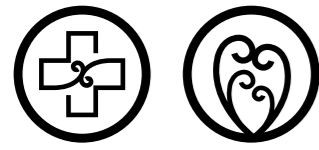
The development of Te Reo Māori amongst our whānau and the wider community is a central ambition for the Trust. In order to this to be prioritised, we are mandating that a comprehensive Te Reo Māori strategy is completed and shared with whānau.

ŌRĀKEI MARAE

The Trust will prioritise investment in Marae infrastructure over the coming year. This will involve a renewal of the property plan and providing resources to prioritise and manage the required works. The key pieces of work will be shared with whānau when the plan is developed.

ENGAGEMENT APP FOR WHĀNAU

Over recent years our database of whānau information has increased in quality, reliability and security. We have better information than ever before on where our whānau are and how they engage with the services of the hapū. However, we need to improve the ability of whānau to access their hapū information, and the mechanisms to share and engage. These outcomes can be delivered through a dedicated application which whānau will be able to access through their mobile device.



Te Oranga o te Whānau

Whānau Wellbeing & Health

Building on the Toi Ora health insurance programme, we will address challenges our whānau face in relation to mental health and provide more opportunities for whakawhanaungatanga.

Key Activities	Group Responsibility	Performance Measures
Toi Ora access	Whai Maia	All whānau across NZ and Australia are able to access Toi Ora or equivalent benefits.
Whānau Hui	Trust	<ul style="list-style-type: none"> 4 whānau hui held at Ōrākei with content with accessible for whānau across the motu. Whānau champions outside Auckland resourced to arrange whakawhanaungatanga hui in their area.
Awards Evening	Trust	Successful awards evening held – celebrating whānau achievements.
Mental Health Strategy	Whai Maia	Strategy completed in consultation with whānau.

TOI ORA

The Toi Ora health insurance programme has been successful, with over 3,000 whānau members registering as at July 2019. However, we know that there are still gaps in access to the benefits from this programme, in particular with our whānau outside New Zealand. This discrepancy will be sorted over the coming year – increasing the uptake and access for whānau to quality healthcare.

WHĀNAU HUI

Increasing the availability and support for whakawhanaungatanga hui is something that came through our recent engagement with whānau. In particular, those whānau outside Ōrākei wanted more opportunities and mechanisms to connect with the Trust and with each other. The idea of whānau champions has been raised as a conduit to keeping whānau abreast of developments and to organise local hui and get together. This idea will be developed with appropriate supports given to enable more whānau hui outside Auckland.

HE TOA TAUMATA RAU

Our whānau programmes often celebrate whānau achievements (sports, NCEA rewards, academic progress), but there are whānau doing wonderful things across many different sectors (community, whānau, business, research, governance, healthcare) that we should know about and acknowledge. He Toa Taumata Rau will provide a platform for celebration and a chance for whānau to come together and see the positive impact ngā uri o Tuperiri are having in their communities.

MENTAL HEALTH STRATEGY

Our long-term ambition is for all whānau to be healthy, wealthy and happy. A current challenge to this ambition is that Māori are much more likely than non-Māori to face anxiety, depression and other mental health issues. We will develop a mental health strategy that will outline how we will face into this challenge and work pro-actively with partners to provide support for whānau in this space.




Rangatiratanga

Leadership

Demonstrating strong leadership by the Trust and growing the leadership capability within our whānau are key elements of our long-term ambition. Our activities over the coming year reflect our current challenges as well as building for the future.

Key Activities	Group Responsibility	Performance Measures
Mana Tāmaki and Cross Claims	Trust	<ul style="list-style-type: none"> Favourable outcome in High Court proceedings. Whānau engagement in Treaty developments.
Leadership Programme	Whai Maia	<ul style="list-style-type: none"> 20 whānau graduate Ngāti Whātua Ōrākei leadership programme.
Group Communications Strategy	Trust	<ul style="list-style-type: none"> Group alignment on communications. Whānau measure of satisfaction with communications.
Trust Office	Trust	<ul style="list-style-type: none"> Trust office fully staffed. Office location finalised and long-term plan for office location completed.

MANA TĀMAKI AND CROSS CLAIMS

Our legal proceedings against the Crown will continue and come to a head this year. We will be preparing to have our rights heard in the High Court and this will involve significant time and pūtea. We will keep whānau informed of this very important stand and involve whānau as developments progress.

LEADERSHIP PROGRAMME

Our whānau take on many leadership roles, whether that is within the hapū, in their mahi, with their own whānau or in their communities. We will support the continued development of leadership and governance capability so we can pursue growth opportunities.

GROUP COMMUNICATIONS STRATEGY

In the prior year, the Trust approved a Group Communications Strategy with the following strategic pou:

Kotahitanga | Group Communications Alignment

Whanaungatanga | Whānau First

Kaitiakitanga | Brand Reputation

Rangatiratanga | Stakeholder Positioning

Having established a communications function and strategy, the priority for the coming year will be in delivering consistent, high quality communications to whānau across all channels and collating feedback from whānau on communications activity and where our focus needs to be to improve.

TRUST OFFICE

Having established the CEO role and small Trust office in the prior year, the focus for the coming year will be to complete outstanding recruitment and establish a more permanent physical office location. The expectation is that in due course the office will be based in Ōrākei.



Mana Motuhake

Self Determination

The Trust considers addressing our housing challenges as a cornerstone challenge to whānau realising mana motuhake. Our priority activities over the coming year are intended to provide clarity to whānau over our role and developments in this area.

Key Activities	Group Responsibility	Performance Measures
Single Housing Unit	Trust / Whai Maia	Housing unit established.
Ōrākei Housing Plan	Trust	Housing plan completed and shared with whānau.
Whānau housing developments	Trust / Whai Rawa	Increased housing availability across both home ownership and rentals.
Home ownership capability	Whai Maia	50 whānau complete a home ownership programme.

SINGLE HOUSING UNIT

A key recommendation from the Whātua Ahurutanga report was a “one stop shop” housing operating model. This is needed to remove confusion in relation to whānau housing. The Trust, supported by Whai Maia and Whai Rawa, will scope a single housing unit structure, that covers tenancy, maintenance, planning and development of whānau homes.

ŌRĀKEI HOUSING PLAN

What is the hapū’s ambition for housing in Ōrākei? How much land and development are we willing to commit to? At what cost? These are some of the queries that need to be addressed in the Ōrākei Housing Plan. There have been discussions over the years but we need to now land on a plan that sets the long-term direction for housing in Ōrākei. This will require consultation with whānau and funding requirements will be a key consideration.

HOUSING DEVELOPMENTS

Subject to available funding, the Trust, through Whai Rawa will progress development work on additional housing availability, in particular kaumātua units, rental accommodation and Kāinga Tuarua. Whānau will be informed of developments as this work progresses.

HOME OWNERSHIP CAPABILITY

Empowering whānau to realise their housing aspirations through a home ownership programme that includes financial literacy.



Te Mātauranga me ngā Pūkenga

Knowledge & Skills

Apart from our financial support through grants, our priorities in this area relate to Māori medium ECE and supporting whānau interested in the trades.

Key Activities	Group Responsibility	Performance Measures
Support for Māori medium ECE	Whai Maia	Number of Tamariki in ECE and Māori-medium ECE.
Trades programme	Whai Rawa/Whai Maia	Programme established
Grants	Whai Maia	\$800k of education grants and scholarships distributed to whānau.

MĀORI-MEDIUM ECE

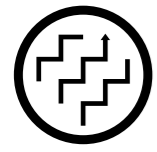
The Trust supports access to quality ECE as a great platform for early development. Our preference is that where possible, whānau enrol their Tamariki in quality Māori medium ECE. Whai Maia will provide incentives and support to whānau in this area.

TRADES PROGRAMME

There is a growing shortage of trades capability, particularly in the building and construction sector. Given our property focus and connections, we will work with our whānau and commercial partners to deliver trades capability and opportunities for whānau.

GRANTS

During the 2018/19 financial year, Whai Maia distributed over \$800k of grants and scholarships. Grants are one way that we support access to education. This is a core programme for the Group which we will continue to deliver during 2019/20.



Te Whai Rawa

Economic Prosperity

Our economic ambition reflects both whānau financial independence and on delivering robust and sustainable commercial returns on our investments.

Key Activities	Group Responsibility	Performance Measures
Change in loan to value ratio	Trust/Whai Rawa	Special General Meeting convened which includes vote on change to LVR.
Tourism development	Whai Rawa	Tourism initiatives and investment underway.
Investment framework	Trust/Whai Rawa	Investment framework adopted.
Procurement	Whai Maia	Number of whānau businesses accessing procurement opportunities.

LOAN TO VALUE RATIO

The Ngāti Whātua Ōrākei Trust Deed has specific requirements in relation to our level of borrowings relative to assets. This is referred to as the Loan to Value Ratio (LVR). The current LVR requires that borrowings do not exceed 30% of eligible land holdings (which excludes certain protected lands).

The rationale for increasing the LVR is to enable funding of significant tribal priorities in relation to purchasing land (Kupe St), whānau housing and diversification, while ensuring sufficient distributions to deliver whānau programmes.

Any change to the LVR would require a change to the Trust Deed and therefore must be approved by special resolution which is passed at a Special General Meeting (SGM) and must have the approval of not less than seventy-five (75) percent of those Adult Members of Ngāti Whātua Ōrākei who validly cast a vote (refer Fourth Schedule of Trust Deed).

Whānau will need to understand in detail the impact of any proposed change so that an informed vote can be made at the SGM. This will be provided over the coming months with an SGM date to be scheduled for the first half of 2020.

TOURISM DEVELOPMENT

With the recent appointment of a General Manager – Tourism, the hapū has begun to scale up the investment in tourism as a commercial opportunity. Whānau will be part of this journey and we look forward to sharing our plans and progress in this area.

INVESTMENT FRAMEWORK

An investment framework will be developed to guide our decisions in relation to commercial opportunities. This will reflect the values and responsibilities of the hapū and will involve appropriate “feed in” from whānau.

PROCUREMENT

There are significant opportunities for procurement within our current business and with that of our partners. There will be a focus on ensuring these opportunities are made available for whānau businesses



Te Taiao

Environment

Enhancing our regenerative relationship with Te Taiao is a key objective of the Trust. Our priority activities will enable us to understand our impact and empower whānau to improve their management of waste.

Key Activities	Group Responsibility	Performance Measures
Environmental footprint	Whai Maia/Whai Rawa	Carbon footprint for our Group is measured in accordance with international standards.
Policy positions	Trust/Whai Maia	Policy positions in relation to water and climate change approved.
Support for Para Kore	Whai Maia / KMOT	Support for Para Kore resources and outreach that targets whānau.
Plans for Ōkahu Bay and the Waitematā	Whai Maia	Management plans associated with Ōkahu Bay and the Waitematā completed.

ENVIRONMENTAL FOOTPRINT

We will measure the environmental impact of our Group, specifically as it relates to planetary boundaries and greenhouse gas emissions, set an emissions reductions target and develop a plan to meet this over time. This will align to our climate change policy position (refer below).

POLICY POSITIONS

Two key environmental issues identified in our 5-year plan are climate change and water. Developing policy positions for each is an important step to taking positive action.

PARA KORE

With the right tools and education, Para Kore (Zero Waste) is a philosophy that can be applied to everyday life. We have experts within our hapū who can share this knowledge with whānau.

ŌKAHU BAY AND WAITEMATĀ

We will complete plans for the active management and improvement of these two key bodies of water. These plans include the Waitematā mauri restoration plan and Ōkahu Bay Catchment Plan.





NGĀTI WHĀTUA ŌRĀKEI

