

ke Tuakiritanga Te Oranga o
te Whānau Mana Motuhake
Rangatiratanga Te Whai Rawa
Te Taiiao **Mahere-ā-Tau** Tu
akiritanga Te Oranga o te W
hānau Mana ng
gatatiratanga Te Whai Rawa Te
e Taiiao Tuakiritanga Te Oran
nga o te Whānau Mana Motu

Ngāti Whātua Ōrākei Trust
Annual Plan 2021/22

*Prepared by the Trustee – Ngāti Whātua Ōrākei Trustee Ltd
Authorised by the Directors and Shareholders of the Trustee on 11 June 2021*





Mahere-ā-Tau

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



NGĀTI WHĀTUA ŌRĀKEI

Summary

This is the Mahere-ā-Tau of the Ngāti Whātua Ōrākei Trust for the year 1 July 2021 to 30 June 2022. This document outlines the priority activities that will be undertaken by the Ngāti Whātua Ōrākei Group over this period.

This document should be read in conjunction with the Long-Term Strategy and 5-Year Plan of the Ngāti Whātua Ōrākei Trust which are available from the Ngāti Whātua Ōrākei website.

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

We remain on track to deliver against our 5-year plan. The focus of the annual plan will be to deliver progress against

our strategic priorities. A continued focus will be on Cultural Identity – building on the strong platform set in recent times. We will also prioritise a number of activities in areas such as whānau wellbeing, housing, te taiao and whānau enterprise.

This year we will also complete a review of our group structure, ensuring we are strongly placed to deliver on our long-term ambition. We will also finalise and embed our investment strategy, empowering our commercial team to protect and grow our asset base in line with our matapono.

COVID-19

While the impact of Covid-19 is still being felt across the world, Aotearoa New Zealand has avoided the worst impacts. The global economy is expected to rebound strongly, however the borders will remain shut for the foreseeable future, which will have on-going impacts for New Zealand and will reinforce the structural shifts occurring in the economy.

Ngāti Whātua Ōrākei has emerged from the Covid crises in a strong position. Our health response and support for whānau helped deepen our connection to each

other. We improved our communication delivery, reaching more whānau than ever before. Our asset base has proved resilient to the economic conditions and remains a strong platform for future growth.

We will remain prepared to respond to inevitable future community outbreaks and our hauora team will support whānau during the vaccine rollout.

Mahere-ā-Tau

Our priority activities are framed around our strategic priorities and reflect the ambition in our 5-year plan. The following sets out our ambition in relation to each area and priority activities and outcomes we will deliver. These activities do not reflect all activities of the group, but rather those that we are particularly wanting to progress as they align to key 5-year plan targets.



Tuakiritanga | Cultural Identity

Cultural identity remains our key strategic priority. There have been significant steps forward in recent years, and our ambition for 2021/22 is to further increase our investment in culture and to begin exploring ways we could reinforce cultural identity for our whānau and to share our story with the wider community.

1. Marae Development

We have prioritised on-going Marae maintenance and improvements over the coming year and that matters are progressed in relation to signage and access at our Marae.

2021/22 Outcomes:

- Complete master plan for the Marae buildings and facilities.
- Complete improvements to Marae amenity, access and facilities.

2. Whakapapa

A whakapapa unit is established and resourced to advance research, protection and documenting of whakapapa.

2021/22 Outcomes:

- Whānau have increased awareness, access, and education relating to their whakapapa.

3. Te Reo Māori

Expand further our Te Reo Māori initiatives and programmes, ensuring access for all whānau who want to learn.

2021/22 Outcomes:

- A comprehensive reo programme delivered that can cater for all reo levels from beginners through to advanced.

4. Tribal Archive

Establish a repository for protecting, archiving, and enabling whānau access to tribal resources – including hitori, matauranga, taonga, toi.

2021/22 Outcomes:

- Archival system established.

5. Mahi Toi

Provide opportunities for whātua artists to showcase their taonga.

2021/22 Outcomes:

- Targeted funding allocated to support mahi toi.

6. Kapa Haka

Continue to deliver and develop kapa haka initiatives and programmes.

2021/22 Outcomes:

- Over 30 kapa haka workshops delivered.



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7. Kura-ā-Iwi

Development of a Kura-ā-Iwi that celebrates Ōrākeitanga and nurtures the development of our tamariki māori. Ensure whānau voice incorporated in the process.

2021/22 Outcomes:

- Decision has been made about the building of a kura based in Ōrākei, including the kaupapa model that will be applied.

8. Culture and Arts

Implement ways our culture and story is shared with the wider community.

2021/22 Outcomes:

- Complete a business case with recommendations and timelines for the establishment of a Ngāti Whātua Ōrākei culture and arts centre.

9. Mana Moana

Continue to build our presence on the water with a new waka and increased focus on whānau access to waka ama.

2021/22 Outcomes:

- Build a new waka taua to be launched on the water in 2022.
- Launch new waka ama.
- Improve access to the moana for whānau and manuhiri.



Te Oranga o te Whānau | Whānau Health and Wellbeing

Our long-term ambition is that Ngāti Whātua Ōrākei whānau are exceeding the national standards for health and wellbeing across all hauora dimensions. We must understand and address the underlying causes of wellbeing and proactively support interventions in key risk areas.

Our priorities for the 2021/22 year include improving our insight into whānau wellbeing and to develop specific plans to address key areas of concern including mental health, dementia, and Covid-19.

1. Mental Health

We know our whānau have a greater likelihood of developing a mental health condition than non-Māori. We will develop a mental health strategy and approach that will be rolled out in support of all whānau.

2021/22 Outcomes:

- Completion of mental health strategy.

4. Covid-19 Vaccinations

The Covid-19 vaccination programme will be the largest of its kind in our history. We will ensure information is provided to all whānau to inform them of the vaccine. Through our clinic, we will also provide vaccination services for whānau and kaimahi based in Tāmaki.

2021/22 Outcomes:

- In coordination with ADHB, our Tāmaki Vaccination Centre (TVC) will deliver vaccination programme.

2. Dementia Care

Finalise a support programme for whānau needing dementia care.

2021/22 Outcomes:

- Dementia care programme designed and implemented.

5. Ngāti Whātua Ōrākei Sports and Wellbeing Facility

Many of our whānau enjoy sports and fitness, some to elite and representative levels. To support whānau development in this area and encourage greater wellbeing outcomes, we will explore the establishment of a sports and wellbeing facility, based in Ōrākei.

This facility will incorporate wrap-around wellbeing services as well as community support facilities.

2021/22 Outcomes:

- Lease for sports club site secured and plans developed for sports and wellbeing centre.

3. Health Insurance

Our health insurance programme – Toi Ora – continues to provide quality health care access for our whānau. Over 3,000 members are registered for the programme. With three years of the programme being completed, we will conduct a full review to ensure it is providing the most effective and efficient support for whānau needing medical care.

2021/22 Outcomes:

- Review of health insurance programme completed.



Mana Motuhake | Self Determination

Our ambition for whānau is that they are empowered to achieve anything. We see whānau living in safe warm housing that they call 'home' as a cornerstone of self-determination. Our 5-year plan prioritises whānau access to housing across the spectrum. This includes increasing our stock of homes, empowering more homes to be built by whānau on our papakāinga, and also supporting whānau to access whare depending on their individual circumstances.

This year the focus will be on completing the Ōrākei Housing Plan alongside delivering housing solutions and homes for whānau.

1. Orākei Housing

There have been several housing master plans for Orākei prepared over the years. This year we will focus on bringing these together into an action plan that leads to housing outcomes for whānau.

We have available land for whānau housing on Kupe St and will progress the Kāinga Tuarua development.

2021/22 Outcomes:

- Housing plan completed and shared with whānau.
- Kāinga Tuarua design and initial works completed.

2. Kitemoana Street Housing

There are a number of whānau who are wanting to build whare on the legacy whenua on Kitemoana Street. We need to empower them to make that happen.

2021/22 Outcomes:

- A clear process and appropriate support is provided to whānau wanting to build on the papakāinga.

3. Access to Housing

Our relationships with various social service agencies have developed in recent years. We will build on these relationships to support whānau through the housing system in order to access homes, relevant support, and/or subsidies.

2021/22 Outcomes:

- In partnership with Kāinga Ora and MSD, provide a range of supports to whānau across the housing spectrum from Emergency Housing to home ownership.



Rangatiratanga | Leadership

Our leadership priorities for 2021/22 will be to ensure our group is aligned to deliver on our strategy and to improve our approach to stakeholders and relationships. We also have a key leadership role to play in relation to Te Matatini 2022.

1. Strategic Relationships and Appointments

During the 2021/22 year we will take a much more strategic approach to relationships across the group. We will ensure whānau are given governance and leadership opportunities and learning experiences.

2021/22 Outcomes:

- Deliver leadership development course for whānau.
- We have an established database of whānau in leadership/governance roles or those with leadership ambition.
- The group has a clear stakeholder management strategy and is aligned in terms of how relationships are maintained.

4. Mana Tāmaki

We must continue to advocate for and protect our rights in Tāmaki and under Te Tiriti. This includes using tikanga as well as legal means to raise and resolve matters.

2021/22 Outcomes:

- Continue with the cross-claims litigation against the Crown.
- Receive determination of our interests in the Westhaven Marina case.

2. Group Structure Review

A key priority for the Trust in the 2021/22 year is a comprehensive review of the Group structure. The Trust expects this review to be completed during the 2021/22 financial year.

2021/22 Outcomes:

- The outcome of this review will be a set of recommendations and proposed implementation plan to improve the Group structure in delivering on our purpose.

3. Te Matatini

In February 2022 Te Matatini will take place in our rohe at Eden Park. As host iwi we will take a leadership role in terms of manaaki and it will be our opportunity to showcase our cultural strength, our economic credentials, and our status as ahi kā iwi of central Tāmaki.

2021/22 Outcomes:

- World-class event delivered with Ngāti Whātua Ōrākei playing a leading role.



Te Whai Rawa | Economic Prosperity

We take an inter-generational approach to wealth creation – our assets and income must be protected over the long term. We also have a responsibility to provide opportunities for our whānau to realise financial stability in their own lives. Our ambition for 2021/22 is to set our investment strategy and support the growth of whānau businesses.

1. Investment Strategy

Our long-term ambition is to have a diverse commercial portfolio that delivers robust performance outcomes. Guided by an approved Investment Framework, we need the plan of action / roadmap that will deliver this outcome.

2021/22 Outcomes:

- Investment strategy completed and implemented.

2. Whānau Enterprise

Key elements of our 5-year plan include a focus on growing household incomes and whānau enterprise by taking a circular economy approach. The group will collaborate on a whānau enterprise programme that will deliver outcomes in relation to whānau business.

2021/22 Outcomes:

- We have targets and transparent measurement of the number and value of whānau businesses working for the group.

3. Asset Growth

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.

2021/22 Outcomes:

- Alongside the investment strategy complete detailed forecast for asset growth and diversification over the coming 5 years.



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. Our ambition in relation to te taiao for 2021/22 is to increase our advocacy on key environmental matters and do more to communicate our own environmental performance.

1. Policy Positions

Clarifying our positions on climate change and water is an important step in our advocacy for Te Taiao.

2021/22 Outcomes:

- Climate change and water policy positions published.

2. Environmental Footprint

In order to manage our environmental impact, we must measure it. This requires a comprehensive group environmental footprint.

2021/22 Outcomes:

- A robust, auditable environmental footprint is produced for the Ngāti Whātua Ōrākei group.

3. Whenua and Moana Protection

With the support of the Ngāti Whātua Ōrākei Reserves Board, we have continued to restore the whenua at Takaparawhau and Pourewa. Great progress has been made and there is much more to be done to deliver our vision reflected in the Ōrākei Visual Framework.

2021/22 Outcomes:

- Measure and report on social and environmental outcomes from our mahi on the whenua.
- Deliver water quality improvement programmes for Ōkahu Bay and the Waitematā.



Appendix: Ngāti Whātua Ōrākei Group

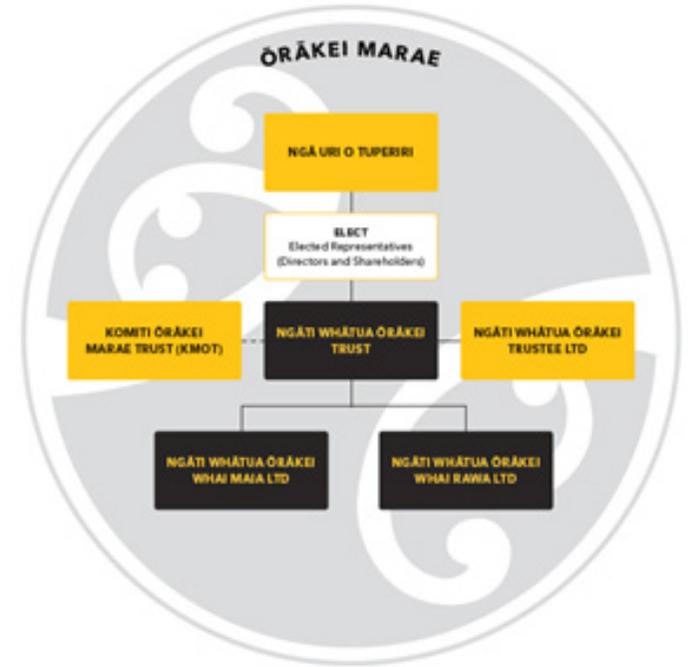
The Ngāti Whātua Ōrākei Group represents the entities that deliver on the Purposes of the Trust.

“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

- Orakei Marae is at the heart of our hapū and connects us all as uri o Tuperiri through our whakapapa. The Marae land and buildings are owned by the Trust. The operations and maintenance of the Marae is funded by the Trust and managed by Komiti Marae Ōrākei Trust (KMOT).



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Ngāti Whātua Ōrākei Trust

- The Trust was established as the Post Settlement entity for the hapū in order to hold, manage and grow the assets of Ngāti Whātua Ōrākei for the benefit of members. The Trust is governed by a Trust Deed which outlines the purposes of the Trust and the requirements of the Trustee in delivering on this purpose.
- The Trust has one Trustee, being Ngāti Whātua Ōrākei Trustee Ltd. 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 have a focus on whānau outcomes and manage a large number of programmes covering areas such as health, education, environment, small business and employment.

Ngāti Whātua Ōrākei Whai Rawa Limited (Whai Rawa)

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