

# NGĀTI WHĀTUA ŌRĀKEI

ANNUAL REPORT 2016/17

## REMEMBERING 40 YEARS

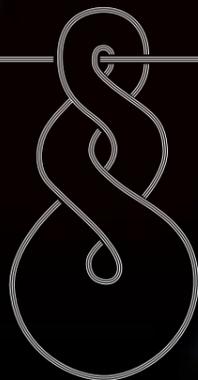
“I still weep for the land but my mokopuna, my tamariki, will never ever have to mourn its loss.”

- Grant Pakihana Hawke, 2015

E TŪ NGĀ URI O TŪPERIRI,  
TĀMAKI MAKĀURAU E NGUNGURU NEI!

THE DESCENDANTS OF TŪPERIRI STAND STRONG,  
TĀMAKI MAKĀURAU ROARS





**KO MAUNGAKIEKIE TE MAUNGA** Maungakiekie is the mountain

**KO WAITEMATĀ TE MOANA** Waitematā is the sea

**KO MĀHUHU-KI-TE-RANGI TE WAKA** Māhuhu-ki-te-rangi is the canoe

**KO NGĀTI WHĀTUA TE IWI** Ngāti Whātua is the tribe

**KO NGĀ OHO, KO TE TAOŪ,  
KO TE URINGUTU NGĀ HAPŪ** Ngā Oho, Te Taoū, Te Uringutu  
are the subtribes

**KO ORĀKEI TE MARAE** Orākei is the marae

**E TŪ NGĀ URI O TŪPERIRI,  
TĀMAKI MAKĀURAU E NGUNGURU NEI!**

The descendants of Tūperiri stand strong,  
Tāmaki Makaurau roars



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NOTE: Financial details and the Auditor's notes are printed in full in the separate Financial Statements document.





## CONNECTING WITH OUR WHĀNAU AND PROTECTING OUR CONNECTION TO THIS WHENUA IS CRITICAL TO THE FUTURE OF OUR HAPŪ.

### Tēnā koutou katoa.

Welcome to our Annual Report for the Financial Year ended 30 June 2017.

Over the past year, Ngāti Whātua Ōrākei Trust has focused on connecting with our whānau, whether at home or abroad. From our people who keep our marae working, to our Ōrākei community who look after our ahi kaa, and our whānau throughout Aotearoa, we have invested in meeting kanohi ki te kanohi.

For the first time, the Trust went on the road to hui in Ōrākei, Rotorua, Ōtaki and across the Tasman in Melbourne, Brisbane, Perth and Sydney. The Whānau Consultation Haerenga in October 2016 was all about hearing from you – Ngā Uri o Tuperiri – and we learned a lot.

As Mana Whenua with primary interests in central Auckland we often face challenges, and this year was no different. However, through some of our political struggles, we have also rekindled connections with iwi across the motu. In particular, our whanaunga in Tauranga

Moana, Waikato-Tainui, Ngāti Manuhiri, and Ngāti Whātua nui tonu.

All this mahi has been guided by our key strategic objective – Kia rere arorangi te kāhu pōkere ki ngā taumata Tiketike – To enable our hapū to soar and fly to the highest heavens.

This Annual Report showcases the highlights of our year, and includes kōrero from Ngāti Whātua Ōrākei Trust, Whai Maia Limited and Whai Rawa Limited.

Together, we represent the interests of 2,572 registered members, and are constantly striving to support and provide opportunities for our people socially, culturally, and economically.

Connecting with our whānau and protecting our connection to this whenua is critical to the future of our hapū. We are well-positioned to stand strong, while continuing to move forward and succeed as Ngāti Whātua Ōrākei.

## HIGHLIGHTS

### GRANTS & SCHOLARSHIPS ISSUED IN 2017

# 1178

Total grants and scholarships

193 - Early Childhood Education  
511 - Primary  
303 - Secondary  
171 - Tertiary

# \$65,159

Total amount distributed for Aged Care & Pharmacy grants

The Kaumātua grants and subsidies support GP visits, GP specialist visits, prescription glasses, dentist, hearing aids and residential care.

# \$3338,827

Total amount distributed for Education grants for 2017

# \$7,500

Total amount distributed for Sports grants and events

# \$500

Koha for first day of tangihanga

### NGĀTI WHĀTUA ŌRĀKEI IN THE LECTURE THEATRE

# 47



Students studying at degree level across several areas – arts, accountancy, business, creative arts, criminology, education, engineering, health science, te reo Māori, Māori and Pacific development, property, science, sport and law. Ka rawe koutou!

### FINANCIAL GAINS

# \$1.09B

Total assets

# 16%

Increase since last financial year

### MANAAKITANGA

# 54

Whānau events, wānanga and workshops delivered across the Whai Maia group.

# 5,045

Patients enrolled at the Ngāti Whātua Ōrākei Health Centre

### OUR PEOPLE

# 2,572

Registered Members of Ngāti Whātua Ōrākei

### KAITIAKITANGA

# 22,910

Plants grown and planted

# HE KŌRERO O TE HEAMANĀ

Phillip Davis - Chairman

## E te iwi, ngā uri o Tūperiri, tēnā koutou katoa.

On behalf of the Trust and the Ngāti Whātua Ōrākei Group, I am proud to present this Annual Report.

The past financial year has been a very busy one for the Trust and our subsidiaries. We have had great achievements in housing and economically, and we have helped our people through Reo wānanga, education grants, and supporting our kaumātua. We have also faced some challenging and testing times, especially in protecting our place as ahi kaa.

**Over the past six years since our settlement, we have done a lot of work, but the question for us now is – where do we go next?**

### Building stronger connections with our whānau

One of the biggest highlights for the Trust this year was our Whānau Consultation Haerenga to hui with our people in Aotearoa and Australia. This was a great opportunity to hear directly from our whānau and share our kōrero and aspirations for the coming five years.

I want to thank everyone who attended one of these hui, as you offered the Trust great insights. My thanks also to our Trustees who represented us so well.

### Communicating and keeping in touch

During the year, we have focused on meeting with our people kanohi ki te kanohi, through the Haerenga hui, Reo wānanga, Whānau wānanga, and by being more available.

We are listening, and we know that we can keep improving our communication with you to keep you updated on what we are doing. We have a plan for communications and we are committed to doing more over the coming year.

### Whātua Ahurutanga

Housing remains a key focus for us and an area where we have done significant work already. We know it is an important issue for our people. In fact, at every whānau forum that we have had, housing has dominated the kōrero, particularly affordable housing. We understand why, and we are looking at ways to help.

The Trust wants to build more houses but we need a strategic focus and a clear path on where we go next. Kāinga Tuatahi has provided 30 homes for our people, and valuable experience for the Trust and our subsidiaries Whai Rawa and Whai Maia. Now, we are moving into the next phase. We need to understand – do we carry on with what we have done in Kāinga Tuatahi, or, do we look at other possible designs, which might be more affordable? We have a good idea now on pricing and costs, and we can put what we have learned into action.

It was really pleasing that during the year we received the draft Whātua Ahurutanga Housing Strategy, and I thank the Chair Precious Clark, our subsidiaries Whai Rawa and Whai Maia, the komiti, whānau representatives, and consultants who were involved in putting it together.

The report made a number of recommendations. It was well thought through and was backed up by evidence from whānau. The Trust is considering the recommendations and Whai Rawa is supporting us to look at how it might be implemented.

We are somewhat constrained by planning rules on what we can do, but we want to make the next houses as affordable as possible.

### Securing our future

We have had another successful year financially with our assets and investment value growing to \$1.09B. This is a great result, and our strong balance sheet will allow us to bring to life our dreams and aspirations. Ngā mihi to the Board and management at Whai Rawa for their mahi.

In particular, I want to acknowledge the work of Rob Hutchison, who stepped down as Chief Executive in June this year. Rob was instrumental in growing our assets since joining Whai Rawa in 2013, and we wish him all the best for the future.

### Protecting our place

Our battle with the Crown to protect our Treaty settlement and our whenua continues. It has taken a lot of time and resource. During the past financial year, we spent just over \$1M on legal and specialist advisor costs. This included our case being heard in the Auckland High Court and then the Court of Appeal. We have been challenging the Crown's offering of properties within our backyard to Hauraki iwi. We believe that the Crown's process has breached tikanga, as well as possibly breaching the Treaty.

At times, it feels like it is hard to understand why we are committing so much resource to this, when we are not guaranteed of being successful. However, we are intent on pushing ahead and taking this issue as far as we have to. We owe it to our tūpuna who fought for this whenua, and we owe it to our next generations to try and keep it.

**This impacts on all of us, and if we simply sit by and accept what is happening, it could have a big effect on who we are as Ngāti Whātua Ōrākei.**

I acknowledge Treaty Settlement Protection Team Chair Ngarimu Blair, our Trustees, and whānau who are a part of the Treaty Settlement Protection Team, for their hard work on this important kaupapa.



Kingi Makoare and Paul Davis

### We are te Mana Whenua

As part of the Treaty work, we have continued to uphold our mana and role as kaitiaki and Mana Whenua. We need to ensure people understand who are the leaders of Tāmaki Makaurau, because that's us.

In January, we signed an agreement with our whanaunga Ngāti Paoa, where we agreed to work together to define our areas of interest in Tāmaki Makaurau. This was a beautiful day with a ceremony held inside our whare. We exchanged taonga and made a commitment to act in a way that is tika and pono. However, a short time later Ngāti Paoa walked away from that agreement. This was hugely disappointing. We are now looking at what that means for our relationship.

### Proposed changes to our Trust Deed

Recently, we had hoped to hold a Special General Meeting on proposed changes to our Trust Deed. The changes will allow us to deliver more benefits to our people sooner, and get more progress underway. To do this, we will need to raise our level of borrowing, which was one of the resolutions. We also wanted to allow for electronic voting, and correct some errors and inaccuracies in the Trust Deed.

Unfortunately, we were made aware of an issue with the list of registered members that was sent to the company undertaking this mahi for us. The mistake wasn't good enough and the Trust initiated an inquiry to find out what happened.

In total, the preparation work cost around \$18,000 including legal, communications, and booking fees. We will carry out a new process in the New Year, and a lot of the work can be used again, so not all of that is lost.

### Looking forward

Our future looks bright and we have a strong platform through our ownership of assets and investments. We have to make good decisions and ensure we are constantly looking well out into the future. We would love to do everything, but we need to think strategically.

The Trust has developed a 'wish list' and we are working with our subsidiaries Whai Maia and Whai Rawa on many opportunities. This includes a Health Insurance scheme, and a Savings scheme. If we can get those sorted, they will have a hugely positive impact for our people and their future.

**We are excited about those opportunities and working hard to bring them to life.**

### Ngā mihi

I would like to pay tribute to those we lost this year. Koutou kua wehe atu ki te pō, e moe. Kati.

Finally, I thank all our whānau who continue to uphold our ahi kaa, our kaumātua and Kaukuia, our Trustees and all of the staff across the Group.

**We are Ngāti Whātua Ōrākei. E tū ngā uri o Tūperiri, Tāmaki Makaurau e ngūnguru nei!**

**Kia ora.**

“Our future looks bright and we have a strong platform through our ownership of assets and investments. We have to make good decisions and ensure we are constantly looking well out into the future.”



# APIHAI TE KAWAU

A Reflection

**History says that Te Amiohenua expedition led by our tupuna Apihai Te Kawau was one of the longest ever undertaken by a Māori taua.**

Te Kawau, supported by his people of Te Tāōū, covered more than 1,600 kilometres, as they moved around the North Island battling iwi and hapū along the way.

The ope taua left Oneone-nui pā near Muriwai around the end of August 1821, heading south towards the Kaingaroa Plains and into the Hawkes Bay. After capturing an island pā belonging to Ngāi Te Whatuiapiti, their journey continued passing the Manawatu Gorge and onto Maungarake near Masterton. Here they captured Hakikino pā.

The hikoi wasn't finished there though. In Wellington, they took Tapu Te Ranga the Ngāti Ira pā on the island in Island Bay. By the time they reached Porirua and Waikanae, the local iwi had left their pā, and there was no battle. Otaki was next to feel the force of Amiohenua, where the taua attacked a Mauaupoko pā. Moving north again, the taua invaded Whanganui where they suffered an ambush at Mangatōa. Those who survived, along with Te Kawau, continued to Taranaki. Here they were attacked by a strong force from Ngāti Awa.

Under pressure, Te Kawau called on Te Wherowhero, who sent support. Around this time, there was news that a taua from Ngā Puhī led by Hongi Hika was on its way to the Waikato, and at Matakītāki, Ngāti Whātua stood with Waikato to defend their pā.

The Amiohenua expedition was over when the taua returned to Kaipara in June 1822, after almost a year of fighting and conquest.

By 1840, Te Kawau was the paramount chief of Ngāti Whātua, and he invited Governor Hobson to visit the Waitemata. Using his influence, he persuaded the Governor to move the capital of Aotearoa to Tāmaki Makaurau. Te Kawau gifted around 3,000 acres of land to the Crown to establish the city of Auckland.

The grandson of Tūperiri, Te Kawau, was one of three Ngāti Whātua rangatira who signed the Treaty of Waitangi.

In his later years, Te Kawau lived at Ōrākei. He was baptised and took the name Apihai. He died at Ongarahu, Kaipara, in November 1869.

In September every year, we commemorate the gifting of land by Ngāti Whātua Ōrākei to the people of Auckland, 177 years ago.

**The story of Apihai Te Kawau and Te Amiohenua reminds us of our close connections as Ngāti Whātua, and to our whanaunga in Tainui – they stood with us and we stood with them. It also reinforces our ability as a people to overcome challenges, and keep on pushing with a kaupapa, no matter how long and difficult the journey might be.**

1821 1840 1855 1869 1951 1959 1977 1988 1992 2011 2017

Te Amiohenua expedition leaves Muriwai, returns to Auckland after a year of fighting and conquest

Te Tiriti o Waitangi signed. Ngāti Whātua gifts land to the Crown to establish Auckland as the capital city

Ngāti Whātua Ōrākei had lost title to most of our land except Ōrākei block

Te Kawau died

Crown compulsorily acquired Ōrākei block, including marae and some homes

Crown established a 'national marae' on hapū lands. Ngāti Whātua Ōrākei had no control over it

Protest at Bastion Point begins and lasts 506 days

Takaparawhau returned to the hapū

Ngāti Whātua Ōrākei Reserves Board established

Deed of Settlement signed with Crown

Ngāti Whātua Ōrākei is a successful hapū with strong influence and a good platform to grow

## KAITIAKITANGA / GUARDIANSHIP

Kia tiakina ō tātou whānau, ō tātou whenua, ā tātou taonga me ā tātou rawa mō āke tonu atu  
To protect our people, our lands, our resources and our taonga forever



Te Kawau seated on the ground in a feather cloak holding a mere, while his nephew Tamahiki stands holding a taiaha.

## CONSULTATION HAERENGA

**Kia rere arorangi te kāhu pōkere ki ngā taumata Tiketike – To soar and fly to the highest heavens, is our key goal in our updated Strategic Plan and is the whakaaro that will guide us for the coming five years.**

The 2015/16 financial year was all about looking inwards and reviewing ourselves, our Trust Deed, our structure and our strategy. This year has been about connecting with our whānau to share information and recommendations, to get feedback, and to gain a mandate to carry out the necessary changes.

The Governance review was undertaken by an independent consultant and looked specifically at the alignment of the Ngāti Whātua Ōrākei Group (the Trust, Whai Maia, Whai Rawa) and its leadership.

The Trust Deed review asked whether the Deed was still fit for purpose. It made several recommendations.

As part of both the reviews, the Trust wanted to get feedback kanohi ki te kanohi, and so members of the Trust held hui across Aotearoa and Australia. The tribal census showed that many of our people live away from Ōrākei and overseas, so taking the kōrero to them was important.

The Trust asked three simple questions: What are we doing well? What could we be doing better? What do you feel needs to change?

The seven hui were well-attended and provided a lot of great feedback. Whānau who were there said they appreciated that Trustees had come to them.

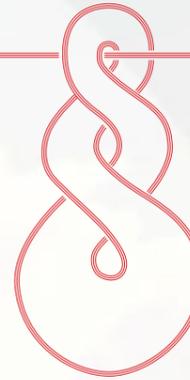
Deputy Chair Marama Royal said, "We were thrilled to see some faces we hadn't seen for a long time, and to also meet new tamariki. We were really encouraged to see whānau making the effort to meet with us."

In Rotorua, one whānau had travelled from Hamilton and now one of their rangatahi is training as a director with Whai Rawa.

**Our vision is to ensure that we can support our whānau at home, on the marae, in education, and wherever they are, either in Aotearoa or abroad. So, this haerenga was critical in helping us do that.**

For the Trust, the haerenga was a true representation of whanaungatanga. It allowed Trustees to hear what you think, to connect with whānau, and to meet new whānau.

At the time of writing, the Trust is still considering the feedback and how this aligns with the recommendations made in the two reviews. An update will be made shortly.



## WHANAUNGATANGA / KINSHIP

**Kia kitea te mana me te tapu o ia kāwai heke i heke iho ai i a Tūperiri hei rangitāmiro i a tātou**  
To embrace and acknowledge the importance of our whakapapa and relationships and how these bind us together

“ Thank you for coming to Melbourne. My first intro to Ngāti Whātua Trust and I really appreciate the actions ”

“ You are doing well. Taking time to consider the whānau away from NZ and coming to share and listen and talk to us ”

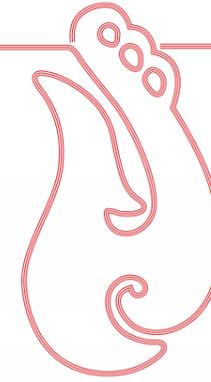
“ Let's learn from our past... We are all whānau. We're not enemies ”

“ Kaumātua involvement is crucial at the Trust and in the subsidiaries ”



## Whānau Feedback

We had hui in Orākei, Rotorua, Otaki and across the Tasman in Melbourne, Brisbane, Perth and Sydney. The Trust received a significant amount of feedback at the Haerenga hui, through Facebook, and written submissions. Below is a selection of that feedback from whānau.



## MANA TAURITE / EQUITY

Kia taurite te whai wāhi atu o ngā uri ki ngā painga me ngā angitu  
All hapū members have equal access to benefits and opportunities

## Q: What are we doing well?

- Allowing all whānau to have a say
- Giving us overseas people an opportunity to have a hui like this
- Making more effort with communication
- Hui rangatahi – tino pai
- Looking after kaumātua
- Planning for the future
- Implementing the 'Rangatira mo apopo'
- Our rangatahi loved rangatahi hui, connecting to Orākei, want to go back
- Working to benefit of all whānau
- Shifting to the digital world & technology

## Q: What can we do better?

- More hui! Including Trust members
- Banking savings scheme
- We had more whānau attend hui in Brisbane than Rotorua, that tells you something
- Financial literacy for all whānau, children up
- Create cultural centre that we can share with tourists
- Go hard on tino rangatiratanga kaitiaki
- Create possibilities for bilingual units for our tamariki
- Create forums for whānau to study Māori overseas
- Is there possibility to support housing outside of Auckland?
- Share our culture with wider Auckland

## Q: What needs to change?

- Don't fly too high and forget about those at the bottom
- More education options for everyone
- Communication needs to improve and be more open
- Consider Australian delegate and rangatahi delegate as part of Trust
- Provide electronic voting, and extend voting timeframe
- Making access to hui in Orākei available by video conferencing
- Can an EXPAT be a board member and Skype?
- Privacy and transparency on operations of Trust Board
- Ensure best & most qualified people employed by subsidiaries
- Keep business separate from the marae. The marae is a place for manaakitanga



### Attendees at Consultation Haerenga

30  
Orākei

12  
Rotorua

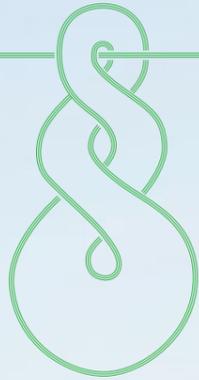
15  
Otaki

15  
Melbourne

10  
Sydney

30  
Brisbane

25  
Perth



## AHI KAA

Treaty Update

### Kia kōwhiuwhiutia tonutia te ahi kā, kei pūrēhua, ā, ka kewa

To uphold the unique and important role that Ōrākei papakāinga maintains across Tāmaki Makaurau

Our mahi to protect our Treaty settlements and our whenua ramped up during the year both in court and in the public arena. We have faced some highs and some lows in this mahi but we must continue to stand and protect our whenua and our place in Tāmaki Makaurau, as no one else will.

The Crown's current approach to overlapping claims is a fundamental breach of tikanga and of our Treaty rights, and as a Trust, we have a duty to protect the interests and mana of our people.

**We want to be clear, Ngāti Whātua Ōrākei wants all iwi in Tāmaki to have their settlement, however that can't happen by undermining those who have settled already.**

#### Timeline to now

In 2015, the Trust filed papers in the Auckland High Court after becoming aware of the Crown's proposal to transfer whenua in our heartland to other iwi as part of their individual Treaty settlements. We strongly disagreed with these proposals and believe that in the very least our approval should be sought and given before such transfers.

As the hapū with primary Mana Whenua interests in central Auckland, we applied for a declaratory judgement relating to the Crown's negotiation process with Ngāti Paoa and Marutūāhu.

The Crown fought back to 'strike us out' asking the High Court to first decide whether it was necessary to hear our case given Parliament will ultimately decide. This was poor form but not unexpected.

In late 2016, we had to argue our case. Unfortunately, the High Court agreed with the Crown and declined our application for a full hearing.

The Court's decision was disappointing but it was the first step in what will continue to be a long and intense process. Following the High Court ruling, the Trust decided to take the issue to the Court of Appeal.

In June this year, our lawyers presented our case. At the time of writing this report, we are still waiting for the Court of Appeal to make a ruling.

One of the most concerning things to come out of the High Court was a comment from the Judge, that by signing up to the 'Tāmaki Collective' agreement in 2012 over maunga and a regional RFR, Ngāti Whātua Ōrākei effectively 'gave away' our primary Mana Whenua interests in Tāmaki Makaurau. We totally disagree with that.

**We believe it is critical that we get clarity from the Courts about the Government's approach to settling overlapping Treaty claims, because the Hauraki claims are just the start while Auckland Council has also followed suit by now recognising 20 iwi in our rohe.**

Costs for the Treaty Settlement Protection Team during the Financial Year totalled \$1,035,454. This included legal and communications support.

#### Working with our whanaunga

Unfortunately, we are not the only iwi and hapū whose Treaty relationship with the Government is strained because of the Crown's proposed settlement with iwi from Hauraki.

As part of this mahi, members of our hapū and our advisors have been working closely with Tauranga Moana, Waikato-Tainui, Ngāti Manuhiri, Ngāti Rehua and Ngāti Haua to try and change the Crown's overlapping claims policy. This is a kaupapa being supported and endorsed by the Iwi Chairs Forum.

A policy has been drafted and is likely to be discussed by Iwi Chairs in the New Year.

#### Kawenata with Ngāti Paoa

**It was a beautiful day in January when we hosted whānau from Ngāti Paoa to sign a Kawenata and agreement to work together to define our areas of interest in Tāmaki Makaurau.**

The agreements say that we respect that Ngāti Paoa has lead Mana Whenua interests in the east of Auckland, just as Ngāti Paoa recognise our lead Mana Whenua status in central Auckland. It also acknowledges that we both have shared histories and relationships in both areas.

The agreement is based on tikanga, and was signed by the negotiators of the Ngāti Paoa settlement. It provides a platform for both iwi, and the city of Auckland to benefit and was a significant step forward.

We were extremely disappointed and upset, when just days after signing the Kawenata, Ngāti Paoa walked away from the agreement claiming their people didn't have the mana to sign on behalf of the iwi.

This has an impact on settlement protection mahi against the Crown, so we have asked the Courts for clarity on what we can do. Ngāti Whātua Ōrākei stands by the Kawenata and agreement.

### E RUA TAU RURU, E RUA TAU WEHE, E RUA TAU MUTU, E RUA TAU KAI. Two seasons of drought; two seasons of scarcity; two seasons of crop failure; two seasons of plenty.

This whakatauki speaks about the value of perseverance – by keeping at a kaupapa, success will follow.

#### **This year, the Trust wants to acknowledge the service, dedication and perseverance of our long-serving Trustee and Kaumātua, Grant Pakihana Hawke.**

It was fitting in this financial year, that we commemorated the 40-year anniversary of the occupation at Takaparawhau, which started on January 5, 1977. Grant was a key member of the rōpū that led the protest, standing shoulder to shoulder with his brother Joe during the landmark event. The occupation on our papakāinga lasted 506 days.

Since then, Grant has played an active role in the well-being and direction of our hapū.

He was first elected to the Ngāti Whātua o Orākei Māori Trust Board in the early 1990s.

After the passing of Tā Hugh Kāwharu in 2006, Grant was appointed to the role of Chairman for the Trust Board and held this through to the transition of our Post-Settlement Governance Entity in 2012.

Grant has remained an active member on Ngāti Whātua Ōrākei Trust. He has also served on the NWO Reserves Board and recently retired as Chair. He is widely respected in political circles and acknowledged by Mayors and Deputy Mayors of Auckland when they visit our marae.

While he continues to uphold the mana of Orākei on our paepae when he can, Grant is a loyal grandfather to his many mokopuna and has returned to his home on Kitemoana Street after a recent illness.

When interviewed by media in 2015 about the 175th anniversary of Takaparawhau, Matua Grant said, "I still weep for the land but my mokopuna, my tamariki, will never ever have to mourn its loss."

Well, e te Rangatira, your mahi over all these years has ensured that our hapū can continue to connect to our whenua.

#### **Ngā mihi Matua Grant!**

“I still weep for the land but my mokopuna, my tamariki, will never ever have to mourn its loss.”

- Grant Pakihana Hawke, 2015

# NGĀ MATAPONO

Key Principles

Our Strategic Plan 2016-2021 was presented to the hapū at the Annual General Meeting in 2016 and throughout the Whānau Consultation Haerenga in October 2016. It has been adopted and is guiding the Trust in all our mahi.

## MANAAKITANGA

Care and host responsibility

Ko te whānau kei te pokapū o ngā kaupapa manaaki a te poari. Whai muri, kia rongō ngā hau e whā i te kakara o te manaaki o Ngāti Whātua Ōrākei

Whānau are the core focus of hapū development. Our host responsibility to others will positively reflect our role as tangata whenua

## WHANAUNGATANGA

Kinship

Kia kitea te mana me te tapu o ia kāwai heke i heke iho ai i a Tūperiri hei rangitāmiro i a tātou

To embrace and acknowledge the importance of our whakapapa and relationships and how these bind us together

## KAITIAKITANGA

Guardianship

Kia tiakina ō tātou whānau, ō tātou whenua, ā tātou taonga me ā tātou rawa mō āke tonu atu

To protect our people, our lands, our resources and our taonga forever

## TINO RANGATIRATANGA

Self Determination

Kia tū a Ngāti Whātua Ōrākei i runga i tōna anō tino rangatiratanga  
Stand strong as Ngāti Whātua Ōrākei now and forever



## RANGATIRATANGA

Leadership

Kia whakatinana i ngā āhuatanga tika o te rangatiratanga puta noa te hapū  
To live and practice positive leadership throughout the hapū

## AHI KAA

Keeping the home fires burning

Kia kōwhiwhiutia tonutia te ahi kā, kei pūrēhua, ā, ka kewa  
To uphold the unique and important role that Ōrākei papakāinga maintains across Tāmaki Makaurau

## MANA TAURITE

Equity

Kia taurite te whai wāhi atu o ngā uri ki ngā painga me ngā angitu

All hapū members have equal access to benefits and opportunities

## KOTAHITANGA

Unity

Kia kotahi te tū kia kotahi te hoe  
Stand as one and work together



# WHĀTUA ĀHURUTANGA

Whātua Āhurutanga, Mā Tātou, Mō Tātou

Kia tū a Ngāti Whātua Ōrākei i runga i tōna anō tino rangatiratanga. To 'stand strong as Ngāti Whātua Ōrākei now and forever', is one of our Whaingā Matua (key goals) in the Strategic Plan 2016-2021.

In a housing sense, the Whātua Āhurutanga Housing Strategy says 'a safe and secure home is a foundation for our people standing strong as Ngāti Whātua Ōrākei'.

**Developing houses, providing housing and supporting our whānau into home ownership continues to be one of our most complex issues but also one of our brightest opportunities.**

Over the financial year, the Trust has made housing a priority for our discussions. We heard the calls from whānau to do more.

In March, we received the draft Whātua Āhurutanga strategy, which came in response to the Trust's goal of developing a way forward on housing for whānau. The komiti included experienced people, with Board members from the Trust, Whai Maia, Whai Rawa, and two whānau representatives.

In August, Whātua Āhurutanga was presented to the hapū at a Whānau Wānanga.

The strategy is well researched and backed up by evidence gained from extensive whānau consultation. We know that there is not one answer to this housing issue, and all whānau will have different needs.

The Trust is considering the recommendations made in Whātua Āhurutanga. In receiving the strategy, our key challenge is to make sure the issues identified by Whātua Āhurutanga are addressed in a way that is appropriate for the Trust.

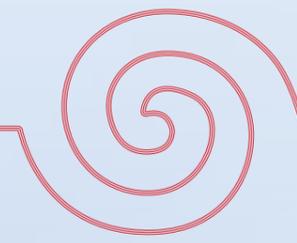
It is important to understand that the strategy was recommended by the Whātua Āhurutanga komiti and the Trust must still decide whether it accepts it as a whole, in part, or not at all.

The Trust hopes to report back to the hapū in March 2018 with its position on the recommendations.

Costs for developing the Whātua Āhurutanga: \$86,457. This included accounting support, administration support, graphic design, capturing interviews and transcribing.

“ Living amongst us are our kaumātua, some of whom grew up at the Papakāinga at Ōkahu Bay. Their stories of growing up at the Papakāinga are taonga tuku iho. They describe stories of whanaungatanga, being strongly connected to each other and being nurtured by multiple generations. They describe a pride of living as ahi kaa, continuing the legacies of our tūpuna. Sixty-six years after our papakāinga was burnt to the ground our desire to live as whānau, connected to one another, connected to our Marae and practicing our tikanga remains, and will continue to remain for generations to come. ”

Precious Clark - Chair, Whātua Āhurutanga



## MANAAKITANGA / CARE & HOST RESPONSIBILITY

Ko te whānau kei te pokapū o ngā kaupapa manaaki a te poari. Whai muri, kia rongonā hāu e whā i te kakara o te manaaki o Ngāti Whātua Ōrākei

Whānau are the core focus of hapū development. Our host responsibility to others will positively reflect our role as Tangata Whenua

30

Kāinga Tuatahi homes built

115

Whānau members in Kāinga Tuatahi

67

Whānau living in Whai Maia rental accommodation



Photo credit: Michael Lewis

## Care and host responsibility

Whānau are the core focus of hapū development. Our host responsibility to others will positively reflect our role as Tangata Whenua.

### As the Mana Whenua in central Tāmaki, we have a responsibility to support the community and our city.

Often these responsibilities fall to our Taumata Kaumātua, and the Trust acknowledges their ongoing dedication as rangatira and kaitiaki.

## Hosting the Prime Minister for Waitangi Day

### In February, Ngāti Whātua Ōrākei hosted Prime Minister Bill English, after he decided not to travel to Waitangi celebrations in the Far North.

Mr English said celebrating Waitangi Day in Tāmaki Makaurau provided a unique opportunity. We were honoured to welcome the Prime Minister, Ministers, opposition MPs and several other dignitaries onto Ōrākei marae, and again to an event at Ōkahu Bay.

Mr English acknowledged our respectfulness, mana, discipline and humour, telling those attending that, "New Zealanders will want more of this now they've seen it, because it does make people feel proud of what we've achieved, so that's how we want the mood to be on our national day." He also paid tribute to our hapū and our leadership since the Bastion Point occupation more than 40 years ago.

## Supporting our teams on the world stage

### Our hapū was front and centre to welcome home Emirates Team New Zealand after their victory in the America's Cup.



Kaumātua Alec Hawke and members of our kapa haka led the pōwhiri for the champion sailors at Auckland International Airport and then again outside the Town Hall.

Ngāti Whātua Ōrākei has had a long-standing relationship with Team New Zealand, which goes back to the days of the Whitbread Round the World race. This has included kaumātua providing a blessing for

Team New Zealand and their boats before the 2017 America's Cup and supporting the crew in San Francisco in 2013 through Waka Māori.

Team New Zealand and the Royal Akarana Yacht Club have supported the Trust to develop a programme for our young people to learn how to sail on the Waitematā. We hope that one day, one of our people will be on board Team New Zealand and sailing for the America's Cup also!



## Helping to build communities

### Through Whai Rawa, Ngāti Whātua Ōrākei is taking an active role in helping to overcome the housing crisis in Tāmaki Makaurau.

In May, we recited karakia and sung waiata on a site at Mānu Te Whau-Massey, which will become home to a new community of Aucklanders. This location is important to us, as our tūpuna, and Kawerau a Maki tūpuna, once lived there.

Ngāti Whātua Ōrākei is proud to work in partnership with the Government and Fletcher Living on this project to deliver the much needed 196 homes. Of those, 59 are planned to be affordable housing and will be managed by Community Housing Providers.

The Overseas Investment Office had to clear the sale of the 9.2 hectares of Crown land, which was previously owned by the Ministry of Education.

## Kaitiakitanga for a Pest-Free Tāmaki Makaurau – Whai Rawa initiative

As part of our pledge to be good neighbours to the Devonport community, Ngāti Whātua Ōrākei, through Whai Rawa, has worked with Auckland Council, North West Wild Link and Predator Free NZ to provide free rat traps to locals. This initiative was very well-received, with 1,000 traps being distributed to residents.

### This is a project aimed at creating a green corridor across Auckland and to help protect Rangitoto and Motutapu Islands, both of which are currently predator-free.

Whai Rawa also provided 100 rat traps to the horticulture team at Takaparawhau to assist them with their excellent work to make the point predator-free.



## Building capability from within our hapū with Future Directors programme

A Whai Rawa initiative

With a billion-dollar property portfolio, Whai Rawa takes its role building our hapū asset-base very seriously. Whai Rawa also acknowledges its responsibility to foster the personal growth of our people.

**In 2015, the Whai Rawa Future Directors programme was created to grow the skill-set of our younger generations and to build the future leadership of the hapū.**

The programme provides selected candidates with governance experience and training through exposure to the boardroom environment. For two years, Future Directors attend all Whai Rawa Board meetings where they are treated as a Board member and expected to participate. A mentor from the Whai Rawa Board is assigned to them to further support their growth and development.

Dane Grey was the inaugural Future Director from 2015 until this year. In his early 30s, Dane's whānau encouraged him to apply for the programme after nearly a decade away from the hapū.

Dane has whakapapa through his father, and grew up at Ōrākei. He holds a Bachelor of Commerce, Marketing and Management from the University of Otago.

"After studying and then working in the UK, I wanted to get involved with the hapū and saw the programme as an opportunity to contribute back."

Although familiar with the corporate world, Dane had no experience in a boardroom environment and admits he was somewhat apprehensive.

"It was massively intimidating to be honest. I had no idea how it would play out – everything from the dress code and the etiquette was new to me."

Ross Blackmore, an independent director with 30 years' commercial property experience, was assigned as Dane's mentor. They met monthly (and still do) and Ross played a key role in guiding Dane. He helped propel him down a different career path into property development – an industry Dane says suffers from a lack of Māori talent. Dane is now Property Development Manager at Whenua Hoko Holdings Ltd, the commercial arm of Ngā Maunga Whakahii o Kaipara.

Dane credits his time as a Future Director with bolstering both his confidence and his career.

"I was ambitious but perhaps a bit lacking in confidence. I learned that my perspective, as a young person, was different and could add real value."

"There were a few times in the beginning where I held back, not wanting to say something. And then someone like Sir Rob Fenwick or Michael Stiasny would say it and I would kick myself for not speaking up. I learned there's no such thing as a stupid question."

This year, Whai Rawa has appointed two more Future Directors to the programme, Stacey Perillo and Te Arepa Morehu.

### Te Arepa Morehu

Te Arepa was shortlisted as a Future Director in 2015 and narrowly missed out to Dane but he was encouraged to apply again and was successful the second time around.

As a senior business analyst for Spark, Te Arepa, who is 32, already had some previous exposure to governance but "on the other side of the fence" in his dealings with Spark's executive team.

He's attended two Whai Rawa Board meetings so far which he described as, "very, very interesting with a lot of learnings, particularly around the financial elements."

"The hardest part was not having the background knowledge. Everyone in the room had a lot of background knowledge and extensive networks. It gives them a firm foundation on how to present their ideas whereas for us [he and Stacey], it was just about absorbing it all and taking in as much as possible."

With his technical background and degree in software development, Te Arepa is already searching for where he can offer his input and contribute to the future growth of the hapū.

### Stacey Perillo

Stacey was aware of the Future Directors programme from the start and she jumped at the chance to apply for the second intake.

"I've always wanted to become more involved and this was a great opportunity to do that while also getting more experience in a Board environment."

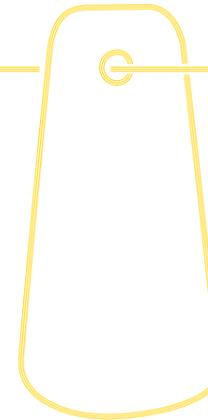
Stacey had little prior exposure to governance but after ten years in corporate roles she was familiar with formal commercial environments. With a degree in business and marketing, Stacey has forged a career in digital media and is currently Senior Commercial Product Manager at Fairfax Media.

Any nerves prior to her first two Board meetings were quickly replaced with excitement, particularly after an initial "informal" catch-up with Chairman Michael Stiasny.

"He encouraged us to share our opinions and not be afraid to speak. So, I really pushed myself that little bit harder to contribute."

For Stacey, whose father grew up on Kitemoana Street, the chance to gain valuable boardroom exposure at a young age is an honour.

**"It means a lot to me. I would love to see more organisations provide these opportunities for younger people to be exposed to that boardroom environment and seek to grow their diversity."**



## RANGATIRATANGA / LEADERSHIP

Kia whakatinana i ngā āhuatanga tika o te rangatiratanga puta noa te hapū

To live and practice positive leadership throughout the hapū

### Associate Directorship a new path to succession planning A Whai Maia initiative

Joseph Royal, commonly known as Joe, is a familiar face within Ngāti Whātua Ōrākei, as a representative rugby player at a regional and national level, and because of his mum Marama's longstanding contributions to the Ngāti Whātua Ōrākei Trust and hapū. Now it's his turn. Recently selected as the first Future Director on the Whai Maia Board, Joe's appointment acknowledges the need for a diverse governance structure to reflect the Board's varied mahi for our people. It is also a signal to our rangatahi that 'your time is also coming – kia rite!

Those who know Joe describe him as humble and softly-spoken. That's quite different from what you see when he leads the haka for the Māori All Blacks, or, pulls on the Counties Manukau jersey. However, it's the combination of humility and strength, leadership, youth experience, energy and aspiration, that got Joe to this position.

"Governance is new to me and I'm grateful for this opportunity to learn. A leader can have many different qualities; I follow people who are doers, not just talkers. So, I try to base my leadership off that as well."

**Whai Maia Chief Executive Rangimarie Hunia says that Joe is a positive example for the next generation.**

"He is passionate about giving back, and combined with the experiences and character he's developed through his years in rugby, he has been able to grow his leadership skills. Our Future Directors programme is about succession planning and preparing our upcoming leaders. Joe is the first of what we hope will be many to have this opportunity."

As a Future Director, Joseph sits in meetings, but doesn't vote. He wants to soak up every bit of learning he can from this experience, and then use that learning to give back. He hopes to be a strong voice for his people. But having been away playing previously for the Bay of Plenty Steamers for four years, he's aware that not everyone knows him.



**"I'm lucky to have this opportunity and I want to give back to our iwi. The best way for me to do that is to represent the voice of our rangatahi and hopefully inspire them to become future leaders of our people. He aha te mea nui o te ao? He tāngata, he tāngata, he tāngata."**

## Rangatiratanga

Our kaumātua have been busy again this year, guiding our Reo Wānanga and Whakapapa Wānanga, as well as providing valuable advice to the Trust.

**They are our leaders in more ways than one. They uphold our mana on the paepae, on the marae, in our homes, and through their wealth of knowledge about our hapū, tikanga, and stories of old.**

The Trust continues to support our kaumātua not just in their mahi representing our hapū on the kapa haka stage, but in all aspects of their wellbeing.

We want to acknowledge the mahi of Steve Pihema, who works closely with our kaumātua effectively as their kaitiaki.

Every Tuesday our kaumātua load into the hapū van and spend the day adventuring. Shopping for kai and clothes if needed, then fish and chips for dinner while sitting up on our maunga. Our kaumātua say Tuesday is the highlight of their week!

The Trust is working with Whai Maia on further support for our kaumātua. This includes potential funding of prescriptions for glasses, and providing emergency kits.

One of the learnings from recent natural disasters in other parts of the country is the need for readily available emergency kits – torches, batteries, kai, medical alarms – for kaumātua.

Our kaumātua have told the Trust that they are grateful for the continued support, which allows them to stand proud and represent our hapū as ahi kaa of Tāmaki.

## Kapa haka – connecting kaumātua to whānau

Te Puru o Tāmaki - Ngāti Whātua Ōrākei once again was proud on the kapa haka stage, performing at the national Kaumātua Kapa haka held at Te Papa in June 2017.

Off the stage, another great outing for our kapa haka was Koroneihana in August. This time our kaumātua were joined by whānau of all ages. Ngāti Whātua Ōrākei arrived in two bus-loads at Tūrangawaewae, with around 50 people on stage for the performance.

**One of our kaumātua said Koroneihana was a highlight as he got to perform with his mokopuna. The Royal whānau had four generations on stage at the same time!**

The Trust hopes to one day hold a hui ahurei where we bring whānau together to celebrate our Ngāti Whātutanga.



## Te Kāhui Rangatahi o Ngāti Whātua ki Ōrākei

The freshly formed Kāhui Rangatahi o Ngāti Whātua ki Ōrākei is a collective of rangatahi who are passionate about the mana of Ngāti Whātua, starting with our own backyard – Ōrākei.

“Our biggest objective is to whakamana the rōpū through whakapapa, history, waiata, and through the relationships we hold – within our own rōpū and across all other reanga of our hapū.”

“We realise that the key to a thriving whānau is solid and transparent communication, and we hope that our kaupapa has a flow-on effect for our older generations, and those to come.”

“Though we are an independently-run rōpū, we would not be able to come together without the assistance of our Marae, Trust Board and all of our supportive whānau.”

“Ko ngā kuri purepure o Tāmaki,  
e kore e ngaro i te pō!  
Karawhiua Whātua!”



## Kapa haka kids

In June, Ngāti Whātua Ōrākei hosted an inaugural Māori cultural festival at Ōrākei Marae. The event held during Matariki was for primary schools from across the central Auckland region. Ten schools (including Ōrākei) took part in the festival.

It was a non-competitive event and was all about raising the awareness of kaupapa Māori in the community. It was also aimed at encouraging students from all ethnicities into Māori performing arts.

Ngāti Whātua Ōrākei hopes to take this event to Spark Arena in two years' time.

“The majority of the community will stay in their houses, they rarely visit our meeting house, so the initial concept came into fruition to open the doors of our meeting house.”

Te Arohanui Hawke – Kapa haka kids Organiser

## Marae Update

**Our marae is our heart, our place that connects us as whānau and uri o Tūperiri.**

For most of 2017, our whareniū Tumutumuhenua has been undergoing remedial work after issues were found with the carvings on the mahau. The carvings were removed and the marae closed to non-hapū hui. This was done because the normal pōwhiri process was affected and our tikanga couldn't be observed. Whānau events were still held in Tumutumuhenua.

The Marae Manager, alongside the Komiti Marae, has responsibility for the running of the marae and to care for all who are there on behalf of the hapū. In October, the Marae Manager issued a closure pānui to ensure repairs and maintenance could be carried out in a safe and controlled environment.

Some of the work looked at the possible presence of asbestos, other mahi was more structural (carving removal) and further building work was involved.

Mahi is expected to continue through until early 2018. The Komiti Marae and the Trust aim to have everyone come together around Matariki, to celebrate the completed refurbishment of our tupuna whare.

## Building a Whare Ako

Kōmiti Marae Ōrākei Trust (KMOT) is committed to fostering and developing our hapū well-being and unity by providing opportunities to learn Ngāti Whātua Ōrākei whakapapa, tikanga, kawa and te Reo Māori. In consultation and partnership with whānau, the KMOT will create an enduring environment of learning, research, storytelling and celebration.

During the financial year, the Kōmiti Marae Ōrākei Trust applied for funding to undertake renovations on the old Kōhanga Reo building to turn it into a multi-learning space.

**The revamped Whare Ako will promote the arts, culture and music.**

This funding has been approved by Auckland Council's Marae Development Cultural Initiatives Fund and Waka Tipua Design.

As part of the revamp, KMOT has entered into a Memorandum of Understanding (MOU) with New Zealand Management Academy (NZMA), a leading Private Training Enterprise involved in trade training and skills and work-based training.

Under the MOU, NZMA students will work at the marae one day a week, to put into practice the skills they are learning during their Certificate in Building Level 4 programme. Students started the 20-week programme on 28 August 2017. Their course sets them up to enter the construction industry as an apprentice or entry-level employee.

Ngāti Whātua Ōrākei is proud to support this kaupapa.

# 370

Visitors participated in our suite of tourism products.

## KAITIAKITANGA / GUARDIANSHIP

Kia tiakina ō tātou whānau, ō tātou whenua, ā tātou taonga me ā tātou rawa mō āke tonu atu  
To protect our people, our lands, our resources and our taonga forever

# OUR TRUST

## 01. WYLLIS MAIHI

This has been Wyllis' first term as a Trustee however he was on the NW0 Māori Trust Board for a term. He plays an important role on the Trust overseeing our marae and is a member of the Komiti Marae. Wyllis is a passionate advocate for Ōrākei and the hapū working together to advance and make gains.

Director, Ngāti Whātua Ōrākei Trustee Limited

## 02. WAYNE PIHEMA

Wayne is the previous Interim Chair of Whai Maia Limited and is the Chair of the Ōrākei School Board of Trustees. His focus is on ensuring whānau are always at the heart of the Trust's decisions. Wayne has been a strong advocate for being more open and transparent.

Director, Ngāti Whātua Ōrākei Trustee Limited  
Owner, Tetravalent Limited

## 03. PHILLIP DAVIS

(Chairman)  
Phillip has served four years as Chair of the Trust. He is active in supporting our hapū in the areas of te Reo me ona tikanga, education, and hauora. He resides in Ōrākei with his whānau.

Director & Chair Ngāti Whātua Ōrākei Trustee Limited

## 04. JOE PIHEMA

Joe has spent over 20 years working in education and the heritage sector. Joe has a focus on building cultural capacity and skills within our hapū, as he believes this understanding is essential to the future social and economic growth of Ngāti Whātua Ōrākei.

Director, Ngāti Whātua Ōrākei Trustee Limited  
Managing Director, Kiwa Education Trust

## 05. MARAMA ROYAL

(Deputy Chair)  
Marama has been a Trustee since 2010 and served as Deputy Chair since 2015. Marama has extensive experience in strategic planning, relationship management, leadership, governance, and organisational change.

Director & Deputy Chair, Ngāti Whātua Ōrākei Trustee Limited  
Director, Ngāti Whātua Ōrākei Whai Maia Limited  
Trustee, Ranginui No. 12 Trust

## 06. RENATA BLAIR

Renata owns and operates the successful events management company Evitan. His company has over 40 staff and he employs a number of whānau. He is a passionate advocate for education, te Reo, and sports.

Director, Ngāti Whātua Ōrākei Trustee Limited  
Owner, Strategic Pathways Limited  
Director, Independent Māori Statutory Board  
Director, Tupuna Taonga o Tamaki Makau Rau Trust  
Director, Ngāti Whātua Ōrākei Reserves Board

## 07. BRENDA CHRISTIANSEN

Brenda has extensive experience in public and private sector senior management roles in Aotearoa and Australia. She has held various positions for community services in health, early childhood and elderly care.

Director, Ngāti Whātua Ōrākei Trustee Limited  
Member, Ngā Maungawhakahii

## 08. NGARIMU BLAIR

Ngarimu is the Chair of the Settlement Protection Team and the Trust's appointee to Whai Rawa Limited. He was elected to the Trust in 2006 and is active across many kaupapa. He is passionate about Auckland tribal histories and kaitiakitanga.

Member of the Board, North Harbour Rugby Union  
Member of the Board, National Science Challenge  
Member of the Board, New Zealand Māori Rugby Board  
Director, Ngāti Whātua Ōrākei Trustee Limited  
Director, Ngāti Whātua Ōrākei Whai Rawa Limited  
Director, Ngā Tira Limited  
Director, Moffat Reweti Blair Limited  
Director, Pale Blue Dot Community Communications Limited

## GRANT HAWKE

Our kaumātua and previous Chair of the Trust. Grant came back onto the Board during the financial year to replace Rangimarie Hunia. He was first elected in the early 1990s. His role has changed over the past term but he remains an important member of the Trust.

Director, Ngāti Whātua Ōrākei Trustee Limited



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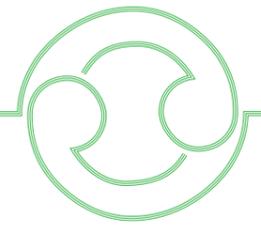
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This financial year has been a successful one for Whai Maia Limited, as the company focused on putting in place good processes and re-aligning its strategic direction.

**Whai Maia is responsible for the social development and well-being of our 2,572 tribal members, in the areas of education, health, employment and environmental matters.**

### Welcoming our new Chief Executive

In July 2016, Rangimarie Hunia was appointed to the role of Chief Executive following the departure of Tupara Morrison. Whai Maia Chair Lope Ginnen called the appointment “an historic moment” and described Rangimarie as, “a wahine toa with the powerful combination of a clever mind and a huge heart, and the courage to put both in service of her people.”

Rangimarie has represented Whai Maia and Ngāti Whātua Ōrākei as a guest speaker at events across Aotearoa, Australia and the Pacific.

### Whai Maia contractors from the Trust

During the year, the following members of the Trust provided services to Whai Maia as contractors. The Trust sought and received legal advice on managing any conflicts. The legal advice stated that the arrangement could be approved, as long as the Trustees were not employees, or, fixed-term, and could be terminated at any time. Whai Maia required the professional advice and it was the best available. These contracts were discussed in full by the Trust, which supported the mahi.

Wyllis Maihi – te Reo services. \$4,625  
Joseph Pihema – te Reo services. \$9,823  
Ngarimu Blair – Consulting services. \$112,308

### Digital Sovereignty - our next frontier of reclamation

Technology is rapidly changing the way we live, the way we learn, and the way we connect with each other. Whai Maia is facing this disruptive force head on with a digital and innovation strategy to equip our organisation and our whānau with the skills to thrive in a digital future. The strategy is built on three Pou: to Connect (whānau to each other, to our marae, to opportunity and to the globe); to Inspire (self-actualisation); and to Act (on issues which are Māori, indigenous, and therefore global).

Connection is key. Project lead Te Aroha Morehu says, “One thing we know as validated by research, is that Māori who connect to their modalities – spirituality, mentality, Reo, waiata, land, stories – have better outcomes in terms of their health, education, and economic situations. Digital is a means to deliver this connection. It’s also something that appeals to whānau. So, we need to be doing this.”

One example of our improving connection was our redesign of the Education grants process. Whānau enjoyed the ease of completing the online forms, which dramatically improved uptake. We were also able to obtain key data insights to inform our future plans. Our work in this space is ongoing and by the end of 2017, whānau should expect to see an engaging and modern web presence for Ngāti Whātua

Ōrākei, including a whānau portal and app. This will enable a more customisable and intimate connection between whānau and Whai Maia.

Another element of thinking in the strategy is Io. “Io comes before innovation,” says Te Aroha. “When we went to the Innovation Partners network at MBIE this year, we provided ideas from a Māori perspective to leverage some of the super trends in the innovation space. We found that our Māori view across technology was seen as highly innovative. This excited us because we were applying our internal guidance system and view of the world to technology.”

Using digital as a platform for inspiration and storytelling is perhaps best demonstrated through our work in ARVR (Augmented Reality Virtual Reality). The Owāku experience was developed first. Wearing HoloLens glasses, an augmented reality Owāku flew around the room in a way that you could control. We then used virtual reality to recreate Tumutumuhenua, our ancestral house. Inside the whareniui, you are welcomed into the space in a meaningful and experiential way, and as you move closer to one of the pou you can hear the waiata He Aha Te Hau. We also took a digital scan of the “Māori Warrior” statue opposite the ferry buildings and translocated that inside the house, which can alter the perception of what our future museums could look like.

“This experience has been very popular with our whānau, and we also took it to Festival for the Future, which had a cohort of 1,200 youth aged 18 to 27. We were by far the most popular experience, even superceding another Virtual Reality experience that was there.”



These exciting developments are just the beginning. Gamification is underway. We’re also thinking about AI – artificial intelligence, and how this will impact the lives of our whānau.

**We have lots of ambition and believe Ngāti Whātua Ōrākei could be the leading digital innovator in Aotearoa.**

To make this a reality, our tamariki and rangatahi must have the skills to play a meaningful role in our digital future. Whai Maia will be creating opportunities for education and training in this space and for whānau to participate in the development of our digital products. A whānau day to experience our AR/VR products is planned for later this year.



### Sisters strive for educational excellence

Sisters Taru and Moeahi Kerehoma are performers, composers, teachers, and mothers. And now they’re post-graduate students, too – on the elite programme Te Panekiritanga o te Reo, supported by an education grant from Ngāti Whātua Ōrākei.

The women speak of an upbringing immersed in Te Ao Māori that many of us might envy. They were raised by their grandparents Timia and Ngapo Wehi, who Moeahi describes as “gurus of kapa haka.” She’s not exaggerating – they were both awarded Honorary PhDs from Massey University because of their lives’ work, including the establishment of Te Waka Huia.

The sisters naturally followed that same path, eventually establishing reputations as kapa haka specialists in their own right. Taru says she was born to the stage.

“Kapa haka is my world. It’s able to strengthen wairua and give confidence. People can feel scared when they start their journey in Te Ao Māori, and kapa haka helps people not feel whakamā.”

So how did the sisters arrive to this stage in their journey, shifting from a focus on kapa haka to reaffirming their commitment and contribution to excellence in te Reo? They both describe how Panekiritanga wasn’t their plan, but has completely changed their perspective.

**Moeahi says their grandparents did more than just raise them.**

“They were our first teachers, our guiding light. When we lost our Nan, we lost a teacher, but we were comforted because we still had Koro. Then when he passed in July this year, we had no more grandparents. Panekiritanga became a way for us to continue to access tikanga and mātauranga. We really felt a need to have confirmation and validation of what we know.”

Taru echoes the same sentiments.

“Having Pāpā Timoti, Pou Temara, and Wharehuia Milroy, they come from the same world as our grandfather. It’s given us kaumātua validation and affirmation and changed my whole perspective. I’m loving it. It’s a shift, from haka to Reo, but it’s not a change. It’s just recognising that I can go anywhere, and take those teachings anywhere, from this context to that context.”

The sisters talk a lot about using this journey to enable them to give back. They talk about doing their “mahi on the hill” – not through kapa haka, but through another strand.

“This is the right ara for us,” says Taru. “It means we’re able to be part of a strategy to vitalise the Reo not only within our iwi, but in our whānau first.”

Moeahi refers to a whakataukī from their grandfather that they live by, and which gives them strength on their Panekiritanga journey:

**KI TE WĀTEA TE HINENGARO, ME TE  
KAHA O TE RERE O TE WAIRUA, KA  
TĀEA NGĀ MEA KATOĀ.**

*If the mind is free and the spirit is flowing freely,  
all things are possible.*



**Ngāti Whātua Ōrākei Whai Rawa Limited (Whai Rawa), the commercial arm of Ngāti Whātua Ōrākei has continued to deliver solid growth in 2017.**

#### Highlights of the year ended 30 June 2017, include

- Increased total assets by 16% from \$907 million to \$1.05 billion
- Increased equity by from \$622 million to \$760 million (22%)
- Cash distributions to the Trust and Whai Maia of \$7.6 million
- Net profit before taxation and fair value adjustments of \$7.21 million
- Developing innovative new health and savings schemes to benefit Whānau
- Former CEO Rob Hutchison appointed to the Whai Rawa Board, ensuring his experience and commercial acumen is still benefitting the hapū
- Julia Steenson joined the Board as the Whai Rawa Whānau Director

Whai Rawa continues to navigate a prudent path dedicated to balancing the competing needs of 'now' and 'future' – protecting the assets for the generations of the descendants of Tuperiri to come, while also ensuring current hapū members can benefit.

#### Housing and community development

Thirty families have now moved into the houses at Kāinga Tuatahi and the development continues to win awards, the most recent being a 2017 Auckland Architecture Award for Multi-Unit Housing. This is a world-class concept, and one that Whai Rawa is really proud to have brought to fruition for the hapū. It has set the benchmark for future hapū developments.

For example, in Kupe Street, our intention is to replace substandard housing and as funds allow, to build new, high quality sustainable homes to meet the diverse needs of the community.

Good progress is being made on the development of the first block of Navy land at the North Shore. Various consents have been granted and construction will start on stage one in February 2018. The full development is expected to take about five years with an anticipated build rate of 50 houses per year. When complete, the site will feature between 300 and 350 homes comprising standalone houses, duplexes and apartments. Importantly, about 10% of the homes will be designated "affordable".

The design is sensitive and while it allows for up to five storeys in the middle of the site, townhouses and standalone homes are located on the fringes to minimise the impact on neighbours. We are also focusing on making extensive improvements around the area that will benefit the local environment for all e.g. by upgrading storm water treatment to improve the discharge into Shoal Bay, rebuilding roads and footpaths, and providing better access to Northboro Reserve.

We are committed to being good neighbours. As part of our pledge to the Devonport community, we have worked with Auckland Council, North West Wild Link and Predator Free NZ to provide free rat traps to the local community. This initiative was very well-received, with 1,000 traps being distributed to local residents and a further 100 given to the Takaparāwhau horticulture team to assist them with their sterling work.

#### Universal health insurance and savings and investment schemes

Whai Rawa is particularly proud of the Trust-approved universal health insurance and savings and investment schemes we developed. These schemes are ground-breaking and ensure that the whole whānau can benefit from the growing wealth of the hapū. Both schemes will have immediate benefits for today's generation while also laying strong foundations for the future.

The savings and investment scheme promotes financial literacy over a lifetime and will see whānau gain financial independence. It envisages that members who enrol will receive \$500 per annum, and this money would be invested on their behalf, accruing significant interest.

The universal health insurance scheme is designed to improve the health of our Whānau. This scheme will mean no more waiting for publicly-funded care and will assist with the cost of GP and specialist consultations, surgery in private hospitals, support and recovery care, tests and scans and other procedures. This will have an immediate impact for our people, as well as enhancing the health and wellbeing of generations to come.

#### Putting things right

In the course of undertaking remedial works to address historic weather tightness issues in block three at Eastcliffe Retirement Village in Ōrākei, additional substandard fire protection and structural issues were identified. Further investigation uncovered similar significant issues in five additional blocks. Further investigation and economic analysis is being completed and while a final decision has yet to be made on the future of the blocks, Whai Rawa's guiding principle is to be fair to all.

#### Developing future leaders

One of the most rewarding aspects of Whai Rawa's role is to mentor younger generations of Ngāti Whātua Ōrākei who are keen to learn more about the work we do.

Our internship and Future Director programmes have gone from strength to strength. Dane Grey finished his term as Whai Rawa's inaugural future director in June 2017, after which we made two further appointments – Stacey Perillo and Te Arepa Morehu.

As a senior business analyst for Spark, Te Arepa, who is 32, already has some previous exposure to the world of governance but "on the other side of the fence" in his dealings with Spark's executive team. He's attended two Whai Rawa board meetings so far which he described as "very, very interesting with a lot of learnings, particularly around the financial elements."

Stacey Perillo was aware of the Future Directors programme and jumped at the chance to apply for the second intake this year. "I've always wanted to become more involved with the Iwi and this was a great opportunity to do that while also getting more experience in a board environment," says Stacey.

Stacey has a degree in business and marketing and has forged a career in digital media. She is currently Senior Commercial Product Manager at Fairfax Media.

We are delighted to help these talented young people 'learn the ropes'. In return, Whai Rawa is benefitting from their ideas, energy and insights.

#### CEO achievements & new director

We wish to acknowledge the big contribution made to Whai Rawa – and to the hapū – by former CEO, Rob Hutchison. Under his leadership, the Whai Rawa team has balanced the Board requirements to grow and protect the assets of the hapū while also funding social programmes that will benefit members of Ngāti Whātua Ōrākei for generations to come.

In his new Board role, the hapū will continue to benefit from Rob's wisdom.

In June, we welcomed Julia Steenson to the Board. Previously, Julia was General Counsel for Te Wānanga o Aotearoa and she brings to Whai Rawa a wealth of knowledge in law, finance and project management.

#### Looking forward

We have a robust foundation in place and a solid strategy that will continue building the economic and social fortunes of the hapū. However, we are not complacent: all investments are subject to the vagaries of market and other external forces. Therefore, we remain tightly focused on prudent decision-making and ensuring there is always something in the kete for a rainy day.

It is through the strength of the people that Ngāti Whātua Ōrākei and Whai Rawa will continue to grow and deliver on its commitment to the descendants of Tuperiri.

Thanks to all the directors and management team for their dedication, determination and positive results in 2017.

**Thanks to all the directors and management team for their dedication, determination and positive results in 2017.**

**\$1.05B**  
Total asset base

**\$760M**  
Equity

**\$7.21M**  
Net profit before taxation and fair value adjustments



Ngāti Whātua Ōrākei Trust (the Trust) is the Post-Settlement Governance Entity tasked with leading the 'Group'. The Group includes three entities, being the Trust and its subsidiaries Whai Maia Limited and Whai Rawa Limited.

Whai Maia and Whai Rawa each have their own Boards, management, and operate their own companies.

The Trust is the single shareholder for both subsidiaries and appoints Board members for both Whai Maia and Whai Rawa.

Ngāti Whātua Ōrākei Whai Maia Limited is a charitable trust and is responsible for the social and cultural development of our people. Its focus is on building the capacity of our people, so they are able to take control of their own destiny.

Ngāti Whātua Ōrākei Whai Rawa Limited is tasked with maintaining and growing the commercial assets and investments of our hapū. The profits gained enable our tribal development and fund the work undertaken by Whai Maia in education, health, and employment.

**Our marae is at the heart of our hapū and connects us all as Ngā Uri o Tūperiri through our whakapapa.**

Trust

Whai Maia & Whai Rawa

Ngā uri o Tūperiri

Marae



## NGĀTI WHĀTUA ŌRĀKEI TRUST MEMBERS' ATTENDANCE

Name	Total Meetings Attended
Phillip Davis	13
Marama Royal	15
Ngarimu Blair	13
Renata Blair	14
Brenda Christiansen	11
Grant Hawke	8
Wyllis Maihi	13
Joseph Pihema	14
Wayne Pihema	15

## NGĀTI WHĀTUA ŌRĀKEI TRUST MEMBERS' REMUNERATION

Name	Role	Term	Gross Std Fees
Phillip Davis	Chairman	July 2016 - June 2017	\$ 69,996
Marama Royal	Deputy Chair	July 2016 - June 2017	\$ 50,000
Ngarimu Blair	Elected Representative	July 2016 - June 2017	\$ 35,000
Renata Blair	Elected Representative	July 2016 - June 2017	\$ 35,000
Brenda Christiansen	Elected Representative	July 2016 - June 2017	\$ 35,000
Grant Hawke	Elected Representative	July 2016 - June 2017	\$ 35,000
Wyllis Maihi	Elected Representative	July 2016 - June 2017	\$ 35,000
Joseph Pihema	Elected Representative	July 2016 - June 2017	\$ 35,000
Wayne Pihema	Elected Representative	July 2016 - June 2017	\$ 35,000

## WHAI MAIA GOVERNANCE

Name	Role
Lope Ginnen	Chairperson
Marama Royal	Trust Representative
Robert Small	Independent Director
Malcolm Paterson	Whānau Director
Tama Davis	Whānau Director
Shirley Ikkala	Whānau Director

## WHAI RAWA GOVERNANCE

Name	Role
Michael Stiasny	Chair
Sir Rob Fenwick	Independent Director
Precious Clark	Whānau Director
Ngarimu Blair	Trust Representative Director
Julia Steenson	Director

# DIRECTORY

For the Year Ended 30 June 2017

## TRUSTEES

Brenda Christiansen  
Grant Hawke  
Joseph Pihema  
Marama Royal  
Ngarimu Blair  
Phillip Davis  
Renata Blair  
Wyllis Maihi  
Wayne Pihema

## CHAIR

Phillip Davis

## REGISTERED OFFICE

Ground floor, 32-34 Mahuhu Crescent  
Auckland 1010  
New Zealand

## SOLICITORS

Chapman Tripp  
23 Albert Street  
Auckland

## AUDITORS

Ernst & Young  
Auckland  
New Zealand



## TINO RANGATIRATANGA / SELF DETERMINATION

Kia tū a Ngāti Whātua Ōrākei i runga i tōna anō tino rangatiratanga  
Stand strong as Ngāti Whātua Ōrākei now and forever



BURTUM MARTIN

CONNIE MAIHI