



Te Pūrongo a Te Kaunihera
o Tāmaki Makaurau
Ngā Huanga Māori 2021/2022

**Auckland Council Group
Māori Outcomes Report
2021/2022**



He Mihimihi

Kia mihia, kia tangihia,
rātou kua moe ki ō rātou moenga roa.
Ko rātou ērā kua kore iāianeī
e kitea e te tirohanga kanohi
engari mā te kanohi o te mahara,
o te wawata, o te manako
tērā ka hoki mai anō.

E kaha nei Te Kaunihera
o Tāmaki Makaurau
ki te kōkiri kia puta he hua Māori
hei painga mō te katoa o ngā iwi
i te rohe whānui.

Tāmaki Makaurau,
he tāone ūmanga kurupounamu koe;
tukua tō rongō kia rere i te ao.
Kia ora Tāmaki Makaurau.

Let us acknowledge and mourn
those who have taken their long sleep.
We can no longer
see them in their physical form
but by way of memories,
thoughts, and dreams
might they come to us.

Auckland Council strives
to deliver Māori Outcomes
for the benefit of all residents and visitors
to the region.

Auckland,
a city where valued enterprise thrives;
may your good name be heard worldwide.
Kia ora Tāmaki Makaurau.

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Word from the Chief Executive Auckland Council

Tēnā koutou katoa.

I am proud to present this review of Te Kaunihera o Tāmaki Makaurau / Auckland Council Group’s work to improve outcomes for Māori over the last financial year.

I started my role as Chief Executive of Auckland Council in September 2020. Throughout that period, we have faced a global pandemic and a range of financial and other disruptions to our work. So, I am especially pleased that we have still made solid progress to achieve our commitments to improve Māori outcomes and, more broadly, honour our Treaty of Waitangi relationships and responsibilities.

This report highlights a number of success stories over the last year, and which continue to build on the progress we’ve made in recent years. In this foreword I would like to highlight a few examples that indicate the range of areas we are focused on.

Delivering on what matters to Māori

We are guided in our efforts by our Kia Ora Tāmaki Makaurau framework and, this year, by a newly developed implementation plan. The framework and plan reflect the outcomes that Tāmaki Makaurau Māori have identified as priorities for whānau, marae, mana whenua iwi, and mataawaka groups.

In the last year, the Independent Māori Statutory Board (IMSB) completed two reviews of aspects of Auckland Council’s Māori outcomes performance.

The first review, He Waka Kōtuia, made recommendations on how the council can improve, and better deliver on, its Treaty of Waitangi commitments to Tāmaki Makaurau iwi and Māori communities. The second review looked at the council’s expenditure towards kaupapa Māori and related outcomes. It was pleasing to work with the IMSB team, led by their chief executive Leesah Murray, in an open and collaborative manner. The new implementation plan for Kia Ora Tāmaki Makaurau is a good example on how the council has started to put the reviews’ recommendations into action.



Serving the diverse and changing needs of our customers.

Last year, we launched Te Paataka Koorero o Takaanini, the council’s first community facility focused on kaupapa Māori. The council collaborated with mana whenua entities and the community to create a whānau-centric hub. The design elements, services, and ways of working were all created through an ao Māori lens and tikanga Māori.

This facility was a significant milestone for the council and set the direction to develop three more whānau wellbeing hubs across the region by 2025. Co-design is currently underway for the first of these to be realised at Te Pātaka Kōrero o Waimāhia and Te Matariki Clendon Community Centre.

We prioritise looking after our people.

This year we refreshed our Māori employment and workforce development strategy, M.A.H.I. (Measures and Actions for High Impact). The strategy aims to support the career development and progression of Māori and specialist staff and ensure a culturally responsive and respectful work environment.

One of its goals is that kaimahi Māori feel supported and connected. To this end, the council strengthened its Māori staff network, Whānau Manawa. Throughout the lockdown, the network ran online hui to support wellbeing, and, in June 2022, was able to hold its first in-person staff conference in two years.

Our elected members guide Auckland’s future and help secure the best outcomes for the people of our region.

Kura Kāwana is the council’s three-year development programme to support elected members’ understanding of the local government statutory and Treaty landscape. In response to elected members’ demand to learn and use te reo Māori in their work, Kura Kāwana now includes a five-week foundational reo Māori course.

Making Māori outcomes a normal part of our business

During the period this report covers, I was also pleased to appoint our Director Ngā Mātārae and Māori Outcomes, Herewini Te Koha. This role reports directly to me and is part of my executive leadership team, which is a first for Te Kaunihera o Tāmaki Makaurau / Auckland Council.

The elevation of the senior Māori leadership role, to my executive, signals the strategic focus council is taking to kaupapa Māori and to implementing long-term systems change to embed better plans, policies, and results for Māori into our core business.

In closing, I wish to acknowledge and thank our Mayor and elected members, the IMSB, Leesah Murray and team, council group colleagues and staff, and Māori and other partner organisations for their support and contributions this year.

Mā tou rourou, mā tāku rourou, ka ora ai te iwi.

Through our shared contributions we will achieve wellbeing for our people.

Nāku noa, nā

Jim Stabback
Chief Executive of Auckland Council



and accountability arrangements for Kia Ora Tāmaki Makaurau. We have an implementation roadmap, and an investment plan pending, that will prioritise and focus our actions on a rolling three-year basis. We look forward to building these new arrangements into our overall Māori outcomes performance and approach.

I joined Auckland Council as its Tumuaki Huanga Māori in October 2021. This was right in the middle of Tāmaki Makaurau / Auckland’s 107 days of lockdown, which really tested our ability to keep our Māori outcomes work, and funded initiatives, on track. Understandably, our various partners, including marae, iwi and Māori community groups, adjusted their own priorities to focus on local whānau, as well as manage the restrictions on their own capacity to work with us.

Against this backdrop, Auckland Council retooled its COVID-19 Māori response fund, the Manaaki Fund, to provide for rapid funding responses to Māori NGO support requests. In all, 30 rōpū Māori received council funding, totalling almost \$300,000, for their whānau outreach and welfare initiatives during Alert Levels three and four.

Despite COVID-19 restrictions, and supplier shortages experienced throughout the year, Auckland Council Group, with the support of the Māori Outcomes Fund, has made solid progress.

The Marae Infrastructure Programme progressed major upgrades for six local marae. This is part of a 10-year programme of support to help bring local marae up to ‘code’ so that they can continue to serve as vital cultural and social hubs for their members and local communities.

Māori art is integral to identity and last year’s record-breaking Toi Tū Toi Ora exhibition, helped bring Māori art to the forefront of the public psyche. We capitalised on this through a year-long programme of post-exhibition mahi, including a Toi Māori online exhibition and community seminars, internships and eight kaiārahi (guide) positions, te reo Māori guided tours, a new Head of Kaupapa Māori role at Auckland Art Gallery Toi o Tāmaki, and a permanent Māori art trail.

Amotai is the local government initiative to increase supplier diversity in Aotearoa. It supports Māori and Pasifika businesses to compete for local councils’ procurement opportunities, including Auckland Council group. In 2021-22, Amotai brokered 126 procurement opportunities, worth a total of \$150 million, for Māori and Pasifika firms to bid into. We look forward to more of Amotai’s work, and the tangible gains it is making for pakihi Māori that, generally, have been historically unnurtured and overlooked for these significant opportunities.

Alongside the wide-ranging activities undertaken this year, I have also led, or supported, important korero with local iwi and mataawaka leaders on Māori representation on Auckland Council, and the effectiveness of council’s relationships with iwi and other Māori. Among the early themes arising are calls that the council (and central government) be more reflective of the Treaty of Waitangi in its representation arrangements, decision-making processes and ongoing relationships with iwi and mataawaka.

It is important that, as council, we see the Treaty as the foundational and ongoing basis for what we strive to do in the sphere of kaupapa Māori, and that providing for effective iwi partnerships, and Māori engagement, are a vital part of that arrangement.

Mā pango, mā whero ka oti pai te mahi.

Herewini Te Koha
Tumuaki Huanga Māori
Director of Ngā Mātārae Māori Outcomes

Word from the Director of Ngā Mātārae | Māori Outcomes

Tēnā tātau i roto i ngā tini āhuetanga o te wā, ā, o te tau kua pāhure ake rā. Te pūkahu o te tātau mate, haere atu rā. Kō tātau e kawe ana e ngā moemoeā o rātau kua mene atu, kua wheturangihia, tēnā tātau katoa.

I am delighted to join with our chief executive, Jim Stabback, to introduce Auckland Council Group’s Māori Outcomes report for the 2021/2022 financial year. We have continued to make solid progress against the Māori commitments made in the 2021-2031 Long Term Plan, and further detailed in our broader framework, Kia Ora Tāmaki Makaurau.

Kia Ora Tāmaki Makaurau is Auckland Council Group’s statement of leadership and commitment to work with iwi and Māori communities to help lift Māori cultural, social, and economic wellbeing outcomes in our region.

This year, while working to meet our Māori outcome goals, we also focused on strengthening the delivery

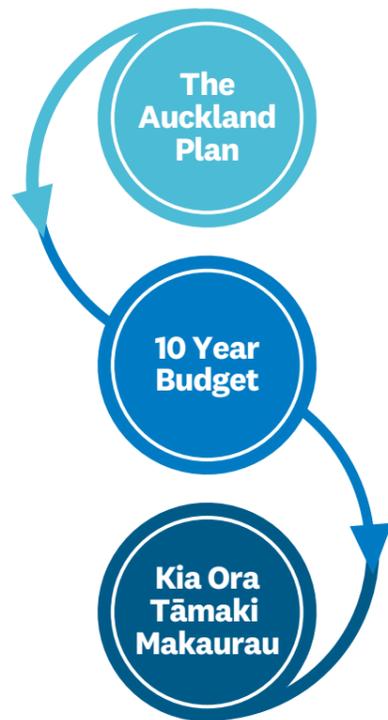
Executive summary

Strategic background

Auckland Council Group has developed The Auckland Plan 2050, which looks 30 years ahead and outlines the group’s approaches to anticipated priorities and challenges for Tāmaki Makaurau / Auckland. The plan sets the council group’s strategic outlook and focuses on six key outcomes, one of which is Māori identity and wellbeing.

The council group’s previous 10-year Budget (2018-2028) connected to this key outcome and set 10 strategic priorities to advance Māori identity and wellbeing, with the most recent 10-year Budget (2021-2031) continuing this connection.

The Māori outcomes performance measurement framework, Kia Ora Tāmaki Makaurau, aligns these 10 strategic priorities with 10 mana outcomes – areas that Māori in Tāmaki Makaurau have identified as mattering most for them.



Māori Outcomes Reports

The annual Māori Outcomes Reports demonstrate how the council group is delivering against these 10 strategic priorities and their related mana outcomes and showcases what we have achieved for Māori.

The council group published its first Māori Outcomes Report in 2019. This fourth edition flows on from earlier reports and provides information on our performance, including how the council has been supporting a Māori response and recovery from the impacts of COVID-19.

Each report aims to provide a comprehensive picture of annual progress to Māori partners, elected members, leaders in governance, decision-makers across the council group and whānau Māori.

The 10 mana outcomes and strategic priorities

Auckland Council Group uses the mana outcomes and strategic priorities set out in Kia Ora Tāmaki Makaurau to guide our progress. The outcomes and priorities are:

Kia ora te umanga – Māori business, tourism, and employment

Kia ora te marae – Marae development

Kia ora te reo – Te reo Māori

Kia ora te taiao – Kaitiakitanga

Kia ora te kāinga – Papakāinga and Māori housing

Kia ora te rangatahi – Realising rangatahi potential

Kia ora te ahurea – Māori identity and culture

Kia ora te whānau – Tamariki and whānau wellbeing

Kia ora te hononga – Effective Māori participation

Kia hāngai te kaunihera – An empowered organisation.

During 2021/2022, as part of our own ongoing initiatives and activities, we also engaged with mana whenua entities and Māori communities who are targeting efforts towards these priority areas.

Key findings for 2021/2022

- Kia Ora Tāmaki Makaurau, the Māori outcomes performance measurement framework, provides clear direction for the council group by identifying focus areas to best influence and channel resources. This year, Ngā Mātārae has completed an implementation strategy for the framework and set out key investment priorities for the Māori Outcomes Fund for the next three years.
- While COVID-19 has disproportionately impacted Māori, it has also provided the council group with an opportunity to collaborate more closely with Māori entities through two iterations of the council’s Manaaki Fund.
- Learnings from this collaboration have proven valuable as, over the long term, we aim to move to a Māori-led funding approach by partnering with Māori organisations with similar aspirations.
- Projects funded by the Māori Outcomes Fund have faced several delivery challenges this financial year,

which has meant that the fund has spent \$14.3 million of its \$18.7 million budget. The impact of COVID-19 issues resulted in the postponement of Te Matatini (\$1.2 million) from 2022 to February 2023, and \$1 million worth of investment in the Marae Infrastructure Programme delivery was delayed. This \$1 million underspend has been carried forward into financial years 2024/2025 and 2025/2026.

- A decision was taken to postpone a rollout of \$3 million of funding for Māori-led initiatives until financial year 2022/2023 to ensure the funding can be properly targeted.
- The council group undergoes a Te Tiriti o Waitangi audit against legislative obligations every three years, with the latest audit completed in 2021. There are four outstanding recommendations from previous audits and a suite of 13 new recommendations from the 2021 Te Tiriti o Waitangi audit.

Highlights

Manaaki Fund 2021 – During Auckland’s longest COVID-19 lockdown, the second iteration of council’s Manaaki Fund contributed to Māori partners’ COVID-19 initiatives, which supported whānau wellbeing by responding to lockdown-related needs. Auckland Council fully approved 30 applications and allocated a total of \$297,570 to support whānau.

Continuing success of Toi Tū Toi Ora – A year-long programme of work in support of last year’s hugely successful Toi Tū Toi Ora exhibition included the creation of an online exhibition, internships, te reo Māori guided tours, eight gallery kaiārahi (guide) positions, a new Head of Kaupapa Māori role,

community wānanga (seminars) on toi Māori (Māori art), a permanent whānau Māori art trail and more.

Marae Infrastructure Programme supports healthy marae – Significant council investment over the last year has resulted in major upgrades being progressed at six marae, with a further nine marae formally engaged in the programme at various stages.

Amotai supports Māori business into opportunities – Amotai is the intermediary for supplier diversity in Aotearoa and supports Māori and Pasifika businesses into procurement opportunities. In financial year 2022, support from the Māori Outcomes Fund enabled Amotai to work across 126 procurement opportunities worth a total of \$150 million.

Māori in Tāmaki Makaurau

Māori culture is Aotearoa New Zealand’s unique point of difference in the world.

The intergenerational connections between the people of Tāmaki Makaurau / Auckland shape the way the region develops, with our history and culture woven throughout the region.

A thriving Māori identity is intrinsically linked with Māori wellbeing. Wellbeing means whānau, hapū, iwi and Māori communities are leading prosperous lives where housing, employment, education, health, and cultural needs are met.

While there has been some improvement in economic indicators for Māori, they are not benefitting from the region’s success to the same degree as other Aucklanders.

Supporting Māori to benefit more equitably from Auckland’s success means Māori identity and wellbeing priorities must be progressed with Māori participation,

giving whānau, hapū, iwi, Māori communities, private and public sector organisations an opportunity to contribute to council’s decision-making.

Māori population

Twenty-four per cent of all Māori in Aotearoa live in Tāmaki Makaurau, more than in any other region.

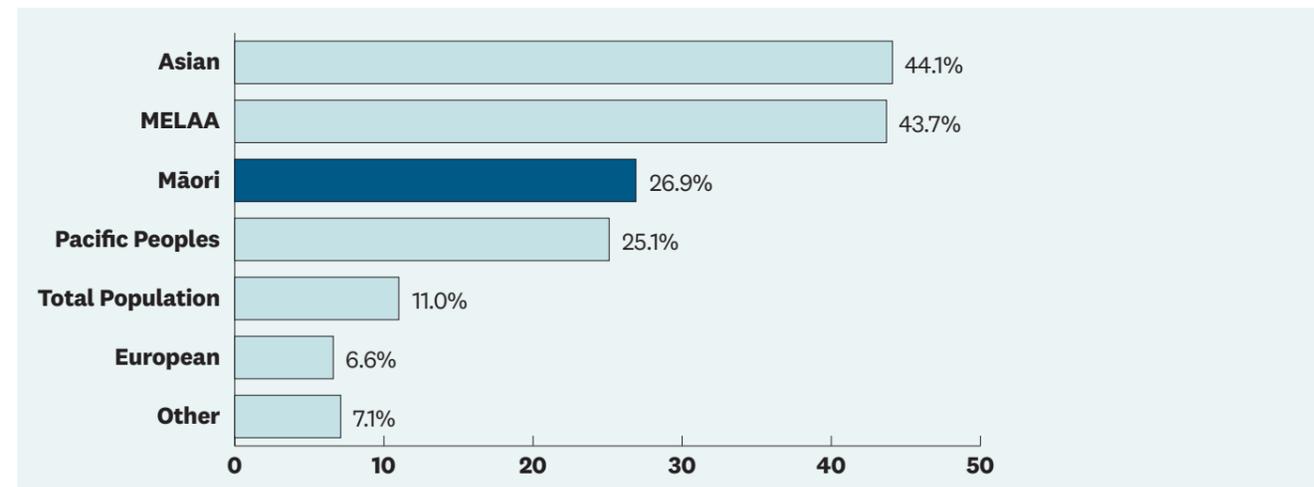
At the 2018 Census, the most recent available data, there were 181,194 usual residents in Tāmaki Makaurau who identified as having Māori ethnicity (11.5 per cent of the population). This is an increase of 38,430 people, or 26.9 per cent, since the 2013 Census. The Māori population has grown more rapidly than the region’s wider population.

The 2018 Census also showed that almost half of the Māori ethnic population in Tāmaki Makaurau (49 per cent) were younger than 25, with almost a third (31.8 per cent) aged between 0 and 14 years, down slightly from 33.6 per cent in 2013.



181,194 Māori in 2018 in Tāmaki Makaurau
+38,430 (26.9%) since the 2013 Census

Population growth (2013 to 2018)



MELAA refers to Middle Eastern, Latin American and African.

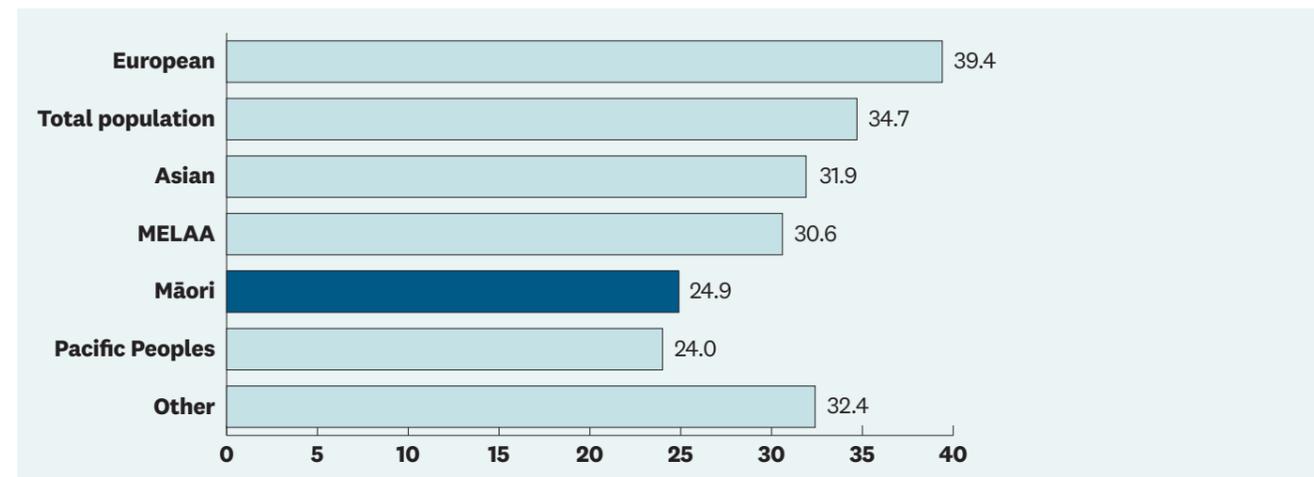
People could choose more than one ethnicity and categories are not exclusive.

In 2018 the Auckland Māori population included...



57,618 tamariki aged under 15 years
+9588 (20%) since the 2013 Census

Median age (2018) (years)



Mana whenua entities

A mana whenua entity is an iwi or hapū that exercises historical and continuing mana whenua (territorial rights) in 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.

Mataawaka / Māori communities

Mataawaka / 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 official documents, they are often referred to as mataawaka, and include a wide array of agencies, such as Māori health providers, education, and social services.

Highest number of Māori in Manurewa and Henderson

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

How we deliver outcomes for and with Māori

Mana outcomes and strategic priorities

The Auckland Plan 2050 includes advancing Māori identity and wellbeing as a key priority over the next 30 years.

The council outlined how it will deliver on these aspirations through its 10-year Budget 2018-2028 and set 10 strategic priorities, with the most recent 10-year Budget (2021-2031) continuing this connection.

These priorities aim to accelerate the council group’s role in advancing Māori identity and wellbeing.

The Māori outcomes performance measurement framework, Kia Ora Tāmaki Makaurau, aligns these strategic priorities with 10 mana outcomes – areas that Māori in Tāmaki Makaurau have identified as mattering most for them.

This report reflects on year four of delivering these priorities:

- Kia ora te umanga** – Māori business, tourism, and employment
- Kia ora te marae** – Marae development
- Kia ora te reo** – Te reo Māori
- Kia ora te taiao** – Kaitiakitanga
- Kia ora te kāinga** – Papakāinga and Māori housing
- Kia ora te rangatahi** – Realising rangatahi potential
- Kia ora te ahurea** – Māori identity and culture
- Kia ora te whānau** – Tamariki and whānau wellbeing
- Kia ora te hononga** – Effective Māori participation
- Kia hāngai te kaunihera** – An empowered organisation.



Māori Outcomes Fund and delivery

The fund

The 10-year Budgets include the allocation of \$150 million over 10 years towards the achievement of Māori outcomes. The \$150 million is held in a centralised fund and supports projects/programmes across the council group. Council is moving towards a Māori-led approach for the fund and has set a target to allocate \$3 million per year from financial year 2022/2023 onwards as a step towards this objective.

The fund is administered by the Māori Outcomes Steering Group, which considers applications and assesses them against the priorities for Māori Outcomes in our strategic direction. The steering group includes representation across all the directorates, as well as Council Controlled Organisations (CCOs), the Mayor's Office, and the secretariats for the Independent Māori Statutory Board and the Tāmaki Makaurau Mana Whenua Forum. The CE's forum – made up of chief executives from Auckland Council, the CCOs and the Independent Māori Statutory Board – has oversight of the fund.

Delivery

The Māori Outcomes Fund is only part of the picture in delivering Māori outcomes. A wide portfolio of everyday activities across the council group, funded through operational budgets, also contribute to advancing Māori identity and wellbeing.

Examples from financial year 2021/2022:

- **Te Whakaoranga o Te Puhinui (Regeneration of Te Puhinui stream)** is a collaborative partnership between mana whenua and Auckland Council, encompassing Manurewa and Ōtara-Papatoetoe local boards, Eke Panuku Development Auckland Council, Healthy Waters, crown agencies and community organisations. The intention is to focus on intergenerational outcomes for tangata (people), whenua (place) and taiao (nature).
- **Auckland Transport** is working across the network to incorporate te reo Māori into its services. In financial year 2021/2022, Auckland Transport launched bilingual announcements at the downtown ferry terminal and developed translations for 6,000 bus stops in preparation for the rollout of bilingual announcements across the AT bus network.

- Auckland Council's Infrastructure & Environmental Services (I&ES) Directorate developed the **Sustainability Career Pathways project**. This internship project focussed on bringing rangatahi Māori into the I&ES directorate to gain skills, knowledge, and experience.

An overview of the council group's portfolio of activities is a core function of the Ngā Mātārae Māori outcomes portfolio management team.

Governance and structure

Ngā Mātārae and Māori Outcomes governance journey

In 2019, council introduced a new delivery approach and structure for Māori outcomes with a mandate across the council group. This structure is now well embedded.

In October 2021, Ngā Mātārae (Māori Outcomes) became its own directorate at Auckland Council, with the milestone appointment of its first Tumuaki Huanga Māori/ Director of Ngā Mātārae Māori Outcomes, which replaced the previous General Manager role.

In April 2022, 13 per cent (nine out of 61) of the Enterprise Leadership Group (ELG) – tiers 1-3 in organisational structure – identified as Māori. This exceeds the target set by the Chief Executive's performance objectives to maintain the current level (12 per cent or seven staff, as of June 2021) of Māori at ELG. The target reflects the working age population of Māori in Tāmaki Makaurau (10.7 per cent, Census 2018), and the organisation's commitments to the Treaty of Waitangi.

This financial year, an additional target was set to achieve an increase of three Māori employees at tier 4 level to adequately acknowledge roles with influence and leadership outside of the ELG.

As of April 2022, the number of Māori at tier 4 decreased from 13 at June 2021 to 10, signalling a need to implement targeted actions to increase Māori representation.

Kia Ora Tāmaki Makaurau: Māori Outcomes Performance Measurement Framework

To better respond to the needs and aspirations of mana whenua entities and Māori communities, the council group developed Kia Ora Tāmaki Makaurau, a Māori outcomes performance measurement framework, which received committee approval in August 2020.

The framework – which was developed with mana whenua entities and Māori communities – aims to reflect te ao Māori, be informed by mātauranga Māori (Māori knowledge) and be Māori-centric.

The wellbeing-focused framework captures the outcomes that Māori have identified as mattering most for their whānau, marae, iwi, and communities. It is an evolution of council's previous Māori Responsiveness Framework, strengthening a shift from an internal focus on Māori responsiveness within the council group to delivering outcomes for Māori in Tāmaki Makaurau.

Kia Ora Tāmaki Makaurau strengthens the connection between mahi objectives and the 10-year Budgets' 10 strategic priorities. It does this by identifying objectives and actions where the council can best direct resources for consistent delivery on these outcomes.

How the framework is put into practice

The framework follows a straightforward structure.

1. It starts with a mana statement where Māori share aspirations through the lens of one of the 10 Māori outcomes strategic priorities.
2. Each mana statement is followed by a mahi objective – this is the council group's response to how it will contribute to the aspiration.
3. These are then followed by the measures, which define how the council group measures and reports on its performance toward achieving Māori outcomes.

For example, the Kia hāngai te kaunihera/ An empowered organisation priority includes the aspiration for Auckland Council Group to achieve outcomes and benefits for and with Māori.

The mahi objective is that the council group fulfils its commitments and legal obligations to Māori derived from The Treaty of Waitangi and has the capability to deliver Māori outcomes.

One of the measures for achieving this objective is “the percentage of council staff in senior leadership positions who identify as Māori”.

How the framework is being implemented throughout the Auckland Council Group

The framework is included in, or aligned with:

- the Chief Executive's performance objectives
- directorates' Achieving Māori Outcomes (AMO) plans
- CCOs' Statement of Intent
- scorecards across the business
- reporting platforms.

Delivery is funded through the 10-year Budget process and department baseline budgets.

Kia Ora Tāmaki Makaurau Implementation Strategy

The Māori Outcomes Expenditure Review, commissioned by the Independent Māori Statutory Board in 2021, outlined recommendations to further improve and refine the resourcing and delivery of Māori outcomes.

One of the recommendations from this review was to finalise a strategy to support the implementation of Kia Ora Tāmaki Makaurau.

The recommendation included setting out key investment priorities through the Māori Outcomes Fund over a specified period. It also recommended including a roadmap that would outline how the strategy would be achieved and by whom.

Ngā Mātārae has just completed an implementation strategy to respond to this recommendation.

Auckland Council Group has also been strengthening the foundations of each of the priorities to ensure that what the council resources and delivers generates significant positive impact for Māori. This strengthening work includes:

- identification and prioritisation of what the council group should do, why it should do it, and what is needed to make transformative change
- development of work programmes that bring the council group together
- where the council should enable Māori to lead and co-design solutions.

Framework measures

The framework is being regularly reported on to understand the progression of delivery against Māori outcomes, including to the council's PACE committee and the Māori Outcomes Steering Group.

The Kia Ora Tāmaki Makaurau measures are currently output focused but through the implementation strategy work and ongoing review of Kia Ora Tāmaki Makaurau, Ngā Mātārae will be further improving the measures to become outcome focused.

Tāmaki Makaurau Mana Whenua Forum

The forum is an independent collective that provides an opportunity to enhance the council's ability to meet its obligations to Māori.

The membership comprises representatives from each of the 19 iwi recognised by Auckland Council.

The forum's focus is matters of strategic relevance, that may be guided by the lived experience of whanaungatanga as whanau, hapū and iwi in the region.

To assist the identification of relevant strategic issues on which to provide advice, four pou (pillars) have been established to address four wellbeing outcomes:

Te Pou Ōhanga – Economic development, which includes iwi social procurement aspirations in infrastructure projects.

Te Oranga – Wellbeing, relating to:

- wellbeing of Māori, for example through access to suitable housing
- Te Whai Oranga - Sport and Recreation Plan.

Te Pou Taiao – Environment, which includes:

- Water Strategy
- submissions to central government on the reform of the Resource Management Act
 - Regional Parks Management Plan
 - Natural and Built Environments Bill.

Te Pou Toitō Manawa – Culture and Identity, which includes:

- design principles in built environment
- marae policy.

The intention of the forum, through the pou, is to work in collaboration, in a mutually appropriate way, with key officers across the Auckland Council Group. This is to ensure that neither party is working in isolation, and that both may participate in and contribute to the decision-making processes to deliver outcomes for Māori.

Finally, a key alignment available to the forum is the consideration of Kia Ora Tāmaki Makaurau to direct, advise and support the council group to meet its statutory obligations to Māori.

Mātanga tikanga

The mātanga tikanga role sits within Ngā Mātārae and provides support and advice across Auckland Council on best practice for observing tikanga Māori. The role includes engaging with the Mayor's Office, elected Council Board members, elected Local Board members and the Executive Leadership Team.

The role also provides pastoral care and advice for staff in Māori specialist roles and the Māori Outcomes wider leadership team.

The mātanga tikanga ensures that tikanga Māori for civic events, projects, and ceremonies is at the centre of how the council operates.

Over the financial year, duties have included being a speaker and advisor for events, leading karakia to bless new buildings and sculptures, organising proceedings and arrangements for a tangihanga (funeral), and providing blessings following deaths that happened to occur in Auckland Council parks.



COVID-19 response and recovery

Recovery budget

As Auckland Council Group continues to manage the significant financial impacts of the pandemic, it also needs to focus on the future.

The 10-year Budget 2021-2031 has been named the 'Recovery Budget', as Auckland faces uncertainty and revenue loss created by the COVID-19 pandemic.

It includes the continuation of \$150 million funding to support Māori outcomes over 10 years.

Six-month interim financial report 2021/2022

The council's interim report for the first six months to the end of December 2021, released in February 2022, showed many of the pressures forecast in the recovery budget materialising.

The results demonstrated the importance of continuing the council's prudent approach to financial management and becoming a more efficient and agile organisation.

The interim report showed that the council balanced its financial priorities in uncertain conditions but would continue to be challenged by the ongoing effects of the COVID-19 pandemic and adverse economic trends, such as rising inflation and interest rates.

Māori impact, response and recovery

Since COVID-19 first arrived in Aotearoa in 2020, Auckland Council Group has been supporting a 'for Māori, by Māori' response to, and recovery from, the pandemic's impacts.

In mid-August 2021, as Aotearoa began fighting a Delta outbreak, Auckland entered a lockdown. It turned into the region's longest lockdown of the COVID-19 pandemic, totalling over 100 days.

Auckland Council again leaned into its 'for Māori, by Māori' response.

Ngā Mātārae commissions report on COVID-19 Impacts for Māori in Tāmaki Makaurau

In 2021, Ngā Mātārae commissioned a report to better understand the impacts of COVID-19 on Māori in Tāmaki Makaurau. The report, Impact of COVID-19 on Māori in Auckland – Summarised Research, found Māori community leadership is critical to a coordinated approach and proved more effective in delivering for Māori than responses led by central government.

Other key findings included iwi and whānau Māori demonstrating high resilience throughout the COVID-19 crises and continuing to do so through the Omicron outbreak. Māori-led responses moved early to provide essential goods, created their own infrastructure and supply chains, and adapted services to meet delivery needs such as creating mobile vaccination clinics.

While it is well understood that there have been economic impacts on Māori through loss of employment/hours and reduced income for Māori businesses, further work is needed to fully understand the ongoing impacts. The recent and rapid increase in living costs, including fuel, accommodation, and groceries, will have significant impacts in the recovery.

Te Pouwhakarae

As part of its response to the August 2021 lockdown, Auckland Council reformed Te Pouwhakarae, a Māori-focused team run through Auckland Emergency Management, which was initially set up during the first COVID-19 lockdown in 2020.

From September until November 2021, Te Pouwhakarae worked alongside existing welfare processes, providing advice and support on te ao Māori approaches to meeting the needs of whānau Māori.



Manaaki Fund 2021

In 2020, one of the most important initiatives to come from the 'for Māori, by Māori' response was the Manaaki Fund, a one-off recovery and resilience grant that supported Auckland Council's Māori partners as they responded to, aided recovery from, and built resilience from the impacts of COVID-19. Over the financial year, the fund approved almost \$3 million for initiatives led by 36 Māori partner entities.

With the August 2021 lockdown, Ngā Mātārae re-instated the Manaaki Fund.

The purpose of the Manaaki Fund in 2021 was to support Māori-led active responders in Tāmaki Makaurau who were predominately supporting whānau Māori with hauora (wellbeing) services during COVID-19 Alert Levels 4 and 3.

This funding – to a maximum value of \$10,000 per application – was made available as a direct grant to Auckland Council's Māori partners who met health and safety requirements and guidelines to continue operating at these alert levels.

The Manaaki Fund 2021 opened on 7 September and closed for applications on 1 October.

Funding Improvements

Seeking to improve upon the 2020 Manaaki Fund, Ngā Mātārae trialled a new engagement approach where council officers directly contacted mana whenua, marae, and Māori community providers to offer support. This meant the council could assess the needs of

whānau Māori and triage to the right response unit: either the Manaaki Fund or Te Pouwhakarae. Outreach was conducted by volunteer council officers who called, emailed, and held online hui.

Other improvements made to the Manaaki Fund in 2021 to ensure a better applicant experience included:

- accessible scale of funding: \$10,000 per applicant available, an achievable spend for smaller providers
- solid support made available to applicants throughout the process by council officers
- use of Smarty Grants funding portal for accurate and timely record keeping and to streamline the process for applicants.

Funding approval

In total, 30 applicants applied to the fund and all applications were approved for the full amount of funding requested. Applicants included mana whenua entities, marae, and Māori community providers.

Feedback from applicants highlighted their appreciation for the council's financial support for whānau Māori and the fast turnaround from submission of applications to receipt of funding.

The table below shows the recipients of Manaaki Fund 2021 grants. All 30 entities have received their grant in full.

ENTITY	AMOUNT
NGĀTI TAMATERĀ TREATY SETTLEMENT TRUST Providing COVID-19 vaccine information and uptake of vaccinations	\$10,000
TE RŪNANGA O NGĀTI WHĀTUA Providing support at Tāmaki Makaurau/Te Tai Tokerau border checkpoints	\$10,000
TE MAHUREHURE CULTURAL MARAE SOCIETY INC. Providing essential goods and services (kai)	\$10,000
NORTH SHORE MĀORI WARDENS Providing essential goods (kai, hygiene) and emergency support (NZ Police etc.)	\$10,000
TE KOPU INC. (TAHUNA MARAE) Providing essential goods and services (COVID-19 testing, financial support, packs)	\$10,000
NGA HAU E WHA MARAE O PUKEKOHE Providing essential goods and services (kai, housing support)	\$10,000
PIRITAHU MARAE TRUST Providing essential goods and services (kai, hygiene services)	\$10,000

ENTITY	AMOUNT
KOMITI MARAE ORAKEI TRUST Providing essential goods and services (kai, wellbeing check-ins)	\$10,000
TE KIA ORA MARAE Providing essential goods (kai, hygiene supplies, petrol vouchers)	\$10,000
REWETI MARAE TRUST BOARD Providing essential goods and services (kai vouchers, wellbeing checks and resources)	\$10,000
URUAMO MARANGA AKE CHARITABLE TRUST Providing essential goods and services (kai, blankets, petrol vouchers, dropping off medications and other essential goods)	\$10,000
RUAPŌTAKA MARAE Providing essential goods (kai)	\$10,000
TE AROHA PĀ MARAE Providing essential goods (kai)	\$10,000
NGATI KŌHUA MARAE/MATAITAI FARM TRUST Providing essential goods (kai)	\$10,000
MANUREWA MARAE Providing essential goods (kai)	\$10,000
TE HANA O TE AO MARAMA MARAE Providing essential goods (kai vouchers)	\$7,570
TE PIRINGATAHI O TE MAUNGAARONGO MARAE Providing essential goods (kai)	\$10,000
HOANI WAITITI MARAE TRUST Providing essential goods and services (kai, wellbeing)	\$10,000
OTAKANINI HARANUI MARAE Providing essential goods and services (kai)	\$10,000
NGĀTIWAI O AOTEA KAWA MARAE TRUST (KAWA MARAE) Providing essential goods and services (kai, vouchers, wellbeing checks)	\$10,000
MOTAIREHE MARAE TRUST Providing essential goods and services (kai, wellbeing checks)	\$10,000
PAPAKURA MARAE SOCIETY INC. Providing kai to support vaccine service uptake	\$10,000
TE ATATŪ MARAE COALITION Providing essential goods and services (vouchers for kai, petrol, supplies)	\$10,000
AUCKLAND MATAATUA SOCIETY INC. (MATAATUA MARAE) Providing essential goods to kaumatua and whānau (cooked kai, kai vouchers)	\$10,000
TE WHĀNAU O WAIPAREIRA TRUST Providing kai vouchers to support vaccination drives	\$10,000
TE ROOPU WAIORA Providing tāngata hauā (disabled people) with COVID-19 communications support	\$10,000
KELSTON COMMUNITY HUB INC. Providing essential goods (cooked kai service)	\$10,000
NGĀ TAKIWĀ O TĀMAKI TRUST Providing essential goods and services (kai, wellbeing phone lines and checks)	\$10,000
PIRITAHU HAU ORA TRUST Providing essential services (wellbeing checks, support for vaccination outreach and conflict resolution within whānau)	\$10,000
TOTAL	\$297,570

Manaaki Fund 2021: Success story

CASE STUDY

‘Mā te marae, he oranga – Kaumatua Digital Literacy Programme’

Te Kotahi a Tāmaki

Throughout the COVID-19 pandemic, kaumatua (older people) living alone have been isolated from their loved ones due to lockdown and restrictions. Whānau celebrations, events, and tangihanga changed dramatically.

With a \$10,000 grant from Manaaki Fund 2021, Te Kotahi a Tāmaki marae collective partnered with kaupapa Māori initiative Time 2 Train / Mātātoa to engage with kaumatua, counter isolation and bridge the digital divide.

Te Kotahi a Tāmaki purchased tablets and set up a daily programme for kaumatua including karakia, te reo sessions, korikori tinana (exercise), and dedicated teaching times on how to best use the device.

The programme also helped to bring rangatahi and kaumatua together to build their capability. This helped nurture the health and hauora (wellbeing) of kaumatua.

Te Kotahi a Tāmaki has identified this programme as one it wishes to roll out across Tāmaki Makaurau, with support from its partners.

“I was very lonely because I had no one else to talk to. [The programme] brought us closer to others.”

“It was frightening at first, but now I join the Zooms easily.”

“The encouragement we got from the others gave me so much confidence and I did things I would never have done before.”

Feedback from kaumatua on the programme.



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.

Success stories for 2021-2022

CASE STUDY

Activate Tāmaki Makaurau builds resilience and capability

In October 2021, central government announced a \$50 million support package for Auckland businesses affected by COVID-19 restrictions. Activate Tāmaki Makaurau was set up to connect businesses with support and help them to be more resilient. Whāriki Māori Business Network was a key delivery partner.

The digital platforms to support the programme, including Business Advisory and Business Implementation funding, First Steps wellbeing support, and Business Community resources,

opened on 1 December. Activate Tāmaki Makaurau received 12,847 registrations, including 1,254 Māori businesses, making up 10 per cent of the total.

Activate Tāmaki Makaurau also worked with 58 Māori businesses to deliver business support. These businesses received contracts to the value of \$2.7 million.

By end of June 2022, 593 Māori businesses had received Business Advisory funding, and 696 had received implementation funding to a combined value of \$4.4 million.



Photo: Harlan Pepper owner James Brewerton with chef Harry Vo.

“Our online presence wasn't garnering any new business and our website looked out of date and lacklustre. Through Activate Tāmaki Makaurau, we were able to do a complete overhaul of our digital website and digital assets – now we get more and more catering and events than ever before.”

James Gibson, Director, Harlan Pepper Food Co Ltd.

Ā mātou huanga ā-mana
10 me ngā aronga matua rautaki
**Our 10 mana outcomes
and strategic priorities**

Reactivate Tāmaki Makaurau: Stimulating events and activities

In December 2021, the Government announced the \$25 million Reactivating Tāmaki Makaurau Auckland Support Package to help revive economic and cultural activities in Tāmaki Makaurau Auckland for the summer – put together with the support of Auckland Council and Tātaki Auckland Unlimited.

This included a \$10 million Local Activation Programme to support events and activities in

the region through a contestable fund, and a \$12 million voucher and discount programme, Explore Tāmaki Makaurau this summer, to encourage friends and whānau to visit Auckland attractions, facilities, and cultural venues.

The Local Activation Fund received 200 applications, 20 of which were from Māori organisations. Twelve of these met the criteria for funding and received \$1,380,050 in funding – 17 per cent of the overall funds awarded.

“Our team actively sought applications from Māori organisations with great success. This was beneficial for Māori-owned businesses, and it meant we had a programme that attracted more Māori to get out and about, participate and reconnect with community events after what has been a challenging few years.”

Pam Ford, Director Investment and Industry, Tātaki Auckland Unlimited.

Supporting a sustainable visitor economy

In a challenging visitor economy, many Māori tourism operators remain committed to putting sustainability first. Tātaki Auckland Unlimited provided product development, partnership, marketing, and advisory support for two of these operators over the last year.

Time Unlimited is a Māori-owned tour operator specialising in customised cultural experiences. The team has integrated sustainability practices and a commitment to off-setting carbon throughout their business. A leader in sustainability, the company was the Qualmark GOLD Sustainable Tourism Award winner in

2010-2021. In 2021, owner Ceillhe Sperath won the prestigious New Zealand Tourism Industry Champion Award.

Tikapa Moana Whale and Dolphin Wildlife Cruises operates as part of the Explore group, in partnership with Ngāi Tai Te Haerenga. The partnership aligns with projects that revitalise the manawa (heart) of Ngāi Tai and improve the wellbeing of tribal members. As well as securing a concession for the tours to stimulate tourism, Ngāi Tai is building on its collaboration with Explore, to offer conservation experiences on Tiritiri Matangi Island. Other Te Haerenga activities include a One Billion Tree project at Motutapu.

“Supporting our mana whenua in the tourism landscape is an exciting process. They are our original and unique Tāmaki Makaurau stories that the world and our country want to hear, learn from and experience.”

Kiriana Koni, Māori Product Development (Tourism) Manager, Tātaki Auckland Unlimited.

Amotai: Turning the tide with supplier diversity

Amotai is the intermediary for supplier diversity in Aotearoa and supports Māori and Pasifika businesses into procurement opportunities.

Businesses registering with Amotai must be at least 50 per cent owned by someone who has affiliates to an iwi and/or Pacific nation. Amotai has over 1,200 Māori and Pasifika owned businesses and currently there are 377 verified Māori and Māori/Pasifika owned businesses in its network in Tāmaki Makaurau. These businesses employ over 4,700 employees, of which at least 70 per cent are Māori and/or Pasifika.

In financial year 2022, support from the Māori Outcomes Fund enabled Amotai to work across 126 procurement opportunities worth a total of \$150 million in value and connected 240 Māori and Māori/Pasifika owned businesses for these opportunities.

Any businesses needing support in tender writing are referred to other experienced Amotai businesses, creating an eco-system of support.

Amotai has also been able to support Māori businesses to expand beyond Tāmaki Makaurau and link with other Māori businesses around the motu to tender collectively for large national projects.

“Supplier diversity is still in its emerging stages here in Aotearoa. We are decades behind other countries such as USA and Australia. However, with the ongoing support of Auckland Council Group and Māori Outcomes Funding, supplier diversity is making waves and we believe that the tides are slowly turning.”

Ariana Paul, Manukura, Amotai.

Other highlights for Kia ora te umanga

Ngā Puna Pūkenga Programme works with Aucklanders, particularly youth, who are struggling to find work in sustainable employment. The programme is a partnership between Auckland Council and the Ministry for Social Development and works through the council's suppliers. By June it had placed 157 candidates in

financial year 2021/2022, 30 per cent of whom are Māori. Māori participants acquired transferable industry skills and experience, creating pathways into work in environmental initiatives with direct benefit to whānau, hapū, iwi and marae.

Challenges and responses – Lessons learnt from 2021-2022

Challenge

Prior to COVID-19, in-work poverty and low home ownership were known major factors limiting the potential for Māori communities to thrive. At the same time, according to research commissioned by Auckland Council, the Māori economic asset base in Tāmaki Makaurau was valued at \$12.5 billion.

Over the past year, the COVID-19 pandemic continued to impact businesses, major events, and tourism activity, including the postponement of signature event Te Matatini. With so many businesses impacted and the need to rapidly implement mechanisms to distribute government funding, it was necessary for Tātaki Auckland Unlimited to scale back on some activities to focus on business support and identify ways to support the social wellbeing of whānau, hapū, iwi and Māori enterprise.



Response

The constraints on delivery of activities in a COVID-19 environment provided an opportunity to focus on a robust Māori Outcomes Plan. Tātaki Auckland Unlimited set up a dedicated Maori Outcomes rōpū and is rethinking its approach to delivering Māori festivals and events, to ensure they are built on collaborative relationships, empowerment, and Māori ownership.

Work continued on supporting the biggest ever Te Matatini Festival, through funding contributions and planning local activations and programmes, to help leverage cultural and economic benefits for Māori and non-Māori in Tāmaki Makaurau.

As well as delivering government support programmes, Tātaki Auckland Unlimited focused on building capability with Māori businesses through the continued relationship with Whāriki Business Network, including support for a Kia Ora Te Rangatahi summit in the next financial year.

Roll-out of a foundational piece of work, the social procurement target of a five per cent spend with Māori enterprises, continues.

Autāia, the Haka Theatre pilot of 2021, received increased institutional funding, growing from a production involving three kura in 2021, to 10 in 2022. This investment came out of an evaluation that identified the pilot had provided new skills and experiences for rangatahi, whānau and audiences.

Lead statement

Helen Te Hira, Director Māori Outcomes, Tātaki Auckland Unlimited.

The pandemic affirmed the resilience of Auckland's Māori communities. Whānau, hapū and iwi, social and business enterprises identified ways to manaaki and exercise rangatiratanga and kaitiakitanga. They provided practical and material support to one another and Auckland's broader economy.

However, a key piece of research commissioned by Council and TSI, Te Ohanga Māori i Tāmaki – Auckland's Māori Economy, clearly laid out the comparative inequity and opportunities presented by the Māori Economy of our region. It demonstrated that the burden of the pandemic is carried disproportionately by communities of south and west Auckland. This research provides hope that a post-

COVID-19 Māori economic recovery is possible if we focus on action for equity.

Auckland Council Group has the capability to enable this, if we work together and stay focussed on being responsive to the experience and leadership of mana whenua and mataawaka.

In the coming year, we have a unique opportunity to reset the Economic Development Action Plan for Auckland to include dedicated streams of investment in support of Māori economic wellbeing. We can impact policy, amplify innovation, and provide partnership opportunities at local and central government level, and in the private sector. This is the challenge and opportunity of our generation.





Marae development

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

Success stories for 2021-2022



Supporting future generations at Hoani Waititi Marae

Hoani Waititi Marae was one of New Zealand’s first urban marae. It was established in the early 1960s when Māori were settling into urban centres in pursuit of work.

Fast forward to 2020 and a condition assessment of the marae’s core infrastructure, by the council’s Marae Infrastructure Programme (MIP), showed the need to address immediate health and safety concerns and upgrade buildings if they were to support future generations in line with marae aspirations.

Auckland Council entered a partnership with Hoani Waititi Marae and started core physical works in 2021. A certificate for public use was granted in May 2022.

Works included removal of asbestos rooves and installation of new ones, as well as a new fire sprinkler system and a heating / cooling system. In addition, a new wharepaku was built and other facilities were painted, an accessible ramp installed, windows replaced, electrics upgraded, new downpipes installed, lighting upgraded and more.

The MIP team, along with the head contractor Cassidy Construction, assisted a year 13 student from the kura at the marae to sit her Site Safe qualification and held a mock work interview for her.

“The Hoani Waititi Marae is extremely grateful for the support from Auckland Council and the Marae Infrastructure Programme. It helped us provide a safe, warm, and healthy environment for our community and future generations of our mokopuna who are currently at our kohanga reo and kura kaupapa.

The marae sees this as a first step in a move to provide world class facilities for our people of west Auckland and beyond.

He mihi maioha tēnei ki Kaunihera o Tāmaki Makaurau mo te tautoko mai.”

Eynon Delamere, Chairperson, Hoani Waititi Marae.

A “legacy programme” for Rereteewhioi Marae

Rereteewhioi Marae in Karioitahi, near Waiuku, has a long history and was built during World War II.

In 2020, a MIP condition assessment of the marae’s site infrastructure showed the need to upgrade its buildings and systems. Auckland Council entered a partnership with the marae, the core physical works commenced in 2021, and a code of compliance certificate was granted in February 2022.

Works included installing a new wastewater system, demolition of the wharenuui (main building) and shed, replacement of doors and windows, upgrading fire protection, and much more.

The work was project managed by the MIP team with the bulk of the funding coming from Auckland Council, but the marae also contributed to enable the work to stretch further.

The head contractor was one of the council’s Māori contractors: Gardens with Attitude (GWA). The relationship formed between the contractor and the marae is continuing, with the marae appointing further work to GWA.



Rereteewhioi marae.

“Rereteewhioi Marae has benefitted so much more than the scope of the programme - to assist marae in meeting compliance.

We have been left with a solid platform to build our future developments and the credibility of having successfully completed a major infrastructure project with Auckland Council.

We have received an education in project managing, budget setting, administration, construction, maintenance, funding and so much more. The network of contacts, organisations and contractors have been invaluable to us. Assembling a group of skilled people and trusted organisations would have taken us many years on our own.

The wealth of documents produced during the assessment of Rereteewhioi Marae have continued to serve us in our applications with new funders.

We applied to [Te Puni Kōkiri’s programme] Oranga Marae for co-funding (\$100,000 grant) last month. A requirement of theirs is to complete a technical feasibility study before applying for funding to begin building work. This was not necessary because of the library of documents available from your infrastructure programme.

I can't express how important the non-tangibles have been and still are for the marae.

We have the tools, skills, contacts, mentors, advisors, contractors, architects, engineers, everything you need to build a future with, because of Auckland Council and the Marae Infrastructure Programme.

This is a legacy programme that is still very much alive for us.”

Gene Edwards, Marae Kaitiaki, Rereteewhioi Marae.

CASE STUDY

Cultural Initiatives Fund (CIF)

The Cultural Initiatives Fund (CIF) is an annual contestable grant available for marae and papakāinga/Māori housing developments.

CIF has been running for five years, with \$1.2 million available per year.

For the last three years, the fund has been oversubscribed but compliant applications have been awarded some or all of the funds requested to support their aspirations.

For Te Tira Hou Marae, one of the oldest marae in Tāmaki Makaurau, receiving a CIF grant in 2021, meant being able to enhance health and safety by upgrading an outdated electrical board.

Te Herenga Waka o Orewa Marae, through a grant awarded in 2021, has increased their capability to manaaki (support) their community by providing a mobility car park for tāngata hauā (disabled people) and kaumātua (older people).

“Establishing this car park will allow us to connect more strongly with those in our community (iwi/hapū/whanau) as there will no longer be a barrier to their safe arrival here at Te Herenga Waka.”

Kereama Nathan, Chair, Te Herenga Waka o Orewa Marae.

Other highlights for Kia ora te marae

A **new climate sustainability programme** for marae started this year. The focus of the programme, which will be codesigned with iwi, is to explore and support mātauranga Māori-based initiatives that build climate resilience. The council's current 10-year Budget allocates \$6 million for this mahi.

Marae continue to lead the way in **community-led health and wellbeing responses** that support whānau Māori during the pandemic. Council's Manaaki Fund

2021, open to Māori-led responses during lockdown, was predominately distributed through 22 marae, for a range of initiatives from food packs to testing.

Auckland Transport (AT) has supported three marae with **road safety** this year. Vehicle crossing and traffic safety projects were completed at Te Aroha Pa Marae, Hoani Waititi Marae and Motairehe Marae. AT has also supported design works for egress and access for emergency services at Te Kia Ora Marae.

Challenges and responses – Lessons learnt from 2021-2022

Challenge

Marae have indicated wellbeing is declining with the greatest areas of concern being economic, environmental, and physical infrastructure.



Response

Throughout 2021/2022, the council trialled quarterly surveys of marae wellbeing to better measure outcomes and inform programmes and funding.

The qualitative information has been invaluable, and the quantitative information looks likely to provide valuable results when the number of responses becomes more statistically robust.

Current programmes are intended to help address challenges with environmental and infrastructure wellbeing. It appears that there would be benefit in council putting some focus on supporting economic sustainability.

Challenge

Council policies that support investment in marae are considered unclear and complex by marae. Fifty-six per cent of marae that are eligible for CIF grants have applied over the last five years, and for the last three years this fund has been oversubscribed, reflecting increased awareness of the fund. Yet there are still several marae that are not accessing the fund and there are many large marae build projects proposed around the region with insufficient funding (across all funding agencies) to support these aspirations.



Response

The response is to develop investment guidelines that make it clear how the council can equitably support marae while managing expectations, and to review the council's investment as part of the next 10-year Budget.

Lead statement

Jane Aickin, Māori Outcomes Lead for Kia ora te marae

The last two years have been hard work for many marae. And it is a story of polarities. Marae have either worked tirelessly through the pandemic as wellbeing centres, or they have had to shut for long periods of time. Both circumstances have taken their toll. This was reflected in our first marae wellbeing survey, which showed that marae have only a 38 per cent satisfaction with their overall wellbeing. There are insufficient responses at this point to be statistically robust, but it is an important voice that has come directly from more than half of the marae council partners with.

At the same time, there have been marae rebuilds taking place that give a sense of new beginnings. Significant council investment over the last year has resulted in major upgrades being progressed at:

- Reretewhioi Marae
- Hoani Waititi Marae
- Papatūānuku Marae

- Ngā Hau e Wha Marae
- Te Aroha Pa Marae
- Motairehe Marae.

A further nine marae are formally engaged in the MIP at various stages. The number of marae supported by the programme each year has grown steadily since it began in 2018.

Some marae have progressed their aspirations in other ways. Te Mahurehure Marae is building a magnificent digital learning centre, Te Taumata o Kupe, which aims to be complete in time for Te Matatini 2023.

The 2021/2022 marae wellbeing survey shows that economic, environmental, and physical infrastructure are the most concerning aspects of wellbeing for marae. These areas will continue to be the priority for ongoing investment by the council in financial year 2022/2023. We anticipate another busy year ahead as we collectively work together so that marae can continue to be cultural hubs for Māori and to have an even more abundant presence in our communities.



Hoani Waititi Marae.



Te reo Māori

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

Success stories for 2021-2022



Continuing Te Kete Rukuruku

Te Kete Rukuruku is a culture and identity programme. It restores original Māori names to areas as well as identifying new Māori names that often connect with historical activities, ancestral stories or sometimes geographical or environmental features that are culturally important. The process is led by iwi and is a partnership between Auckland Council and mana whenua.

For example, names restored in the Franklin Local Board area acknowledge Ngaati Te Ata Waiohua chiefs, subtribes, coastal pā (settlement) and historical events such as Taahuna Kaitoto which means the “Sandbank of Great Bloodshed.” This name is in reference to a great battle and significant event that took place in the area. The battle was led by Ngaati Te Ata Waiohua chief Oiroa, son of Te Hooreta. Taahuna Kaitoto is also the name of the Ngaati Te Ata Waiohua principal marae. Taahuna Kaitoto has been returned to Sandspit Reserve in Waiuku.

Other names connect with the original state of the whenua, all of them restoring mauri (essence) and mana (power) through the return of te reo. These names often represent what used to be, and perhaps remind us of not only what we have lost, but what is possible to be returned.

The mahi of Te Kete Rukuruku is a significant contributor to the Kia Ora Te Reo performance measure “proportion of parks and places with te reo Māori names”.

Te Kete Rukuruku in figures



15 out of **21**
local boards

participating in the programme.



116
parks

adopted Māori names in financial year 2021/2022, with a programme total of 358 parks at 30 June 2022.



Four more parks – Ōkaurirahi, Pukewhakatara, Taahuna Kaitoto and Otaawhati – are now fully bilingual with a total of

90 **bilingual signs**
across these parks.

Eight parks in total are fully bilingual.

CASE STUDY

Streamlining te reo Māori translations at Auckland Council

In July 2021, Ngā Mātārae launched a new process to streamline the way Auckland Council manages te reo Māori translations.

Council-wide requests were added to Āwhina,

the council's internal platform for requests and information, allowing the administrative side of the process to become semi-automated.

An important part of establishing this new process was the trusted relationship the council holds with reo Māori translation company, Kounga Limited.

There is a lot more clarity for our clients within Auckland Council now they have that direct point of contact. The clients should also feel more at ease as they know that if we have any questions, we will be able to contact them directly, ensuring that we are meeting their needs and that the translations will be as close as possible to what they are articulating in the original text.”

Leon Blake, Māori language consultant and director of Kounga Ltd.

Other highlights for Kia ora te reo

The council group continues to roll out **bilingual signage** across its sites as part of its commitment to te reo Māori being seen across Tāmaki Makaurau. Sites where bilingual signage has been added this year include the Auckland Town Hall and Aotea Centre.

As part of the Kia Ora Tāmaki Makaurau Implementation Strategy work, the council group's **Te Reo Action Plan** – an internal document that directs the delivery of reo Māori projects across council parks, places, and services – is undergoing a refresh. The refresh will ensure the council group continues to improve its delivery on reo Māori outcomes, ensuring te reo Māori is seen, heard, and spoken across Tāmaki Makaurau. Where possible the council group also supports the learning of te reo Māori across Tāmaki Makaurau.

The implementation of Te Reo Action Plan is one of three performance measures of Kia ora te reo. Despite needing a refresh, implementation of the current plan continues with specific highlights focusing on staff capability and the continued progression of te reo being seen and heard through bilingual signage and public transport announcements.

In celebration of **Te Wiki o Te Reo Māori 2021**, Auckland Transport launched a new campaign with oOh!media. The initiative included 170 ultra-high-definition digital panels promoting common saying and idioms in te reo Māori that reflected the experiences of Aucklanders under COVID-19 Alert Level 4.

Te reo Māori implementation across the public transport network in Tāmaki Makaurau continues to make progress. In the past year implementation has focused on verbal announcements and bilingual signage at Constellation Station, as well as fully bilingual audio messaging on buses.

The rollout of te reo on the public transport network is reported qualitatively through the Kia ora te reo performance measure “percentage of reo Māori announcements on public transport routes and stations”.

The council continues to **support staff to learn and build confidence in te reo Māori** through the provision of several reo learning opportunities including: reo Māori classes available through Ngā Kete Akoranga, showing Māori TV all day every Tuesday in one of the council's cafes, bilingual signage, and refreshed guidance and tools available on the council's intranet.

Challenges and responses – Lessons learnt from 2020-2021

Challenge

Kia ora te reo leadership vacancy

Auckland Council's mātanga reo (Māori language expert) role has been vacant since late November 2021 which has provided some challenges in being able to provide specialist expertise and best practice across the Auckland Council group in te reo, and in demonstrating leadership of this outcome.



Response

Continuous improvements to the semi-automated translations process for Auckland Council staff has ensured that projects and programmes relying on reo Māori translations are not delayed. With the support of the council's Tumuaki Huanga Māori/ Director Ngā Mātārae Māori Outcomes, a small group of council staff have rallied together to ensure te reo is delivered, monitored, and reported on in a timely fashion against the Te Reo Action Plan.

Challenge

In the first year of looking at Kia ora te reo performance measures in the framework, we have found that those focusing on the percentage of reo announcements on the public transport network, and the implementation of Te Reo Action Plan have been challenging to measure.



Response

The first year of reporting has been useful in establishing a baseline of performance for Kia ora te reo. Further refinements to the performance measures will be made to improve and refine the existing methodology and ensure we accurately reflect the contributions of the council group in normalising te reo Māori. This includes improving the way we report on the visibility of te reo across the public transport network using qualitative information and refreshing Te Reo Action Plan.

Lead statement

Ashley Walker, Practice Lead Māori Outcomes

Ko tōku reo taku ohooho, ko tōku reo taku māpihi maurea

The Auckland Council group continues to invest in te reo Māori being seen and heard across Tāmaki Makaurau as this is where we can generate the most impactful change to the fabric of our region. These investments pay off when we focus on ensuring te reo is prominent in the council group's services, parks, and places that Aucklanders use every day.

The vision for Tāmaki Makaurau to be a bilingual city where te reo thrives must be delivered by a council group that is collaborative in its approach and focused on where the biggest impacts can be seen, heard, and felt by mana whenua and Māori communities in Tāmaki Makaurau. The council group continues to target its investment towards ensuring te reo is normalised across Tāmaki Makaurau in the areas where the council group can make the biggest difference: the services we provide and the places we develop and maintain.



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).

Success stories for 2021-2022



Improving water quality through the Hōteio Sediment Reduction Project

The Hōteio Sediment Reduction Project aims to improve the water quality of Kaipara moana / Kaipara estuary by reducing sediment loss due to erosion.

The project is a collaborative partnership between Auckland Council, Ngāti Manuhiri, Ngā Maunga Whakahi o Kaipara and Te Uri o Hau ki Kaipara. It empowers iwi in their role as kaitiaki by aligning te ao Māori and western science outcomes.

Stream erosion has led to the Kaipara Moana becoming degraded, resulting in a loss of shellfish and seagrass habitats.

The project is a five-year initiative, co-funded

by Auckland Council and the Ministry for the Environment’s Freshwater Improvement Fund. It has identified a range of Geomorphically Effective Management Solutions (GEMS) to be trialled along a 12km stretch of the Kourawhero stream in the Hōteio river catchment, to stabilise stream banks and reduce sediment entering the Kaipara Moana.

Hapū representatives supported the development of the project’s mātauranga Māori (Māori knowledge) component.

Kaitiaki have engaged in the project through informing site selection, upskilling in GEMS monitoring, undertaking cultural monitoring, providing plant supplies from iwi nurseries, planting and maintenance, and relationship building with landowners.

“When attempting to understand the interconnectedness of the Māori world view and how geomorphology may align with it, one needs to go back to the story of creation with Papatūanuku (Earth Mother), Ranginui (Sky Father) and the strong driving forces that led to their separation. The associated ongoing conflicts between Tāne Mahuta (God of the Forest) who was responsible separating his parents, and Tawhirimatea (God of the Weather) and Tangaroa (God of the Sea) who disapproved of Tāne Mahuta’s actions. Streambanks, terrestrial environments, and coastal forest areas of Tāne Mahuta continue to erode through the winds of Tawhirimatea and the waters of Tangaroa in anger and disapproval.”

Richard Nahi, Ngāti Whātua ki Kaipara.

CASE STUDY

**Launching a living strategy:
Te Whakaoranga o Te Puhinui -
Te Puhinui Regeneration**

Te Whakaoranga o Te Puhinui - Te Puhinui Regeneration is a living strategy developed in partnership with Te Waiohū iwi of Ngaati Te Ata, Te Aakitai and Ngaati Tamaoho. The strategy sets out a roadmap for action to restore the environment and communities of Te Puhinui to health and was signed at a commemorative ceremony in May 2022.

This ground-breaking document is the culmination of years of collaboration with Ōtara-Papatoetoe and Manurewa local boards, Kāinga Ora, Te Papa Atawhai (DOC), and local community groups.

Te Waiohū have their own priority initiatives that are directly linked to their manaakitanga and kaitiakitanga responsibilities to their awa (stream), to their rohe (territory), to their uri (descendants) and to their manuhiri (visitors).



CASE STUDY

**He Pae Rangatira o Ihumātao -
Pest free Ihumātao**

He Pae Rangatira o Ihumātao - Pest free Ihumātao was co-designed with Te Ahiwaru mana whenua to enhance the mauri of the natural environment, while empowering iwi to exercise kaitiakitanga.

This project supports a tuākana-teina (mentoring) kaitiaki programme as well as a native plant nursery.

The purpose of the mentorship is to support intergenerational mātauranga and cultural connection between tuākana (mentors) and teina (mentee) from Makaurau Marae, to help develop their skills in looking after te taiao, and to exercise tino rangatiratanga and kaitiakitanga over their ancestral lands.

This is the first year Makaurau Marae has delivered the work without direct support from an existing environmental restoration consultant, with the vision of Makaurau Marae eventually becoming an independent contractor to ensure a mātauranga Māori approach.

Pest animal control has been the focus this year with three new pest animal monitoring and control lines being set up and managed along the Ōruarangi awa and surrounding whenua.

The on-site nursery has been supported by the employment of a full-time staff member. There has been a 32 per cent increase in plant production this financial year with 25,000 plants grown. Two thousand of these plants were planted in June 2022 within the Ōruarangi awa catchment as part of the tuakana-teina programme.

“Pest Free Ihumātao runs under a tuākana-teina approach, allowing for the succession of our rangatahi into leading roles within the taiao space. This programme helps to build our own capacity and capabilities for restoring our ancestral landscape, especially our tūpuna awa [river ancestor].”

**Sophia Olo-Whaanga, manager,
Tuākana-teina programme.**



Checking traps at Ihumātao

Other highlights for Kia ora te taiao

Auckland Council has been **working with Motairehe Marae on Aotea** / Great Barrier Island, supporting them to set up a business to control pest plants on Māori-owned land. The programme has empowered Ngātiwai ki Aotea to exercise kaitiakitanga of te taiao.

Auckland Council has installed a **living 'green roof'** featuring more than 2,000 plants on the Auckland Central City Library. Ngāti Whātua Ōrākei developed the roof design, which is inspired by whāriki, a plaiting style of weaving representing the laying of foundations. The Ngāti Whātua Ōrākei nursery also propagated suitable native plant species for the exposed roof environment.

The kauri dieback programme has been rebranded as **Kauri Ora** (well kauri) to emphasise the holistic ao Māori approach that prioritises the wellbeing of te taiao from the maunga to the moana. A Memorandum of Understanding has been established between Auckland Council, Te Motu a Hiaroa Charitable Trust, and Te Kawerau Iwi Tiaki Trust.

A **Shoreline Adaption Plan** for Whangaparāoa was recently completed in collaboration with Ngāi Tai ki Tāmaki and Ngāti Manuhiri. The iwi provided three specific themes related to shoreline management – whakapapa, taiao (environment) and tangata hononga (connecting people) – that are a core foundation of the pilot plan.

Onehunga Community Recycling Centre (CRC) is the first CRC in Tāmaki Makaurau to be operated by a Māori/Pasifika social enterprise. The Synergy Project Trust, a local Māori/Pasifika group, partnered with Localised, the business arm of the Zero Waste Network, to bid for the contract. The Synergy Project Trust delivers programmes in Onehunga and the surrounding areas, with profits invested into the wider community to achieve social and environmental benefits.

Healthy Waters has supported marae to install or repair water and wastewater infrastructure. This project saves marae on average 50 per cent on infrastructure projects and enables them to operate at a safer standard for whānau and manuhiri (visitors), maintaining the marae as a hub for kaitiakitanga and community connection.

Challenges and responses – Lessons learnt from 2020-2021

Challenge

There is an increasing demand for mātauranga a iwi and te ao Māori perspectives to inform taiao-based activities. This has highlighted the need for expanding the capacity and capability of teams who engage with mana whenua entities.

Response

Māori outcomes specialist staff have been recruited to support teams in working with mana whenua entities and integrating te ao Māori into the council's taiao-based programmes.

Collaboration across the council could reduce resourcing requirements for council staff and for mana whenua kaitiaki representatives.

Simplifying internal processes and monitoring staff competency and capacity will identify opportunities for improvement. Te Taunga Framework, a kaupapa Māori-based approach, is in development to develop best practice and increase staff competence to engage with Māori.

Challenge

COVID-19 restrictions impacted kanohi ki te kanohi (face-to-face) engagement, site visits and delivery of in-person programmes from August 2021 onwards.

Response

The council pivoted to online hui for critical projects. It also adjusted project timeframes where required so that appropriate involvement of iwi in decision-making could take place.

When government guidelines allowed, in-person meetings took place in accordance with COVID-19 safety protocols.

Lead statement

Terry Smith, Māori Outcomes for Kia ora te taiao

Work continues to support mana whenua to actively exercise kaitiakitanga of te taiao. The highlights within this report are but a snapshot of the wider work over the last year.

Many of the projects deliver on multiple outcomes. For example, The Central Library Living Roof – ostensibly a roof replacement project – also delivered on sustainability, kaitiakitanga, mana whenua identity and water quality and climate outcomes.

Despite the achievements, this year was not without challenge as COVID-19 restrictions impacted kanohi

ki te kanohi engagement. We also continued to see the challenge of increasing pressures and demand for mātauranga a iwi to inform and influence taiao activities and indeed of the council to respond.

The volume of mahi in this space has also made the development of a council group wide approach to Kia ora te taiao challenging. The focus for the next year will be to build on the momentum and mahi while working in parallel to bring the threads of Kia ora te taiao together so that group-wide highlights, challenges, opportunities, and measures can be managed collectively and better support mana whenua to exercise kaitiakitanga of te taiao.



Identifying erosion hotspots along the Kourawhero stream.



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.

Success stories for 2021-2022

CASE STUDY

Advancing Māori community housing providers in Tāmaki

Auckland Council has continued its successful partnership with the Independent Māori Statutory Board and Te Matapihi – a charitable trust that advocates for Māori housing – to grow the number of Tāmaki-based Māori Community Housing Providers (CHPs).

CHPs are typically not-for-profit groups that meet housing need through a range of social and affordable rental and home ownership options.

In 2021, there were 57 CHPs on the national Community Housing Regulatory Authority register: 18 identify as kaupapa Māori providers, with four based in Tāmaki Makaurau.

A three-session online wānanga (seminar) was held 4-6 May 2022, which provided existing and aspiring Māori CHPs with:

- lived insights from the Te Rau o te Korimako housing journey
- advice, insights, and recommendations from the Community Housing Regulatory Authority on meeting the CHP Performance Standards (financial viability, management, tenancy management and asset performance)
- Te Matapihi case studies, guidance, and resources for aspiring Māori CHPs.

In partnership with Te Matapihi, the council ran a pilot with two aspiring Tāmaki-based Māori CHPs to support them on the CHP registration journey. These entities were guided on required documentation and assisted through the lodgement process. Case studies, lessons learnt, and insights were shared with other aspiring Māori CHPs to guide them and future applicants through the registration process.

- lived insights from the Te Kāinga Atawhai Housing Ltd papakāinga development

“Never have I attended a three session wānanga which has been so relevant to our housing aspirations.”

Aspiring Māori CHP/wānanga attendee.

“It has been a privilege to have the opportunity to attend and present at this week’s emerging Māori Community Housing Provider wānanga and to hear about the journeys that have been taken to meet the needs of your communities. Your continued dedication to finding solutions to housing issues faced by Māori has been inspiring... There were thought-provoking discussions about how Te Tiriti o Waitangi can be upheld alongside and within regulation.”

Community Housing Regulatory Authority.

CASE STUDY

Te Mahurehure Marae housing project – Te Kāinga Atawhai papakāinga development

At the end of 2021, construction started on Te Atawhai project at Te Māhurehure Marae. This development provides for 14 two-storey dwellings with a mix of three and four-bedroom units. Auckland Council’s Māori Housing Unit and Regulatory Services have been instrumental in the provision of technical, planning, project navigation, and funding assistance to support the marae to achieve their housing aspirations.

Throughout the development process, the Māori Housing Unit worked closely with the marae to overcome barriers, traverse council processes, and bring together stakeholders to support the kaupapa. Part of this work has included working with architects, planners, government agencies, and wider council staff to leverage their skills

and services to support a successful outcome for the marae.

This approach has provided project certainty and other opportunities, such as becoming a registered Māori Community Housing Provider, which have enabled the marae to secure capital works funding for construction. For example, it was on the direction of the Māori Housing Unit to tender an independent ‘shovel ready’ application to central government during the COVID-19 lockdown, which supported the marae to secure additional capital works funding through Te Puni Kōkiri and be selected for Fast-Track Consenting.

While the impacts of COVID-19 have resulted in significant delays and problems in resourcing materials, it is anticipated that construction of the housing project will be completed by the end of 2022.

“The whānau of Te Mahurehure Marae can’t thank you enough for your tautoko [support] and manaaki [care] in supporting the marae to realise our housing vision”.

Tracey Panapa, Operations Manager, Te Mahurehure Marae.

CASE STUDY

Kia Whai Kāinga Tātou Katoa, Auckland’s Regional Cross-sectoral Homelessness Plan

In 2020, Auckland’s Parks, Arts, Community and Events Committee endorsed Kia Whai Kāinga Tātou Katoa, Auckland’s regional cross-sectoral homelessness plan, and its monitoring and reporting framework. Kia Whai Kāinga Tātou Katoa recognises the importance of honouring the Treaty of Waitangi and supporting Māori aspirations to achieve equitable housing opportunities and outcomes.

The plan embeds council’s role and identifies and progresses council-led actions in the sector. Feedback from the sector indicated they value Kia Whai Kāinga Tātou Katoa and council’s leadership.

Our kaimahi are committed to the plan and continue to advocate and promote the decisions of Kia Whai Kāinga Tātou Katoa members and other key stakeholders to foster strong relationships and strengthen the sector.

Understanding Aucklanders’ views on housing affordability

Council’s Social Policy Team continues to implement the affordable housing work programme.

Additionally, staff have drafted a findings report, Understanding Aucklanders’ Views on Housing Affordability, that aims to help the council better address the needs and aspirations of people in the housing market whether they are renting or buying. This report will be made available on the council’s OurAuckland website in the next financial year.

Staff are continuing to build our research and evidence base to support the development of future policy, including drafting a report on housing typology preferences of Māori and Pacific peoples. The report aims to develop an understanding of decisions drivers – for example cost, employment access, community belonging, family – around housing choice.

Other highlights for Kia ora te kāinga

Auckland Council’s Māori Housing Unit continued to support the **Papakura Marae kaumātua housing project**. The first six kaumātua units are now tenanted with completion of the last three units in June and the formal opening in July 2022.

Three Māori housing projects were awarded grants from **Auckland Council’s Cultural Initiatives Fund** in financial year 2021/2022.

Auckland Council’s Māori Housing Unit has provided technical and funding support to the **Ngāti Whātua Ōrākei Trust Atareta Street Kaumatua housing development**. The unit also assisted the project manager to identify other funding mechanisms to support the development. Ten two-bedroom single level duplex units were completed in November 2021 and were tenanted in late January 2022.

Auckland Council is working with and seeking advice from Te Puni Kōkiri on the **implementation of central government housing initiatives** in Tāmaki Makaurau. For example, the Whai Kāinga Whai Oranga Fund was established to expand existing Māori-led housing delivery programmes, improve housing quality through repairs, and to enable new delivery models that sustainably increase Māori-led housing delivery. Auckland Council wants to ensure Māori entities are aware of all central government opportunities and initiatives.

Challenges and responses – Lessons learnt from 2021-2022

Challenge

Central government has taken a much stronger role in planning for the growth of New Zealand’s largest and fastest growing cities. The government recognises there is a shortage of housing supply, especially in our main urban areas where it is needed most. Most residential zones currently allow only a single dwelling per site and have two-storey height restrictions in urban residential areas.

Response

Central government is currently proposing changes that will enable higher-density housing, such as apartments and townhouses, across our city including in areas close to public transport and urban centres with shops, jobs, and community services. These changes will allow people to develop up to three dwellings on each site, each being up to three storeys. Auckland Council is currently seeking and reviewing feedback from the public on several proposed changes to the Auckland Unitary Plan based on these new rules.

Challenge

Homelessness disproportionately affects whānau Māori. The 2018 census indicated there were 18,414 persons experiencing homelessness in Auckland, with Māori representing approximately 40 percent. Homelessness is complex and results from multiple factors. A key driver is a lack of social and affordable housing. The most at-risk groups include those with mental health issues, alcohol, or drug addictions, and those experiencing family violence.

Response

The council engages with people experiencing homelessness daily and is developing guidance on how to engage and support those experiencing homelessness. Auckland Council Group provides connection to services, such as the public transport network, supported by parks and places that provide for indicators of wellbeing. The council will continue to engage with iwi and Māori, and Central Government on nationwide initiatives, including the Homelessness Action Plan (launched in February 2020) and the kaupapa Māori interventions underway.

Lead statement

Kelly Parekowhai, Māori Outcomes Lead for Kia Ora te Kāinga

Warm, healthy, and safe homes are a key contributor to the wellbeing of whānau Māori in Tāmaki Makaurau. The council group contributes to housing and papakāinga through its role in funding infrastructure, effective consenting processes, equitable design, and planning.

We continue to see the challenges of our whānau finding a decent, affordable, and healthy whare (home) that suits their needs (either owner-occupied or rental). COVID-19 continues to impact

Auckland's housing sector, through rising costs of construction, supply chain issues and ongoing resourcing and talent constraints.

That said, I see increasing opportunities for our rangatahi in the wider building sector, whether through the trades, finance and procurement, or the policy settings.

Council will continue to plan for the future, to use the levers we have, and partner with iwi, central government and our diverse hapori (communities) in realising our housing outcomes.



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.

Success stories

CASE STUDY

Collaboration with rangatahi brings mātauranga Māori (Māori knowledge) to council buildings

This year, Ngā Mātārae has worked in collaboration with Te Pu-a-nga Maara, a collective of young Māori innovators, to create permanent signage for one of its corporate buildings, as well as a Matariki activation for its staff.

Thirty QR codes, each one connecting to a different phase of the maramataka (Māori lunar calendar), were placed in council staff cafés for a month. Scanning the codes took users to an external website and videos, created by Te Pu-a-nga Maara, to learn more about the lunar phase.

The codes were also used on permanent signage in 30 council meeting rooms that are named after phases of the maramataka.

The two-part maramataka project was not only part of Matariki celebrations but also an important piece of a larger aim to promote mātauranga Māori (Māori knowledge), utilise the maramataka for work planning, and make te ao

Māori more tangible throughout council work practices.

As part of the research and background work for the project, Te Pu-a-nga Maara worked with another rangatahi group from outside of the collective.

This second group was part of a kura kaupapa Māori that observes the maramataka and, at the time, was fundraising to send its rangatahi on a trip to the Cook Islands.

Te Pu-a-nga Maara gave some of the money it had received from the project to the kura. This supported the rangatahi to go to the Cook Islands to follow the migration of their waka tūpuna (ancestral waka) and help them reconnect to their whakapapa and learn more about the ancient maramataka.

To deliver the project, Te Pu-a-nga- Maara was set up as a council vendor, which has enabled the collective to start delivering taiao programmes in partnership with the council group.

“It was a cool experience getting to whakawhanaunga [establish relationships] with other people and with rangatahi outside of Te Pu-a-nga Maara. And it’s cool to know that the QR codes are going to be used in the council. Now everyone is going to know what each of the words mean there’s going to be a bit of mātauranga Māori in your guys’ spaces.”

Rangipo Takuira-Mita, kaiaua (innovator), Te Pu-a-nga Maara.

CASE STUDY

Supporting rangatahi to complete their education

Three Bags Full (3BF) supports students who are at risk of dropping out school, due to their family’s financial situation, to continue their education while developing digital and financial skills and gaining work experience. The programme supports young people to earn while they learn.

Completing schooling is key to future success for rangatahi. However, financial pressures at home create conditions where finding a job is prioritised.

Additionally, a solid grounding in information technology (IT) is vital for them to pursue IT related careers and businesses, but access to IT resources can also be a barrier to participation for students from large or low-income whānau.

Data for 2021/2022 shows:

- Four rangatahi completed the programme (one Pasifika, three Māori)
- 100 per cent reported wanting to pursue a tech-related career
- 100 per cent reported personal growth and increased confidence
- 100 per cent completion rate.

“I truly believe that the income is a big help. Sooner or later Mum and Dad will need that help with bills and things like that. The income will help encourage young bright students to spend all their off time gaining the knowledge they need to keep going to the next steps.”

Jay Taala, Programme Mentor, 3BF.

CASE STUDY

Rangatahi Māori supported to create new haka-theatre experiences

Whānau Māori from across the city experienced an innovative pilot programme aimed at combining the energy and power of haka theatre and original Māori performances. Using Auckland Live’s theatre spaces, theatre and performance specialists provided supervision and coaching to encourage students to create their own performance pieces.

The initiative saw students from kura Māori Ngā Puna O Waiōrea, Te Kura Kaupapa Māori o Hoani Waititi and Te Kura Kaupapa Māori o Te Kōtuku take to the Aotea Centre and present their epic haka theatre performances.

The level of skill required to deliver these professional productions has been recognised through NCEA accreditations. The outstanding results and sold-out performances led to a commitment by Tātaki Auckland Unlimited and senior performance professionals to collaborate again for an expanded Autaia programme for Matariki in 2022.

Other highlights for Kia ora te rangatahi

TSI and Manurewa High worked with six students leaving Manurewa High – who were transitioning into employment or further education and training – to share a kaupapa based in connection to culture and place and indigenous participatory design (**Hautū Waka**) to find solutions to issues relevant to them and their community. Rangatahi with design skills are in high demand and following the initial programme, four of the participants (two Māori, two Pasifika) were employed as rangatahi designers at Auckland Council to form Te Taiwhanga Rangatahi – a youth-led design initiative.

He Pia He Taurira is a rangatahi programme, designed in collaboration with mana whenua, to develop local placemakers through work experience and development opportunities. As part of the Eke Panuku placemaking programme, rangatahi participants have designed and delivered activities in key locations such as Wynyard Quarter. Rangatahi from iwi across Tāmaki Makaurau are appointed for a two-year tenure before a new cohort is recruited.

Challenges and responses – Lessons learnt from 2021-2022

Challenge

Programmes that support rangatahi Māori are taking place across the Auckland Council Group. However, to provide a more cohesive and effective approach, there needs to be better understanding where the greatest locus of activity is taking place.



Response

There is an opportunity to gain a bird’s eye view of programmes and then shift the leadership and oversight of this outcome to an area of the council group where it will have the greatest impact on delivering for rangatahi Māori in Tāmaki Makaurau.

Lead statement

Herewini Te Koha, Tumuaki Huanga Māori/ Director of Ngā Mātārae Māori Outcomes

Our Māori population is a youthful one. At the 2018 Census, the median age of the Māori population in Tāmaki Makaurau was 24.9 years, compared with 34.7 for the overall population. The Census also showed that almost a third of Māori were under 15 years old.

This underscores the fact that rangatahi Māori are a key demographic for our Māori outcomes mahi, and for the future of Māori wellbeing in Tāmaki Makaurau.

This chapter highlights just some of the initiatives taking place across the council group that support rangatahi Māori with their education, employment opportunities and cultural expression.

However, there is more to be done and moving forward we need to strengthen delivery to achieve greatest impact for this important generation.



Māori identity and culture

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

Success stories for 2021-2022

CASE STUDY

Beyond Toi Tū Toi Ora – the learning continues

Toi Tū Toi Ora: Contemporary Māori Art was the largest exhibition in Toi o Tāmaki/ Auckland Art Gallery's 134-year history, featuring more than 300 artworks by 111 Māori artists and informed by a Māori worldview. It attracted record numbers of visitors, including 6,000 ākonga (students).

The exhibition presented an aspiration and a challenge: to realise a future in which contemporary Māori art stands tall (toi tū) and healthy (toi ora) while reinforcing the wisdom and ideas that empower Māori.

A year-long programme of post-exhibition work resulted in new career pathways, with the creation of an online exhibition, internships, te reo Māori guided tours, eight gallery kaiārahi (guide) positions, a new Head of Kaupapa Māori role, community wānanga (seminars) on toi Māori, free bus travel for kura (Māori immersion schools) and schools to enable participation, and a permanent whānau Māori art trail.

The Toi Tū Toi Ora bilingual publication continues this programme, telling the story of contemporary Māori art from the 1950s to the present day. Every work is illustrated in full colour, with English and reo Māori captions. It contains detailed biographies for every Toi Tū Toi Ora exhibiting artist, written by expert curators and art historians.

With the support of the Auckland Council Māori Outcomes Fund, the Toi Māori pukapuka (book) has been distributed to every high school and kura in Aotearoa and to every school in Tāmaki Makaurau.

Auckland Art Gallery Toi o Tāmaki has also extended the learning with resources based on the key themes of Toi Tū Toi Ora on its website, including a series of artist videos providing insights into their processes, practices, and creative thinking.

Ka tukuna atu tēnei pukapuka toi Māori whakahirahira ō tātou mā ngā reanga o muri ake nei. We are so proud to be part of developing this taonga for future generations.”

Te Arepa Morehu, Head of Kaupapa Māori, Toi o Tamaki.

CASE STUDY

Te Maharatanga o Ngā Wai (Remembering our waters)

An inspiring public space, which honours the natural waterways that once flowed through the heart of Auckland city, was unveiled in March 2022.

The Māori design initiative behind the transformation is called Te Maharatanga o Ngā Wai / Remembering Our Waters and the unique space, which incorporates natural and design elements, can be found on the corner of Sale Street and Wellesley Street in the CBD.

The space has been developed through an innovative partnership between Ngāti Whātua Ōrākei and Auckland Council and enabled by Māori Outcomes funding and the council's City Centre Targeted Rate.

The council's Māori design intern, Kahurangi Eruera, collaborated with two young kaitiaki (guardians) from Ngāti Whātua Ōrākei to deliver this work, alongside the council's project team and Māori landscape architect Alan Titchener.

The design incorporates several elements: reo (language), whakatā (rest and relaxation), taiao (natural environment) tūrama (lighting) mahi toi (art) and provides whakamārama

and ako (explanation and teaching) about the waters that flow beneath our city.

Plants were grown in the Ngāti Whātua Ōrākei nursery, selected by the designers to reflect what would have once grown near the water, and planted beneath pōhutakawa. Ngāti Whātua Ōrākei kaitiaki maintain the plants.

Visitors to the space can relax on four 3D-printed concrete tūru (benches). Their curvilinear shape draws inspiration from the stream's natural form and the tuna (eels) that once flourished in the water. The soft edges also make the tūru safe and comfortable for everyone who wants to use them.

Two weathered steel pourama (light columns) highlight kupu Māori (Māori words) that speak to the natural water cycle with an overarching message: oranga wai, oranga tāngata (healthy waters, healthy people).

Visitors can also scan a QR code on the side of these pourama to access information about the site and the project, including hearing and reading a poem by celebrated manu kōrero/ poet Hone Tuwhare, recited in both te reo Māori and English by the children of the young men who led the project.

“We approached the project with a te ao Māori understanding of context and place. When I look at the maps there are these old waterways and people no longer know the names, but this project brings narratives, histories, and cultural contexts back to the forefront. The wai that used to flow is what sustained life.”

Kahurangi Eruera, Māori design intern, Auckland Council.

“Ultimately, it's underpinned by manaakitanga. The CBD is a concrete jungle. So, we aim to create a place to welcome manuhiri [visitors] and where people can connect through the beautification these projects provide. This is an opportunity to soften spaces and invite people in.”

Dane Tumahai, Ngāti Whātua Ōrākei.

Other highlights for Kia ora te ahurea

Matariki Festival 2022 returned with an exciting line-up of more than 85 events regionwide from 21 June. The events included captivating kapa haka, a street party featuring contemporary Māori musicians, kite-flying, lighting shows and cultural events across Tāmaki Makaurau. The festival was brought to the public by Auckland Council and host iwi Ngāti Whātua Ōrākei.

Over the past two years, Auckland Zoo's leadership team has formalised its commitment to the Treaty of Waitangi with a roadmap for its relationship with Māori, the values of kaitiakitanga and the relationship to te taiao.

Te Puna Waioara, Auckland Zoo's Te Reo Māori and Cultural Capability Plan, aims to ensure change that is embedded strategically and operationally.

Auckland Town Hall's Māori narrative –

Over the years Auckland Town Hall has been at the centre of local politics, public gatherings, debates, and significant moments in history. Today, Tātaki Auckland Unlimited operates the Town Hall as an events and concert venue. While acknowledging the Edwardian-Baroque architecture on the plaque, as is customary with council buildings, Tātaki Auckland Unlimited decided to tell a far richer story – one that acknowledges mana whenua, the Horotiu village and stream, and the pā that were once on this site.

Toi Whītiki Arts and Culture Strategic Action Plan (review) – in early 2022, staff engaged the arts and culture sector to help shape the scope for reimagining Toi Whītiki. This process included partnering with

Te Taumata Toi-a-Iwi, Auckland's arts regional trust to host a series of kōrero with independent practitioners, Toi Māori representatives, rangatahi, and Moana Oceania creatives. A focus of these kōrero was to consider how the Treaty of Waitangi principles and te ao Māori perspectives can be expressed in the redeveloped strategy. One key piece of feedback was that a 'by Māori, for Māori' approach should be considered from the outset to ensure te ao Māori perspectives are embedded.



Challenges and responses – Lessons learnt from 2021-2022

Challenge

Kia ora te ahurea is centred on the identity and culture of Māori in Tāmaki Makaurau. Developing a partnership with mana whenua and mataawaka is core to better understanding how the council can support the sharing and connection to culture and identity for Māori in Tāmaki Makaurau.



Response

Auckland Council Group develops relationships with mana whenua entities and mataawaka to understand what culture and identity means for them and how we can best support this connection.

Challenge

Auckland Council Group is facing restrictions on internal resourcing, which will impact on the delivery of the arts and events programme. These are core initiatives for supporting Māori culture and identity outcomes.



Response

Auckland Council is looking to support programmes to adapt to resourcing restrictions and amend deliveries to match.

Lead statement

Kia ora te ahurea is led by the council's Chief Planning Office

The impact of COVID-19 restrictions has been significant on the delivery of events across the region. Despite these restrictions, there has been positive progress to deliver on Kia ora te ahurea through alternative programmes including Māori design initiatives, leveraging off the success of the Toi Tū Toi Ora Contemporary Māori Art exhibition, and engagement on Toi Whītiki Arts and Culture Strategic Action Plan.

COVID-19 has provided a much-needed rethink of how the council group can make a meaningful contribution towards delivering Māori outcomes and has highlighted the need for improved relationships and dialogue with our Māori partners.

Our priorities continue to focus on using core strategic levers across the council group to embed Kia ora te ahurea, and to adapt our thinking and approach based on the views and kōrero from Māori in Tāmaki Makaurau.



Tamariki and whānau wellbeing

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

Success stories for 2021/2022



Kia Ora te Whānau hub – Te Pātaka Kōrero o Waimahia and Te Matariki Clendon Community Centre

In 2017, The Southern Initiative’s co-design lab, with input from central government agencies, community trusts, mana whenua and whānau, produced a report called Early Years Challenge. This examined the first 1,000 days in a child’s life through the lived experience of parents in south Auckland, combined with the insights provided by international neuro-science research, local data, and longitudinal research.

The findings provided the basis for a pilot programme of activities for 0-5-year-olds called Te Kākano and gave rise to a framework called Creating Home. Creating Home is centred on the idea that council places can play a crucial role in supporting whānau to nurture lifelong outcomes for their tamariki (children).

This mahi informed the development of Te Paataka Koorero o Takaanini community hub and set the direction for working with communities to establish three more place-based whānau wellbeing hubs across Tāmaki Makaurau by 2025.

Co-design is underway for the first of these to be realised at Te Pātaka Kōrero o Waimāhia and Te Matariki Clendon Community Centre.

With the support of the Manurewa Local Board, the hubs aim to ensure that whānau Māori, and all those who access the facility, experience relevant and welcoming services that reflect their aspirations and contribute to whānau wellbeing.

Early wins

The Manurewa Local Board provided a new access fund in 2021, which has enabled more equitable access into Te Matariki, Manurewa Leisure Centre and Manurewa Pools for local Māori organisations who deliver kaupapa Māori activity. The fund has enabled transformative changes in these facilities, through engaging local kura and the wider community to be more engaged in activities such as rākau (stick games), haumarū wai (water safety), mau rākau (Māori martial art), kī o rahi (Māori ball sport) and karate with te reo Māori. It has also enabled te reo Māori to be seen, spoken, and heard on a regular basis.

Over the April school holidays staff from libraries, the recreation centre and The Southern Initiative ran rangatahi drop-ins. Approximately 50 rangatahi attended these insight gathering sessions to explore what being happy and healthy meant to them. The staff were able to connect with rangatahi and questions such as, “What would you do if you were a designer or builder of a new facility in Waimāhia?”

Over the coming months, the team will continue to gather insights through empathy interviews with local whānau and community groups. Prototyping will begin in September, moving the council closer to setting up the systems that will continue to grow the whānau wellbeing hub.

CASE STUDY

He Kupenga Horopounamu: shaping libraries' future service design

Libraries can play a key role in the interventions needed to create positive change for whānau Māori, but only if whānau experience relevant and welcoming public facilities and services. He Kupenga Horopounamu is a two-year programme of work to shape libraries' practice and service design for the future.

He Kupenga Horopounamu will partner closely with around 100 whānau across Tāmaki Makaurau to co-design service delivery models that take a kaupapa Māori approach and, ultimately, improve whānau outcomes.

Initial research is underway, and the early findings are providing compelling evidence that

the approach to delivering for whānau Māori is already changing. The project's external consultants (CORE Education) noted that in recent years "the nature of respectful, reciprocal relationships has changed and rather than the onus being on Māori to change, responsibility for connecting and engaging Māori and encouraging them to use libraries starts with libraries."

The project is funded by the Department of Internal Affairs, through the National Library's New Zealand Libraries Partnership Programme and will run through until September 2023. The latter part of the project will concentrate on strengthening staff capability, as well as the recruitment strategy required to support the kaupapa into the future.

Other highlights for Kia ora te whānau

Ako Hoe Waka and Waka/Kēmu activations

engaged 3,458 whānau from across Tāmaki Makaurau across nine local board areas. The Mātātoa team facilitated the activities from January 2022 to May 2022 ensuring mātauranga Māori, te reo and tikanga were interwoven into the fun and learning.

Council's volunteer team were hampered by COVID-19 this year but still managed to deliver **10 programmes with kaupapa Māori content** in local parks reaching

150 whānau Māori. They also produced a video series, accessible to all, with Riki Bennett and Donna Kerridge focused on Ngā Taonga o te Ngahere (Treasures of the Forest), Rongoa i te Ngahere (Healing in the Forest), Te Oranga o te Ngahere (Health of the Forest) and Ngā Whakatumu ki te mana (Threats to the Forest).

Challenges and responses – Lessons learnt from 2021-2022

Challenge

The pandemic and the cost of living

The stressors that are often placed on whānau Māori have been exacerbated by the pandemic and inflationary pressures. Pre-COVID-19 half of Māori in Auckland lived in high deprivation areas, thousands lived in households with income below the poverty line, and a quarter of Māori parents with dependent-aged tamariki lived in homes that were overcrowded. We know that volatility of income and lack of access to education during COVID-19, combined with the cost-of-living increases, has hit many whānau hard.

Connection with society and council services

In 2016, according to Te Kupenga (Tatauranga Aotearoa/ Stats NZ's survey of Māori wellbeing) only 25 per cent of Māori in Auckland reported relatively high levels of trust in the system of government, and other studies show that many Māori experience discrimination. We also know that Māori with dependent children are more likely than others to volunteer through their marae, hapū and iwi. Combining the low levels of trust, with discrimination and the exhaustion of volunteer contribution makes it highly likely that whānau Māori do not know what support is available nor trust the system, including the council.

Response

Auckland Council is focussing on using our spending power to support Māori business and create jobs that drive income into Māori households. We are creating safe and welcoming whānau hubs that provide access to basics including food, learning material, wi-fi and computers. These are developed and staffed locally where possible creating stronger connections with local whānau. Finally, we are ensuring Māori organisations are aware of and accessing the range of grants that council has available to support a 'by Māori, for Māori' response.



Rangatahi drop-in session.

Lead statement

Jane Aickin, Māori Outcomes Lead for Kia ora te whānau

This outcome is extremely broad and supported by other outcomes, particularly: Kia ora te umanga (economic success of whānau), Kia ora te kainga (housing outcomes for whānau) and Kia ora te ahurea (welcoming spaces and activity for whānau). With this in mind the focus of Kia ora te whānau is currently on grants (getting funding to Māori-led responses) and adapting existing whānau-based services to ensure they are fit for purpose.

We know our existing services are not reaching whānau Māori. Over the 12 months ending March 2022, 15,635 unique library users (based on active members) were Māori, 4.5 per cent of the total. This is a reduction from 4.6 per cent of the total in December. There are weaknesses in how we can capture this information as many whānau Māori are not active members and use services that do not require membership. However, it is an indicator that demands further investigation and response. In addition, we've previously measured whānau Māori use of council's leisure centres and found the use by whānau Māori is much lower than the population average. It will take time to shift direction however the urgency is clear.

Auckland Council has lots of reach outside of built facilities and has committed, in its 10-year Budget 2021-2023 to tailor services to different communities, focussing on growing participation in areas of greatest need. One of these areas is grants. Preliminary results indicate that six per cent of local grants go to Māori organisations. We intend to start to connect more deliberately with organisations that are not accessing funding and continue to measure where our grants are reaching.

As part of the three-year review of I Am Auckland, the Children and Young People's Strategic Action Plan, staff will reconnect with children and young people to understand the challenges they face, what support they need and their aspirations for the future. Staff are taking a targeted approach, and this involves engaging with tamariki Māori. The results of this engagement will be produced in financial year 2022/2023.

This year was about building our foundations. Next year will be about delivering small but powerful change in some of our services, supporting Māori-led approaches and continuing to listen and learn.

Ahakoā he iti, he pounamu.



Waka activation.



Water safety session.

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.

Success stories for 2021/2022



Te Mātāpuna mō ngā Hapori platform – supporting Council engagement with Māori

The Local Government Act Section 17A review highlighted low levels of iwi satisfaction in the way they were being engaged in council processes.

In response, Auckland Council began working on Te Mātāpuna mō ngā Hapori, a platform designed to support its engagement with Māori communities.

The platform, which has been developed over the last three years, hosts engagement portals that hold council and Māori information, GIS maps, SharePoint document repository and communication tools.

The project team partners with key delivery arms of the council to co-design engagement solutions with Māori. Two engagement portals have been co-designed to meet specific business process and engagement needs:

- Regulatory Services - Resource Consents (CVA) Portal
- Customer and Community Services – Te Kete Rukuruku (Māori Naming) Portal.

The next phase involves a 24-month work programme to deliver a new mana whenua engagement portal for the Infrastructure and Environmental Services Directorate.

Currently 15 out of 19 mana whenua entities have been on-boarded to Te Mātāpuna mō ngā Hapori and are actively using the Resource Consents CVA Portal to vet resource consents.

Te Kete Rukuruku Portal goes live in the first quarter of financial year 2022/2023 and will streamline the process for 19 mana whenua and 21 Local Boards to engage on bi-lingual naming of local reserves and facilities.

Te Mātāpuna mō ngā Hapori provides a solution for council and Māori communities that:

- reduces the administrative burden and costs of engagement by automating the administrative tasks associated with engagement
- provides a consistent process to support council engagement with Māori communities
- provides a repository for relevant Māori and council information in one location
- enables the projects that Māori are most interested in to be prioritised, supporting the delivery of Māori outcomes.

“Te Mātāpuna is a good, standardised tool for council to share complex data with mana whenua – raw data and everything in between.”

“Thank you so much for getting me on board. The resource looks fantastic.”

Feedback from mana whenua who have engaged with the initiative.



CASE STUDY

Kaipātiki – development through active partnership

Kaipātiki is a recreational reserve, spread over 18.6 hectares of whenua and providing access to the geothermal springs in the Parakai settlement, known as Te Awa Kahawai.

The reserve is jointly owned by Ngāti Whātua o Kaipara and Auckland Council, and overseen by Te Poari o Kaipātiki ki Kaipara, a co-governance entity.

The joint ownership and management of Kaipātiki brings active partnership to life; a partnership that respects the people and the different stories of place, and supports a space that all communities can enjoy and take pride in.

Māori values and principles guide management today and are woven into the Kaipātiki Reserve Management Plan.

A Kaipātiki development capital works programme has been developed and construction will commence in October 2022.

The programme, which comprises multiple projects, will begin by re-shaping Kaipātiki's front reserve and commercial campground, including building new assets on site. The designs are heavily inspired by the geothermal, therapeutic features of Kaipātiki and draw on the cultural identity of Ngāti Whātua o Kaipara people, their way of life and traditional stories.

Projects in phase one of the development include:

- māra hūpara (traditional Māori play) inspired playground, which includes both traditional play equipment, basketball courts and a flying fox
- Ngāti Whātua designed toilet facilities
- new carpark and reshape of entrance into reserve
- new plaza entrance
- recreational facilities, including seated areas, and barbecues for families seated under pergolas
- pathway network – pedestrianisation of the front reserve, connecting the front reserve to the rear reserve
- new entrance for the Kaipātiki Campground
- native species landscape planting
- improvement of drainage on site
- new accommodation offerings (two new Tiny homes)
- wayfinding and dual heritage storytelling.

Other highlights for Kia ora te hononga

Auckland Council is committed to developing mutual and enduring relationships with Māori in the spirit of Treaty partnership. Mana whenua have a unique role to play in governance and leadership in Auckland, so developing **relationship agreements** with the 19 mana whenua iwi is key.

Nine iwi in the Auckland region have post-settlement entities established. Another two iwi – Ngāti Paoa and Te Ākitia Waiohūa – signed Deeds of Settlement in 2021.

The council has five existing relationship agreements and two in development; Ngā Mātārae is currently finalising agreements with Ngāi Tai ki Tāmaki and Te Kawerau a Maki, with signing events expected in 2022.

The Independent Māori Statutory Board completed **the latest Treaty of Waitangi audit**, He Waka Kōtuia, in 2021. The audit made recommendations on five key areas for improvement, with the recommendations now included in relevant teams' work programmes.

Challenges and responses – Lessons learnt from 2021-2022

Challenge

Auckland Council's complex systems and processes can be barriers to participation for Māori.

Greater clarity/guidance is required to support targeted engagement with individual iwi to achieve Treaty relationship objectives in decision-making.

Response

A Māori engagement review has been undertaken with four main objectives:

- clarify and confirm our legal and core policy objectives for mana whenua and mataawaka engagement and relationships
- take stock of our existing mechanisms and approaches, including their documented mandates and objectives
- determine the extent to which those mechanisms and approaches are achieving their stated partnership and participation objectives, and their alignment to our core legal and policy objectives
- identify key gaps and risks across our current arrangements.

The review findings will be applied to the consolidation and redesign of the council's iwi and Māori relationships framework, mechanisms, and oversight.

Lead statement

Herewini Te Koha, Tumuaki Huanga Māori/ Director Māori Outcomes

Ngā Mātārae leads Kia ora te hononga and it is our responsibility to enable the council's directorates to maintain effective partnership relationships with mana whenua entities.

To achieve this aim, we need the right systems in place. That is why we have put a lot of our efforts over the last year into Te Mātāpuna mō ngā Hāpori platform, with the aim of automating administrative tasks and supporting more effective engagement and information sharing with our Māori partners. We look forward to bringing infrastructure and environmental services onto the platform over the next two years.

Treaty of Waitangi settlements have included the establishment of structures that see Auckland

Council and mana whenua entities co-governing environmental resources. I am heartened to see how Māori values and principles guide the management of these areas, such as Kaipātiki recreational reserve, to provide a space that all Aucklanders can enjoy.

It is important that we keep the diverse realities of all our Māori communities at the centre of all that we do. This is why our Kia Ora Tāmaki Makaurau framework, which is the first framework to bring together mana whenua and mataawaka aspirations with the council group's contribution to achieving them, is so valuable.

As we look to the future, we will continue to support the council group to maintain these vital relationships, as well as fostering stronger insights on how we can better serve Māori in Tāmaki Makaurau.



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.

Success stories for 2021/2022

CASE STUDY

Refresh of the Māori Employment Strategy and Implementation Plan

The M.A.H.I (Measures and Actions for High Impact) Māori Employment Strategy guides how the council group will grow and develop a talented and thriving Māori workforce, as well as build its capability to better serve the needs and aspirations of Māori communities in Tāmaki Makaurau.

M.A.H.I has three high-level goals to achieve:

- develop a workforce that can respond to the needs and aspirations of Māori
- support the career development and progression of Māori and specialist staff
- provide a culturally responsive and respectful work environment.

The first version of M.A.H.I was introduced in 2017-2020, with Auckland Council becoming the first local government entity in Aotearoa to introduce a Māori Employment Strategy.

In 2021, Group Services reviewed the council's progress and developed a refreshed implementation plan for the next two financial years. This implementation plan was approved by the Executive Leadership Team in April 2022.

The refreshed plan has been developed to align with key strategic drivers adopted by the council group – including Kia Ora Tāmaki Makaurau – which influence how we support our Māori workforce and build the capability of our wider organisation.

Moving forward, organisation-wide implementation will be strengthened through weaving the M.A.H.I strategy and its implementation into directorate and CCO Achieving Māori Outcomes plans.

“The M.A.H.I Strategy provides clear direction for Te Kaunihera o Tāmaki Makaurau to contribute towards better employment outcomes for kaimahi Māori. The strategy is a key work programme that underpins the Kia hāngai te kaunihera/ An empowered organisation strategic priority of Kia Ora Tāmaki Makaurau, and the focus on lifting organisational cultural capability strengthens delivery against all 10 strategic priorities.”

Herewini Te Koha, Tumuaki Huanga Māori/ Director Ngā Mātārae Māori Outcomes.

CASE STUDY

Te Ara ki Tua, The pathway forward: Cultural Competency Survey for Tātaki Auckland Unlimited

In March 2022, Tātaki Auckland Unlimited asked employees to share how they felt about their Māori cultural competency. Te Ara ki Tua/ The Pathway Forward is the first survey of this scale to be conducted across the Auckland Council Group.

The independent and anonymous survey aimed to identify strengths and gaps in understanding of New Zealand history, Māori tikanga, te ao Māori perspectives, te reo Māori, how to partner with Māori, and more.

The survey showed most of the respondents support building their capability in te reo Māori and te ao Māori and understand the importance of fostering relationships with iwi and Māori organisations.

The survey analysis will be used to establish a baseline to prioritise investment, roll out appropriate programmes to grow capability for Tātaki Auckland Unlimited staff, and to measure organisational improvement over time.

“Te Mahere Aronga, our Māori Outcomes Plan, guides how we will respond to the expectations and obligations arising from Te Tiriti based approach with Māori communities. Understanding where we are in our journey as individuals and collectively across our organisation is a vital first step in helping us to meet these commitments.”

Helen Te Hira, Director Māori Outcomes, Tātaki Auckland Unlimited.

CASE STUDY

Ngā Kete Akoranga

Ngā Kete Akoranga (NKA) is the council’s Learning and Development programme, which provides a suite of training opportunities to build staff capability and to deliver outcomes with and for Māori.

COVID-19 lockdowns and restrictions meant the programme needed to pivot from face-to-face delivery to online. Of the nine NKA courses, Auckland Council was able to shift seven to online delivery. The council and NKA kaiako (teachers) utilised online collaboration tools to provide engaging learning environments.

This financial year, 673 staff participated in an NKA learning programme. This is a 48 percent increase from last financial year signalling that access to cultural competency development opportunities remains in high demand across the organisation.

Kura Kawana introduces te reo Māori training for elected members

Elected members play a vital part in giving effect to Auckland Council’s Treaty-based obligations and commitment to Māori participation and development. Kura Kāwana is the council’s three-year development programme to support elected members in their understanding of the legislative and Treaty landscape.

This year, Kura Kāwana extended its offerings and now delivers a five-week foundational reo Māori course for elected members. The training was provided in response to a strong demand from elected members to build their confidence and use of te reo Māori in their governance role. There was a good uptake for the course, with 22 members participating in financial year 2021/2022.

Participant feedback has been very positive, with members reporting increased confidence in using te reo, and requesting more opportunities to practice in a safe forum.

Tātaki Auckland Unlimited – Quality decision making for leaders must include a Te Ao Māori perspective

The Tātaki Auckland Unlimited Board and Executive Team members have undergone a programme of learning on applying a Tiriti-based lens to their role as decision makers. The training is seen as critical to the mahi of the organisation as the cultural and economic development agency for Tāmaki Makaurau / Auckland.

These leaders want to encourage their people to build and strengthen partnerships with Māori and gain a better understanding of mana whenua perspectives and priorities. Future sessions are planned to ensure the Board keeps up to date with the latest thinking.

“The board has benefitted from a better understanding of te ao Māori, applying it in how we work together. It has increased our practical knowledge of Te Tiriti o Waitangi. ‘Rangatira ki te rangatira’ [leader to leader] relationships between mana whenua, the Independent Māori Statutory Board, and leaders across diverse mataawaka entities must be informed by this perspective.”

Jen Rolfe, Board Director, Tātaki Auckland Unlimited.

Other highlights for Kia hāngai te kaunihera

The COVID-19 lockdown presented an opportunity for Whānau Manawa, the council's Māori Staff Network, to shift its focus to providing **wellbeing support for kaimahi Māori**. Initiatives followed a Māori world-view approach, with an emphasis on whakawhanaungatanga (relationship building) and holistic wellbeing. This included everything from regular online sessions to build a sense of connection, to maramataka (Māori lunar calendar) workshops, to online kōrero with Māori health experts.

Auckland Council engaged with Te Kawerau a Maki in the **refurbishment of the Henderson Civic Building**. The project supported a strengthened partnership and the development of a shared use agreement between the iwi and Auckland Council. The agreement provides a dedicated office space for Te Kawerau a Maki and enables shared management and protection of taonga, which are incorporated into the building. Te Kawerau a Maki gifted Te Ipu Kura ā Maki (the sacred red calabash of Maki) as the building name.

As of April 2022, Auckland Council had a total of 596 staff who identified as Māori, totalling 8.5 per cent of all employees.

DIRECTORATE:	NUMBER OF MĀORI STAFF PER DIRECTORATE	PER CENTAGE OF MĀORI STAFF
Customer & Community Services	330	11%
Regulatory Services	106	6%
Group Services	46	5%
Infrastructure & Environmental Services	34	6%
Finance	22	5%
Chief Planning Office	25	8%
Governance	18	5%
Ngā Mātārae	13	72%
Office Of The Mayor	1	7%
Office Of The Chief Executive	1	33%

Data is based on staff who have completed their ethnicity details in Auckland Council's Candidate Management System.

Challenges and responses – Lessons learnt from 2021-2022

Challenge

The M.A.H.I Strategy and NKA are currently supported by the Māori Outcomes Fund. The positioning of Māori outcomes as a key priority across the Auckland Council Group highlights an opportunity to shift resourcing into organisational budgets.

Response

Auckland Council has committed to identifying internal budgets to resource delivery of the refreshed M.A.H.I Strategy implementation plan across financial years 2022/2023 and 2023/2024. Organisation-wide commitment will be strengthened through integration of M.A.H.I into business planning through directorate and CCO business plans.

The NKA refresh project focuses on building a sustainable programme that is fit for purpose to enable full transition into organisational budgets by financial year 2023/2024.

Challenge

The review of the council's NKA programme was significantly delayed due to the impacts of COVID-19 and the prioritisation of the M.A.H.I Strategy Implementation Plan refresh. A review is required to ensure the programme and learning outcomes meet the capability needs of staff to give effect to council's Treaty obligations and address high levels of demand.

Response

The council has rescoped the project to review the NKA programme expected to be delivered by the end of financial year 2022/2023. The review will include building a sustainable programme that is fit for purpose and introducing e-learning and blended learning modules to support the successful transition on NKA into organisational budgets.

Challenge

The council lacks consistent systems and processes monitor staff capability needs and growth. Monitoring is critical to evidence how training investments have increased staff capability and confidence to achieve council's commitment to the Treaty of Waitangi and to Māori. The 2021 Treaty Audit provided several recommendations to lift processes to drive and evidence staff capability.

Response

The M.A.H.I Strategy and NKA refresh will look at developing a competency framework to strengthen monitoring and reporting of staff capability. This framework will address relevant recommendations from the 2021 Treaty Audit and support the council to capture more meaningful data.

Challenge

Recruitment targets to improve the representation of Māori in Auckland Council's total workforce and in senior leadership roles were set through the Chief Executive's performance objectives and Kia Ora Tāmaki Makaurau. Progress to achieve these targets has been slow with a lack of material movement made across the financial year. The effects of COVID-19 on New Zealand's labour market have impacted council's ability to attract top talent. Targeted actions are required to strengthen the council's brand as an employer of choice for Māori and to support the career development of the council's Māori workforce.

Response

The refreshed M.A.H.I Strategy Implementation plan focuses on strengthening accountability and prioritisation of strategy at directorate levels. The plan supports a coordinated council-wide approach to progressing the targets by building strategic workforce planning into all directorate Achieving Māori Outcomes plans.

The plan includes the actions the council group will take over the next two years to increase the attraction, retention, and career development of Māori talent.

Lead statement

Chelsea Natana, Māori Outcomes Lead for Kia hāngai te kaunihera

This year, we focused on refreshing the M.A.H.I Strategy Implementation Plan to guide the council's focus for the next two years. The M.A.H.I Strategy is a key organisational lever to enable the council to fulfil its Treaty-based commitments and build its capability to deliver Māori outcomes. With the refreshed

strategy in place, the council will now shift its focus towards group-wide delivery.

Over the next financial year, the council group will focus on improving its systems and processes to give effect to treaty obligations and improve its organisational effectiveness to deliver Māori outcomes.



Māori Outcomes Fund: Financials 2021/2022

Total budget
\$18,708,603
Total spend
\$14,313,339

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Umanga Māori Business, Tourism and Employment	Amotai	Amotai is funded to deliver its services as an intermediary for supplier diversity in Tāmaki.	\$805,000	\$804,209
Allocation and spend for Kia ora te Umanga			\$805,000	\$804,209

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te marae Marae Development	Cultural Initiatives Fund (CIF) - Marae	\$710,000 of the Cultural Initiatives Fund was allocated to marae in FY22. The CIF provides the 40 mana whenua and mataawaka marae with funding to support the capacity and capability of existing and new marae to be self-sustaining and prosperous.	\$710,000	\$711,719
	Marae Infrastructure Programme	To support the resilience of the 32 mana whenua and mataawaka marae infrastructure through maintenance and renewals.	\$7,353,351	\$6,302,215
Allocation and spend for Kia ora te Marae			\$8,063,351	\$7,013,934

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Taiao Kaitiakitanga	Western Kiosk	Mana Whenua Forum partnership with Auckland Council, creating an environmental hub to protect and enhance the mauri of the Hauraki Gulf/Tikapa Moana.	\$805,000	\$115,645
	Te Whakaoranga o Te Puhinui / Puhinui Regeneration Strategy	Support mana whenua through the Puhinui Regeneration Strategy and work programme and input into some of the initial design work.	\$200,000	\$224,818
	He Tūranga Whetū (Reaching for the Stars)	Design and consenting of a Māori star compass.	\$63,500	\$1,500
Allocation and spend for Kia ora te Taiao			\$1,068,500	\$341,963

Untitled at Box Café and Bar by Paratene Matchitt
(Whānau-a-Apanui, Ngāti Porou).

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Kāinga Papakāinga & Māori Housing	Cultural Initiatives Fund (CIF) - Papakāinga	To support the capacity and capability of iwi, hapū, whānau and Māori organisations to develop papakāinga.	\$490,000	\$242,790 ¹
Allocation and spend for Kia ora te Kāinga			\$490,000	\$242,790

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia Hāngai te Kaunihera An Empowered Organisation	M.A.H.I (Māori Employment) Strategy Implementation	A programme of work for three years (Financial year 2019/2020 to financial year 2021/2022)	\$150,000	\$18,821
	Ngā Kete Akoranga (NKA)	Auckland Council's foundational Treaty Learning & Development programme	\$255,000	\$176,603
	Programme delivery budget	Programme delivery budget to support outcome work programmes.	\$350,000	\$193,082
Allocation and spend for Kia Hāngai te Kaunihera			\$755,000	\$388,506

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Rangatahi Realising Rangatahi Potential²		Allocation and spend for Kia ora te Rangatahi	\$0	\$0
Allocation and spend for Kia ora te Rangatahi			\$0	\$0

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Ahurea Māori Identity and Culture	Toi Tū Toi Ora	A range of supplementary activities and collateral following the exhibition of Māori artworks that concluded in May 2021.	\$750,000	\$668,422
	Puhoi to Pakiri Trail Development Programme	Supporting Ngāti Manuhiri to leverage and realise cultural and economic outcomes as part of the Puhoi to Pakiri Trail.	\$231,000	\$0
	Māori Sites of Significance (Māori Cultural Heritage programme)	A partnership between mana whenua, council departments and local boards to identify, protect and manage sites and places of significance to mana whenua.	\$1,008,860	\$984,178

¹ Two recipients of CIF Papakāinga grants have been carried over into FY23.

² The Māori Outcomes Fund did not fund any specific initiatives in FY22 for this outcome. Outcomes for rangatahi continue to be delivered through activities in Auckland Council departments such as Community and Social Innovation and CCOs (e.g. Eke Panuku).

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Ahurea Māori Identity and Culture continued	Te Matatini 2021	To support the Auckland Council group-wide coordination and planning of Te Matatini Herenga Waka, Herenga Tangata 2023 - Tāmaki Makaurau ³ .	\$420,000	\$177,853
Allocation and spend for Kia ora te Ahurea			\$2,409,860	\$1,823,898⁴

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Whānau Whānau and Tamariki Wellbeing	Te Whai Oranga	Development of a Māori sport and recreation plan with the intention of growing activity levels among young Māori.	\$143,900	\$28
	Manaaki Fund for COVID-19 Response and Recovery	A second round of COVID-19 response and recovery support, via \$10,000 grants to Māori partners.	\$350,000	\$136,420 ⁵
Allocation and spend for Kia ora te Whānau			\$493,900	\$136,448

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Reo Te Reo Māori	Reo programme	A council-wide programme based on Te Reo Māori Action Plan 2020-2023. Bi-lingual signage has been installed at the Town Hall, The Cloud and Bruce Mason Centre.	\$204,160	\$283,164
	Te Kete Rukuruku	A programme to showcase the Māori history and stories of Tāmaki Makaurau. It includes adding names significant to Māori to local parks community places (e.g. libraries.) ⁶	\$757,220	\$615,670
Allocation and spend for Kia ora te Reo			\$961,380	\$898,834

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Hononga Effective Māori Participation	Capacity Contracts	Contracts with iwi to support mana whenua capacity building, to build relationships with council and contribute to the decision-making process.	\$1,050,000	\$1,040,000
	Cultural Value Assessment (CVA) Improvements to Effectiveness	A programme that improves the tools and resources that enable mana whenua to engage with Auckland Council in the resource consent processes.	\$600,000	\$208,099

³ Te Matatini was postponed in 2021 and 2022 due to COVID-19 restrictions. \$1.2 million is allocated for this event.

⁴ A small decrease in total spend for Kia ora te ahurea is due to an accrual from FY21.

⁵ Second round of Manaaki Fund achieved an actual spend of \$297,570. An accrual from FY20 caused a reduced year-end spend.

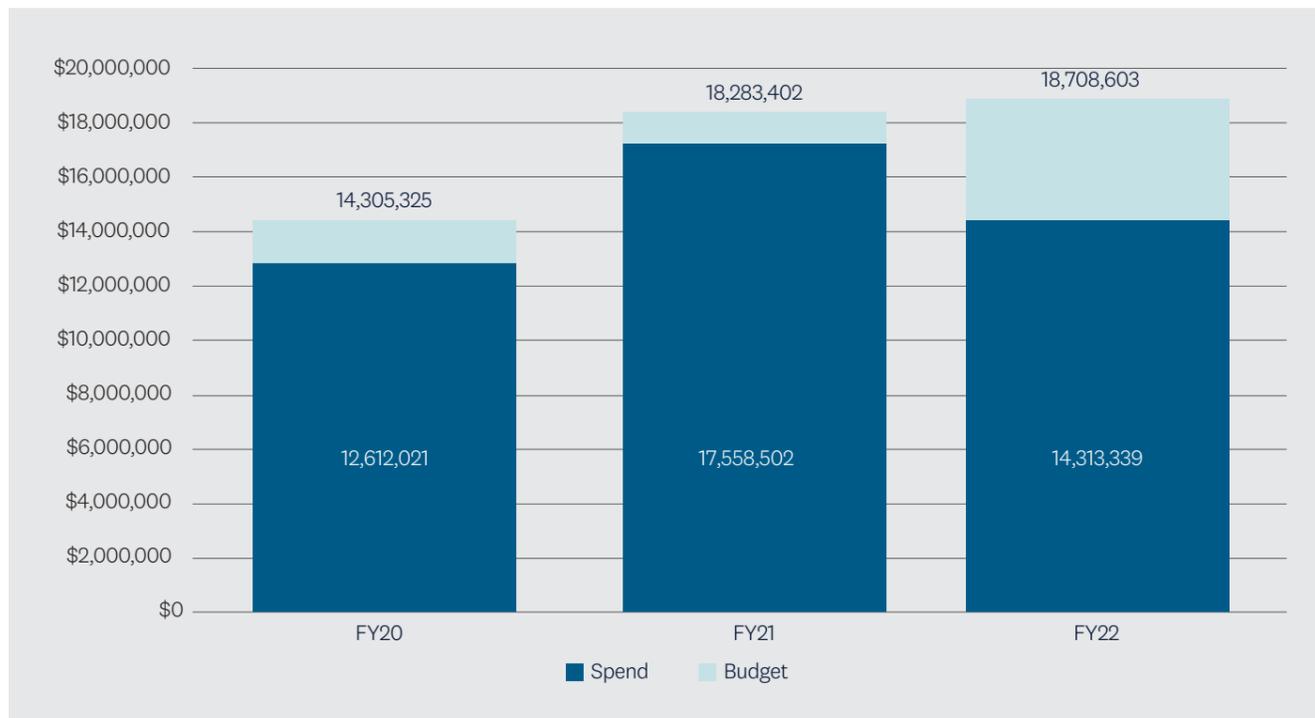
⁶ Te Kete Rukuruku programme is also supported by funding from participating local boards.

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	ALLOCATED	SPEND (YTD)
Kia ora te Hononga Effective Māori Participation continued	Tāmaki Makaurau Mana Whenua Forum	Enhancing mana whenua engagement with Auckland Council	\$1,276,664	\$1,099,345
	Te Mātāpuna 2 (Te Mātāpuna mō ngā Hapori platform)	An Auckland Council ICT platform that supports mana whenua engagement with Auckland Council, building on the success of the CVA project.	\$881,500	\$320,313
Allocation and spend for Kia ora te Hononga			\$3,808,164	\$2,664,845⁷

Total allocated funding vs spend	\$18,708,603⁸	\$14,313,339
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⁷ A small reduction in total spend for Kia ora te hononga is due to an accrual from FY21.

How we performed in financial year 2021/2022 v other years



Projects funded by the Māori Outcomes Fund have faced several delivery challenges this financial year which has meant that the Fund has spent \$14.3m of its \$18.7m budget.



He aronga poto
ki ā tātou kōpaki
kaupapa/mahi i
oti i a mātou
**Snapshot of
portfolio
initiatives/
activities
delivered in
2021/2022**

Hīnaki/Guardian at Hobsonville Point Wharf
by Virginia King.

Snapshot of portfolio initiatives/activities delivered in 2021/22

The Māori outcomes portfolio is made up of activities funded by the \$150 million Māori Outcomes Fund and everyday activities funded through operational budgets.

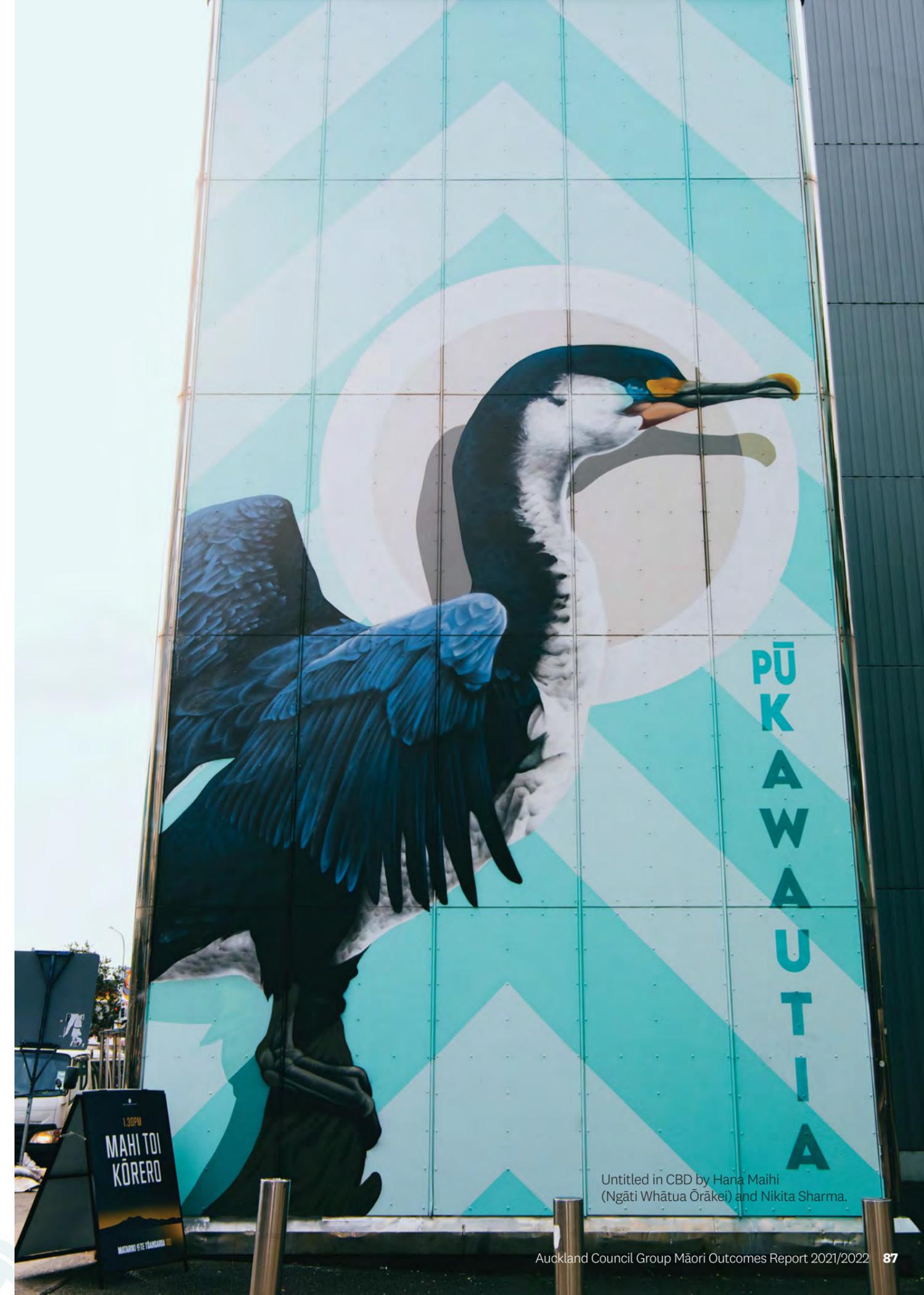
Success stories for 2021/2022

KEY:	BAU	MO Fund	Co-funded
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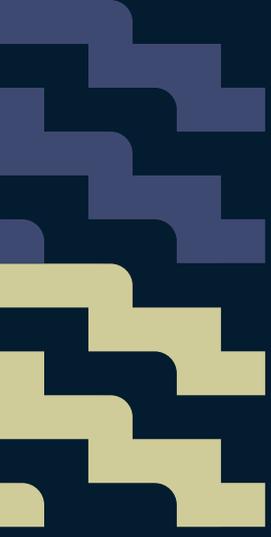
MANA OUTCOME AND STRATEGIC PRIORITY	ACTIVITIES
Programme level	Outcome Lead prog.development.
Kia ora te kāinga Papakāinga and Māori housing	Supported marae to progress their papakāinga and Māori housing aspirations through Cultural Initiatives Fund.
	Supported the delivery of workshops to support existing and aspiring Māori community housing providers.
	Groundworks and infrastructure connections completed for six two-bedroom kaumātua units at Papakura marae. Landowner approval granted by Papakura Local Board for three additional units in February 2022 brought the total to nine, with construction for these units completed in June 2022.
Kia ora te marae Marae development	Cultural Initiatives Fund (grant funding for marae).
	Marae Infrastructure Programme.
	Auckland Transport (AT) completed vehicle crossing and traffic safety projects at Te Aroha Pa Marae, Hoani Waititi Marae and Motairehe Marae. AT has also supported design works for egress and access for emergency service response at Te Kia Ora Marae.
	Auckland Council conducted four (quarterly) Marae Wellbeing Surveys, with good participation.
Kia ora te reo Te reo Māori	Te Kete Rukuruku storytelling, park and place naming programme.
	Further planning for Te Matatini 2021. Event delayed until 2023.
	Installation of bilingual signage at the Town Hall and Auckland Unlimited venues including the Aotea Centre, the Bruce Mason Centre, the Cloud, Queens Wharf and Shed 10.
	The Kia ora te reo delivery team was established within the Customer & Community Services directorate of Auckland Council to support the implementation of projects.
	Devonport-Takapuna Local Board and Eke Panuku received the name Waiwharariki for the future Takapuna town square.
	Auckland Transport launched a public infrastructure campaign to celebrate Te Wiki o Te Reo Māori, with oOh! Media. The initiative included 170 ultra-high-definition digital panels promoting common saying and idioms in te reo Māori.

MANA OUTCOME AND STRATEGIC PRIORITY	ACTIVITIES
Kia ora te reo Te reo Māori continued	Auckland Transport: Bilingual announcements were launched at the Downtown ferry terminal. Translations for 6,000 bus stops were developed in preparation for remaining bilingual announcements to be rolled out across remaining bus network. More bilingual signage was delivered across the network.
Kia ora te ahurea Māori identity and culture	Māori Heritage Programme working in partnership with mana whenua to identify, protect and manage Māori sites of significance.
	Progressing the Pūhoi to Pakiri Trail Development Programme (detailed design and engagement with Ngāti Manuhiri).
	Year-long programme of work in support of Auckland Art Gallery's Toi Tū Toi Ora exhibition – including an online exhibition, internships, te reo Māori guided tours, eight gallery kaiārahi (guide) positions, a new Head of Kaupapa Māori role, community wānanga (seminars) on toi Māori, and a permanent whānau Māori art trail.
	Sealink appointed Ted Ngataki and Maaka Potini to collaborate with mana whenua on the design of the new Sealink Ferry Terminal building in Wynyard Quarter (Facilitated by Eke Panuku).
	Eke Panuku appointed mana whenua artist Graham Tipene to design the future Market Square in the viaduct.
Kia ora te whānau Whānau and tamariki wellbeing	MRCB, developer for the future Aotea Over Station Development, appointed mana whenua artists Graham Tipene, Maaka Potini, and Ted Ngataki as the artists for the development.
	Precinct Properties appointed mana whenua artists Janine Williams, Tessa Harris, Ted Ngataki, and Maaka Potini to collaborate on the design of their new building in Wynyard Quarter.
	Eke Panuku appointed mana whenua artists Janine and Charles Williams to install an artwork on the pump station in Wynyard Quarter.
	COVID-19 urgent response support provided by grants to mana whenua, mataawaka groups and marae to enable the activation of hauora (wellbeing) initiatives activated in response to the August 2021 lockdown. Thirty applicants were supported.
Kia ora te umanga Māori business, tourism and employment	Te Ara Haepapa Māori Road Safety programme (Auckland Transport).
	Te Pātaka Kōrero o Waimahia/Te Matariki Clendon identified as first place-based hub for whānau outcomes. The objective is to deliver three hubs in three years.
	Te Whai Oranga sport and recreation plan with the intention of growing activity levels among young Māori. The programme is an example of council delivery that is led by mana whenua.
	Amotai social procurement initiative.
	Support for Whāriki Māori Business Network.
Kia ora te umanga Māori business, tourism and employment	Tātaki Auckland Unlimited implemented a \$25.5m targeted Reactivating Tāmaki Makaurau Auckland Support Package (Funded by NZ Government).
	Connected Māori businesses with services, support, and Regional Business Partner Funding.
	The commercial development site 10 Putney Way (Manukau) was provided to mana whenua by Eke Panuku as an exclusive commercial development opportunity.

MANA OUTCOME AND STRATEGIC PRIORITY	ACTIVITIES
Kia ora te umanga Māori business, tourism and employment continued	Pursuit of supplier diversity procurement targets supporting Māori businesses in Auckland Council and CCOs.
	The commercial development site 10 Racecourse Parade in Avondale was provided to mana whenua by Eke Panuku as an exclusive commercial development opportunity. Eke Panuku appointed Marutūahu and Ockham Residential as the developer.
	The commercial development site Saint George's Lane in Old Papatoetoe was provided to mana whenua by Eke Panuku as an exclusive commercial development opportunity. Eke Panuku has appointed Te Ākitai Waiohūa and Avant Group as the developer.
Kia ora te rangatahi Realising rangatahi potential	Charter signed for 'Te Whakaoratanga i Te Puhinui' (Puhinui Regeneration Programme). Implementation of strategy underway.
	The Western Kiosk initiative progressed with endorsement by the Tāmaki Makaurau Mana Whenua Forum to the design stage. Implementation is due in late summer 2023.
	Engagement with iwi on key Watercare projects (e.g Central Interceptor, Pukekohe, and Papakura).
	Involving iwi and schools in local pest control and ecological work programmes.
	Ōtāhuhu Town Centre Upgrade (Rain gardens, native planning and te reo wayfinding).
	Auckland Council's Infrastructure & Environmental Services directorate co-designed the Pest Free Ihumatao initiative with Makaurau marae. The project has been supported through the Regional Environment and Natural Heritage grant scheme, Local Board and regional funding for environmental projects.
Kia ora te hononga Effective Māori Participation	Continued support of the Tāmaki Makaurau Mana Whenua Forum.
	Capacity contracts supported mana whenua capacity to build relationships with council and contribute to decision-making.
	Cultural Values Assessment (CVA) progressed with collaboration with mana whenua.
	Development of Te Mātāpuna mō ngā Hapori, a Māori engagement platform for local government and resource management processes.
	Consultation and engagement with mana whenua and mataawaka in the Annual Budget.
	Eke Panuku appointed Ants Hawke on behalf of mana whenua to develop the Eke Panuku's Placemaking Approach, and to work on the Thriving Town Centre guidelines that influence our urban regeneration strategy.
Kia Hāngai te kaunihera An empowered organisation	Delivery of Ngā Kete Akoranga training and courses.
	The Kia Ora Tāmaki Makaurau Implementation Strategy developed and approved.
	Adoption of Auckland Council's refreshed M.A.H.I (Māori Employment) Strategy and implementation plan.
	Māori philosophy, tikanga Māori wānanga (learning module) was delivered for Watercare Central Interceptor staff and interns at Umupuia Marae, Clevedon.



Untitled in CBD by Hana Maihi (Ngāti Whātua Ōrākei) and Nikita Sharma.



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Te Pūrongo a Te Kaunihera o Tāmaki Makaurau Ngā Huanga Māori 2021/2022
Auckland Council Group Māori Outcomes Report 2021/2022

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