

TĀMAKI ORA 2025 - 2027

MĀORI OUTCOMES

**Strategy and Performance
Measurement Framework**



Mihi

Whiria te muka kia ita, kia mau, “Kia Ora Te Tātai”
He tātai ora aha te tātai?
He tātai whetū, he tātai waka, he tātai tangata,
He haumarunga iwi, He hau mihi Toi. Toitū te reo, toitū te tātai.
Toitū te mātauranga, te mātāpono, te tikanga,
me ngā taonga i ahu mai i Hawaiki.
Ka tuia ki te papa, ka kuia te ngahere, ka huia te tangata
Ka puia ake a Tāmaki i te whaiao, hei taiao ka puta, ka ora.

He mea hanga nā te atua
He mea hanga nā te tangata
He mea hanga na te ture
He mea manaaki nā te tiriti.
He mea waitohu i ngā taitapu e rua
He mea mahi ki te pokapū
He whare wharau, ka whakairo te pou
He pou herenga waka, herenga tāngata,
herenga ora e ...!

He ora aha te ora?

He Taiao Ora te ora
He Tuakiri Ora te ora
He Huatau Ora te ora
He Iwi Ora te ora
He Hapori Ora te ora
He Whai Rawa Ora te ora
He Marae Ora te ora

Ko ngā Pou ēnei o Tāmaki Ora
E whakaara ake nei i te kōrero
Ko Koe, ko Au, Ko Tātou, Ko Tāmaki Makaurau



Tāmaki Ora

This narrative draws from the spirit and meaning of the opening mihi. It is not a literal translation, but reflects the kupu, intent, and structure - expressing the kaupapa and interconnected values at the heart of Tāmaki Ora.

At the heart of Tāmaki Makaurau lies a connected system - a tātai ora - binding together the many strands of whakapapa, place, purpose, and people. It is a constellation of stories, of journeys taken by waka, of genealogies handed down through time, of people living on this landscape. This weave holds the breath of iwi, the force of atua, and the imprint of artistry and knowledge born in Hawaiki.

Tātai is not just a philosophical concept - it is structure, connection, and interdependence. It describes the world as a dynamic and living system: a whānau of all things, where humans, birds, forests, stars, and waters are part of the same family. We do not simply depend on these systems - we shape them, and are shaped in return.

Therefore, Tāmaki Ora is not just a strategy. It is a call to unity and a commitment to a life well-lived for our communities. It honours the mana of te reo, the endurance of tikanga, and the guardianship of mātauranga passed down across generations. It is grounded in whenua, echoed in ngahere, and carried by the voices of our people.

From the depths of Te Whaiao - the realm of becoming - Tāmaki emerges, grounded in and shaped by spiritual intent, by collective effort, by law and lore, and by Te Tiriti o Waitangi. This place is marked by sacred agreements, forged at the centre, and carved into the pou that anchor us - pou that moor our waka, connect our people, and uphold wellbeing. Tāmaki Herenga Waka. The mooring place of many canoes, the gathering place of many peoples.

And what is wellbeing?

The vitality of the natural world - Te Taiao Ora

The strength of cultural identity - Tuakiri Ora

The shaping of our futures through innovation and resilience - Huatau Ora

The enduring authority and presence of iwi - Iwi Ora

The thriving of whānau and communities - Hapori Ora

The growth of Māori prosperity - Whai Rawa Ora

And the heart of our communal life - Marae Ora

Together, these seven pou form the foundation of Tāmaki Ora - a wellbeing framework built not on obscure concepts, but on true interconnection. Woven with intent and grounded in whakapapa, they guide our actions, shape our partnerships, and align us with the realities of today's world. This is our collective journey - one that honours the things that connect us all.

Ko Koe, ko Au, ko Tātou, ko Tāmaki Makaurau.

You, me, all of us - Tāmaki Makaurau

Table of Contents

2	Mihi
5	Message from the Chief Executive and Tumuaki Huanga Māori
6	Introduction
11	Ways of working
12	Tātai Ora – the interconnected nature of Māori Outcomes
13	Tikanga & Te Reo
16	Tāmaki Ora 2025 – 2027: our refreshed Māori Outcomes Strategy
18	Delivering Māori Outcomes
19	Māori Outcomes Fund
20	Tāmaki Ora Performance Measurement Framework
22	Acknowledgements
23	Glossary



Message from the Chief Executive and Tumuaki Huanga Māori

Tāmaki Ora 2025 – 2027: Auckland Council Group’s Māori Outcomes Strategy and Performance Measurement Framework (Tāmaki Ora) is our shared commitment to Māori wellbeing in Tāmaki Makaurau. It reflects the journey we are on to honour te Tiriti o Waitangi, uphold mana whenua rangatiratanga, and enable thriving futures for Māori communities across the region.

We acknowledge the important foundation laid by Kia Ora Tāmaki Makaurau 2020, our Māori Outcomes Strategy and Performance Measurement Framework and Whiria Te Muka Tangata 2017, our Māori Responsiveness Framework. These frameworks brought focus and intent to Māori outcomes across the Council Group. But we also heard – clearly and consistently – that we needed to go further. We needed to listen more deeply, act more deliberately, and focus more sharply on measurable change.

Tāmaki Ora is the response.

It strengthens our intent for Māori outcomes, sets clearer responsibilities, and focuses our efforts on the things that matter most to Māori. It reflects te ao Māori values and has been shaped by the voices of mana whenua and mātāwaka. It embeds expectations for capability, accountability, and impact at all levels of our organisation.

Tāmaki Ora expresses our intent to be a stronger partner, a more culturally capable organisation, and a driver of real change – not just in what we say, but in what we do.

We are proud to stand behind this strategy. By working in partnership with Māori, we can better serve all communities in Tāmaki Makaurau and help shape a city where Māori identity is visible, Māori culture is valued, and Māori communities thrive.

Tāmaki Herenga Waka, Tāmaki Herenga Tangata Tāmaki.
The mooring place of canoes, the gathering place of people.

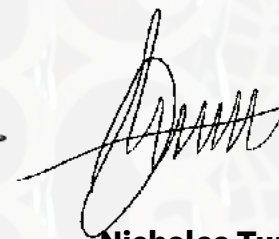
Mā te hononga i ngā tāngata o uta, o tai, o whenua –
ka whakatōkia te ora ki Tāmaki Makaurau.

By connecting people across land, sea, and place –
we embed wellbeing throughout Tāmaki Makaurau.

Nā māua noa, nā



Phil Wilson
Tumu Whakarae
Auckland Council



Nicholas Turoa
Tumuaki Huanga Māori
Auckland Council

Introduction

Tāmaki Ora is the refreshed Māori Outcomes Strategy for the Auckland Council Group. It replaces Kia Ora Tāmaki Makaurau and lays a stronger foundation for collective action across the organisation.

This refreshed strategy responds to the aspirations of mana whenua and mātāwaka, focusing our efforts on a smaller number of high-impact priorities. It introduces a performance-based approach to track our progress, learn over time, and remain accountable.

This document is for everyone in the Auckland Council Group – elected members, kaimahi, and our Council-Controlled Organisations (CCOs). It provides a shared language, unified goals, and clear expectations for delivering Māori outcomes, while recognising that these outcomes contribute to the wellbeing of all Aucklanders.

It also signals to mana whenua iwi and hapū with whakapapa to Tāmaki Makaurau, to Māori communities, and to the wider people of Auckland, the values that underpin our mahi and the outcomes we are working to achieve together. Realising Māori aspirations helps build a stronger, more connected region – where all communities can thrive.

From Kia Ora to Tāmaki Ora

Kia Ora Tāmaki Makaurau was our first Māori Outcomes Framework. It brought focus and alignment across council. But things have changed, and needs have grown.

Tāmaki Ora is that next step. It keeps what worked, builds on progress, and lifts our ambitions. It's clearer, more focused, and better aligned with tino rangatiratanga and Māori aspirations.

The name change from Kia Ora Tāmaki Makaurau to Tāmaki Ora reflects a maturing of intent. Rather than expressing a wish for wellbeing in Tāmaki Makaurau, the new name asserts a state of active wellbeing – of Māori vitality and ora being realised, not just hoped for. It is more direct, more affirmational and places Māori at the centre of the narrative.

Tāmaki Ora also better reflects our responsibility to give life to outcomes – not as passive recipients, but as active kaitiaki, decision-makers, and partners. The shift in name signals that Māori wellbeing is integral to the wellbeing of the city – not separate from it.

Tāmaki Ora Pou Herenga



ā Tāhū x Tē Poo x Tikanga
ā Tē Poo x Tikanga x Tāhū
ā Tikanga x Tāhū x Tē Poo



**MARAE
ORA**



ā Tāhū x Tē Poo x Tikanga
ā Tē Poo x Tikanga x Tāhū
ā Tikanga x Tāhū x Tē Poo



**TUAKIRI
ORA**



ā Tāhū x Tē Poo x Tikanga
ā Tē Poo x Tikanga x Tāhū
ā Tikanga x Tāhū x Tē Poo



**TE HAPORI
ORA**



ā Tāhū x Tē Poo x Tikanga
ā Tē Poo x Tikanga x Tāhū
ā Tikanga x Tāhū x Tē Poo



**IWI
ORA**



ā Tāhū x Tē Poo x Tikanga
ā Tē Poo x Tikanga x Tāhū
ā Tikanga x Tāhū x Tē Poo



**TE TAI AO
ORA**



ā Tāhū x Tē Poo x Tikanga
ā Tē Poo x Tikanga x Tāhū
ā Tikanga x Tāhū x Tē Poo



**HUATAU
ORA**



ā Tāhū x Tē Poo x Tikanga
ā Tē Poo x Tikanga x Tāhū
ā Tikanga x Tāhū x Tē Poo



**WHAI RAWA
ORA**





Te Tiriti and Our Commitment

As with Kia Ora Tāmaki Makaurau, Tāmaki Ora is anchored in Te Tiriti o Waitangi. It affirms Auckland Council's responsibility to give practical and meaningful effect to Te Tiriti in all aspects of our work.

It also recognises the enduring mana and rangatiratanga of the tangata whenua of Tāmaki Makaurau, and reinforces our commitment to relationships that are grounded in respect, reciprocity, and accountability.

What are Māori Outcomes?

The Auckland Council Group understands Māori outcomes as the measurable changes we can make that contribute to the social, cultural, environmental, and economic wellbeing of Māori in Tāmaki Makaurau – as defined by Māori themselves.

These outcomes are grounded in te ao Māori, reflect the aspirations of mana whenua and mātāwaka, and uphold the principles of Te Tiriti o Waitangi.

This is a working definition, and we are committed to continuing to shape and refine it in partnership with Māori.

He Pūnaha Tāmaki Ora

Māori outcomes are sustained through a connected system of people, structures, relationships, and resources across the Auckland Council Group. Like the kahikatea in a forest or the threads of a finely woven takapau, our strength lies in shared roots, interwoven roles, and collective purpose.

We draw on the full range of Council tools – regulation, service delivery, funding, partnerships, advocacy, and facilitation. These are our Ngā Kakau – the handles that help us reach, steady, and grow.

This is more than a set of actions – it is a living, evolving system. From kaupapa Māori foundations to coordinated delivery, Māori outcomes are shaped through collaboration, accountability, and continuous weaving – a takapau ora that can adapt, expand, and endure.



IWI ORA

Enabling iwi to shape the future of Tāmaki Makaurau through recognised authority, strong relationships, and partnership

The Māori Outcomes Ecosystem

Tāmaki Ora – the strategic framework that sets our shared direction, defines outcomes, and guides performance.

Achieving Māori Outcomes (AMO) plans – the delivery tools that enable departments and CCOs to commit to action, monitor progress, and align their work with Tāmaki Ora.

Māori Outcomes Fund – an investment tool to support initiatives that advance Māori aspirations where there is a shared outcome with Council.

Departmental and CCO Māori Outcomes Leads – people embedded across the organisation who drive delivery, build Māori Outcomes capability and support partnerships.

Mana whenua and mātāwaka relationships – nurtured through both direct engagement with individual entities and collective mechanisms such as the Tāmaki Makaurau Mana Whenua Forum.

Strategy and enabling documents – including the Auckland Plan 2050, and Houkura Independent Māori Statutory Board reports such as He Waka Kōtuia Te Tiriti o Waitangi Audit 2024 and He Whenua Makaurau Schedule of Issues of Significance 2025 - 2030, as well as Māori outcomes identified in Local Board Plans.

Cross-cutting strategies – long-term strategies that address cross-cutting regional and local priorities, including Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan, Thriving Communities Strategy – Ngā Hapori Momoho, and Tāmaki Ora itself.

Data and evaluation tools – including performance measures, annual reporting, regional statistics, Māori storytelling, and insights gathered from Māori perspectives.

Ways of Working

Tāmaki Makaurau - Auckland is a region where Māori identity is visible, Māori culture is valued, and Māori communities thrive.

Tāmaki Ora expresses a collective affirmation for a future in which Māori are active partners in decision-making, te reo Māori and tikanga are woven through public life, and Māori communities lead intergenerational wellbeing. This vision reflects the unique place of Māori in Tāmaki Makaurau and the shared responsibility of the Auckland Council Group to uphold that position in practice.



TUAKIRI ORA

Reflecting Māori heritage and identity in Tāmaki Makaurau through te reo, iwi narratives, tikanga & events that celebrate Māori culture

How we engage with Māori

We work with Māori in several ways including:
We create and nurture opportunities for Māori to connect with our elected members. This includes formal (e.g legislated co-governance and co-management arrangements) and informal opportunities (e.g through projects, forums and other ways of bringing people together).

Mana whenua engagement occurs both individually and through collective forums.

Mātāwaka engagement takes place through community networks, service providers, and specific kaupapa, recognising the diversity of Māori who live in Tāmaki Makaurau but do not whakapapa to mana whenua.

We support kaupapa Māori-led initiatives and enable Māori to contribute to planning, design, decision-making and delivery wherever possible.

We acknowledge that relationships must be enduring, based on mutually beneficial outcomes, and reflect Māori preferences for how they engage with the Council Group.

Tātai Ora – the interconnected nature of Māori Outcomes

Our approach to Māori outcomes is grounded in te ao Māori and the whakapapa that connects all things. In Kia Ora Tāmaki Makaurau, this was expressed through the concept of Kia Ora Te Tātai – the understanding that wellbeing is not found in isolated parts, but in the quality of the relationships that bind them together.

Kia Ora Te Tātai reminded us that spiritual, natural, and human wellbeing are inseparable. Within a Māori worldview, the world is a living, dynamic system – relational, interdependent, and rooted in whakapapa. People are not separate from the environment or atua – we are part of the same interconnected whole.

As we transition to Tāmaki Ora, this kaupapa continues through the evolving expression of Tātai Ora. This concept is interwoven throughout the strategy – shaping how we understand wellbeing, how we relate to one another, and how we make decisions. Tātai Ora is more than a principle, it is a commitment to uphold the integrity of relationships across people, place, and purpose. It encourages us to act in ways that recognise interconnection, balance, and the whakapapa of Tāmaki Makaurau.

While Tāmaki Ora centres Māori aspirations and knowledge systems, its benefits are far-reaching. A region where Māori thrive is a region where all communities can thrive – connected, resilient, and future-focused.



MARAE ORA

Marae are vibrant, resilient centres of Māori life – anchoring whānau, hapū and iwi, enabling papakāinga and supporting wider community connection, care and resilience

Tikanga & Te Reo

Just as Tātai Ora expresses the interwoven nature of wellbeing, tikanga and te reo Māori are integral to the way Tāmaki Ora is conceived, communicated, and delivered. They are not additions or translations – they are embedded across the seven pou, connecting everything that we do.

We acknowledge the importance of tikanga Māori to Māori communities and recognise its relevance in shaping how we engage, behave, and make decisions. Tikanga provides an ethical and cultural framework, influencing how we uphold accountability, demonstrate leadership, and nurture meaningful partnerships. At the same time, we remain mindful of our legislative responsibilities and organisational contexts. Our commitment is to engage with tikanga in a way that is respectful, practical, and aligned with the aspirations of mana whenua and Māori communities.

Te reo Māori carries the worldview and wairua of te ao Māori. It is not only a language of communication but a vessel of identity, values, and meaning. Its use throughout Tāmaki Ora is purposeful – reinforcing the centrality of Māori knowledge systems in how we define, deliver, and measure Māori outcomes.

Together, tikanga and te reo give life to Tāmaki Ora. They ensure the strategy is not only about what we do, but how we do it – with integrity, respect, and alignment to the whakapapa of people, place, and purpose.



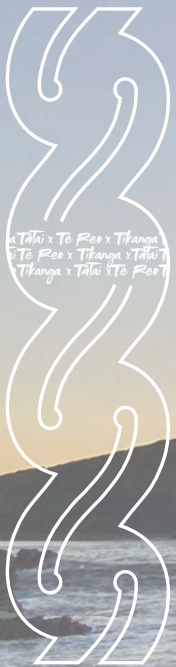
TE HAPORI ORA

Whānau Māori are connected, included and thriving – with Māori-led spaces and initiatives across the city, pathways for rangatahi and support for kaumātua

Tātai x Te Reo x Tikanga
Te Reo x Tikanga x Tātai
Tikanga x Tātai x Te Reo

Tāmaki Ora

Pou Herenga



a Tātai x Tē Roo x Tikanga
i Tē Roo x Tikanga x Tātai
i Tikanga x Tātai i Tē Roo



**MARAE
ORA**



a Tātai x Tē Roo x Tikanga
i Tē Roo x Tikanga x Tātai
i Tikanga x Tātai i Tē Roo



**TUAKIRI
ORA**



a Tātai x Tē Roo x Tikanga
i Tē Roo x Tikanga x Tātai
i Tikanga x Tātai i Tē Roo



**TE HAPORI
ORA**



a Tātai x Tē Roo x Tikanga
i Tē Roo x Tikanga x Tātai
i Tikanga x Tātai i Tē Roo



**IWI
ORA**



a Tātai x Tē Roo x Tikanga
i Tē Roo x Tikanga x Tātai
i Tikanga x Tātai i Tē Roo



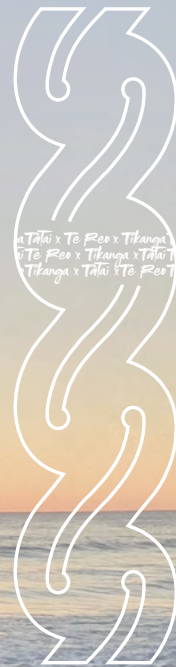
**TE TAI AO
ORA**



a Tātai x Tē Roo x Tikanga
i Tē Roo x Tikanga x Tātai
i Tikanga x Tātai i Tē Roo



**HUATAU
ORA**



a Tātai x Tē Roo x Tikanga
i Tē Roo x Tikanga x Tātai
i Tikanga x Tātai i Tē Roo



**WHAI RAWA
ORA**

Pou Herenga – The mooring posts that hold us together

In Tāmaki Makaurau, the expression Tāmaki Herenga Waka reminds us that this is a place where many waka come together – a gathering place of people, stories, and aspirations. From this, the metaphor of Pou Herenga emerges: mooring posts that anchor us, connect us, and uphold our shared commitment to Māori wellbeing.

What is a Pou Herenga?

In te ao Māori, pou are carved posts that carry meaning, memory, and mana. A Pou Herenga is a post where waka are tied – a place of connection, rest, and orientation. It represents stability, support, and the relationships that bind people to place and purpose.

In the context of Tāmaki Ora, each pou represents an outcome area – a key domain of Māori wellbeing such as Iwi Ora, Te Taiao Ora, or Tuakiri Ora. These pou are not isolated pillars – they are part of a wider system, tied together through shared intent and whakapapa. They are herenga – bound to each other, and to the communities we serve.

How the Pou Herenga metaphor supports Tāmaki Ora

The Pou Herenga metaphor helps us:

Visualise the framework: Instead of a disconnected list of outcomes, we see a unified structure where each pou stands strong but is tied to the others.

Centre relationships: Just as waka are moored to pou, people are connected to the values and goals of Tāmaki Ora. It's not just about outcomes, but about how we hold each other to account.

Anchor our mahi: Each pou holds space for action, reflection, and measurement. It reminds us to work with intention and stay aligned with our commitments to Māori.

Why it matters

Using Pou Herenga as a metaphor brings deeper cultural meaning to how we describe our strategy. It grounds Tāmaki Ora in the language and worldview of this place, and offers a clear, relatable image of what Māori outcomes work can look and feel like when it is done well – anchored, connected, and enduring.

Tāmaki Ora 2025 – 2027: our refreshed Māori Outcomes Strategy

Tāmaki Ora 2025 - 2027

Tāmaki Ora is grounded in the belief that Māori outcomes must be both aspirational and measurable. The refreshed Māori Outcomes Strategy is based on what we have heard from mana whenua and mātāwaka groups and reaffirms their priorities and goals.

Ora Outcomes Pou

These seven pou represent the key areas of wellbeing that matter most to Māori in Tāmaki Makaurau. They are the priorities that stand tall, each reflecting an essential dimension of collective ora (wellbeing), grounded in te ao Māori.

Foundation of enabling support

The tūāpapa are the foundations — the enduring behaviours and enablers that support and strengthen the Ora Outcomes. These reflect how we work and what must be in place for the pou to stand firm.

A Māori worldview

Tāmaki Ora is underpinned by te reo Māori, tikanga Māori, and the concept of Tātai Ora - a Māori worldview of interconnection, balance, and whakapapa. These elements are not additions but essential parts of the strategy, shaping how we define wellbeing, how we work together, and how we uphold accountability to Māori. They ensure Māori outcomes are delivered with integrity, cultural grounding, and respect.



TE TAIAO ORA

**Honouring Māori kaitiakitanga
in restoring the mauri of whenua,
awa, moana and taonga species –
upholding the health and vitality
of the natural world**

Tāmaki Ora: Māori Outcomes Strategy	 MARAE ORA	 TUAKIRI ORA	 TE HAPORI ORA	 IWI ORA	 TE TAI AO ORA	 HUATAU ORA	 WHAI RAWA ORA
ORA OUTCOMES	MARAE VITALITY	CULTURAL IDENTITY WELLBEING	WHĀNAU & COMMUNITY WELLBEING	IWI WELLBEING	ENVIRONMENTAL WELLBEING	FUTURE WELLBEING	ECONOMIC WELLBEING
TAUĀKI ORA	Ko te marae e tōnui ana hei pokapū mō te ahurea me ngā hapori - kua whai rawa, kua manawaroa, ka mutu, e noho ana hei manawa mō ērā kei ngā tāone, kei ngā rohe hoki	Te whakaata i te iho Māori me te tuakiri o te Māori i Tāmaki Makaurau – mā te reo, ngā kōrero tuku iho a ngā iwi, te tikanga, me ngā kaupapa e whakanui ana i te ahurea Māori	E ora ana, e tūhonohono ana, e tōnui ana hoki ngā whānau Māori - kua whai kaupapa ahurea puta noa i te tāone nui, kua takoto ngā ara hei whai mā te rangatahi, ā, kua whai tautoko hoki te kaumātua	Kei ngā iwi ngā rawa, ngā hononga, me te mana tuku iho ki te whakaaweawe i ngā whiriwhiringa whakaaro, ki te tārai hoki i te āpōpō o Tāmaki Makaurau	Ko ngā uara Māori e ārahi ana i ngā kaupapa tiaki i ngā whenua, i ngā awa, i ngā moana, i ngā momo taonga hoki e haumanutia anō ai te mauri o te taiao Māori	Ka whakamanahia ngā hapori Māori kia tōnui, kia manawaroa, kia ārahi i ngā urupare ā-āhuarangi, te auahatanga matihiko, me te tuku iho o te mātauranga – e whai wāhi ai hoki rātou ki ngā wawata noho	Ko ngā pakihi Māori, ngā rangatira o ngā whenua, me te hunga rakahinonga e whakatipu ana i te whairawa tuku iho, ā, e whakakaha ana hoki i te ōhanga Māori kia manawaroa
ORA STATEMENT	Marae are vibrant, resilient centres of Māori life – anchoring whānau, hapū, and iwi, enabling papakāinga, and supporting wider community connection, care, and resilience	Reflecting Māori heritage and identity in Tāmaki Makaurau – through te reo, iwi narratives, tikanga, and events that celebrate Māori culture.	Whānau Māori are connected, included and thriving – with Māori-led spaces and initiatives across the city, pathways for rangatahi, and support for kaumātua	Enabling iwi to shape the future of Tāmaki Makaurau through recognised authority, strong relationships, and partnership	Honouring Māori kaitiakitanga in restoring the mauri of whenua, awa, moana and taonga species – upholding the health and vitality of the natural world	Empowering thriving, resilient Māori communities to shape the future – through climate leadership, digital innovation, intergenerational knowledge, and the realisation of housing aspirations	Māori businesses, landowners, and entrepreneurs drive a thriving, resilient Māori economy and grow intergenerational wealth
ENABLING SUPPORT	TŪĀPAPA HĀNGAI STRENGTHENING CAPABILITY						
	TŪĀPAPA HONONGA FOUNDATIONAL PARTNERSHIPS						
	TŪĀPAPA HAUMARU ENABLING MĀORI OUTCOMES						

Delivering Māori Outcomes

Tāmaki Ora is a group-wide strategy where everyone has a role.

Mana whenua and mātāwaka shape priorities and provide feedback

Elected members provide political leadership and ensure decisions reflect Te Tiriti

Executive Lead Team lead implementation and align strategy with delivery

General Managers work with their departments to lead, develop and report on Achieving Māori Outcomes (AMO) plans

Māori Outcomes Leads coordinate, advise and connect delivery

Māori Specialists deliver Māori Outcomes



WHAI RAWA ORA

Māori businesses, landowners
and entrepreneurs drive a
thriving, resilient Māori
economy and grow
intergenerational
wealth

Measuring our progress

A performance framework links Council activities to Māori outcomes. For each outcome, we track:

- What Council does (activities and investment)
- What it produces (outputs)
- What short- and medium-term change is happening
- What long-term impact we are working toward

This gives us visibility, supports learning, and enables better decisions. Māori perspectives will be included through feedback, engagement and lived experience measures.

Māori Outcomes Reporting, Evaluation and Monitoring

Our Māori outcomes progress is tracked through internal reporting and shared externally in the annual Māori Outcomes Report and other mechanisms including storytelling, videos etc.

It is focused on understanding the impact for Māori – what difference we are making, how we know, and how we communicate this. We use a mixture of Māori perspectives, evaluation, storytelling, and reporting.

Ngā Mātārae is developing a streamlined Māori Outcomes Reporting, Evaluation and Monitoring tool to strengthen consistency across the group.

Tahua Ora - Māori Outcomes Fund

The purpose of the Māori Outcomes Fund is to advance Māori wellbeing and identity in Tāmaki Makaurau. The fund is dedicated to activities that directly contribute to the Māori wellbeing and identity outcome and other sections of the Auckland Plan 2050.

With an allocation of \$171 million in the Long-term Plan 2024-2034, the Māori Outcomes Fund is a core tool for delivering on the aspirations of Tāmaki Ora. It provides targeted investment to support and enable activities that directly support ora outcomes. This investment is available in addition to the operational budgets and resources of Auckland Council and the CCOs.

This Māori Outcomes Fund reflects Auckland Council's commitment to co-invest in, and partner on, the priorities that mana whenua and mātāwaka have shared through the Tāmaki Ora framework. By investing in shared outcomes, the fund helps bring Tāmaki Ora to life – not just as a strategy, but through tangible change for Māori in Tāmaki Makaurau.

Performance Measures

Developed with Māori Outcome Leads and Māori Specialist staff, our refreshed Māori Outcomes Performance Measurement Framework includes a focused set of activities, and a performance pathway that links inputs to long-term change. This includes:

- activities and outputs led or supported by council
- performance measures to monitor delivery
- short and medium term outcomes to track early progress
- long-term impact goals that express Māori aspirations for the future

This approach allows Council and Māori to monitor not just whether something was delivered, but whether it is creating the change Māori want to see. It supports continuous learning and creates the conditions for real transformation – across whānau, hapū, iwi, and the Council systems and levers that serve them.



HUATAU ORA

Empowering thriving, resilient Māori communities to shape the future through climate leadership, digital innovation, intergenerational knowledge and the realisation of housing aspirations

Tāmaki Kupenga Rau - Tāmaki Ora Performance Measurement Framework

ORA OUTCOME	ACTIVITY	MEASURE	OVERALL TARGET	OUTCOMES BY 2027	IMPACT BY 2034
Iwi Ora Iwi wellbeing Enabling iwi to shape the future of Tāmaki Makaurau through recognised authority, strong relationships, and partnership	Council advances agreed mana whenua entity priorities supported by operational budgets, BAU resources, and the Māori Outcomes Fund	1) A minimum of 3 agreed priorities for each of the 19 mana whenua entities are advanced in the financial year 2) Percentage of mana whenua entities satisfied with progress of their priorities	By June 2027, 80% of mana whenua entities are satisfied with Council progress in advancing agreed priorities	Mana whenua entities can see tangible progress in the issues and priorities important to them, being advanced by Council	Mana whenua entities enhance their independence, autonomy and self-determination
	Council enables mana whenua entities to engage effectively in key strategic decision-making processes	Number of mana whenua entities that have contributed to both regional and local board strategic decisions	By June 2027 100% of mana whenua entities have contributed to both regional and local board strategic decisions	Council has provided mana whenua entities with the time, tools, and support to influence Council decisions	Mana whenua entities support the direction that Tamaki Makaurau is heading, and have the resources and ability to influence decision-making to shape the future of Tāmaki Makaurau
Taiao Ora Environmental wellbeing Honouring Māori kaitiakitanga in restoring the mauri of whenua, awa, moana and taonga species – upholding the health and vitality of the natural world	At least 12 significant mana whenua-led taiao projects are provided with sustained investment and technical support	Funding (\$ value) allocated to mana whenua-led taiao projects that are aligned with iwi priorities	By June 2027 funding will be allocated to at least 12 significant mana whenua-led environmental initiatives	At least 12 mana whenua-led projects that align to taiao plans have received sustained investment and technical support	Māori exercise tino rangatiratanga and kaitiakitanga for te taiao through Te Tiriti based relationships
	At least 12 significant Council-led projects to protect and restore the environment are co-designed with Māori	Funding (\$ value) allocated to Council-led taiao projects which are co-designed with Māori	By June 2027, at least 12 significant Council-led taiao projects are co-designed with Māori	Mātauranga Māori informs the protection and restoration of the environment	Kaitiakitanga values are embedded and normalised across infrastructure, land, and water management practices
Tuakiri Ora Cultural identity wellbeing Reflecting Māori heritage and identity in Tāmaki Makaurau – through te reo, iwi narratives, tikanga, and events that celebrate Māori culture	Regional and local events are shaped by mana whenua and mātāwaka, and reflect Māori culture and identity	Number of regional and local events that are shaped and delivered by mana whenua and mātāwaka, and reflect Māori culture and identity	By June 2027 at least 20 regional and local events are shaped and delivered by mana whenua and mātāwaka, and reflect Māori culture and identity	Mana whenua and mātāwaka are involved in the design and delivery of a greater number of events that reflect Māori culture and identity	Māori culture and identity is reflected, celebrated and embedded in events throughout Tāmaki Makaurau
	Mana whenua identify sites of significance to their iwi, and work with council to ensure that this information is visible to planners	Number of mana whenua sites of significance added to the Māori Heritage Alert Layer in the GIS	By June 2027, 250 sites in total are registered on the Māori Heritage Alert layer within Council's GIS	The Māori Cultural Heritage digital tool enhances awareness of significant sites to Māori among Council planners	Sites significant to Māori are recognised and protected, safeguarding Māori cultural heritage for future generations
	Ensure that te reo Māori and iwi identity has an increased presence and is seen, heard and celebrated through signage, audio, bilingual facilities and publications which reflect mana whenua stories and histories	Number of interpretive signs, installations, publications and audio guides developed with mana whenua which reflect Māori histories in Tāmaki	By June 2027 the number of interpretive signs, installations, publications and audio guides developed with mana whenua which reflect Māori histories will have doubled each year	The histories of mana whenua become visible and audible throughout Tāmaki Makaurau	Māori language and mana whenua histories are integral to the cultural narrative of Tāmaki Makaurau
Huatau Ora Future wellbeing Empowering thriving, resilient Māori communities to shape the future – through climate leadership, digital innovation, intergenerational knowledge, and the realisation of housing aspirations	Develop a Māori Housing Strategy, informed by cross-sector collaboration and relationships, that addresses Council levers to advance the full scope of Māori housing solutions	Number of departments, agencies, Māori housing providers and Māori partners contributing to the development of a Māori Housing Strategy	By June 2027 all relevant departments, agencies, Māori housing providers and Māori partners have contributed to the development of a Māori Housing Strategy for Te Kaunihera o Tāmaki Makaurau	Māori customers receive improved cross sector and Council-specific support to address their Māori housing needs.	Maori housing aspirations are advanced, providing whānau, hapū and iwi with sustainable housing solutions
	Develop a data sovereignty policy, and support Māori-led digital technology and innovation, and data governance	Number of Māori-led digital or data initiatives that strengthen Māori data sovereignty and innovation leadership	By June 2027, has supported at least two Māori-led digital or data initiatives	Māori digital innovation is enabled and informs Council's approach to technology and data	Māori in Tāmaki are sought as partners and co-designers in digital innovation, and their participation contributes to economic wellbeing
	Support Māori-led or co-designed climate resilience and adaptation initiatives that align to iwi priorities and Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan	Number of mana whenua entities, and marae, involved in climate resilience and climate adaptation initiatives supported by Auckland Council	By June 2027, at least 20 mana whenua entities, and marae, are actively involved in climate resilience and climate adaptation initiatives	Māori-led resilience and adaptation initiatives are resourced, address iwi priorities and are grounded in mātauranga Māori	Māori-led climate responses are restoring the mauri of people, places, and ecosystems in Tāmaki Makaurau
Whai Rawa Ora Economic wellbeing Māori businesses, landowners, and entrepreneurs drive a thriving, resilient Māori economy and grow intergenerational wealth	Implement Māori procurement targets and supplier diversity initiatives across the Council group	Percent of influenceable spend and financial commitment (\$ value) to Māori businesses	By 2034, 10% of influenceable Council procurement spend will be directed to Māori-owned businesses, tracked through a group-wide reporting system	Pākihi Māori access more consistent and transparent procurement opportunities across the Council group	Māori businesses are thriving contributors to a resilient regional economy

Tāmaki Kupenga Rau - Tāmaki Ora Performance Measurement Framework

ORA OUTCOME	ACTIVITY	MEASURE	OVERALL TARGET	OUTCOMES BY 2027	IMPACT BY 2034
Te Hapori Ora Whānau and community wellbeing Whānau Māori are connected, included and thriving – with Māori-led spaces and initiatives across the city, pathways for rangatahi, and support for kaumātua	Prioritise initiatives that support inclusion, cultural preservation, te reo, sustainability, kai sovereignty and community empowerment	Number of community-based initiatives that meet Māori community priorities for social and cultural wellbeing	By June 2027, at least 10 community-based initiatives meet Māori priorities for social and cultural wellbeing	Community-based initiatives respond directly to the priorities of whānau Māori and support their wellbeing	Whānau Māori embrace distinct identities, develop vibrant communities, and develop sustainable futures
	Expand Māori-specific internships, cadetships, and opportunities across the Council group, and support relevant development programmes for rangatahi Māori	Number of rangatahi Māori participating in council-led or council-supported development, employment or entrepreneurial programmes	By June 2027, 50 rangatahi Māori will have completed an internship, cadetship, or development programme delivered or supported by Council	More rangatahi Māori gain skills, networks, and confidence through Council-supported pathways within council and in the community	A generation of Māori leaders are equipped to shape the future of Tāmaki Makaurau
	Improve Māori access to grants across a range of kaupapa to meet community and cultural wellbeing needs	Number and dollar value of grants to Māori organisations (Includes grants across Auckland Council, and from Local Boards)	By June 2027 at least 10% of grants funded through Auckland Council and by Local Boards are accessed by Māori organisations	Māori organisations know how to access and successfully navigate and secure council grants	Māori make progress towards achieving their desired cultural and social outcomes through accessing available funding
Marae Ora Marae wellbeing Marae are vibrant, resilient centres of Māori life – anchoring whānau, hapū, and iwi, enabling papakāinga, and supporting wider community connection, care, and resilience	Support marae infrastructure development, compliance and marae-led planning, projects, events & activations	Number of marae receiving physical upgrades, compliance support, or support for planning, projects, events and activations	By June 2027, a minimum of 25 marae will receive capital, compliance, or infrastructure support through Council investment and planning enablement	More marae are safe, functional, and compliant for cultural, education, and community use	Marae across Tāmaki Makaurau are thriving, resilient hubs for cultural life and community wellbeing
	Partner with marae to deliver civil defence functions, council-led initiatives and marae-led initiatives to support community wellbeing	Number of marae supported to operate as emergency resilience hubs, and deliver council-led or marae-led initiatives that support community wellbeing	By June 2027, at least 15 marae will be supported to operate as emergency resilience hubs, or deliver initiatives in partnership with Council	Marae are resourced to deliver services that support whānau wellbeing and community resilience	Marae play a central role in urban and regional systems that support connected, resilient communities
	Māori-led aspirations for the development of housing and papakāinga are realised through advice, land information, and planning and policy provisions to address the many barriers to the development of Māori land	Number of Māori entities that have been supported to achieve Māori housing and papakāinga development	Each year 100% of pre-application consent discounts are applied, and Council continues to monitor consent and development data through a dashboard	Māori entities are effectively supported to progress their housing and papakāinga aspirations, through coordinated council responses and monitoring	Māori-led housing and papakāinga developments enhance the quality of life for whānau, hapū and iwi through housing solutions aligned with their cultural values and aspirations

Tūāpapa Hāngai Strengthening Capability Building strong Māori Outcomes capability across the organisation to deliver on Ora Outcomes - enabling staff to work in ways that reflect and uphold te ao Māori	Implement the Māori Outcomes Capability Plan in all council units, focusing on role-specific development needs to contribute to the progression of Māori outcomes	Number of units with a capability uplift programme, developed to strengthen each unit's capability to deliver Tāmaki Ora	Number of units with a capability uplift programme, developed to strengthen each unit's capability to deliver Tāmaki Ora	Council units and kaimahi understand where they are on their capability journey and have access to relevant Māori capability development. Kaimahi Māori feel supported and see visible pathways for career growth at council	Council units and kaimahi understand where they are on their capability journey and have access to relevant Māori capability development. Kaimahi Māori feel supported and see visible pathways for career growth at council
Tūāpapa Hononga Foundational partnerships Strong foundations support Tiriti-based partnerships, strengthen Māori governance, and enable shared decision-making across Council	Progress the Mana ki te Mana approach to engaging with Māori - grounded in Te Tiriti o Waitangi - to strengthen relationships between Māori and Council	Number of mana whenua and mātāwaka entities that meet ā-kānohi with Council senior management annually	Number of mana whenua and mātāwaka entities that meet ā-kānohi with Council senior management annually	A coordinated approach to ā-kānohi engagement ensures that relationships are respectful, purposeful and centred in tikanga	A coordinated approach to ā-kānohi engagement ensures that relationships are respectful, purposeful and centred in tikanga
Tūāpapa Haumaru Enabling Māori Outcomes Sustained commitment drives systems change, aligns structures, and provides clear pathways guided by tikanga to support Māori outcomes across the Council Group	Departments identify and report on their operational budgets that support Māori Outcomes (where applicable)	Identify and report on Auckland Council parent spend that contributes to Māori Outcomes	Identify and report on Auckland Council parent spend that contributes to Māori Outcomes	Set up an accounting/financial framework to support the Māori Outcomes spend identification and start reporting	Set up an accounting/financial framework to support the Māori Outcomes spend identification and start reporting

Acknowledgements

We acknowledge the mana whenua of Tāmaki Makaurau - ngā iwi and hapū who hold ancestral connection to this whenua and continue to exercise their role as kaitiaki and leaders of place. Their knowledge, leadership, and commitment to intergenerational wellbeing have shaped this strategy.

We also acknowledge the voices of mātāwaka – the many Māori individuals, communities, and organisations who call Tāmaki Makaurau home. Their insights and lived experience have strengthened the kaupapa and grounded it in the realities of Māori across the region.

Tāmaki Ora reflects the kōrero, contributions, and aspirations of many – through hui, written feedback, individual conversations, and collective engagement. We recognise the time and energy given by mana whenua partners, mātāwaka, council kaimahi, the Tāmaki Makaurau Mana Whenua Forum, and Houkura.

We are grateful for the guidance of those who helped shape Kia Ora Tāmaki Makaurau in 2020 and for the leadership that has brought us to this next chapter. Tāmaki Ora is built on their foundations and stands as a collective commitment to Māori wellbeing – past, present, and future.



Glossary

Kupu

Definition

Hononga	Relationship, connection, or alliance
Hāngai	Aligned, relevant, or appropriate
Hāpori	Community or collective
Haumaru	Safety, security
Herenga	Mooring, binding, or connection
Iwi	Tribe or people – large kinship group descended from a common ancestor
Kaitiaki	Guardian or steward – person who exercises kaitiakitanga
Kaitiakitanga	Guardianship or stewardship of people, place, and taonga
Kaumātua	Elder or respected leader in a whānau or iwi
Kaupapa	Purpose, policy, or guiding principle
Mana	Authority, prestige, or spiritual power
Mana whenua	Iwi or hapū with ancestral authority over a specific area of land
Marae	Ancestral meeting place and cultural hub
Mauri	Life force or vital essence
Moemoeā	Vision or dream
Mātāwaka	Māori who live in an area but do not whakapapa to mana whenua
Mātauranga	Knowledge – especially Māori knowledge systems

Kupu

Definition

Ngā	The (plural) – te reo Māori definite article
Ngā Kakau	Handles or levers
Ora	Wellbeing, life, health
Pāpākainga	Housing on Māori ancestral land
Pou	Post, upright, support, pillar
Rangatahi	Youth, younger generation
Rangatiratanga	Leadership, autonomy, self-determination
Tāmaki Makaurau	The Auckland region
Taiao	Natural world – environment, ecosystems, and living systems
Takapau	A finely woven ceremonial mat or tapestry, representing collective strength, interwoven purpose and layered connection
Tauaki	Statement / declaration
Tautoko	To support, prop up, advocate
Te Reo Māori	The Māori language
Tikanga	Customary practice or correct way of doing things
Tino rangatiratanga	Full authority, sovereignty, or self-determination
Tuakiri	Identity or sense of self
Tūāpapa	Platform, foundation
Whakapapa	Genealogy, ancestry, and relational identity
Whānau	Extended family – more than just nuclear family

© August 2025 Auckland Council, New Zealand

Auckland Council disclaims any liability whatsoever in connection with any action taken in reliance of this document for any error, deficiency, flaw or omission contained in it.

This document is licensed for re-use under the Creative Commons Attribution 4.0 International licence. In summary, you are free to copy, distribute and adapt the material, as long as you attribute it to Auckland Council and abide by the other licence terms.