



NGĀTI WHĀTUA ŌRĀKEI
WHAI RAWA LIMITED

ANNUAL REPORT
2020-21



**TAU MAI TE MAURI,
KIA WHAKAWĀTEA.**

2020/21 was a challenging year for businesses, communities, whānau and indeed Whai Rawa. To help lift the taumaha we look to our moana, the Waitematā, our source of mauri. A renewing energy that flows inwards, encircling sacred islands, caressing the foothills of our whenua, nourishing and nurturing us.

The design throughout this report was created by Graham Tipene, expressing the mauri of the Waitematā. The circular tohu are Whai Rawa investments, anchors of hope and resilience, places of safety and security.

KARAKIA

TAU MAI TE MAURI NUKU, TE MAURI RANGI.

HE MAURI TAU

HE MAURI ĀIO REREHUA

MANAWA MAIEA TE PUTANGA MAI

KI TE WHAI AO KI TE AO MARAMA

Nā Tarumai Kerehoma-Hoani i tito

PEPEHA

KO MĀHUHU-KI-TE-RANGI TE WAKA

KO MAUNGAKIEKIE TE MAUNGA

KO WAITEMATĀ TE MOANA

KO TUPERIRI TE TANGATA

KO NGĀ OHO, KO TE TAOŪ, KO TE URINGUTU NGĀ HAPŪ

KO NGĀTI WHĀTUA TE IWĪ

KO ŌRĀKEI TE MARAE



HE MAIMAI AROHĀ

Ko te pō ki a koe Anaru!

Mau ana ko o mahi rangatira
ki te manawa, ngau ana ko te
mamae me te aroha nui mōu.

E rere wairua e rere ki ngā kapua
o te rangi waiho mātou i muri
nei e tangi nei mōu.

Ko koutou o te pō, ko tātou o
āpōpō, ka puta ki te whai ao,
ka puta ki te ao mārama.

Turuturu ā tai, turuturu ā uta,
whano, whano, hara mai te toki,
haumi e, hui e, taiki e!

It was with great sadness we learned
of the passing of our Chief Executive,
colleague and friend Andrew Crocker
earlier this year.

A much respected, valued and
essential part of the Whai Rawa
whānau, Andrew was a man of great
kindness and compassion which
belied a steely determination and
passion to help forge a positive
future for the entire hapū.

Andrew joined Whai Rawa in 2014 as
CFO and was appointed CEO in 2017.

Andrew worked tirelessly to enhance
the Ngāti Whātua Ōrākei financial
portfolio and despite the challenges
of doing so in a COVID economy,
we owe him a debt of gratitude for
growing the resilience of the business
which has been able to absorb the
bumps of the past year and a half.

To Andrew's whānau and friends we
extend our deepest sympathies.

Mā te atua e manaaki, e tiaki.

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HE KŌRERO NĀ TE HEAMANA



Michael Stiasny
Chairman



This financial year began in a fundamentally changed world. By 1 July 2020, our outward-looking nation had for the first time in history closed borders to all but non-residents, endured an eight-week lock down, and we collectively revised expectations for the year to come. For many people and organisations, best-laid plans fell by the wayside and, in our city of Tāmaki Makaurau, two further lockdowns followed in August–September 2020 and February–March 2021.

Flexibility was key during this time. We learned how to get the work done when going to work wasn't an option. At Whai Rawa, many of our people showed immense adaptability. In a year of upheaval, our team achieved some remarkable results.

Property on the rise

It's no surprise that in a year which saw property price records being broken in many locations across the country, an organisation with substantial property holdings saw that reflected positively on its balance sheet. The dramatic increase in property prices in this country is not without consequences, however, and the position of those left behind in the property rush is of great concern. We are conscious that many of those who are already struggling will have those struggles exacerbated by current trends and so it is of even greater importance that we do well and use our success to support our whānau.

Oneoneroa continues to impress

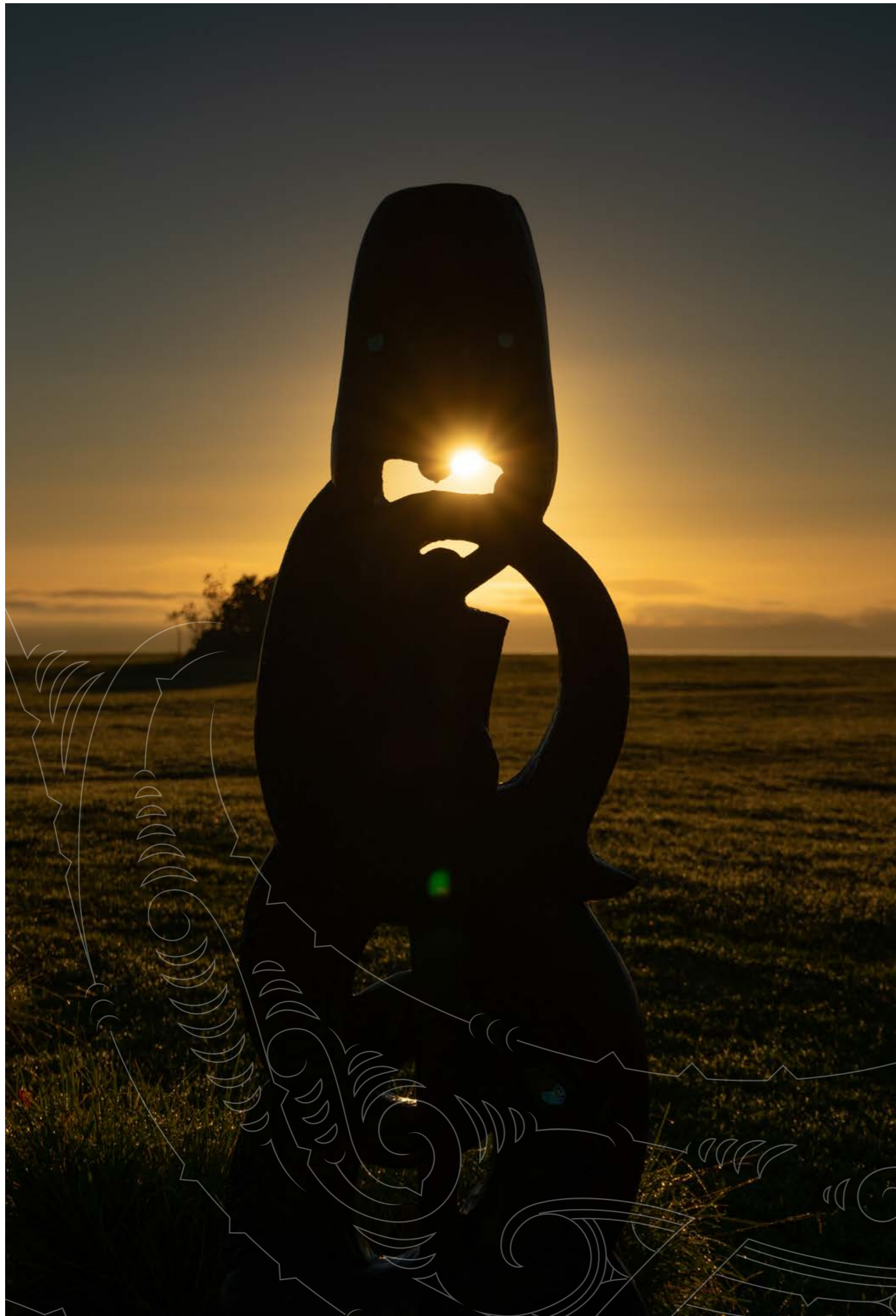
Our first ever commercial development, North Shore's Oneoneroa, enjoyed continued success over the past year with the first 13 homes sold, roughly half of which took place during restrictive lockdown conditions which made showings a unique challenge. A further 29 homes are being built, 13 of which have been pre-sold off the plans.

Manaakitanga for our Eastcliffe Retirement Village residents

The demand at these early stages of our overall plans for the development has been very encouraging and a validation of our strategy to introduce a new type of housing to an area with no similar stock in the vicinity.

Since 2018, we have been working towards a resolution to relocate residents affected by apartments and townhouses at Eastcliffe Retirement Village that required remedial work and were demolished. The past year has seen us achieve that resolution, in a manner that was fair, equitable and in accordance with our mātaḗpono, and ensured that those residents were placed in equally premium and long-term accommodation.

It's greatly pleasing to bring an end to that chapter in a manner that reflected positively on all of those involved. While our plans for Eastcliffe were disrupted by COVID-19, the conclusion of these proceedings allows Whai Rawa to move forward unencumbered and progress forward.



Loss of a leader

The impact of losing a respected leader, friend and colleague is hard on any business and for Whai Rawa, the loss of our much-loved CEO, Andrew Crocker, was devastating.

In his time at Whai Rawa, Andrew was tireless champion of the mission of the business to protect and grow the assets of the hapū. He was kind, he was committed, and he cared deeply about the work he was doing. He knew it was incredibly important.

Following Andrew's passing, I was proud of the way the business wrapped its arms around his whānau and members of the team who were struggling.

The events of the past year have cast in sharp relief the importance of caring for the mental health of those around us, fostering organisational resilience and creating an environment where people can feel comfortable in their ability to bring their whole selves to work and share their challenges.

As we look to the year ahead, we move forward building on the immense contribution Andrew has made to the business, in a sound position to continue the momentum he has helped drive and deliver results which will benefit all of the hapū.

Michael Stiasny
 Chairman
 Ngāti Whātua Ōrākei Whai Rawa Limited

OUR BOARD



Michael Stiassny
Chair

Since taking up the Chair eight years ago, Michael's strong advocacy for Māori development and experience as a highly respected director has brought strong, positive and lasting change for the hapū.

His passion and commitment to Ngāti Whātua Ōrākei extends beyond his position as Chair and his influence on Whai Rawa has led to significant growth for the organisation and professional development of his fellow directors.

A former president and current Fellow of the Institute of Directors (FinstD) Michael is also a chartered accountant, a lawyer and director for several public and private companies. He is currently Chair for Tower Limited.



Ngarimu Blair
Ngāti Whātua Ōrākei Trust Representative

Ngarimu holds many key positions within Ngāti Whātua Ōrākei including Deputy Chair for Ngāti Whātua Ōrākei Trust and is its representative for Whai Rawa as well as Chair of the Settlement Protection Team.

He is passionate about Tāmaki tribal histories, kaitiakitanga for a better Aotearoa and is regularly called upon to lend his expertise to advancing a range of iwi issues in Tāmaki Makaurau with political influencers and media.

Ngarimu is a Director of Manaaki Whenua Landcare Research, of Kāinga Ora, Co-Chair of the Tāmaki Makaurau Mana Whenua Forum, a member of the Auckland Light Rail Establishment Board, a Board member of the Blake Trust and North Harbour Rugby.



Precious Clark
Whānau Director

Utilising her impressive background in law, policy, business and knowledge of Te Ao Māori, Precious is the Chief Executive of Maurea Consulting, a Māori owned company that is using Māori culture to drive New Zealand forward. She is the creator of Te Kaa, a highly acclaimed Māori cultural competency training programme that aims to help 10,000 people positively identify with Māori culture.

Precious is a founding member of Whai Rawa Ltd, a Director of the Auckland Regional Amenities Funding Board, Elected Representative of Ngāti Whātua Ōrākei Trust, Chair of the Auckland War Memorial Museum Taumata-a-iwi, Chair of Te Tira Kautū, and a past Trustee of Foundation North, Centre for Social Impact and the Independent Māori Statutory Board.

She is also a member of the Institute of Directors, the National Māori Lawyers Association and a graduate of the Global Women Breakthrough Leaders programme.



Julia Steenson
Whānau Director

Julia (Ngāti Whātua, Ngāti Māhuta) has a unique mix of experience in addition to governance she has a background in law, finance, education and digital tech. In 2020, Julia was appointed a Commissioner for the Royal Commission of Inquiry into historical State and faith-based care; the largest inquiry ever held in Aotearoa. She is also a member of the Data Ventures – Advisory Board, a commercial subsidiary for Statistics New Zealand.

Having previously established the General Counsel position at Te Wānanga o Aotearoa in 2012, she presented on indigenous rights and intellectual property at the World Indigenous People Conference on Education in Toronto and produces a podcast called NZFreeLaw advocating for better access to legal services for all New Zealanders.



Chris Gudgeon
Independent Director

Chris was appointed an independent director of Whai Rawa in 2020 and brings with him more than 30 years' experience in the property, development and construction sectors.

His addition to the Whai Rawa board provides strong impetus for its focus on growing the organisation's property portfolio in order to achieve its investment objectives.

Chris is the former Chief Executive of Kiwi Property Group and Capital Properties NZ and a current director of Crown Infrastructure Partners and Argosy Property. He is a previous President of the Property Council of New Zealand.



Jim Quinn
Independent Director

Jim joined the Whai Rawa board in 2020 as an independent director and brings a wealth of wider business experience and infrastructure expertise to the table to help grow the commercial strength of Ngāti Whātua Ōrākei.

He has significant governance knowledge as current Chair of Payments New Zealand, ComplyPro and SmartCo as well as Chair and a shareholder in Tubman Heating. Jim is also a Director of Eastland Group and Ubiquitome Bio Ltd. His executive career included inaugural CEO of KiwiRail, Chief of Strategy at Auckland Council and CEO of Express Couriers.

2013

Ngāti Whātua Ōrākei Whai Rawa was established in 2013 following the WAI388 Treaty of Waitangi Settlement and is responsible for protecting and growing the commercial assets on behalf of Ngāti Whātua Ōrākei.

2021

\$1.5b

value of total assets

\$63.8m

in annual revenue

\$16.9m

cash distributions to Trust and Whai Māia

H I G H L I G H T S

In January 2013, Ngāti Whātua Ōrākei Trust (the Trust) transferred its commercial interests to Whai Rawa. Since its inception:

\$68.5m

Total cash distributions to Ngāti Whātua Ōrākei Trust and Whai Māia

+400%

Net equity value has grown by more than 400%, from \$224.4m to \$1.2b (as at 30 June 2021)

20.4%p.a

Whai Rawa has generated an overall post-tax portfolio return (IRR) of 20.1% per annum. Over the same period, we note the NZX50 has returned 14.0% per annum and the NZ Superfund has returned 12.3% (pre-tax) per annum.

\$1.9m

deposited in whānau Toi Tupu savings and investment accounts

13

houses settled and another 13 houses sold off the plan

10

whare for our kaumātua built in Ōrākei



Rent reviews completed for all 29 leases in Te Tōangaroa



MoU signed for development of UNITEC land




4 summer interns and 2 future directors from Ngāti Whātua Ōrākei



70% women kaimahi, 4 staff who whakapapa to Ngāti Whātua Ōrākei

KIA RERE ARORANGI TE KĀHU PŌKERE KI NGĀ TAUMATA TIKETIKE



Ngāti Whātua Ōrākei Whai Rawa is building futures to fulfil the aspirations of our tūpuna and sustain and enable our mokopuna and whānau to soar and fly to the highest heights, for generations to come.

ŌRĀKEI HOUSING

Housing is an important issue facing whānau. It is our objective to provide warm, healthy, safe and dry homes on our papakāinga.

Kakahuria te whenua

Central to this mahi is the development of the master plan for the papakāinga. This informs how we implement our housing and community outcomes in Ōrākei, and we have begun kōrero with the whānau to learn their aspirations for the whenua.

Kōrero from the Masterplan will provide us with a blueprint and inform how we go about developing more housing for whānau. Following on from our highly successful Kāinga Tuatahi, our next stage of whānau housing is Kāinga Tuarua which could see an additional 35 homes built with a mixed ownership structure of social housing and affordable rentals. This housing development will be located on the corner of Hawaiki and Kupe Street and we are working with Jasmx Architects to submit a resource consent.

As with Kāinga Tuatahi, kaumātua representation and consultation throughout the design process will ensure we are able to reflect our tribal narrative and identity throughout the housing and landscape.

Pending resource and building consents, we plan to begin construction next year.

Acquisition of Tranche 3

We're making preparations for the purchase of a third tranche of Kāinga Ora properties on Kupe Street. The acquisition of this land will enable us to extend our footprint in Ōrākei and have better control of how we live and move between Takaparawhau and Ōrākei Marae, and Pourewa – our native nursery.

HEALTHY HOMES
FOR WHĀNAU

KĀINGA WHĀNAU



Warm, safe and dry whare to enable better health and prosperity for our whānau.

The residential team continued its programme of upgrading rental houses as part of its commitment to providing healthy whare on the papakāinga.

Initially with a goal of maintaining and upgrading the exterior of 13 houses, the residential team invested additional budget which enabled it to increase the number to 15. The number is set to accelerate in the coming year with a target of 23 whare scheduled for upgrades.

Interior work, including the installation of heat pumps and insulation along with laying carpet in bedrooms and lounges, will continue along with a focus on installation of extractor fans in kitchens.

The programme will ensure the whare in Ōrakei meet our stringent housing standards and comply and indeed exceed the Government's Healthy Homes standard.

Another change during the year was managing the maintenance and upgrade programme in-house rather than by external consultants. Not only does this provide a cost saving benefit, more importantly it provides job opportunities for whānau who are now employed to carry out the work.

The residential team would like to thank everyone for their patience with the disruption caused during the upgrading of whare.





CELEBRATING AND
SUPPORTING OUR
KAUMĀTUA

KĀINGA KAUMĀTUA



Living within walking distance of Ōrākei marae allows Ngāti Whātua Ōrākei kaumātua to be heavily involved in activities of the hapū and to live in a collective and supportive structure upheld by whakapapa and cultural values.

It is this importance of living and contributing within the heart of the hapū which saw construction of 10 brand new kaumātua whare begin on Atareta Street in December 2020 following a karakia. *TV One News* featured the start of construction in a story entitled "You don't know how lovely it is for us": retirement in a kāinga kaumātua' and which spoke with two Ngāti Whātua Ōrākei kaumātua, Danny Tumahai and Temepara Morehu.

Lead contractor GJ Gardner has been charged with building the whare to ensure kaumātua are housed in warm, safe and dry homes. The GJ team has sub-contracted whānau businesses and has taken on a Ngāti Whātua Ōrākei rangatahi to work with them as a building apprentice.

Kaumātua have been heavily involved in the design process with each whare inspired by the designs of Tumutumuwhenua. Hapū inspiration and input will also extend to landscaping with kaumātua selecting their own plants from the Pourewa nursery in Ōrākei.

Funding for Kāinga Kaumātua has been provided by Te Tūāpapa Kura Kāinga (Ministry of Housing and Urban Development), Te Puni Kokiri and Auckland Council with contributions from Vector (solar panels) and Fisher & Paykel (appliances).

The purpose built whare will be completed by November 2021.

BUILDING FINANCIAL
CAPABILITY

TOI TUPU

Enrolments in Ngāti Whātua Ōrākei’s savings and investment scheme, Toi Tupu, continue to grow year on year. Created to not just provide a savings scheme for whānau, Toi Tupu is designed to increase their financial capability and create a culture of savings and investment.

During the past financial year membership of Toi Tupu grew by more than 20% with a further 833 new members joining the scheme, taking the current number of members to 3840. This accounts for around 70% of registered members of the hapū.

The commitment to grow the value of whānau savings was maintained despite the difficult COVID-19 economic environment, with \$1,881,974.67 deposited into members’ accounts in FY21.

Withdrawals under the financial hardship option doubled to 202 over the previous year with nearly 20% as a result of the financial impacts of COVID-19. Living and vehicle costs made up the biggest percentage of withdrawal applications along with support to cover medical, dental and tangi costs.

Whai Rawa aims to increase the number of members to 80% percent of eligible members in the coming year and to maintain its distributions as withdrawals demonstrate the need for support of our whānau.





Troy Davis



Phil Steedman



Malcolm Makoare

SUPPORTING WHĀNAU BUSINESSES

TOI PĀKIHI



'Toi Pākihi', meaning 'Excellence in business', is a programme being developed by the hapū to generate intergenerational wealth and financial stability for whānau, including creating a 'circular economy' to raise household incomes.

Growing Ngāti Whātua Ōrākei whānau enterprises is an important pathway to a vibrant and prosperous Ngāti Whātua Ōrākei future. As a hapū, our target is for a minimum of 25% of all commercial contracts to be awarded to Ngāti Whātua Ōrākei enterprises by 2040. A pathway for whānau businesses will be established to build skills, capabilities, education, knowledge and leadership. Support networks, a mentoring programme and strategic partnerships will be established, and proactive solutions sought to assist whānau businesses to overcome obstacles they are likely to face.

Whai Rawa has already engaged whānau enterprises particularly in the development of whare at Kāinga Kaumātua.



FUTURE DIRECTORS WHAKAARO



As kaitiaki of more than a billion-dollar asset base, we acknowledge our responsibility to foster the personal growth and development of our people. We have a vision to have our rangatahi one day take the reins and to ensure this succession plan is achieved, we created the Future Director programme in 2015.

The purpose of the programme is to grow the talent pool of our younger generation by building their leadership skills and equipping them with board and governance experience. For two years, Future Directors attend all Whai Rawa Board meetings where they are treated as a Board member and expected to participate. Previous years have seen Dane Grey, Stacey Perillo and Te Arepa Morehu become a huge asset to the team providing valuable contributions during their tenure as they learnt about all aspects of governance.

Now in its third term, we have asked the current Future Directors Faiz Salim and Otene Hopa to share their whakaaro on their experience at the Whai Rawa boardroom table since their appointment in October 2019.



Faiz Salim
Operations Manager – Central Networks at Watercare

While I had been on boards before, I had never been on a commercial board for a company charged with the same level of wealth generation and asset management that the Whai Rawa board is responsible for. It was a rare chance to not only sit on a board of this stature but to offer a younger perspective and grassroots view.

Living on the papakāinga, I get to talk to the people we are serving and feedback what they are thinking. I can float ideas and get their whakaaro which is helpful to the board when discussing matters of importance to whānau.

A highlight during my tenure is being involved in the board meetings and experiencing exactly what board members are exposed to daily. The training sessions and opportunities provided during this programme have also been helpful, including the media training offered before interviews. It was an honour to appear on national television (Breakfast and Māori TV) alongside Otene, sharing the Ngāti Whātua Ōrākei story and giving our perspective on this kaupapa, hopefully inspiring other boards to do the same.

The programme has helped me develop my strengths as well as expose the gaps where I could improve certain skills. To have been on the board during the COVID-19 pandemic also lent itself to learning opportunities. Once the pandemic struck, we needed to be an agile organisation and adapt quickly to focus on things that were important to the hapū. In my role at Watercare, agility is required from a management level but being a Future Director provided the chance to see agility from a governance level which afforded invaluable insights.

The Future Directors programme is a great opportunity for rangatahi to get exposure to the boardroom and these types of environments early on to set them up to fulfil these roles in future. Without it the up-and-comers might struggle to find their place at the boardroom table if they're lacking the education and training required to sit on these boards. I am grateful to be a part of this programme and look forward to using the skills I've acquired on future boards.



Otene Hopa
Manukura Manager – Māori Cultural Manager at PwC

I was keen to raise my experience at the boardroom level as a director and being exposed to a board that looks after an excess of a \$1.2 billion asset base is not an opportunity you get every day.

What surprised me about the programme was it is a mutually beneficial opportunity for rangatahi and the Whai Rawa board. As a whānau member and beneficiary, the programme lends the opportunity to have an influencing hand on the kōrero of the commercial activity.

Board members, both whānau and non-iwi members, have a genuine drive to help the overall vision for the hapū. It presents an environment in which you can hear different perspectives, look at issues in a different light and gain insights from directors with a wealth of experience in different sectors.

One of the highlights for me is when I realised who was sitting at the table and who was seeking my contributions. The opportunity to sit alongside some of New Zealand's most formidable voices and experts in their fields was an amazing learning experience.

I have developed the confidence to add my te ao Māori, tribal world view, ideas and opinions at the board table and realised that while the skills and knowledge I have to offer might be different to others it was just as valued. I would always ask myself the question, "What would my tupuna want me to be saying?" which ensured I could add the Ngāti Whātua Ōrākei way of doing things.

Watching the board adapt to a digital boardroom during the pandemic taught me you must be agile and ready to pivot at the drop of a hat, think on your feet and confidently act quickly, keeping the wellbeing of the people front and centre whilst also protecting the assets of the hapū for the generations long after the pandemic ends.

With the future generations in mind, a programme like this helps build skills, knowledge and capabilities that will ultimately see hapū members leading and driving forward the vision for Ngāti Whātua Ōrākei. For anyone considering becoming a Future Director, absolutely do it. The opportunity is there and we want to encourage your skill growth and hear your voice at a table like the Whai Rawa board.

WHAI RAWA SUMMER INTERN PROGRAMME



This year, Whai Rawa welcomed four interns – Ameera Danford, Awhina Uruamo, Montana Wilson and Waka Wikaere James – into the team.

During their time at Whai Rawa, they embarked on different journeys within the finance, property development, residential property and marketing and communications teams.

We asked them to share their whakaaro on their internship experience.



Montana Wilson
Finance intern

Ko Montana Wilson tōku ingoa.

He uri ahau no Ngāti Whātua Ōrākei me Te Waiohau.

Working alongside the Finance team, it was interesting to learn about Whai Rawa's operations and how the iwi continues to give as well as grow. It is important to recognise how much work goes unseen, and contributes to the benefits we are fortunate to enjoy through grants, whānau housing and health care.

I would like to thank Ngāti Whātua Ōrākei for the opportunity. It has been encouraging to see whānau across the group putting in the mahi, so our wider whānau can reap the benefits.



Ameera Danford
Property Development intern

This internship has allowed me to practice and refine skills that I can carry over to my personal and professional life.

The highlight of the internship was visiting the different land sites that Ngāti Whātua Ōrākei own. I enjoyed learning about the history of the land, how we came to own it and the opportunities it provides.

This internship was a real joy and great experience for me. It was eye-opening to see the amount of work the Trust, Whai Rawa and Whai Maia does to create better outcomes for the hapū.

WHAI RAWA SUMMER INTERN PROGRAMME



Awhina Uruamo
Residential Property Intern

Tēnā koutou ngā uri o Tūperiri!
No te Whūnau Uruamo me te
Whānau Paora Netana ahau.
Ko Awhina Uruamo toku ingoa.

I had the pleasure of working with the residential property team and I was inspired by the passion our kaimahi have for the well-being of our people, ensuring they are living in safe and secure whare.

As an iwi, one of our goals is to uphold rangatiratanga for our people. I now believe we not only hold rangatiratanga for our Iwi, but for many rūnanga and hapū across the motu. With so much already achieved, Ahi Kaa is a lifetime promise.



Waka Wikaere-James
Marketing and
Communications Intern

Ko Waka Wikaere-James tōku ingoa
Ko Melissa Wikaere tōku mama
Ko Neil James tōku papa

When I started, I wasn't sure what Whai Rawa did but having completed the intern programme I can describe Whai Rawa's role as ensuring the financial backing for Ngāti Whatua Ōrākei remains sound and sustainable, and the future aspirations of our iwi can be attained and maintained.

In my role as a Media and Communications intern, I was in conversation with the whole workplace and I am proud of the work I produced. I was even able to indulge my passion for filming and photography to produce a short video for social media on Toi Tupu.

Working for the tribe has made my time here so enjoyable as I can see how it serves the hapū and gives me confidence our iwi is in safe hands with Whai Rawa.

KEEPING OUR MOST VULNERABLE SAFE

EASTCLIFFE RETIREMENT VILLAGE



With more COVID lockdowns in the past year, the focus for the Eastcliffe team was to ensure the safety of their residents and provide manaakitanga for them and their families. The stringency of lockdown posed challenges for our residents especially visitors' restrictions. Our staff developed systems and communications to assist family and friends to stay connected and ensure they had the resources they required. We had kaitiaki manning the gates of Eastcliffe 24/7 to provide an extra layer of protection to keep COVID out of the village and introduced safety measures for visitors once they were allowed. A big mihi to General Manager Cherie Schofield and her dedicated team who worked tirelessly to keep our most vulnerable safe.





TE TŌANGAROA

Based on the eastern end of Te Pokapū o Te Tāone Nui o Tāmaki, Te Tōangaroa is a significant part of Tāmaki Makaurau and has a unique history. Named after our waka being dragged a long way to shore, Te Tōangaroa is our largest commercial asset, both in value and annual return, and provides important revenue which we invest in our hapū.

In 2019, we worked with Warren and Mahoney to develop a Masterplan for the land we own and the surrounding area. With our mātapono at its heart, the plan lays out a clear vision and intention for the regeneration of Te Tōangaroa. Informed by whānau whakaaro, it aims to create a thriving destination that pays respect to Papatūānuku, celebrates our culture and our hapū relationship to the whenua and enables Aucklanders to reconnect and access the moana.

Since then, we have taken steps to achieve this vision. One of these steps has been the appointment of asset manager Liam Carey who is helping to lead and drive the hapū vision and masterplan for the precinct including the regeneration journey.



We have already implemented a number of initiatives to reinvigorate the cultural footprint of Te Tōangaroa, with more planned. One of these was our recent collaboration with Auckland Unlimited, local artists and international students to create a three-panelled mural on the whenua that celebrates the culture and diversity of Tāmaki Makaurau and reflects the vibrant history of the nearby harbour.

Sharing the journey of Ngāti Whātua Ōrākei through art is one way for us to bring to life our vision and create a legible identity for Te Tōangaroa.

As part of our vision to restore Te Tōangaroa to its original use as a place for people to come together, in July we hosted festivities to celebrate Matariki. The event at Te Tōangaroa included kai stalls, kapa haka performances, weaving workshops as well as music and giveaways through an activation with Mai FM. Festivities such as these will be a key part of the revitalisation of Te Tōangaroa and will be a regular occurrence on the calendar.

AECOM House

AECOM House is the only building within the precinct that Ngāti Whātua Ōrākei currently owns but we'll be looking at any opportunities to invest in the precinct. AECOM also provides important income from its annual rent to be reinvested into our hāpu, and we have focused on reducing the vacant space.

We established our Pūkāea meeting space which is able to be used by local businesses in the precinct as well as the local community and whānau. Transforming a previously vacant space into a purpose-built meeting room has been a successful initiative that has helped to generate additional revenue, not only for Ngāti Whātua Ōrākei, but also for the cafe within the premises which has benefitted from additional foot traffic.

Ultimately, our intention is to create a precinct that honours our heritage, reconnects people to the glistening Waitematā and re-establishes our cultural footprint. As we continue to implement our action plan, Te Tōangaroa precinct will be recognised as a place to showcase our hītori and culture and provide economic prosperity to the whānau, the precinct and to the people.



Pūkāea

Pūkāea is a traditional Māori trumpet-like instrument made of wood. It is still actively used by Ngāti Whātua Ōrākei and it maintains a special role that brings whānau and people together to announce important kaupapa and events.

Pūkāea also makes reference to Tangihanga Pūkāea, a former pa and battle site that once stood within the precinct. It was the backdrop for a momentous occasion in both Ngāti Whātua Ōrākei's and Auckland's history on September 18, 1840, which saw the signing of the deed where Ngāti Whātua gifted 3,000 acres of land to Governor Hobson to establish the capital in Tāmaki.

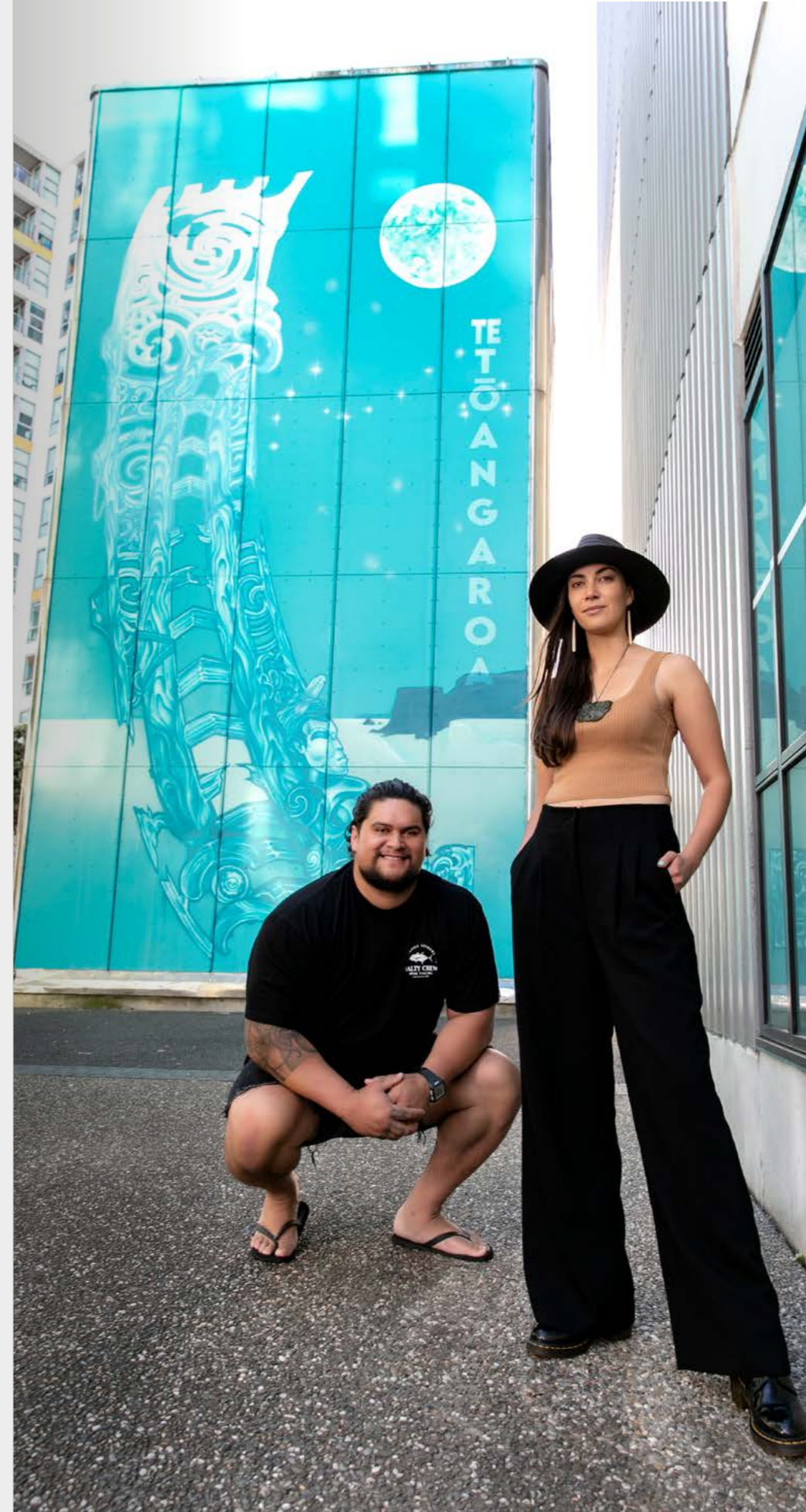
Although Tangihanga Pūkāea may evoke mixed emotions, Ngāti Whātua Ōrākei wants to reclaim the mana of this ingoa and offer a new meaning and focus by gifting this name and inviting the people of Tāmaki to share this space.



Kōrero with Liam

Te Tōangaroa has so much potential just waiting to be tapped – it’s inspiring to be a part of an organisation so intently focused on producing positive, sustainable and long-lasting outcomes for the hapū alongside Tāmaki Makaurau as a whole.

In the few months I have been part of the team at Ngāti Whātua Ōrākei Whai Rawa, we have already made progress in establishing Te Tōangaroa’s identity within Tāmaki Makaurau but we still have a lot to do. Part of this will be renaming streets, buildings and places with historical meaning as well as ensuring the culture and history is reflected throughout the precinct through both contemporary and traditional art and Toi Māori.



Te Tōangaroa Murals

We commissioned Hana Maihi of Ngāti Whātua Ōrākei and Poi Ngawati to design and install two of three murals on the corner of Dockside Lane and Tangihua Street.

The mural, Pū Kawautia features a side profile of the kawau pū standing tall. Its purpose is to empower, ground and stand as a reminder of the unwavering whakapapa and wairua from the ancestors to the descendants of today.

The colours in the kaokao reflect te korowai ora, the cloak of healing waters from Ranginui ki a Papatūānuku which stretch from maunga to moana, connecting everything in between.

The images depicted in this mural acknowledge Te Tōangaroa and Tāmaki Herenga Waka, the name of the place this mural now stands. Both names speak to the dragging and mooring of waka.

The waka taurapa (carved stern-post) evokes ‘Te Pou Whakairo ka tū ki te Waitematā’ gazing out over the Waitematā toward Tokapurewha and Takaparawhau where the haukainga of Te Taou, Te Uringutu and Ngaoho stand and have stood over many generations.

ONEONEROA

▶ Oneoneroa, the first hapū-led residential development for Tāmaki Makaurau, has established our reputation as a developer that builds sustainable communities.



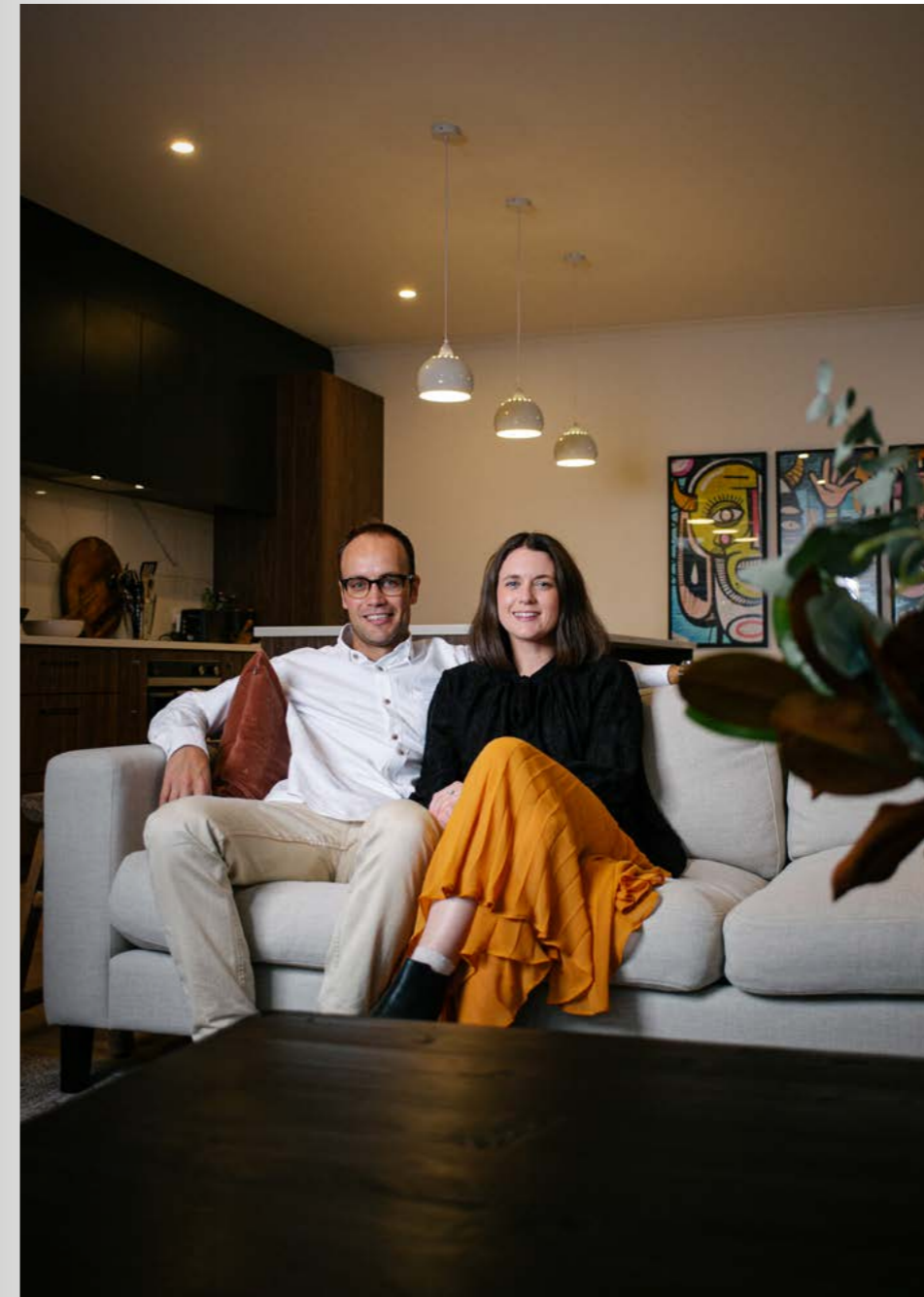
Located on the Tāmaki Makaurau North Shore, the development and naming of Oneoneroa provides a means of reconnecting with our history and sharing that narrative with the local community as we develop the whenua.

The response to the first stage of Oneoneroa has been overwhelmingly positive, reflecting the strong appetite for low maintenance, purpose built and stylish homes in the Oneoneroa location.

While those who now call Oneoneroa home have been complimentary of the architecturally designed houses, for many of the residents it is the strong sense of community and connectedness they appreciate the most.



“It’s clear to see the hapū developer has a really good ethos, not only in terms of quality builds but also focusing on establishing a really great community feel.”



**Testimonial
William and Sally Hunt**

As a young family of three, William, Sally and their 18-month-old daughter Florence were looking to find a forever home that ticked all of their boxes.

The Hunt family were searching for a home that best suited them and their needs – close enough to family in the city but also an area that was an easy commute to their North Shore workplaces, a safe family neighbourhood and an area that had a welcoming sense of community.

With a strong sense of community being a key factor for the Hunt’s, the opportunity to help build and foster that community spirit within their new Oneoneroa neighbourhood was appealing.

“We like the community that is growing here at Oneoneroa, it’s really nice that all of us neighbours moved in around the same time and everyone is keen to get to know each other,” says William.

“I hope that in living here we will add to a community that is inclusive, diverse, friendly and overall just a great place that everyone enjoys living in,” William says.



Since the initial success of Oneoneroa, we have taken a conservative approach, launching a small number of properties at a time while keeping a close eye on the market. We are continuing to take our time as we move through the development stages to ensure we lay the foundation for long-term success and provide a desirable place to live. This approach is underpinned by our mātāpono and is driven by the need to provide important revenue to support our whānau, their wellbeing and future.

Construction underway for the next 29 new homes.



In June 2021, we appointed local, family-owned Vivian Construction as the primary builder for the next stage of development. The most recent lockdown has caused some delays but we're pleased to construction is now underway. This stage, due to be completed next year, will see an additional 16 residences developed. 13 pre-sold homes in Stage 1 will also be built. Our ethos as a developer is to build sustainable communities and as part of this, we have committed to providing O bikes (an e-bike branded with Oneoneroa logo) to everyone who purchases a home in Oneoneroa. Looking ahead, we will continue to capitalise on the success of our initial stages while ensuring the development supports our community-focused objectives and establishes our reputation as a hāpu-led developer.



UNITEC DEVELOPMENT

▶ Ngāti Whātua Ōrākei Whai Rawa owns three blocks within the UNITEC Campus and has signed a Memorandum of Understanding with the Crown to acquire more land to build 500 homes, including affordable homes, over several years.

This development is part of the wider Carrington residential development lead by Ministry of Housing and Urban Development that was awarded “shovel ready” funding where approximately 2,500 to 4,000 homes will be built over the next 10 to 15 years.

The development of UNITEC land will be a core focus of the upcoming financial year. A karakia was held earlier this year to kick off initial clearing works and we expect to get masterplanning underway to ensure our Ngāti Whātua Ōrākei design is reflected strongly and integrated in the development.



JOINING OUR TEAM

KAIMAHI

▶ Whai Rawa’s focus on growing and further developing and regenerating its property portfolio saw two key additions to the team this year.

Liam Carey joined as Te Tōangaroa Asset Manager with the remit to drive the hapū vision and masterplan for the precinct, including the regeneration journey. He was previously Senior Asset Manager at Labtech London Limited where he was instrumental in the regeneration and development of Hawley Wharf, a major mixed use development project in Camden, London.

Already well known to the wider Ngāti Whātua Ōrākei organisation through her role as its arts and design manager, Mei Hill joined Whai Rawa as Cultural Design Executive. She will help incorporate hapū related elements unique to Ngāti Whātua Ōrākei into both current and future builds to ensure a strong hapū narrative is integrated across its whenua.

Developing our people

Whai Rawa has continued its commitment to developing its people with a particular focus on providing learning opportunities to underscore the importance of Māori culture within the business.

Like many organisations, Whai Rawa has a diverse workforce and its two professional development programmes – te reo and kapa haka – provide access to Māori culture for staff. The programmes operate in a team environment where everyone is on the same level and learn together to gain a deeper understanding which flows through to greater appreciation of Ngāti Whātua Ōrākei.

As ambassadors and advocates for Ngāti Whātua Ōrākei it is also important staff are confident in sharing its history and culture with those contractors, builders, architects and other suppliers with whom they work.

Te reo lessons use the Tākina method of teaching the language delivered by Ropata Paora, Robbie Paora and Moana-Roa Callaghan. On alternate weeks, kapa haka tutors and reputable performers Tarumai Kerehoma, Piripi Davis help staff learn to share stories or commemorate people and events through the traditional art form.

CLIMATE CHANGE AND SUSTAINABILITY DISCLOSURE

Whai Rawa is committed to identifying and proactively managing climate and environmental related risks and opportunities in connection with our business operations and the fulfilment of our Purpose.

This commitment recognises the importance of *Kaitiakitanga* (guardianship) and *Rangatiratanga* (leadership) as two of our guiding *mātāpono* (values) for how we do things and the way we act. We consistently apply a long-term inter-generational lens to our decision-making and business activities, as we strive to protect our people, our lands, our resources, and our taonga.

This section of our Annual Report summarises our approach and our intention to be climate risk leaders.

The Global Climate Challenge

Climate change is recognised as one of the most significant challenges of our time. In 2015, world leaders came together to sign the Paris Agreement, which commits signatories to keeping the increase in global temperature to well below 2°C above pre-industrial levels, which is believed to be the upper limit of warming that will still be able to accommodate human society as we know it. Even if we are successful at limiting global temperature rise to 1.5°C, the physical climate impacts will still be significant.

To enable action towards the Paris Agreement target, Aotearoa has put in place legislation under the Climate Change Response (Zero Carbon) Amendment Act 2019, to ensure the motu decarbonises by 2050. In addition, the New Zealand Government has announced that annual disclosure of climate risks and opportunities will become mandatory for the financial sector and issuers of capital on the NZX from 2023, using the Task Force on Climate-related Financial Disclosures (TCFD) recommendations as a framework. While the TCFD recommendations are applicable globally, Aotearoa was notably the first country to adopt the framework and mandatory reporting regime.

The TCFD recommendations, falling under the pillars of **Governance**, **Strategy, Risk Management**, and **Metrics and Targets**, enable companies to transparently and consistently report on climate impacts. While Whai Rawa will not be legally required to report, we have chosen to do so to evidence our commitment to making a positive contribution to the global climate challenge. This is our first such report.

Governance

1 Board's oversight of climate-related risks and opportunities

Whai Rawa's Board of Directors is responsible for governance and oversight of Whai Rawa's risks. Our Board recognises the importance of proactively identifying and managing our risks and opportunities, including those in relation to climate change, and is committed to driving a strong and transparent risk culture within the business.

In recognition of the strategic significance of short, medium and long-term planning in relation to climate change, climate risk has been assessed as one of Whai Rawa's key risks. It is captured in our Enterprise Risk Profile, and Whai Rawa's management level Risk Committee is developing monthly reporting to the Board, including monitoring and reporting performance against the Board's risk appetite.

The Board will also have oversight of Whai Rawa's climate risks and opportunities through regular reporting against the Strategic Objectives and Key Performance Indicators specified in Whai Rawa's Annual Plan, for which there are specific climate-related objectives and targets.

2 Management's role in assessing and managing climate-related risks and opportunities

Given the significance of climate change to our business activities and Purpose, a Climate Risk Committee was established in the latter quarter of FY21 as a sub-committee of Whai Rawa's Risk Committee. The Climate Risk Committee is comprised of key members of Whai Rawa's senior leadership team responsible for managing our assets, strategy and balance sheet, and has the specific mandate of overseeing our Climate Response Framework, the development of which is a strategic imperative for the first half of FY22.

The Climate Risk Committee's mandate extends to the ongoing identification and oversight of climate-related risks and opportunities, the development of Whai Rawa's climate risk strategy, and monitoring performance against climate-related metrics and targets. While the Climate Risk Committee is still in its formative stages, as the Climate Response Framework is developed and as Whai Rawa progresses its understanding of the potential impacts of climate change on our business and assets, so too will

the Climate Risk Committee's ability to influence broader organisational strategy. The committee meets a minimum of six times per year and reports to the Risk Committee, which in turn reports to Whai Rawa's Board.

Strategy and Risk Management

1 The intersection of strategy and risk management

Identifying and understanding climate-related risks and opportunities is a key factor in determining appropriate strategies in connection with the effective and prudent management of the assets that Whai Rawa currently owns, as well as those that we consider acquiring or developing.

Risk and strategy mutually informing each other is evidenced by the application of Te Tātua, Whai Rawa's impact assessment framework. Te Tātua is utilised as a strategic decision-making tool when potential opportunities are identified or varying courses of actions are being considered, and as a risk assessment tool to ensure that we understand the potential impacts and consequences of our decision-making and activities.

Environmental impacts (including climate change) and Whai Rawa's Sustainability Goals (once established) are two of the categories of Te Tātua. The practical application of this framework ensures that climate and environment-related risks, opportunities and impacts are front of mind, and factored into, our strategic planning, decision-making and day-to-day operations. The application of Te Tātua also provides a unique opportunity for management and the Board to transparently assess, weigh and balance often competing priorities, as well as enabling enhanced insight into the various factors at play over and above a typical cost/benefit analysis (where cost is not limited to financial cost, but extends to environmental and social costs and impacts).

Climate-related risks and opportunities identified through the application of Te Tātua, Te Anga Whātua Rawa (our Enterprise Risk Management Framework), and other climate-related risk assessments and strategy sessions, are captured in Whai Rawa's climate risk register, which is overseen by the Climate Risk Committee. As we gain greater clarity over the potential impacts of climate change, we expect climate-related factors to influence organisational and site-specific strategies to an increasing degree.

2 Identifying our climate-related risks and opportunities

During FY21, Whai Rawa engaged professional advisors to assist us in undertaking an initial climate risk assessment of our business. This involved climate risk modelling for key Whai Rawa assets, and a qualitative assessment in relation to other physical and transitional risks for which modelling was not available.

Quantitative risk assessment – scenario modelling

In line with TCFD recommendations, Whai Rawa undertook scenario analysis to model the potential implications of climate change and extreme weather risks to 2050 (considered a short-term timeframe for Whai Rawa) and 2100 (medium to long-term), in respect of Whai Rawa’s material assets. This enabled us to consider the direct impacts to specific properties, as well as interdependency risks to surrounding areas and supporting services, when applying Whai Rawa’s inter-generational decision-making lens.

Physical climate risks were assessed using an RCP8.5 climate change scenario, representing global warming of between 3 and 5.5°C. This scenario would result in significant physical climate change impacts and was selected as a stress-test of our property assets and risk management approach. In addition, an RCP2.6 scenario was modelled in respect of our Te Tōangaroa landholdings, given this asset’s proximity to the coast and its significance to our portfolio. Scenario RCP2.6 represents global warming of 1.5-2°C, the upper limit specified in the Paris Agreement. Modelling under both RCP8.5 and RCP2.6 enables us to understand potential impacts at both the likely and extreme ends of the climate change spectrum, ensuring we have visibility over both best-and-worst-case scenarios to inform our decision making and strategy.

Qualitative risk assessment

In addition to quantitative scenario modelling, qualitative assessments were also undertaken in relation to identified climate-related risks and opportunities in connection with access to capital, insurability, tenancy and revenue risk, coastal erosion, and storms. Transitional risks such as climate change policy and regulation, increasing costs of supporting infrastructure, and speed of action, were also assessed.

Initial findings and limitations

The outputs from our initial climate risk assessment demonstrated that our landholdings at Te Tōāngaroa are most at risk from the effects of climate change, given the asset’s proximity to the Tamaki Makaurau coastline. This finding was not a surprise to us, noting that the real uncertainty lies in the extent of the risk. While climate risk modelling provides a useful baseline and context, it fails to take account of the specificity of structures on the land and existing mitigants, including asset-specific mitigants and those in relation to the surrounding area. Reports such as the Auckland District Council’s December 2020 report titled “Predicting Auckland’s Exposure to Coastal Instability and Erosion”, will provide useful additional context for us to factor into our initial modelling results and assessment in order to more fully understand the risk profile for Te Tōangaroa.

As we have not completed an overlay of known mitigating factors, we have not sought to risk-rate any of the climate-related risks identified in our initial assessment, recognising that there is still a great deal of mahi required in order to gain a greater understanding of the risks. We intend to undertake this mahi in FY22, and will seek to partner with other local stakeholders and experts, where it makes sense to do so.

The below provides a high-level summary of the key climate-related risks and opportunities identified in our initial climate risk assessment, and our strategic response.

PHYSICAL CLIMATE RISKS	RISK STATEMENT	STRATEGIC AND FINANCIAL IMPACTS / INSIGHT
Coastal inundation	Increased frequency and severity of inundated buildings due to a combination of sea level rise, tides and storms.	Te Tōangaroa is Whai Rawa’s main asset at risk of the effects of climate change, given its proximity to the coast and the fact that it is reclaimed land. Climate change impacts will need to be proactively considered as part of our near and long-term decision-making, strategy setting and financial planning for Te Tōangaroa. We recognise that the adoption of sustainable practices and solutions can act as both a mitigant to climate-related risks, and an opportunity to positively contribute to climate-related impacts. To this end, we are committed to the identification and assessment of potential opportunities for Te Tōangaroa, including identifying best practice solutions and building management systems, energy monitoring systems, installation of EV charging stations, solar solutions, transport planning, and installation of end of trip facilities, to name a few. We continue to demonstrate reductions in waste management for Whai Rawa owned buildings at Te Tōangaroa, and are committed to ensuring that these buildings remain green rated and are operated and managed accordingly. Tenancy and revenue risks arise from the potential risk of coastal inundation and erosion on the Tāmaki Makaurau waterfront. Given the nature of land and building ownership at Te Tōangaroa, including the dispersed responsibilities for maintaining public spaces, we recognise that there is a high degree of stakeholder dependency (including local and central government) on our ability to mitigate Te Tōangaroa’s climate-related risks and maximise potential opportunities. This stakeholder dependency is in itself a risk for Whai Rawa. Our FY22 Annual Plan confirms our objective to develop and implement a stakeholder engagement plan for Te Tōangaroa before the end of 2021, which will be utilised to (amongst other things) demonstrate leadership and positively engage, influence and shape sustainable outcomes for Te Tōangaroa in the near and long term. All development opportunities undergo robust risk assessments at the acquisition and design stages, to determine best practice strategies to mitigate environmental-related risks, both in relation to the development itself and the resultant build. We engage relevant experts throughout the process to ensure the development is designed in a robust and sustainable way and to fully understand the land and surrounding area upon which the development is constructed.
Dependency risk	Risk of disruption in transport, energy, communications and other lifeline services impacting the operation and usability of assets.	We recognise the uncertainties surrounding the extent of climate change. This requires that our financial modelling and planning takes the potential effects and impacts of climate change into account. We will continue to assess potential opportunities to account for medium and long-term climate change impacts, strategies and mitigants.
Loss of building function due to heat, based on a 25°C threshold	Increased average temperatures threaten the ability for buildings to maintain acceptable levels of operation for safe occupation.	
Tenancy and revenue risk	The potential for physical climate impacts and/or secondary effects (access, energy, water or food insecurity, etc.) to reduce demand for tenancies and revenues.	
Coastal erosion	Rising sea level and changes in storm frequency and intensity accelerating erosion of beaches, estuarine shores and cliffs threatening the structural integrity and safety of nearby buildings.	

PHYSICAL CLIMATE RISKS	RISK STATEMENT	STRATEGIC AND FINANCIAL IMPACTS / INSIGHT
Access to capital (debt and equity)	The risk that lenders downgrade their valuation or investment in coastal land assets, due to impairments (real or perceived) resulting from climate change.	Risks concerning valuation, access to capital and insurability also arise from the potential risk of coastal inundation and erosion on the Tāmaki Makaurau waterfront. We continue to maintain proactive engagement with our bankers and insurers, and expect them to signal any expected limitations or cost increases in a timely way, to enable us to plan accordingly.
Insurability	The potential for physical climate impacts to render buildings uninsurable.	

TRANSITION CLIMATE RISKS	RISK STATEMENT	STRATEGIC AND FINANCIAL IMPACTS / INSIGHT
Climate change policy and regulation	<p>Aotearoa expects increasingly heavy-handed policies to address climate change.</p> <p>This includes increased costs to comply with climate-resilient building codes and regulations.</p>	<p>In FY21, Whai Rawa engaged Toitū to advise us in relation to undertaking our first carbon footprint assessment, which we did in respect of our Dockside Lane corporate office and Eastcliffe Retirement Village. This involved compiling a greenhouse gas emissions inventory summary, against which we can monitor progress to proactively reduce our emissions, and gain certification under Toitū's Carbon Reduce Programme. We expect to be Toitū certified in the first half of FY23, having demonstrated a reduction in FY22 against our FY21 emissions baseline.</p> <p>Recognising that emissions in connection with Whai Rawa's developments are the responsibility of our development partners, Whai Rawa has a committed strategic objective for FY22 (and beyond) to work with our third-party contractors and partners to raise awareness and influence towards sustainable business practices. This includes proactively seeking to reduce emissions in relation to Whai Rawa-led developments.</p> <p>We have undertaken steps to switch to alternative energy sources for various of our sites, and will continue to be proactive in this regard.</p> <p>We will continue to demonstrate Kaitiakitanga and Rangatiratanga, as we strive to raise awareness, influence and effect positive change related to climate change.</p>
Increasing costs of supporting infrastructure	<p>Aotearoa expects increasing costs of carbon-intense energy sources.</p> <p>Market demands for alternative fuel, energy and transport systems require significant upgrades to properties and supporting infrastructure.</p>	



METRICS & TARGETS

Whai Rawa's FY22 Annual Plan includes committed Key Performance Indicators in relation to:



Reducing our greenhouse gas emissions to enable us to achieve Toitū certification



Working with our development partners to raise awareness in relation to sustainable business practices



Development of Whai Rawa's Climate Response Framework, a core component of Whai Rawa's Sustainability Framework



Development of short, medium and long-term Sustainability Goals



Whai Rawa's Sustainability Framework operational by the end of Q3 FY22



In addition, as part of the Climate Risk Committee's mandate to develop Whai Rawa's climate risk strategy, the committee is also tasked with developing further climate-related metrics and targets as a strategic imperative for FY22.

COMMUNICATIONS AND ENGAGEMENT UPDATE



It is important to us that whānau are kept updated about our mahi and we proactively seek opportunities to involve whānau in our mahi. We also want to do our part to uphold the mana of Ngāti Whātua Ōrākei by sharing our stories and building our profile as the leading and most trusted business partner in Aotearoa.



39.8%

Tukuna e-panui average open rate was 39.8%



14.1%

Tukuna e-panui average click rate was 14.1%



1,531

Facebook followers



1,272

LinkedIn followers



22,484

Annual website sessions



8,105,527

Potential audience reach via media

THE GUARDIAN



New Zealand firms switch to using nation's Māori name, Aotearoa

[Website](#)

VIVA



Hana Maihi Is Beautifying Downtown Auckland — One Grand Work At A Time

[Website](#)

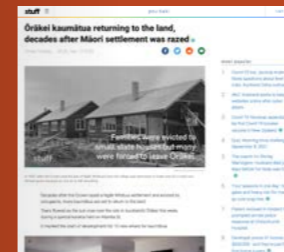
STUFF



Iwi investments feel heat of tourism shutdown

[Website](#)

STUFF



Ōrākei kaumātua returning to the land, decades after Māori settlement was razed

[Website](#)

BREAKFAST



We spoke to two aspiring leaders, Faiz Salim and Otene Hopa, who joined the Ngāti Whatua Ōrākei Future Directors' Programme last year

[Website](#)

STOP PRESS



Reheko! Media Works and Ngāti Whātua Ōrākei take te Reo to the streets

[Website](#)



