

PŪRONGO Ā-TAU
Annual Report

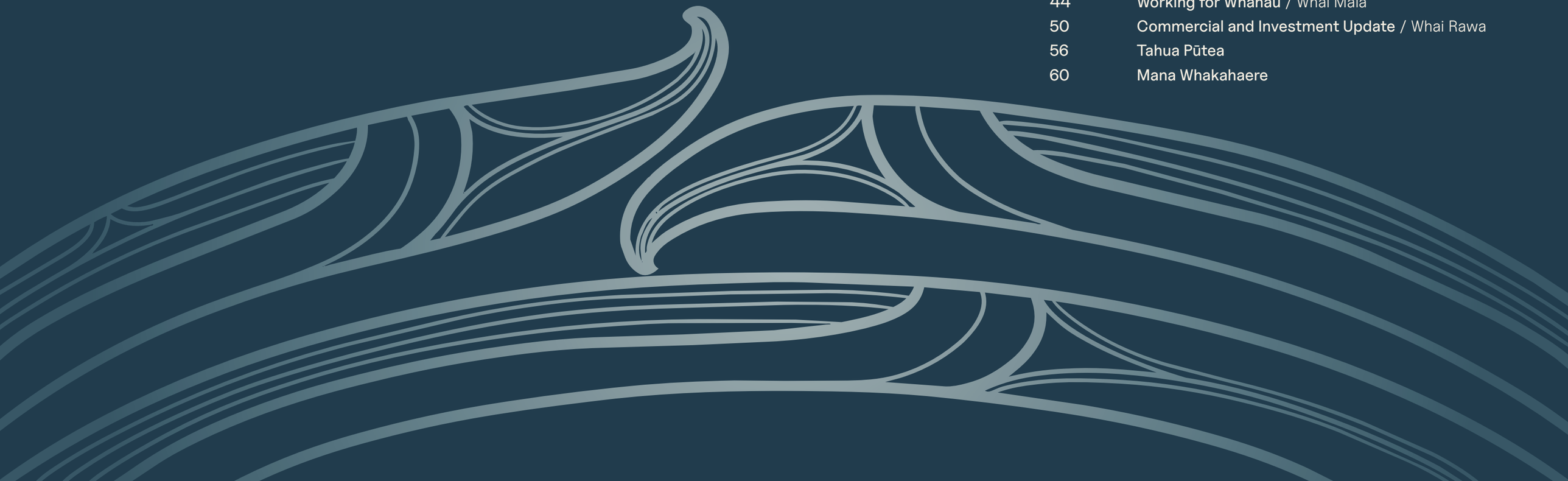
2025/26

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 wharenui
Ko Te Kāhu Pōkere ki te rangi
Ko Te Kahu Tōpuni o Tuperiri ki te whenua

Te Whawhitinga

3 Ngā uri o Tuperiri
6 Poroporoaki
8 Tā Te Heawahine
14 Ngā Hua o Te Tau
16 Taumata ā-Mahere
24 Kaumātua
30 Tā Te Kaiurungi
36 Ōrākei Marae
40 Hautapu ā Motu
44 **Working for Whānau** / Whai Māia
50 **Commercial and Investment Update** / Whai Rawa
56 Tahua Pūtea
60 Mana Whakahaere





Ngā Uri o Tuperiri

Ōrākei Marae

Elected
Represented Directors & Shareholders

Ngāti Whātua Ōrākei Trust

Ngāti Whātua Ōrākei Trustee Ltd

Ngāti Whātua Ōrākei
Whai Māia Ltd

Ngāti Whātua Ōrākei
Whai Rawa Ltd

At 30 June, 2026

Ngā Uri o Tuperiri

Total number registered NWŌ members overseas — 2025: 7959

8392 ↑

Registered NWŌ members in Aotearoa — 2025: 6326

6572 ↑

Registered NWŌ members overseas — 2025: 1298

1409 ↑

Ahitereiria — 2025: 1245

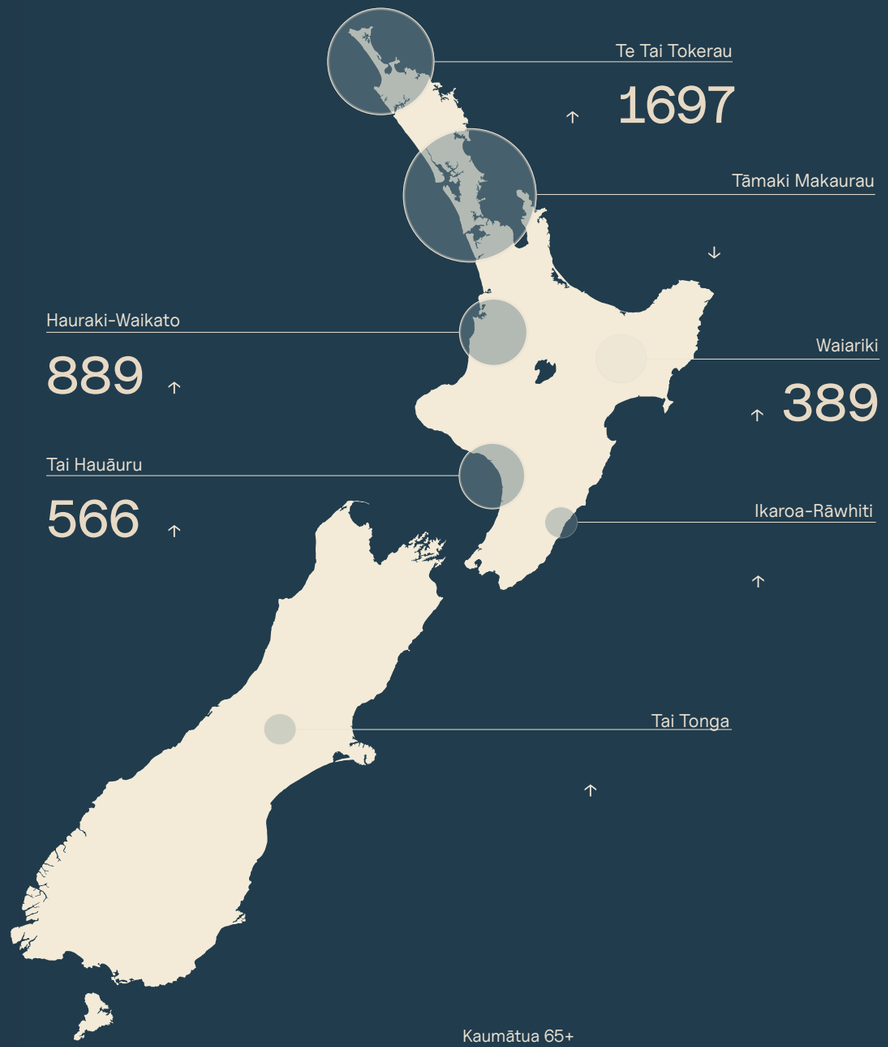
1322 ↑

Other parts of the world — 2025: 53

76 ↑

Unknown — 2025: 335

335

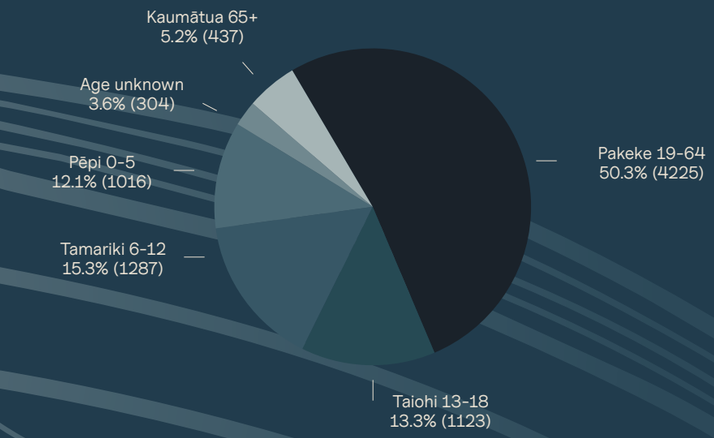


Wāhine
4130

Tāne
4006

Ira huhua
12

Noho muna
244



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

Poroporoaki

Tēnei au kua puta i te pō roa i te rua o Takurua, i te anu mātao.

Mātai ake taku titiro, kua rehu a Matariki, kua rehu hoki a Puanga, ngā whetū tapu o te tau.

He huringa taupeka, he huringa tāngata.

He kōia māra, he kōia mahara.

Tēnei au e whakamaunga atu ana i te puke o mahara, hei mihitanga māku, hei kai mā taku rahi.

Koutou e ngā mate, haere, haere, okioki atu.

Tēnei taku kō e korikori ana, ko ngā wai tōtā, e korikori ana hoki ko ngā wai roimata.

Ko te pō ki a koutou e moe, ko ngā hīhī o Matiti Kura, o Matiti Hana, o Matiti Muramura ki a tātou kei te mata o te whenua.

Tihei mauri ora

Tā Te Heawahine



Marama Royal, MNZM
Heawahine | Chair
Ngāti Whātua Ōrākei Trust

E ngā uri o Tuperiri, e ngā kaumātua, e ngā kuia, e ngā whānau whānui o Ngāti Whātua Ōrākei, tēnā koutou katoa.

Ki ō tātou mate kua whetūrangitia, haere, haere, haere atu rā.

Before I speak of achievement or look ahead, I want to remember those who are no longer with us. Whose voices filled our whare, whose hands carried our kaupapa, and whose aroha helped hold our whānau together.

To every whānau who has lost someone precious, tēnei te mihi aroha ki a koutou. Your loved ones will always hold a place among us.

We acknowledge Uncle Grant Pakihana Hawke, our kaumātua and former Chair, whose leadership helped advance our Treaty settlement and whose commitment to our whenua and te taiao reached far beyond Ōrākei. We honour his years of service and the legacy he leaves our people.

I pay particular tribute to our beloved Sharon Hawke. Sharon served for many years as a trustee, with a commitment that reached far beyond the Board table. She stood for our rights, our whenua and our people, helping the generations after her stand stronger.

For me, losing Sharon has been deeply personal. She was someone I held close, and I miss her. I know that feeling is shared across our whānau.

We give thanks for her service, the kaupapa she carried and the aroha she gave. To her whānau and all those closest to her, our aroha remains with you.

E Sharon, e te wahine toa, moe mai rā. E kore koe e warewaretia.

We carry all our loved ones that we have lost in the last couple of years including our ex Trust Board members Whetumarama Porter and Aunty Marama Wieldraaijer. Their lives remind us why this mahi matters, and who we are responsible to.



Youngies vs Oldies 2026

Te Whawhitinga

The theme for this year's annual report is Te Whawhitinga. In the strands of this year's visual, I see our whakapapa, the relationships that sustain us, and the mahi of many people coming together over time.
We have inherited whenua, mātauranga, the gains secured through the perseverance of our tūpuna, and our duty to carry them forward. Our task is to care for that taonga tuku iho and create possibilities for our uri.
This year, we have taken important steps to strengthen our organisation and set clearer priorities for the future. Our vision remains the same.

Kia rere arorangi te kāhu pōkere ki ngā taumata tiketike.
To soar and fly to the highest heights.

For me, that begins with tamariki who know they belong, whānau who can live securely and access care, and uri confident in their tuakiritanga and encouraged to pursue their aspirations.

Caring for today and providing for tomorrow

This year has required careful stewardship. The increased cost of living, fuel prices, interest rate pressures and a subdued property market have affected our mahi and made everyday life harder for many whānau. Despite the tough economic climate and challenges in the property market, the Group's financial result improved substantially on last year.

I acknowledge the Whai Rawa Board and team for their careful management of our investments through this demanding period.

The foresight and wisdom of our kaumātua and past leaders positioned our hapū to benefit from the incredibly strong growth in property values over many years, providing significant growth, income, and opportunities. As a result, despite flat prices in recent years, we remain one of the strongest-performing hapū in Aotearoa over the last decade and longer.

The Trust and Whai Māia came together operationally under our Chief Executive, Lisa Davis, this year, to better align priorities, strengthen accountability and direct resources where they can make the greatest difference.

I acknowledge Lisa and our kaimahi, who have continued caring for whānau as we review and realign our services to better support our people. Ngā mihi nui ki a koutou.

A clear direction for our mahi

Our refreshed annual plan focuses on four pou: Papa kāinga Resilience, Hauora Redesign, Shaping Tāmaki, and Data and Technology Leaders.

These guide our efforts to live well on our whenua, improve whānau wellbeing, shape Tāmaki as tangata whenua, and use information and technology wisely for our whānau.

Tuakiritanga and taiao underpin all four. Our identity gives this mahi meaning; our relationship with our whenua and wai brings both a foundation and a responsibility.

We see this in our marae, our reo, the kai grown and shared from our whenua, and the care taken to restore the places that sustain us.

As our hapū grows, we must set clear priorities and be willing to change what needs improving. Our focus remains on outcomes whānau can see and experience.



Celebrating our people and our progress

There is much to be proud of this year, and more to celebrate as we come together for this year's Annual General Meeting.



Kāinga Tuatahi 10 year milestone	Ten years on since Kāinga Tuatahi opened, we see what it means for our whānau to have whare on their whenua. Whānau are growing together, neighbours are caring for one another, and tamariki are growing up with our reo flowing throughout their whare, they're connected to our marae and papa kāinga.
Te Tōangaroa acquisition 30 years on	Thirty years since the purchase of Te Tōangaroa, we give thanks for the foresight of those who made it possible. Their decisions continue to provide for us today, reminding us to show that same care for the generations who will follow.
Pō Whakanui Scholarships	Our first Pō Whakanui brought us together to celebrate our scholarship recipients and the whānau supporting them. To our learners, kia kaha, kia māia. We are proud of your dedication and look forward to seeing where your aspirations take you.
Hōtaka Hararei 25 year celebrations	This year, we celebrated 25 years of our whānau holiday programme, a special milestone for a kaupapa driven by whānau. The programme has given tamariki time to play, build friendships and strengthen their connections with one another. These shared experiences help our tamariki know they belong. To the Davis whānau, ngā mihi nui for upholding this kaupapa over the many years and the care you continue to give our tamariki.
Te Kura o Ngati Whātua ki Tāmaki	Since the financial year closed, we have celebrated the opening of Te Kura o Ngāti Whātua ki Tāmaki. It carries the hopes of those who have long worked for education strengthened our tuakiritanga, reo and aspirations. To our founding ākonga, kaiako and whānau, our aroha and encouragement are with you as you grow your kura together.
Hautapu ā Motu	Hosting Hautapu ā Motu at Takaparawhau was a privilege. As Matariki rose, we remembered our loved ones, gave thanks for what sustains us and looked ahead with hope. Sharing that moment with Aotearoa was made possible by the mātauranga, generosity and mahi of so many.
Kapa Haka	Through Taikura and Tuku Iho, we celebrated the waiata, haka and mātauranga passed between generations. We give special thanks to our kaumātua and kuia, and to all who teach and encourage others, keeping these taonga alive for our mokopuna. To every whānau member who helped bring these kaupapa to life, ngā mihi aroha ki a koutou. Your contribution gives us much to celebrate and the confidence to keep moving forward together.

He mihi maioha

To Te Taumata Manukura, our kaumātua and kuia, tēnei te mihi maioha ki a koutou. Thank you for your guidance, your patience and the mātauranga you share so generously. You help us uphold our tikanga and help us understand the responsibilities we carry. We see the time you give: standing for our people, supporting whānau through grief, welcoming manuhiri and encouraging our tamariki and rangatahi. Your presence strengthens our hapū. We are deeply grateful for your aroha and the example you set.

To our whānau, ngā mihi aroha. Thank you for caring for one another, supporting our kaupapa and sharing your whakaaro. Whether here at home or living away, you give life to our hapū. Your wellbeing and aspirations are at the heart of our mahi.

To my fellow trustees, Anahera, Arekatera, Ngarimu, Otene, Precious, Renata, Roi and Te Arepa, thank you for the care and commitment you bring to serving our whānau. I want to extend a welcome to Anahera, Otene and Te Arepa, who joined us following our last AGM. I value the experience and perspectives each of you brings to our Board.

To Tama Davis and Graham Tipene, who concluded their time on the Board this year, ngā mihi aroha ki a kōrua. Thank you for the time, whakaaro and aroha you have given to the hapū. We are grateful for your service and all you have helped achieve for our whānau.

To our Chief Executive, Lisa, thank you for leading through change with our whānau in view. To Whai Rawa Chair, Chris Gudgeon, the Board, Whai Rawa CEO Grant Kemble, and the team, thank you for your stewardship and mahi through a demanding economic period.

To our kaimahi, volunteers and ringa raupā, thank you for preparing our marae, supporting whānau, caring for our whenua and teaching tamariki. So much of your mahi happens quietly. Our progress carries your contribution.

Relationships that help us move forward

I acknowledge our Kōtuitanga partners and those who work alongside us with respect and commitment.

Apihai Te Kawau saw the possibilities relationships could create for our hapū and Tāmaki. His example continues to call us forward with generosity and purpose. Partnerships extend opportunities for our uri, communities and beautiful city. They require reciprocity, honest kōrero and longstanding commitment. We bring our identity and responsibilities as tangata whenua to that mahi.

Remembering as we look ahead.

As we approach the 75th anniversary of the eviction of our whānau from Ōkahu Bay, we remember what was taken from us. Ōkahu Bay was our pā, our kāinga, the place where our whānau lived, raised their tamariki and cared for one another. The loss was far greater than the whare that were destroyed. It was the loss of a way of life, and the hurt has been carried through generations.

For many of our whānau, this is not distant history. These were our parents, grandparents and tūpuna. Their stories deserve to be heard, remembered and passed on to our mokopuna. When we look at what we are achieving today, we should remember how far our people have come. Every whānau living on our whenua, every tamaiti learning our reo at our kura, and every gathering at our marae carries special meaning because of what our tūpuna endured and fought for.

Looking ahead

We have come a long way, but there is still much to do. I have great confidence in our people and in the next generation who will carry this mahi forward. To our rangatahi, we believe in you. Bring your ideas and questions. There is a place for your contribution. To our uri living away, you remain part of us. Your whakapapa connects you to this whenua and your people, wherever you make your kāinga. To all our whānau, and especially our kaumātua and kuia, thank you for your trust, your aroha and all you continue to give.

As we carry Te Whawhitinga forward, may we care well for what we inherit, act with purpose and leave generously for those who follow.

Kia ū ki te kaupapa. Kia mau ki te aroha.
Tēnā koutou, tēnā koutou, tēnā tātou katoa.
Nāku iti nei,

Marama Royal, MNZM
Heawahine | Chair
Ngāti Whātua Ōrākei Trust



Whakatuwheratanga - Te Kura o Ngāti Whātua ki Tamaki July 2026

Ngā Hua o Te Tau

Financial Performance

Taumata Pūtea

As at 30 June 2026	2025	2026
Total group assets	$1.49B	$1.53B
Total interest-bearing debt	$213M	$243M
Debt to total asset ratio	14%	16%
Total revenue	$144.1M	$68.0M
Employee cost	$22.6M	$23.6M
Whānau activity	$9.9M	$10.3M
Loss before tax	($55.2M)	($2.8M)

Performance Snapshot

Taumata Onāianei

As at 30 June 2026

4929
Whānau enrolled in Toi Ora
2025 / 5081

6356
Whānau enrolled in Toi Tupu
2025 / 6170

$8.33M
Total grants and programmes
2025 / $7.58M

$1.61M
Education grants and scholarships
2025 / $1.68M

$0.6M
Te Reo Māori and cultural support
2025 / $0.4M

149
Whānau businesses enrolled in Toi Pakihi
2025 / 121

$0.12M
Kaumātua support
2025 / $0.11M



Taumata Ā-Mahere

Trust FY26

✓ Complete
Met deliverable

On Track
Meeting milestones

In Development
Progress ongoing

Rangatiratanga

Political strategy and government relations through quarterly Wellington visits, continued government relations (GR) firm support, and a structured engagement calendar.	On Track
Kōtuitanga partnerships strengthened with deliberate management of NZICC, Watercare, Beca, ETNZ and others, ensuring reciprocity and measured outcomes.	On Track
External funding leverage through targeted applications to the Auckland Council, Foundation North, and other grant providers.	On Track

Tuakiritanga

Opening of Te Kura o Ngāti Whātua ki Tāmaki.	✓
Host Hautapu ā Motu national broadcast	✓
Tuku Whenua reset and scoped this year, with design for relaunch in 2026/27.	✓
Marae capital works focused on safety, security, and infrastructure upgrades, including the Security Room and network.	On Track
Waka revitalisation through maintenance, regatta participation, and whānau training.	In Development
Whakapapa platform continued development for online and mobile registrations.	In Development

Housing and Hapori

Completion and establishment of the Single Housing Unit, with decisions on long-term integration to be made.	On Track
Ōrākei Housing Plan with continued planning for Kitemoana and Kaumātua housing.	On Track
Exploration of alternative housing options, including the use of bare papa kāinga land.	On Track
Marae Transport Project with AT funding support, including design for improved safety and flow, integrated into marae master planning.	On Track

Transformation

Digital Transformation Phases 1 to 3, including Modern Workplace rollout, scoping of a data and insights platform.	On Track
CRM and SharePoint/Teams refresh to strengthen systems and improve collaboration.	On Track
Leadership and governance development for new directors and senior leaders.	In Development
Kaimahi development through improved onboarding and exit processes, video and cultural content, and consistent policy training.	✓
Implementation of HRIS and ATS (Team Tailor) systems to streamline recruitment and people management.	✓
LMS buildout with training content across compliance, leadership, Microsoft suite, and wellbeing.	✓
All-kaimahi training in workplace expectations, professional boundaries, mental health first aid, health and safety, and difficult conversations.	On Track
Line manager development in areas such as risk, privacy, HR, and self-leadership.	On Track

Hauora

Develop a funding and investment strategy for the Sports and Hauora Centre.	On Hold
Complete review of whānau health insurance and present recommendations on future coverage by December 2026.	On Track
Implement wellbeing initiatives as part of the transformation programme, including leadership and mental health training.	On Track

Organisational Reset

Complete the Group Reset, reviewing services, structures, and costs.	✓
Decide on the long-term placement of the Single Housing Unit.	✓
Deliver a refreshed budgeting and reporting framework.	On Track

Legal, Risk, Governance, Communications and People & Performance

Establish and embed the SLA with Whai Rawa for Legal, Risk, and Finance services, with joint monitoring to ensure quality and responsiveness.	
Implement the Legal Matter Management System (linking the Contracts Obligations Register) and Compliance Register (for regulatory obligations).	
Deliver specialist privacy training and maintain regular policy reviews.	
Maintain People & Performance functions, including policy support, HR compliance, and kaimahi wellbeing initiatives.	
Deliver Communications and Engagement programme to connect whānau, inform kaimahi, and protect the strength of the Ngāti Whātua Ōrākei brand.	

Te Taiao

Complete design and planning for flood protection at the urupa, including mitigation works and long-term resilience planning.	
Continue to advocate with the Council and relevant agencies to secure support and co-investment in resilience projects.	



Whai Māia FY26

✓ Complete
Met deliverable

On Track
Meeting milestones

In Development
Progress ongoing

Whare & Hapori

Deliver consistent, high-quality tenancy management for 63 rental properties and 20 kaumātua whare.	On Track
Implement a dedicated rent recovery strategy that includes early intervention, debt repayment plans, and personalised financial support.	In Development
Introduce quarterly tenancy and wellbeing check-ins to identify risks early and link whānau to wrap around services.	In Development
Strengthen collaboration with Whai Rawa to align rental management with long-term housing aspirations.	On Track

Education, Mātauranga & Tuakiritanga

Progress planning for a Ngāti Whātua-led kura, with emphasis on governance, curriculum design, pedagogy, and potential partnerships.	✓
Deliver targeted tuakiritanga initiatives, including wānanga, reo-based holiday programmes, and cultural identity workshops.	✓
Review and revamp the Oha distribution programme to ensure it is equitable, future-focused, and reflective of the diverse learning pathways uri now undertake.	In Development
Strengthen kura partnerships to embed Whātua narratives, tikanga, and reo in local curriculum delivery.	On Track
Expand te reo Māori revitalisation through intergenerational learning opportunities, including adult classes, reo mentors, and whānau-based programmes.	✓
Establish and grow internship and cadetship opportunities to prepare uri for tertiary and career transitions grounded in cultural identity.	✓

Rangatiratanga - Leadership, Advocacy & Influence

Finalise and ratify Te Whatutoto, Tuku Whenua, and Te Kahu Tōpuni o Tuperiri cultural landscape projects.	On Track
Embed Ngāti Whātua Ōrākei representation in local and regional planning and governance forums.	On Track
Strengthen iwi visibility in strategic decision-making through targeted advocacy and public submissions.	✓

Whānau Health & Wellbeing - Hauora

Strengthen delivery of kaupapa Māori mental health and addiction services, counselling, and whānau-led recovery support.	✓
Expand access to mirimiri and rongoa Māori practitioners, prioritising kaumātua and high-needs whānau.	✓
Grow the Kaiārahi navigation model, with structured wrap around planning and digitised intake tracking.	✓
Scale health promotion initiatives, community based activity with a focus on measurable outcomes.	✓
Develop an equity dashboard to track health access, outcomes, and service engagement by uri group.	In Development

Toi Ora Health Insurance Programme

Continue the health insurance programme as a flagship investment in uri wellbeing and transformative health outcomes.	On Track
Negotiate the annual premium with nib, balancing a 22% medical inflation increase while maintaining sustainable and equitable access for whānau.	On Track
Identify eligible government and individual health entitlements and opportunities to offset costs.	On Track
Strengthen integration across the broader Whānau Wellbeing Suite, aligning Toi Ora with navigation, prevention, and hauora services.	In Development
Build internal capability to support health engagement, with clearer pathways for uri to access entitlements, wellness coaching, and follow-on care.	On Track
Position Toi Ora for future co-investment by initiating readiness activities that support long-term Government partnerships.	On Track



Te Taiao

Activate Ko Te Pūkāki 2040 as a hub for environmental learning, mātauranga, and taiao-focused innovation.	●
Expand māra kai and papa kāinga sustainability initiatives that reconnect uri to whenua and food sovereignty.	●
Support rangatahi through cadetships and leadership pathways in restoration, conservation, and climate resilience.	●
Protect taonga species and restore native ecosystems through community-led planting and monitoring.	✓
Embed zero-waste and circular economy practices across operations and events.	●
Deliver wānanga focused on matauranga-a-taiao, climate literacy, and sustainable systems thinking, including a wai-resilient papa kāinga programme.	●
Influence local and regional planning processes through targeted advocacy and submissions.	●
Deliver cultural taiao projects including taonga protection, toi Māori installations, and place-based storytelling.	●

Whai Rawa FY26

Visit our website to view the full Ngāti Whātua Ōrākei Whai Rawa Annual Report.

ngatiwhatuaorakei.com/parongo/publications-media-releases/

Kaumātua



Steve Pihema
–
Kaitiaki Kaumātua
–
He taonga ngā kaumātua, he puna kōrero, he pou whakairo mō ngā uri whakatipu.



Our Kaumātua Remembered

Since the last AGM, 33 cherished kaumātua have transitioned to Te Ao Wairua, aged between 62 and 93. They lived across Aotearoa, from Christchurch to Moerewa, with 12 residing in Ōrākei.

Many were familiar faces within our community, participating in Te Puru o Tāmaki Kaumātua Kapa Haka, attending mōteatea sessions, supporting the Blessings team and contributing to our many kaupapa.

Their absence is deeply felt. Each brought their own personality, humour and presence to our whānau. Whether through a booming voice that filled the room with song and laughter, guitar playing that kept kapa haka lively or a familiar catchphrase, each kaumātua left behind memories that will continue to be cherished.

The passing of these 33 kaumātua has had a profound impact on their whānau and the wider kaumātua community. Their stories, along with those of the 21 kaumātua living outside Ōrākei, remain an important part of our collective memory.

As shared at a recent tangi, in Te Ao Māori, time is not a straight line moving away from the past. It is a circle, where the past remains in front of us. Our kaumātua continue to live through the stories, memories and connections they leave behind.

Our Kaumātua by the Numbers

Ngāti Whātua Ōrākei's hapū database currently records approximately 437 uri aged 65 and over, including 44 aged over 80.

Among them are two kaumātua who continue to inspire their whānau and community: Matua Arthur Povey, aged 91, and Matua Danny Tumahai, aged 96. Their lives reflect the value of whanaungatanga, leadership, hard work and contributing to the communities around them.

Our kaumātua population continues to grow. Stats NZ (Tatauranga Aotearoa) reports that Māori life expectancy has increased by 3.1 years since 2005–2007, reaching 75.8 years. While life expectancy remains lower than that of other ethnic populations, the gap is narrowing.

Many of the Baby Boomer generation are redefining retirement, choosing to continue working and contributing well beyond traditional working age. Whaea Nellie, aged 83, continues her mahi as a Cultural Advisor in Counties Manukau, alongside other kaumātua who remain actively involved in their communities.

Our kaumātua are spread across Aotearoa and beyond, with 77 living in Australia, two in the United States and one in Ireland. Within Aotearoa, 332 reside in Tāmaki, 53 in Kaipara, 109 in Northland and 43 south of Tāmaki.

Despite the distances, online programmes and services continue to support connections with whānau and Ngāti Whātua Ōrākei.

437	Kaumātua aged 65+
44	Kaumātua aged over 80
33	Kaumātua transitioned to Te Ao Wairua since the last AGM
189+	Kaupapa supported across our rohe
75.8	Years Māori life expectancy
3.1	Years increase in Māori life expectancy since 2005–07

Geographic reach (kaumātua aged 60+)

Tāmaki	Northland	Kaipara	South Tāmaki	Australia	U.S.A.	Ireland
332	109	53	43	77	2	1

Our Kaumātua in the Community

A small but dedicated group of kaumātua continued to support our leadership as ahi kā was upheld across more than 189 events throughout Te Kahu Tōpuni o Tuperiri.

While many kaupapa took place across the City Centre, kaumātua also remained actively involved in matters closer to home in Ōrākei.

One notable example was the Kupe Street and Kepa Road intersection, featuring artwork created by our rangatahi. Kaumātua have expressed pride in the four pou, particularly when illuminated at night, and have noted the increased sense of safety at the intersection.

Supporting ahi kā often means early starts, with kaumātua regularly departing as early as 5am, regardless of the season or weather. Despite the challenges, their commitment to supporting CJ Gilbert, Ngaire Hotu and the team remains strong.

These early mornings offer their own rewards: the beauty of the city before sunrise, the lights across the landscape, the growing presence of Māori art throughout Tāmaki, and the stunning Waitematā under the moonlight. Following each kaupapa, kai whakanoa and time spent socialising with hosts provide opportunities to strengthen relationships and experience the deep respect shown to kaumātua. These moments of connection make the early starts worthwhile.

Our Kaumātua Remember a Time That Was

The monthly Digital Kaumātua group provides opportunities for kaumātua to learn new ways of using technology, troubleshoot devices and stay connected with whānau.

While younger generations may find some digital tasks straightforward, our Baby Boomer kaumātua have witnessed extraordinary technological change throughout their lives. From transistor radios and the arrival of television to early computers and the Space Race, their generation helped lay the foundations for many of the technologies used today.

For many, childhood memories include televisions with only two channels, telephones with long curly cords and encyclopaedias used for school assignments. Communication and everyday tasks often required patience and planning.

Today, kaumātua are embracing opportunities to use phones, laptops and other devices to communicate with whānau, play games, watch movies and shop online.

Their enthusiasm for learning reflects a desire to remain connected, independent and engaged with the changing world around them.





Our Kaumātua Are Resilient

The 2026 winter illness season was particularly challenging for many kaumātua, with prolonged flu symptoms and repeated illness affecting their wellbeing.

For some, the severity of their illness resulted in hospital admissions, including cases where influenza developed into pneumonia or exacerbated existing chronic conditions.

The Ngāti Whātua Ōrākei Health Insurance with nib proved valuable during this period. The Public Hospital Grant provides $300 per day after the third night in a public hospital, up to a maximum of 10 days.

This insurance is available to registered Ngāti Whātua Ōrākei uri living in Aotearoa, providing an important source of support during times of illness.

The nib kaiārahi, based at Pou Rarama fortnightly, have also made a meaningful difference. Their support helps kaumātua navigate insurance policies, make claims and understand the health programmes available through the partnership.

Access to the insurance remains positive, with GP visits and prescription glasses reimbursement accounting for the highest kaumātua expenditure. The ongoing relationship with Specsavers continues to support kaumātua with eye examinations and eyewear. Hearing aids and dentures remain common enquiries.

More kaumātua accessed specialist care for hip, knee and heart conditions this year than in previous years. This reflects encouraging progress, with kaumātua increasingly seeking specialist support earlier rather than waiting for public hospital appointments.

The hauora initiatives, programmes and services offered through Tend Health, Ngāti Whātua Ōrākei and nib continue to play an important role in supporting kaumātua health and wellbeing.

Our Kaumātua, Our Taonga

Each year, Te Puru o Tāmaki Kaumātua Kapa Haka travels to Wellington to participate in the Taikura Kaumātua Kapa Haka Festival.

Preparation begins well in advance, with kaumātua dedicating time throughout the year to perfect their timing, movements, waiata and performance.

In the weeks leading up to Taikura, whānau come together to prepare kākahu. Sewing machines run throughout the day as measuring, cutting, stitching and fitting take place, alongside plenty of kōrero, laughter, kai and helping hands.

The dress rehearsal provides an opportunity for whānau to celebrate the dedication and hard work behind each performance.

Whether performing at Taikura, Te Ahurei or the Tāmaki Regionals, kaumātua proudly wear their black and yellow number ones and take to the stage.

The strength of whanaungatanga within the group is immeasurable. Many have known one another for more than 70 years, sharing deep trust, understanding and connection built over generations.

These relationships embody the values of Ngāti Whātua Ōrākei Kaumātua Ora and the aspirations held for all 680 kaumātua (aged 60+), from Balclutha to the far north.

Through the programmes and services available, the aim is to support the wellbeing of kaumātua across taha hinengaro, taha tinana, taha wairua and taha whānau, values embodied through Te Puru o Tāmaki Kaumātua Rōpu.

Ngāti Whātua Ōrākei kaumātua acknowledge and appreciate the continued support of the Ngāti Whātua Ōrākei Trust Board, Toi Whai Ora Management and Whai Rawa, whose generous assistance contributes to their happiness, health and wellbeing.

Tā Te Kaiurungi



E aroha ana ahau
ki tēnei whānau a te Atua.
He whānau kotahi tēnei.
Taku koa, ko au tētahi o tēnei whānau.

I grew up singing those words with Te Puru o Tāmaki. They take me back to my Nan and to the many people who helped shape who we are.

Taku koa, ko au tētahi o tēnei whānau.
My joy is that I am one of this whānau.

I think about those words differently now. I have the privilege of serving as Kaiurungi, but I don't stand apart from our whānau. I am part of it.

And for me, that is where responsibility starts.

Before the plans, programmes, structures and numbers that fill the pages of this report, we are whānau. So the question I keep coming back to is quite simple:

Are the choices we are making, and the mahi we are doing, actually making a difference for our people?

That is the lens through which I reflect on this year.

This has been a year of significant change for Ngāti Whātua Ōrākei. But alongside that change, the everyday mahi has continued.

Thousands of whānau have received practical support. Access to primary healthcare has improved. Our marae has been busy. Our whenua has produced kai and continued to be restored. Tamariki and pakeke have had opportunities to strengthen their reo, tikanga and identity. We have continued to support whānau through housing, education, hauora and the many other things that sit behind whānau wellbeing.

We carry a responsibility to more than 8,000 registered members of Ngāti Whātua Ōrākei, living throughout Tāmaki, Aotearoa and the world. Our circumstances and aspirations differ, but we share whakapapa, whenua and identity.

There is much to be proud of. But increasingly, I don't think it is enough for us simply to report how much we did.

We also need to understand what changed because of it.

Lisa Davis
–
Kaiurungi, Chief Executive
Ngāti Whātua Ōrākei Trust
–
Piriniha Te Kotahitanga Ngati Whātua Reweti > Piripi Te Waka Davis > Lisa Davis

Our strength as a hapū is that we can work towards the aspirations of many, without losing sight of the people and whānau who need us along the way.

Delivering for our people

Our kaimahi have continued progressing kaupapa that matter to our people.

Te Puna Reo Ōkahukura continues to nurture our youngest tamariki in te reo Māori, tikanga and identity. The establishment of Te Kura o Ngāti Whātua ki Tāmaki, and the preparations for its opening, mark another important step in creating pathways for our tamariki to learn and succeed as Ngāti Whātua Ōrākei. We also value our ongoing relationship with Ōrākei School and its contribution to the education of our tamariki and wider community.

During the year, we approved 2,856 grants, including 1,989 education-related grants, supporting whānau across education, tertiary study, hauora, sport, swimming, kaumātua wellbeing and other needs.

In hauora, more than 12,000 nib claims were paid, providing almost $6 million in healthcare support. Based on the latest utilisation data available to us, to the end of April, 2,178 whānau members had used their cover.

Our partnership with Tend through Tend Ōrākei is also showing what working differently can deliver. Whānau can generally now access a GP within two days or sooner, compared with waits of two to three weeks previously.

For whānau, that means something very practical: being able to get care when you need it.

That is where I want our reporting to keep moving. Not only what we funded, or how many people used something, but what difference did it make.

As we look ahead, our focus is on how health insurance, primary care, prevention and our wider hauora services can work together to improve both access and health outcomes for whānau.

Housing and papa kāinga.

We continue to provide homes for whānau, including rental housing and homes for kaumātua. We know the need is greater than the housing we have available, and affordability continues to place pressure on whānau.

Our aspiration is not simply to build or manage more houses. It is for our people to be able to live securely on their whenua, stay connected to whānau, marae and one another, and contribute to a thriving papa kāinga. Housing is an important part of whānau wellbeing and our long-term aspiration for mana motuhake.

But papa kāinga also requires responsibility from all of us.

We know some whānau are under real financial pressure. Where whānau are genuinely struggling, we want to know early so we can work alongside them and find a way forward.

At the same time, we have rent arrears that need to be addressed. Living in our whānau housing comes with responsibilities, including paying rent and caring for the home. Meeting those responsibilities helps us maintain and protect these homes for the whānau living in them today and for those who will need them in the future.

For me, aroha and accountability are not opposites. We can support whānau who are struggling while still being clear about our shared responsibility to care for the homes and whenua that belong to all of us.

We are also looking closely at how our housing services work. We need better information about housing need, clearer pathways for whānau, stronger tenancy support, better coordination of maintenance and careful planning for future housing.

There is more work to do here, and I don't want to pretend otherwise.

Our challenge is to care well for the homes we have today while planning carefully for the whānau who will need to live on this whenua after us.



Aurtum Martin at Maurākau

Our marae, our kāinga

Ōrākei Marae sits at the heart of who we are. It has been in service five to seven days a week, welcoming more than 15,000 visitors across the year. It is where we come together for hui, pōwhiri, reo, waiata, wānanga, kapa haka, celebrations and the everyday kaupapa that keep us connected to one another and to who we are.

It has also carried us through loss.

We have farewelled many loved ones this year and felt deeply the loss carried by whānau across our hapū. To every whānau who has brought their loved one home, and to our kaumātua, kaikaranga, kaikōrero, ringawera, kaikiritapu, kaimahi and the many hands who step forward during these times, tēnei te mihi aroha ki a koutou.

Our marae must hold both hui mate and hui ora.

We want it alive with our reo and tikanga, with tamariki and mokopuna, kaumātua, whānau and manuhiri. Weekly waiata and mau rākau have regularly brought 60 to 100 people together, alongside reo learning and other cultural kaupapa.

The work of caring for our marae can sometimes be less visible. Our teams continue to strengthen health and safety, care for the grounds and facilities, and make sure our marae is ready to receive our own people and others who come through its doors.

It is practical mahi, but its purpose is bigger: a marae and kāinga that are safe, welcoming and worthy of those who cared for them before us and those who will inherit them from us.

Our whenua, environment and identity.

Caring for our whenua is one of the most practical expressions of our responsibility as kaitiaki and tangata whenua.

During the year, 13,069 native rākau were planted across Whenua Rangatira and Pourewa, while our māra produced and distributed 4.4 tonnes of kai. Across planting, māra kai, the nursery and māra rongoā, 1,190 volunteer contributions were recorded. Fortnightly trapping also removed 125 pests, helping protect and restore native habitats.

This mahi is also about expressing our identity on the whenua. At Te Pourewa, Mahi Toi has brought together our histories, whakapapa and whakairo. Two Ngāti Whātua kaiwhakairo graduated from Ruawhetū carving school, a Wharau Whakairo was established, and work continued to strengthen the cultural connection between Te Pourewa, Takaparawhau and our marae.
There is a lot in these numbers to be proud of. But again, I want us to keep asking the next question.

What is changing in the health of the whenua? Are we strengthening food resilience? Are more whānau learning, participating and connecting with the whenua? What will our mokopuna be able to see because of the work being done today?

We won't have all of those measures yet. That's okay.

But increasingly, that is the story I want us to be able to tell our whānau.



Te Pourewa Nursery

Changing how we operate

Ngāti Whātua Ōrākei has grown significantly. In 2017, we had 2,571 registered members. By June 2026, that had grown to 8,392.

That growth is something to celebrate, but it also means we need to rethink how we work and how we serve whānau.

This year we made significant changes through He Āhā Te Hau.

We reset our priorities and reorganised our teams, but the work goes beyond structure. Some of the systems and infrastructure we need for a hapū of our size are still being built.

We are strengthening health and safety, digital infrastructure, information and accountability. Much of that mahi happens behind the scenes. What should be visible to whānau is the difference it makes.

Is it easier to access support? Are we responding more quickly? Is our communication better? Do we understand what is working? Are we putting our resources where they make the greatest difference?

As our hapū grows, we also need to think carefully about what we provide. We won't be able to do everything, and nor should we try to.

Our job is to listen to what our whānau need, understand what is making the greatest difference, and make careful choices about where we put our resources.

Some things will need more investment. Some may need to change. Others we may eventually stop. What matters is that those choices are made carefully and always with our whānau in mind.

We also know that some of the best outcomes for whānau come when we work alongside others. Good partnerships can bring expertise, resources and opportunities that strengthen what we are already doing. What matters is that those partnerships respond to the needs of our whānau and deliver something meaningful for our people.

Change of this scale will not always be seamless. We will not get everything right the first time.

What matters is that we listen when something isn't working, respond, learn and keep improving.

The measure of this change will not be our structure or our systems. It will be whether we serve our whānau better.





Commercial strength for whānau

The Group recorded an after-tax loss of $5.2 million this year, a significant improvement on last year's $60.8 million loss. The Group also generated a positive underlying operating result of $8.6 million before $10.3 million of expenditure on whānau activity.

Whenua is at the heart of who we are. The vision of our past leaders to grow our whenua holdings has provided homes, income and opportunities for whānau.

Our properties continue to earn income even though their recorded value can move up and down with the market. This year investment property valuations increased modestly and rental income grew.

Whai Rawa returned to profitability this year, recording a $14.9 million net profit after tax, and distributed $16.2 million to the Trust to help fund the services, programmes and initiatives that support whānau.

For me, that connection is the important one.

Commercial strength gives us choices. It allows us to support whānau today, invest for tomorrow and protect what generations before us worked hard to build.

A strong balance sheet matters, but it isn't the end goal.

Its value is in what it allows us to do for our people.

Our focus from here

As we look ahead, we are deliberately narrowing our focus.

Our priorities are strengthening the resilience of our papa kāinga, shaping Tāmaki as tangata whenua, becoming stronger in how we use technology and data, and redesigning our approach to hauora. Underneath all of this sit Tuakiritanga and Te Taiao, our identity and our whenua, as foundations for everything we do.

This does not mean the everyday mahi stops. Education, housing, marae, whānau support, reo, tikanga and the services our people rely on continue. What changes is where we put additional focus and investment.

We want to do things well, be clearer about the difference we expect them to make, and be prepared to adjust when something isn't working.

There will always be more need and more ideas than any organisation can resource.

Sometimes whānau will come to us when they are under real pressure and cannot always see the choices available to them. We need to recognise that and respond with aroha.

We won't always know what is happening for every whānau, so staying connected matters. Talk to us early. Tell us when something isn't working. Help us understand what you need.

Our responsibility is to listen, be honest about what is possible, and work alongside you to find the best way forward where we can. That relationship works both ways.

We have changed parts of how our organisation operates. Now we need to show what that change delivers for whānau.

I also want to acknowledge everyone who helps carry this mahi.

To our Heawahine, Marama Royal, our Heamana Tuarua, Ngarimu Blair, and our Trust Board members, thank you for your leadership and support.

To the Whai Rawa Board, CEO Grant Kemble and team, and those who give their time and expertise through our committees, thank you for the care and commitment you bring to our kaupapa.

To our kaumātua and kuia, thank you for continuing to guide us, challenge us and remind us who we are.

To our kaimahi, thank you for carrying a year of considerable change while continuing to care for and serve our whānau.

And to our whānau, thank you. Thank you for engaging with us, challenging us, turning up, asking questions, using the services available to you, volunteering your time and continuing to expect more from us.

I come back to the words I began with:
Taku koa, ko au tētahi o tēnei whānau.
It is my joy to be one of this whānau.
Serving you is a privilege, and something I don't take lightly.

Tēnā koutou, tēnā koutou, tēnā tātou katoa.
Nāku noa, nā

Lisa Davis
Kaiurungi | Chief Executive
Ngāti Whātua Ōrākei Trust

Ōrākei Marae

Ko Tumutumuwhenua te wharenui
Ko Te Puru o Tāmaki te wharekai
Ko Ōrākei te marae

The Heart of Our Kāinga

Ōrākei Marae remains at the heart of our whānau and hapū. It is where we return to one another, where we uphold our tikanga, strengthen our reo, celebrate together and bring our loved ones home.

Throughout the year, the marae has been in service five to seven days each week, welcoming more than 15,000 visits across hui, pōwhiri, tangihanga, reo, waiata, wānanga, kapa haka and other kaupapa. Weekly waiata and mau rākau alone regularly brought 60 to 100 people together.

But the importance of our marae cannot really be measured by the number of people who come through its doors.

It has carried many of our whānau through loss this year. Every tangihanga relies on people stepping forward: our kaumātua, kaikaranga, kaikōrero, ringawera, kaikiritapu, kaimahi and whānau who quietly do what needs to be done.

Tēnei te mihi aroha ki a koutou.



Waiata Wenerei



Caring for Our Marae

We are fortunate to have Aunty Rangimarie Rawiri and Aunty Mere Gillman at Te Pou Whakairo. Their presence and manaakitanga contribute greatly to the welcoming atmosphere of our marae. Alongside our marae kaimahi, kaitiaki and the many whānau who lend a hand, they help ensure our marae continues to operate with pride.

Our grounds continue to be maintained to an excellent standard, reflecting the care taken in looking after our kāinga. We acknowledge the mahi of those who keep our marae looking beautiful and ready to welcome whānau and manuhiri.

Toi Whātua and marae kaimahi have been working with whānau kaiwhakairo Leonard Phillips and Lawrence Makoare to develop a maintenance plan for the whakairo on our marae grounds. The plan will guide regular care and maintenance, helping to preserve their beauty for generations to come.

We have also been strengthening our approach to health and safety. With funding support from Auckland Transport, upcoming improvements will focus on safer vehicle movements and pedestrian access around the marae. This is particularly important for our kaumātua and whānau with mobility needs.

We have EV charging stations to support our Hiko electric vehicles, which whānau can book and use. This provides a practical service for our people while supporting our wider efforts to reduce emissions.

While we have made progress, there is still more to do. Our marae is a busy place, and we need to continue improving our facilities and how we manage them. This includes better systems for bookings, ongoing maintenance and ensuring our spaces are safe and accessible for everyone.

Looking Ahead

Our focus is on ensuring Ōrākei Marae continues to meet the needs of our growing hapū. We want our marae to be a place where whānau feel comfortable coming together, where our reo and tikanga are alive, and where our kaumātua and mokopuna are equally at home.

The strength of our marae has always been our people. To our kaumātua, kaikaranga, kaikōrero, ringawera, kaitiaki, kaimahi and every whānau member who contributes their time and energy, tēnei te mihi nui ki a koutou.

Hautapu ā Motu 2026





Hautapu ā Motu

Although held outside the reporting year, the 2026 Hautapu ā-Motu at Takaparawhau was a kaupapa carried by our whānau, with all the care and manaakitanga of Ngāti Whātua Ōrākei.

The national theme, Matariki Herenga Waka - For Everyone, spoke to Tāmaki as a place where people and waka gather. As tangata whenua, we welcomed the masses to remember, celebrate and connect, grounding the gathering in our tikanga and carrying it with pride.







From the kitchens to the waiata, from gathering whenua resources to welcoming visitors, every contribution mattered.

In the months leading up to Hautapu, whānau gave their time and energy to bring the kaupapa to life. Waiata Wenerei brought us together to learn new waiata, strengthen our voices and prepare alongside one another. That steady commitment, week after week, showed the pride our whānau take in upholding our mana and sharing it with the motu.

That care was felt across the kaupapa. Our ringawera, with an army of aunties across both marae and makeshift kitchens on the whenua, kept everyone well fed and warmly welcomed. Our kaikaranga and kaikarakia, through the Ōkawa, upheld the tikanga of the ceremony. In the weeks before, our Taiao team gathered kai for the ahurewa, while whānau kaitiaki and volunteers shared their time, energy and knowledge wherever they were needed.

Hautapu ā-Motu gave us a chance to be together, nurture our connections and share the generosity and cultural richness of Ngāti Whātua Ōrākei. Above all, it was our people who made the gathering what it was - a kaupapa carried with aroha, pride and care for one another.



Interns 2025-26

Working for Whānau

Whai Māia



Youngies vs Oldies July 2026



Takatū Gym



Hōtaka Hararei
Holiday Programme 25 Year Celebration



Planting Day July 2026

Housing, Papa kāinga, Whenua Stewardship



13,000+
Native rākau planted

1190
Volunteers

4.4 tonnes
Kai harvested

125
Pests caught



Commitment to our people and whenua is reflected in the second year of Ko Te Pūkāki: 2040, with all the programme targets achieved during the reporting year. Across 9 planting days, 13,069 native rākau were planted across Whenua Rangatira and Pourewa, continuing the long-term work of restoring our whenua and supporting the regeneration of native habitats. Each planting day represents a contribution to the future of our taiao, while bringing whānau and the wider community together in shared responsibility of caring for the whenua.

The collective contribution of our volunteers remains central to this mahi. A total of 1,190 volunteer contributions were recorded across planting, māra kai, nursery and māra rongoā activities. Through this practical mahi, volunteers are helping restore our taiao, support kai production and share knowledge. Their contribution reflects the strength of collective action and the role each of us can play in caring for the places that sustain us.

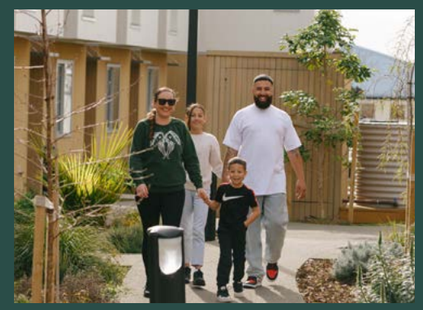
At Te Pourewa, the nursery and māra continue to bring together the restoration of our whenua and the wellbeing of our people. The propagation of native plants supports our wider restoration kaupapa, while the māra kai provides a practical source of nourishment for whānau and the wider community. During the reporting year, 4.4 tonnes of kai were harvested and distributed. This is a tangible expression of manākitanga, demonstrating how caring for our whenua can also strengthen food security, support community resilience and provide for our people.

Protecting the whenua also requires sustained attention to the threats facing our native habitats. Through fortnightly trapline servicing, 125 pests were caught during the reporting year. This ongoing mahi supports the protection of native species and habitats, reinforcing our commitment to restoring and safeguarding the whenua.

As Hawaiki approaches its second anniversary, the foundations of a connected papa kāinga community continues to take shape. Neighbours are building relationships, tamariki are growing up alongside one another, and shared spaces are becoming places of connection.

With the marae and wider kāinga close by, Hawaiki provides more than a place to live. It creates opportunities for whānau to participate in hapū life, nurture a sense of belonging and strengthen relationships that sustain our community.

Together, these kaupapa reflect an enduring responsibility to care for our people, our whenua, and the connections between them. From whānau putting down roots at Hawaiki to the restoration of our taiao, the contribution of volunteers and the growing and sharing of kai, each effort plays a part in strengthening the foundations of our future. Through this mahi, we continue to uphold responsibility as kaitiaki and contribute to the wellbeing of Ngāti Whātua Ōrākei, today and for generations to come.



Growing Tuakiritanga

The strength of Ngāti Whātua Ōrākei comes from the knowledge, values and practices passed down through our generations. Keeping these alive means creating opportunities for our people to learn, practice and share the ways of our tūpuna, so they remain part of everyday life.

Through programmes like Toi Reo, Waiata Wenerei, Poho Kawau, Whiria Te Kaha and our other cultural kaupapa, whānau are coming together to learn and grow in te reo Māori, waiata, mōteatea, mau rākau, haka, karanga, whaikōrero and karakia. Hīkoi across our whenua and the sharing of our history also give whānau a deeper understanding of the places, people and stories that make up who we are.

More than 400 attendances were recorded across our reo and cultural programmes this year. Behind those numbers are whānau growing in confidence and finding their place within our culture. We've seen this through Poho Kawau, where tamariki have grown in confidence in their tuakiritanga and are developing a stronger sense of who they are as uri of Ngāti Whātua Ōrākei. Our whaikōrero and karanga programmes have also given our pakeke a safe space to learn, practice and find confidence in their own voices.

Across our programmes, whānau are taking what they learn and putting it into practice. From beginning their te reo journey to holding everyday conversations, learning waiata and tikanga, or stepping forward to lead karakia, each step adds to the knowledge and confidence of our tuakiritanga within the hapū.

As a hapū in an urban environment, our people are surrounded by different cultures and influences. We want our tamariki and mokopuna to grow up knowing who they are, where they come from and the stories that came before them. We want te reo Māori, karakia and tikanga to be heard, seen and practised in our kāinga, at our marae and throughout everyday life.

This is what growing our tuakiritanga is about. Making sure our people have the spaces, support and opportunities to learn from one another, grow in their identity and carry the knowledge into the generations ahead.



Whai Māia





Māhuhu Laneway Entrance

Commercial and Investment Update

Whai Rawa


Ngāti Whātua Ringa Toi for Tūhono 2026



Property Investment at Wiri



Te Punga Development in Ōwairaka Mt Albert



Whānau pakihi: Hosanna Drainage



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. Ko ahau te Kaiurungi o Whai Rawa, mō te iwi te take.

Whai Rawa has made significant progress this year, delivering major developments, strengthening its investment portfolio and creating new opportunities for Ngāti Whātua Ōrākei whānau.

Despite a challenging property market and wider economic pressures, Whai Rawa returned to profitability, recording a net profit after tax of $14.9 million, compared with a $44.3 million loss last year. Total assets increased to $1.47 billion, while rental income grew from $44.9 million to $49.4 million.

Importantly, Whai Rawa distributed $16.2 million to the Ngāti Whātua Ōrākei Trust, helping fund the services, programmes and initiatives that support whānau.

These results reflect our continued focus on growing reliable income, diversifying investments and making the most of our commercial assets. While property remains a significant part of our portfolio, we are increasingly looking at opportunities in other sectors to strengthen our financial position and reduce our reliance on property market performance.

Major developments delivering results

Several significant projects reached important milestones this year, reflecting years of planning, investment and partnerships.

At Bayswater, construction of 61 rental homes for New Zealand Defence Force personnel and their whānau was completed. This development provides a new long-term rental income stream and demonstrates the opportunities available through partnerships with major organisations.

At Te Punga in Ōwairaka Mount Albert, the first stage of 51 terraced homes is nearing completion, with homes expected to be ready for sale in early 2027. This is an exciting milestone for a development that will eventually bring hundreds of new homes to the area.

At Eastcliffe Retirement Village, the transfer of operations to Generus Living was completed, enabling significant investment in the village's redevelopment while Ngāti Whātua Ōrākei retains ownership of the whenua and benefits from ongoing income.

Alongside these developments, Whai Rawa has continued to diversify its investments. This includes acquiring a 50% interest in an industrial property in Wiri, growing our financial investment portfolio and investing in Tend Health, which also creates opportunities to support healthcare services in Ōrākei.

Together, these investments are helping create a more balanced portfolio, with different sources of income and opportunities for future growth.

Growing Te Tōangaroa

Te Tōangaroa remains Whai Rawa's largest commercial asset and a major focus for future investment.

Thirty years after Ngāti Whātua Ōrākei acquired the precinct, we continue to unlock its potential as a thriving part of central Tāmaki Makaurau.

Auckland Council has committed approximately $30 million over six years towards improving public spaces across the precinct. This year, improvements to Māhuhu Laneway, including mahi toi by Graham Tipene, have helped strengthen connections through the area, with further improvements planned at Dockside Lane.

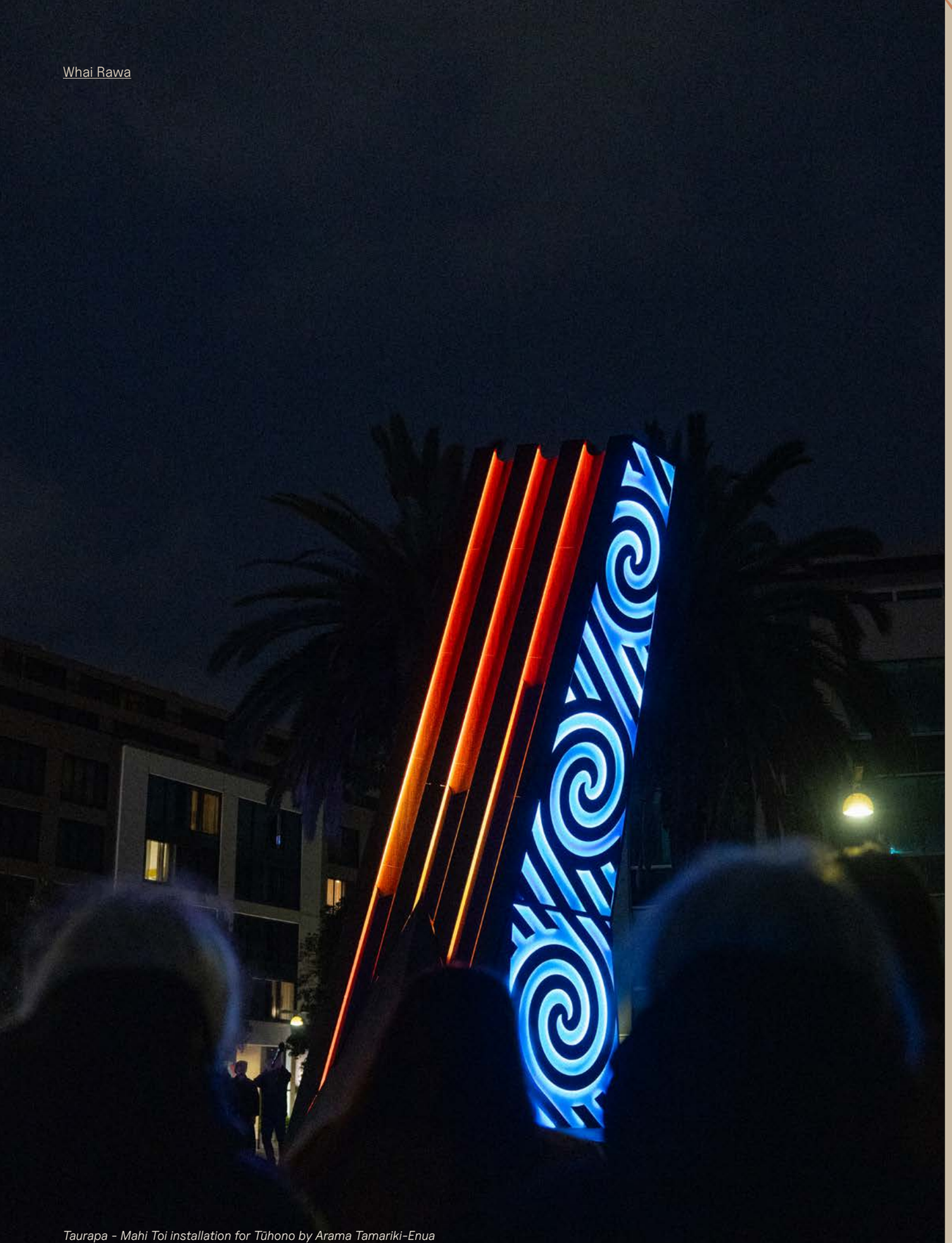
Events and activations, including the Matariki Tūhono art trail, are bringing more people into the precinct and showcasing Ngāti Whātua Ōrākei identity.

The opening of Te Kura o Ngāti Whātua ki Tāmaki has been another significant milestone, bringing our rangatahi, reo and aspirations into the heart of the city.

Our ambition is to continue growing Te Tōangaroa as a place where business, education, culture and community come together, while strengthening its commercial performance.

Bayswater Development for NZ





Taurapa - Mahi Toi installation for Tūhono by Arama Tamariki-Enua

Developing our future leaders

Our Future Directors programme remains a highlight and an important part of building governance and commercial capability within Ngāti Whātua Ōrākei.

The programme gives uri practical experience at the Whai Rawa Board table, helping them understand investment decisions, commercial strategy, risk and governance responsibilities.

We thank Hana Maihi and Mark Royal for their valuable contributions over the past two years. Both have brought important whānau perspectives to Board discussions, and we look forward to seeing them continue their leadership journeys.

We also warmly welcome Santana Maihi and Ray Schultz as our incoming Future Directors. Supporting the next generation of leaders is an investment in the future strength and success of our hapū.



Santana Maihi



Ray Schultz

Creating more opportunities for whānau

Our commercial success is also creating opportunities for whānau businesses, employment, education and home ownership.

Through Toi Pakihi, whānau businesses including Hosanna Drainage, Rua Construction, Guaranteed Electrical, Ōrākei7 and Guaranteed Showers have secured work on our major developments.

Our goal is for 25% of Whai Rawa's commercial spending to go to whānau businesses by 2040. We are currently at 5%, so there is more mahi ahead, but our partnerships with major contractors are opening additional opportunities for whānau businesses to grow.

We have also expanded scholarship and employment pathways through relationships with Precinct Properties, Summerset, Marriott International and other commercial partners.

Toi Tupu continues to support whānau savings, with more than 6,300 members enrolled and $16.2 million in savings accumulated. For some whānau, these savings have helped them take an important step towards purchasing their own whare.

Closer to home, Whai Rawa continues to maintain 163 residential properties and progress further land acquisitions along Kupe Street, strengthening our landholdings and creating opportunities for future papa kāinga development.

Looking ahead

With major developments reaching completion, a more diverse investment portfolio and a strong pipeline of opportunities, Whai Rawa enters the coming year with confidence.

Our priorities remain clear: grow reliable income, manage our assets carefully, pursue new investment opportunities and strengthen the financial returns available to the Trust.

Most importantly, we want to see that commercial success translate into more opportunities for whānau, stronger businesses, greater financial security and a prosperous future for Ngāti Whātua Ōrākei.

Tahua Pūtea

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

In order to realise this purpose, we need to have sufficient financial resources and capacity to generate sustainable cashflow to satisfy the Group's cashflow requirements and long-term aspirations.

For the year ended 30 June 2026, the Group generated a positive underlying operating result of $8.6m before expenditure on whānau activity of $10.3m, resulting in a loss before tax, revaluations and discontinued operations of $1.7m. Overall the Net loss for the year was $5.2m which includes revaluations (non-cash items) of $0.7m (loss), discontinued operations $0.4m loss and a taxation charge of $2.4m. This was a significant improvement on the prior year's loss of $60.8m.

Despite this loss, we continue to focus on delivering on the ambitions set out by our whānau in the long-term plan. Our strategy remains focused on increasing sustainable returns from our investment portfolio to meet the needs of the Group. Maintaining a strong balance sheet to support future growth and enabling the Group to take opportunities for Ngāti Whātua Ōrākei as they arise is also a key area of focus. During the year the Group further progressed its investment property diversification strategy, purchasing an industrial property in Wiri, South Auckland and constructing for the New Zealand Defence Force, a Build to Rent (NZDF BTR) development on the North Shore. It also further diversified its investments into financial assets by investing into managed funds.

Ngāti Whātua Ōrākei	2026	2025
Total Revenue	$68.0m	$144.1m
Total Expenses	$59.4m	$107.2m
Profit before tax, revaluations, discontinued operations and whānau activities	$8.6m	$36.9m
Expenses related to whānau activity	$10.3m	$9.9m
Profit/(loss) before tax, revaluations and discontinued operations	($1.7m)	$27.0m
Gain/(Loss) on investment property revaluation	$2.9m	($74.0m)
Unrealised net gain/(loss) on financial instruments	$0.3m	($4.1m)
Net changes in fair value of equity instruments	($3.9m)	($3.7m)
Profit/(loss) before tax and discontinued operations	($2.4m)	($54.8m)
Deficit from discontinued operations	($0.4m)	($0.4m)
Profit/(Loss) before tax	($2.8m)	($55.2m)
Tax	($2.4m)	($5.6m)
Net Profit/(Loss)	($5.2m)	($60.8m)

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

Financial Performance

Profit before tax, revaluations, discontinued operations and whānau activities was $8.6m for FY26 compared with $36.9m in the prior year. The lower profit reflects the lower property sales activity during the year. In the prior year the Group sold a development site in Belmont to the Summerset Retirement Village operator. In the current year, the Group, focused on the development of its Te Punga site (51 units) in Ōwairaka Mount Albert which is expected to be ready for sale in Q3 FY27, and the NZDF BTR development on the North Shore which has now been completed and rented. FY26 was a year of investment in development activities that we will see the benefit of in FY27.

Expenditure on whānau activities totalled $10.3m, reflecting the Group's continued commitment to delivering cultural and social outcomes for Ngāti Whātua Ōrākei. Whānau-related activities are undertaken to fulfil the cultural and social objectives of the Group for the benefit of members of Ngāti Whātua Ōrākei. These activities include support for residential housing, grants, papa kāinga initiatives, marae operations and other programmes that benefit whānau.

After these activities, the Group recorded a loss before tax, revaluations and discontinued operations of $1.7m

During the year, the Group recognised a gain on its investment property portfolio of $2.9m compared to a loss of $74.0m in FY25. The gain is attributable to asset specific gains in the portfolio and not a market wide gain.

Fair value losses on equity instruments of $3.9m and financial instruments of $0.3m improved on FY25 due to market conditions. Note both items are non-cash items.

During the year the Group sold 80% of its Ōrākei Health Clinic to Tend Health Holdings. The operating result of the clinic for the period until it was sold on 3 March (nine months) have been classified as a discontinued operation as required by the Accounting Standards. The deficit (loss) of the clinic before sale was $0.4m.

As a result, the Group recorded an overall loss for FY26 before tax and discontinued operations of $2.4m.

Assets

As at 30/06/2026	2026	2025	2024	2023	2022
Investment Property	$1,328.4m	$1,278.2m	$1,364.0m	$1,402.2m	$1,447.9m
Assets held for sale	$28.4m	$31.6m	-	-	$4.3m
Property - NWŌ Trust	$39.3m	$39.5m	$39.5m	$39.3m	$23.8m
Cash	$7.3m	$7.4m	$10.3m	$0.8m	$6.6m
Equity Instruments and Managed Funds	$28.3m	$31.3m	-	-	-
Inventories	$40.5m	$25.5m	$79.7m	$74.6m	$92.4m
Other Assets	$60.4m	$73.0m	$45.8m	$48.9m	$46.4m
Total Assets	$1,532.7m	$1,486.5m	$1,539.3m	$1,565.8m	$1,621.4m

Debt & Other Liabilities

As at 30/06/2026	2026	2025	2024	2023	2022
Loans & Borrowings (interest bearing)	$243.0m	$213.0m	$205.5m	$184.7m	$237.9m
Liabilities associated with assets held for sale	$26.7m	$28.2m	-	-	-
Income in advance	$32.4m	$5.8m	$8.4m	$10.1m	$8.6m
Other Liabilities	$38.9m	$39.6m	$61.7m	$57.6m	$51.4m
Total Liabilities	$341.0m	$286.5m	$275.5m	$252.3m	$297.8m
Borrowings/Investment Property LVR	18%	17%	15%	13%	16%



Financial Position

Our financial position reflects our overall economic wellbeing, measured by our assets less our liabilities.

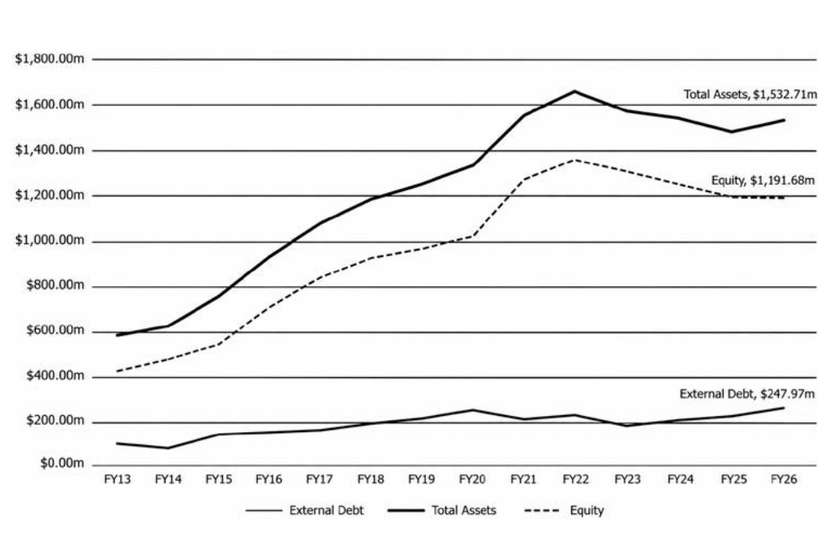
As at 30 June 2026, total assets were $1.5 billion, an increase of $46.2m. The increase was primarily driven by our Investment Property portfolio with investment in build to rent properties, purchase of an industrial property as well as the development of our Te Punga residential development.

Investment property remained the Group's largest asset class at $1.3 billion, representing the foundation of the Group's long-term wealth and income-generating capacity.

Total liabilities increased by $54.5m on the prior year to $341.0m. External borrowings increased by $30.0m to $243.0m (FY2025: $213.0m), reflecting continued investment in development projects and investment into diversified property assets discussed above.

The Group's loan-to-value ratio was 18%, compared with 17% in the prior year. This remains at a prudent level, within the requirements of the Trust Deed and banking covenants and provides the Group with sufficient capacity to support future growth opportunities while maintaining financial resilience and flexibility.

External Debt, Total Assets & Equity



Ngāti Whātua Ōrākei Subsidiary Boards

Ngā hui poari o Ngāti Whātua Ōrākei Whai Māia Limited

	Ngā Hui Tutuki	Te Utu
Marama Royal	6	$40,000.00
Ngarimu Blair	5	$40,000.00
Precious Clark	6	$40,000.00
Renata Blair	5	$40,000.00
Sharon Hawkeˆ	4	$33,333.00
Graham Tipene*	2	$16,666.65
Tama Davis*	2	$16,666.65
Arekatera Maihi	5	$40,000.00
Roimata Kapea	6	$40,000.00
Otene Hopa**	4	$23,333.31
Anahera Rawiri**	4	$23,333.31
Te Arepa Morehu***	2	$6,666.66

*Term concluded following the 2025 election.
**Appointed to the Board on 23 November 2025.
***Appointed to the Board on 13 May 2026 following the ˆpassing of Sharon Hawke.

Te Poari o Ngāti Whātua Ōrākei Whai Rawa Limited

	Tūranga	Te Utu
Chris Gudgeon	Chair	$90,000.00
Renata Blair	Trust Representative	$50,000.00
Leah Davis*	Whānau Director	$42,215.00
Dane Grey	Whānau Director	$50,000.00
Jim Quinn	Independent Director	$50,000.00
Ed Sims	Independent Director	$50,000.00

*Appointed to the Board on 28 August 2025

Mana Whakahaere

Elected Ngāti Whātua Ōrākei Trust Board



Marama Royal

Chair

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

Deputy Chair

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.



Renata Blair

With more than 25 years' experience in business and finance, including his previous role as General Manager Māori Business at the Bank of New Zealand, Renata brings strong commercial and cultural leadership to the Board. He has also served on the Eden Park Trust Board and continues to contribute his governance expertise as an elected member of the Ngāti Whātua Ōrākei Trust and Director of Whai Rawa Ltd.

Renata is a passionate advocate for Māori prosperity, te reo Māori, and tikanga Māori



Precious Clark

Precious is in her third term on the Trust, and previously served 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. She is currently on the board of The Tindall Foundation and the Chair of the Māori advisory board at the Auckland Museum.

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.



Otene Hopa

Otene brings a commitment to manaakitanga, whanaungatanga and Te Ao Māori. As a Cultural Consultant, he strengthens understanding and connection between the corporate sector and Māori culture.

Returning to Takaparawhau has deepened his connection to his tūrangawaewae and commitment to Ngāti Whātua Ōrākei.

Otene is passionate about ensuring whānau and uri o Tuperiri remain connected to their whakapapa, whenua and identity. He advocates for leadership grounded in tikanga, meaningful whānau engagement and decisions that reflect our values as an iwi and whānau organisation, honouring our past, empowering our present and protecting future generations.



Roimata Kapea

In her inaugural term on the Ngāti Whātua Ōrākei Trust Board, Roi comes from a background working in Marketing and Communications. Bringing experience from working within the iwi, in the private sector with Māori Business and now, her own businesses Te Whanake and Kaingā. 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.



Arekatera Maihi

Arekatera "Katz" Maihi is committed to advancing Ngāti Whātua Ōrākei by strengthening its cultural identity, mātauranga, whakapapa and aspirations.

His experience spans Māori arts, education, cultural heritage and business. He has undertaken further study at the University of Waikato, teaches music and whakairo at the recently reopened Tipene (St Stephen's School), and operates his own art business.

As a Trustee, Katz supports responsible governance and sustainable economic development while protecting whenua, tikanga, whakapapa and whānau wellbeing. He is committed to a strong, culturally grounded and prosperous future that preserves the heritage of Ngāti Whātua Ōrākei and creates opportunities for future generations.



Te Arepa Morehu

Te Arepa is a proud uri of Tuperiri, raised with a strong connection to his whakapapa, whenua and Ngāti Whātua Ōrākei. As Tumuaki Māori at Auckland Museum, he brings leadership experience across governance, cultural strategy and the corporate sector.

Living on the Ōrākei papa kāinga, Te Arepa is committed to whānau wellbeing and opportunities for future generations.

He is passionate about ensuring the aspirations of our uri remain central to decision-making, guided by tikanga, collective responsibility and a commitment to protecting and advancing Ngāti Whātua Ōrākei.



Anahera Rawiri

Anahera is a Principal at Jasmax, Deputy Chair of the Waitematā Local Board, member of the Auckland Urban Design Panel and the Jasmax Board.

She brings governance, strategic leadership and senior management experience across local government, iwi development and the built environment. Her experience includes 10 years at Whai Rawa delivering housing, nib health insurance and Toi Tupu.

Her focus is on advancing tribal economic development to deliver sustainable outcomes for whānau, year after year, generation after generation. Investing in ourselves, on our own terms.

Ngā hui poari o Ngāti Whātua Ōrākei Trustee Limited

Governance meeting attendance and payments for the year July 1 2025 – June 30 2026

	Ngā Hui Tutuki	Te Utu
Marama Royal	8	$90,000.00
Ngarimu Blair	6	$74,750.00
Precious Clark	8	$45,000.00
Renata Blair	7	$45,000.00
Sharon Hawkeˆ	6	$37,500.00
Graham Tipene*	4	$18,750.00
Tama Davis*	3	$18,750.00
Arekatera Maihi	7	$45,000.00
Roimata Kapea	8	$45,000.00
Otene Hopa**	4	$26,250.00
Anahera Rawiri**	4	$30,187.50
Te Arepa Morehu***	2	$7,500.00

*Term concluded following the 2025 election.

**Appointed to the Board on 23 November 2025.

***Appointed to the Board on 13 May 2026 following the ˆpassing of Sharon Hawke.

Mahi Toi by Caine Taihia

Inspired by Te Whawhitinga, a theme of transformation, carrying forward what matters most and creating new possibilities for generations to come.

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.

