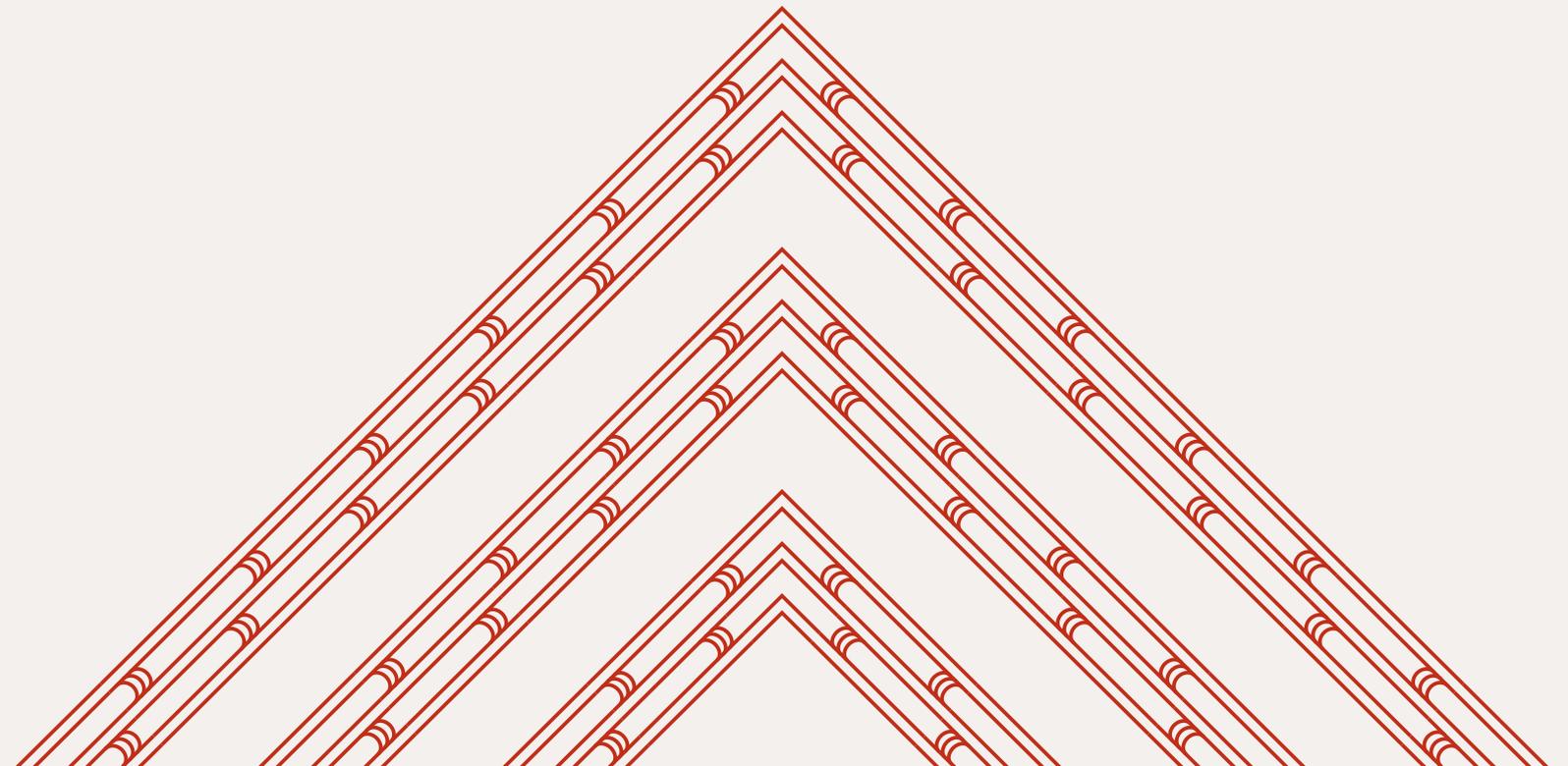




NGĀTI WHĀTUA ŌRĀKEI  
WHAI RAWA LIMITED

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# Annual Report 2020





**Ngāti Whātua Ōrākei  
Whai Rawa Ltd  
Annual Report 2020**

**Rarangī Kaupapa  
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# **E tū ngā uri o Tūperiri, Tāmaki Makaurau e ngunguru nei!**

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The descendants of Tūperiri stand strong.  
Tāmaki Makaurau roars!

# He Maimai Aroha

Ko kōrua tēnei e Tā Rob, e Rob Hutchison kua  
hokahokai i te pae

Kua korokī ki runga i ngā totara teitei o te wao nui ā Tane

I kiia ai, hīkoia te whetu, hīkoia te marama

Ka rere, ka rere ko te ata i whāia

Haere rā kōrua, haere, haere rā



## Sir Rob Fenwick

*Tangi kau ana te ngākau, he rā anō ka whiti.*

A man of great integrity and mana, who will be sadly missed for his contributions to the future generations that will call Aotearoa home.

Sir Rob has been described as charismatic, insightful, ambitious, pragmatic, and successful. The list goes on and on. We will remember Sir Rob as someone who walked into our space with dignity and drive to extend Ngāti Whātua Ōrākei into a new realm. He brought his extensive knowledge of the business sector, and his passion for Papatūānuku. His mana opened new doors for us to enter, and we entered them with confidence. He saw opportunities and huarahi for us to explore, sometimes ones that we could not see ourselves.

A founding Director on the Whai Rawa Board, Sir Rob imparted his knowledge with those lucky enough to sit at his side, Ngarimu, Precious, Rangimarie, Dane, Te Arepa, Stacey, Julia, Faiz and Otene – tātou katoa o Whai Rawa, and we shall forever be grateful to Sir Rob for his service.

I kore tātou i wareware i a koe, e Tā moe mai rā.



Left to right: Whānau director Precious Clark, Rob Hutchison, Sir Rob Fenwick, former director Ross Blackmore.



### **Rob Hutchison**

Rob was the inaugural CEO for Whai Rawa having taken the reins in September 2012, a time when Ngāti Whātua Ōrākei were moving into its Post Settlement Government Entity (PSGE) structure.

During his time as CEO, he increased the assets of Whai Rawa from \$356 million in 2012 to almost \$1 billion in 2017. Rob was at the helm when we built Kāinga Tuatahi, our papakāinga development that was self-funded by Ngāti Whātua Ōrākei. A different approach to papakāinga development, and a model that gauged a lot of interest nationally.

Rob was an innovative thinker; he could assess commercial opportunity and how that can directly contribute to positive social outcomes. Rob was also a property gun, focussing on protecting and leveraging our largest asset class, land.

He helped to guide the conversation to a position of financial strength, with a strategy to support aggressive growth in some areas while, at the same time, protecting key land holdings and advancing new housing developments for Ngāti Whātua Ōrākei, committed to providing long-term sustainable benefits for the hapū for generations to come.

E kore ngā mihi e mimiti, e Rob hoki atu rā ki tō moenga roa, haere haere haere atu rā.

# Highlights

of the year ended 30 June, 2020



**\$1.29B**

Increased total assets  
by 6% to \$1.29 billion



**\$1.8M**

Toi Tupu – \$1.8m  
distributed to whānau



**\$50.03M**

Annual Revenue



**\$15.5M**

Cash distributions to Ngāti  
Whātua Ōrākei Trust and Ngāti  
Whātua Ōrākei Whai Māia



**\$926.02M**

Increased equity of  
6% to \$926.02 million



**\$19.93M**

Increased net profit before taxation, fair adjustments and investments in associates value by 10% to \$19.93 million



**13**

architecturally designed homes on the market for Oneoneroa



**3007**

members enrolled in Toi Tupu



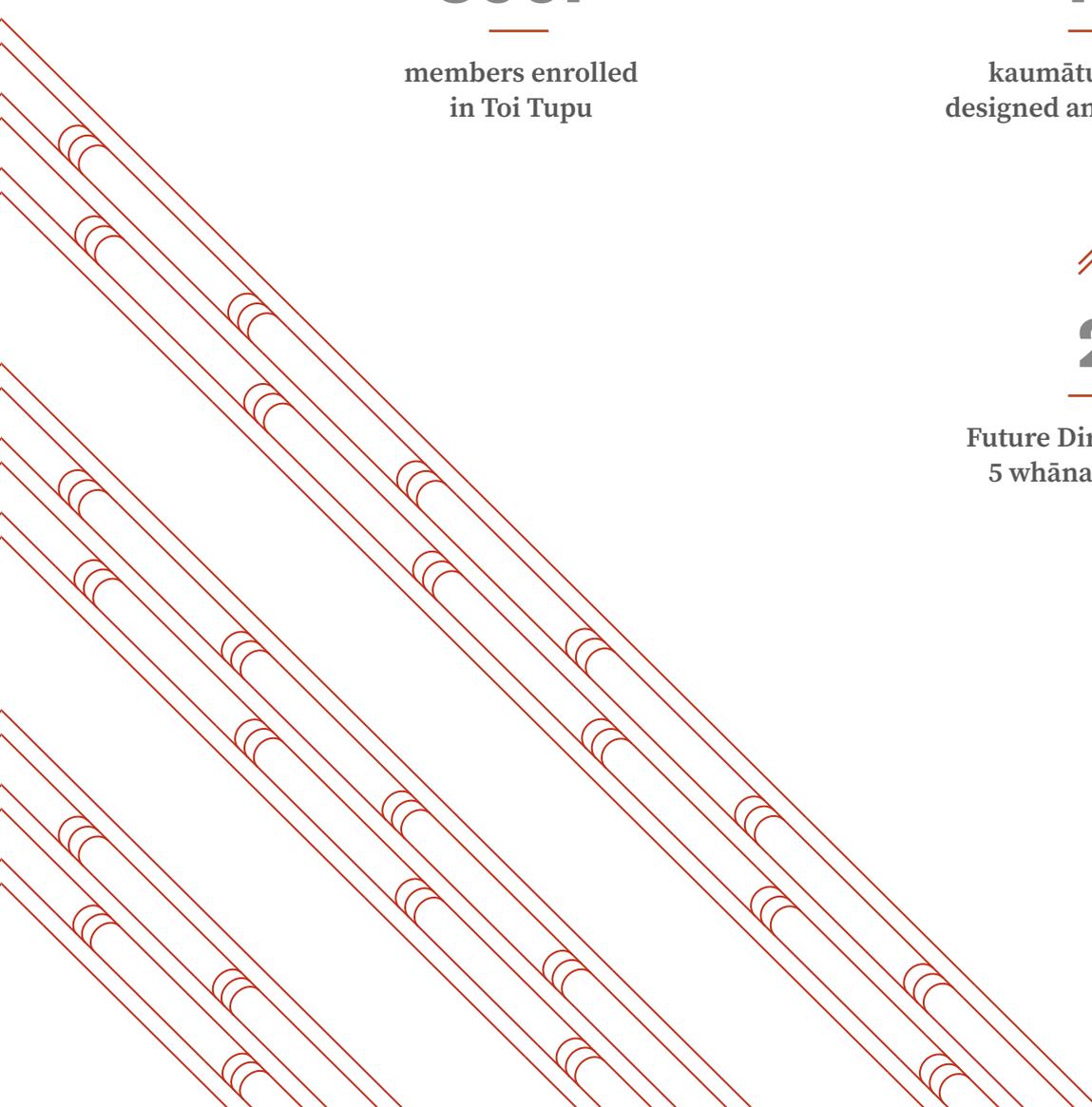
**10**

kaumātua homes designed and consented



**2**

Future Directors and 5 whānau interns



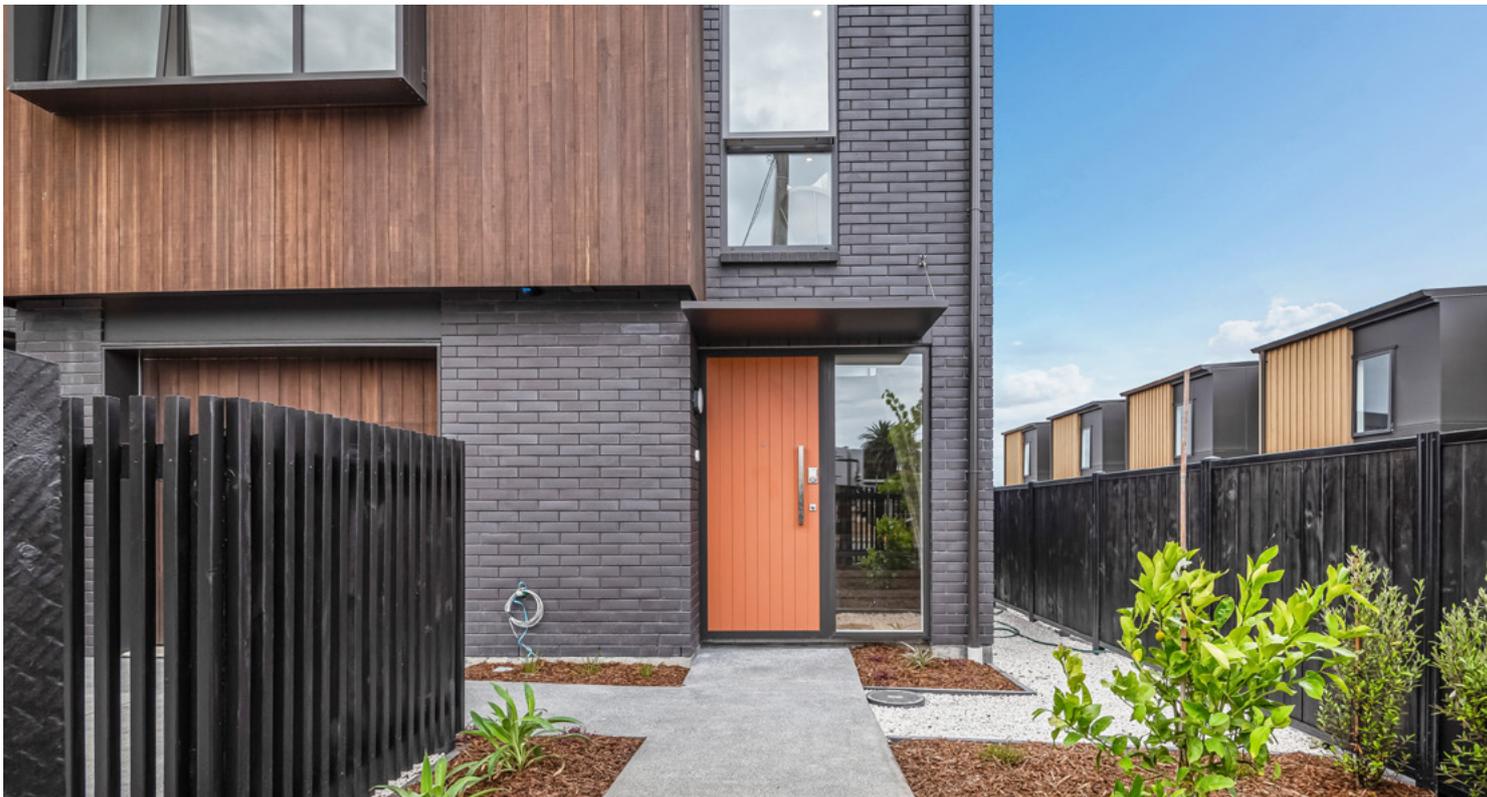
# He kōrero nā te Heamana

**Michael Stiassny**  
*Chairman*  
Ngāti Whātua Ōrākei  
Whai Rawa Limited



2020 has been a year that we will remember. Globally we have been rocked, and so too nationally, COVID has claimed many lives across the world and impacted many whānau.

As we come closer to home, 2020 has been a particularly hard year for our whānau at Whai Rawa as we bid farewell to Sir Rob Fenwick and Rob Hutchison. The loss of these great men have been felt across the land, and especially at our table.



In good times and challenging times there is a fundamental principle that Ngāti Whātua Ōrākei Whai Rawa will never compromise and that is our commitment to whānau first, ensuring their health and wellbeing, and simultaneously that the commercial assets of the hapū are protected now and into the future.

This commitment has never better been demonstrated than in this financial year which was, quite simply, a year of two halves.

If I cast my mind back to 1 July 2019, the start of the financial year, excitement pervaded our business. Whai Rawa had spent a lot of time planning and 2019/2020 was the year we would start to produce our workplan.

We launched the first stage of our flagship North Shore commercial property development, Oneoneroa, released the masterplan for our most valuable commercial asset, Te Tōangaroa (Quay Park) including an integrated vision for the adjacent Ports of Auckland land, completed construction at our joint venture development Kowhai Ridge in west Auckland which has been nominated for the 2020 Property Industry Awards, and progressed designs for more kaumātua housing in Ōrākei. Steady and stable progress was achieved, ensuring we could continue to maximise the financial returns to support the social and cultural needs of our whānau.

The second half of the year has seen highs and lows for the hapū. We had barely emerged from the long, hot, dry summer when we sadly lost environmental champion, business stalwart and inaugural Board Director Sir Rob Fenwick, and the global pandemic COVID-19 hit. Our immediate action was to ensure that we had financial stability and we shifted in to gear immediately whilst Whai Māia, moved to provide direct support to our whānau as quickly as possible.

With the best interests of whānau in front of mind, a number of our investment projects including the development of new accommodation blocks at our Eastcliffe Retirement Village and further diversification into the Tourism sector, were put on hold.

While operationally and strategically we have been guided by a commitment to fiscal prudence and flexibility, we also secured some good wins in the second half of the financial year.

Oneoneroa homes were sold, despite seven weeks of lockdown, with planning well underway to progress stage 2.

As part of our commitment to our vision and plan for Te Tōangaroa we successfully opposed a proposal to relocate the inter-regional bus terminal onto our land. As the economic fallout from COVID-19 escalated we worked closely with tenants in the Te Tōangaroa precinct and we're pleased that our most critical revenue stream has been unaffected in this challenging time.

Throughout the year we were not willing to compromise our investment in our whānau and that includes our commitment to delivering houses for our kaumātua. By the end of 2021, we hope to deliver 10 new homes in Ōrākei.

Our fiscal prudence has ensured our balance sheet remains strong and means we are in a position to do so. We're also proud to provide our annual distribution of more than \$1.8 million of funds to the 3,000+ hapū members enrolled in our savings and investment programme, Toi Tupu.

Sadly, our year closed with a second loss following the passing of Rob Hutchison, who was not only an inaugural Board Director but also our Whai Rawa CEO for five years. Rob was a valuable contributor and well-known leader in the New Zealand property industry, and he will be missed.

The rising of Matariki coincided with the new financial year and we are taking this opportunity to renew our energy, reinforce our vision and focus for the year ahead. As the excitement mounts for the mahi we have ahead of us, we will keep our whānau at the heart of everything that we do to deliver on the aspirations of the hapū.

Michael Stiassny

Chairman

Ngāti Whātua Ōrākei Whai Rawa Limited



# Our Board



## Michael Stiasny

INDEPENDENT DIRECTOR

As one of New Zealand's most respected directors, Michael is a strong advocate for Māori development and has strived to bring about positive and lasting change for the hapū since joining as Chair in 2013. His passion for Ngāti Whātua Ōrākei goes well beyond his position as Chair, and his influence on Whai Rawa has led to both growth for the organisation and the professional development of his fellow directors. A key focus for Michael has been the need to prepare Whai Rawa for succession. A former president and current Fellow of the Institute of Directors (FInstD), Michael is also a chartered accountant, a lawyer, and a director for several public and private companies. He served on the board for Vector Limited for 16 years and is currently a chairman for Tower Limited and board member of Financial Markets Authority (FMA).



## Ngarimu Blair

NGĀTI WHĀTUA ŌRĀKEI TRUST REPRESENTATIVE

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

Ngarimu is passionate about Tāmaki tribal histories, kaitiakitanga for a better Aotearoa and often lends his expertise to advancing a range of iwi issues in Tāmaki Makaurau.

Ngarimu is a Director for Manaaki Whenua Landcare Research, a Member of the Board of Trustees at Sir Peter Blake Trust and North Harbour Rugby and was recently appointed to the Kāinga Ora – Homes and Communities Board.



## Precious Clark

WHĀNAU DIRECTOR

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Utilising her impressive background in law and Māori studies, Precious Clark is the Managing Director of Maurea Consulting Ltd, an organisation that shares Māori culture globally so that it shapes and informs a modern world. She is also the creator of Te Kaa, a unique Māori cultural competency training programme that aims to bring the Māori culture to a business environment.

Precious is a Director of the Auckland Regional Amenities Funding Board, Chair of the Auckland War Memorial Museum Taumata-a-Iwi, a Trustee of Foundation North, and a past Director of the Independent Māori Statutory Board and the Centre for Social Impact.

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



## Julia Steenson

WHĀNAU DIRECTOR

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Julia Steenson (Ngāti Whātua, Ngāti Māhuta) was appointed to Whai Rawa in June 2017 and is a passionate businesswoman and tech entrepreneur with a background in law, finance, and project management. Her commitment to making legal services more accessible to the public led to her co-founding Ture.co.nz, an online platform that provides a place for the public to connect with New Zealand lawyers. Julia was appointed as a Commissioner in the Royal Commission Inquiry into Abuse in Care, the largest royal commission ever held in Aotearoa. In addition to her contributions in Aotearoa, Julia is also making her mark internationally.

In 2017, Julia led the development of a LEARNX Impact Award winning online risk management programme. She also presented, as General Counsel for Te Wānanga o Aotearoa, on intellectual property at the World Indigenous People Conference in Toronto.

# Ke kōrero nā te Kaiurungi

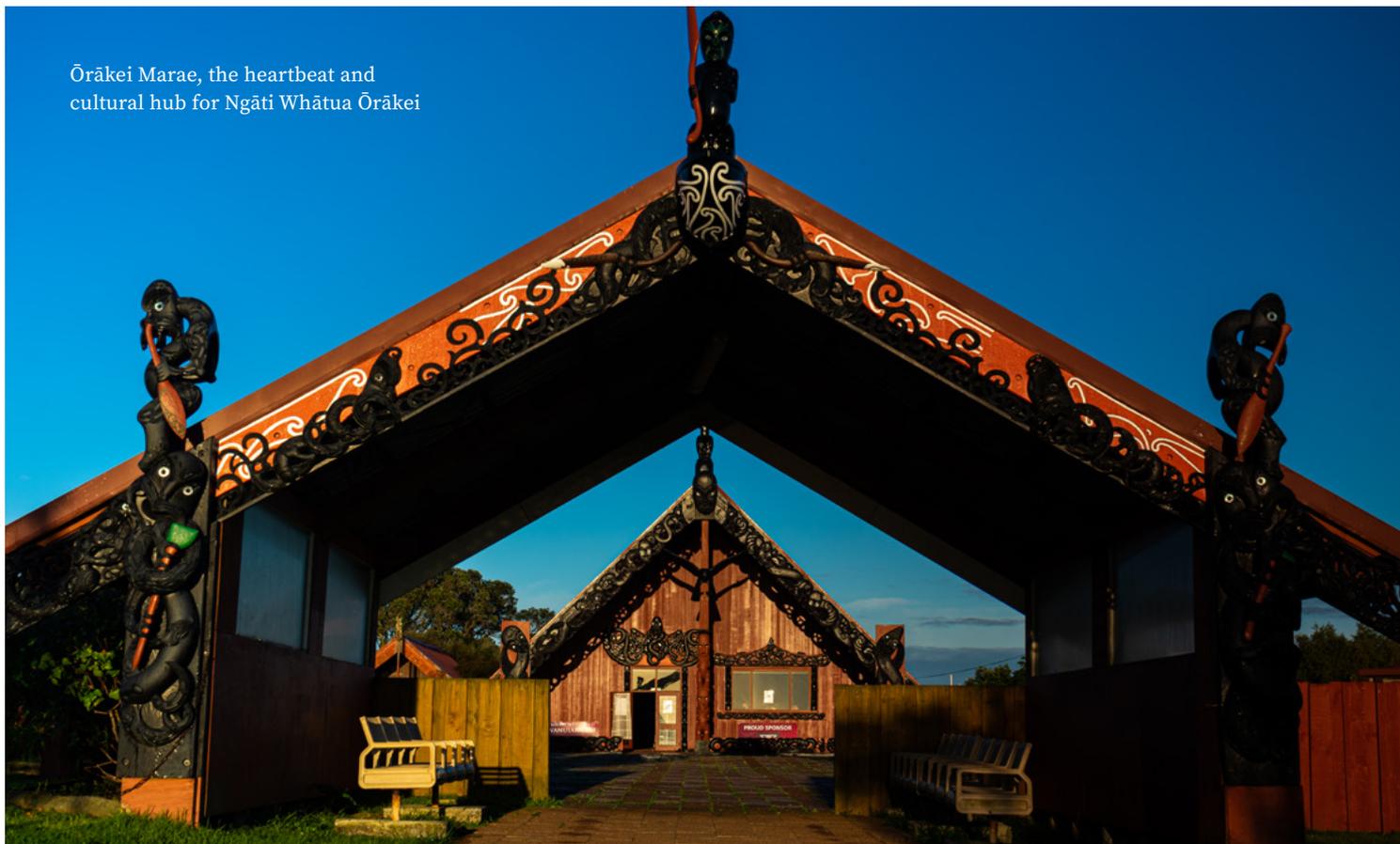
**Andrew Crocker**  
*Chief Executive Officer*  
Ngāti Whātua Ōrākei  
Whai Rawa Limited



If I was to describe the year in one word it would be “Resilience”.

Resilience in how we have provided the stability needed to ensure that Ngāti Whātua Ōrākei assets are in a position to continue to provide for the future. And resilience in our people – whānau, Board, staff, business partners, residents and tenants – which has been integral to another successful year despite the challenges.

Ōrākei Marae, the heartbeat and cultural hub for Ngāti Whātua Ōrākei



➤ **Te Poutuarongo ō  
Tō Tātou Whare**

Our culture is an important pou that sets our organisation apart from others in the industries we operate in. For that reason, we have developed a framework that guides us and places a greater emphasis on how culture is at the fore of our business decisions, operations and partnerships. Anahera Rawiri was appointed Head of Culture and External Relations to lead our organisation through the implementation of the framework and provide expert advice to empower individuals within the organisation to drive this important change.

➤ **Representation and  
relationships**

One of our strategic priorities is to be a leading voice in the property and business sector. As I reflect on the past year, we have forged and maintained meaningful relationships with key partners to help advocate for our people and also our environment.

Anahera was elected to the Property Council New Zealand's Auckland Branch Executive Committee to contribute our diversity of thought and affect positive change within the industry, particularly around protecting the environment and giving back to our communities.

We've applied that same thinking by working closely with organisations such as Auckland Council, Local Boards, Vector, Kainga Ora, Ministry of Housing and Urban Development and community environmental action groups to be more present in the communities we work in, keep abreast issues and provide better outcomes for all.



### › **Eastcliffe Retirement Village**

Our residents at Eastcliffe were among those most vulnerable to the effects of COVID so it was important that our team was equipped with the necessary resources to keep residents safe, and the level of care and service remained at a high standard. The extra level of manaaki and layer of protection to keep COVID out was heightened by the support from our Ngāti Whātua Ōrākei kaitiaki.

In January this year, Ngāti Whātua Ōrākei kaumātua led a karakia to mark the beginning of construction for new apartments to replace previously demolished townhouses and units. Lead contractors, NZ Strong, made great progress. However, as we entered into the first lockdown, we re-assessed our business operations and the most prudent course of action to protect the long-term interests of the hapū was to place the redevelopment of Eastcliffe on hold. Unfortunately, our aspirations for Eastcliffe will be unrealised for the foreseeable future, perhaps even some years.

Despite this, spirits within the village remain high thanks to General Manager Cherie Schofield and her dedicated team, and the village is adjusting to the “new normal”.

### › **Tourism**

The effect of the COVID-19 outbreak on the Tourism sector has been widely publicised and while we had made good progress on the development of a Tourism strategy, refreshed Hikoi (our guided tour product) and reviewed many proposals, no significant investment had been made. We will closely monitor the industry’s recovery and any potential opportunities that may arise over the coming years.



## › **Whai Rawa Team**

Throughout the year, we recruited a business analyst Lynnaire Burt, financial accountant Amy Balme, Eastcliffe accountant Karuna Hit and welcomed back Sanjana Dhanak to lead the finance team following the departure of our Chief Financial Officer.

We also appointed Neil Donnelly as General Manager of Property Development to lead our property portfolio. With over 17 years of experience in the property industry, Neil joins us from Todd Property Group, where he played an active role in some of the largest residential developments in Aotearoa.

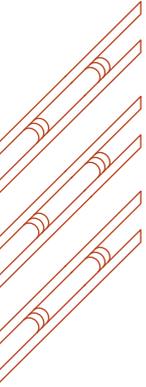
The health and wellbeing of staff and their whānau was an absolute priority for me, and the dedication shown to keep our business operations running smoothly while working remotely was truly admirable. I am proud of the way our small but agile team has managed to adapt to the changing work environment and continue to deliver.

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## › **Looking ahead**

Like many other companies, Whai Rawa is taking stock of our assets and have re-prioritised our projects to ensure we maintain our strong financial position. The international and domestic economic outlook is uncertain but we are taking the necessary steps to be able to navigate our way through. We remain resolute and unwavering in our objective to protect and grow our assets.

Kia aumangea, kia kua e tītaha, kia pūmau.



# Te Tōangaroa

Te Tōangaroa (Quay Park) is our single largest commercial asset both in value and annual return. It is based on the Eastern end of Te Pokapū o Te Tāone Nui o Tāmaki, adjacent to the land currently occupied by the Ports of Auckland.

A key landmark within the precinct is Spark Arena and Mahuhu ki te Rangi Reserve named after our ancestral waka. Not only does it help to re-establish our presence in the CBD, it provides important income from its annual rent to be able to reinvest into our hapū. We are still completing the last few reviews of the most recent review cycle but are pleased that we have largely signed off agreements with lessees after beginning this process in 2018.

Over the past couple of years, we have worked with Warren & Mahoney to develop a Masterplan for the land we own and the surrounding area. Our vision is

underpinned by our mātāpono, informed by whānau feedback and aspirations, enables us to achieve our long-term objectives and is designed to enhance the value of our whenua and Tāmaki. The intention is to create a precinct that reconnects people to the glistening Waitematā, re-establishes our cultural footprint, provides more green spaces and native tree planting, and is reflective of a true international city.

We are developing an action plan that identifies key steps to be taken for the short, medium and long-term to achieve the overall vision and will share with our whānau and relevant stakeholders once complete.



Concept designs of Te Tōangaroa. Above: A paparewa-like structure, a focal point for visitors. Below: Waitematā sea baths and area to access water from the CBD.





Top: Transformation of Te Taoū Reserve into a market space. Above: AECOM House. Right: Whānau unveil taonga for new collaborative workspace at AECOM House.

➤ **AECOM House**

AECOM House was first acquired in 2015 and has proven to be a sound investment since. Our priority this year has been to secure long-term tenancies and support our businesses who were affected by the pandemic particularly the smaller food and retail stores. We are actively seeking prospective tenants to ensure high occupancy.

We were also able to transform a space on the Ground Floor to provide an area for businesses to have hui and “hot desk”. This new, collaborative space provided us with an opportunity to place our Ngāti Whātua Ōrākei imprint on it and we were pleased to have Beronia Scott, Kororia Witika and our whānau weavers provide taonga to adorn the Board Room.

# Oneoneroa

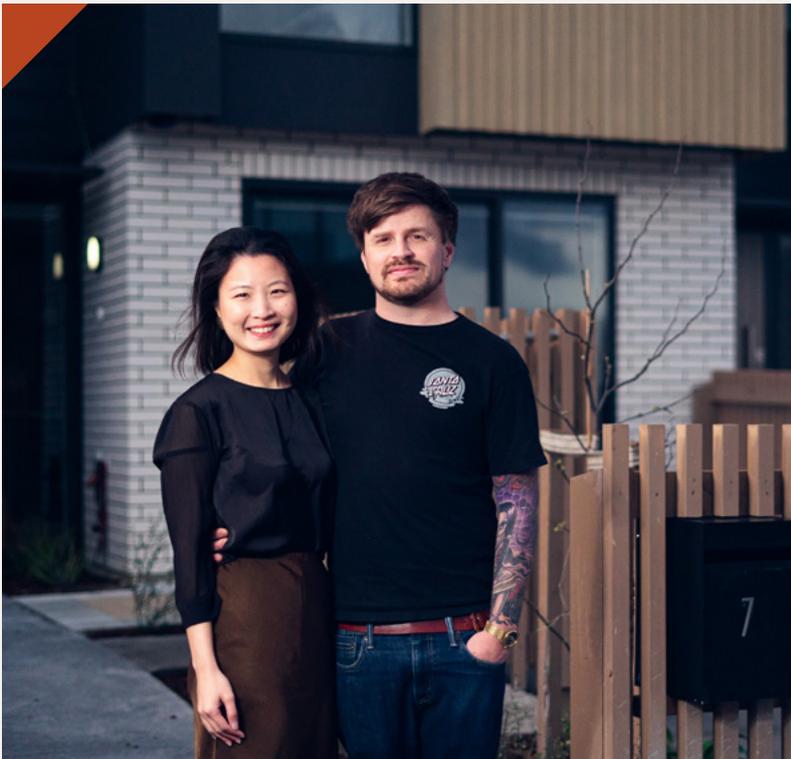
Oneoneroa, our residential development on the North Shore, is an opportunity to show who we are as a property developer.

This is the first development project that Whai Rawa has managed end-to-end from planning to construction to sales. From the outset, we were clear that we were not your typical fly by the night developer. Our intention is to leave a lasting legacy in the community and to prove that we didn't just build houses, we build sustainable communities. Our approach to the way we brought our plans to fruition were underpinned by our mātāpono and were driven by the need to provide important revenue to support our whānau and their aspirations.

The first 3 homes completed were opened with a karakia by our kaumātua in November followed by a soft launch to those who had expressed an interest in our development. Oneoneroa attracted plenty of interest from prospective buyers who were complimentary of the architecturally designed and modern terraced houses. All homes are certified and received a Homestar 6 rating from the New Zealand Green Building Council, ensuring homes will be better quality – warmer, drier, healthier and cost less to run – than a typical new house built to building code.

Despite, the pandemic and impending uncertain times, all 13 homes in the development have been sold and the new owners have moved in. All owners in this stage of the development received an electric bike aptly named 'O-bikes' as a koha from the developer and to promote alternative modes of transport to this modern community.

Looking ahead, we are taking a cautious approach to the next stage of the development but are eager to capitalise off the success of the initial stage. We have kept a close eye on the market and will look to offer housing typologies and other features which align to our values to ensure momentum continues.



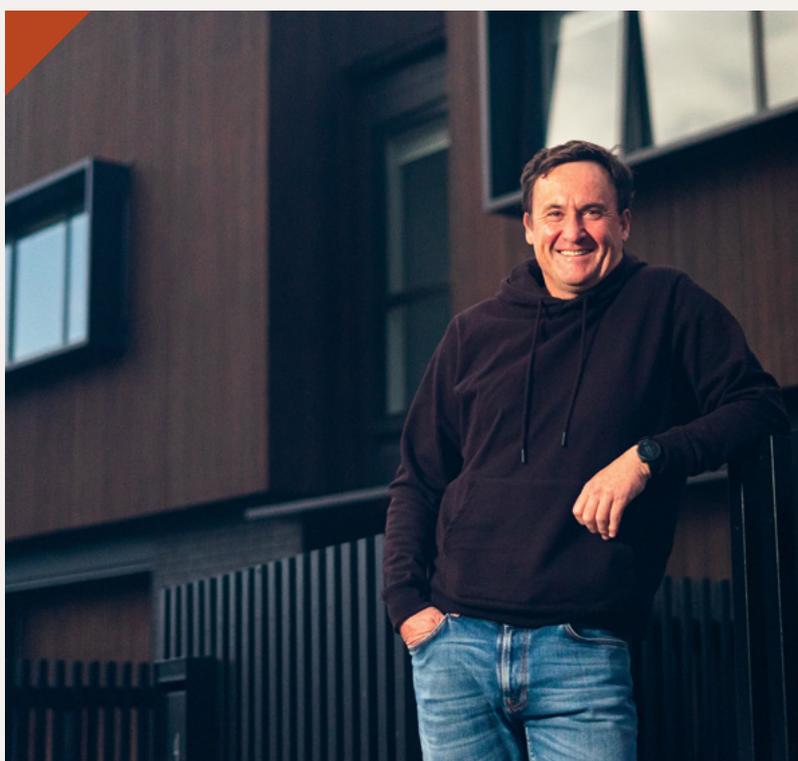
## Corinne & Robin

Engaged couple and first-time home buyers, Corinne Lee and Robin Findlay, already feel at home in their two-bedroom house and were touched by the welcome gift, a kono made by Ngāti Whātua Ōrākei weaver Kororia Witika and filled with an array of locally made sweet treats including Ōrākei gold honey.

“Coming from an architecture and building background, finding something that suited our tastes was tough at first. What we love about Oneoneroa is that it's just the right amount of contemporary and while it's a terraced home, it doesn't make you feel boxed in. Oneoneroa feels different to other developments. Even moving in you don't just get the keys, everything is personable, warm and welcoming. I am looking forward to this new community as it's what makes a house a home.”



The architecturally designed homes are built to Homestar 6 Standard.

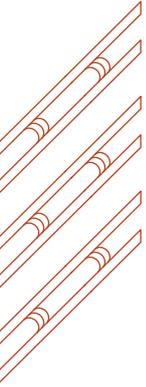


### Chris

Chris Twiss has lived on the Devonport peninsula for over 20 years and has moved into his new three-bedroom home with his teenage daughter, who attends Takapuna Grammar.

As a long-time resident on the North Shore, Chris says he is keen to see a creative and dynamic community emerge with an interesting blend of old and new.

“This is a once in a generation opportunity to do something incredibly unique with this community and as a hapū owned development, there’s more confidence in the kaupapa and stewardship you might not find anywhere else. Moving into a brand-new home is also great. There was a distinct lack of anxiety about things that need fixing that you’d find moving into older houses. Location wise it is a big tick and a stunning site.”



# Kāinga Kaumātua

Atareta Street celebrates our Kaumātua and acknowledges their role within our whānau. With 10 brand new, warm, healthy, safe and dry homes in the pipeline, more of our Kaumātua can continue to live and practice our tikanga as active parts of our whenua, whānau and hāpori.

In 2019, we engaged Jasmx Architects to deliver conceptual plans for 10 new whare at Atareta Street in Ōrākei. Kaumātua representation was key to making this part of the project a success. With up to 20 kaumātua

participating in our integrated design sessions we were able to deliver concept plans that truly reflected our tribal narrative and mātāpono as seen by the end user. The processes and outcomes of the Atareta extension seeks to celebrate

Ngāti Whātua Ōrākei identity, as well as set a precedence for future housing works and developments. We have received resource and building consent which are important final steps of the pre-construction phase.



# Kāinga Whānau

Healthy homes enables better health and prosperity. Whai Rawa's Residential team are responsible for the maintenance of our rental whare in Ōrākei ensuring they are compliant and meet our Ngāti Whātua Ōrākei housing standards, standards that exceed compliance.

Ultimately we want our whānau to be living in warm, safe and dry whare on our traditional lands throughout the Ōrākei Papakāinga. Since we first acquired the Kainga Ora (formerly Housing NZ) homes, we have undertaken significant upgrades to the interior of the homes by installing heat pumps,

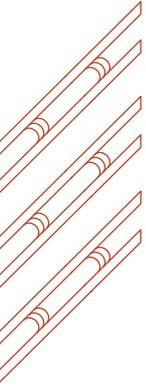
carpet and thermal curtains in lounge and bedrooms, extractor fans in bathrooms and insulation above ceilings and under floors where possible.

The focus for 2020 has turned to the exterior of the homes. Like most projects across the organisations, we did encounter some delays

and challenges to our programme due to COVID-19 outbreak but we are making great progress in removing chimneys (for safety reasons), cleaning roofs, replacing spouting, repairing cladding and foundations, painting the exterior, fixing pathways (trip hazards) and installing handrails where required.



Above: Contractors replacing old sheds at one of our whānau rentals.



# Toi Tupu

Ngāti Whātua Ōrākei wants to encourage and grow a savings and investment culture within the hapū. Through the Toi Tupu savings and investment scheme and financial literacy programmes, we intend to build the capability of whānau and help empower them to manage their pūtea.

The programme is going from strength to strength with enrolments increasing and whānau becoming savvier and more involved in how Toi Tupu works. While most organisations were looking to cut costs, we were uncompromising in our commitment to whānau. With the third annual distribution made this year, Toi Tupu accounts are growing and whānau are able to watch their pūtea grow through their My Toi Tupu online portal.

There are three ways for withdrawing funds from Toi Tupu; during our scheduled withdrawal periods, to purchase a home and under Financial Hardship. The latter option was particularly helpful for whānau affected by COVID-19 and Whai Rawa staff worked closely with them to fast-track applications.



# Highlights

# 3007

MEMBERS

# \$1.8M

DISTRIBUTED TO MEMBERS' ACCOUNTS

TOTAL AMOUNT OF INTEREST EARNED

# \$93,118.36

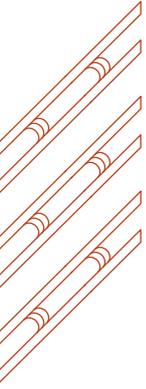
Total amount of money paid out to whānau

FINANCIAL HARDSHIP

# \$72,918.33

SCHEDULED WITHDRAWALS

# \$98,509.28



# Future Directors

The Future Directors' programme is a 2-year programme to build the future leaders within the hapū. Up to two whānau are placed on to the Whai Rawa Board alongside our Directors providing them exposure to the boardroom environment to create a greater talent pool of knowledge and skills, and foster their governance training, *kia ākina ngā rangatira mō āpōpō*.

Our Future Directors programme is something Whai Rawa is very proud of and we continue to be impressed by the calibre of applicants. Our goal is to equip the future leaders with the tools they need to take the hapū from strength to strength for generations to come.

Otene Hopa and Faiz Salim are in their second year of the programme and bring with them their diverse skillset and a youthful focus on what matters to whānau. They've approached their mahi with absolute dedication and been able to contribute to the way Whai Rawa has navigated through these unprecedented times.

Otene Hopa (left), and  
Faiz Salim (right).





“  
Projects that stand out the most for me during my time on the board include the Oneoneroa development, the Quay Park masterplan and the associated communication drives that go into getting our messages out to the community and wider Auckland.”

### Faiz Salim

I have really enjoyed my time on the Whai Rawa Board as a Future Director. It has been a great learning experience to be a part of such a diverse group of board members and experiences. I've been really lucky to have had this opportunity to learn, grow and gain insight into the new possibilities that I can tap into during my career.

During my time here, I have been able to learn more about pertinent issues relating to Ngāti Whātua Ōrākei that I had previously not been exposed to. The experience has provided further insight into how decisions are debated at the board table as well as how these decisions are executed by management. It has also allowed me to get in touch with the workings of our Iwi and how I can assist the Iwi and Whai Rawa board through my own skill set, as a Civil Engineer.

I work predominately in a western business environment in Civil Engineering where I project manage large scale infrastructure projects for a government organisation. Although Whai Rawa is a commercial company, a highlight for me has been seeing the unique blend between the need to generate revenue from our investments and the need to uphold our mana as ahi kaa. To this extent, I consider the company having a really unique value proposition in its offerings to the market.

Challenges so far include being informed and over all matters that the board is concerned with. Although with time and experience this should come more naturally. This programme allows this challenge to be improved on and gives me the ability to think universally about all issues at play.

Projects that stand out the most for me during my time on the board include the Oneoneroa development, the Quay Park masterplan and the associated communication drives that go into getting our messages out to the community and wider Auckland.

This programme is definitely a unique opportunity to gain exposure to governance in a well-supported environment. It is an excellent initiative for rangatahi and aspiring leaders that want the opportunity to enhance their skills, knowledge and professional acumen.

I encourage all those interested to take up this opportunity to gain experience in this area and to enable the future enhancement of our hapū. I have enjoyed this experience which has given me the drive to take up further board positions in my career.



“

One of the kaupapa I would like to impart on the board during my tenure is to reinforce the importance that, we are an iwi organisation, and that the values that determine the decisions that are made on the marae need to be the values we use in our decision making in the board room.”

## Otene Hopa

Tēnā tātou kei ngā heru hāpai o Ngāti Whātua Ōrākei,

E tangi ana ki o tātou tini mate, rātou kua huri tuara mai ki a mātou o roto i te tau nei. Kia tangi atu au ki ngā ringa hāpai o tō tātou poari ki a Tā Rob Fenwick rāua ko Rob Hutchinson i kapo e te ringa o aitua i ngā marama tata nei. Hoki atu kōrua ki ngā tupuna mātua o te pō, e moe, e moe, e moe mai rā.

A kāti, hoki mai ngā rārangi kōrero ki a tātou e te hunga ora, Tihei Mauri Ora!

For the last 9 months I have been fortunate to sit as one of the Future Directors of the Whai Rawa board. In this time, I have been seen the workings of an organisation whose purpose is to protect and further grow the ‘rawa’ of our hapū of Ōrākei.

My expectations of the role going in was to observe and learn from the expertise around the table. It was also to learn what things you need to be thinking about as a director and the questions to be asking. My expectation was that I would be in a position to shape, influence, change and introduce new thinking and a fresh perspective of the many kaupapa Whai Rawa is responsible for. All these things I have been able to do. Some more successfully than others, he mea ako tonu.

Key learnings have included, making sure I know my stuff, learning to read the board reports top to bottom, not being afraid to form an opinion and speak it out even though it may differ to other’s ideas. Not being intimidated by the others at the table and seeing that they have things to learn from me as well. All these things are still a work in progress.

One of the kaupapa I would like to impart on the board during my tenure is to reinforce the importance that, we are an iwi organisation, and that the values that determine the decisions that are made on the marae need to be the values we use in our decision making in the board room.

Covid-19 has presented a whole new set of learnings. What to do in a worldwide pandemic, how to secure and protect assets and how to operate an organisation remotely. I must mihi to Andrew and the team for being able to do this.

Hei whakarāpopoto, me mihi au ki aku whanaunga, ki ngā Rangatira o te poari e akiaki ana i a māua ko Faiz, ka nui taku whakamānawa atu ki a koutou.

# Interns

We welcomed four interns to the Whai Rawa whānau over the summer to be mentored by staff and assist with projects – Gayleen Wirihana (Residential), Cole Jordan (Toi Tupu), Phoebe Sullivan (Development) and Waimarie Hunia (Tourism).

The interns received first-hand experience and front row access into the way Whai Rawa operates while deepening their understanding of the hapū and their whakapapa. It was fulfilling to see their confidence grow as they were often left to work independently and accept new challenges.

We were pleased to place Phoebe and Waimarie in the offices of Whai Rawa consultants Greenstone Group, Rubix and DDB Group to enhance their learning experience.

Fostering young, ambitious whānau to master new skills and build their capabilities is a highlight for the organisation and we look forward to welcoming the new cohort in 2020/21.



Interns 2019 (left to right): Cole Jordan, Phoebe Sullivan, Gayleen Wirihana, Waimarie Hunia.

## Phoebe Sullivan

He uri ahau ō Tuperiri, i tupu ake ahau ki waenga i ngā parirau o te kāhu pōkere i te papakāinga o Ōrākei.

Anei ahau, tetahi o ngā uri o Titiata Poata raua ko Arthur Povey. Ko Phoebe Sullivan ahau.

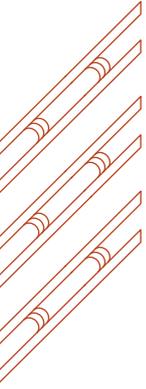
Going into my second year of university, the internship programme was an opportunity for me to learn and get some insight into possible and alternative future career paths.

I was part of the property development team that manages the ongoing developments that

Ngāti Whātua Ōrākei are invested in. The most memorable part of the internship was playing a role in naming JOALs (jointly owned access lanes) in our Oneoneroa Development. Not only did it give me insight into the process and details of the design, it gave me chance to delve deeper into my whakapapa and the history of Ngāti Whātua Ōrākei. The experience of this will be forever lasting, and it's nice to know that I have left a physical impact and influence from my time at Whai Rawa. My favourite part of the internship was getting to know more about

my whakapapa, it was always an exciting to feeling to work with and for my whānau. This internship has taught me a lot and has given me the opportunity to reconnect with my taha Ōrākei.

The programme has made me feel more confident in who I am and what I can achieve. It has given me insight into the mahi that Whai Maia and Whai Rawa do for our hapū, and given me a better understanding of my future pathway. I know now, from being a part of this internship that I want to help my whānau to benefit them in the best way I possibly can.



# Pāpāho

Last year, our Communications Strategy was focussed on improving the frequency of kōrero with whānau. We refreshed our website to enhance the user-experience, created a pānui, and social media channels as official sources of truth. These changes were rewarded with a Silver endorsement for the 2020 Public Relations Institute of New Zealand Awards in conjunction with Mango Aotearoa for Internal Communications.

While whānau are certainly our priority and we still have room for improvement, this year we wanted to lift our profile with external stakeholders and seen as a leading business partner. Building our profile also reinforces our position as ahi kaa of Tāmaki.



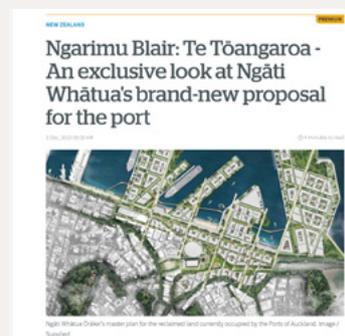
## Auckland's Ngāti Whātua forms consortium to bid for port land

<https://www.nbr.co.nz/story/auckland-s-ngati-whatua-forms-consortium-bid-port-land>



## Ngāti Whātua Ōrākei gets new GM

<https://www.nbr.co.nz/node/224758>



## Te Tōangaroa – An exclusive look at Ngāti Whātua's brand-new proposal for the port

[https://www.nzherald.co.nz/nz/news/article.cfm?c\\_id=1&objectid=12290288](https://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=12290288)



### Ngāti Whātua Ōrākei is building future leaders

[https://www.waateanews.com/waateanews/x\\_news/MjMwOTE/Paakiwaha/Ngati-Whatua-Ōrākei-is-building-future-leaders](https://www.waateanews.com/waateanews/x_news/MjMwOTE/Paakiwaha/Ngati-Whatua-Ōrākei-is-building-future-leaders)



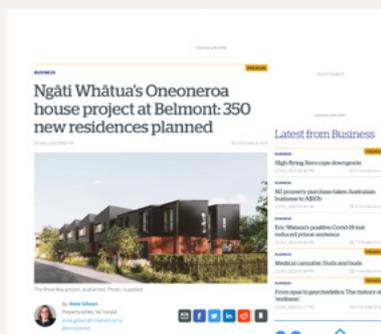
### Contested plan for bus terminal on Auckland Māori land dropped

<https://www.stuff.co.nz/national/politics/local-government/120800342/contested-plan-for-bus-terminal-on-auckland-mori-land-dropped>



### Ngāti Whātua 'angered' by Auckland Transport plans to shift SkyCity bus terminal to hapū land

[https://www.nzherald.co.nz/business/news/article.cfm?c\\_id=3&objectid=12288911](https://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=12288911)



### Ngāti Whātua's Oneoneroa house project at Belmont: 350 new residences planned

[https://www.nzherald.co.nz/business/news/article.cfm?c\\_id=3&objectid=12288911](https://www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=12288911)



### Faiz Salim, Future Director, Ngāti Whātua Ōrākei Whai Rawa Limited, Talks Motivation

<https://m2magazine.co.nz/faiz-salim-future-director-ngati-whatua-orakei-whai-rawa-limited-talks-motivation/>



### Ngāti Whātua Ōrākei's future: 100% hapū directors

<https://www.nbr.co.nz/story/ngati-whatua-orakei-s-future-100-hapu-directors>



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