



NGĀTI WHĀTUA ŌRĀKEI

NGĀTI WHĀTUA ŌRĀKEI GROUP

MAHERE Ā TAU
ANNUAL PLAN 2023 - 2024

PREPARED BY THE TRUSTEE
NGĀTI WHĀTUA ŌRĀKEI TRUSTEE LTD

AUTHORISED BY THE DIRECTORS AND SHAREHOLDERS
OF THE TRUSTEE ON JULY 2023



SUMMARY

This annual plan outlines our key activities for the fiscal year July 2023 to June 2024. It should be viewed alongside our Long-Term Strategy and 5-Year Plan.

Vision and Aspiration

Our core vision remains consistent with our long-term strategy:

KIA RERE ARORANGI TE KĀHU PŌKERE KI NGĀ TAUMATA TIKETIKE

To soar and fly to the highest heights.

Aspiration:

We aim to be a thriving hapū leading in our local communities, Tāmaki, and globally. Our whānau well-being surpasses national standards, ensuring meaningful Mana Motuhake.

Objectives and Prioritised Activities

The upcoming sections will detail our targeted objectives and highlighted activities. These are not exhaustive but focus on initiatives driving significant change.

Whānau-Centric Approach

To create a thriving and prosperous whānau, we prioritise activities based on their impact and timing, meeting our whānau at their unique stages in life.



TUAKIRITANGA

CULTURAL IDENTITY

Cultural identity remains our key strategic priority in which we have made significant steps forward in recent year. Our ambition for the next year is to increase and further our investment in culture, to explore new ways to reinforce cultural identity for our whānau, especially in Ōrākei and across Tāmaki Makaurau, and how best to share our rich cultural narrative with the broader community and country.

TUAKIRITANGA		
KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Marae Development	<p>The Marae is the cultural heart of our hapū. We must maintain a culturally robust and safe marae that is inclusive of all whānau, hapū, and iwi activities.</p> <p>This will be achieved by applying best practices in tikanga, kawa, infrastructure, governance, and management.</p> <p>We have prioritised ongoing Marae maintenance and improvements over the coming year, focusing on signage and access.</p> <p>Outputs:</p> <ul style="list-style-type: none">• Complete the master plan for the Marae buildings and facilities.• Complete improvements to Marae amenity, access and facilities.	Trust/Marae
Whakapapa	<p>A whakapapa unit is established and resourced to advance research, protection, and documentation of whakapapa.</p> <p>Outputs:</p> <ul style="list-style-type: none">• Whānau have increased awareness, access, connection, and education relating to their whakapapa while maintaining links with whānau.• We understand who our whanau are, including whānau, where they are at in their journey, and the support they require.	Trust

TUAKIRITANGA

KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Te Reo Māori	<p>Continue to lead the implementation of programmes to drive our culture and identity aspirations across four areas: Reo, Tikanga, and Te Whare Tapere.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Continue to lead the development of the culture and identity strategy, ensuring it has a group-wide focus and application. • 120 whānau are enrolled in Toi Reo programmes with 80% pass rate across all levels. • Conduct an in-depth evaluation of our Te Reo Māori initiatives and programmes, as well as our assistance to whānau, by quantifying and measuring the impact on Ngāti Whātua Ōrākei whānau. • Continue to celebrate and grow mātauranga in tikanga, traditions and narratives that perpetuate the identity of Ngāti Whātua. These include Te Matakahi; Te Matakahi Raukura; Tuia Te Hono; Whiria te Hono; Rōpū Karakia; Toi Tū te Tikanga; Ki Tua. 	Whai Māia
Kapa Haka	<p>Toi Tapere continues to activate kapa haka amongst our whānau. The introduction of mau rākau and mau patu will be available for whānau to participate in.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Deliver a minimum of 8 kapa haka sessions per term to whānau, including mau rakau and mau patu. • Grow the kapa haka capability and waiata knowledge across the hapū. • Continue the kapa haka initiatives and programmes. 	Whai Māia
Kura-a-Iwi	<p>Continue to develop the Ngāti Whātua ki Tāmaki Kura that celebrates Ōrākeitanga and nurtures the development of our tamariki māori.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Implement phase two. This is the equivalent of a business case and will be co-designed with the Ministry of Education. 	Whai Māia

TUAKIRITANGA

KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Mahi Toi	<p>Provide opportunities for Ngāti Whātua Ōrakei and whānau artists to celebrate and showcase their taonga.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Continue support for existing two kaiwhakairo taura for graduation in 2024. • Select two kaiwhakairo taura for Intake two. • Increase support with targeted funding allocated for visual and performing arts that highlight the work of Ngāti Whātua Ōrakei and whānau artists. 	Whai Māia
Mana Moana	<p>Continue to build our presence on the water with a new waka and increase focus on whānau access to waka ama.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Build a new waka taua to be launched on the water in 2024. • Improve access to the moana for whānau and manuhiri. • Align plans and funding to the Ngāti Whātua Ōrakei Reserves Board and Ōrakei Master Plan. 	Trust



TE ORANGA O TE WHĀNAU

WHĀNAU HEALTH AND WELLBEING

Health and Whānau Wellbeing are at the heart of Ngāti Whātua Ōrākei’s long-term strategy, and our long-term ambition is that Ngāti Whātua Ōrākei whānau exceed the national standards for health and wellbeing across all hauora dimensions. In addition to creating stronger platforms for positive hauora, we must also understand and address the underlying causes of wellbeing impacts and proactively support interventions in key risk areas. Our priorities include improving our insight into whānau wellbeing, developing plans to create a waiora hub and a new home for sports, hauora (health) and recreation to thrive in our community, and addressing key areas of concern, including mental health.

TE ORANGA O TE WHĀNAU		
KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Mental Health	<p>We know our whānau are more likely to develop a mental health condition than non-Māori by continuing to provide ready access to hauora for our whānau remains a priority. Existing programmes will be progressed by introducing new kaupapa that will see broader provision to health checks. The introduction of a mental health strategy will provide clear areas of investment to support our whānau.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Increase whānau participation and engagement with Takatū. • Increase whānau participation in sport teams or sports programmes. • Support whānau to develop bespoke training plans. • Continue to support Hauora events. • 80% of whānau engaged with Whānau Navigation are supported and exited out of the programme. • Present the mental health strategy and implementation plan before the November 2023 AGM. 	Whai Māia

TE ORANGA O TE WHĀNAU

KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
<p>Ngāti Whātua Ōrākei Sports and Recreation Centre</p>	<p>The vision is a new sports and recreation centre next to the Ōrākei Domain, creating a waiora hub and a new home for sports, hauora (health) and recreation to thrive in our community.</p> <p>Located on the site of the existing bowling club, close to the moana and surrounded by a flat open park reserve; this unique venue will be easily accessible from the Papakāinga and neighbouring Ōrākei suburbs, providing a range of sports and recreation options for both hapū and the wider community to enjoy.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Ensure appropriate design plans are completed, whānau/community engagement completed and various lease applications (Resource Consent, Land Owner consent and Agreement to Lease) lodged with Council to secure desired space. 	<p>Trust</p>



MANA MOTUHAKE

SELF DETERMINATION

We want whānau to be empowered to achieve anything. We see safe, warm housing as a cornerstone of self-determination for whānau. Our 5-year plan prioritises whānau housing access. This includes increasing our housing stock, empowering the whānau to build more homes on our papakāinga, and assisting whānau in accessing whare based on their circumstances.

MANA MOTUHAKE		
KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Housing	<p>Over the next two years, we will focus on implementing the Ōrākei Master Plan and Housing Strategy to support whānau through the housing system to access homes, relevant support, and subsidies.</p> <p>Outputs:</p> <ul style="list-style-type: none">• Contribute expertise to the development of the Ōrākei Housing Strategy.• Complete the housing development on Hawaiki Street in Ōrākei.• Provide regular progress updates on constructing 100 new homes for whānau.• The Trust, with the cooperation of Whai Maia and Whai Rawa, will explore a single housing unit structure that will encompass tenancy, maintenance, planning, and development of whānau homes.	Trust/Whai Māia/ Whai Rawa
Lifting Incomes	<p>Our primary focus needs to assist our whānau in increasing their incomes. This includes pathways to improve employment and leave the welfare state and pathways out of occupations that perpetuate working poverty. This is especially critical as we continue to recover from COVID.</p> <p>Outputs:</p> <ul style="list-style-type: none">• Develop a strategy to support the movement of people to higher salaries.• Support whānau to access support with employment resources and tools and into employment.	Whai Māia



RANGATIRATANGA

LEADERSHIP

Priorities for Rangatiratanga include ensuring that our group is aligned with our strategy and improving our relationship with stakeholders and partners.

RANGATIRATANGA		
KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Strategic Relationships and Appointments	<p>We will adopt a deliberate approach to relationships across the group during the next year, focusing on providing whānau with governance, leadership, and learning opportunities.</p> <p>Outputs:</p> <ul style="list-style-type: none">• In collaboration across the group, deliver leadership development opportunities for whānau, including Future Director opportunities, internships, and alumni programmes.• Establish a database of whānau in leadership/governance roles or those with leadership ambition.• The group has a clear stakeholder management strategy aligned with how relationships are developed and maintained.	Trust/Whai Māia/ Whai Rawa
Group Structure Review	<p>We will review our current governance and operations structure to ensure it is fit-for-purpose, responsive, and delivering value efficiently and effectively.</p> <p>Outputs:</p> <ul style="list-style-type: none">• The 'Future Fit' Ngāti Whātua Ōrākei Group model is detailed and agreed upon, and its preferred option is confirmed, communicated to key stakeholders, and executed. Additionally, key risks, whether related to people or processes, are proactively identified and effectively mitigated.	Trust

RANGATIRATANGA

KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Te Puru o Tāmaki	<p>We will protect our rights under Te Tiriti and advance positions on matters that impact these rights. We will advocate our positions strongly and develop strategic relationships to ensure our influence and the protection of our Treaty settlements.</p> <p>Outputs:</p> <ul style="list-style-type: none"> • Receive a determination of our interests in the Westhaven Marina case. • Finalise Te Puru o Tāmaki Strategy and implementation plan. 	Trust



TE WHAI RAWA

ECONOMIC PROSPERITY

We take an intergenerational approach to wealth creation – our assets and income must be safeguarded in the long run. We also have a responsibility to allow our whānau to achieve financial stability in their own lives. Our goal is to improve our portfolio investment approach and help whānau businesses develop.

TE WHAI RAWA		
KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Investment Strategy	<p>Our long-term ambition is to have a diverse commercial portfolio that responsibly delivers robust performance outcomes. Guided by an approved Investment Framework, we need a plan of action/roadmap to provide this outcome.</p> <p>Outputs:</p> <ul style="list-style-type: none"> In collaboration, the Trust and Whai Rawa will continue to finalise and implement the Investment Strategy. Develop a commercial roadmap and investment intention. 	Whai Rawa/Trust
Toi Pākihi	<p>Our focus is to build whānau capability by providing training, employment and commercial guidance to make self-sustaining Ngāti Whātua Ōrākei and whānau-owned and operated businesses and the creation of jobs within these businesses.</p> <p>Outputs:</p> <ul style="list-style-type: none"> Thoroughly review our support for whānau and toi pākihi (business) initiatives. The aim is to streamline and refocus our efforts on providing training, employment opportunities, and commercial guidance to enable the self-sustainability of Ngāti Whātua Ōrākei and whānau-owned and operated businesses. people or processes, are proactively identified and effectively mitigated. Develop a pipeline that connects Ngāti Whātua Ōrākei businesses directly with our business partners to drive business opportunities. 	Trust/Whai Māia/ Whai Rawa/Marae

TE WHAI RAWA

KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Toi Pakihi	<p>Outputs continued:</p> <ul style="list-style-type: none"> Continue to develop business-specific programmes, resources, and support systems to enable prosperity, including measurements of the number and value of whānau businesses. 	Trust/Whai Māia/ Whai Rawa/Marae
Asset Growth	<p>Our 5-year plan has an ambitious target for asset growth, being \$2 billion by 2025. We are progressing towards this target but need to ensure this is not by taking excessive risks.</p> <p>Outputs:</p> <ul style="list-style-type: none"> Using the five-year forecast as a foundation, work with the investment strategy to carry out regular reviews, consistently updating and refining our projections for asset growth and diversification. 	Whai Rawa



TE TAIAO

ENVIRONMENT

Te Taiao is the life support for our whānau but continues to be degraded, with changes due to climate change an existential threat to the future wellbeing of our mokopuna. Building on our position statement on Taiao, our ambition is to increase our advocacy on critical environmental matters and do more to communicate our environmental performance.

TE TAIAO		
KAUPAPA	PRIORITY ACTIVITIES AND OUTPUTS	GROUP RESPONSIBLE
Environmental Footprint	<p>To manage our environmental impact, we must measure and then act to reduce it. This requires a comprehensive group ecological footprint.</p> <p>Outputs:</p> <ul style="list-style-type: none"> Continue implementing a collaborative project to measure our Group's environmental footprint 	Trust/Whai Māia/ Whai Rawa/Marae
Restore the mauri of te taiao through climate action	<p>Undertake programmes of work to substantially reduce the impact of the Ngāti Whātua Ōrākei group and our whānau on te taiao.</p> <p>Activities may span across the papakāinga, rohe, or motu and include:</p> <p>Outputs:</p> <ul style="list-style-type: none"> Reduce emissions and build self-sustaining and collectively owned systems for energy, housing, wai, and kai across the papakāinga. Explores more efficient modes of transport, including cycling pathways and sharing schemes for our papakāinga and kaimahi. Whenua and Moana Protection is a priority, and we look to do this by instigating whānau environmental programmes. By protecting the health and well-being of our freshwater, we protect our people and environments and will develop a Te Mana o te Wai strategy. Deliver workshops to whānau and the community to connect with Pourewa. Deliver weekly harvest days. Investigate other forms of gardening that could be implemented at Pourewa 	Trust/Whai Māia/ Whai Rawa/Marae



APPENDIX:

Ngāti Whātua Ōrākei Group

- The Ngāti Whātua Ōrākei Group represents the entities that deliver on the 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)
- The Members of Ngāti Whātua Ōrākei are those who can trace descent back to Tuperiri.

Ōrākei Marae

- Ōrākei Marae is at the heart of our hapū and connects us all as Ngā Uri o Tūperiri through our whakapapa. The Trust owns the Marae land and buildings. The operations and maintenance of the Marae are funded and managed by the Trust.

Ngāti Whātua Ōrākei Trust

- The Trust was established as the Post Settlement entity for the hapū 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. Elected Representatives are the sole shareholders and Directors of the Trustee company.

Ngāti Whātua Ōrākei Whai Māia Limited (Whai Māia)

- Whai Māia is responsible for the social and cultural development of Ngāti Whātua Ōrākei whānau.
- Whai Māia focuses on whānau outcomes and manages 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 Māia and the operations of the Trust and Marae. Where possible, asset management and investments should further the Kaupapa of Ngāti Whātua Ōrākei and further the economic, social, health, and cultural development of Ngāti Whātua Ōrākei whānau.



NGĀTI WHĀTUA ŌRĀKEI