

PŪRONGO Ā-TAU

2024/25



NGĀTI WHĀTUA ŌRĀKEI



Ko Maungakiekie te maunga
Ko Waitematā te moana
Ko Māhuhu-ki-te-rangi te waka
Ko Rongomai te kaihautū
Ko Ngāti Whātua te iwi
Ko Ngāoho, Te Taoū, Te Uringutu ngā hapū
Ko Tuperiri te tupuna
Ko Ōrākei te marae
Ko Tumutumuwhenua te wharenuī
Ko Te Kāhu Pokere ki te rangi
Ko Te Kahu Tōpuni o Tuperiri ki te whenua

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KO
NGĀTĪ WHĀTUA,
KO AU

NGĀ URI O TUPERIRI

Total number of registered NWŌ members 2024: 7562 Registered NWŌ members in Aotearoa 2024: 6006



Registered NWŌ members overseas 2024: 1556 Ahitereiria 2024: 1112

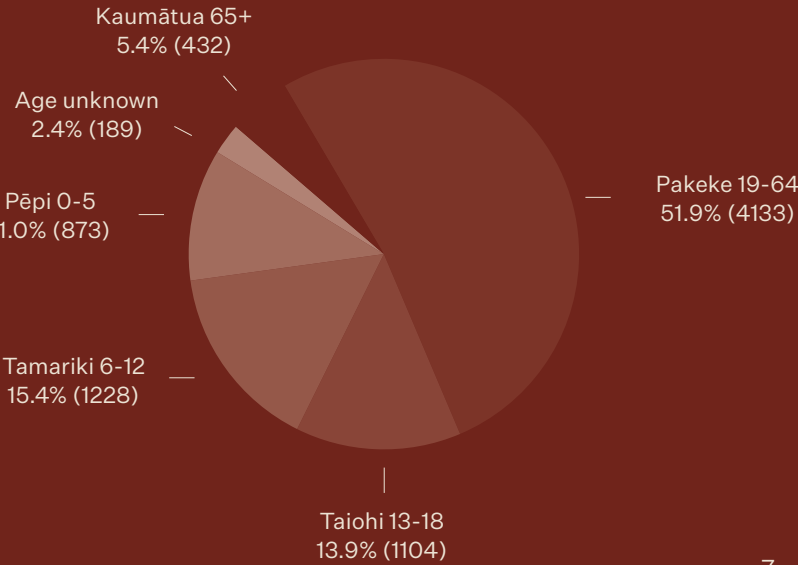


Other parts of the world 2024: 194 Unknown



Total number by marked locations does not represent the total of all registered members living in Aotearoa and across the world.

Wāhine	Tāne
3905	3835
Ira huhua	Noho muna
4	215



TĀ TE HEAWAHINE



Marama Royal, MNZM
—
Heawahine, Chair
Ngāti Whātua Ōrākei Trust
—
Ngahuia Tame Tauna
Hawke > Meiha Hawke
> [Marama Royal](#)

Kohukohu te rangi
Ka kohukohu
Rangona ana ki raro rā
Tangi ana te kirikiri
Rangona ana ki raro rā
Tangi ana te aweawe.
Titoko mapuna, huaki rere
Te mango taha rua
I rere ai te tapuae
I nguha ai te tapuae
I taka toto ai to tapuae
Tēnei hoki te tapuae ka rumaki
Ko tapuae o Tū Hikoia te whetū
Hikoia te marama
Ka rere, ka rere
Ko te ata i whāia

Ko Au, Ko Ngāti Whātua A Year of Unprecedented Strength and Growth

As I reflect on the extraordinary journey that has been our 2024–2025 reporting period, I am filled with immense pride in what we have achieved together as Ngāti Whātua Ōrākei. The theme of this year’s annual report, Ko Au Ko Ngāti Whātua, perfectly captures the essence of who we are – a people whose individual achievements build collective strength, while our collective success empowers each whānau member to thrive.



This has been a year where growth and resilience have defined our pathway. We have faced challenges both historic and contemporary. Throughout, we have stood firm, carried our legacy forward, and ensured that Ngāti Whātua Ōrākei remains a tumu of cultural, economic, and political leadership in Aotearoa and on the global stage.

Ko Au, Ko Ngāti Whātua

The opening of Ko au, ko Ngāti Whātua at Tāmaki Paenga Hira, Auckland Museum was an assertion of our right to tell our own stories. Over 30 exhibited taonga were on display, curated through our own lens. This positions us not simply as keepers of our history but as active narrators of our identity, shaping how the world sees Ngāti Whātua Ōrākei – on our own terms.

Equally powerful has been the renaissance of waka taua and the enduring strength of Te Kawau. After almost twenty-five years without a ceremonial vessel, this 16-metre taonga, hewn from ancient swamp kauri, restores our ancestral identity as both tangata whenua and tangata moana. Its journey to Barcelona for the 37th America’s Cup carried that identity across the world, reaching an audience of more than 1.5 billion. In that moment, Te Kawau stood as a living expression of who we are, now and into the future.

Te Kawau Ki Te Ao

Our partnership with Emirates Team New Zealand was a landmark in international cultural diplomacy. Each race day, our kaihoe crew escorted Taihoro Nukurangi, embedding Ngāti Whātua tikanga and culture at the very heart of the world’s most prestigious sailing event. In doing so, we proved that our tikanga, ceremony, and cultural identity can sit proudly on the global stage while reinforcing Team New Zealand’s historic achievements.

The lesson was clear: our values and traditions hold universal resonance. The mana of Ngāti Whātua Ōrākei enhanced not just the race but the reputation of Aotearoa.

Whītiki Ngāti Whātua

Te Ahurei o Ngāti Whātua returned in October 2024, drawing uri from Maunganui to Tāmaki to Kaiwaka, a place of deep significance in our history. The day was alive with kapa haka, tautohetohe, waiata, and shared kai, reconnecting whānau across hapū and generations. What stood out most was the presence of our tamariki and mokopuna, learning and performing alongside their kaumātua and pakeke, affirming that the strength of Ngāti Whātua identity is being carried forward with confidence. More than a celebration, the Ahurei strengthened the bonds between marae, revitalised tikanga, and ensured that our collective pride and unity remain visible, living, and enduring.

Te Ika-a-Ranganui

On 15 March 2025, more than 1,000 whānau returned to Kaiwaka to mark 200 years since Te Ika-a-Ranganui. The commemoration honoured great loss while recognising our resilience and survival. From tragedy has come a renaissance, proof of the strength of our whakapapa and the determination of Ngāti Whātua to endure and thrive.

Te Whatu Toto a Te Kawau

Our Environment Court victory at Westhaven Marina stands as one of the most decisive legal acknowledgements of our mana whenua in recent decades. The ruling confirmed what our people have always held true – that our authority is grounded in take raupatu, take tupuna, take tuku whenua, and ahi kā.

This outcome strengthens our position not only in central Tāmaki but in every negotiation where mana whenua status is questioned. It sets a precedent that affirms our role as tangata whenua in the nation’s largest city. Te whatu toto a Te Kawau, e kore e riro.

Ngā Rangatira o Te Motu

Our hosting of the National Iwi Chairs Forum under the theme Waitematā Kupenga Rau brought over 80 iwi leaders to our whenua. Beyond the logistics, this gathering showcased our ability to convene, to manage sensitive political dynamics, and to lead conversations of national significance. It reinforced Ngāti Whātua Ōrākei as leaders of the 126 billion dollar Māori economy, a trusted partner and a respected voice among iwi in shaping the national agenda.



Mauri handover ceremony, 2024 National Iwi Chairs Forum

Te Tōangaroa

The reinstatement of Te Tōangaroa as the official name of our 20-hectare waterfront precinct is a triumph of cultural restoration and community support. With overwhelming submissions in favour, this achievement shows how history, identity, and commercial development can align when guided by kaupapa. Our partnership with Precinct Properties and PAG (Investor) advances both cultural integrity and economic opportunity in one of Auckland’s most strategic locations.

Hawaiki Ki Te Whenua

Housing remains at the heart of our responsibilities. The completion of 24 homes at Hawaiki Street, delivered through 150-year leases and shared equity models, gives whānau genuine pathways to home ownership.

Ko Te Pūkākī 2040

The launch of Ko Te Pūkākī 2040 sets in motion a generational plan for environmental regeneration. Grounded in mātauranga taiao, this blueprint ensures habitat restoration, climate resilience, and kaitiakitanga are embedded in our rohe for decades to come. It positions us as leaders in indigenous environmental practice, providing not just aspirational but practical guidance for ecological renewal.



Māhuhu-ki-te-rangi Park, Te Tōanagroa



Rautaki Matua

The Trust Board remains steadfast in its commitment to our strategic priorities of housing, hauora, and mātauranga. In partnership with Whai Māia and Whai Rawa, we continue to align our resources to meet the needs of our whānau. This includes a deliberate focus on leveraging our assets, strengthening relationships, and raising the profile of Ngāti Whātua Ōrākei both here and abroad.

Central to this work is outreach. Through haerenga and hui with our whānau, we strengthen the bonds of whakapapa and ensure that the voices of our whānau guide the direction of the Trust. These connections reaffirm our collective purpose and provide the foundation for meaningful decisions that reflect the aspirations of our people.

By combining strong partnerships with active engagement, we ensure Ngāti Whātua Ōrākei is present and influential in the conversations that matter, whether in governance, social outcomes, or commercial ventures. In doing so, we amplify our collective voice, deepen our connection with our people, and create opportunities that uplift our iwi and secure our future.

He Aha Te Hau

The winds of change remind us to pause, reflect, and reset. Over the past year, the Trust has undertaken a deliberate process of reviewing and refining our structures to ensure we are truly fit for purpose. Our goal is not only to be efficient in our operations today but to build strength that will endure for generations.

This resetting of our structure ensures we are better aligned to deliver on the aspirations of our people. It allows us to sharpen our focus, streamline our decision-making, and strengthen accountability across the organisation. By doing so, we create a platform

where innovation, resilience, and cultural integrity thrive side by side.

Most importantly, this work is for our mokopuna, and for those who will follow long after us. The structures we put in place today must carry the weight of our collective aspirations: hauora, whenua, kāinga, mātauranga, reo, and whakapapa. The wind of change has been harnessed to steady our waka and ensure it is strong enough to navigate the seas ahead.

Ngā Whakamānawatanga

I extend my gratitude to Trust Board members, as well as the Trust, Marae, Whai Māia and Whai Rawa management, and all our kaimahi, for their leadership that has guided our hapū through a period of further political change, and another tough economic year for Aotearoa.

The collaboration between our governance bodies, kaumātua, and operational teams has demonstrated the strength of unified leadership, ensuring that we remain focused on our shared vision for the future. It has also been key and reflected in the continued strong achievement for hapū. We offer our special thanks to Te Taumata Manukura and to all our wonderful kaumātua. Your wisdom and unwavering support continue to ground us in our tikanga, providing strength and direction on our journey.

To our whānau, who inspire us every day, thank you for your strength, your support, and your dedication to the future of our hapū. You are at the heart of everything we do, and your wellbeing and prosperity are our ultimate goals.

Mō tātou, ā tātou tamariki, me ngā reanga ā muri ake nei. For us, our children, and those yet to come.

NGĀ HUA O TE TAU

Performance Snapshot

Taumata Onāiane

As at 30/06/2025	2024	2025
Whānau enrolled in Toi Ora	5657	5081
Whānau enrolled in Toi Tupu	5674	6169
Total grants and programmes	8.4m	8.0M
Education grants & scholarships	1.4M	1.7M
Te Reo Māori & cultural support	685K	744K
Whānau businesses enrolled in Toi Pakihi	111	121
Kaumātua support	97K	112K

Financial Performance

Taumata Pūtea

As at 30/06/2025	2024	2025
Total group assets	\$1.54bn	\$1.49bn
Total interest-bearing debt	\$205m	\$213m
Debt to total asset ratio	13%	14%
Total revenue	\$77.4m	\$145.3m
Employee cost	\$19.3m	\$21.2m
Whānau activity	\$16.1m ^[1]	\$10.2m
Loss before tax	(\$49.6m)	(\$55.2m)

[1] Whānau activities are activities undertaken to fulfill cultural and social objectives of the Group. The maximisation of profits is not the objective of these activities. We have now started disclosing these separately in the financials. As a result, prior numbers have been re-classed.

TAUMATA Ā-MAHERE

Trust & Marae

- In Development
- On Track
- Complete

Te Oranga O Te Whānau

Sports & Hauora Centre	Develop a plan that ensures appropriate designs are approved and completed	✓
	Implement whānau engagement plans	✓
	Secure funding support for the Hauora and Sports Centre	

Rangatiratanga

Sustainable Leadership	Develop and implement Kaupapa ā iwi and Government strategies	
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Communication and Engagement

Engagement	Hold four whakawhanuangatanga hui at Ōrākei and six outside of Ōrākei including at least one in Australia	✓
	Successfully support the continuation of key NWŌ Kaupapa	✓
	Monthly e-pānui and regular social media engagement	✓

People and Performance

Relationships	Optimise cultural competence development for new and existing staff	
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- In Development
- On Track
- Complete

Tuakiritanga - Culture, Te Pou Wharau ō tō Tātou Whare

Te Ahurea o Ngāti Whātua Ōrākei	Development of Mahi Toi Strategy for Te Tōangaroa and progress installations for whānau artists	
Tākina te reo	A minimum of 15 te reo Māori and kapa haka sessions to be held for staff	

Te Whai Rawa – Te Tōangaroa

Te Tōangaroa	Greater activation of AECOM	
	Public space improvements	
	City Centre Advisory Panel support obtained	
Te Tōangaroa Lessee Interests	Strategy for 2025 ground lease review	
Developers and Landlords	At least one new quality landlord or developer	
Mana Motuhake	Residential development and Ōrākei Housing	

Mana Motuhake – Residential development and Ōrākei Housing

Residential Development	Board approval of North Shore feasibility assessment	
	UNITEC development agreement negotiated with the Crown	
	Explore leasing opportunities to optimise land at 246 Ōrākei Road	
Ōrākei Housing	Existing Ōrākei housing stock to be improved under the residential upgrade programme	
	Impement a long term residential maintenance plan	
	Hawaiki Street construction	
	Progress and update for 100 new whānau homes	
	Business case prepared for whānau rentals on Kupe Street Ridge	
	Conclude arrangements for purchase of Kāinga Ora properties on Kupe Street Ridge	

Te Whai Rawa - Commercial Property

Property Sector Diversification	Opportunity for diversification assessed	
Downtown Carpark Development	Assess the options to participate and for other iwi to join us	

Rangatiratanga – Enterprise Risk Management

Enterprise Risk Management Programme	Risk committee to meet monthly and risk reviewed by the board	
Governance	All policies reviewed and updated	
Health & Safety	Independent site safety audit of construction and refurbishment sites	
Climate Change	Meet emission reduction targets set with Toitū	
	Implement next steps in climate change risk mitigation for Te Tōangaroa	
Business Continuity	Test business continuity and crisis management plans including continued staff training and awareness	
Toi Pakihi	Meet target for procurement awarded to whānau businesses	
	Provide head contractors with a list of whānau enterprises as potential sub-contractors	
	Proactively identify opportunities with business partners to support and develop hapū members	
Internal Audit	Internal Audit Assurance Plan agreed to by the board	
Investment Strategy	Investment committee, manager and review process in place	

Rangatiratanga – Board Succession and Whānau Development

Internship	Employ two uri o Tuperiri as part of the 2025 Internship programme	
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Rangatiratanga – Communications

Whānau Engagement	Provide regular and engaging updates to whānau	
Whai Rawa External Portfolio	Regular coverage of Whai Rawa mahi	
Ōrākei Housing Communications	Implement Hawaiki Street communications programme	
Te Tōangaroa Communications	Implement marketing and communications strategy for Te Tōangaroa	
Toi Tupu Communications	Develop and implement simplified and engaging communications to whānau	

Whai Māia

- In Development
- On Track
- Complete

Tuakiritanga

Te reo Māori	Continue delivering te reo Māori programmes	✓
	Increase enrolment and develop resources to support te reo Māori in the home	✓
	Leverage technology to enhance learning experience and accessibility of te reo Māori	
	Organise community te reo Māori events and workshops	

Rangatiratanga

Tikanga and Kawa Programmes	Deliver tikanga wānanga and workshops	
	Conduct kawa training sessions	
	Continue to deliver Tuia te Hono and Whiria te Hono	
Whakapapa	Develop educational resources to support whakapapa learning	

Te Taiao

Environmental Projects	Ko Te Pūkāki: 2040 completed.	✓
	Advance the Waitematā regeneration initiatives	
	Promote environmental stewardship within the community	
Community māra and sustainability	Increased community awareness of sustainability and whenua kaitiakitanga by activating seasonal volunteer programmes.	
Cultural Heritage and Taonga Protection	Develop a comprehensive plan for the restoration and digitisation of significant taonga	
Policy Advocacy and Community Representation	Achieve team member leadership in environmental and advocacy roles within local and regionals forums	

Rangatiratanga

Oha Programme	Provision of Tuariki grants for ECE, education grants, NCEA rewards and tutoring for literacy and numeracy	
Leadership and Training	Deliver workshop for whānau members in leadership positions	
	Conduct a leadership programme including hands-on experiences and mentoring	
	Facilitate networking opportunities with established leaders	

Te Whai Rawa

Business Support	Identify and connect whānau businesses with procurement opportunities within and outside the hapū	
Community Facility Development	Ensure facilities meet the needs of whānau and the community	
	Implement ecological regeneration plans aimed at restoring native flora and fauna	

Te Oranga o te Whānau

Primary Care and Preventative Service	Increased numbers of whānau completing health screenings and health checks	
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Te Mātauranga me ngā Pūkenga

Educational Infrastructure	Increase enrolment in Māori Medium education	
	The timeline and location for Te Kura are finalised, and the Board of Trustees is successfully established	

TĀ TE KAIURUNGI



Lisa Davis
—
Kaiurungi, Chief Executive
Ngāti Whātua Ōrākei Trust
—
Piriniha Te Kotahitanga Ngati
Whātua Reweti > Piripi Te Waka
Davis > [Lisa Davis](#)



E te whānau, tēnā koutou.

What a year it was. This year, I reflected and saw us deliver on Ahi kā in action. We held our line as tangata whenua, kept decisions close to home, and set group guardrails for security, data, and delivery.

Mana Moana & Global Presence

When Te Kawau launched at Ōkahu and carried our tikanga through AC37, it marked more than a milestone. It showed who we are and how we show up on the world stage. From race day dockouts to daily haka, our presence turned heads and hearts. Every performance carried the discipline, pride, and care of our people.

Across more than sixty activations, our rōpū represented Ngāti Whātua Ōrākei with mana and purpose, returning home safely to Ōkahu in January. The world took notice, with a five-minute broadcast feature to an estimated 100 million viewers and strong national coverage that lifted our profile and confidence. Offshore mahi of Te Kawau has become a template for cultural diplomacy done the right way, led by tikanga, delivered with excellence.



Tangata Whenua and Place

This year showed how kōuitanga turns visibility into shared practice. In March, SkyCity marked the first anniversary of our partnership by lighting the Sky Tower gold, and reaffirming our connection as NZICC moves toward commissioning. With Waipapa Taumata Rau, the name and identity we gifted continues to shape how the University presents itself and engages with community.

Ko au, ko Ngāti Whātua at Tāmaki Paenga Hira gave the public a deeper sense of who we are, told through our lens, in our voice. Across these partnerships, naming, design, consent, and engagement are no longer afterthoughts. They carry Ngāti Whātua Ōrākei standards and reflect our values across the rohe.

Housing Pathways, Settings

Whai Rawa has kept the mahi going strong at Hawaiki and across the wider housing pipeline, while the Trust stayed focused on what matters most for our whānau, secure kāinga, creating access, and tautoko when times are hard. That's meant looking at longer leases, shared equity options, review of processes for allocation, and space for our whānau pakihi to play their part.

Our papakāinga are full, with the rent subsidy helping to keep homes affordable for our people. The waiting list is active, and we continue to work with partners like Kāhui Tū Kaha to make sure whānau are connected to kāinga when they need them. Regular maintenance keeps our homes safe, warm, and healthy.

Seeing more whānau return through the Ngaoho transfers has been special. Every return home strengthens our kāinga and reminds us why this mahi matters. We're not only building houses, we're building stability, belonging, and a stronger Ngāti Whātua Ōrākei.

HIKO, Decarbonising at the Papa Kāinga

Hiko is proving what's possible when innovation and tikanga work together. The kaupapa is helping whānau cut emissions, lower transport costs, and live lighter on our whenua.

This year, three BYD Atto 3 vehicles travelled more than 88,000 kilometres. They used far less energy and produced only a fraction of the emissions of petrol cars, a 95% reduction overall. Whānau saved thousands on fuel, and the benefits will keep growing as use expands.

The data from Hiko is helping us fine-tune how we share access, set pricing, and build training that keeps everyone safe and confident behind the wheel. If current use continues, total savings by October 2025 could reach more than 40 tonnes of CO₂e and around \$30,000. Over each vehicle's lifetime, those savings grow to over 130 tonnes of emissions avoided and close to \$100,000 returned to whānau pockets.

Hiko is more than numbers, it's about kaitiakitanga in action, showing how Ngāti Whātua Ōrākei can lead by example in caring for our people and our taiao.



Te Taiao, Te Wai

Ko Te Pūkākī moved from plan to delivery with partners. The mahi is now visible on the ground. With a five-year plan in place and a long horizon to 2040 that keeps effort aligned and public. Community monitoring at Ōkahumatamomoe, in partnership with Revive Our Gulf and researchers, is testing methods that lift kūtai survival and bring science and mātauranga together. Te Pourewa continues to supply plants and kai for restoration and community wellbeing, growing nursery capacity while the māra kai feeds people each week. University partnerships support this work, from shared monitoring methods to broader Gulf restoration programmes that include deployments at Ōkahu. Together, these pieces form a steady rhythm of habitat restoration, coastline resilience, and reporting that reflects Ngāti Whātua Ōrākei priorities.

Keeping Information and Tools Safe

Our systems stayed safe this year with the support of our partners who monitor our networks, apply updates, and check access. Threats are growing, including AI-driven attacks and risks from suppliers. We stay focused on strong controls, steady monitoring, and clear rules for anyone who holds our data.

Our data work supports better decisions now and prepares us for the future. We are building new systems to make it easier to see simple insights, especially on health and engagement, so we invest where it counts. This builds a stable setup that scales, with regular training and clear routines.

People, Hauora, and Safety

Kaimahi retention lifted, with more internships and rangatahi pathways being delivered over the last 12 months. Health and safety reviews run every month across all our sites. We have built steady habits to support delivery, and we look to continue to build on this for the next 12 months.

Next Steps

We're sharpening how we plan, report, and share progress. Housing will stay focused on keeping our papa kāinga full and safe. Hiko will grow steadily, guided by data, safety, and whānau feedback. Te taiao mahi will keep attention on practical projects that protect our whenua and wai, with strong partnerships at the centre. Kura planning will continue to strengthen our reo and tikanga priorities. Kōtuitanga partnerships will keep shaping consistent approaches to naming, design, and engagement.

We'll share updates more often. A short quarterly dashboard will highlight progress across housing, hauora, mātauranga, taiao, and other key kaupapa. After major kaupapa, we'll share reflections and next steps so whānau can see how their input shapes decisions. A rolling calendar of hui, roadshows, and online updates will help keep kōrero open and active.

Ngā mihi

Ngā mihi nui ki ngā whānau me ngā kaumātua who hold our tikanga and set our standard. To our Heawahine, Marama Royal, our Heamana Tuarua, Ngarimu Blair, and Trustees for their guidance, tēnā koutou. He mihi aroha ki ngā kaimahi o te rōpū. Your dedication and teamwork give life to our kaupapa and strength to our whānau. Ka nui te mihi ki a koutou katoa.



NGĀ KAUPAPA HUHUA

KO AU, KO NGĀTI WHĀTUA



The Ngāti Whātua Ōrākei led Ko Au, Ko Ngāti Whātua exhibition was launched in the Te Taunga Community Hub Space at Tāmaki Paenga Hira (Auckland Museum) in March, 2025. Ko au, ko Ngāti Whātua exhibition is the first time the museum has entrusted an iwi with Te Taunga, allowing our stories to be displayed and told in our own way.



Over 30 of our taonga were revealed, ranging from rākau and korowai, to early drawings of our wharenui, photographs, and multimedia elements. These items created a space where visitors could experience the depth of our history as uri o Tuperiri, and the strength of our ongoing connection to Tāmaki.

The exhibition was guided by whānau expertise and shaped through careful collaboration. Kaunuku, an uri o Tuperiri owned company, worked closely with the museum to ensure the storytelling reflected who we are as Ngāti Whātua Ōrākei. Every decision, from the care and placement of taonga, to the use of language, was made with the intention to share our stories with integrity. For the team behind the scenes, the experience was deeply meaningful. “This was about showing who we are in a way that felt real for our whānau. We wanted everyone who walked through to know they were stepping into a Whātua space and the multimedia approach meant that everyone had the ability to connect in their own way”.

Piki te Ora Maihi, who was part of the project team, described the immense pride in seeing whānau respond to the displays. “Everything needed to feel connected so that when whānau came in, they knew straight away it was us. My favourite moments were watching our whānau learn about parts of our history they hadn’t known and hearing them share their own memories. It is a reminder that our history is alive and thriving.”

Among the taonga on display were pieces from Te Rākau a Whakatau, a collection of carved rākau including tewhatewha, taiaha, pouwhenua, koi, and tao. These intricately carved rākau pieces are a significant

expression of our history, carrying stories and the names of our tupuna that connect across generations. The inclusion of these taonga in the exhibition are a sentiment to our visitors, showcasing the excellence of Ngāti Whātua, rich in history, strength, and connections.

The response Ko Au, Ko Ngāti Whātua received while on display was powerful. Whānau spoke of the energy they felt and how the exhibition deepened their understanding of who we are. Many remembered the memories and stories it resurfaced, including the small yet significant items like cufflinks and matchboxes once sold to rebuild the wharenui after it had burned down. The exhibition allowed uri to connect across generations, with each taonga prompting new kōrero and many reflections. As one team member shared, “This is about us demonstrating who we are to the world. We have so many taonga to share, and this is a way to support our future generations to connect with our past so that we can inform our future.”

Ko Au, Ko Ngāti Whātua is a clear demonstration of our capability in cultural leadership, creative delivery, and relationship building with external partners, while remaining steadfast in our Whātuatanga. It became a place where whānau felt a true sense of connection to our tribe. When asked what she would say to encourage whānau to visit, one of the team replied, “Why haven’t you seen it? You’re missing out! You’ll walk away having learnt something new about who we are.” We are excited for the reopening of the exhibition and look forward to welcoming whānau back to experience it again. When the doors open, Ko Au, Ko Ngāti Whātua will continue to stand as a celebration of identity, connection, and the strength of Ngāti Whātua Ōrākei.



“My favourite moments were watching our whānau learn about parts of our history they hadn’t known and hearing them share their own memories. It is a reminder that our history is alive and thriving”

Piki te Ora Maihi

— Pateoro Weneti ‘Digger’ Maihi > Peter Graeme Maihi
> [Piki te Ora Maihi](#)



NGĀTI WHĀTUA KI TUA BARCELONA



Te Kawau ki uta, Te Kawau ki tai!

Following the launch of our waka Te Kawau, Ngāti Whātua Ōrākei made its mark on the world stage at the 2024 America's Cup, the pinnacle of international sailing watched by more than 900 million people worldwide and drawing over two million visitors to Barcelona.

Through our long-standing partnership with Emirates Team New Zealand, we travelled with Te Kawau, and an intergenerational rūpū to the heart of the competition, carrying the essence of who we are into an arena where it had never been experienced before.

This haerenga was shaped by relationships built over decades. Since the early 2000s, Ngāti Whātua Ōrākei has worked closely with Emirates Team New Zealand, gifting names to their vessels and weaving tikanga into their campaigns. Special Acknowledgements to Alec Hawke who for decades has been pivotal in the building and strengthening of our relationship with ETNZ, and their leadership. The opportunity to take Te Kawau to Barcelona came from that shared trust and respect. For our rūpū, this was a chance to carry our culture onto the world stage, to stand together as uri and showcase Ngāti Whātua Ōrākei.

Months of preparation brought together the Trust Board, project teams, cultural leads, and whānau, creating a strong Ngāti Whātua Ōrākei delegation to represent our hapū on an international platform. Each person carried

a role, from paddling and performing, to logistics and advocacy. Kaumātua Alec Hawke acknowledged the effort and care shown by everyone involved. He reflected, "Our people knew the roles they carried, and they upheld them with care. The international response affirmed the strength of our presence."

Dave Harriman, Pou Kōkiri Waka, spoke to the depth of connection formed through the journey. "The bonds we built were powerful. We supported each other through every challenge, and the kaihoe felt an even stronger connection to our waka Te Kawau, with every moment on the water," he said. He recalled the first time the crew paddled on the Mediterranean. "As soon as the hoe touched the water, everything clicked. The pressure of the campaign faded. We were exactly where we needed to be." Marcia Hopa kaihaka and presenter, noted the response from international audiences. "There was emotion. People cried. They clapped. They asked questions. There was genuine curiosity and respect." The success of the kaupapa, she said, was underpinned by structure and collective understanding. "Everyone brought something. The waka was held with care. The whole group stayed focused on what we came to do."

Our presence as Ngāti Whātua Ōrākei in Barcelona showed capability across relationship management, cultural leadership, and high-performance delivery in an international setting. This kaupapa solidified the capability of our iwi to move in global spaces, while staying grounded in our Whātuatanga while also setting a firm foundation for future opportunities where our people will continue to stand proud.

NGĀTI WHĀTUA KI UTA HAWAIKI



In the early hours of Friday 13 December, 2025, Kupe Street was awakened by the sound of karakia and karanga, for the official opening of Hawaiki, the most recent papa kāinga development in Ōrākei.

It was an emotional morning for our whānau moving into their new whare. For many, it was a return home to Ōrākei and a step forward towards achieving their papa kāinga housing aspirations.

Hawaiki reflects the strategic intentions of Ngāti Whātua Ōrākei to support uri o Tuperiri to create tangible pathways to build intergenerational homes and futures on the papa kāinga. With private house prices in Ōrākei averaging over \$2 million, the development provides a meaningful, iwi-led alternative to owning a home.

The 24 architecturally designed homes were created with whānau needs at the forefront. From layouts that support collective and intergenerational living, to shared equity models that reduce barriers to home ownership.

The Hawaiki project, led by Whai Rawa focused on not just delivering homes, but creating a space for uri to thrive, and where they see themselves and feel supported to take that step.



The development of Hawaiki reflects a return to the whatutoto - maintaining the connection to who we are as Ngāti Whātua Ōrākei. It ensures the home fires remain alight, sustaining cultural continuity, intergenerational wellbeing, and collective strength.



The Witika-Gibbons Whānau: Embodying Heru Hāpai
– Krystal, Beaudene & Tū Ata Hāpara

[Heta Witika](#) > [Kororia Witika](#) > [Krystal Witika](#)

Six months into life at Hawaiki, the Witika-Gibbons whānau are settled, connected, and contributing.

For Krystal, who was raised in Ōrākei, the decision to return was anchored in familiarity. For her husband Beaudene, it was a step toward reclaiming his connection to whenua and whakapapa. Together, they chose to raise their son, Tū Te Ata Hāpara, in a place where identity would be shaped through their everyday experiences.

“We were coming home to our people,” says Krystal. “We wanted our son’s sense of self to be grounded in the stories, values and reo of our tūpuna.” Like many of the whānau at Hawaiki, Krystal and Beaudene were involved from the very beginning. They saw the early plans, navigated the mortgage process, and stayed connected through each stage of the build. Moving in was a collective experience.

By the time the homes were ready, strong relationships had already been built across the papa kāinga. The shared journey amongst the whānau created a foundation of trust and familiarity. Tamariki move freely between homes, te reo Māori is spoken naturally. Whānau remain closely connected and actively involved in kaupapa throughout the community.

For Krystal and Beaudene, coming home was also a commitment to contribute. They made a clear decision together that returning to Ōrākei would be a chance to fully embody what it means to be heru hāpai. For them, that meant showing up, staying engaged, and supporting the future of Ngāti Whātua Ōrākei in consistent and practical ways.

Proximity to Te Puna Reo Ōkahukura, Takatū gym, the marae and other iwi-led kaupapa has made it easier to stay involved. Drop-offs, wānanga, training and hui are all close by, making participation part of daily life. The reo is strengthened at home and in the spaces around them.

“We didn’t move here just to live,” says Krystal. “We came to be part of what’s next. For ourselves, for our son, and for those who come after us.”



An Opportunity to Reconnect
– Ephraim Irvine

[Mere Karaka Gillman](#) > [Robert Irvine](#) > [Ephraim Irvine](#)

At 24 years old, Ephraim became a homeowner at Hawaiki. For him, the decision to purchase a home on his whenua was about grounding himself and continuing his journey of reconnection.

Although he didn’t grow up closely connected to Ōrākei, his involvement in iwi kaupapa and mahi across different parts of Whai Māia, over recent years helped build a stronger understanding of who he is as Ngāti Whātua Ōrākei. Ephraim found himself contributing to the aspirations of the iwi and growing closer to the tribe, history, and future direction.

Moving into the papa kāinga has added depth to that experience and has helped him realise his home ownership aspirations.

“It didn’t always feel achievable,” says Ephraim. “But the support, the access, the way this has been designed really changed things.”

His whare is now a space where whānau come together. His nieces and nephews are often there, playing and spending time. It has become part of their lives, a familiar place where they all feel comfortable and included.

Living close to Pourewa and the marae has made it easier to stay involved. Participation in kaupapa no longer requires extra planning or travel. It fits into daily life. That access has strengthened his ability to contribute, not just through mahi, but through ongoing presence and connection to the community around him.



A Return Home
– Tui Blair

[Wiremu “Boy” Davis](#) > [Moffat Davis](#) > [Tui Blair](#)

After more than twenty years in the Kaipara, Tui Blair decided it was time to come home. When the opportunity to be part of Hawaiki came, she knew it was the right step for her and her son Lennox.

“The transition was seamless,” she says. “It felt like I never left.” For Tui, this was about giving Lennox a stronger connection to his whakapapa, reo, and whenua. Living within the papa kāinga has brought those elements into their lives and strengthened her own sense of belonging.

Her whare carries the name Te Rangimarie, after a tūpuna from Te Taoū. Naming the home was important because it honours the leadership and strength of her tūpuna. It connects the house to whakapapa and carries those values into their daily lives. Living in Te Rangimarie reminds her of where she comes from and the responsibility she carries to uphold that legacy for her tamariki and mokopuna.

Support through the Hawaiki process made the move possible — with tailored advice, resources, and a clear pathway that gave her confidence to take this step.

Returning to Ōrākei has been transformative for Tui. It’s given her a place to stand, a home to raise her son, and a responsibility to help others see what’s possible. “We have the tools now. The next step is making sure the next generation feels confident to use them. There is space here for them.”

KAUMĀTUA



Steve Pihema
— Kaitiaki Kaumātua
— Meringaroto Pihema >
Hapi Pihema > [Stephen Pihema](#)

Steve Pihema works tirelessly to uplift the kaumātua portfolio for Ngāti Whātua Ōrākei. Here he shares an insight into the significant mahi over the 2024-2025 financial year supporting our valued kaumātua.



Thinking back over the past year raises a kaleidoscope of memories and moments. Some are vivid, some are blurred, but all are stitched together by our whakapapa and whānaungatanga.



The year opened with our kaumātua returning home from Pōneke after taking part in the 2024 Taikura Kaumātua Kapa Haka Festival, which brings together kaumātua from all across the motu. This is one of the highlights of the year for our kaumātua.

Throughout the year our kaumātua regularly meet for Kapa Haka practice at Ōrākei marae. Their dedication, commitment and energy always results in a polished performance which has made them an annual crowd favourite. Central to this is the expertise, experience and outstanding leadership of Marama Royal and Vicki Kingi. In 2025 Vicki accepted the call to return to mahi alongside her hapū, Te Aitanga a Māhaki, so our performance at this year’s 2025 Taikura Festival was an emotional swansong, a farewell of appreciation and gratitude for making us all feel something bigger than ourselves.

Another highlight occurred in September, 2024 with Haka - Stand as a nation, when our kaumātua joined 6531 participants on the hallowed turf of Ngā Ana Wai - Eden Park to reclaim the official Guinness World Record title, from France, for the world’s largest haka. Our kaumātua were out on the field, looked amazing and totally caught up in the sheer excitement of this special event. Comments from our kaumātua expressed how much fun they had and how proud they were that our culture was powerfully on display.

Throughout the year our kaumātua blessing group participated in well over 100 Ngāti Whātua Ōrākei engagements across our rohe. These include requests for support from our leadership, and from organisations and individuals. Right across Te Kahu Tōpuni o Tuperiri, we are experiencing an increase in externals reaching out to integrate our Māori

customs, traditions and practises into their mahi and operations. Many of these blessings are performed at dawn when the world is quiet and the veil between the physical and the spiritual realms allow for a deeper connection with our tūpuna and atua.

For these amazing kaumātua who time and again are out in the community at all times of the day and in all weathers, giving back to the hapū through this mahi is a powerful statement of their presence, of holding these spaces within Te Kahu Tōpuni o Tuperiri and participating on behalf of their whānau.

We often hear from our leadership, “Our kaumātua are our taonga”. This is recognition that we are not just elders but living treasures to be cared for. With this in mind, I acknowledge with gratefulness and appreciation the Ngāti Whātua Ōrākei Trust Board, Whai Māia and Whai Rawa for the continued funding of programmes, services and resources which help minimise the financial, health and social disparities experienced by our kaumātua.

Finally, we called a farewell to 20 kaumātua at the Hautapu this year. Kaumātua who in one way or another were connected here, to us, whose wairua now brightly shines amongst ngā whetū.

Rātou ngā purapura whetū ki te rangi,
ki a rātou

Tātou ngā hua o te kawariki ki te whenua,
ki a tātou



“We often hear from our leadership, “Our Kaumātua are our taonga”. This is recognition that we are not just elders but living treasures to be cared for.”

Steve Pihema



KO TE PŪKĀKĪ



This year marked the formal launch of Ko Te Pūkākī: 2040, Ngāti Whātua Ōrākei’s long-term strategy to restore and sustain the Whenua Rangatira and Pourewa.

It provides a blueprint for the extension of our mātauranga taiao across Te Kahu Tōpuni o Tuperiri with a clear direction for ecological regeneration, cultural reconnection, and whānau-led delivery.

To bring the Ko te Pūkākī Strategy to life, a full-time operational team led by Levi Makoare, has been established. Their work spans an array of skills including whenua maintenance, and cultural monitoring across Te Kahu Tōpuni o Tuperiri, ensuring a strong Ngāti Whātua Ōrākei presence is maintained. Jamie Cook, Toi Taiao keenly shares “We’ve made space for uri to step into roles that grow their skills and their connection to the whenua. That’s a win for all of us.”

At Pourewa, nursery operations have expanded with the construction of a third hardstand bay. This infrastructure supports larger planting volumes, a broader range of native rākau, and a reliable pipeline to meet our long-term restoration goals of native flora and fauna. This year saw the successful establishment of 9,400 native plants across high-priority sites, meeting our Year 1 target. Planting locations were selected based on ecological need, the presence of taonga species, and cultural significance. Active pest and weed management has supported plant survival, and early monitoring shows strong signs of growth and recovery across key sites. Conducting this level of work allows us to elevate the landscapes of Tāmaki Makaurau, positioning ourselves as pioneers in facilitating the return of native birds to our whenua.

The nursery at Pourewa has also become a space for learning and participation. Over

the past year, more than 30 volunteer groups have supported the propagation of our native plants. These have included school groups, community organisations, and our own Puna Reo, helping to grow both plants and environmental understanding through hands-on engagement.

A key highlight for this year was our Matariki Planting Day. More than 40 whānau members, from tamariki to kaumātua, came together to plant over 2,000 natives rākau. The day was a beautiful reminder and demonstration of why we do what we do to ensure our goals and aspirations outlined in the strategy are realised. Levi Makoare reflects “Whānau turned up, tamariki got their hands dirty, and the kaupapa was pumping. That’s the kind of mahi that reminds us why we do what we do.”

The completion of drainage and ground reinforcements at Takaparawhau was another major milestone celebrated. This upgrade has made a real and visible difference. The whenua is now better protected, easier to access, and more equipped to support the masses who enjoy engaging on Takaparawhau throughout the year. An example of this was the Hautapu at Takaparawhau. The multitudes gathered comfortably, whānau moved across the whenua with ease, and the whenua maintained its strength through the wet winter conditions.

Looking ahead, Ko Te Pūkākī will continue to scale with intent on the back of the amazing work completed over the year. The 2026 programme will see increased planting volumes to 12,950 and a refined ecological monitoring system to track our progress over time. Planning will remain grounded in the maramataka, and targeted development pathways will create further opportunities for uri to grow capability in roles required to support the realisation of the strategy. The focus is long-term restoration, delivered through clear systems, skilled people, and a deep connection to our whenua.

POROPOROAKI

Ka huamo he tai roimata
Mākūkū kau te whenua
Waipuke ana

He tai! He tai!
He tai papaki ki waho o Rēhua
He tai mihi tangata
He tai mate
He tai tangata ki te pō!
Auē taukiri!

He rau kawakawa ka rewa ki tua
He rau mahara ka ū ki te whatumanawa

He aha rā ia tēnei hanga?
Kāhore ia nei ko te ngau kino o te mate
He aroha nui mō koutou ka ngaro i te ao, ka riro ki te pō
Ki Te Pō-uriuri
Ki Te Pō-tangotango
Ki Te Pō e au tā koutou moe

Kei aku huhua mate
Haere, whakangaro atu rā koutou
Whakawhiti atu koutou ki tua o Paerau, ki Te Hono-i-wairua
Haere atu i tēnei ao tū roa ki tēnā ao mutunga kore Oti atu e.

Nā Otene Hopa

—
Te Tuhimareikura Reweti > Pauline Hopa > [Otene Hopa](#)

TAHUA PŪTEA

The core purpose of the Trust is to manage, protect and govern the Trust’s assets for the cultural, commercial and social development of Ngāti Whātua Ōrākei, for and on behalf of the members of Ngāti Whātua Orakei.

In order to realise this purpose, we need to have sufficient financial resources and capacity and be able to generate sustainable operating cash flows to satisfy the Group’s cashflow requirements.

For the year ended 30 June 2025, we have recorded a net loss before tax of \$55.2m, driven by a revaluation loss on investment property of \$74.0m. The revaluation loss reflects the soft market conditions for development land and the decrease in Te Tōangaroa portfolio value resulting from a risk margin being applied to the capitalisation rate for the portfolio given the impending 7-year rent review.

While the Group has recorded a revaluation loss in the last 3 years, a significant revaluation gain has been earned on the investment property portfolio since we have held it (a total revaluation gain of \$866.5m has been recorded by the Group on the

portfolio since the beginning of our 2013 financial year). The revaluation gains and losses are non-cash items, driven by market conditions and outside of the control of Ngāti Whātua Ōrākei.

We continue to be in a position to be able to deliver the ambitions set out by our whānau in the long-term plan. Our 5-year plan has a clear and positive strategy to increase the yield (and cashflows) from our investment portfolio and sustainably fulfil the Group’s purpose.

Part of this strategy is to diversify our current portfolio and to increase its overall yield; FY25 saw a further step being taken towards this goal with excess development land in Belmont being sold and shares in NZ listed equity being taken up.

The following tables provides snapshots of our results and financial position.

Profit Before Tax

For the year ended at 30/06/2025	2024 (\$m)	2025 (\$m)	Change (\$m)
Total Revenue	77.43	145.30	67.87
Total Expenses	69.87	108.43	(38.56)
Profit before tax, revaluations and whānau activities	7.56	36.87	29.31
Expenses related to whānau activity	16.08	10.25	5.83
Profit before tax and revaluations	(8.52)	26.62	35.14
Loss on investment property revaluation	(38.95)	(73.97)	(35.02)
Unrealised net gain/(loss) on financial instruments	(2.17)	(4.14)	(1.97)
Net Changes in fair value of equity instruments	-	(3.74)	(3.74)
Loss before tax	(49.64)	(55.23)	(5.59)

For detailed information, please refer to our website for the full financial statements and accompanying notes.

Financial Performance

In the current year, we have started to track costs for activities related to whānau separately.

Whānau related activities are undertaken to fulfil cultural and social objectives of the Group and are for the benefit of the members of Ngāti Whātua Ōrākei rather than for the purposes of maximising profits. Costs include spend on residential properties rented to whānau members, grants given to members, programmes like the Toi Ora insurance scheme and the Toi Tupu savings

scheme, the papakāinga development built to increase whānau home ownership and the operation and maintenance of the marae. In the current year \$10.25m was spent on such activities.

Net profit before tax, revaluations and whānau activities of \$36.87m has increased by \$29.31m driven by the profit from sale of the development land recorded as an increase in property sales by \$70.76m offset by the increase in cost of sales (expenses) by \$40.27m (net impact: increase in profit of \$30.49m).

Expenses related to whānau activity decreased by \$5.83m driven by a \$4.7m write-off of unrecoverable costs in the prior year in relation to the Hawaiki Street papa kāinga housing development project. In addition to this, spend on residential property rented to whānau members, decreased by \$0.57m as the project to upgrade the residential properties came to a close.

Assets

As at 30/06/2025	Note	2022 (\$m)	2023 (\$m)	2024 (\$m)	2025 (\$m)
Investment Property	(i)	1,447.94	1402.20	1363.99	1278.24
Assets - held for sale	(ii)	42.5	-	-	31.63
Property - NWŌ Trust		23.78	39.25	39.54	39.51
Cash		6.62	8.2	10.28	7.4
Listed equity investments	(iv)	-	-	-	31.26
Inventories	(iii)	92.43	74.61	79.71	25.52
Other Assets		46.38	48.90	45.80	72.85
Total		1,659.65	1,573.16	1,539.32	1,486.41

- (i) Our investment properties include our land holding in Te Tōangaroa, our residential properties in North Shore and Orakei, AECOM house, the commercial properties we hold in a joint venture with Precinct as well as several other land holdings around Tāmaki Makaurau.

(ii) Assets held for sale comprise of our retirement village operations and its assets. We have entered into a conditional agreement to sell our retirement village and aged care operations. As a result, the operation and its assets and associated liabilities have been classified as held for sale.
- (iii) Inventories represent residential properties being developed with the intention to sell.

(iv) Listed equities investments include public company shares listed on the NZX, invested in, as part of the diversification of the investment portfolio.

Debt & Other Liabilities

As at 30/06/2025	2022 (\$m)	2023 (\$m)	2024 (\$m)	2025 (\$m)
Loans & Borrowings	237.87	184.70	205.47	213.00
Other Liabilities	59.97	67.64	70.02	73.40
Total Liabilities	297.84	252.34	275.49	286.40
Borrowings/Investment Properties (LVR)	16%	13%	15%	17%

Financial Position

Our financial position reflects our overall economic wellbeing, measured by our assets less our liabilities. Total assets decreased this year to \$1.49 billion (2024: \$1.54 billion), which is a 3% decrease from prior year. The decrease reflects the revaluation loss of \$73.97m.

Total external debt increased during the year to \$213m (2024: \$205m); increase in debt reflects the investment in the development of investment property (build-to-rent) and the capex spend on our commercial properties. The current level of borrowings relative to investment property assets at 30 June 2025 is 17% (2024: 15%). This reflects our prudent approach to debt management ensuring we keep sufficient debt capacity for growth and potential risk management.

External Debt, Total Assets & Equity





TE MANA WIAKAKAHAE RE



Ngā Uri o Tuperiri

Ōrākei Marae

Elected
Represented Directors & Shareholders

Ngāti Whātua Ōrākei Trust

Ngāti Whātua Ōrākei Trust Ltd

Ngāti Whātua Ōrākei
Whai Māia Ltd

Ngāti Whātua Ōrākei
Whai Rawa Ltd

ŌRĀKEI MARAE



Willis Maihi
—
Project Manager
—
Pateoro Weneiti ‘Digger’ Maihi
> Rawinia Maih > [Wyllis Maihi](#)

Ko Tumutumuwhenua te whare Tūpuna
Ko Te Puru o Tāmaki te whare kai
Ko Ōrākei te marae.

Ōrākei Marae is the living, breathing heart of our people and culture, and is central to who we are as uri o Tuperiri. In the past year it has been warming to see an increase in whānau engagement on our marae and papa kāinga, with our stories, waiata and haka being proudly shared with vigour and integrity.



In the past year, we hosted an array of kaupapa on the marae welcoming manuhiri from near and afar. This surge of activity resulted in a significant investment made to strengthen our marae, ensuring it remains a safe, functional, and culturally connected space for our people to engage in.

An Investment Into Our Future

During the year, extensive upgrades were completed across the marae. The wharehau received new carpets and chairs, modernised bathrooms, improved storerooms, and completed roof repairs, with fire and emergency systems upgraded to current standards. The wharekai underwent a full kitchen renovation, installation of new fire doors, and upgrades to electrics, plumbing, and lighting alongside roof repairs. Accessibility enhancements were made throughout the marae to ensure all uri can safely and easily access these spaces.

The project was supported by \$1.2 million in marae infrastructure funding from Auckland City Council. This support enabled completion of work in just 12 months, a process that would typically take up to 10 years. These upgrades have significantly improved the capacity, safety, and functionality of the marae, allowing it to better host whānau and community gatherings of all sizes.

Alongside physical improvements, operational changes were made to prioritise our people. External bookings are now accepted only when hosted by a whānau member, ensuring tikanga is maintained. As a result, we are seeing more hapū-led hui taking place at the marae, with gatherings increasingly aligned to our cultural and strategic goals. “Our whānau

are reconnecting with their whare in ways that feel right. Every hui strengthens our ties and keeps the marae at the centre of our lives.” - Wyllis Maihi, Marae Manager

The marae is now hosting an increasing number of Whātua-led programmes. Regular wānanga raranga, increased engagement with Takatū, and toi reo classes are drawing participation from across generations. These activities not only keep the marae active but also strengthen cultural knowledge and intergenerational connection.

Looking Forward

The vision for Ōrākei marae to remain as a living centre of our people, serving as a place where our identity, culture, and whānau can thrive. Wyllis describes “Our marae is like the tinana (body), and our people are the blood that keeps it alive. The carvings and walls hold our stories, but it is our voices that give them life.”

With these improvements, both in the quality of the facilities and through stronger tikanga and cultural practices, our marae is well positioned to continue driving our aspirations. These changes draw our whānau closer to the place that matters most.

W H A I M Ā I A



Tom Irvine
— Kaiurungi, Chief Executive
Ngāti Whātua Ōrākei, Whai Maia
— Esther Viola Piriniha Talbot >
Mere Karaka Gillman > [Tom Irvine](#)

Whai Māia		
Ngāti Whātua Ōrākei Whai Māia Limited serves as the tribal development arm of our Group, dedicated to uplifting the social and cultural well-being of our people. Established as a charitable entity, Whai Māia focuses on empowering whānau through a wide range of programmes and services that span culture, health, education, small business, and employment. Additionally, Whai Māia manages external contracts with the Government and Local Council, further supporting our mission to enhance the lives of our community.		
Ngāti Whātua Ōrākei Whai Māia Board		
Dame Paula Rebstock	Chair	1 Oct. 2018
Malcolm Paterson	Whānau Director (Deputy Chair)	1 Apr. 2017
Sharon Hawke	Trust Representative	28 May 2018
Tama Davis	Whānau Director	26 Apr. 2017
Shirley Ikkala	Whānau Director	1 Apr. 2017
Mel Hewitson	Independent Director	1 Oct. 2018

As we look back on FY 2024-2025, our commitment to whānau and continuous improvement has remained central to our mahi. I am delighted to share a snapshot of some of the Whai Māia achievements and kaupapa worked on.

Advancing Culture and Identity:

Our commitment to revitalising and strengthening culture and identity was delivered through targeted programmes that placed te reo Māori and whakapapa at the heart of whānau engagement. Te Reo Māori initiatives made significant strides, reaching 224 whānau — more than double the previous year’s participation. Through the full delivery of the Toi Reo programme suite, the development of in-home reo resources, and the integration of digital tools, the programme successfully enhanced accessibility and supported intergenerational reo use. Feedback highlighted a tangible uplift in reo confidence. Additionally, the programme’s external delivery helped raise the profile of Ngāti Whātua Ōrākei-led education as a culturally grounded, high-quality offering.

Mahi in relation to whakapapa access continued, embedding knowledge and hitori in waiata, kōrero, and curated kaupapa. While the digitisation component remains in development, efforts this year ensured that whakapapa remained a living and central part of engagement.

Tikanga programmes saw an increase in the number of whānau capable of performing whaikōrero and karanga, and a deepened understanding of tikanga and kawa across all generations.



Driving a Self-Sustainable Papa kāinga:

Twenty years of mahi came to life with the launch of Ko te Pūkākī, the Ngāti Whātua Ōrākei regeneration plan. A taonga for those who have gone before us and those who are yet to come, this kaupapa has already claimed a number of international awards. I couldn’t be prouder of the countless individuals who have contributed to making it a reality.

Te Pourewa saw strong growth, both in operational capacity and community engagement. The completion of a third hardstand bay increased the nursery’s ability to grow and distribute large native plant species for restoration projects across the rohe.

Advocacy and community representation were significantly strengthened at governance and operational levels with whānau members now serving in key positions across council directorates.

Developing Leadership Capabilities

Over Raumati 24/25, 11 whānau participated in our internship programme and supported through structured leadership training, mentoring and capability-building experiences. 60 whānau businesses engaged through Toi Pakihi and procurement processes were trialled.

Holistic Health & Wellbeing

Takatū continued to boost wellbeing with 203 whānau enrolled. Hauora promotion initiatives delivered a range of activities including targeted health screenings at various events. Whānau participated in bowls, sailing, Iron Māori and a number of 10-week Hauora challenges.



Mental Health services strengthened whānau wellbeing via our partnership with Clearhead and six Mental Health First Aid workshops were delivered to whānau.

Primary and preventative care continued its focus on immunisation, child development, health screening and navigation support. In partnership with Hearing Auckland, 75 whānau were tested and 21 fitted with hearing aids.

Advancing through Capital Projects

The year marked significant progress toward establishing our kura with extensive planning undertaken across curriculum design, pedagogical approach and site feasibility. Shifts in Ministry of Education’s national funding direction impacted the development timeline which the project team adjusted to. A Groupwide steering committee with appropriate members has been established to bring this kaupapa to fruition.

In closing I’d like to pay tribute to our NWŌ Group management and kaimahi. Through their tireless efforts, they continue to strengthen the foundations upon which our iwi stands. It is through their mahi that we are able to uplift our whānau, protect our taonga, and create pathways for a thriving future for Ngāti Whātua Ōrākei.

Ngā manaakitangi ki a koutou katoa. Mauri Whātua!

WHAIRAWA



Grant Kemble
—
Kaiurungi, Chief Executive
Ngāti Whātua Ōrākei, Whai Rawa
—
Kei ngā uri o Tuperiri, tēnā koutou,
tēnā koutou, tēnā koutou katoa.

Ko Grant Kemble tōku ingoa.
I tupu ake au i Tauranga Moana,
engari kei Maungawhau taku
kāinga. He mea whāngai ahau nā
Ngāti Whātua hei ringa pūkenga.
Ko ahau te Kaiurungi o Whai
Rawa, mō te iwi te take.

Whai Rawa

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

Ngāti Whātua Ōrākei Whai Rawa Limited

Chris Gudgeon	Chair	01 Feb. 2021
Dane Grey	Whānau Director	29 Jun. 2023
James Quinn	Independent Director	01 Feb. 2021
Edward Sims	Independent Director	24 Aug. 2023
Renata Blair	Trust Representative Director	01 Jul. 2024
Ngarimu Blair	Trust Representative Director	Ceased 30 Jun. 2025
Tanya Povey	Whānau Director	Ceased 30 Jun. 2025

As I reflect on the past year, one word comes to mind: delivery. Most proudly, we have seen whānau moving into new homes, rangatahi stepping into career pathways, whānau pakihi taking on new contracts, and our refreshed commercial strategy in action.

Whānau housing

The opening of Hawaiki papa kāinga was a milestone for both Whai Rawa and the hapū. Twenty-two whānau are now living in warm, healthy homes on the papa kāinga, many as first-time homeowners. This achievement represents more than just a house, it is an expression of ahi kā, and whānau ensuring an enduring connection to their whenua, to the papa kāinga and the marae for generations to come. Our financing partnership with BNZ and Westpac has set a new precedent for how whānau can secure mortgages on hapū-owned land, also paving the way for other iwi across Aotearoa.

Building whānau capability

Alongside housing, we are supporting our people. This year we relaunched the Taku Taunga scholarship with Precinct Properties and launched the Taku Oranga scholarship with Summerset, supporting ākonga in property, business, health, and medicine. We also grew our internship programme, with taura like Angel Butler applying their studies in real-world hapū projects and moving into new career opportunities. We were thrilled to work with emerging artist Arama Enua-Tamariki for the Tūhono light trail over



Matariki from Te Kōmititanga to Māhuhu ki te Rangi Park and Uira Nahi who etched his mahi toi into the pavements at the Kepa Road and Kupe Street intersection.

Our Future Directors Programme welcomed Hana Maihi and Maaka Royal to the Whai Rawa Board table. They bring fresh thinking and energy, while building their governance capability. Supporting the next reanga of leaders is critical and an outcome we seek alongside commercial outcomes.

Supporting whānau businesses

Through Toi Pakihi, we continue to seek ways to grow whānau participation in our supply chain. We hosted a hui with our whānau construction companies with the hope that we can engage more of them on our new developments across Tāmaki or connect them with our business partners. This year, 65% of papa kāinga maintenance spend went to whānau pakihi which we are proud of, and we’ve seen pakihi such as Ōrākei 7 and Ara Media taking on new contracts and expanding their capabilities. Our long-term goal is ambitious - 25% of commercial spend to whānau pakihi by 2040. For FY25 we reached 6% but each year we are making steady progress.

Delivering on our strategy

Commercially, we have remained disciplined in executing our strategy by increasing revenue from our investments, recycling capital into higher-income opportunities, diversifying our portfolio, and enhancing *Te Tōangaroa*. Auckland Council has committed \$30 million into public space improvements to assist us in creating a precinct that reflects Ngāti Whātua Ōrākei as tangata whenua and offers a vibrant hub for tenants, visitors, and whānau alike.

We have also strengthened our development pipeline, with projects at UNITEC and



Bayswater, alongside long-term partnerships with respected operators such as Generus and Summerset. These transactions build stability in our income while opening new pathways for whānau to participate in our commercial activity.

Looking ahead

The economic environment continues to challenge many, but our foundations are strong. With \$1.42 billion in assets, a disciplined strategy, and a skilled team, Whai Rawa is well-positioned to deliver value. Equally, our mahi is directly supporting whānau whether it be through homes, scholarships, business contracts, and investments.

I must acknowledge the support of our Whai Rawa Board, the Trust Board, whānau and our kaimahi. Everything we do at Whai Rawa is guided by a simple truth: the stronger our commercial arm, the greater our ability to support the aspirations of whānau.

Nāku iti nei

Trust-Elected Representatives



Marama Royal
—
Ngahua Tame Tauna Hawke > Meiha Hawke > [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.



Ngarimu Blair
—
Wiremu ‘Boy’ Piriniha Reweti > Moffat Blair > [Ngarimu Blair](#)

Ngarimu has an extensive history in tribal development having held numerous roles across the group since 1998. He has also held significant Crown and Auckland Council Board positions across a variety of science, property, housing and infrastructure entities. Despite iwi political dynamics Ngarimu co-chaired the Auckland Mana Whenua Kaitiaki Forum before it was disbanded. Ngarimu is committed to the mana motuhake of Ngāti Whātua ki Tāmaki and building its relationships across the confederation of hapū and iwi from Maunganui to Tāmaki.



Precious Clark
—
Piupiu Hawke > Patu Hawke > [Precious Clark](#)

Precious is in her second term on the trust, and previously serviced 10 years on the board of Whai Rawa. Precious is the Chief Executive of Maurea, an organisation that is using Māori culture to drive Aotearoa forward. The Te Kaa Māori cultural competency training programme has won accolades from some of New Zealand’s biggest businesses. Precious is passionate about our reo, tikanga, education, housing and financial success and brings her networks, energy and extensive governance experience to our board in support of whānau success.



Graham Tipene
—
Nelda Reweti > Marlene Ngaire Colquhoun > [Graham Tipene](#)

Graham Tipene is a Tā Moko artist who has been involved as a consultant and key artist on civic and Council-led projects throughout Tāmaki Makaurau Auckland. His public work brings Māori kaupapa into the built environment of the city, with major projects including the Waterview tunnel, Victoria Park, Auckland Library, and Tirohanga Whānui Bridge in Albany.



Sharon Hawke
—
Piupiu Hawke > Joe Hawke > [Sharon Hawke](#)

Sharon was first elected in 2010. She sits on the Whai Maia Board as the trust representative. She enjoys the governance challenges of post settlement and witnessing our tribal development in this new phase of self-determination. She believes our responsibility as tangata whenua of Tāmaki Nui also extends to mana moana and our current challenges are about protecting these for generations to come.



Arekatera Maihi
—
Pateoro Weneti ‘Digger’ Maihi > Matepurua Maihi > [Arekatera Maihi](#)

After his first term as a Trustee it has been very rewarding, and he is proud to have been a part of decisions that have created opportunities for whānau to learn, live and work as Ngāti Whātua Ōrākei. While we have achieved a lot, there is always more to do and he is fully committed to continuing to serve the Iwi. His strengths are perpetuating Ngāti Whatua Ōrākei arts and culture and presenting a grassroots whakaaro.



Selwyn-Roimata Teua
—
Elizabeth Teua > Josephine Teua Bishop Downs > Edward Johns Downs > [Roimata Kapea](#)

Roi has spent many years working for the iwi as well as in the private sector with Māori businesses. She has since completed a language fluency qualification in Rūmaki Reo at Te Wānanga Takiura. Roi aspires to persistently contribute to the advancement of our iwi, hapū, and populace, with a steadfast commitment to fostering lasting benefits for future generations, while nurturing the commitments made by our whānau and Tūpuna who have paved the way.



Renata Blair
—
Wiremu ‘Boy’ Piriniha Reweti > Moffat Blair > [Renata Blair](#)

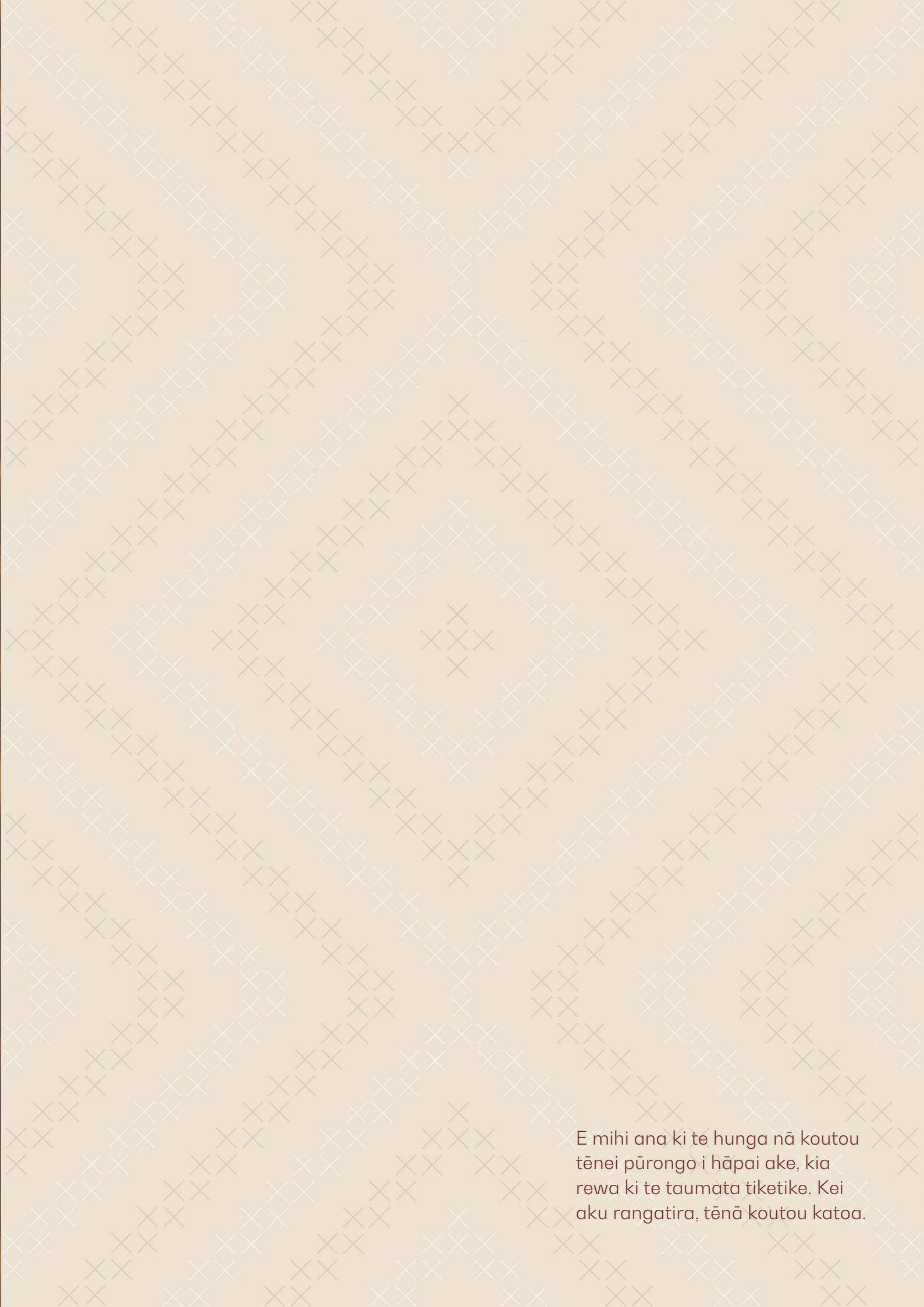
Renata has a career spanning 25 years in business and finance including holding roles such as Tumu Whakarae at ACC, General Manager Māori Business at Bank of New Zealand. He brings extensive governance experience as an elected member of the Ngāti Whātua Ōrākei Trust since 2013 and holds a further director role on the Eden Park Trust Board. Renata is committed to te reo Māori and upholding our tikanga. He has wide business and commercial experience to ensure we remain a cultural and economic powerhouse in Te Kahu Tōpuni a Tuperiri.



Tama Davis
—
Wiremu ‘Fats’ Piriniha Reweti > Piriniha Te Kotahitanga Ngāti Whātua Reweti > [Tama Davis](#)

Tama brings a wealth of knowledge in leading major health and education organisations, previously ADHB, and now Comprehensive Care PHO, Emerge Aotearoa, Auckland Hospital Foundation and the Iwi Māori Partnership Board. He is Executive Director Lead Māori for the Research and Development arm of Waipapa Taumata Rau/University of Auckland. Tama’s passion is using his networks and expertise to drive collaboration and positive outcomes for iwi. Through Ahikaroa Enterprises, he provides Kaupapa Māori supervision, Te Tiriti and Māori Health Models training, and cultural audits. Tama is also a whānau director on the Whai Māia board, contributing to social impact for ngā uri o Tuperiri.

Ngā Hui Poari		
Governance meeting attendance and payments For the year July 12024 – June 30 2025		
	Te Utu	Ngā Hui I Tutuki
Marama Royal	\$90,000.00	11
Ngarimu Blair	\$74,750.00	10
Precious Clark	\$45,000.00	11
Renata Blair	\$45,000.00	9
Sharon Hawke	\$45,000.00	11
Graham Tipene	\$45,000.00	8
Tama Davis	\$45,000.00	10
Arekatera Maihi	\$45,000.00	9
Roimata Kapea	\$45,000.00	9



E mihi ana ki te hunga nā koutou
tēnei pūrongo i hāpai ake, kia
rewa ki te taumata tiketike. Kei
aku rangatira, tēnā koutou katoa.



NGĀTI WHĀTUA ŌRĀKEI