



Te Pūrongo a Te Kaunihera o Tāmaki Makaurau Ngā Huanga Māori 2023/2024

Auckland Council Group
Māori Outcomes Report 2023/2024



He Mihimihi

Kia whaka-Tāmaki au i ahau

Tāmaki ē... ue! (a ha)

Tāmaki ē... ue!

Tāmaki Tāngata, Tāmaki Tiriti

Tāmaki Tūruki ē...

Tūruki, tūruki, pāneke, paneke

Hara mai te toki, haumi ē, hui ē, tāiki ē!

Tāmaki Iwi. Tāmaki Waka. Taura here Māori
Mana Rangatira. Karanga hapū. Tāmaki Whenua.

Ko koe tēnei i maea ake
i te uho o Papatūānuku.

I whānau mai ai i ngā waitapu e rua
arā i a Manukau, rāua ko Waitematā

He ahunga, Tai Tamatāne, Tai Tamawahine,
I wahinetia, e arohaina ana e ngā makau rau
Hei ūkaipō, hei ūtaiao

I utaina mai e te tini, kia utaina ki te mihi.
Tāmaki herenga waka, herenga tāngata.

Tāmaki tua, oroorongā tai
Tāmaki huinga ora.

Kia ora e Tāmaki, kua ora
mātou i a koe!

Inherently Tāmaki

Tāmaki shakes

Tāmaki stirs

Peoples of Tāmaki. The Tiriti of Tāmaki

Altogether Auckland

Move forward together

Bring forth the adze, bind, gather, tis complete!

Peoples of Tāmaki. Conveyance of its peoples.

All affiliates.

Chiefly Authority. Chiefdoms.

Tāmaki provenance.

Tis you whom merged forth
from the pith of Papatūānuku.
Birthed in the spiritual waters
between Manukau and Waitemātā.

Formed in the Tasman and Pacific tides,
matured and admired by many.
Nurturer by night and day.

Ascended upon to be inundated by accolades.
Tāmaki, moorer of canoe and people.

Tāmaki and beyond, nestled in surrounding seas
Tāmaki source of life.

Be well and thank you Tāmaki,
your spirit uplifts us all!

Ngā upoko kōrero

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Word from Whau Councillor / Māori Outcomes Portfolio Lead – Kerrin Leoni

**“Whakatere ai taku waka ki
Te Moana Nui o Waioira.**

**I navigate and sail my canoe to
the great ocean of wellness.”**

Tēnā koutou katoa,

As the elected member portfolio lead for Māori Outcomes, I have been reflecting on the year since our last Māori Outcomes report, and I am continually reminded of the importance of this space in both giving Māori a significant voice in what works for them, but also in delivering projects that actually benefit all of our communities.

I am both grateful and incredibly honoured to serve as the first mana whenua councillor of our vibrant ‘supercity’, advocating for the interests of mana whenua and Māori across our region.

As we reach the midterm of our current cycle, I am pleased to celebrate this release of the Māori Outcomes Report 2023-2024. This document offers valuable insights into Te Kaunihera o Tāmaki Makaurau Auckland Council’s strategies and commitments to enhancing Māori outcomes. It reaffirms our dedication to fulfilling our legal and policy objectives and at the same time highlights areas for improvement to ensure our efforts extend beyond mere procedural compliance. Our commitment to Te Tiriti o Waitangi underpins our work, fostering a shared identity and a sense of belonging in an intercultural Tāmaki Makaurau.

This year, in the Long-Term Plan 2024-2034, we successfully secured an additional \$21 million for Māori outcomes over the next decade, starting in FY27/28. This funding will support crucial projects that significantly impact our Māori communities, from environmental initiatives to empowering grassroots Māori businesses and groups.

The Ngā Hapori Momoho | Thriving Communities Grants programme 2023/2024 has been particularly impactful over the past 12 months, with community-led projects benefiting Māori receiving 32 per cent of the funding in the latest round. This increased support enables these



organisations to continue making a positive difference, and help to ensure that Tāmaki Makaurau Auckland is an ideal place for all to live.

While we celebrate these achievements, we have to acknowledge the challenges that remain. In October 2023, the Auckland Council’s Governing Body voted against the introduction of Māori wards in time for the next local body elections in 2025. However despite this setback, the extensive discussions and debates this topic has provoked underscore our core values of democracy, equality, and fairness. I hold a strong sense of hope for the future of Tāmaki Makaurau.

Our journey towards a more inclusive society demands that we break down barriers and foster genuine collaboration across the organisation and with Māori throughout the region. By acknowledging the unique needs and aspirations of iwi, hapū, and mātaawaka group, we can continue to work together to shape a Tāmaki Makaurau that we can all be proud of and move forward with determination and unity.

Nāku iti noa, nā

A handwritten signature in black ink that reads 'Leoni'.

Councillor Kerrin Leoni

Whau Ward Councillor

Advancing our commitment to achieving better Māori Outcomes

As Chief Executive of Auckland Council, I take great pride in looking back on the substantial progress we have made this past year, particularly through the work of Ngā Mātārae, Māori Outcomes leads, Māori Outcomes teams and specialists across the council. Their combined dedication and strategic vision have been crucial in advancing our commitment to achieving better Māori Outcomes throughout Tāmaki Makaurau.

For me, one of the initiatives that has resonated most over the past year has been the progress made to establish the Ngāti Whātua Ōrākei Sport, Recreation, and Hauora Centre at Okahu Bay. It may seem at face value to be just one amongst many of the small projects we work on as a council in any given year, but this project typifies the work that we do with communities and is a testament to our collaborative efforts with local iwi and the Ōrākei Local Board. It not only promises to be a hub for wider community health and sport but also stands as a symbol of our dedication to fostering Māori wellbeing. It is a prime example of how targeted investments by council can serve the dual purpose of meeting community needs while also promoting Māori cultural identity.

Our strategic funding initiatives, particularly the \$150 million Māori Outcomes Fund, have enabled us to support key projects that are transformative for Māori communities. From enhancing marae infrastructure to backing Māori-led environmental initiatives, these investments have made, and will make, a marked difference in the lives of many. The ongoing work of our Kia Ora Tāmaki Makaurau framework has ensured that these projects not only align with our strategic priorities but also resonate deeply with the aspirations of Māori across our region.

I want to acknowledge the ongoing efforts of the Māori Outcomes leads who have been instrumental in this success. Their ability to bridge the needs of our diverse communities with the council's strategic goals has strengthened our governance and enhanced our operational effectiveness. As we move forward, the council remains committed to this path of partnership and shared leadership, ensuring that the voices of mana whenua and Mātaawaka continue to shape our decision-making processes.



Reflecting on these achievements, I am inspired by the positive impact our collective efforts have had on promoting Māori identity and wellbeing. Looking ahead, I am confident that Auckland Council will continue to build on these foundations, driving further innovations and fostering an inclusive, thriving community for all Aucklanders.

A stylized, handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke at the end.

Phil Wilson

Chief Executive Te Kaunihera o Tāmaki Makaurau
Auckland Council

Visualising the future for Māori outcomes in Auckland

Whāia te pae tawhiti, hei oranga mō Tāmaki Makaurau

Pursue the distant horizon for the wellbeing of Tāmaki Makaurau

As the Tumuaki Huanga Māori / Director Māori Outcomes of Ngā Mātārae – the Māori Outcomes Directorate, it is my privilege to reflect on the progress we have made over the past 12 months and to share the promising future that I believe lies ahead for the enhancement of Māori outcomes across Tāmaki Makaurau.

This past year has been one of considerable change and challenge not only for Ngā Mātārae but for council as a whole. However there has also been considerable innovation and ongoing resilience shown by our teams, and I am sure we will look back at 2023-2024 as a marker that will represent the foundation stone of the significant advancements we make in our strategic efforts to uphold the principles of Te Tiriti o Waitangi and promote Māori wellbeing.

Strategic Frameworks and Initiatives

The implementation of the Kia Ora Tāmaki Makaurau performance measurement framework has been a cornerstone of our work, guiding the Auckland Council in aligning its strategies to meet the aspirations of mana whenua and Māori communities. Through this framework, we have sharpened our focus on delivering measurable outcomes that matter most to Māori.

The Māori Outcomes Fund, with a substantial allocation of \$150 million over ten years, has enabled us to support a range of transformative projects across the council group. This funding initiative has propelled forward Māori-led solutions, and in the years to come I think will create tangible benefits in areas of health, education, housing, and cultural revitalisation.

Governance and Participation

Our governance structures continue to evolve to further incorporate Māori voices in decision-making processes. Houkura – The Independent Māori Statutory Board, plays a pivotal role and are involved in decisions on all of Auckland Council committees. Auckland Council is a partner in three legislated co-governance arrangements and six co-management arrangements with mana whenua. Mana whenua



Forums continue to provide opportunities for mana whenua to be engaged in strategic regional initiatives as well as operational programmes. There are many projects where mana whenua are involved in design and delivery. With the Māori Population of Auckland rising close to 230,000, we continue to look for efficient tools and processes to allow for better engagement and involvement in decisions making.

Similarly, we should also acknowledge the various engagement processes our CCOs such as Watercare, Eke Panuku, and Auckland Transport continue to deliver. This demonstrates Auckland Council Group's commitment to a partnership approach. These processes are aimed to facilitate early and meaningful engagement with mana whenua in the planning and execution of projects, ensuring that Māori perspectives are integrated from the outset, but it is important that we continually connect them up to ensure that we are all aligned and working together as a cohesive whole.

Cultural Leadership

The roles of Mātanga Tikanga and Mātanga Reo Māori within Ngā Mātārae are proving to be pivotal in reinforcing the cultural integrity of our operations as we look to review and re-establish our foundational behaviours and approaches in Ngā Mātārae especially.

By providing strategic leadership on tikanga and te reo Māori, these positions have helped to weave Māori cultural values into the fabric of our day-to-day practices, enhancing our cultural competency and ensuring that our engagements are respectful and authentic.

Looking ahead

As we look to the future, we are filled with optimism. The upcoming year promises further advancements in our strategic initiatives and a deepening of our partnerships with Māori including the review and refresh of the Māori Outcomes Fund and Kia Ora

Tāmaki Makaurau, our Māori Outcomes performance framework. The review of the Māori Outcomes Fund is exploring partnerships with mana whenua, mātaawaka, Māori communities, central government and external stakeholders, with the aim of enhancing the fund's impact. The refresh of Kia Ora Tāmaki Makaurau aims to reflect current iwi Māori and mātaawaka aspirations. We will be continuing to refine our approaches, strengthen our frameworks, and ensure that the path we are on is one that leads to sustained and significant outcomes for Māori.

By continuing to work in close collaboration with mana whenua and mātaawaka, we are committed to shaping an Auckland that truly reflects the rich heritage and aspirations of its Māori communities for the benefit of all.

Together, we are focused on forging a future that honours our past while embracing the possibilities of tomorrow.

Nāku noa, nā,



Nick Turoa

Tumuaki Huanga Māori / Director Māori Outcomes,
Ngā Mātārae



Whakarāpopototanga Matua

Executive summary

Background

The Auckland Council Group has developed The Auckland Plan 2050, a forward-looking strategy that anticipates the priorities and challenges for Tāmaki Makaurau over the next 30 years. This plan sets the strategic outlook for the council group, focusing on six key outcomes, one of which is Māori identity and wellbeing.

In 2018, the council responded to this outcome by establishing 10 strategic priorities to advance Māori identity and wellbeing. These priorities were integrated into the most recent 10-year Budget (2021-2031).

In 2020, the council group formulated a Māori outcomes performance measurement framework, Kia Ora Tāmaki Makaurau, aligning these strategic priorities with 10 mana outcomes—areas identified by Māori in Tāmaki Makaurau as most significant.

Māori Outcomes reports

The annual Māori Outcomes reports illustrate how the council group is delivering against these strategic priorities and their associated mana outcomes. These reports showcase achievements by Auckland Council, council-controlled organisations, and local boards in enhancing outcomes for Māori.

Each edition provides a snapshot of annual progress to our Māori partners, elected members, governance leaders, decision-makers across the council group, and whānau Māori. This is the sixth edition of the Māori Outcomes Report, with the inaugural edition published in 2019.

A primary focus is giving effect to Te Tiriti through outcomes for Māori, thereby advancing not only the wellbeing of Māori communities but all Aucklanders, and contributing to the preservation of Tāmaki Makaurau's history and environment.

Key strategic planning documents

Auckland Council's commitment to Māori is outlined through several key strategic planning documents:

[The Auckland Plan 2050](#)

[The Auckland Unitary Plan](#)

[Our 10-year Budget \(Long-term Plan\)](#)

[Local Board Plans](#)

Governance and structure

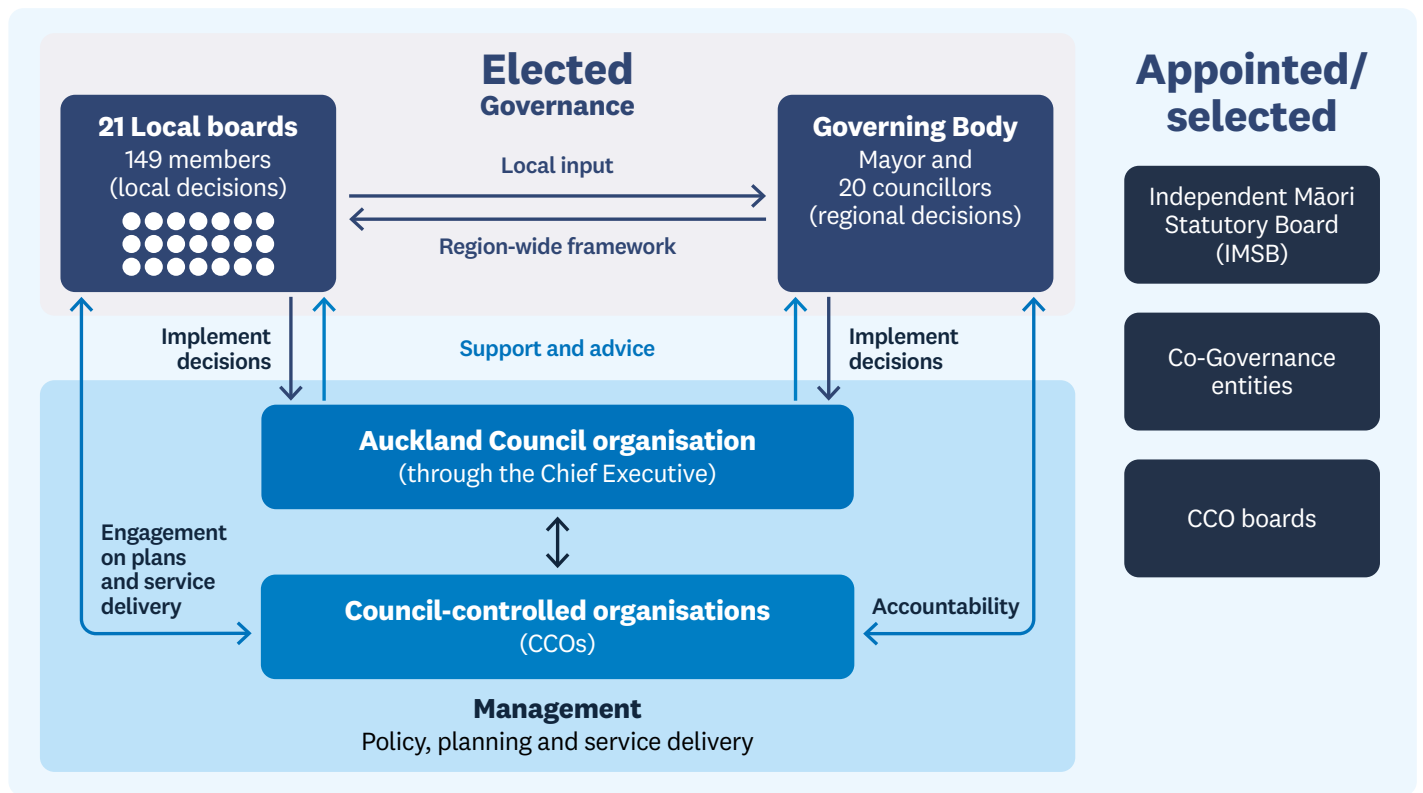
Auckland Council, the local authority responsible for all local government decisions and responsibilities in the Auckland region, operates under a unique model of local government in New Zealand.

It comprises the Governing Body (the mayor and 20 ward councillors) and also 21 local boards. The Governing Body focuses on Auckland-wide issues, while local boards handle decision-making on local matters, activities, and services, and provide input into regional strategies, policies, and plans.

This shared governance model allows for decisions to be made both regionally and locally.

All groups within Auckland Council Group are responsible for delivering Māori Outcomes.





Council-controlled organisations (CCOs)

Council-controlled organisations play a critical role in assisting Auckland Council to achieve its strategic goals, by delivering a range of services to residents and visitors. Although operationally separate, these organisations are owned by the council and governed by independent boards.

Local boards

Local boards are pivotal in providing governance at the local level within Auckland Council. They facilitate democratic decision-making on behalf of their communities for local issues, activities, and services, and contribute to regional strategies, policies, and plans. Each year, local boards execute activities that support Māori outcomes, guided by their local board agreements and work programmes.

Houkura

Established in 2010, Houkura is an independent, nine-member body based in Auckland, with responsibilities under the Local Government (Auckland Council) Act 2009 to advocate for issues significant to Māori within Auckland Council. Two board members hold voting rights on each council committee that manages natural and physical resources. Houkura provides guidance to improve council responsiveness to Māori, meeting publicly at least six times a year, except on confidential matters.

Co-governance entities

The council is a partner in 3 legislated co-governance arrangements and has established six co-management arrangements with mana whenua. These partnerships also extend to non-statutory collaborations, such as iwi overseeing parks or facilities, focusing on the effective management of Auckland's maunga (mountains), wāhapū (harbours), motu (islands), whenua (land), and awa (rivers). These arrangements aim to enhance the quality of life for all Aucklanders by fostering strong, healthy relationships with Māori through shared decision-making regarding these vital taonga.

Advisory panels

Auckland Council utilises ten advisory panels that provide expert knowledge and lived experience on crucial issues affecting Auckland communities, influencing regional policies and plans. Active Māori representation on these panels ensures that Māori perspectives are integral to community input and decision-making.

Ngā Mātārae

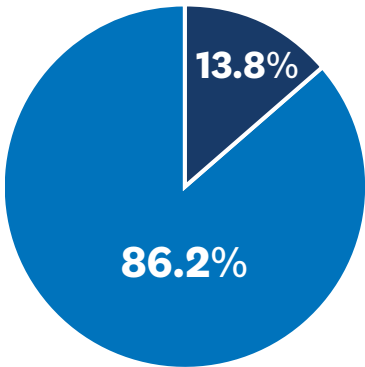
Ngā Mātārae, the Māori Outcomes directorate of Auckland Council, is led by the Tumuaaki Huanga Māori (Director of Māori Outcomes). This directorate supports the council and its CCOs in delivering on Māori outcomes by setting strategic directions, enhancing organisational capabilities, and fostering Māori participation in decision-making processes.

Kō tāua te Māori i Tāmaki Makaurau

Māori in Tāmaki Makaurau

Māori descent

In Tāmaki Makaurau



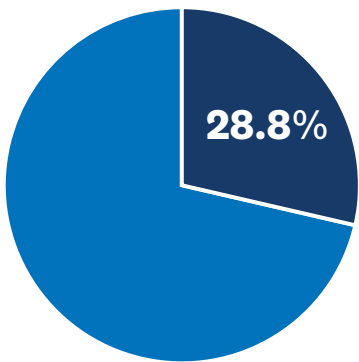
■ Māori descent ■ Total population

13.8% of people in Tāmaki Makaurau are of Māori descent compared with **11.5%** in 2023.

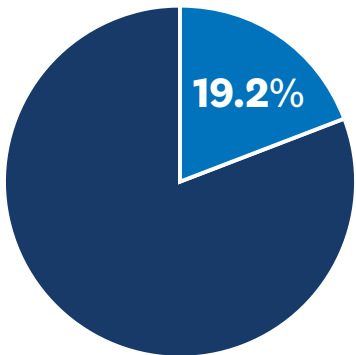
The Māori population in 2023 is **227,898**.

Total population of Tāmaki Makaurau is **1,656,486**.

Under 15 years



■ Māori descent



■ Total population

28.8% of people of Māori descent are under 15 years.

This compares with **19.2%** of the total population.

Median age

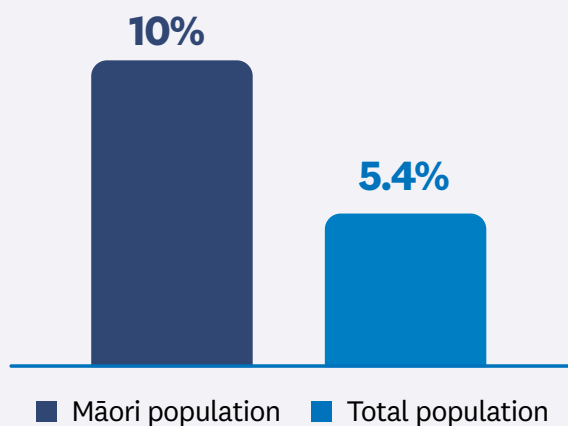
The Māori median age is significantly younger than the non-Māori population.



■ Māori population
■ Non-Māori population

A growing population

The Māori population is growing at twice the rate of the total population in Tāmaki Makaurau.



Grew by **10%** between 2018-2023 from **207,183** to **227,898**.

Tāmaki Makaurau's total population increased by **5.4%** over the same period.

23.3% of the Māori population in Aotearoa lives in Tāmaki Makaurau.



Mana whenua entities

A mana whenua entity is an iwi, hapū, or governance body that holds and maintains historical and ongoing mana whenua (territorial rights) over an area wholly or partly located in Tāmaki Makaurau.

The Auckland Council Group recognises tribal authorities as representing 19 mana whenua iwi interests in Tāmaki Makaurau. The council has a multifaceted approach to working with mana whenua entities – from co-governance and relationship agreements, to working with mana whenua entities across different forums within the council group at both governance and operational levels.

At the time of printing, the 2023 census data was not available to report on the numbers of Māori who whakapapa specifically to iwi Māori o Tāmaki Makaurau. In 2018 Māori with whakapapa links to mana whenua in Tāmaki Makaurau represented approximately 16 per cent (30,000) of all Māori in the region.

- **Ngaati Whanaunga**
- **Ngāi Tai Ki Tāmaki**
- **Ngāti Manuhiri**
- **Ngāti Maru**
- **Ngāti Paoa**
- **Ngāti Rēhua**
- **Ngāti Tamaoho**
- **Ngāti Tamaterā**
- **Ngāti Te Ata Waiohua**
- **Ngāti Whātua o Kaipara**
- **Ngāti Whātua Ōrākei**
- **Ngātiwai**
- **Te Ahiwaru Waiohua**
- **Te Ākitai Waiohua**
- **Te-Kawerau-ā-Maki**
- **Te Patukirikiri**
- **Te Runanga o Ngāti Whātua**
- **Te Uri o Hau**
- **Waikato – Tainui**

Mātaawaka – Māori communities

Mātaawaka – Māori communities refers to Māori living in Tāmaki Makaurau who are not part of a mana whenua entity. Māori residents, ratepayers, community groups and service providers are included in this group. In official documents, they are often referred to as mātaawaka, and include a wide array of agencies, such as Māori health providers, education and social services.

Ngā Marae o Tāmaki Makaurau puta noa

Mana whenua and mātaawaka marae



Auckland Council has 21 local boards

Māori live throughout the region but are concentrated in the south and west, with the highest numbers of people of Māori descent located in the Manurewa, Papakura and Henderson-Massey local board areas.

Local Board	Māori population (%)	Māori population	Total population
Manurewa	25.2%	24,858	98,784
Papakura	24.6%	17,811	72,318
Aotea/Great Barrier	22.8%	285	1,251
Henderson-Massey	18.1%	22,629	124,779
Māngere-Ōtāhuhu	16.9%	13,302	78,642
Franklin	16.6%	14,019	84,357
Ōtara-Papatoetoe	15.8%	13,749	86,949
Maungakiekie-Tāmaki	14.1%	11,013	78,102
Waitākere Ranges	13.8%	7,452	53,898
Waiheke	12.3%	1,125	9,162
Rodney	12.2%	9,543	77,949
Whau	11.0%	8,913	81,273
Kaipātiki	9.4%	8,328	88,128
Albert-Eden	8.6%	8,322	96,630
Waitematā	8.4%	6,876	81,546
Hibiscus and Bays	7.2%	8,169	114,033
Puketāpapa	6.7%	3,795	56,949
Ōrākei	6.4%	5,316	83,196
Howick	6.3%	9,717	153,570
Devonport-Takapuna	6.2%	3,603	58,005
Upper Harbour	6.1%	4,713	76,959

Me pēhea tā mātou whakatutuki huanga mā te Māori, me te Māori

How we deliver outcomes for and with Māori

I a koe i Tāmaki, kia Tāmaki te tū. When in Tāmaki, let one's stance reflect and respect that

Māori identity and culture is central to Auckland's distinctive point of difference on the global stage.

A vibrant Māori identity is fundamentally intertwined with the wellbeing of the Māori community and the wider population in Tāmaki Makaurau. Wellbeing for whānau, hapū, iwi, and Māori communities embraces leading prosperous lives where essential needs such as housing, employment, education, health, and cultural fulfilment are comprehensively met.

Advancing Māori identity and wellbeing requires active Māori participation. It is crucial to involve whānau, hapū, iwi, and Māori communities, along with private and public sector organisations, in contributing to the council's decision-making processes.

This inclusive approach ensures that the diverse voices and perspectives of the Māori community play a central role in shaping Auckland's future.



Our Mana Outcomes and Mahi Objectives

Each Mana Outcome aligns to a long-term priority from the Māori Outcomes Strategic Direction. Each Mana Outcome has a Mahi Objective which outlines council group's commitment to progressing the stated aspiration.

Kia Ora Te Hononga
Effective Māori participation
Auckland Council group works to ensure mana whenua entities and Māori communities are active partners and participants at all levels of the council group's decision-making.

Kia Hāngai Te Kaunihera
An empowered organisation
Auckland Council Group works to fulfil its commitments and legal obligations to Māori derived from the Treaty of Waitangi, as well as its capability to deliver Māori outcomes.

Kia Ora Te Taiao
Guardianship
Through treaty-based relationships with Auckland Council, Māori exercise their responsibilities of tino rangatiratanga (sovereignty) and kaitiakitanga to enhance the mauri (life force) of te taiao the environment).

Kia Ora te Marae
Marae development
Auckland Council Group invests in marae to be self-sustaining and thriving hubs for Māori and the wider community.

Kia Ora te Umanga
Māori business, tourism and employment
Auckland Council Group contributes to a resilient and regenerative Māori economy by supporting economic opportunities for Māori businesses and iwi organisations.

Kia Ora te Ahurea
Māori identity and culture
Auckland Council Group works to reflect and promote Māori culture and identity within the environment, and values mātauranga Māori.

Kia Ora te Reo
The Māori language
Auckland Council Group supports te reo Māori to be seen, heard, spoken, and learnt throughout Tāmaki Makaurau.

Kia Ora te Rangatahi
Realising rangatahi potential
Auckland Council Group aims to support rangatahi Māori in their career development, and to participate meaningfully and effectively in council's decision-making processes.

Kia Ora te Whānau
Tamariki and whānau wellbeing
Auckland Council Group works to provide relevant and welcoming public facilities and services for whānau Māori. The council group supports Māori-led services.

Kia Ora te Kāinga
Papakāinga and Māori housing
Auckland Council Group aims to support Māori housing and papakāinga aspirations by providing expert advice, appropriate investment and improving council-related infrastructure.

Kia Ora Tāmaki Makaurau: Māori Outcomes performance measurement framework

To more effectively address the needs and aspirations of mana whenua entities and Māori communities, Auckland Council developed the Kia Ora Tāmaki Makaurau framework, which was approved by committee in August 2020.

This performance measurement framework was crafted in collaboration with mana whenua and Māori communities, and aims to reflect te ao Māori, be informed by mātauranga Māori, and centre around Māori perspectives and worldviews.

The framework has evolved from the council's previous Māori Responsiveness Framework, shifting focus from internal responsiveness to delivering tangible outcomes for Māori in Tāmaki Makaurau.

It captures key wellbeing outcomes which have been identified by Māori for their whānau, marae, iwi, and communities.

Kia Ora Tāmaki Makaurau aligns closely with the 10 strategic priorities outlined in the council's 10-year Budget, directing resources to more effectively achieve these priorities. It has been integrated into the council's main planning and monitoring mechanisms.

Implementation strategy

In 2022, the council developed an implementation strategy to ensure that council activities and funding create significant positive impacts for Māori.

Key elements of this strategy include:

- identifying and prioritising council actions within its functions to achieve positive outcomes for Māori
- developing work programmes that consolidate council group activities
- enabling Māori leadership and co-design in solution development.

This strategy clarifies the council's prioritisation process, ensuring efforts are focused on delivering benefits most relevant to mana whenua and mātaawaka Māori. Ongoing enhancements are planned to further refine these focus areas.

Framework measures

The Kia Ora Tāmaki Makaurau framework defines 10 outcomes with 21 measures that track progress in delivering Māori Outcomes. Reports are regularly presented to the council's Planning, Environment & Parks (PEP) Committee and the Kia Ora Tāmaki Makaurau Enablement Board. Currently, these measures are output-focused, but an upcoming review will be aiming to refine them to better quantify measurable outcomes for Māori in Tāmaki Makaurau.

Details of these measures and the results for the 2023-2024 year can be found at the end of this report.

Since implementation of the framework in 2021, Ngā Mātārae has been committed to enhancing the systems and tools used to improve the delivery of Māori Outcomes across the council group.

Artist: Shane Cotton [Ngāti Rangī, Ngāti Hine, Te Uri Taniwha].
"Maunga" series, 2020. Excelsior House, 22 Customs Street East, Auckland CBD.



Funding, governance and engagement to support Māori Outcomes

Operational budgets

The delivery of council's day-to-day activities that support Māori outcomes is guided by the Kia Ora Tāmaki Makaurau framework and underpinned by Whanake Ora, Auckland Council's Organisational Strategy for 2022-2025. A broad portfolio of activities across the council group, aimed at advancing Māori identity and wellbeing, is funded through departmental baseline budgets.

Māori Outcomes fund and delivery

The 10-year Budget (2021-2031) allocates \$150 million over a decade to support the achievement of Māori outcomes. This centralised fund is less than one per cent of the council's budget on an annual basis and is utilised for projects and programmes across the council group that align with strategic Māori priorities.

The council continues to advocate for a Māori-led approach, allocating funds directly to Māori-led initiatives to ensure targeted impact. Further details on activities and expenditure can be found on [page 83](#).

Local board budgets/funding

Every three years, local boards develop their strategic plans in consultation with the community. These Local Board Plans guide funding and investment decisions and include specific sections on Māori Outcomes to align with Kia Ora Tāmaki Makaurau. Local board agreements and work programmes outline annual activities responding to Māori Outcomes, set in cooperation between the Governing Body and each local board.

Governance of Māori Outcomes

The Programme Delivery Board, which replaces the former Māori Outcomes Steering Group, comprises Māori outcome leads from the council and CCOs, and members of the Secretariat for Houkura. This board oversees the strategic implementation of Kia Ora Tāmaki Makaurau, ensuring programmes are effectively delivering Māori outcomes. It is supported by the Enablement Board, which consists of senior staff responsible for the monitoring and reporting of Kia Ora Tāmaki Makaurau.



He tauwhiroanga rūnanga ā-mana whenua o Tāmaki Makurau

Tāmaki Makaurau Mana Whenua Forum in transition

The Tāmaki Makaurau Mana Whenua Forum serves as an independent governance-level collective comprising members from each of the 19-iwi recognised by Auckland Council. This forum collaborates with the council group on national and regional issues that necessitate a collective iwi voice. Over the course of 2023-2024, the forum has been actively engaging with the council so that it can refine its approach towards fulfilling its obligations to Māori more effectively. Decisions are pending on whether the forum will continue in its current format as the council reviews and seeks to enhance how it strengthens active Māori participation in decision-making processes.

Engagement with mana whenua

Auckland Council Group is committed to ensuring that mana whenua are integral partners, decision-makers, and participants within the council framework. There are various mana whenua forums – at governance and operational levels, each focusing on distinct kaupapa, where mana whenua are briefed about ongoing projects, programmes, and policies. Each of these forums enable mana whenua to determine their level of engagement in specific projects. Notably, organisations such as Watercare, Eke Panuku, and Auckland Transport maintain processes to engage with mana whenua both individually and collectively at the outset of projects to ascertain their involvement preferences. There is also a joint hui between the Southern Local

Boards and mana whenua representatives focused on shared governance relationships and opportunities.

Mātanga Tikanga me te Reo Māori

Situated within Ngā Mātārae, the roles of Mātanga Tikanga and Mātanga Reo Māori are pivotal in providing guidance on observing tikanga Māori and leading strategic initiatives for te reo Māori. These roles assist the council in meeting its Treaty of Waitangi obligations and enhancing its responsiveness to Māori.

- **Mātanga Tikanga:** engages with key council offices and leadership teams, providing pastoral care and advice for staff in Māori specialist roles and the broader Māori Outcomes leadership team. This role is critical in ensuring that tikanga Māori is central to council operations, particularly during civic events, projects, and ceremonies, and in supporting directorates to build their cultural capability.
- **Mātanga Reo:** drives the strategic incorporation of te reo Māori across council activities, advising on the delivery of the Kia Ora Te Reo outcome from the Kia Ora Tāmaki Makaurau framework. This role ensures that te reo Māori is prominently featured and celebrated within the council's various engagements and public interfaces.

These initiatives and roles demonstrate Auckland Council's commitment to a genuine partnership with Māori, ensuring that their voices and perspectives shape the governance and development of the region.



He arotakenga pūtea huanga Māori 2024

Māori Outcomes Fund impact evaluation 2024

Ngā Mātārae commissioned a kaupapa Māori informed evaluation to assess the impact of the Māori Outcomes Fund in early 2024.

This evaluation, deeply rooted in tikanga Māori and informed by mātauranga Māori measures of success, was focused on ensuring Māori voices were heard and valued so that they could amplify the outcomes for whānau, hapū, and iwi across Tāmaki Makaurau.

The evaluation encompassed six initiatives receiving Māori Outcomes funding: Amotai, the Cultural Initiatives Fund, the Marae Infrastructure Programme, Te Kete Rukuruku, Te Whakaoranga, Te Puhinui, and Te Wharekura.

Key findings: amplifying Māori success

The findings clearly demonstrate that the Māori Outcomes Fund significantly contributes to achieving diverse outcomes for Māori in Tāmaki Makaurau.

Māori Partners emphasised the following key impacts:

- **Business growth:** increased participation of Māori in business.
- **Infrastructure and capacity:** enhancement of marae infrastructure and capacity.
- **Benefits for youth:** wide reaching benefits to tamariki and rangatahi, the future generations and protectors of te ao Māori.
- **Cultural advancement:** promotion of te reo Māori, Māori identity, and mātauranga Māori.
- **Community and environmental gains:** strengthened cross-entity collaborations and community engagement in protecting te taiao.

The essential role of the Māori Outcomes Fund (MOF)

Recipients described the MOF as “totally instrumental,” enabling initiatives that would otherwise not have been possible. This funding is seen as a springboard, propelling forward social, environmental, and cultural impacts, with the origins of many initiatives traceable back to initial MOF investments.

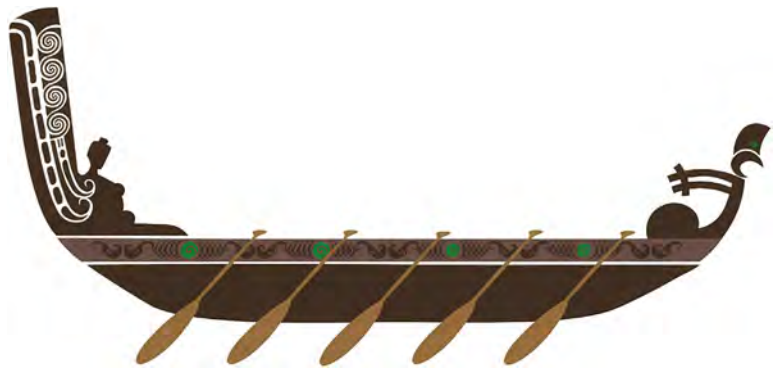
Future considerations

From the feedback of recipients and kaupapa Māori partners, several themes emerged that will enhance the Māori Outcomes Fund future impact:

- There should be a continued prioritisation of projects which have enduring benefits, as the full spectrum of advantages unfolds over time.
- There should be enhanced communications with and better monitoring of Māori Outcomes Fund recipients so that we can deepen our understanding of its impacts.
- Ongoing investment is critical for the continuity and expansion of the positive community outcomes the Fund delivers.
- Strengthened partnerships will enhance our collaborations with and understanding of mana whenua and local communities, and will ensure Māori Outcomes Fund investments align closely with community needs and aspirations.
- There needs to be a focus on equity to ensure that Māori Outcomes Fund resources address the most pressing community needs, and promote fairness and inclusion.
- Recognising the Māori Outcomes Fund as part of a broader, longstanding commitment to cultural preservation and community well-being is vital. This recognition should include an acknowledgment of the substantial efforts of whānau, hapū, and iwi in these spaces.

Tāmaki Herenga Waka

Tāmaki Herenga Waka is an evaluation scale fashioned specifically for this evaluation, and signals our kaupapa of determining what quality and success look like within Te Ao Māori. We celebrate and centre a mātauranga Māori foundation within our evaluation practice, and through this scale we honour the enduring persistent connection waka have had within the isthmus of Tāmaki Makaurau.



HE WAKA HOURUA

Ancestral waka that explored what lay beyond horizon.

1

KI UTA

Waka begin to alight, upon the shores, seeking peace and prosperity.

2

TĀMAKI

A beneficent and special place offering peace and prosperity to increasing numbers of waka.

3

PAPA POUNAMU

Glistening harbours offer peace and prosperity to most waka.

4

TĀMAKI HERENGA WAKA

Tāmaki, a peaceful and prosperous moorage for many waka.

This scale will be used as a tool to synthesise and assess the **level of success** and **impact of outcomes** that the Māori Outcomes Fund has had for recipients.

Acknowledgement: AWA Associates.



Ngā Mātārae was pleased to host the project leads: Anahera Higgins, Ani Makea, Sara Zwart, Dawn Bardsley, Izabela Joshi, Anna-Jane Edwards, and Roslyn Pere-Morriss. Their generous input and coordination allowed us to undertake the evaluation.

He mahere mātūtūtanga mō Tāmaki Makaurau

Tāmaki Makaurau Recovery Plan – a unified approach to our rebuild

Following the extreme and tragic weather events of 2023, the Tāmaki Makaurau Recovery Office within Auckland Council was established to coordinate the repair and rebuild of the region's built and natural environments, and to support those communities most impacted by the storms.

In the year since the storms the Recovery Office has collaborated with partners across the Auckland Council Group, central government, iwi Māori, and other industry sectors with a combined approach which epitomises kotahitanga, and represents a new way of working for the many people involved.

Te Mahere Whakaora mō Tāmaki Makaurau – Tāmaki Makaurau Recovery Plan

The Tāmaki Makaurau Recovery Plan was published nearly 12 months after the weather events, with mana whenua playing an active role in both its development and also the ongoing recovery efforts.

Engagement with mana whenua regarding the recovery plan has included regular and ongoing hui with Houkura and the Tāmaki Makaurau Mana Whenua Forum, as well as one-on-one interactions.

Key themes which emerged from these engagements highlighted:

- The distinction between engagement and true partnership.
- The need for a greater focus on supporting the wellbeing and resilience of Te Taiao.
- Meaningful Māori procurement.
- Accountability for achieving Māori Outcomes.
- The necessity of a framing narrative in the plan that incorporates a Māori perspective that enables and underpins the plan for Māori Outcomes.

Partner Navigators

The Storm Recovery Navigation Service, in partnership with iwi entities and community groups, has offered personalised levels of support to those affected by the storms. This service connects individuals and whānau with essential resources, services, and information to aid in their recovery journey and lessen its impacts.

Navigators are embedded within established non-governmental organisations or iwi partner groups, leveraging strong community ties and local expertise. Key partner navigator organisations include Te Kawerau Iwi Tiaki Trust, Ngāti Tamaterā Treaty Settlement Trust, Huakina Development Trust, and Te Mahurehure Cultural Society Incorporated.

New partner navigators have been selected for their experience, connections, and ability to engage a wide range of Aucklanders. Linda Greenalgh, Community and Social Recovery Lead at the Tāmaki Makaurau Recovery Office, praises the new additions: "I would like to warmly welcome the new group of partner navigators. They have experience, mana, and well-established connections to help us engage and reach more Aucklanders," she says.

Opportunities for Māori businesses in recovery efforts

The Recovery Office has engaged a panel of companies with specialised expertise to deconstruct over 700 storm-affected homes over the next two years. This panel is prioritising collaboration with Māori businesses and is focused on minimising the waste sent to landfills. Notable Māori businesses on the panel include Clearsite Demolition and Nikau Group, both of whom specialise in demolition and deconstruction. The Onehunga Community Recycling Centre, led by Māori and Pasifika, will also play an ongoing and crucial role in recovering and recycling materials from deconstructed houses.

All of these initiatives underscore the Recovery Office's commitment to broadening awareness and access to essential resources, ensuring that more Aucklanders can navigate the recovery process with knowledgeable and supportive guidance.

Find out more on **Our Auckland**
ourauckland.aucklandcouncil.govt.nz

Kia Ora Tāmaki Makaurau

Ā mātou huanga ā-mana 10 me ngā rautaki
aronga matua

Our 10 mana outcomes and strategic priorities





Kia Ora te Hononga

Te whai wāhi aroturuki Māori

Effective Māori participation

Auckland Council Group works to ensure mana whenua entities and Māori communities are active partners and participants at all levels of the council group's decision-making.



Ngā ara takutai me ngā ara tapuāe, o Tāmaki

The waterways and sacred paths of Tāmaki



Ngā Mātārae site visit.

Building stronger futures: Auckland Council's investment in Māori capability

Te Kaunihera o Tāmaki Makaurau

Our Capacity Grants provide crucial funding for both mana whenua and mātaawaka, enabling these groups to engage meaningfully in Auckland Council's decision-making processes, ultimately delivering significant benefits to our wider communities.

Capacity grants are designed to help develop the skills, systems, and structures necessary for achieving council goals more effectively and sustainably. This investment not only enhances our service delivery, cost-effectiveness, and strategic objectives but also empowers iwi Māori and mātaawaka groups to better serve their communities. By increasing participation in council programmes, these grants promote social cohesion and pave the way for innovative, sustainable solutions that can be scaled across the city.

Before the 2024 financial year, capacity funding was capped annually and had not been reviewed since 2010. This allocation was increasingly out of step with inflation and insufficient to meet the actual capacity needs of Māori entities across Tāmaki Makaurau.

In response to the identified funding gaps and to deliver greater value to Auckland Council and our communities, the capacity funding package for mana

whenua entities has been increased over the past year. Additionally, for the first time, we introduced ongoing annual investments to support mātaawaka capacity, enhancing their participation in key council decision-making processes.

In FY23/24, a total of \$3.57 million in capacity grants was distributed to 17 mana whenua entities and seven mātaawaka entities, strengthening the ability of these groups to contribute to Auckland's future.



Ngā Mātārae visiting Ngāti Whatua

Delivering health and wellbeing for Central Auckland community

Ngāti Whātua Ōrākei and Ōrākei Local Board

Significant progress has been made over the past year on the Ngāti Whātua Ōrākei Sport, Recreation, and Hauora Centre at Okahu Bay. This long-awaited facility has been 40 years in the planning and will serve as a cornerstone for the community, addressing the multi-generational needs of Ngāti Whātua Ōrākei while also providing a valuable resource for the wider public.

The centre will offer:

- a versatile space for netball, basketball, and other court sports
- a dedicated training and performance venue for kapa haka
- indoor and outdoor training areas
- a state-of-the-art fitness centre
- a comprehensive campus for sports and community activities.

Projected to attract over 210,000 visitors annually by its fifth year, the Centre will host a variety of events including kapa haka competitions, community gatherings, and sporting tournaments.

The project is poised to deliver substantial health and wellbeing benefits for both Ngāti Whātua Ōrākei and the broader community, with positive impacts extending to future generations and supporting the health goals of both local and central government.

In alignment with Auckland Council's strategic plans, ongoing collaboration with the Ōrākei Local Board has resulted in a recent proposal to publicly notify the council's intention to grant a new community

ground lease to the Whai Māia Charitable Trust for the purpose of this Centre. Demonstrating a commitment to future resilience, the facilities location has been carefully selected to be above the projected 100-year sea level mark.



Snapshot #1

Pukekohe Cemetery project

Franklin Local Board

The Franklin Local Board has established a dedicated committee to oversee a memorial for the approximately 200 unmarked graves, including many tamariki Māori, at Pukekohe Cemetery. This committee includes two local board members and up to seven members of the local Māori community.

Funded through the Māori Outcomes fund this project is a direct response to requests from the Pukekohe Māori community and aligns with the broader context of addressing historical injustices highlighted in the 'No Māori allowed' book and TV documentary.



Bookable community Hāngi
at Te Pane o Mataoho / Te Ara
Puere / Māngere Mountain



Snapshot #2

Te Waka Tairanga Whenua (co-governance and co-management)

Te Kaunihera o Tāmaki Makaurau and Iwi Māori

Te Waka Tairanga Whenua have advanced a number of activities over the past year.

In 2023, Te Ākitai Waiohū and Auckland Council collaborated to refresh the 2010 co-management agreement for Pūkaki Tapu o Poutūkeka, the iconic Pūkaki crater situated in Māngere. This agreement strengthens the partnership between Te Ākitai Waiohū and the Pūkaki Māori Marae Committee.

In 2024, the Tūpuna Maunga Authority launched the bookable community hāngi programme, delivered from Te Pane o Mataoho / Te Ara Puere / Māngere Mountain where mana whenua pakihi Māori partner, Rewi Spraggon, also known as the Hāngi Master, is the programme's supplier.

On 13 July 2024, Te Poari o Kaipātiki ki Kaipara formally opened the state-of-the-art Ngāti Whātua o Kaipara-inspired wāhi tākaro (playground) at Kaipātiki Reserve in Parakai. The opening ceremony included a whakawātea and whakamoemiti and was led by Ngāti Whātua o Kaipara. The restoration and development of the reserve aligns with the Kaipātiki Reserve Management Plan, which outlines the long-term vision for the area.

Te Waka Tairanga Whenua has secured approval through the Māori Outcomes Fund for seed funding over the next three financial years to revitalise some of their existing co-governance and co-management arrangements. This initiative aims to enhance effective mana whenua participation in decision-making and strengthen their ability to exercise kaitiakitanga. The funding will also be utilised to create standardised templates, systems and procedures to support other Local Boards enter similar arrangements with mana whenua.



Snapshot #3

Māori representation on advisory panels

Te Kaunihera o Tāmaki Makaurau

Advisory panels play a crucial role in ensuring that diverse voices are heard and that elected members are informed about community perspectives when making decisions for Tāmaki Makaurau. These panels provide advice on policies, strategies, and key issues affecting the city and region.

Members of these panels are selected based on their individual competencies, lived experiences within relevant communities, their ability to offer policy and strategic advice and understanding of Auckland's diverse communities, and also their knowledge of Te Tiriti o Waitangi.

Te Kaunihera o Tāmaki Makaurau has six demographic advisory panels, each of which is required to have at least two Māori members out of 8 to 12 members in total. Currently, 16.4 per cent of the demographic advisory panel membership is Māori, more than doubling the 7 per cent representation in the previous term. This increased Māori representation strengthens the knowledge and advice provided on contemporary issues facing Māori communities.



Snapshot #4

Aotea unites against invasive caulerpa: kaitiaki lead the charge

Auckland Council and Aotea Kaitiaki

Between 22 December 2023 and 30 April 2024, kaitiaki ambassadors on Aotea Great Barrier Island played a crucial role in supporting a coordinated response to the exotic caulerpa outbreak in the area.

Ambassadors, stationed both on land and water, completed a total of 386 shifts, engaging with 253 vessels and 2,616 wharf visitors. Their efforts ensured that both visitors and residents were well-informed about the issue and educated on how to help prevent the further spread of caulerpa around Aotea and throughout Te Moananui ō Toi / Tikapa Moana Hauraki Gulf.

Auckland Council also enabled the participation of local kaitiaki in exotic caulerpa surveillance activities that were being conducted around Aotea. This involvement supported enhanced cultural sensitivity and knowledge for the wider teams, as well as ensuring safety during their response efforts. This presence of Kaitiaki was invaluable, as it strengthened the partnership between council and locals, increased mutual understanding, and built more capacity within mana whenua to address the challenges posed by exotic caulerpa in the rohe.



Challenges and response

Challenges

In this new financial year Ngā Mātārae faced ongoing challenges to meet expectations, and effectively and efficiently distribute all of our available capacity grant funding allocations to iwi Māori and, for the first time, to our mātaawaka partner entities. Meeting this challenge involved the management of a complex task list such as accurately identifying needs, supporting applications, and managing fund disbursement.

Response

Ngā Mātārae successfully overcame these challenges, and in FY23/24 distributed over 95 per cent of allocated capacity grant funding to iwi and mātaawaka entities. Through targeted support and collaboration, we addressed key obstacles, empowering these entities to actively participate in Auckland Council decision-making processes.



Kia Hāngai te Kaunihera

He rōpū whaimana

An empowered organisation

Auckland Council Group works to fulfil its commitments and legal obligations to Māori derived from the Treaty of Waitangi, as well as its capability to deliver Māori outcomes.

**Piki mai taku manu, kake mai taku manu i ngā tai whakararo,
i ngā tai whakarunga kia tau mehe Manu-kau noa nei ē! Ko te Manuhiri ka tau,
Ko te Mana Kaunihera ka kī "Ko au, ko au, ko te Kaunihera o Tāmaki Makaurau!"**

Ascend my manu, climb my manu, from the northern tides to the southern tides
and alight here like a bird 'tis the visitor that is lands, greeted by delegates of
the council that say "'Tis me, 'tis me, representing the council of Auckland City!"



Te Whakahaumanutanga o Ngā Kete Akoranga refresh

Te Kaunihera o Tāmaki Makaurau

The refresh of the Ngā Kete Akoranga programme was highlighted in our last 2023 Māori Outcomes Report and over the past year the old programme has been discontinued and several new elements have commenced.

The first of these are a trio of new 3-week te reo modules which replace the previous 10-week Te Reo Māori course. Kaimahi are offered the opportunity to take all three courses and we have found that by breaking the process down into three shorter courses, they have become more accessible, especially for our busy senior leaders.

The new modules focus on council-specific priorities which have been informed by research and mana whenua input. These are:

- Te Reo Māori Pronunciation
- Te Reo Māori Greetings and Introductions
- Te Reo Māori at Work.

All of the modules were launched in February 2024.

Kete Kōrero was also relaunched in February 2024 with a refreshed interface and updated content, and we had an intense spike in downloads at the time of the launch.

The new Kete Kōrero content aligns with the three te reo modules and will be continually refreshed as well as promoted three times a year to retain its visibility and relevance to the organisation. This is a highly accessible platform which is available on both private and work phones – making it ideal for remote and part time staff.

The final element of the current phase of the Ngā Kete Akoranga refresh and rebuild is the development of two new e-Learning modules, one of which will be part of the compulsory onboarding programme for all kaimahi. These will be launched in July 2025.



Papakura Marae

Te Ao Māori programme builds capability

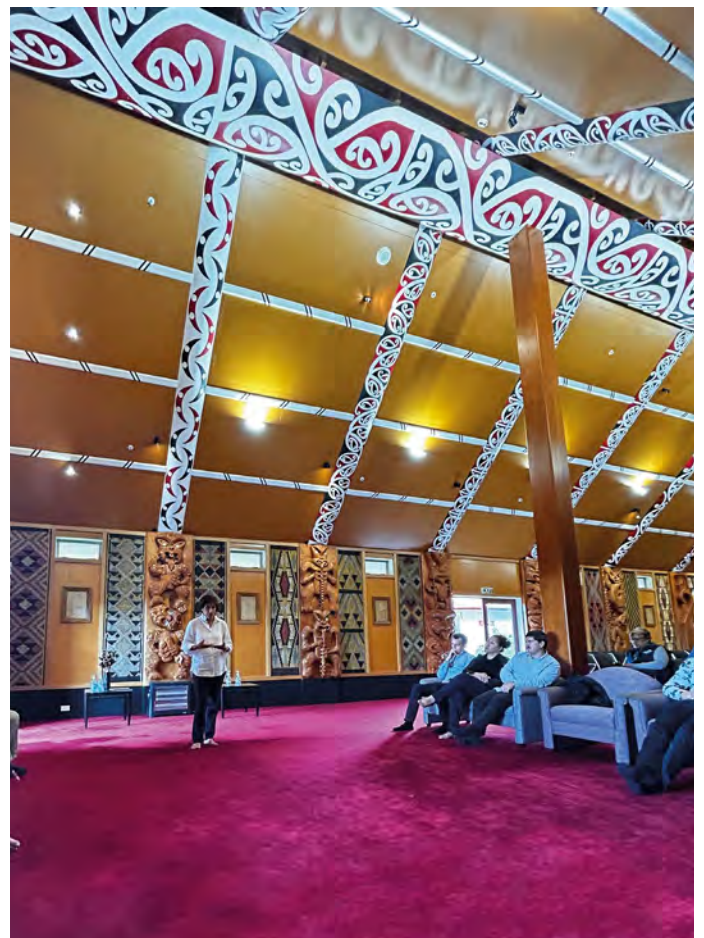
Tātaki Auckland Unlimited

Tātaki Auckland Unlimited's Māori Outcomes and People Experience teams have been collaborating with Education Perfect, an external education provider, to offer an online 'Te Ao Māori for Professionals' programme.

This programme is designed to gradually build confidence and capability in using te reo Māori in everyday life, as well as growing participants' knowledge of te ao Māori. The learning modules are self-paced, and provide access to the course material for 12-months.

With a mix of e-Learning, optional virtual sessions and also face-to-face wānanga, the course aims to develop personal confidence in this world as well as a practical, working knowledge in areas such as tikanga Māori, Aotearoa New Zealand history, and te reo Māori (with the ability to record and play back so that participants can practice their pronunciation).

- 112 kaimahi are currently participating in the online Te Ao Māori programme.
- 60 kaimahi from across the organisation registered for additional te Tiriti focused wānanga.
- 48 kaimahi registered for additional Matariki webinars.



Snapshot #1

Supporting, growing and connecting Kaimahi Māori / Te Hōtaka Kaiārahi Māori

Te Kaunihera o Tāmaki Makaurau

In June 2024 over 150 of our kaimahi participated in one of three wānanga ako at Te Pane o Mataoho, Te Matariki Clendon | Waimahia and online. These wānanga mark the beginning of an ongoing series to support, grow, and connect all kaimahi Māori and those working in Māori Specialist roles.

The theme of this wānanga was whanaungatanga, and this connected all aspects of the sessions, which included:

- whakawhanaungatanga exercises
- a kōrero from Nick Turoa, Tumuaki Huanga Māori, sharing his journey into his new role, his learnings along the way, and his aspirations for Māori Outcomes at Te Kaunihera o Tāmaki Makaurau
- launching the new Māori Leadership Programme
- a panel discussion on where kaimahi shared their work experiences here at Auckland Council
- a kōrero from our Mātanga – Tikanga me Te Reo Māori, Ropata Paora, which was focused on Tāmaki Makaurau.



Snapshot #2

Number of kaimahi Māori continues to increase

As of June 2024, Te Kaunihera o Tāmaki Makaurau employed a total of 714 staff who identified as Māori.

This is now 9.8 per cent of all of our employees, and is an increase of 59 kaimahi Māori (0.6 per cent growth) from the totals reported in last year's Māori Outcomes annual report.

In the senior leadership space, there has been a 1.4 per cent increase of leaders that identify as Māori with Tier 3 leaders at 23 per cent and Tier 4 at 5 per cent.

	2023 (June 30)	2024 (June 30)
Tier 3	6	9
Tier 4	11	9

Rangatahi Māori have also increased across Tāmaki from 17.6 per cent in April 2023 to 20.6 per cent in June 2024, which is a 3 per cent increase over the past 12 months.

2023 (June 30)	2024 (June 30)
115	147

These measures show that the council continues to attract, recruit, and retain Māori staff and is an employer of choice for Māori across Tāmaki Makaurau.

Directorate:	Number of Māori Staff per Directorate			Directorate ethnicity percentage		
	2023	31 May 2024	21 June 2024	2023	31 May 2024	21 June 2024
Customer & Community Services	375	346	354	12%	12.4%	12.6%
Regulatory Services	114	112	112	7%	7.0%	7.0%
Group Services	52	108	109	6%	8.8%	8.9%
Infrastructure & Environmental Services	31	41	41	6%	7.4%	7.3%
Finance	20	17	17	5%	4.7%	4.7%
Chief Planning Office	24	21	21	7%	6.2%	6.2%
Governance	26	34	34	8%	10.0%	10.0%
Ngā Mātārae	11	18	18	79%	81.8%	78.3%
Office of the Mayor	1	2	2	9%	12.5%	12.5%
Office of the Chief Executive	1	6	6	17%	20.0%	19.4%
Totals	655	705	714	9.2%	9.7%	9.8%

Note: new structure went live 22nd June which is why May figures are included.



Challenges and response

Challenges

The past year has been one of change not only across the organisation but throughout Māori Outcome delivery. 2023-2024 saw a new Tumuaki appointed to Ngā Mātārae and many new roles introduced into the team. There were also departmental and directorate changes as a result of the CE leadership refresh. This change was felt across the organisation and impacted on all staff as well as our Kaimahi Māori

Response

The change impacts of the year on our kaimahi Māori year end results show that the engagement of our Māori staff actually increased across the board. During this period we have increased our number of kaimahi Māori by 50 FTE from the previous financial year showing that despite the challenging space, we are not only retaining our kaimahi Māori we are growing.





Kia Ora te Taiao

Kaitiakitanga

Guardianship

Through treaty-based relationships with Auckland Council, Māori exercise their responsibilities of tino rangatiratanga (sovereignty) and kaitiakitanga to enhance the mauri (life force) of te taiao (the environment).



Kia maumaharatia, kia whakamihangia ngā Maungatapu o Tāmaki-tua

Remember and respect the sacred mountains of Tāmaki and beyond

Te Wharekura – He mana tō, he mauri tū

Ngāti Whātua Ōrākei and Te Kaunihera o Tāmaki Makaurau

In 2023 Ngāti Whātua Ōrākei together with Te Kaunihera o Tāmaki Makaurau launched Te Wharekura at the bottom of the city on the waterfront. This was a project two years in the making and designed to celebrate the cultural richness of Tāmaki and Waitematā Kupenga Rau, with the aim of inspiring public awareness and appreciation of natural taonga of our region and harbour. The innovative mana-based partnership approach for delivering Te Wharekura has provided a model and exemplar for future projects with mana whenua.

Te Wharekura is located in a heritage kiosk between Princes Wharf and the Ferry Building, and provides a new cultural anchor for this much-loved public space at the edge of the Waitematā. The cultural and taiao education space provides interactive digital displays which allow visitors to find out more about both the environmental challenges and also the opportunities currently facing Tāmaki and Waitematā. This wānanga space invites active participation in the content, with the goal of elevating public environmental literacy and also highlighting how people can join environmental conservation volunteer groups and contribute to ongoing programmes across the city.

The rich cultural identity and cultural connections to the Waitemata are highlighted for visitors through not

only its matauranga Māori cultural design, and physical and digital taonga but also the constant presence of Ngāti Whātua uri amongst the team of kai manaaki team based at this public facility. Te Wharekura is open to the public four days a week and is free to visit.

“This space, this ‘vessel’ we’ve created (Te Wharekura), it’s more than just a building. It’s a living declaration of our ahi-kā ... every time someone walks past and feels its mauri, it’s a reminder, anchoring us visibly in the landscape of Tāmaki Makaurau.” Ngāti Whātua Ōrākei.



Te Wharekura during the day



Taonga at Te Wharekura

Te Whakaoranga o te Puhinui – Waiohū Workstreams

Eke Panuku and Te Waiohū Iwi

Te Whakaoranga o te Puhinui is a regeneration programme located in the heart of Tāmaki ki te Tonga (South Auckland) and focused on the ancestral stream of Te Puhinui.

Led by Eke Panuku, the programme is a collaborative partnership between Te Waiohū (Ngaati Tamaoho, Te Ākitai Waiohū and Ngaati Te Ata Waiohū), Te Kaunihera o Tāmaki Makaurau, crown agencies, and the communities of Te Puhinui.

Central to this taiao programme of physical, social and cultural change, are specific initiatives delivered by Waiohū Workstream teams, who are focused on enabling Te Waiohū to realise their kaitiakitanga and partnership aspirations for Te Puhinui.

The Waiohū Workstream leads are emerging Māori leaders in their fields and provide invaluable expertise and resources to Te Waiohū iwi, and the wider Te Whakaoranga o Te Puhinui work programme. They operate in alignment with the Puutake / Purpose of Te Whakaoranga o Te Puhinui Charter:

“We seek to realise Te Whakaoranga o Te Puhinui in a way that acknowledges, through whakapapa, the interconnectivity of people, place and nature; so that through Indigenous, place-based knowledge we learn how to inhabit and evolve our urban environments towards a flourishing future.”

Arotakenga is focused on creating and utilising a whakapapa-centered wellbeing monitoring and evaluation framework to measure the individual and aggregated impact of activities on the oranga of Te Puhinui catchment. Arotakenga is led by Emily Afoa (Ngāpuhi, Ngāti Maniapoto) of Tektus Consultants.

Te Puhinui storytelling creates visual storytelling resources to communicate and celebrate Te Whakaoranga o Te Puhinui and its projects, initiatives, activities and activations – while also capturing changes in Te Puhinui over time. Te Puhinui Storytelling is led by Maioro Taylor (Ngaati Te Ata).

Taiao regeneration seeks to revive ancestral knowledge and practices, reconnecting people to the landscape and regenerating the Taiao through ‘boots on the ground’ mahi. Taiao Regeneration is led by local rangatahi Māori roopuu Te Pu-a-ngaa Maara.

Maramataka oo Waiohū builds the overall understanding and use of a Waiohū-centered Maramataka dial, (a calendar aligned to local Maramataka) and also tiro tiro (observations) to guide the planning of events, planting and other activities. This workstream is led by Ayla Hoeta (Ngaati Tamaoho).

Te Reo Waiohū increases the presence and visibility of Te Reo Waiohū across the landscape, while also building capacity, capability and confidence in the nuances of Te Reo Waiohū conventions (the double vowel), local kupu and whakatauki. Te Reo Waiohū is led by Te Huia Cowell (Ngaati te Ata).



Snapshot #1

Tū Mai Taonga

Ngāti Rehua / Ngātiwai ki Aotea / Te Kaunihera o Tāmaki Makaurau

Tū Mai Taonga is a mana whenua-led project on Aotea Great Barrier focused on removing rats and feral cats and restoring biodiversity to the island. The project is being delivered under the leadership, guiding vision and tikanga of Ngāti Rehua and Ngātiwai ki Aotea, with Auckland Council a part-funder of the project through the Natural Environment Targeted Rate (NETR) and Māori Outcomes Fund. The project has also been supported and delivered with the assistance of Jobs for Nature funding through Predator Free 2050 and the Department of Conservation.

Starting in the north of Aotea, the project has been targeting rats on offshore islands like Rangiāhua and a feral cat eradication on Te Paparahi, which had, at last count, the lowest bird population on Aotea.

Since the eradication programme was launched, a Korimako-Bellbird has been sighted, which is a hopeful indicator and sign of progress, and is just the first step in bringing bird life back to the island. The goal for the teams and whānau working on the Tū Mai Tonga project is to see Kōkako return and thrive again on Aotea – as this will be an indicator

species that will signal the long-term success of the programme.

Tū Mai Taonga project lead, Makere Jenner, says that the councils NETR has allowed the team to extend their Jobs for Nature funding, and helped them bridge towards the medium-term funding they are now seeking. Employment on the project has allowed whānau to stay on Aotea for work, or return and reconnect with the whenua and moana, working together for the benefit of future generations.

At full capacity, there are 30 kaimahi on the Tū Mai Taonga team, with most people out in the field setting, checking and clearing the almost 2000 pest control devices in place. Their methodology is to be considered and careful in their approach. 98 per cent of traps and 90 monitoring cameras are accessed by foot across 60km of tracks. The NETR funding has also contributed to 130 training sessions, including first aid, pest trapping and driving qualifications, with 61 formal qualifications gained by Tū Mai Taonga kaimahi since the programme began.



Snapshot #2

Te Haumanu Taiao – a new conservation guide for Aucklanders

Te Kaunihera o Tāmaki Makaurau

In partnership with Ngā Iwi Mana Whenua o Tāmaki Makaurau, Auckland Council co-created Te Haumanu Taiao: Restoring the natural environment in Tāmaki Makaurau.

This important guide provides practical planting advice, alongside the expertise and aspirations of mana whenua for te taiao, including advice on how to engage. This helps nurture the growing understanding and respect for our Te Tiriti partners shown by those involved in conservation efforts across the region.

Te Haumanu Taiao has been embraced widely across the council family, by external stakeholders and our wider conservation community. It is a testament to what can be achieved when we unite our knowledge and passion around a common vision.

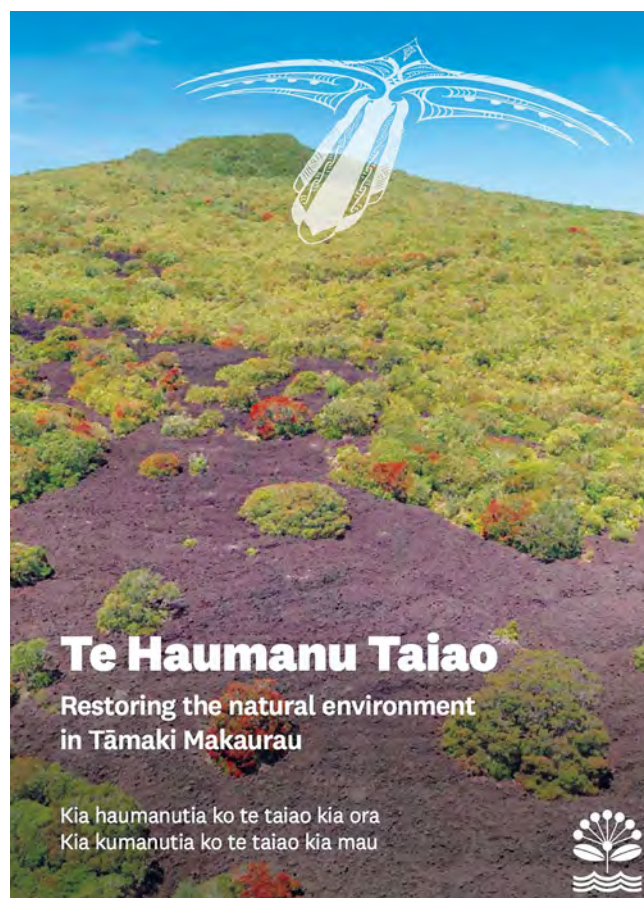
Te Haumanu Taiao also sets a precedent for future collaborations between Ngā Iwi Mana Whenua o Tāmaki Makaurau and Auckland Council. It guides us towards our future together, where kaitiakitanga and stewardship of our natural environment are the norm.

tiakitamakimakaurau.nz

**“Kua eke te wā, me noho
mātāmua ko te whakaaro nui
ki te Taiao i ngā mahi katoa”**

No longer will things happen
without consideration of the
impact within te taiao.

Hokimai-Anahera Rosieur, Ngāti Manuhiri



Snapshot #3

He Kete Mātauranga website and Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan

Climate Connect Aotearoa / Tātaki Auckland Unlimited

The He Kete Mātauranga website has been designed to accelerate the uptake of innovation to support Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, and its goals to reduce emissions by 50 per cent by 2030, build resilience and deliver a resilient, low-carbon and regenerative economy. It also provides a guide for embedding te ao Māori into climate conversations. Established in 2023 by Tātaki Auckland Unlimited Climate Connect Aotearoa created He Kete Mātauranga as a new collaborative website hub to support innovation and build capability around climate action in Tāmaki Makaurau and across Aotearoa.

Climate change has already begun to disproportionately deliver challenges for Māori, who face complex issues across four key

domains – the Environment, Māori Enterprise, Wellbeing and Māori Culture. The Māori Economy accounted for 9 per cent of the Tāmaki Makaurau economy in 2020, however climate change will have an impact on this economy and the connection Māori have with the environment.

He Kete Mātauranga brings together businesses, communities and organisations with Māori-led climate resources; weaving Māori values and knowledge systems into climate solutions while deepening the collective understanding of te ao Māori. The resources available include video interviews with academics, experts, business operators and mātanga Māori – all with experience in finding solutions to the climate change crisis.



Challenges and response

Challenges

One of our key ongoing challenges in the taiao space is considering how to better manage the demands placed on iwi and Māori organisations to work with council and respond to council processes. In last year's report we identified some of the ways we had made changes in how we engaged with mana whenua such as providing regional-level quarterly meetings between senior management and mana whenua, and also technical support for monthly regional level hui on operational matters and projects.

Response

While this issue remains a challenge we have continued to make gains, learn, and improve processes to support and progress the priorities of iwi and Māori organisations in environmental initiatives. In the upcoming year departments will set targets and resource commitments in annual business delivery plans to support Iwi and Māori priorities. We have identified six initiatives prioritised by iwi Māori which we will deliver in partnership with them, and report on, so that we can strengthen the ways council partners work with Māori to achieve their kaitiakitanga goals.





Kia Ora te Marae

Nga mahi whakawhanake marae

Marae development

Auckland Council Group invests in marae to be self-sustaining and thriving hubs for Māori and the wider community.



Ko te Wharetapu o Tāmaki (tohu)

The sacred domain of Tāmaki (symbolic/iconic)



Rereteewhioi Marae new wharenui development.

Rereteewhioi Marae enhancements: a journey toward community aspirations

Te Kaunihera o Tāmaki Makaurau

Rereteewhioi Marae, one of the twenty-four mana whenua marae supported by Te Kaunihera o Tāmaki Makaurau, received a considerable boost in 2023 with a grant approval from the Cultural Initiatives Fund. The marae was awarded \$142,500 for the construction of a new wharenui and the renovation of its external ablution block, which covered capital costs including compliance fees and project management.

The grant enabled crucial developments such as ground site preparation, substructures for the new buildings, and construction of the roof, outer framing, exterior wall finishes, windows, and doors. This first stage of the new build marks an exciting phase for the marae committee and its members, who have been focused on ensuring their facilities are safe,

compliant with health and safety standards, and able to effectively meet the needs of their people and the wider community.

This is a kaumātua-led project, and when completed Rereteewhioi Marae will service whānau, local kura, and community organisations alike.

Ani Makea, Kaitohutohu Marae I Marae Advisor, reflects on the project: “It’s been a privilege to support the aspirational outcomes and developments of ngā marae through the provision of Auckland Council’s Cultural Initiatives Fund FY24. He rau ringa e oti ai—many hands make light work. We look forward to witnessing the continued growth and success of these marae, now and into the future.”



Upgrade of the Makaurau Marae

Transformative upgrade at Makaurau Marae through Marae Infrastructure Programme

In March 2024, Makaurau Marae embarked on a significant transformation through the Marae Infrastructure Programme, which is focused on enhancing health and safety features for the marae whānau. Key upgrades include replacing the asbestos roof of the wharenuī with durable Colorsteel roofing, adding insulation, and installing emergency lighting and a comprehensive sprinkler system.

New smoke detectors have also been installed to improve fire safety. Exterior enhancements, such as

the honing and sealing of the block work has significantly extended the building's lifespan. Improvements for accessibility feature composite material landings, ramps, and stainless-steel handrails, making the marae more welcoming for all members of the community.

A standout aspect of this project is the engagement of exclusively Māori-owned businesses for all physical works, underscoring the community's commitment to supporting Indigenous enterprise.

“Our marae and whānau are so grateful to have been accepted into the Marae Infrastructure Programme. The funding has enabled us to carry out structural upgrades and renovations that were once only on our wish list. The Marae Infrastructure Programme is a stellar model as it alleviates the burden on our volunteers who manage the marae.”

With thanks from Tracey Sanday, Facilities Manager at Makaurau Marae and its whānau.

Tenei Te Tira Hou i haere ake nei – for future generations

Te Tira Hou Marae, in partnership with the Marae Infrastructure Programme has significantly upgraded its facilities to enhance its role within the community and improve overall accessibility. Key projects have included seismic strengthening, comprehensive fire safety systems, and a variety of accessibility enhancements.

Modern kitchen appliances, improved ventilation, and electrical and mechanical upgrades were also part of the extensive improvements. These upgrades have not only increased the safety and comfort for visitors but have also boosted the marae's functionality and serviceability.

Martha Maaka, Kaiwhakahaere at Te Tira Hou Marae, emphasised the community-oriented mission of the upgrades, stating, “Kei konei matou ki te awahi, ki te tautoko ki a ratou te hapori – We are here to serve you, the community, and the whānau.”

These significant enhancements have made Te Tira Hou Marae more inclusive, addressing previous accessibility challenges. Martha highlighted the transformative impact of these improvements to the marae buildings and facilities: “In the past, we have had to carry whānau members up the stairs due to accessibility issues. Now, the marae meets the latest standards with accessible facilities, ensuring everyone can participate fully in our community.”



Snapshot #1

Resilient marae: empowering communities through sustainable innovation

The Resilient Marae kaupapa is designed to enhance outcomes for Māori by supporting mana whenua marae in exercising their kaitiakitanga obligations, leveraging technologies and resources to meet their Taiao resilience needs, and enabling marae communities to drive systemic change. Currently, six mana whenua marae are participating in wānanga to develop their Te Taiao plans and implement seed-funded projects to build climate resilience, improve infrastructure, and increase employment opportunities. Additionally, one mātaawaka marae is engaged in the initiative, focusing on a food resilience project within their community.

Ngaa Hau E Whaa Marae o Pukekohe

Received funding for the installation of a new water tank and kitchen equipment, as well as general refurbishments in anticipation of the

marae's reopening. This grant marks a significant step toward self-sustainability for the marae, initiating a cycle of continuous improvement that will benefit their whānau, hapū, and iwi now and into the future.

It enhances their ability to thrive and brings with it the health benefits of a filtered water system for the community.

Kawa Marae

Received funding from the Cultural Initiatives Fund to upgrade their solar panels, install a new generator, replace their hot water system, and cover associated project management costs. These upgrades allow them to operate three phase equipment without needing to run their generator, with the system monitorable from home and hot water primarily heated by solar energy.

Snapshot #1 (cont)

Solar panel initiative

Through partnerships with Auckland Emergency Management and the Ministry of Business Innovation & Employment, four Tāmaki marae have successfully obtained the Community Renewable Energy Fund

for solar photovoltaic (PV) panels and battery systems. These marae are Te Aroha Pā Marae, Kawa Marae, Ngaa Hau E Whaa Marae o Pukekohe, and Te Herenga Waka o Orewa Marae.



Snapshot #3

Para Kore ki Tāmaki: championing zero waste initiatives across Tāmaki Makaurau

Supported by Auckland Council, Para Kore ki Tāmaki collaborates with marae, kura, and Māori organisations throughout Tāmaki Makaurau, empowering them to reduce waste while upholding tikanga and protecting Papatūānuku. This past year, Para Kore ki Tāmaki engaged directly with 33 marae, kura, and organisations, supporting their journey towards zero waste.

One notable collaboration was with Ruapōtaka Marae, which has been actively supported by Para Kore ki Tāmaki. Ruapōtaka Marae receives weekly Kiwi Harvest food packages, which, according to the latest audit, accounted for a significant 71.2 per cent of their kai waste. Kai is crucial to their whānau support services, either distributed directly to the community or stored at their Social Supermarket.

Empowered with new knowledge and strategies, Ruapōtaka promptly invested in two large composting tumblers to begin diverting kai waste effectively. They are also now meticulously sorting through the food packages that arrive at the marae, and only accepting items that can be stored long term and are not close to spoiling.

Thanks to these efforts, Para Kore ki Tāmaki and Ruapōtaka Marae have successfully secured additional Auckland Council funding to enhance their waste management infrastructure. This investment is expected to significantly boost their waste diversion efforts.



Challenges and response

Challenges

Despite numerous activities across the region, until now there hasn't been a consolidated and clear view of the council-led initiatives which are supporting marae development and wellbeing. This lack of a unified approach has sometimes led to a duplication of efforts and misalignment in guiding future investments and engagement strategies.

Response

Over the past year a comprehensive marae work programme focusing on physical infrastructure and enabling conditions has been completed. This programme now offers a unified view of key strategic investment programmes and initiatives, emphasising the importance of strong relationships with external funding partners. It has been instrumental in aligning and enhancing council-led initiatives that support the development and wellbeing of marae.





Kia Ora te Umanga

**Ngā kaupapa pakihi,
tāpoi me te mahi Māori**

Māori business, tourism and employment

Auckland Council Group contributes to a resilient and regenerative Māori economy by supporting economic opportunities for Māori businesses and iwi organisations.

Kia whaka-Tāmaki au i ahau!

Endow me with the strength and attributes of Tāmaki!

An ambitious renewal programme

Watercare



The team behind the AUR contract procurement. (L to R): Johan Gerritsen, Alrick Sargent, Shane Nary, Suzanne Lucas, Stuart Bird and Sifa Pole.

Watercare has commenced the first stage of an ambitious \$3.5b asset renewal programme over the past 12 months. This decade-long programme is focused on replacing ageing water and wastewater pipes as well as upgrading pump stations and treatment plants.

19 groups of consultants and contractors were successful as part of the procurement process and will now build a long-term and ongoing relationship with Watercare to help deliver the first stages of the programme.

As part of this process, Watercare set up a Māori Supplier Business Network – which consisted of a pre-approved list of 15 suppliers who could supply services for the business across traffic management, electrical contracting, scaffolding supply, landscaping civil works and plant or labour hire.

“Watercare’s goal is to have 5 per cent of our total annual spend going to specialist and competent Māori business partners by 2025.”

Stuart Bird

“For the 2022/2023 financial year, our spend with Māori businesses was 2.2 per cent – so we do have a little way to go, and we will need businesses across our supply chain to help us get there. By setting up the Māori Supplier Business Network, we’re helping to connect contractors to businesses who can do the mahi.

“This is something I’m personally passionate about – it’s about lifting and empowering the Māori economy and ensuring Māori businesses are aware of the opportunity and openings to work with us.”

To help enable this process Watercare worked with supplier diversity organisation Amotai, who act as an intermediary, connecting Māori and Pasifika businesses with organisations looking to source suppliers of goods and services.

iTraffic Director Glen Ruma and Watercare Head of Supply Chain and Procurement Stuart Bird at powhiri.



Ngā Kakau Paraha – a new way of doing business

Watercare

Watercare launched Ngā Kakau Paraha – a new Māori business network, to enable it to more effectively foster, nurture and work with contractors and consultants who could help the business deliver the first stage of its \$3.5 billion asset upgrade and renewal programme.

All of the businesses now in the network went through a competitive tender and verification process and are representatives of the construction trades used by Watercare for its core work programme.

“With the creation of Ngā Kakau Paraha, we are linking up businesses to the contractors and consultants who will be helping us to deliver our ongoing asset upgrade and renewal programme” says Stuart Bird, Head of Supply Chain and Procurement.

“Watercare contractors and consultants are incentivised to boost their own spend with Māori-owned businesses, and so they are really pleased to have access to a business network that’s specifically focused on the water and wastewater industry,” Bird says. “The feedback has been incredibly positive.”

Joseph Rawiri’s business Lite Civil is one of the 15 businesses now in the network. “I think this a great opportunity for small businesses to get their foot in the door with larger suppliers, where businesses like us have sometimes struggled to get into.

“Māori businesses are more likely to employ Māori people and to support other Māori business people, so having Watercare create this network will have a much wider impact on the growth and resilience of the Māori economy.”

Watercare te reo Māori and tikanga advisor Nikora Wharerau says the name for the supplier network was put to a vote by the Māori business owners – and ‘Ngā Kakau Paraha’ was a clear favourite.

‘He kakau is the handle/the part that you grip on a tool. And the word paraha is the tool itself. Everyone in the network has different areas of expertise – there wasn’t one tool that applied to everyone – so we thought ‘Ngā Kakau Paraha’ would best represent the group as a whole.”

Stuart concludes “The pōwhiri to welcome this new network to Watercare was an incredibly proud moment for us. We want to do our bit to lift the Māori economy and to do this we need to find new opportunities for Māori-owned businesses to work with us. That’s why we’ve set up Ngā Kakau Paraha”.



Lite civil director Joseph Rawiri and Watercare chief executive Dave Chambers during pōwhiri to welcome Māori business network.



Watercare te rua whetu team performs a waiata during pōwhiri to welcome Maori business network.

Snapshot #1

Eke Panuku enhances urban regeneration with mana whenua collaboration

Eke Panuku Development Auckland

Eke Panuku is committed to fostering urban regeneration across Tāmaki Makaurau's diverse communities, placing a strong emphasis on collaborating with mana whenua to ensure positive outcomes for Māori through its development initiatives.

Selecting development partners policy

Eke Panuku's Selecting Development Partners Policy is designed to facilitate mana whenua participation in the market processes involved in divesting properties. The policy categorises properties into two types, each with different processes and opportunities for engagement:

• Category A – larger properties:

These are significant sites where developers are required to deliver essential outcomes. Interested buyers must engage in a contestable process, where proposals are evaluated based on several criteria. Notably, 15 per cent of the overall criteria are dedicated to fostering partnerships with iwi in a commercial capacity:

- nine per cent for partnering with one of the nineteen iwi mana whenua groups
- three per cent for incorporating culture and identity into the design
- three per cent for procurement plans that engage Māori businesses.

• Category B – smaller sites:

These sites are directly introduced to the market. However, mana whenua are given the first opportunity to purchase these properties before they are offered more widely, ensuring early engagement and potential direct involvement.

Successful partnerships and outcomes

Over the past year, several successful partnerships between iwi and private developers have emerged, leading to significant developments such as the North Wharf and Downtown Carpark. These collaborations not only advance urban development but also ensure that the cultural values and commercial interests of mana whenua are respected and integrated.

These initiatives by Eke Panuku exemplify a model of development that aligns commercial success with cultural integrity, setting a benchmark for urban development in Auckland.





Snapshot #2

Embracing supplier diversity – tree planting project

Te Kaunihera o Tāmaki Makaurau and Amotai

Auckland Council has set an ambitious goal to plant 11,000 trees over the next decade, aiming to enhance urban greenery and foster community engagement. This initiative not only contributes to environmental sustainability but also provides a platform for promoting and supporting supplier diversity within the organisation.

Partnering with Amotai, a leader in championing diversity, Auckland Council connects with Māori and Pasifika-owned businesses, enhancing the procurement process. This collaboration has enabled the council to engage with two Amotai suppliers, gaining valuable insights into the benefits and challenges of inclusive procurement. Through these partnerships, the council has not only supported these suppliers through mentorship but has also fostered collaboration, providing

essential guidance to help them navigate council processes effectively.

This engagement has proven to be mutually beneficial, establishing a special relationship with suppliers who are set to make a significant impact on the nurturing of our urban environments. With committed support and clear communication, working with new suppliers enriches the procurement process and contributes positively to the growth of our urban green spaces.

This initiative reflects Auckland Council's dedication to building sustainable communities and supporting economic growth through diverse supplier engagement, illustrating a commitment to enhancing both our urban canopy and local businesses.



Snapshot #3

Te Ngāhere: pioneering creative and digital futures in South Auckland

Tātaki Auckland Unlimited and Ngāhere Communities

Located in South Auckland, Te Ngāhere is an innovation hub designed to propel creative and digital opportunities for Māori and Pasifika entrepreneurs. Created as a collaborative effort with Tātaki Auckland Unlimited, this hub is dedicated to enhancing capacity, fostering a sense of belonging, and improving accessibility to vital resources for local communities.

Te Ngāhere has been instrumental in unlocking the potential of Māori and Pasifika youth in South Auckland. By leveraging collaborative spaces, the hub nurtures shared values and develops co-designed programmes tailored to the community's needs.

With the recent confirmation of the Māori Outcomes Fund for 2024-2027, Te Ngāhere is poised to enter a new phase of growth. This support will enable the continuation of their journey towards their long-term vision set for 2036 and beyond. The funding will allow the team to expand on the success of existing initiatives that Ngāhere Communities have launched, including:

The physical co-working space: a dedicated hub for Māori and Pasifika entrepreneurs

Tukua: a people-centred business entrepreneurship programme.

Konei: an indigenous e-commerce platform and marketplace promoting Aotearoa brands.

Ngāhere creators: a community of creatives specialising in digital content strategy and content creation.

In 2024, Te Ngāhere will relocate to a larger facility to enhance its offerings. This expansion will provide more comprehensive resources and support, encompassing skills training, education, and cultural competency development. The new space will also facilitate stronger connections between mentors and role models with Māori and Moana business owners, further enriching the entrepreneurial ecosystem.

Te Ngāhere embodies the Māori proverb: “Ki te Kotahi te kākaho, ka wati; ki te kāpuia, e kore e wati” – When a reed stands alone it is vulnerable, but a group of reeds together is unbreakable.” This principle reflects the hub's commitment to collective strength and resilience, ensuring that its community not only thrives but also remains indomitable.





Challenges and response

Challenges

Current market research indicates a crucial opportunity for Auckland Council to increase spending and bolster the development of diverse suppliers. There is a pressing need to adopt new, more direct approaches to substantially benefit our kaupapa Māori businesses in Tāmaki Makaurau. Many potential suppliers and contractors capable of fulfilling our needs currently lack the capacity for sustainable growth and development. There is significant work to be done to enable these businesses to become competitive and secure positions on our established supplier panels in the future. Additionally, the urgency of this initiative is magnified by the looming recession, which poses significant survival challenges for many Māori and Pasifika businesses and social enterprises.

Response

In response to these challenges, Auckland Council has initiated the Emerging Suppliers Programme (ESP), a pioneering approach in Aotearoa New Zealand designed specifically to support these businesses. The ESP aims to help them navigate the procurement process and qualify for supplier panels, which manage primarily minor capex and renewals work for the council. These panels comprise ‘preferred suppliers’

who meet all necessary criteria, including Health and Safety standards, sustainability, and living wage requirements.

The objectives of the ESP are multifaceted:

- **Build market capability:** target specific areas where there is a discernible gap between the services needed by the council and what the diverse supplier market currently offers.
- **Development pathway:** provide opportunities for suppliers to grow and develop sustainably, aiming for competitiveness in securing future panel positions.
- **Experience and capability building:** support the diverse supplier network in building their experience and capabilities, establishing a track record with Auckland Council.
- **Sustainability awareness:** enhance awareness and capabilities related to sustainability across our diverse supplier market.

This internal initiative complements the efforts of Amotai, who collaborate with Auckland Council and CCOs to promote intentional supplier diversity by connecting buyers with Māori and Pasifika businesses.

Kia Ora te Ahurea

Te tuakiri me te ahurea Māori

Māori identity and culture

Auckland Council Group works to reflect and promote Māori culture and identity within the environment, and values mātauranga Māori.



E kore e wareware i te kanohi tā te ngākau i kite ai

The eye will never forget what the heart has seen

New tool helps to protect Māori heritage sites

Te Kaunihera o Tāmaki Makaurau

Tāmaki Makaurau is home to thousands of Māori cultural heritage sites, many of which are not adequately recognised and are at risk of degradation or under threat. To address this, Auckland Council established the Māori Cultural Heritage Programme, dedicated to preserving these sacred sites not only for mana whenua but also for hapori Māori and indeed all communities across the region.

The process to have a site of significance protected under the Auckland Unitary Plan is intricate and lengthy. Nigel Denny from Te Akitai Waiohū reflects on the challenges: “After ten years of involvement, the complexity of the Māori Cultural Heritage (MCH) programme stems from reconciling mātauranga Māori with the formal planning processes. It’s challenging to align twenty potential mana whenua groups with a scheduling process that involves various specialised systems, technical instruments, and timeframes.”

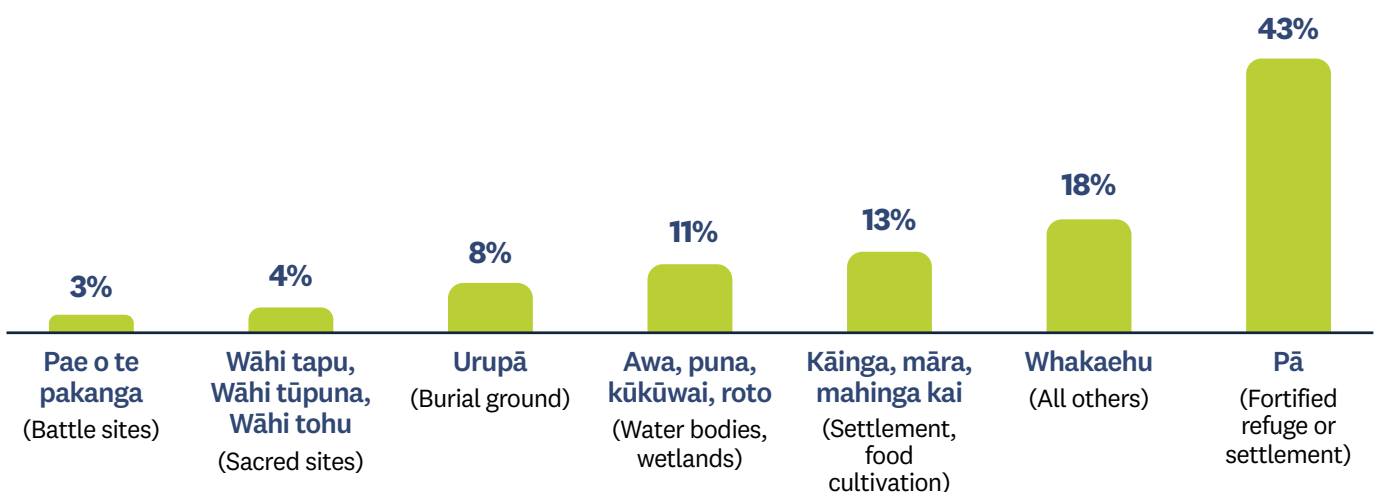
In recent years, the Māori Cultural Heritage Programme has developed a digital tool to enhance awareness of significant sites among council planners. The ‘Māori Heritage Alert Layer’ serves as a critical resource, providing planners with immediate access to information about significant sites.

The development team has meticulously compiled detailed records for 350 significant sites across Tāmaki Makaurau, using existing council data enriched by kōrero and pūrakau (historical narratives). To validate this information, the team consulted with the 19 mana whenua groups, showcasing the tool’s capabilities and discussing its protective benefits. Mana whenua representatives have been granted individual logins, allowing them exclusive access to their data within the app.

To date, 58 sites have been approved and are now active within the council’s Geographic Information System (GIS), visible to planners processing resource consents. This visibility aims to enhance the protection of these sites by making planners more aware of their cultural significance.

The remaining 292 sites are still pending approval from mana whenua. The ultimate goal of the Māori Cultural Heritage Programme is to ensure that more sacred sites are recognised and protected, safeguarding Māori cultural heritage for future generations.

Types of heritage sites (350 sites identified for Māori heritage alert layer)





Performance at Matariki Festival 2024

Auckland celebrates Matariki: expanded programme of events

Te Kaunihera o Tāmaki Makaurau

Auckland's premier winter event, the Matariki Festival, marked the beginning of the Māori New Year with its most expansive programme yet. Celebrated as a public holiday on Friday, 28 June 2024, this year's festival saw heightened collaboration across the Auckland Council Group, community, and iwi producers throughout Tāmaki Makaurau.

From 15 June to 30 June 2024, the festival presented a vibrant array of Māori arts and culture, featuring over 90 events across the region. This annual celebration partners with different iwi on a rotating basis, allowing each participating iwi to share their unique stories and cultural values.

After annual rotations in its early years (Ngāti Paoa in 2016, Ngāti Manuhiri in 2017, Te Kawerau-ā-Maki in 2018, then Waikato Tainui in both 2019 and 2020) the festival now follows a three-year partnership cycle.

Ngāti Whatua was our first partner using this new cycle from 2021 – 2023 and from 2024–2026, Ngāti Tamaoho

takes the helm, collaborating closely with the council's festival team to deliver nine specific events.

Highlights of the 2024 Matariki Festival included Matariki Aorangi located at the Stardome and Tuia Ngā Whetū, a weaving exhibition in the serene setting of the Auckland Botanical Gardens in Manurewa. These events drew large crowds and fostered a deep connection with Māori heritage. Additionally, the Te Hui Ahurei o Matariki event, also hosted at the Botanical Gardens, was a significant attraction.

The festival commenced with a dawn ceremony led by Ngāti Tamaoho ki Pukekohekohe, with the traditional pōwhiri and parakuihi hosted at Ngā Hau e Whā o Pukekohe Marae, setting a reverent tone for the festivities.

Through these diverse and meaningful celebrations, the Matariki Festival not only honours the Māori New Year but also strengthens community bonds and enhances the cultural richness of Auckland.



Lightshow at Matariki Festival 2024

Snapshot #1

Te Kawerau-ā-Maki – a pop-up art station

Upper Harbour Local Board, Te-Kawerau-ā-Maki and Te Ohu o Onekiritia

In early 2024 Te-Kawerau-ā-Maki in partnership with Te Ohu o Onekiritia, a mātaawaka group based in Hobsonville, hosted a pop-up feature art station that showcased the history of mana whenua settlement in the area.

Held on Te-Kawerau-ā-Maki whenua, at Bomb Point, the interactive art station was facilitated by renowned artist, Charlotte Graham (Te-Kawerau-ā-Maki) as well as a rongoa kōrero from Māori practitioner, Emma Haslam (Ngāi Te Rangi, Ngāti Hauā). This was the first time Te Kawerau-ā-Maki have been part of a community event like this.

The Upper Harbour Local Board helped to organise this activity, which is designed to support local Māori to deliver initiatives that encourage better social and economic outcomes, and build stronger relationships by sharing information and local history with the wider community.

As part of an ongoing partnership between mātaawaka and mana whenua, Te Ohu o Onekiritia and Te-Kawerau-ā-Maki are developing a digital storytelling resource alongside local schools in Hobsonville.



Snapshot #2

Kaumātua – Voices of Ōwairaka

Albert-Eden Local Board

Ko au te whenua, ko te whenua ko au

I am the land, the land is me

With funding from the Albert-Eden Local Board, local artist Sara Orme (Ngāti Awa, Te Arawa, Ngāti Whākaue, Ngāti Tarāwhai) completed the project Kaumātua – a series of photographic portraits alongside the personal stories and experiences of four kaumātua from Albert-Eden. Some of the stories told by these kaumātua relate to shared and personal experiences of anti-reo Māori schooling, incarceration and society's reaction to moko kauae when they were younger.

The project was blessed and then launched at Te Noho Kotahitanga Marae in November 2023 and subsequently displayed at Mt Albert library over a few weeks from 27 November – 10 December. Kaumātua is intended to be a three-year project which will continue photographing and then sharing the personal experiences and mātauranga of other kaumātua in further exhibitions.

“With this kaupapa, we hope to bring mana to our kaumātua, read what they share, and ignite further kōrero.”

Sara Orme

The arts programme has been running for almost 10 years and aims to support community arts and events and enrich the cultural landscape of the neighbourhoods that make up the Albert-Eden Local Board area.



Snapshot #3

Ngā Uri o te Repo exhibition celebrates Hauraki wetlands and Ngāti Hako heritage



Ngāti Hako and Te Kaunihera o Tāmaki Makaurau

In early June, the Ngā Uri o te Repo exhibition was opened, receiving blessings from kaumatua of Nga Hau e Wha Marae in Pukekohe. This exhibition, whose name translates to “The Descendants of the Wetland,” pays homage to Ngāti Hako of Hauraki – the iwi from which artist Ashleigh Taupaki descends – and the intricate narratives intertwined with the non-human entities that coexist with tangata whenua in the Hauraki wetlands.

The exhibition is inspired by the text Hei Koha Tū, Hei Kura Huna a Papa, which delves into the whakapapa of minerals from a Ngāti Hako perspective. Ashleigh Taupaki explores these themes through textual and drawn interpretations, focusing on the non-human descendants of

the wetlands, highlighting their roles and relationships within this unique ecosystem.

Following the opening, Ashleigh hosted a session titled “Mapping Whakapapa,” where she guided visitors through her own personal journey of researching and mapping her whakapapa, connecting her artistic explorations back to her cultural roots and the land which inspires her work.

The Ngā Uri o te Repo exhibition not only offers a profound look into the natural and spiritual heritage of the Hauraki wetlands but also serves as a platform for engaging discussions on the deep connections between land, its inhabitants, and the people of Ngāti Hako.

Challenges and response

Challenges

Currently, the key culture and identity activities across Tāmaki are represented through four kaupapa: Waitangi Day, Te Matatini, Matariki and Te Wiki o Te Reo Māori. All of these events require Māori engagement, and need cultural knowledge and capability to achieve meaningful engagement with iwi, mātaawaka and hapori Māori, and kaimahi. Working across the council group in this space can sometimes be a challenge and there continue to be some parts of council delivering outcomes, programmes and events just inside their own teams with little consultation or communication with the wider council group.

Response

In the past year a core team holding cultural capability has begun working across council to better understand the wider project scope, and identify the opportunities there are to collaborate more effectively. This work will continue in 2024-2025 and will include the development of a Māori events calendar to help with coordination and awareness of activity, as well as more directive communications from Ngā Mātārae.



Kia Ora te Reo

Te reo Māori

The Māori language

Auckland Council Group supports te reo Māori to be seen, heard, spoken, and learnt throughout Tāmaki Makaurau.



Ko tōku reo tōku ohooho, ko tōku reo tōku māpihi maurea
My language is my awakening, my language is the window to my soul



Waitangi Falls renaming

Te Kete Rukuruku: elevating te reo Māori and Māori stories in public spaces

Te Kaunihera o Tāmaki Makaurau

Te Kete Rukuruku is a culture and identity initiative by Auckland Council that enhances the visibility of te reo Māori in public spaces while celebrating the stories and history of local parks and landmarks. The programme focuses on restoring traditional Māori names to landscapes and introducing new Māori names that resonate with historical activities, ancestral stories, and significant geographical or environmental features.

Designed to foster a genuine partnership with iwi Māori, Te Kete Rukuruku strengthens relationships through a collaborative naming process. Over time, this initiative has deepened the mutual understanding and trust between mana whenua, local boards, and the council. This past year marked significant progress, with an

additional 54 sites, including parks, plazas, libraries, and a town hall, receiving Māori names.

This achievement increases the total to 521 sites named since the programme's inception. To further enhance public engagement and education, new interpretive texts equipped with QR codes for proper pronunciation have been installed at notable sites like Wairaki, Waitangi Falls, and Whenua-roa | D'Oyly Reserve.

A notable example from this year includes central Ōtāhuhu, where the story of Te Taahuhu is shared through commissioned artwork and narratives supported by audio in both Māori and English, and featuring the historical significance of the nearby Ōtāhuhu portage.



Waitangi Falls flowing during the renaming



Ngāti Te Ata and Local Board at Waitangi Falls

Additionally, a collaborative effort in Ōtara involved Tangaroa College, author David Riley, and Waiohūa iwi and delivered a book detailing the Māori names of local parks and their community significance. This project not only highlighted local heritage but also helped Māori students improve their literacy skills and explore their whakapapa.

Community impact of Te Kete Rukuruku:

- **Participation:** 16 local boards and 17 iwi are actively engaging in the programme.

- **Scope:** 924 out of 4590 parks in Tāmaki Makaurau now bear te reo Māori names. 10 iwi have had names adopted across 12 local board areas.
- **Community engagement:** the year featured 2 whakarewatanga events and 2 hui tuku ingoa, celebrating the launch and formal naming of sites.

Te Kete Rukuruku continues to play a crucial role in preserving and promoting Māori culture across Auckland, ensuring that the rich heritage of the area is recognized and revered well into the future.

Community impact of Te Kete Rukuruku for 2023/2024

16 local boards and **17** iwi
are actively engaging in the programme.

924 parks out of **4590** parks
in Tāmaki Makaurau now bear te reo Māori names.

10 iwi have had names adopted
across **12** local board areas.

The year featured **2** whakarewatanga events and
2 hui tuku ingoa, celebrating the launch
and formal naming of sites.



Auckland Libraries launches virtual reality experience to celebrate heritage

Te Kaunihera o Tāmaki Makaurau

Auckland Libraries has introduced a new virtual reality (VR) experience, primarily delivered in te reo Māori with a bilingual option, which is designed to connect communities with the Māori taonga preserved within its collections. This innovative project aims to increase the presence and use of te reo Māori, honouring and showcasing the unique treasures that have been safeguarded by Auckland Libraries for over a century.

The VR experience draws from the Heritage collections' extensive array of items, including maps, special manuscripts, and physical references to flora and fauna. This rich documentary heritage content serves as the basis for creatively communicating the region's histories and promoting a deeper understanding of Auckland's diverse heritage.

In developing this digital experience, Auckland Libraries collaborated closely with Te Waka Kerewai Matauranga Māori Unit. This partnership ensured the careful selection of taonga and the use of te reo Māori,

alongside appropriate storytelling techniques. Te Waka Kerewai Matauranga Māori Unit played a crucial role in guiding the whakawhanaungatanga process, developing stakeholder relationships, and advising on tikanga throughout the project's development.

For users, the final product is a mixed reality digital story focusing on the significant signing locations of Te Tiriti ki Tāmaki Makaurau. The virtual reality headset experience has already garnered great reviews and acclaim from local communities and council staff for its immersive and educational quality.

Looking ahead, in Mahuru 2024, the Te Tiriti o Waitangi VR experience is set to travel to a series of community hubs across the city, bringing this engaging educational tool to an even wider audience. This project exemplifies Auckland Libraries' commitment to innovation in preserving and sharing Māori heritage, making it accessible and engaging for new generations through modern technology.



Snapshot #1

Building kaimahi confidence in te reo Māori through Kete Kōrero

Te Kaunihera o Tāmaki Makaurau

This past year the refreshed Kete Kōrero app was launched at council providing a great, go-to resource for Māori language and tikanga. The app has been tailor-made for the working environment inside council and is designed to benefit anyone who interacts with tangata Māori in their day to day to work, or who simply wants to support their own personal cultural and te reo Māori knowledge set, no matter where they are on their learning journey.

Kete Kōrero supports those people who want to write and learn their pepeha, offers handy phrases, help with pronunciation, support for etiquette and tikanga, provides karakia, and much more.

The app also helps kaimahi to learn about our Te Tiriti history, as well as other Te Ao Māori concepts and values.

The goal with Kete Kōrero is that we can provide kaimahi with the knowledge and confidence to incorporate Te Ao Māori into their work and personal life by providing a better understanding of cultural practices, celebrations, and ceremonies, and as well as how they can use Te Reo in their daily lives. For those who engage with iwi Māori as a major part of their role, it provides some of the grounding they might need to increase their confidence in this world.

**Between January-June 2024
the app was downloaded more than
2000 times (1,908 of the downloads
were in NZ).**

**Kete Kōrero is free and available
for anyone to download.**



Snapshot #2

Tāmaki iwi anthems: celebrating Māori heritage through waiata

Te Kaunihera o Tāmaki Makaurau

As part of the Te Kete Rukuruku programme, Tāmaki Iwi Anthems are crafting waiata that empower and celebrate the newly restored Māori names within the Auckland region. This initiative seeks to connect iwi and local communities by collaborating to create special waiata that embody unique stories or pūrākau, enhancing the cultural significance of the restored ingoa (names) in these areas.

A pilot project in Manurewa has seen rangatahi (youth) from Puutake Te Wāhanga Māori at Te Wharekura O Manurewa, Ngā rangatahi o te naianei, and Te Kete Rukuruku come together to produce these meaningful waiata. Working alongside Crescendo Studio, these young people have engaged deeply with the heritage of Ngāti Tamaoho, the local iwi, to create songs that resonate with the historical and cultural essence of their community.

The waiata produced are envisioned as enduring resources for future generations, encapsulating mātauranga (knowledge) and history in a format that can be seen, heard, learned, and shared widely. This approach not only preserves important cultural knowledge but also strengthens the connection between young Māori and their heritage, providing them with a profound sense of identity and belonging.

By blending traditional narratives with contemporary music production, Tāmaki Iwi Anthems are setting a precedent for cultural preservation and community engagement through the arts, ensuring that the rich history of the region continues to inspire and educate both current and future generations.



Snapshot #3

New titles for Auckland Council catering facilities: embracing Māori heritage

Te Kaunihera o Tāmaki Makaurau

In a meaningful nod to Māori cultural heritage, Auckland Council has rebranded all its catering facilities with the new title “Te Kāuta,” followed by their respective locations (e.g., Te Kāuta – Albert Street). This change, implemented in September 2023, enriches the connection between Auckland Council’s workspaces and Māori traditions.

The term “Kāuta” harks back to early marae life, denoting the place where fires were kindled, and food was prepared, cooked, and served. Historically, the Kāuta was more than just a cooking area; it was a communal space where whānau and friends gathered, stories were shared, and hospitality was extended warmly to all.

In modern contexts, Te Kāuta symbolises not only a kitchen or cooking shed but also a venue for fostering community and camaraderie among council staff and visitors. It reflects a space where accomplishments are celebrated, stories are exchanged, and collective hospitality is enjoyed.

This initiative reflects Auckland Council’s commitment to integrating Māori cultural values into everyday spaces, promoting an inclusive environment where the rich traditions of the past are honoured and continue to influence contemporary life.



Challenges and response

Challenges

Te reo Māori is a treasured taonga for Māori and the wider Aotearoa New Zealand. Auckland Council is deeply committed to ensuring that te reo is heard, seen, learned, and spoken across its operations. This commitment is integral to the council's identity and is firmly embedded within its strategies, plans, and documents. However, early in 2024, concerns arose among kaimahi (staff) that some national-level policy shifts might undermine the substantial progress made in promoting te reo within the council's various activities.

Response

In response to these concerns, Chief Executive Phil Wilson has reassured all kaimahi of the council's unwavering support for te reo Māori. This stance is clearly articulated in strategic documents such as

the Auckland Plan and Kia Ora Tāmaki Makaurau and aligns with the objectives set by Houkura. The council remains steadfast in its commitment to integrating te reo Māori into daily operations across all levels.

To further support this commitment, the council is actively reviewing its te reo Māori policy and strategy to ensure they effectively meet the needs of all kaimahi. This ongoing review aims to enhance support mechanisms and resources available to staff, fostering an environment where te reo Māori not only thrives within council workspaces but also resonates throughout the community.

This dedication to Te Reo ensures that Auckland Council not only adheres to its statutory and strategic responsibilities, but also can act as a champion for the cultural vitality of te reo Māori as a living, evolving language.



Kia Ora te Whānau

Te hauora o ngā tamariki me ngā whānau Māori

Tamariki and whānau wellbeing

Auckland Council Group works to provide relevant and welcoming public facilities and services for whānau Māori. The council group supports Māori-led services where appropriate.



Ka hangaia te kōhanga o tōku ngākau ki te aho tūpuna

The nest that houses my heart is constructed with ancestral strands

Kia Ora Te Whānau Hubs: reimagining community wellbeing in South Auckland

The Kia Ora Te Whānau Hubs are pioneering a new vision for community wellbeing hubs in South Auckland, shaped through a collaborative partnership between local government and whānau. In 2023 and 2024 a dedicated working group comprising staff from various Auckland Council teams and services has engaged with local families to better understand their aspirations for these hubs.

This initiative has been supported by both Te Pātaka Kōrero o Waimāhia and Te Matariki Community Centres', where place-based interventions have been tested to increase Māori engagement with council services.

The inaugural Kia Ora Te Whānau Hub at Te Pātaka Kōrero o Waimāhia and Te Matariki Community Centre offers an integrated service model that reflects the community's hopes and goals. Teams from libraries and leisure sectors have collaborated closely in an attempt to provide a seamless service experience, ensuring consistent access and quality across the facility.

As a result of insights gathered from whānau and the community, three foundational pou (pillars) have been established to guide the hub's operations:

- **Pou Hauora:** encouraging whānau to live well, promoting happiness and health.
- **Pou Oritetanga:** providing equitable access to facilities, supporting community well-being initiatives.
- **Pou Mātauranga:** fostering inclusive spaces for learning and recreation.

These pou are vividly embodied in the hub's entranceway, which features a community mural designed in collaboration with local artist Paula Green and rangatahi from the area. The mural was inspired by narratives from Te Akitai Waiohūa, and illustrates the story

of Reremoana Waimahia serving as both an educational tool and a focal point for orientation tours.

It invites local tamariki and their families to explore the history of the Waimahia area and add their own stories.

The success of these foundational pou and the positive community feedback from the Waimahia hub are now being replicated at Te Paataka Koorero o Takaanini, bringing similar benefits to the staff and whānau who engage with this new space. Community members have expressed appreciation for the enhanced connections with staff and the inclusive, culturally appropriate environment these hubs provide.

The Kia Ora Te Whānau Hubs are setting a new standard for community wellbeing facilities, and demonstrating the profound impact of culturally informed, collaborative approaches to public service.



He Kupenga Horopounamu: pioneering inclusive spaces in Auckland's libraries

In 2024, Te Waka Kerewai, the Māori outcomes delivery unit of Community Wellbeing, has made significant progress with its flagship initiative, He Kupenga Horopounamu. This innovative project is focused on transforming Auckland's library facilities into more inclusive community spaces, and by doing this enhancing the wellbeing of whānau Māori.

The name He Kupenga Horopounamu translates to a net that finds treasures, which symbolises the project's mission to deliver by-Māori-for-Māori solutions directly to local libraries. To bring this vision to life, diverse and innovative service prototypes were

developed and piloted at five key sites across Tāmaki Makaurau: Central City Library, Te Paataka Koorero o Takaanini, Te Manawa, Te Pātaka Kōrero o Waimahia (Clendon Library), and Wellsford Library.

The pilot sites tested various creative ideas to better serve the community:

- **A Mahi Toi (art) programme** aimed at supporting the homeless community (kāinga kore).
- **A Te Reo Māori café** that promotes language revitalisation in a casual setting.
- **Infrastructure upgrades**, including the installation of stages and the creation of dedicated rangatahi (youth) spaces.
- **Weekly kohanga reo (Māori language nursery) programmes** hosted within the libraries.

A key element of He Kupenga Horopounamu is its commitment to kaupapa Māori-centric co-design. The pilot ideas were developed from aspirations shared by hapori Māori during extensive interviews conducted last year. Library staff have been crucial stakeholders in both the design and implementation phases of these service prototypes, proving that true innovation occurs for our communities when we actively listen and collaborate with the community.

Next steps

While still in the pilot phase, the project aims to refine these prototypes based on initial learnings and subsequently expand these enhancements across Auckland's remaining 51 community libraries. This expansion will ensure that all facilities are welcoming and culturally resonant for whānau Māori and the wider community.

In the coming months, we will continue to evaluate the impacts of these pilots and plan to implement successful strategies across all community libraries and hubs, ensuring that Auckland's libraries remain vibrant, inclusive, and reflective of the communities they serve.

Snapshot #1

He Rangi Mokopuna: bridging the gap in Kōhanga Reo access in Auckland

For many whānau Māori in Auckland, enrolling their pēpē (babies) in kōhanga reo is a high priority, but achieving this can be challenging due to lengthy waitlists, with some lasting up to two years. To address this issue, He Rangi Mokopuna, a pilot initiative from He Kupenga Horopounamu, offers a valuable interim solution by providing weekly kōhanga reo sessions at Te Paataka Koorero o Takaanini.

These sessions are conducted by skilled kaiako from Te Kōhanga Reo o Hūmārie and Te Kōhanga Reo o Pukeroihi, who alternate each week. The inaugural session was hailed as a resounding success, involving an enthusiastic group of tamariki from two local early childhood education centres and one kōhanga reo. This initiative not only supports the immediate needs of the community but also fosters early language and cultural immersion for the children.

Encouraged by the success of the initial sessions, Te Waka Kerewai, the Māori Outcomes delivery unit

of Community Wellbeing responsible for overseeing He Kupenga Horopounamu, is now planning to expand He Rangi Mokopuna to other libraries across Auckland.

The development of He Rangi Mokopuna has been a collaborative effort involving partnerships with two local kōhanga reo, the Kōhanga Reo National Trust, and Auckland Council Libraries. This collective approach underscores the community-driven ethos of the project, ensuring that the services provided are deeply aligned with the needs and aspirations of Māori families.

As He Rangi Mokopuna moves forward, we hope that it will continue to play a role in filling the educational and cultural gaps currently experienced by whānau Māori. Through initiatives like these, Auckland Council reaffirms its commitment to supporting the Māori language and culture, making a significant impact on the community's wellbeing and cultural continuity.



Snapshot #2

Kapa Kōrero: He Kupenga Horopounamu prototype

Libraries have long run 'te reo Māori cafés', however, for He Kupenga Horopounamu, Te Waka Kerewai designed a new approach with Wellsford library: Kapa Kōrero.

The casual approach of Kapa Kōrero is the antithesis of a traditional classroom-style reo café where participants are tested on their knowledge of te reo Māori. Instead, during Wellsford's monthly Thursday afternoons Kapa Kōrero sessions, activities, games and pukapuka with te reo Māori prompts are dotted around the library space, allowing the kaiako to simply awahi the participants. This casual setting encourages learners of all levels to participate without feeling whakama (embarrassed) about having to publicly kōrero in a 'classroom' setting.

The sessions have quickly become an intergenerational rallying point in Wellsford, with everyone, from pēpē to kaumātua being provided a safe space to kōrero Māori in a supportive and zero-judgement environment.

It is important to note that Kapa Kōrero is being prototyped at a library staffed purely by Pākehā who are passionate about serving te ao Māori, and this is a testament to what on-site Tangata Tiriti and our regional Māori outcomes teams can achieve together.



Snapshot #3

Niho Taniwha: enhancing whānau engagement

At Auckland Council, a commitment to continual improvement drives the development and testing of new processes and frameworks, ensuring responsiveness to whānau needs. The Niho Taniwha framework exemplifies this approach by incorporating mātauranga Māori and prioritising local whānau input and expertise. This framework has been effectively applied across various whānau-facing initiatives, such as Healthy Families and He Kupenga Horopounamu, enhancing the council's ability to deliver on focused whānau outcomes and build capabilities to meet their needs more efficiently.

Additionally, the Tokotoru framework, co-developed with whānau, supports wellbeing through holistic, healing, and strength-based approaches.

This framework guides the council's allocation of efforts and resources, ensuring they align with what is valued by whānau. Currently, Tokotoru is being piloted in professional development and recruitment processes for kaimahi Māori within the council, and is aiming to refine these areas to better support the needs of Māori staff.

These frameworks embody Auckland Council's dedication to transforming service delivery by embedding whānau perspectives at the heart of its operations, promising a more inclusive and effective approach to community engagement.



Snapshot #4

Koha Café: sustainability and community care in Mangere

The Koha Café, located within the grounds of Papatūānuku Kōkiri Marae in Mangere, opened its doors in early 2024 and this innovative café has quickly become a community hub, known for its delicious, healthy meals and its commitment to sustainability and waste reduction.

Supported by Auckland Council and operated by the dedicated team at Papatūānuku Marae, Koha Café exemplifies a sustainable approach to food service. The café specialises in upcycling surplus food that would otherwise contribute to landfill, transforming it into nourishing meals for the community. All food scraps generated during meal preparation are composted and utilised to enrich the marae's extensive māra (garden), which grows a variety of vegetables and herbs used directly in the café.

In the first half of 2024 alone, the café successfully repurposed nearly 5,000 kg of potential waste. From this, about 800 kg of kitchen scraps were composted, significantly enhancing the productivity of the on-site gardens. Additionally, the café's 'Pay It Forward' initiative has had a profound impact: over 300 meals and 75 coffees have been donated,

with 292 meals and 75 coffees redeemed by those in need, demonstrating a powerful model of community support.

The success of Koha Café not only highlights its role as a key player in promoting a circular, zero-waste system but also underscores its commitment to caring for people, community, and the planet. As it continues to serve as a model of environmental stewardship and community solidarity, Koha Café is setting a new standard for cafes everywhere.





Challenges and response

Challenges

Many of the services being delivered to whānau Māori are still not meeting 100 per cent of the aspirations they were designed for. Delivering a more effective co-design, co-creation process and enabling a sharing of power so that iwi Māori and mātaawaka communities are empowered to lead more fully in this space is a key challenge for council if it wants to have the greatest impact on Māori outcomes in Tāmaki Makaurau.

Response

A comprehensive research project has been conducted with some pilot library sites and community hubs. This included the design and development of a Māori Service Delivery Model which has emerged directly from whānau Māori voices and insights. Several prototype initiatives have been co-designed with whānau Māori to ensure that they were more fit-for-purpose and relevant. Refer to the previous He Kupenga Pounamu story for more detail.

Kia Ora te Rangatahi

Te whakatutuki i te āheinga o te hunga rangatahi

Realising rangatahi potential

Auckland Council Group aims to support rangatahi Māori in their career development, and to participate meaningfully and effectively in council's decision-making processes.



I a koe i Tāmaki, kia Tāmaki te tū

When in Tāmaki, let one's stance reflect and respect that

Mātātahi Taiao: empowering rangatahi leadership in climate resilience

Te Kaunihera a Tāmaki Makaurau

Mātātahi Taiao is a rangatahi-led initiative dedicated to developing climate resilience solutions through the lens of te taiao. This project operates in partnership with the Resilient Marae project, focusing on the long-term aspirations of two primary mana whenua marae to cultivate their next generation of leaders. These young leaders are being equipped to engage deeply with the development and implementation of mātauranga Māori-informed resilience plans.

A kāhui of 19 rangatahi participated in a series of wānanga, aimed at mastering the preservation and application of traditional Māori knowledge systems and practices to lands most affected by climate change. As kaitiaki, their efforts have concentrated on three pivotal projects: sustaining food sovereignty, restoring repo (wetland) areas, and enhancing local freshwater quality. Additionally, these young leaders have contributed their skills as in-home energy assessors for

an energy company, broadening their practical impact and understanding of environmental stewardship. Supporting this kaupapa, two separate mana whenua trust organisations and a third mana whenua marae have been instrumental in enhancing the rangatahi's knowledge in te taiao.

The overarching goal of Mātātahi Taiao and similar projects is to provide young people with the necessary resources to emerge as leaders in climate resilience and sustainability. This initiative not only builds essential skills and awareness among rangatahi but also prepares them to address the environmental challenges their communities face, inspiring others to join in these crucial efforts.

Through Mātātahi Taiao, rangatahi are not only making a difference on the ground but are also poised to lead and inspire future generations in sustainable practices and ecological responsibility.



Mātātahi Taiao
rangatahi taiao
response programme

He Pia He Tauira: empowering rangatahi through placemaking and cultural stewardship

Eke Panuku Development Auckland

Established in 2018, the He Pia He Tauira placemaking programme is a collaborative initiative between Tāmaki Makaurau mana whenua and Eke Panuku. This programme is designed to provide mana whenua rangatahi with valuable work experience and opportunities, fostering their professional capacity in placemaking while embedding the practices of kaitiakitanga (guardianship) and manaakitanga (hospitality) in regeneration projects across key Eke Panuku development sites.

In 2023, the programme launched a pilot with a renewed focus on supporting Māori business, tourism, and employment. This pilot's success has prompted mana whenua to refine and establish a new 9-month programme aimed at creating placemaking events city-wide and recruitment is underway to welcome up to 18 rangatahi into the first cohort by September 2024.

Since its inception, He Pia He Tauira has been a springboard for rangatahi Māori, with some graduates transitioning into full-time employment and others venturing into entrepreneurial roles, establishing their own businesses in placemaking, cultural storytelling, and events.

The core values underpinning Eke Panuku's placemaking efforts resonate deeply with traditional Te Ao Māori concepts such as Wairuatanga (spirituality),

Kotahitanga (unity), Whanaungatanga (kinship), Mātauranga Māori (Māori knowledge), Aroha (love), and Tātai Whakapapa (genealogy), where identity is intertwined with place, people, and practice. The name "Panuku" itself reflects the ethos of moving forward collectively and consistently, delivering solutions that foster vibrant, integrated communities.

Through He Pia He Tauira, Eke Panuku continues to champion a model that not only shapes physical spaces but also cultivates a sense of belonging and cultural continuity among Auckland's rangatahi Māori.



Snapshot #1

Te Korowai Ariki launches transformative Tumoana Dive Programme

Te Korowai Ariki and Henderson-Massey Local Board

Te Korowai Ariki, supported by the Henderson-Massey Local Board, is running the Tumoana Dive Programme in Henderson's Westwave Leisure Centre. This innovative programme integrates traditional Māori teachings with scuba training, empowering rangatahi from the local area with skills in diving and sustainable kaimoana collection. By embedding taonga tuku iho concepts, the programme fosters leadership and confidence in participants through a tikanga-based

approach that connects them with the wisdom of their ancestors.

The Tumoana Dive Programme provides a holistic environment where rangatahi can grow personally and culturally, reinforcing their connection to community and Māori heritage. This initiative not only equips young people with practical skills but also strengthens their cultural identity and leadership capabilities, preparing them to contribute positively to their communities.



Snapshot #2

Te Ara Whakapakari Expo: breaking down barriers

Waitematā Local Board

Te Ara Whakapakari Expo, developed by Auckland Council's Community Delivery (Central/East) team in collaboration with Te Waka Kerewai (Māori Outcomes Unit), was designed to dismantle the barriers Māori face in accessing career and education opportunities. Held on 10 April 2024 and funded by the Waitematā Local Board's Māori Responsiveness programme, the expo provided a vital platform for rangatahi Māori and their whānau to discover unconventional career paths, connect with potential employers, and access mentoring and other essential resources.

The event was expertly delivered by kaupapa Māori organisation, Three One Production, ensuring that Te Ao Māori concepts were at the forefront of the expo's planning and execution. Support from People and Culture, Auckland Library, Auckland Live, Local Board Services, and Community Action Youth and Drugs further enriched the event, making it a comprehensive initiative aimed at fostering meaningful connections and broadening the horizons for rangatahi Māori in the region.

View stories on:

TVNZ – Te Karere Radio Waatea / Radio Waatea

TE ARA Whakapakari
www.threeoneproductions.co.nz/events

APRIL 10TH

FREE EVENT
AOTEA CENTRE & SQUARE
AOTEA TE POKAPŪ
10am - 2pm

CAREERS & FUTURE PATHWAYS
Inspirational Speakers along side Education, Career & Work Activations to Strengthen Connections

NAU MAI, PIKI MAI RĀ!

Te Poari ā-Rohē o Waitematā
Te Kaitiaki o Te Wāhi Māhuru - Auckland Council

Snapshot #3

Empowering youth voices: Auckland Council's Youth Advisory Panel

Te Kaunihera o Tāmaki Makaurau

Auckland Council's Youth Advisory Panel is instrumental in shaping council strategies by offering insights based on the lived experiences of young people aged 14-24 across Tāmaki Makaurau. The panel plays a critical role in identifying pressing issues for youth, contributing to regional policies, and enhancing the council's engagement with young residents.

Members are carefully selected for their expertise, understanding of diverse communities, strategic acumen, and their knowledge of Te Tiriti o Waitangi, ensuring a well-rounded advisory body.

Currently, the panel includes Māori representatives Julie Nicholson (Ngāpuhi) and Taimarino Cleave (Ngāti Wai), who have a particular focus on enhancing Māori youth engagement and elevating the voices and concerns of their peers.

Julie and Taimarino are dedicated to advocating for justice, fairness, and the protection of Māori rights, aiming to make a significant impact within their communities. Their efforts underscore the council's commitment to listening to and incorporating the perspectives of rangatahi, thereby enabling more tailored and effective responses to the needs of Auckland's youth.



Challenges and response

Challenges:

The 2022 Te Ara Mahi report by MBIE shed light on the aspirations of rangatahi Māori for careers that not only provide financial freedom and community contribution but also foster respect, support for whānau, personal growth, and alignment with their passions and values. Despite widespread recognition of these aspirations, the current economic climate and limited job opportunities pose significant challenges, making it difficult for rangatahi Māori to achieve their desired futures.

Response:

In response, the Te Ara Whakapakari Expo was launched as a platform specifically designed to tackle these challenges. This event, tailored for rangatahi Māori, offers a unique twist by providing opportunities to explore diverse career paths, gain valuable insights, and connect with potential employers, mentors, and resources. The Expo aims to support rangatahi Māori and their whānau in reaching their educational and professional goals. With its success, the Expo is set to become a regular event, continually aiming to enhance career opportunities for rangatahi Māori and ensuring it aligns with their generational needs and aspirations.



Kia Ora te Kāinga

Ngā papakainga me ngā kāinga Māori

Papakāinga and Māori housing

Auckland Council Group aims to support Māori housing and papakāinga aspirations by providing expert advice, appropriate investment and improving council-related infrastructure.



Ko Tāmaki i whakawhenuatia ai i ngā waitapu e rua

The Tāmaki isthmus birthed in the sacred waters of Waitematā and Manukau harbours



The Māori Housing Unit – information and support to develop Māori land

Te Kaunihera o Tāmaki Makaurau

The Māori Housing Unit within Auckland Council plays a crucial role in supporting Māori organisations to develop housing on both Māori and general land. Serving as a single point of contact, the unit provides comprehensive guidance to Māori landowners and developers throughout the development process, ensuring streamlined access to necessary resources and support.

The Māori Housing Unit can quickly provide Land Information Packages that include data from the Māori Land Court, Land Information New Zealand and council. These information packages help assess the viability of developing land and signal funding opportunities.

Land Information Packages take approximately two days to complete. These can save thousands of dollars for customers and contribute to determining feasibility. A consultant would normally need to be engaged and charge for obtaining this type of information.

To date 330 Land Information Packages have been developed for Māori freehold land owners.

Key services offered by the Māori Housing Unit include:

- responding to all queries related to Māori land development across Tāmaki Makaurau
- offering free pre-application support for Māori Housing resource consents, valued up to \$2,400

- preparing Land Information Packages upon request
- providing specialist and technical advice to Māori housing providers and landowners
- assisting with applications for the Cultural Initiatives Fund, which supports papakāinga developments and other Māori housing projects
- supplying a detailed customer resource that outlines each step of the development process on Māori land, helping clients understand necessary actions and available support.

Additionally, the unit actively seeks collaboration and funding opportunities with government agencies to further enhance housing developments for Māori. The Māori Housing Unit not only empowers Māori organisations through direct support but also through strategic partnerships that foster long-term success in Māori housing development.

The Māori Housing Unit customer resource (above), is available in both hard copy and electronic formats. It provides a comprehensive overview of the development process on Māori land, guiding customers through each step and highlighting available assistance from the council.



Resource Consents officers, Te Puea marae kaumatua and kuia, and Te Puea marae consultants meeting at Te Puea marae.



Helping to navigate council's complex systems

Te Kaunihera o Tāmaki Makaurau

The **Navigation service** was launched to support Māori applicants through complex regulatory frameworks, and provides essential pre-application guidance to help whānau understand and navigate the consenting process. This service demystifies the often complex and jargon-filled regulatory landscape, ensuring applicants are well-prepared with knowledge about timelines, expectations, and necessary follow-ups. In 2023-2024, the service assisted a diverse group, including eight mana whenua marae, six mātaawaka marae, three Māori-led development groups, and two whenua Māori entities.

Te Puea Marae's experience with the Navigation service highlights its effectiveness. As the marae embarked on significant upgrades and new constructions, the service facilitated detailed discussions on-site, ensuring regulatory staff understood the project's scope and needs. "The regular updates, jargon explanation, and diligent follow-ups provided by the Navigation service were invaluable," noted a marae spokesperson. The successful granting of the resource consent and the ongoing building consent monitoring attest to the service's pivotal role in streamlining processes for Māori applicants.

Feedback from council staff further underscores the service's impact. Tracey Hainsworth-Fa'aofo, Community Broker in Papakura and Marae Kaikōkiri for Papakura Marae, expressed excitement about the potential benefits: "Connecting Angela Taganahan (Senior Advisor Planning), with Papakura Marae face-to-face before they navigate the regulatory process for their proposed \$30 million new build, and providing assistance throughout, will be extremely beneficial."

Looking ahead to FY25, there are ambitious plans to expand the service. A Communication and Engagement Plan has been drafted, with an implementation plan soon to follow, aimed at increasing awareness among potential users and stakeholders. Ashley Walker, Māori Outcomes Lead, emphasised the service's broader benefits: "The navigation service not only simplifies the regulatory maze but also enhances community service delivery through compliant, fit-for-purpose facilities. Offering upfront, quality advice leads to a better customer experience with far less stress for Māori applicants."

Snapshot #1

Responding to homelessness

Te Kaunihera o Tāmaki Makaurau

In August 2012, Auckland Council adopted a vision to make homelessness in the city ‘rare, brief, and non-recurring’. Playing a crucial role both regionally and locally, the council addresses homelessness through a blend of policy development, advocacy, economic and social initiatives, strategic partnerships, and targeted investments.

This issue significantly impacts Māori communities, who constitute nearly half of the 10,699 individuals on the public housing waitlist.

In a targeted response, the council has invested in several kaupapa Māori initiatives designed to meet the specific needs of these communities:

- **Front Door Rangatahi Initiative:** allocating \$60,000 to fund dedicated rangatahi outreach staff.

- **Support from Mana Services:**

an additional \$40,000 supports further rangatahi initiatives under the same program.

- **Tāmaki ki te Tonga Māori Wardens Project:**

\$50,000 is directed towards a tactical outreach and well-being pilot program, enhancing the support structure for Māori experiencing homelessness.

These initiatives reflect Auckland Council’s proactive approach in not only addressing the broader issue of homelessness but also in ensuring culturally responsive solutions that support the well-being and stability of Māori communities.



Challenges and response

Challenge

The persistent challenge, as identified in earlier reports, is the development and collation of robust, current, and integrated data. This accurate and comprehensive data is crucial for supporting strategic investment decisions by central government agencies and Auckland Council, particularly in dealings with Māori freehold landowners and undeveloped Treaty Settlement Land, which has been vested back as general land.

Response

In response, the Māori Housing Unit has intensified its efforts to ensure that data pertaining to council’s Māori land holdings is up-to-date and accurate. This has involved a thorough process of due diligence, particularly concerning the Māori Affairs Amendment Act 1967 and the identification of associated land parcels. By maintaining current and precise records, the Unit strengthens the foundation for informed decision-making and strategic planning in collaboration with Māori landowners and government partners.



Māori Outcomes Fund financials

Te Tahua Pūtea 2023/2024



Māori Outcomes Fund financials

FY24 budget and spend

This table includes budgets that were assigned to projects at the beginning of the FY24 year, and spend against that budget for the FY24 year.

INITIATIVES / PROGRAMMES	DESCRIPTION	FY24 SPEND	FY24 BUDGET
Kia Ora te Hononga			
Capacity grants	Capacity grant contracts with iwi Māori to improve the capacity of mana whenua to engage in Auckland council decision-making processes at the regional and local board scale. This initiative also provides capacity funding for mātaawaka entities to provide input into the same processes (excluding the TMMWF and reviews of resource consents).	\$3.861m	\$4.3m
Tuia Programme	Funds to build, strengthen and upscale the Tuia programme in Five local boards (Franklin, Papakura, Manurewa, Ōtara-Papatoetoe, Māngere-Ōtāhuhu). The Tuia Programme is an intentional, long term, intergenerational approach to develop the leadership capacity of young Māori in communities throughout New Zealand. Note: Project was withdrawn from the Fund during the year as it could not be delivered.	\$0	\$58k
Māori representation on Auckland Council	Funds to support engagement and consultation in advance of a decision by Auckland Council about Māori representation and the introduction of Māori seats for the 2025 local elections. (Funding provided is in addition to Governance department funding).	\$100k	\$100k
Mana Whenua Kaitiaki Forum	Costs paid out in relation to running the Mana Whenua Kaitiaki Forum in FY24.	\$3k	Nil
Kia Hāngai te Kaunihera			
Ngā Kete Akoranga (NKA)	Auckland Council's foundational Treaty Learning & Development programme to grow and develop a talented and thriving Māori workforce and strengthen this voice at all levels of the organisation.	\$150k	\$90k
NKA – capability investment	Investment in Auckland Council's Te Tiriti and Māori Outcomes capability building. This involves the strengthening of the Ngā Kete Akoranga capability programme, planning and delivery of capability building programme for executive leaders, and the initiation of a Māori leaders programme.	\$220k	\$250k
Kia Ora te Taiao			
Community and Marae Project – Resilient Marae	Supporting mana whenua to exercise their kaitiakitanga obligations; supporting marae to lead responses to climate change; and enabling resilient Māori communities to create system change. Marae receive a non-contestable grant to grow capacity, deliver wānanga to grow understanding of climate change through a Te Ao world view, and develop and deliver a climate plan.	\$150k	\$150k
Te Wharekura	Working with Ngāti Whātua Ōrākei to create a digital storytelling and environmental education hub for the Waitematā opened in September 2023.	\$88k	\$39k
Tū Mai Taonga	Funding to support the existing Tū Mai Taonga pest eradication project to protect Aotearoa's ecology, led by Ngāti Rehua. (Payment carried forward from FY23).	\$160k	\$160k
Marae and Whenua Adaptation Plan	Supporting and enabling Māori in Tāmaki Makaurau by developing guidance and templates for Adaptive Management Plans in the context of natural hazards and effects of climate change on marae, sites of significance and collectively owned Māori land.	\$900	\$150k

INITIATIVES / PROGRAMMES	DESCRIPTION	FY24 SPEND	FY24 BUDGET
Te Whakaoratanga i Te Puhinui (Puhinui Regeneration Programme)	Supporting Te Waiohūa Iwi (Ngāti Te Ata, Ngāti Tamaoho, Te Ākitai o Waiohūa) to develop projects in line with their kaitiakitanga and manaakitanga in the Puhinui catchment.	\$271k	\$225k
Kia Ora te Marae			
Marae Infrastructure Programme	Ongoing programme to support the resilience of the 32 mana whenua and mātaawaka marae by addressing priority maintenance and renewals issues.	\$6.4m	\$6.6m
Cultural Initiatives Fund (CIF) – Marae	Providing mana whenua and mātaawaka marae with funding to support the capacity and capability of existing and new marae to be self-sustaining and prosperous. Grants are allocated from the CIF \$1.2m pool via a contestable annual funding round.	\$788k	\$788k
Programme Delivery Budget (Te Tuhi Trust)	Budget allocated to meet the programme costs for Kia Ora te Marae and Whānau outcomes. This budget co-funded a marae education programme coordinator to 30 June 2024.	\$19k	\$48 k
Kia Ora te Umanga			
Amotai	Supporting the delivery of the Amotai supplier diversity intermediary work in Tāmaki Makaurau.	\$828k	\$806k
Whāriki Business Network	FIFA Women's World Cup leverage programme (funding was not required).	0	\$25k
Kia Ora te Ahurea			
Te Matatini 2023	Supporting the Auckland Council Group-wide coordination and planning of Te Matatini 2023. (Budget to conclude post event evaluation – held over from FY23 but not required).	0	\$20k
Kia Ora te Rangatahi			
	<i>No targeted initiatives were funded with the Māori Outcomes Fund for this outcome in FY24. Please see the chapter on Kia Ora te Rangatahi for outcomes achieved through the activities of council departments and CCOs.</i>	-	-
Kia Ora te Reo			
Te Kete Rukuruku	A programme to showcase the Māori narratives and history of Tāmaki Makaurau - it includes adding names significant to Māori to local parks and community places. The programme is supported (part-funded) by local boards and will be funded from department budgets from 1 July 2024.	\$702k	\$924k
Kia Ora te Whānau			
Pukekohe Cemetery (Stage 1)	Establishing a suitable memorial for the approximately 200 Māori lying in unmarked graves, many of whom are tamariki (children). The project is guided by the Pukekohe Cemetery Committee: members of the Pukekohe Māori community, supported by Ngā Hau e Whā Marae, and members of the Franklin Local Board. Stage 1 includes: engagement, design, engineering and consenting. FY24 involved preliminary work to establish the governance and planning for delivery in FY25.	\$255	\$200k
Kia Ora te Kāinga			
Cultural Initiatives Fund (CIF) - Papakāinga	Supporting capacity and capability of iwi, hapū, whānau and Māori organisations for the creation of papakāinga housing. Grants are allocated from the CIF \$1.2m pool via a contestable annual funding round.	\$319k	\$412k
Unallocated funds			\$210k
TOTAL SPEND AND BUDGET		\$14.8m¹	\$15.6m

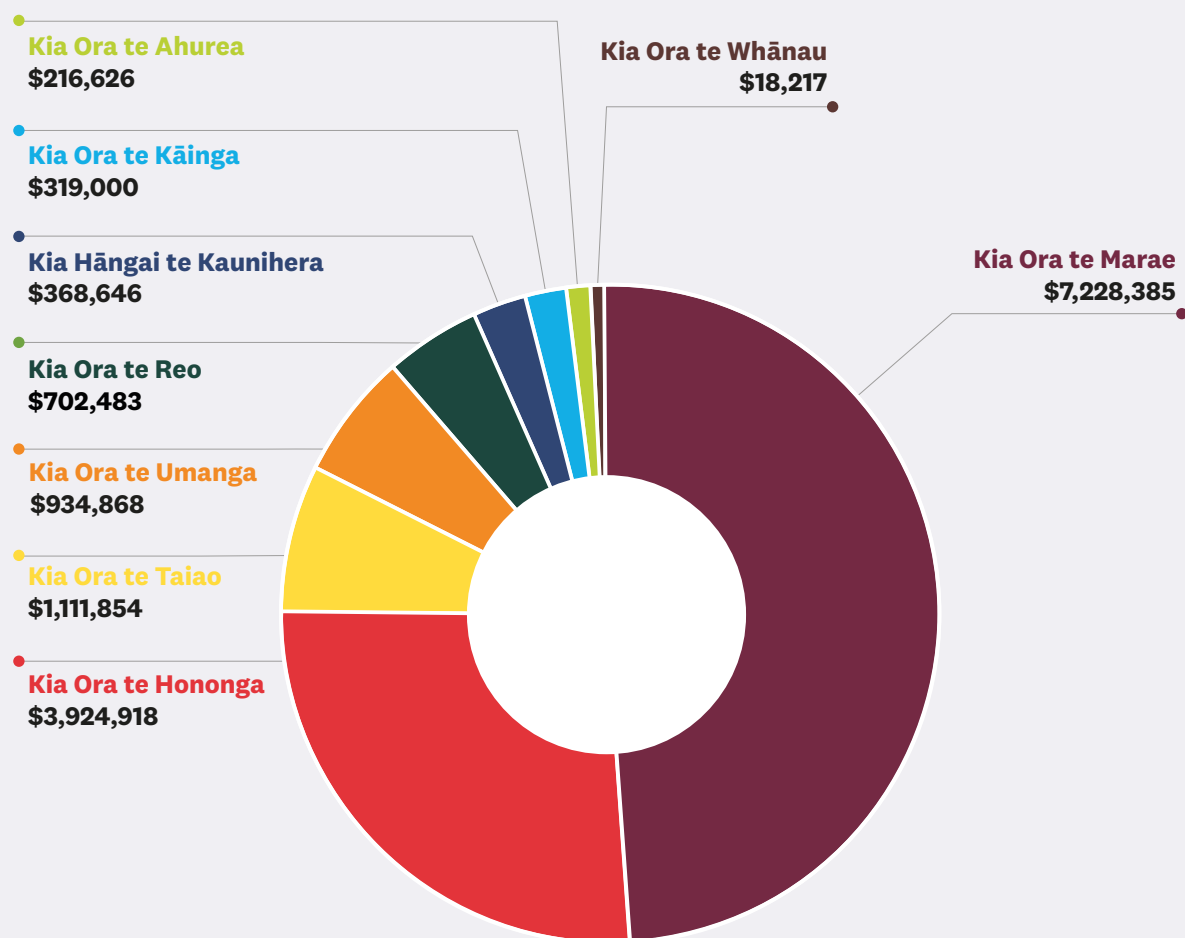
¹ The actual spend includes balancing items not included in the table above.

Reallocated funds

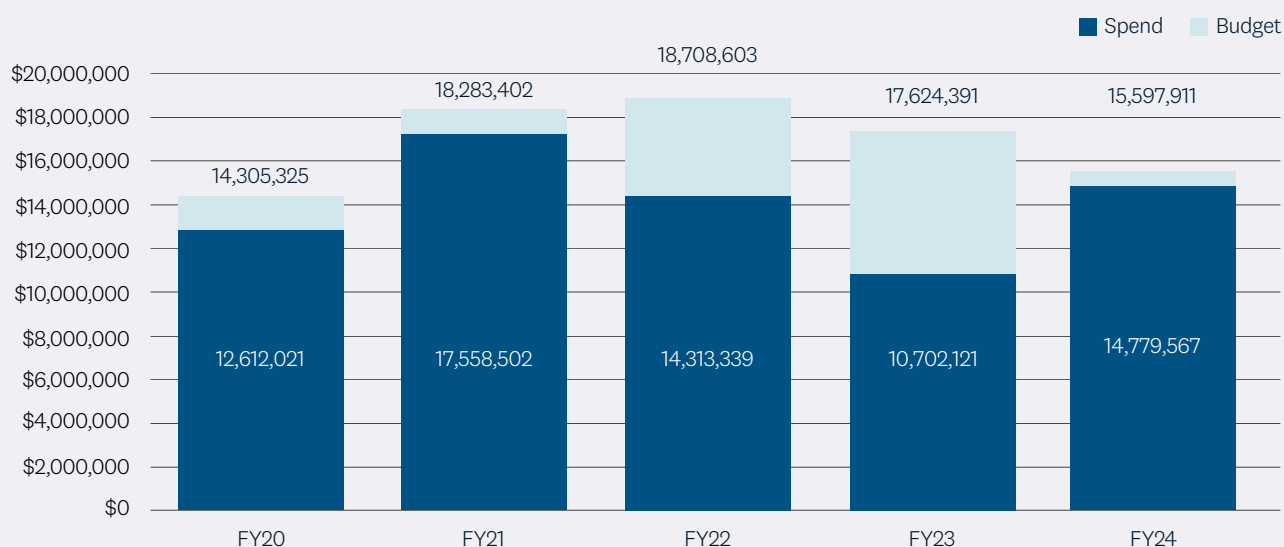
In February, \$1.2m was redirected to the following projects to mitigate emerging forecasted underspend identified within the programme.

INITIATIVE / PROGRAMME	DESCRIPTION	FY24 SPEND	ALLOCATION
Kia Ora te Ahurea			
Pākiri Cultural Marker	Complete work up to resource consent stage for the Pou that is being designed for the Pūhoi to Pākiri Trail Development Programme (Ngāti Manuhiri).	\$2k	\$34k
Citizenship ceremony – Papakura Marae	Supporting the piloting of holding citizenship ceremonies at marae by meeting the shortfall in existing funding.	\$3k	\$3k
Tātaki Auckland Unlimited Haka Theatre	Autaia 2024 school event, celebrating the uniqueness and creative expression of rangatahi and schools. Co-invested with Tātaki Auckland Unlimited.	\$211k	\$215k
Kia Ora te Umanga			
Tātaki Auckland Unlimited Innovation Hubs	To fund the business case for Māori Innovation Hubs.	\$57k	\$80k
Drury Skills	A project to: engage Māori, education sector services, and industries in the planning and provision of the Economic Masterplan for Southern Auckland area. And to establish high value jobs for Māori (and Pasifika) in the Economic Masterplan for Southern Auckland area.	\$50k	\$50k
Kia Ora te Taiao			
Caulerpa	Caulerpa advocacy and iwi led response: Ngāti Manuhiri (and also Ngāti Paoa), including survey work procured with Māori dive supplier. Time critical project.	\$100k	\$100k
Iwi environmental monitoring	Establishing project to support iwi-led environmental monitoring and reporting.	\$0k	\$25k
Iwi-led environmental projects	Ngāti Manuhiri Settlement Trust (40k) for Te Kawau Tūmāro ō Toi: multi-species eradication; Ngāti Whatua Orakei (Whai Mai) (\$20k) for Kō Te Pūkaki 2040 (whenua regeneration plan); Ngāti Te Ata Waiohua (\$15k) to continue pekapeka survey work in Patumahoe/ Mauku (Franklin); Ngāi Tāi ki Tāmaki (Community Development Trust) (\$25k) for work aligned to the Take Taiaomaurikura Environmental Plan 2022: Motukaraka Island Restoration plan and security; NTKT Taiaomaurikura implementation; nursery shed.	\$85k	\$100k
Tū Mai Taonga	Iwi-led pest eradication Aotea-Great Barrier. Resourcing project costs and funding now rather than in FY25. (The balance of funding will be accounted for in FY25 due to timing issues).	\$257k	\$513k
Kia Hāngai te Kaunihera			
Ngā Kete Akoranga	Auckland Council's foundational Treaty Learning & Development programme to grow and develop a talented and thriving Māori workforce and strengthen this voice at all levels of the organisation.	*Accounted for in table above	\$70k
TOTAL REDISTRIBUTED		\$765k	\$1.2m

Allocation of Māori Outcomes Fund across Kia Ora Tāmaki Makaurau priority areas



How we performed in financial year 2023/2023 v other years



In FY23/24, the Māori Outcomes Fund utilised \$14.8 million (95%) of its \$15.6 million budget, marking the highest expenditure since FY20/21. The Māori Outcomes portfolio comprises initiatives funded by the \$150 million Māori Outcomes Fund, alongside routine activities supported by operational budgets.

Kia Ora Tāmaki Makaurau measures and results

Priority areas	Measures	FY24 – for report
Kia Ora te Hononga	Percentage of adopted core strategies, policies and plans incorporating Māori outcomes or developed with Māori participation	All 9 (100%) Auckland Unitary Plan modifications included both iwi engagement and draft plan change disclosure to iwi. 100% was also achieved last year.
	Percentage of Māori residents who feel they can participate in Auckland Council decision-making	36% of Māori residents feel they can participate in Auckland Council decision-making [Same percentage as last year].
	Percentage of Capacity Grant funding delivered to iwi entities	90% of funding for capacity grants was allocated (\$3.876m.) The investment was distributed to 18 of the 19 mana whenua (\$3.569m) and six mataawaka organisations (\$306,472m).
Kia Hāngai te Kaunihera	Percentage of council employees in fixed term and permanent roles who identify as Māori	12.6% of permanent council employees identify as Māori (714/5667) {Significant increase from 9.2% in FY23}.
	Percentage of council staff in senior leadership positions who identify as Māori	21.4% of staff in senior leadership positions identify as Māori (9/42){Representing a significant proportional increase from 10.4% (7/67) in FY23}.
	Number of staff and elected members that participate in council supported Māori and Te Tiriti learning programmes	574 members participated in FY23 [the decrease from 675 in FY23 reflects budget restrictions at the time, and pauses to training while the cultural competency suite of courses was refreshed].
Kia Ora te Taiao	Auckland Council Group investment into activities that contribute to Māori environmental outcomes	22% investment into Infrastructure & Environmental Service activities that contribute to Māori environmental outcomes [Significant increase from 12% in FY23, reflects targeted efforts to work alongside mana whenua and Māori organisations to support both the increased applications and number of successful grants].
	Number of initiatives with Māori which protect and improve the environment, improve water quality, and reduce pollution	58 out of 176 projects (32.9%) in the Infrastructure & Environmental Services Local board work programme were identified as delivering moderate-high Māori Outcomes. [Not reported last year].
Kia Ora te Marae	Number of mana whenua and mataawaka marae that receive support	22 marae received funding: 12 through the Marae Infrastructure Programme, 7 through the Cultural Initiatives Fund, 2 through Resilient Marae and 1 through a local board grant. 9 of the 22 marae received funding support across multiple council support programmes. [24 marae received support in FY23].

Priority areas	Measures	FY24 – for report
Kiao Ora te Umanga	Number of Māori businesses involved in procurement opportunities of the council group	387 Māori suppliers were involved in procurement opportunities* [13.5% increase from 341 in FY23] *Includes figures for Auckland Council, Tātaki Auckland Unlimited & Eke Panuku.
	Number of Māori businesses that have been through a Tātaki Auckland Unlimited (TAU) programme or benefited from a TAU intervention	135 Māori businesses have been through a TAU programme [Significantly exceeding the target of 50, and last year's results of 96].
Kia Ora te Ahurea	Number of mana whenua sites of significance protected in the Auckland Unitary Plan	106 Sites of Significance to mana whenua are protected through the Auckland Unitary Plan (AUP). Two Plan Changes in FY24 propose to introduce an additional 14 Māori Heritage Sites to the AUP.
	Programmes delivered by Tātaki Auckland Unlimited contributing to the visibility and presence of Māori in Tāmaki Makaurau	Tātaki Auckland Unlimited has delivered 87 programmes, more than double its target of 40. [Similar result to last year].
Kia Ora te Reo	Proportion of parks with te reo Māori names	20.13% of all parks in Tāmaki Makaurau now have te reo Māori names (924/4590). Te Kete Rukuruku worked with ngā iwi Māori to name 54 parks this year.
Kia Ora te Rangatahi	Number of Māori youth employed in permanent and fixed term roles in Auckland Council Group	147 rangatahi Māori are employed by council in 2023-2024 (excludes CCO figures.) [17.3% of employees <25 years are Māori. Figures continue to grow slightly: 16.29% in FY23, and 15.3% in FY22].
Kia Ora te Whānau	Increase in the proportion of whānau Māori using the council group's services	3.86% of whānau Māori with active library membership card use [Decrease from 4.17% in FY23]. NB Measure needs to be replaced so it is more useful and representative.
Kia Ora te Kāinga	Number of Māori organisations and trusts supported to progress Māori housing and papakāinga development	24 projects were supported to progress Māori housing and papakāinga. NB Projects are led by Māori trusts and organisations, and the number supported is dependent on their readiness to proceed [Similar result to FY23].
	Number of consents navigated that support Māori housing, papakāinga and marae infrastructure	The navigation service assisted 19 groups: 8 mana whenua marae, 6 mataawaka marae, 3 groups Māori-led development and 2 whenua Māori [Similar result to FY23].





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Te Pūrongo a Te Kaunihera o Tāmaki Makaurau Ngā Huanga Māori 2023/2024
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