

Te Pūrongo a Te Kaunihera  
o Tāmaki Makaurau  
Ngā Huanga Māori 2022/2023

**Auckland Council Group  
Māori Outcomes Report  
2022/2023**



# He Mihimihi

Kia mihia, kia tangihia,  
rātou kua moe ki ō rātou moenga roa.  
Ko rātou ērā kua kore iāiane  
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.



# Ngā upoko kōrero

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He Kupu nā te Kirikaunihera o te Rohe Pōti o Whau, ko ia nei hoki te Kaiarataki o te Tari mō ngā Hua ki te Māori

## Word from Whau Ward Councillor/ Māori Outcomes Portfolio Lead

**Ko te kākano kāhore noa i puāwai i poipoia  
e whai ana i te whakaaro kia tūtuki**

*The generation yet to be born and nurtured  
reflects the very purpose to succeed*

Kia ora koutou,

As the elected member portfolio lead for Māori outcomes, it is my privilege to be asked to write the foreword to this report. As I write, I reflect on my journey of becoming not only the super city's first wahine Māori councillor, but also the first mana whenua councillor with the profound connection to this whenua granted to me by my Ngāti Paoa tīpuna. It is a great honour to represent and advocate for the aspirations and interests of mana whenua and Māori communities in our beautiful city of Tāmaki Makaurau.

I recognise the significance of my unique position. It signifies a maturing relationship to te Tiriti o Waitangi, where Māori voices and aspirations are acknowledged and valued alongside the governance of the Crown. It is a testament to the progress we are making in this city toward honouring our shared history and building a more equitable future.

With this journey in mind, I celebrate the release of the Māori Outcomes Report 2022/2023. This report provides valuable insights into Auckland Council's delivery of Māori Outcomes, for and with Māori. It reaffirms Auckland Council's commitment to fulfilling our legal and core policy objectives, while also identifying areas where we can improve, to ensure that Auckland Council's commitments to Te Tiriti o Waitangi are truly realised.

I am pleased to highlight the successes that have emerged from the report.



The provision of this year's Manaaki Fund, which enabled support for flood and cyclone relief services, exemplified our commitment to ensuring the safety and well-being of whānau Māori during challenging times. The Māori Outcomes Fund has proven instrumental in driving positive change and empowering our communities. Te Matatini Herenga Waka Herenga Tangata festival showcased the strength and resilience of our cultural heritage, with a significant economic contribution to Tāmaki Makaurau. This event not only celebrated our rich traditions but also provided a platform for Māori to express our cultural pride and contribute to the well-being of our entire community.

Collaboration and co-management have been essential in our efforts to enhance te taiao (the environment) and restore the mauri of our whenua. Through partnerships with mana whenua, we have successfully undertaken large-scale projects such as Te Auaunga (Oakley Creek) and Awakeri Wetlands, which have not only provided ecological benefits but also acted as vital assets during the January floods. These initiatives have demonstrated the importance of integrating mātauranga Māori (traditional indigenous knowledge) and sustainable practices into our planning processes, ensuring that our environment thrives for future generations.

While we celebrate these achievements, it is essential to acknowledge that there is still work to be done. The report has highlighted key gaps and risks that must be addressed to truly honour te Tiriti and improve

outcomes for Māori. We must strive to go beyond mere obligation and box-ticking. Our commitment to meaningful partnership means actively seeking mana whenua representation at the governing body table, where decisions are made that shape the future of our city. We must ensure that Māori voices are not only heard but also valued and respected, recognising the wealth of knowledge, experience, and perspectives we bring.

Our journey towards a more equitable and inclusive society requires us to break down barriers and foster genuine collaboration. We must look beyond the confines of colonisation and engage with the diversity of Māori communities, acknowledging the unique needs and aspirations of each iwi, hapū and mataawaka group. By doing so, we can forge a true partnership that fosters an environment where all can succeed.

I am committed to working tirelessly towards these goals. By building on the successes outlined in the report and addressing the challenges, we can create a

brighter future for Tāmaki Makaurau. This future is one where Māori are active participants in decision-making, where cultural heritage is celebrated and protected, and where the well-being of Māori communities and the environment are prioritised.

Let us embrace the spirit of te Tiriti o Waitangi and work collaboratively to shape a Tāmaki Makaurau that we can all be proud of.

Nāku noa, nā



**Councillor Kerrin Leoni**

Portfolio Lead for Māori Outcomes  
Auckland Council

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## He Kupu nā te Tumuaki Rangitahi o Ngā Mātārae

# Word from the Acting Director Ngā Mātārae | Māori Outcomes

I wish to acknowledge the words of Councillor Leoni in celebrating the release of the Māori Outcomes report 2022/2023 and recognising the work Te Kaunihera o Tāmaki Makaurau / Auckland Council has achieved towards Māori outcomes. This is Auckland Council's fifth Māori Outcomes report and contributes to understanding the council contribution while also identifying areas for improvement and focus.

The region has faced challenges over the past 12 months including the impact of the January floods and Cyclone Gabrielle. These events have significant and long-lasting implications for many whānau across the region.



*E mihi aroha tēnei ki ngā tangata katoa i hinga atu i roto i te waipuke me te te awaha o Cyclone Gabrielle. Ka tangi nei ki a rātou mā kua haere ki te pō, kua haere ki te kainga o te Atua, haere, haere, haere atu rā. Huri noa ki te whanaupani ka nui te mihi aroha ki a koutou katoa, kia kaha, kia ū, kia manawanui.*

## Response and recovery

After the initial response to the floods and Cyclone Gabrielle, Mayor Wayne Brown commissioned an independent panel to conduct a review on the council's immediate response.

Specific recommendations were made to the council on improving the iwi and Māori involvement in response and recovery and recognising Māori and iwi capability and capacity for this mahi. Work is ongoing by Auckland Council to implement improvements to emergency response processes based on these recommendations.

Recovery is also a priority for the council, with the Recovery Office recently being established to coordinate recovery efforts across the Auckland Council Group, central government and other agencies, as well as mana whenua entities and communities.

As part of the wider Auckland Council response, a new iteration of our Manaaki Fund was established.

Fifteen Māori-led active responders representing mana whenua entities, marae and Māori community providers in Tāmaki Makaurau received grants to support whānau Māori with flood and cyclone relief services during the floods and Cyclone Gabrielle.

## Highlights

Moving to some of this year's highlights, Auckland Council contributed over \$1.3 million to the resounding success of Te Matatini, a beautiful showcase of Māori performing arts.

Organisations across the council group engaged with the festival, from Tātaki Auckland Unlimited's 'Haka is Here' promotional campaign, to Auckland Transport providing integrated ticketing services and its own bus campaign featuring haka stars.

The festival not only welcomed over 70,000 spectators at Ngā Ana Wai Eden Park, but also reached its biggest ever broadcast audience of 2.5 million, taking Māori language and talent to a national and global audience.

Te Matatini has helped to weave Māori performing arts into the fabric of Tāmaki Makaurau.

Through partnership with mana whenua entities, Auckland Council has also worked towards enhancing the mauri of te taiao. We have worked with mana whenua on several successful large-scale environmental projects, and we hope to take forward the lessons we have learnt into new projects, as we take on climate change challenges.

## Ngā Mātārae

While working to meet our Māori outcome goals, Ngā Mātārae commissioned Beyond Obligations, a review of Auckland Council's engagement with Māori, with the aim of confirming objectives, taking stock of existing mechanisms and approaches, and identifying gaps and risks.

As a direct result of the report, we have increased capacity funding for mana whenua entities to resource their engagement in core Auckland Council processes, including our 10-year and Annual Budgets.

The council will also seek funding agreements with mataawaka entities over the course of the next three years to support their participation in our processes.

We have sharpened our Kia Ora Tāmaki Makaurau (KOTM) framework, which outlines Auckland Council Group's commitment to lift Māori outcomes in our region.

Last financial year, Ngā Mātārae completed an implementation strategy for KOTM that set out key investment priorities.

Applications to our Māori Outcomes Fund must now demonstrate how they align with these core priorities and will achieve significant impact for Māori.

## Māori representation

In June, our Governing Body adopted a consultation document for Māori seats, with public feedback open from August to September 2023. This consultation will ask Aucklanders for their feedback on introducing Māori seats onto the Governing Body. It is a significant decision about how Māori are represented in Tāmaki Makaurau, and how Aucklanders are represented by their Governing Body.

In recent years, Tāmaki Makaurau has faced challenges several times, as well as heartening successes. As we move forward, we are committed to keeping Māori wellbeing at the heart of all we do.

*Mā pango, mā whero ka oti pai te mahi.*



## Lou-Ann Ballantyne

Tumuaki Huanga Māori

Acting Director of Ngā Mātārae Māori Outcomes

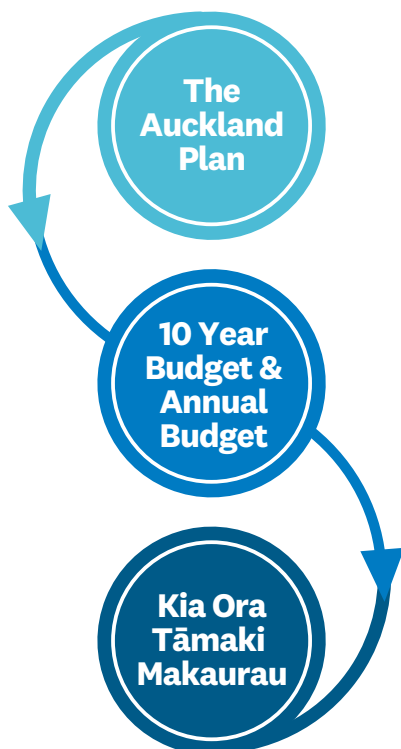
## Executive summary

### 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 10-year Budget (2018-2028) aligned 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 fifth edition flows on from earlier reports and provides information on our performance, including how the council has been supporting a Māori response to the flooding events in early 2023.

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 Hononga** – Effective Māori participation

**Kia Hāngai te Kaunihera** – An empowered organisation

**Kia Ora te Taiao** – Kaitiakitanga

**Kia Ora te Marae** – Marae development

**Kia Ora te Umanga** – Māori business, tourism, and employment

**Kia Ora te Ahurea** – Māori identity and culture

**Kia Ora te Reo** – Te reo Māori

**Kia Ora te Whānau** – Tamariki and whānau wellbeing

**Kia Ora te Rangatahi** – Realising rangatahi potential

**Kia Ora te Kāinga** – Papakāinga and Māori housing



## Key focus areas for 2022/2023

### Increased support for Māori Engagement

During the year the director of Ngā Mātārae commissioned a 'Review of Auckland Council's Engagement with Māori' report. The key objectives of the review were to:

- clarify and confirm council's legal and core policy objectives for mana whenua and mataawaka engagement and relationships
- take stock of Auckland Council's existing mechanisms and approaches
- determine the extent to which those mechanisms and approaches achieve their stated partnership and participation objectives
- identify key gaps and risks across the Auckland Council arrangements.

The resulting **Beyond Obligations Report** has been shared with internal stakeholders, all Tāmaki Mākaurau iwi organisations, and participating mataawaka groups. As a direct result of this report, Auckland Council has increased the capacity funding for mana whenua, commencing in the upcoming financial year 2023/2024 to resource their engagement in core Auckland Council processes, including the 10-year and annual budget, the Tāmaki Makaurau mana Whenua Forum, and bi-lateral engagements with Auckland Council. This funding also covers a contribution to core plans provided for under the Resource management Act. Auckland Council will seek funding agreements with mataawaka entities over the course of the next three years to resource their participation in the 10-year and annual budgets, bi-lateral engagements and for whanau and community engagement activities.

### Māori Outcomes Fund (MOF)

Projects and longer-term programmes funded using the MOF progressed although significant underspend was incurred in the Marae Infrastructure Programme due to staffing and supply issues. Delays to the

development and roll out of the Capacity Uplift project was also a contributor. Of the 24 initiatives funded during the year, nine have been closed; one – the Western Kiosk – will be completed early in FY23, and 13 are scheduled to continue. The further development of Te Matapuna ngā Hapori was put on hold during the year.

### Te Matatini Herenga Waka Herenga Tangata

– Auckland Council invested \$1.3m of the Māori Outcomes Fund to the festival, with Tātaki Auckland Unlimited taking the lead to coordinate across council support and involvement. Twice delayed due to COVID-19, Tāmaki successfully hosted Te Matatini. It is estimated to have made a direct economic contribution of almost \$22 million to Tamaki Makaurau /Auckland – the highest contribution of all Te Matatini events evaluated over the years. Aside from the economic contribution, Te Matatini provided an incredible boost in cultural pride and wellbeing for Māori in Tāmaki Makaurau and across Aotearoa.

### Manaaki Fund (Flood and Cyclone Response) –

Fifteen Māori-led active responders representing mana whenua entities, marae and Māori community providers in Tāmaki Makaurau received grants to support whānau Māori with flood and cyclone relief services during both the Auckland Anniversary Floods and Cyclone Gabrielle.

**Working in partnership for the taiao** – Māori and the Auckland Council group have worked together on many large-scale projects that aim to enhance the mauri (life force) of te taiao (the environment). Some, such as Te Auaunga (Oakley Creek) and Awakeri Wetlands have developed over many years, and they proved invaluable during the January floods, in addition to their many other benefits. Auckland Council and mana whenua can be proud of the partnerships that have been formed during these projects. Auckland Council has been able to learn valuable lessons that it can take forward into new projects as the region tackles the challenge of climate change and adaptation.

## Māori in Tāmaki Makaurau

Māori identity and culture are Auckland'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.

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 percent of all Māori in Aotearoa live in Tāmaki Makaurau, more than in any other region.

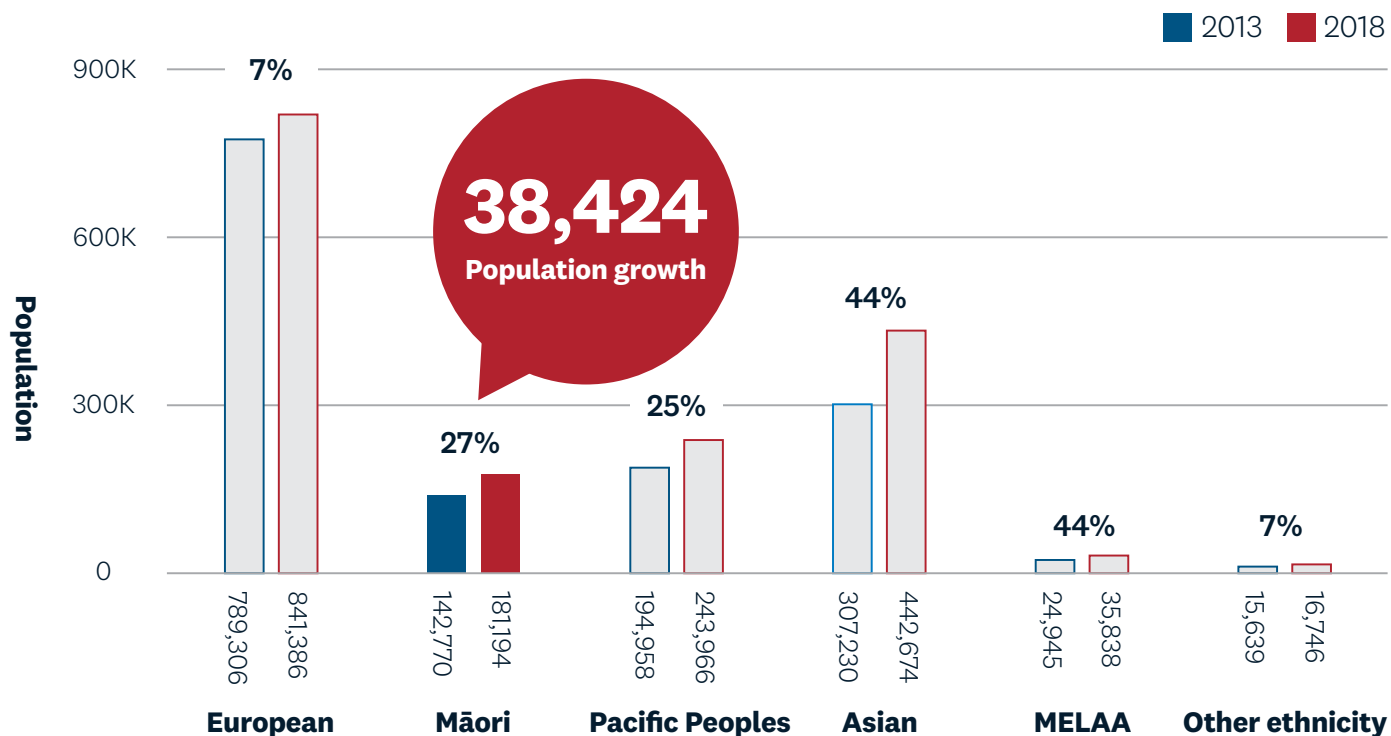
At the 2018 Census, the most recent available data, there were 181,194 usual residents in Tāmaki Makaurau who identified as having Māori ethnicity (11.5 per cent of the region's population). This is an increase of 38,430 people, or 26.9 per cent since the 2013 Census.

The 2018 Census also showed that almost half (49 per cent) were younger than 25, with almost a third (31.8 per cent) of the Māori ethnic population in Tāmaki Makaurau aged under 15 years, down slightly from 33.6 per cent in 2013.

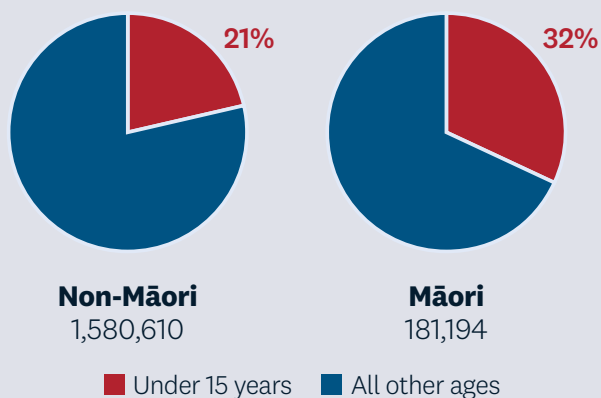
At the time of publication, the 2023 Census had been completed. However, the updated demographic information was unable to be included as the summary data is not available until early 2024.



## Population growth 2013–2018

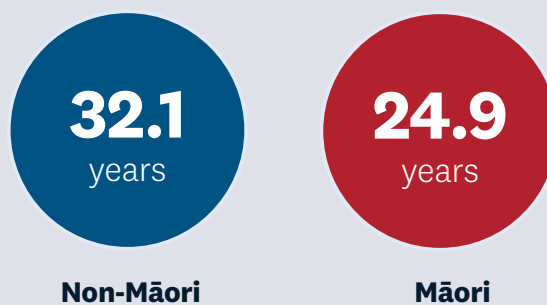


### Population under 15 years



Almost 1/3 of the Māori population is under 15 years of age

### Median age



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

### 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 fora within the council group at both governance and operational levels.

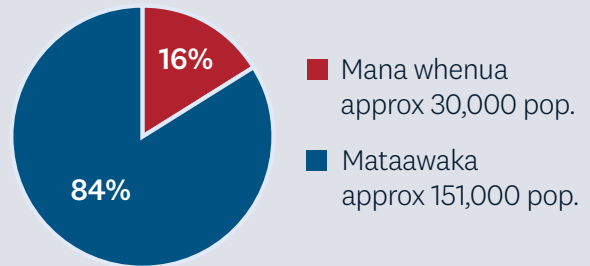
### Mataawaka / Māori communities

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 people of Māori descent located in the Manurewa and Henderson-Massey local board areas.

#### Māori population in Tāmaki Makaurau



Matariki 2022, Rutherford College Kapa Haka



# 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 in the 10-year Budget 2021-2031 through the continuation of the 10 strategic priorities set in the 10-year budget 2018-2028.

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 five of delivering these priorities.

## 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.

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”.

The framework has been incorporated into the key plans and monitoring mechanisms of council. Its 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.

This 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.

In 2022, an implementation strategy was developed to respond to this recommendation and direct council resources and efforts to achieve the greatest impact for Māori in Tāmaki Makaurau. Ultimately Māori wellbeing is at the heart of both Kia Ora Tāmaki Makaurau and its new implementation strategy.

The strategy organises the 10 Mana Outcomes into two groups of five, with Group 1 priorities as a core focus. These top-level priorities concentrate the efforts and resources of the council group through various mechanisms including through business-as-usual activity, Achieving Māori Outcomes (AMO) plans, and the Māori Outcome Fund.

Group 1 priorities include:

**Kia Ora te Hononga** – Effective Māori participation

**Kia Hāngai te Kaunihera** – An empowered organisation

**Kia Ora te Taiao** – Kaitiakitanga

**Kia Ora te Marae** – Marae development

**Kia Ora te Umanga** – Māori business, tourism, and employment

In 2022/2023, applications to the Māori Outcomes Fund had to demonstrate alignment with Group 1 priorities and achieve significant positive impact for Māori.

Group 1 priorities have an increased profile in this report.

## Our long-term priorities and mana outcomes

Each mana outcome aligns to a long-term priority of the Māori outcomes strategic direction

### Kia Ora te Kāinga

Papakāinga and Māori housing

### Kia Ora te Umanga

Māori business, tourism and employment

### Kia Ora te Whānau

Whānau and Tamariki wellbeing

### Kia Ora te Rangatahi

Realising Rangatahi potential

### Kia Ora te Marae

Marae development

### Kia Ora te Taiao

Kaitiakitanga

### Kia Ora te Reo

Te Reo Māori

### Kia Ora te Hononga

Effective Māori participation

### Kia Ora te Ahurea

Māori identity and culture

### Kia Ora te Kaunihera

An empowered organisation

### How the framework is put into practice

The framework follows a straightforward structure.

1. It starts with a mana outcome statement where Māori share aspirations through the lens of one of the 10 Māori outcomes strategic priorities.
2. Each mana outcome 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 priority Kia Hāngai te Kaunihera – an empowered organisation includes the aspiration

The remaining five Kia Ora Tāmaki Makaurau Outcomes – Kia Ora te Ahurea, Kia Ora te Reo, Kia Ora te Whānau, Kia Ora te Rangatahi and Kia Ora te Kāinga – will continue through department budgets and any other available funding.

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 can do, within its functions, to achieve positive outcomes for Māori
- development of work programmes that bring the council group together
- identifying 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 Planning, Environment & Parks (PEP) committee and the Kia Ora Tāmaki Makaurau Enablement Board.

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 more focused on measurable outcomes for Māori in Tāmaki Makaurau.

## **Māori Outcomes Fund and delivery**

### **The fund**

The 10-year Budget (2021-2031) includes 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.

For the financial year 2022/2023, the direct spend on activities specific to Māori identity and wellbeing was \$10.7 million (61 per cent) of the \$17.6 million budget.

However, 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.

### **Delivery**

The delivery of everyday activities is guided by Kia Ora Tāmaki Makaurau and supported by Whanake Ora – Auckland Council's Organisational Strategy 2022 – that sets out how we deliver our work. The organisational strategy states that we will support Māori outcomes through our services, and that we deliver for Māori by designing with Māori and that we will build the required capability, training and perspective among our staff.

## **Governance and structure**

### **Ngā Mātārae and Māori Outcomes governance journey**

Ngā Mātārae (Māori Outcomes) is a directorate of Auckland Council, led by the Tumuaki Huanga Māori/ Director of Ngā Mātārae Māori Outcomes

Ngā Mātārae supports the council group (including council-controlled organisations) to deliver on Māori outcomes by setting strategic direction; enhancing organisational capability, systems, processes and performance; strategic relationships and Māori participation in decision-making.

With Kia Ora Tāmaki Makaurau implemented in 2021, Ngā Mātārae remains focused on embedding and improving the systems and tools at our disposal to enhance the delivery of Māori Outcomes across the Auckland Council Group.

Kia Ora Tāmaki Makaurau (KOTM) is administered by a Programme Delivery Board (replacing the former Māori Outcomes Steering Group), made up of Māori Outcomes Leads from council and council-controlled organisations, and members of the Secretariat for the Independent Māori Statutory Board. The Programme Delivery Board's purpose is broader than the administration of the Māori Outcomes Fund. It is accountable for the collective leadership, planning, delivery and implementation of programmes that deliver the KOTM outcome.

The Programme Delivery Board is supported by an Enablement Board made up of senior staff that delivers, monitors and reports on KOTM, and is pivotal to the realisation of outcome areas Kia Ora te Hononga (Effective Māori participation) and Kia Hāngai te Kaunihera (An empowered organisation.) This board is responsible for the implementation of Treaty Audit recommendations. Both boards are overseen by the Chief Executives' Forum, comprising Auckland Council, the council-controlled organisations and the Independent Māori Statutory Board.

## Tāmaki Makaurau Mana Whenua Forum

The Tāmaki Makaurau Mana Whenua Forum is an independent governance-level collective. Its membership comprises representatives from each of the 19 iwi recognised by Auckland Council. The forum partners with Auckland Council Group on national or region-shaping matters that require a collective iwi voice.

In the 2020-2021 financial year four pou (committees) were established to respond to strategic issues and address economic, wellbeing, environmental and cultural outcomes. Examples of issues considered by the Forum and the pou this year include water strategies, management and programmes; and Auckland's Emergency Management response. The Forum also commissioned its inaugural Wellbeing Report to support the forum's Strategic Plan 2030.

In 2022-2023 an independent review of council's overall engagement with Māori revealed areas that need addressing. The council is now in the process of reviewing and redefining how it can better foster active Māori participation in decision-making.

From 2023-2024, the council will be reshaping how it partners with Tāmaki Makaurau Mana Whenua Forum to achieve a more focused approach to meeting its obligations to Māori. The council's emphasis will be on individualised engagement with iwi and mataawaka organisations to better meet Māori needs and aspirations. Forum hui will be held quarterly and the pou will meet as mutually agreed.

### Mātanga tikanga

The mātanga tikanga role sits within Ngā Mātārae and provides support and advice on best practice for observing tikanga Māori, thereby assisting the council to meet its requirements under the Treaty of Waitangi, and in its responsiveness to 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. It offers best practice guidance on tikanga for council-wide initiatives which support directorates to build their own cultural capability.

The mātanga tikanga ensures that tikanga Māori for civic events, projects, and ceremonies is at the centre of how the council operates. A significant undertaking this financial year was the mātanga tikanga involvement in the 23 Governing Body Inauguration ceremonies where successful candidates were sworn in. This year pōwhiri were held, replacing the less formal whakatau provided in previous years, requiring the expertise in cultural advice and direct support to ensure that tikanga was properly observed for candidates and mana whenua.

This year the mātanga tikanga has also been called upon to advise on highly sensitive issues regarding interred bodies in cemeteries affected by flooding events, and to provide cultural guidance and support following deaths that occurred in Auckland Council parks.

Other mātanga tikanga duties this year include being a speaker and advisor for events, co-leading karakia to bless new buildings and open new spaces, and engaging with mana whenua and mataawaka to help navigate place naming processes.



Whatipu, Waitākere Ranges



# Flooding and Cyclone Response and Recovery

On 27 January 2023, Mayor Wayne Brown declared a State of Local Emergency for the Tāmaki Makaurau region due to severe flooding and torrential rain causing widespread damage including slips and inundation.

Auckland Emergency Management, alongside other key partners including Fire and Emergency New Zealand (FENZ) and Ministry of Social Development (MSD), coordinated an emergency response effort, including the mobilisation of civil defence centres, and the provision of essential goods and services to communities in need.

## Auckland Council Emergency Relief Fund

One of the council's responses to people experiencing hardship as a result of the floods and cyclone, was to establish the Auckland Council Emergency Relief Fund (Emergency Relief Fund). The Emergency Relief Fund provided urgent financial assistance to Aucklanders in addition to other support provided by central government agencies including MSD.

The Auckland Council Emergency Relief Fund was available to individuals, whānau, marae and organisations.

The Emergency Relief Fund opened for applications on 31 January 2023 and closed on 6 March 2023. That fund was inundated with applications, so the Manaaki Fund 2023 was able to complement this offering by providing targeted funding to the council's Māori partners.

## Auckland Flood Response Review

After the initial response to both the Auckland Anniversary Floods and Cyclone Gabrielle, Mayor Wayne Brown commissioned an independent panel led by former Police Commissioner Mike Bush to conduct a review on the Auckland Flood Response. The independent panel completed their report on Auckland Council's immediate response (24-48hrs) into the Auckland Anniversary Floods.

Specific recommendations were made to the council on improving the iwi and Māori involvement in response and recovery highlight the need for AEM to better partner with iwi, marae and Māori and recognise the capability and capacity of these entities before, during and after response and recovery work.

Work is ongoing by Auckland Council to implement improvements to emergency response processes based upon the recommendations in the Bush Report.

## Auckland Recovery Office

In recognition of the ongoing recovery need, the Auckland Recovery Office has been initiated to coordinate recovery effort across the Auckland Council Group, central government and other agencies, mana whenua and communities through the regional Tāmaki Makaurau Recovery Plan and localised recovery plans.

Delivery of Māori outcomes through the Recovery Office is a key priority, with a Māori Partnership and Participation whenu (strand.)



Sir Edmund Hillary Collegiate Students  
Participating in the Climate Action Adventure  
Challenge 2022 at Ngāti Ōtara Park

## Manaaki Fund 2023

In 2020, one of the most important initiatives to come from the 'by Māori, for 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. Since 2020, the fund has been re-instated to support 'by Māori, for Māori' responses during times of crisis.

This includes providing support to communities impacted by COVID-19 in 2021, and when the local State of Emergency was declared in response to the 2023 Auckland Anniversary Floods and Cyclone Gabrielle.

The purpose of the Manaaki Fund 2023 was to support Māori-led active responders in Tāmaki Makaurau who were predominantly supporting whānau Māori with flood and cyclone relief services during both the Auckland Anniversary Floods and Cyclone Gabrielle.

Funding was made available as a direct grant to Auckland Council's Māori partners who met the funding criteria. Grants were made based on the size and scale of the response activities of the entity. The Manaaki Fund 2023 opened on 2 February 2023 and closed on 24 March 2023.

### Funding Improvements

Seeking to improve on the previous two iterations of the Manaaki Fund, Ngā Mātārae implemented a targeted approach where Council officers directly contacted mana whenua, marae, and Māori community providers to offer support.

This meant the council could assess their needs and triage to the right response unit: the Manaaki Fund or Auckland Emergency Management who worked in partnership with key central government agencies including the Ministry of Social Development and the National Emergency Management Agency (NEMA). Outreach was conducted by redeployed Council officers who called, emailed and held online hui.

Other improvements made to the Manaaki Fund in 2023 included:

- Accessible scale of funding: three funding pools were available to target the appropriate level of funding to the scale of the response provided by the entity
- Continued use of Smarty Grants funding portal for accurate and timely record keeping and to streamline the process for applicants.

In total, 15 applicants applied to the fund and all applications were approved in full for funding. Applicants included mana whenua entities, marae, and Māori community providers, and they received a combined total of \$266,444.

### Feedback from recipients

Recipients appreciated the funding. They shared stories of the incredible support they were able to provide to affected whānau across Tāmaki Makaurau, including the provision of kai parcels, clean and dry bedding, and hygiene items to support whānau wellbeing. They were able to provide safe places for whānau to gather when the flooding and cyclone affected the ability of whānau to travel home, or to live at home safely.





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



# **Kia Ora te Hononga**

Te whai wāhi aroturuki Māori  
**Effective Māori participation**

## Kia Ora te Hononga:

**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 2022/2023

#### CASE STUDY

#### Progressing Relationship Agreements with Māori

Relationship Agreements are one way in which Auckland Council meets its Treaty of Waitangi derived obligations to Māori in a mutually appropriate way. The council and Māori entities commit to working together in a manner that reflects a partnership approach based on respect, good faith, integrity, transparency, and open and effective communication.

Currently, there are five signed Relationship Agreements in place between Auckland Council and mana whenua. However, the council recognises that these have been underserved in

recent years and a review is needed to meet the intention of those original agreements.

Currently, the council is progressing Relationship Agreements with a further seven mana whenua entities. The intention is to prioritise the progression of relationship agreements with all mana whenua in Tāmaki Makaurau.

The purpose of this work is to primarily benefit Māori, with additional benefits to community in general, where statutory obligations and Treaty expectations are aligned. In this way, Treaty partners can build community together.

### “E kore e taea e te whenu kōtahi ki te raranga i te whāriki The tapestry cannot be woven by one strand alone”

#### CASE STUDY

#### Feedback from Māori entities on the Annual Budget 2023/2024

Every three years, the council is required to adopt a long-term plan (10-year budget), with an annual plan (annual budget) adopted in intervening years, with specific public consultation that informs Governing Body decisions. For financial year 2023/2024, the council had to produce a balanced budget working with the challenges of an operational deficit of \$325 million.

The Annual Budget 2023/2024 was consulted on in March 2023 and included specific engagement with mana whenua and mataawaka. Broader community engagement occurred in partnership with Ngā Mātārae. This included comprehensive online engagement hui, and the provision of technical support for Māori entities to make submissions.

It was a record-breaking consultation period, with the council receiving 41,146 pieces of feedback, including 13 written submissions from mana whenua entities. Of individual submitters who identified their ethnicity 8 per cent of these identified as Māori. Eleven mana whenua entities also took the opportunity to present their feedback on the proposed Annual Budget 2023/2024 ā-kānohi (in person), through a 'Have Your Say Event' with the council's Governing Body.

Through oral and written submissions, mana whenua representatives also raised other matters of significance to their iwi.

Final budget decisions were made during Governing Body deliberations in early June 2023. A key positive outcome for the Annual Budget 2023/2024 is the retention of the Long-Term Plan's Māori Outcomes Fund, totalling \$150 million over 10 years.

## CASE STUDY

### **Te Waka Tairangawhenua – Co-governance and co-management at Auckland Council**

Te Waka Tairangawhenua is the Auckland Council unit, part of the Parks and Community Facilities department, that manages various co-governance and co-management arrangements on behalf of mana whenua and the council. These arrangements support the co-governance and co-management of many specific sites of significance.

The co-governance-specific arrangements are part of te Tiriti o Waitangi settlements, such as:

- i. Ngāti Whātua Ōrākei Reserves Board – established under the Ōrākei Act 1991 and currently operates under the Ngāti Whātua Ōrākei Claims Settlement Act 2012. This Board has three Council and three Ngāti Whātua Ōrākei appointees and co-governs the management of the Whenua Rangatira and Pourewa reserves.
- ii. Te Poari o Kaipātiki ki Kaipara (formerly the Parakai Recreation Reserve Board) – established under the Ngāti Whātua o Kaipara Claims Settlement Act 2013 and has three Council and three Ngāti Whātua o Kaipara appointees. This Board co-governs the management of the Kaipātiki reserve.

- iii. The Tūpuna Maunga o Tāmaki Makaurau Authority (or Maunga Authority) is established under Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014 and has six Council and six mana whenua appointees. This Board co-governs the management of certain Tūpuna Maunga of Tāmaki Makaurau

In addition, the council works alongside mana whenua in co-management arrangements for reserves throughout the region. Many of these arrangements between Auckland Council and mana whenua were created pre-Council amalgamation (2010) and are continued within this partnership structure and are honoured today. The council generally nominates two to four members alongside mana whenua to support decision-making. The entities are Mutukaroa (Hamlins Hill) Management Trust, Te Motu a Hiaroa (Puketutu Island) Governance Trust, Pukekiwiriki Paa Joint Management Committee, Wai o Maru Co-Management Committee, Te Pūkaki: Tapu o Poutukeka Historic Reserve and associated Māori Lands Co-management Committee, and Rangihoa and Tawaiparera Committee (in abeyance).

These shared consensus decision-making arrangements promote growth in governance capability for mana whenua and offer various positive outcomes that benefit all Aucklanders.



Kaipātiki Reserve Community Planting Day 2022,  
Credit: Cactus Photography

## Other Highlights

### Governing Body Inaugurations

Following Auckland Council's Local Government elections in October 2022, the Governing Body Inauguration ceremonies were held to swear in the successful candidates. The Governing Body comprises a Mayor, 20 Councillors and 149 Local Board Members.

In previous election years, the Local Board ceremonies were opened with a whakatau, which is a less formal mihi (greeting) and welcome.

This year formal pōwhiri (welcoming ceremonies) were held for all the Governing Body Inaugurations. The elevation of the welcome from whakatau to pōwhiri signals importance of the occasions, honours Māori protocol and upholds the mana of tangata whenua (the authority of local Māori.)

Auckland Council organised pōwhiri for each of the 23 events which included The Symposium, a welcome and induction of all Elected Members, the Governing Body Inauguration, and the 21 Local Board ceremonies. Tikanga was paramount in each event.



Governing Body Inauguration Ceremony 2022, Auckland Town Hall

### Simplification of procurement process

Ngā Mātārae is working with the procurement team on refreshing Master Service Agreements (MSAs) with all Tāmaki Makaurau Māori entities. This will simplify the procurement process, so only a statement of works will be needed for scope of works and payment schedules. This will benefit both council and Māori entities by streamlining process and payments and reducing paperwork and improving accountabilities.

The procurement plan is progressing through the sign off process, and once approved, Ngā Mātārae will consult with mana whenua entities for implementation from July 2023. The intention is for MSAs to also be established with mataawaka organisations soon.

## Snapshot of portfolio activities delivered in 2022/2023

**Local board annual plans now include a section on Māori outcomes** to ensure boards document their commitment to te Tiriti o Waitangi through Kia Ora Tāmaki Makaurau – the council group's Māori Outcomes Performance Measurement Framework – and demonstrate how they will meet their obligations to hapori Māori in their rohe (the Māori community in their region). Local boards have been provided with cultural and strategic planning advice to support the development of the Plans and enable boards to advocate for and achieve positive outcomes for Māori through the three-year plan life cycle.

### Ongoing support for Local Boards

Auckland Council provides Local Boards and advisors with regular meetings and as-needs support to assist them in their effective engagement with Māori.

### Progressing Māori representation at Governing Body

Auckland Council will be consulting with Māori and the wider public of Tāmaki Makaurau on establishing Māori seats for Auckland Council for the 2025 local elections. Establishing dedicated Māori seats will ensure Māori representation at the council's Governing Body and will bring Auckland Council in line with other councils around Aotearoa New Zealand and their Māori representation arrangements.

### Working towards increased Māori votership and candidacy at the local elections in 2025

Alongside work to prepare for Māori wards, the council continues its preparation to engage with Māori in Tāmaki Makaurau to encourage votership and representation through candidacy at the next Local Elections in 2025.

## Challenges & responses

### Challenge

An independent review of Auckland Council's engagement with Māori was conducted in 2022. Key issues in the 'Beyond Obligations' report highlighted the demand on mana whenua resourcing and the inefficiencies of current engagement practices across the Auckland Council Group.

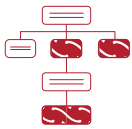


### Response

Auckland Council is reviewing its Māori engagement practices and redefining how it will partner with Māori to:

- achieve a more effective Māori engagement operating model which leads to increased levels of iwi satisfaction
- recognise and respond to constraints on mana whenua and mataawaka capacity (time and resources)
- streamline complex and inequitable financial arrangements for engagement.

## Performance measures



**100% of core strategies, policies and plans incorporating Māori outcomes or developed with Māori participation**

<all 12 (100%) Auckland Unitary Plan modifications included both iwi engagement and draft plan change disclosure to iwi>



**36% of Māori residents feel they can participate in Auckland Council decision-making**

<down from 39% last year>

The result has a margin of error of 5 % and so is considered to be on a par with the 2022 result.



# Kia Hāngai te Kaunihera

He rōpū whaimana

**An empowered organisation**



# Kia Hāngai te Kaunihera:

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 2022/2023

### CASE STUDY

#### Te Whakahaumanutanga o Ngā Kete Akoranga (NKA Refresh)

In 2021, the Tāmaki Makaurau Mana Whenua Forum commissioned a review of Ngā Kete Akoranga (NKA), the council’s Māori cultural capability programme, the first review since NKA’s establishment in 2011.

The review recommended that NKA prioritise te reo, histories, and engagement; mandate foundational courses for all staff; establish baseline measures; evaluate capability and consider rolling out the programme to the wider council group.

In 2022, an independent review of Auckland Council’s engagement with Māori was undertaken. The ‘Beyond Obligation’ report summarised previous and current challenges with council’s engagement with Māori. The overarching recommendation was that the council needed broader investment in internal culture and capability and strengthened leadership from the Executive Leadership teams of Auckland Council Group and Ngā Mātārae.

In 2022, in response to both reports, Te Whakahaumanutanga o Ngā Kete Akoranga

(NKA refresh project) was commissioned, and a current state report was produced early 2023. The report included interviews with 24 kaimahi who work in the Māori Outcomes capability space across most council directorates and some CCOs (Tātaki Auckland Unlimited / Eke Panuku).

As at May 2023, work has been completed on a framework that outlines required competencies for all leaders at the council based on seven agreed Māori kaupapa areas: Māori Outcomes at Council (strategy), Māori in Tāmaki Makaurau (history), te Tiriti, systems and worldviews, tikanga, te reo and engagement with Māori.

Two new e-learning courses are being developed to fill immediate foundational course gaps. These will form part of the induction package for new starters at the council this year, with the intention of the courses becoming mandatory for all permanent council staff in the future. The implementation of the refreshed Ngā Kete Akoranga programme is key to developing a workforce that can respond to the needs and aspirations of Māori.

Kaimahi caring for native planting, Motutapu Island



“To deliver Māori Outcomes across the organisation, it is imperative that we support our kaimahi to build their capability with the right knowledge and the right experiences. The refresh allows us the opportunity to look at what we’re doing well, where we can improve, and how can we take this programme to the next level. There is great passion across the organisation to learn and develop more in this space, but we need to ensure we don’t rush delivery and that we have the perfect blend of materials that will shift our cultural maturity”

**Pauline d’Unienville**  
GM People and Culture Auckland Council

**CASE STUDY****TAU builds organisation-wide Te Ao Māori capability**

In March 2022, Tātaki Auckland Unlimited (TAU) asked all employees to share how they felt about their Māori cultural competency. Te Ara ki Tua/ The Pathway Forward was the first survey of this scale to be conducted across the Auckland Council Group, yielding valuable insights into the barriers preventing people from learning about te ao Māori or giving te reo Māori a go.

The response was overwhelmingly positive, so TAU undertook to find ways to make it easier for anyone to learn. Over the first few months of the new financial year, two user-friendly digital initiatives were developed: a mobile app called Taki, launched in September, and a comprehensive te ao Māori online learning programme, introduced in December 2022.

Significantly, the Tātaki Auckland Unlimited board and executive team members undertook comprehensive, in-person Te Tiriti o Waitangi training, laying a solid foundation to understand partnership and participation

with Māori for the mahi TAU delivers for Tāmaki Makaurau/ Auckland.

**Making learning fun**

The Taki app is designed to help build confidence, learn everyday kupu, understand tikanga for different environments, practice pronunciation and karakia, create mihi and pepeha, and more. It has been successfully adopted by TAU and external partner organisations and widely used in hui around TAU venues.

The online learning programme, Te Ao Māori for Professionals, is designed to empower TAU people to learn in a fun, interactive way. Participants learn at their own pace and can learn and practice te reo Māori, gain different perspectives on New Zealand history, and understand many facets of te ao Māori in all aspects of daily life.

The first cohort of 140 staff members started in Waitangi week, with the next cohort due to begin in July 2023.

“Our commitment to building capability has been driven from the top – and we are very proud of how eagerly our TAU teams have embraced the digital learning tools we’ve developed. There is a genuine desire to learn, understand, and to do the right thing in our engagement with Māori as we promote and enable Māori arts, cultural vibrancy, and economic development.”

**Helen Te Hira**  
**Director Māori Outcomes Tātaki Auckland Unlimited**

## Other Highlights for Kia Hāngai te Kaunihera

### Tātaki Auckland Unlimited (TAU) – Quality decision making for leaders must include a te ao Māori perspective

Quality decision making for leaders must include a te ao Māori perspective. To encourage their people to build and strengthen partnerships with Māori and gain a better understanding of mana whenua perspectives and priorities, TAU board and executives have undergone a programme of learning on applying a Tiriti-based lens to their role as decision makers.

This training is seen as critical to the mahi of the organisation as the cultural and economic development agency for Tāmaki Makaurau / Auckland. Future sessions are planned to ensure the Board keeps up to date with the latest thinking.

TAU also established a network of kaimahi Māori during the year, a way to network, mentor and learn from each other – a forum that will be invaluable to identify opportunities for leadership and new Māori-led initiatives across the organisation.

### Number of kaimahi Māori continues to increase

As of April 2023, Auckland Council had a total of 655 staff who identified as Māori, totalling 9.2 per cent of all employees. This is an increase of 59 kaimahi Māori (0.8 percentage increase) from the totals reported in the 2022 Māori Outcomes annual report based on the same time period.

In the senior leadership space, we report a 2 per cent increase of leaders that identify as Māori from the 2022 Māori Outcomes report with Tier 3 leaders at 11 per cent, Tier 4 at 12 per cent.

Rangatahi Māori has also increased from 17 per cent in April 2022 to 19 per cent in April 2023.

These measures show that the council continues to attract, recruit, and retain Māori staff in an effort to be an employer of choice for Māori within Tāmaki Makaurau.

DIRECTORATE:	NUMBER OF MĀORI STAFF PER DIRECTORATE		DIRECTORATE ETHNICITY PERCENTAGE	
	2022	2023	2022	2023
Customer & Community Services	330	375	11%	12%
Regulatory Services	106	114	7%	7%
Group Services	46	52	6%	6%
Infrastructure & Environmental Services	34	31	7%	6%
Finance	22	20	5%	5%
Chief Planning Office	25	24	8%	7%
Governance	18	26	6%	8%
Ngā Mātārae	13	11	72%	79%
Office of the Mayor	1	1	7%	9%
Office of the Chief Executive	1	1	33%	17%
<b>Totals</b>	<b>596</b>	<b>655</b>	<b>8.5%</b>	<b>9.2%</b>

**Note:** Overall employee totals in each directorate differ in the past two financial years, influencing the percentage totals outlined in the above table.

## Snapshot of portfolio activities delivered in 2022/2023

- Implementation of Achieving Māori Outcomes (AMO) plans in line with our refreshed implementation strategy in all directorates with Māori Outcome leads.
- Continued delivery of Māori cultural capability uplift through Ngā Kete Akoranga (NKA) training programme. Over 675 kaimahi attended an NKA module this financial year. Twelve per cent of all employees within the organisation have now completed modules associated with this learning programme.
- Delivered a refreshed Māori staff and specialist role Power BI report to enable more robust reporting of kaimahi Māori. This report enables us to better track targets and measures set within Kia Hāngai te Kaunihera and was one of the items outstanding in our Treaty recommendations.
- Continued engagement with mana whenua to progress our WorkSmart programme which will deliver a new Albany office, opening in July 2023, and a refurbished Manukau office, opening early 2024. Both incorporate Māori design principles and mana whenua rooms.
- Embedding of Whanake Ora, our three-year organisational strategy (2022-2025). The strategy outlines our commitment to the delivery of Māori Outcomes through the setting of our long-term goal:

### **Ka whakamana tātou Te Tiriti mā ngā putanga ki te Māori**

*We give effect to Te Tiriti through outcomes for Māori*

## Performance measures



### **9.2% of council employees in fixed term and permanent roles identify as Māori**

<up 0.8% (59 employees) since last year>



### **10.4% or 7/67 staff in senior leadership positions identify as Māori**

<down from 11.7% last year (7/60), tracking away from the 12% target>



### **675 staff and elected members participated in council supported Māori and te Tiriti learning programmes**

<49% increase on 454 participating in FY22>

The uptake is due to an increase in the number of foundation courses offered, and the return to the delivery of courses in-person following COVID-19 related service restrictions.

## Challenges and responses – lessons learned from 2022/2023

### **Recruitment and internships:**

Māori recruitment initiatives have been difficult to progress during a year of cost savings. While our overall kaimahi Māori numbers have been increasing, implementing programmes to align with our MAHI strategy have been challenging.

Council has managed to sustain some great initiatives for Māori employment across the council group, but the challenge is to increase these initiatives and look at better ways to attract, recruit, and retain Māori talent.



Our recruitment team has investigated different possibilities for improving recruitment diversity and has worked with various internal and external partners to produce some practical solutions. In 2024, there will be a focus on achieving better outcomes in this space and a proposal to work collaboratively across the council group to implement our MAHI strategy.

Although the external pressures on the organisation will still be prevalent, we will look to prioritise initiatives that be delivered at minimal cost in-house.

# Kia Ora te Taiao

## Kaitiakitanga Guardianship



## Kia Ora te Taiao:

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 2022/2023

### CASE STUDY

#### Kauri Ora

Auckland Council, in partnership with the Department of Conservation and ngā iwi mana whenua o Te Ngāherehere o Kohukohunui (Ngāi Tai ki Tāmaki, Ngāti Tamaoho, Ngāti Te Ata, Ngāti Whanaunga, Ngāti Paoa, and Ngāti Tamaterā) has been conducting a baseline survey of kauri health in Te Ngāherehere o Kohukohunui / Hunua Ranges, in the hope it will confirm the forest is still free of the deadly kauri dieback disease.

The Hunua Ranges is believed to be one of the largest disease-free kauri forests in the country.

Combined with its massive 2021 sister survey in the Waitākere Ranges which was carried out in partnership with Te Kawerau ā Maki, Auckland Council and its partners' survey work operates at a previously unseen scale for kauri. Both surveys take a multi-faceted approach that draws together mātauranga Māori, scientific expertise, and the latest technical innovations

Co-design and planning commenced in September 2022, and field work was completed in July 2023, with the aim to publish findings in June 2024.

“Kauri is an iconic species in New Zealand,” says Principal Biodiversity Advisor Alastair Jamieson, highlighting why it is so important to undertake work with this national taonga.

Biosecurity Team Manager Lisa Tolich, the project sponsor, says that partnering with mana whenua from the outset has created beneficial outcomes that will be realised for years to come. “They have chosen to partner with us through the entire design and delivery and we will collectively use this information to inform management decisions into the future,” says Lisa. “This includes setting the objectives of what we want to achieve, designing the actual survey, having mana whenua representatives on the steering group and putting forward members of their iwi to work alongside our contractor, in a Tuakana-Teina (mentorship) model in the field.”

Tikanga is central to this mahi and is part of day-to-day operations. The team says that the partnership approach has worked so well they hope it will inform future projects at the council and be used as an example externally.

“It’s more than a population of trees growing on land, it’s a population of culturally significant taonga that has survived historical land clearance and logging.”

**Ngā iwi mana whenua o Te Ngāherehere o Kohukohunui**



Te Ngāherehere o Kohukohunui (Hunua Ranges), Mangatangi kauri

**CASE  
STUDY**

**Shoreline Adaptation Plans –  
Resilient Lands and Coasts**

Tāmaki Makaurau is a coastal city with over 3,200 km of diverse coast, from west coast dune environments, through to cliff shores and urban beaches on the east coast, the numerous motu (islands) of Tīkapa Moana and three significant harbours (Kaipara, Manukau and Waitematā). The Resilient Land and Coasts Team is working closely with iwi across Tāmaki Makaurau to develop a series of Shoreline Adaptation Plans (SAPs). These plans intend to guide sustainable management of the Tāmaki coastline in responding to the impacts of climate change. Once completed, the plans will provide site-specific adaptation strategies for the coastal areas of Tāmaki Makaurau and contribute to building a resilient future.

To achieve these aims, the council must ensure a partnership approach is implemented with mana whenua iwi in the region. Iwi kaitiaki have input as part of the project team and are engaged directly through a series of hui and iterative review processes.

To date, four plans have been completed, with 16 more to be finished before 2026. The programme has won the New Zealand Coastal Society Terry Healy Award for excellence in coastal management, with iwi accepting the award alongside the council. Building a relationship with iwi groups at the beginning of a project enables iwi to have a line of sight throughout the project and through to other related projects. It also allows for iwi to consider the contribution they wish to make and plan accordingly. This engagement model holds promise and value for positive relationship building between council and Māori entities.

“Was good to work with all you guys. Sage really set the pace and led the way. Made my job easier.”

**Karl Flavell, Manager of Te Taiao Team for Ngaati Te Ata**



Receiving the Terry Healy Award from the New Zealand Coastal Society from Left to Right Amy Robinson – Co-Chair NZCS, Gavin Anderson – Ngāti Whanaunga, Dr. Natasha Carpenter – Auckland Council, Zealene Maxwell-Butler – Ngāi Tai ki Tāmaki, Adrian Pettit – Te Akitai Waiohūa



## Other Highlights for Kia Ora te Taiao

### Tū Mai Taonga

Tū Mai Taonga is led by mana whenua and aims to rid Aotea/ Great Barrier Island of rats and feral cats to protect native species and ecosystems. The project was initiated in 2021, and Ngāti Rehua Ngātiwai ki Aotea gained a mandate from the island's community groups to lead the project. Funding followed, from Predator Free 2050 Limited, the Department of Conservation's Jobs for Nature – Mahi mō te Taiao programme, and Auckland Council, which funded an early feasibility study, and this year provided a significant boost, via the Māori Outcomes Fund, towards operations. As well as mana whenua exercising kaitiakitanga, the conservation jobs created with the project are important to many people on the island.

### Te Auaunga (Oakley Creek)

The Te Auaunga (Oakley Creek) initiative was undertaken in stages with development beginning in 2017. Initially aimed at reducing flooding and opening up land for housing, the project has transformed the local area by restoring 1.5 kilometres of Te Auaunga (Oakley Creek) through the Walmsley and Underwood reserves. It 'daylighted' seven piped stormwater tributaries, restored eight hectares of open space with native vegetation, and treats the water quality of the contributing catchment.

Collaboration was crucial, with elements of the design undertaken with mana whenua, the local community, Local Boards, Housing New Zealand, schools, local artists, and the Auckland Council Group, to maximise the cultural, social, economic, and environmental outcomes that could be achieved through the project.

Following the January 2023 flood event, there was significantly less damage around Te Auaunga than what would have previously occurred. Following the floods, Te Auaunga became the flag-ship project that formed the basis for the accelerated 'Making Space for Water' plan that was recently endorsed by the Governing Body.



Te Auaunga (Oakley Creek) initiative

### Awakeri Wetlands

The Awakeri Wetlands project as part of urban development in Takanini is a signature project for the council. What was once flood prone, peaty, rural land is being transformed into new, family-friendly areas connected by shared cycle and pathways, educational, recreational, and open green spaces, and healthy waterways. The environment has been enhanced by the planting of over 150,000 eco-sourced plants and trees, including reintroducing two previously extinct plant species back into the area. The wetland channel has also used an innovative design to recreate an ancient kauri repo (swamp), with giant ancient rakau (kauri logs) uncovered during construction left in place. The 3km urban wetland creates a habitat for native species, improves water quality into the nearby Manukau Harbour, filters stormwater and makes the area safer from flooding.

Awakeri Wetlands staged project commenced in 2017, with physical developments concluding in 2020. Rounding out stage one is the current development of the Awakeri App. The app aims to raise awareness of the repo and its cultural and environmental significance, as well as foster a sense of pride and connection in the community. The app also aims to support the sharing of mana whenua history, knowledge and mātauranga Māori to showcase the rich history and significance of the area, drawing on content provided through the Awakeri repo design process.

### Bio-control engagement with mana whenua

Biological control (bio-control) is the act of introducing a natural enemy, such as an insect or pathogen, to control a pest. In Auckland, biocontrol agents are most often used to control pest plants. Over the last two years, Environmental Services has engaged with mana whenua, iwi by iwi, to discuss bio-control and listen to feedback. Engagement has been carried out in a way that respects the tikanga, time and capacity of each iwi. Conversations around bio-control have often ended up as great relationship building opportunities, for both sides. Environmental Services' approach to engagement is already being used as an exemplar within the council and other agencies.

## Snapshot of portfolio activities delivered in 2022/2023

**Resilient Land and Coasts** is implementing a process of engaging iwi mana whenua at the beginning of projects, to ensure they have every opportunity to be involved in the project. This includes some written guidance for project managers and consultants. It is being successfully implemented by the Closed Landfills Team for a project at the Rosedale Closed Landfill.

The Waste Solutions Team has opened the Onehunga Community Recycling Centre (CRC) which is the first CRC to be operated by a **Māori and Pasifika led social enterprise**. This CRC will work with the local community to inspire zero waste living by focusing on reuse, repair, repurposing and upcycling, reducing carbon emissions and creating jobs.

### **Te Taunga: The Landing – A place to come together.**

Healthy Waters has implemented Te Taunga - a framework to guide how the department engages with Iwi/Māori and best supports projects involving

and of interest to Māori. Te Taunga was designed to build the cultural confidence of staff, and offers tools that enhance staff skills, knowledge and experience to navigate te ao Māori. Environmental Services has similar processes in place and learnings are being shared across departments.

The co-design of **Te Haumanu Taiao an ecological restoration guide for Auckland** continued with ngā iwi mana whenua o Tāmaki Makaurau. This past year has been about ensuring mana whenua perspectives are central to the guidance, both in terms of content, design, and best practise restoration of te taiao.

**Tiaki Tāmaki Makaurau is an online conservation portal for Aucklanders.** The co-design and development of Tiaki Tāmaki Makaurau has continued. 2022-2023 has seen more of a partnership approach, where the council is working closely with iwi to realise their aspirations for the portal.

## Challenges and responses – lessons learned from 2022/2023

### Challenge

Iwi/Māori Capacity: Demands on Iwi and Māori organisations to work with council and respond to council processes.



### Response

Auckland Council is improving how it identifies and prioritises issues that mana whenua want to engage on. The following steps are supporting these improved processes:

- holding planned regional-level quarterly meetings between senior management and mana whenua;
- providing mana whenua with council resources and technical support for monthly regional level hui on operational matters and projects,
- working with individual iwi on their priorities and linking up with other areas across council on common issues to reduce duplication and engagement fatigue.

In addition:

- Mātāpuna II, an online portal in development will provide more efficient information access and flows for mana whenua and Māori organisations.
- In the next financial year, the council will provide increased grants to each iwi entity to better support their capacity to engage with council.

## Performance measures



### **14% of environmental grants\* were allocated to Māori organisations, foregrounding Māori environmental outcomes**

<almost meeting the 15% target >

\*I&ES contestable regional grants



### **262 Cultural Values Assessment reports completed**

<the drop from 341 last year reflects lower resource consent levels overall>

A CVA is prepared by an iwi authority to document their cultural values, interests and associations with an area or natural resource. A CVA assesses the potential impact of a resource consent proposal on the cultural values of mana whenua, and can provide direction as to how these should best be addressed.



### **20 environmental protection and improvement initiatives delivered by I&ES with Māori :**

- 6 mana whenua-led initiatives launched
- 3 co-designed initiatives advanced
- 9 co-designed initiatives established
- 2 kaupapa Māori initiatives established

### **27.66% of I&ES Local Board funded work programmes delivered medium or high Māori outcomes**

<a significant increase from 18.7% last year>

# Kia Ora te Marae

Ngā mahi whakawhanake marae  
**Marae development**



Hoani Waititi Marae, Waitākere Ranges

## Kia Ora te Marae:

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

### Success Stories for 2022/2023

#### Context

Auckland Council’s Marae Infrastructure Programme (MIP) is in its fifth year and is dedicated to improving the conditions of 32 marae across Tāmaki Makaurau for existing mana whenua and mataawaka over a 10-year period.

The \$60 million MIP helps marae meet Building Warrant of Fitness standards and increase Code of Compliance where possible, supporting the creation and maintenance of safe and healthy marae for whānau in Tāmaki Makaurau.

The Cultural Initiatives Fund (CIF) is drawn from the Māori Outcomes Fund and supports outcomes for marae and papakāinga. The CIF is used to enable marae to become self-sustaining and prosperous hubs for Māori and the wider community. The CIF provides funding to support the capacity and capability of iwi, hapū, whānau and Māori organisations to develop papakāinga. Grants are allocated from the CIF \$1.2m pool via a contestable annual funding round.

#### CASE STUDY

#### **Preserving Culture, Renewing Space: The Nga Hau E Wha O Pukekohe Marae Renovation Journey**

Nga Hau E Wha O Pukekohe Marae is a cultural and community hub for Māori and the wider community of Pukekohe and beyond. The marae plays a vital role in connecting Māori with their cultural heritage, fostering community ties, and passing down traditions and values to future generations.

Recently, the marae underwent a major renovation project, with the help of the MIP.

The MIP kaimahi collaborated closely with marae representatives. The chair, Denise Proctor, stated that “we are doing this to honour those who came before us and for the mokopuna/next generations still to come.”

The renovation project replaced the old weatherboard cladding with a high-quality system that can withstand the New Zealand climate, reducing maintenance costs and time, while protecting the building from moisture and decay. The new cladding has transformed the marae’s appearance, bringing a contemporary

and elegant style that has been well-received by the community.

In addition to the new cladding system, the renovation project also included a range of other upgrades. The marae now boasts LED lighting, which is a step towards their environmentally friendly and self-sustainability goals, emergency lighting, and a fire sprinkler system, including a container to safely store all the equipment, improving safety for visitors and occupants alike. The installation of ceiling panels and a fresh coat of paint helped to create a more welcoming and comfortable space, while the replacement of skylights improved natural lighting and energy efficiency. The upgrade of the marae’s toilets has added to the functionality and comfort of the facilities.

Overall, the renovation of Nga Hau E Wha O Pukekohe Marae preserves the marae’s cultural heritage and implements modern building solutions, the marae is now better equipped than ever to serve as a hub for Māori culture, community, and tradition.

“We really liked the Building Condition Assessment Report. It used photos to highlight any damage, provided estimates on costs, and organised the items into priorities 1, 2 and 3. It covered a lot of things we hadn’t known about, plus we were able to provide this document to other funders to help us cover the costs of other items.”

**Raemon Matene (Marae secretary).**



Nga Hau e Wha Marae

**CASE STUDY**

**Te Mahurehure Marae: A Cultural Haven Transformed with Exciting Upgrades and a Stylish Shade Sail**

Te Mahurehure Marae, a vibrant cultural and community hub located in Point Chevalier, recently underwent an extensive refurbishment project to enhance its facilities. These exciting improvements included the addition of accessibility requirements, revamped bathrooms, a stylish shade sail over the outdoor area, decking, upgrades to the roof, walls, fencing, stormwater, electrical systems, and new kitchen equipment. The renovation has improved overall functionality, accessibility and has increased the lifespan of the buildings, ensuring that everyone can enjoy the marae's offerings in years to come.

The whānau have warmly embraced the marae's transformation, recognising its continued dedication and support for Māori and the wider community in providing a welcoming space

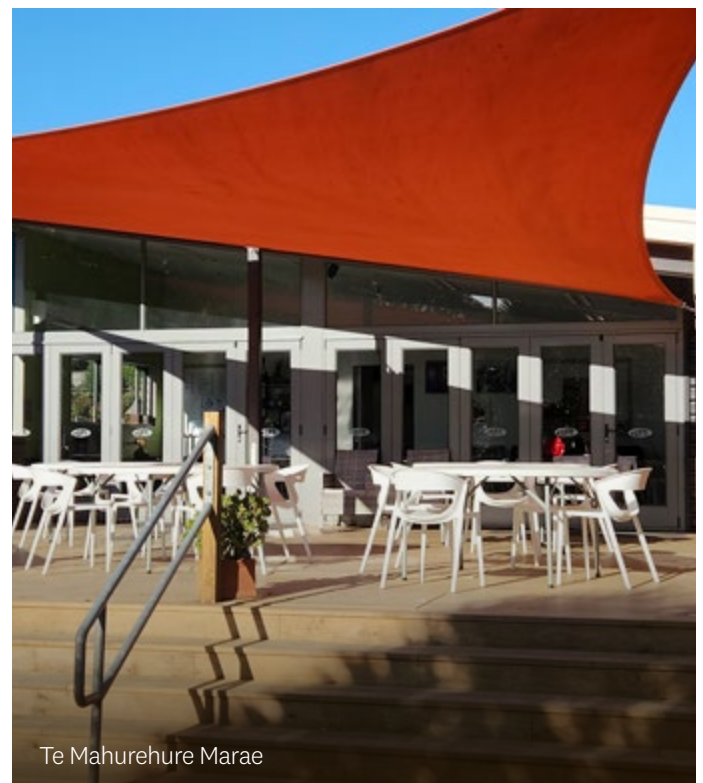
for all. This refurbishment project serves as a prime example of how the MIP supports marae in upgrading their facilities while preserving their cultural identity in a fun and exciting way.

The appointed contractor was one of the council's identified Māori contractors, BHS Builders. The relationship formed between the contractor and the marae is highly positive and continuing, with the marae appointing further work to BHS Builders. This is a good example of council's procurement process to support Māori businesses working well.

Tracey Panapa, CEO of Te Mahurehure Marae explains "The marae transformation has brought immense pride and joy to the marae whānau and regular users of the facilities. Hearing feedback that our marae is considered one of the best facilities they have ever experienced is humbling. Our heartfelt appreciation goes to Roslyn and her team [of the Marae Infrastructure Programme] for their remarkable contributions."

“The wider marae whānau and the community have been astounded by the elevated standard of facilities, the cleanliness, and the meticulous upkeep of both the interior and exterior grounds. Daily bookings from diverse ethnic groups attest to the marae's broad appeal. The investment provided by the Marae Infrastructure Programme has propelled Te Mahurehure Marae to a whole new level, receiving outstanding feedback and commendation from all who visit.”

**Tracey Panapa, CEO of Te Mahurehure Marae**



Te Mahurehure Marae

## Other highlights for Kia ora te Marae

**Papatūānuku Kōkiri Marae** were successful recipients of a Cultural Initiatives Funding (CIF) grant in 2022 for marae development. The marae applied to purchase a garden shed to convert into two parts as a 'cleaners' safety maintenance and storage area' and a separate dedicated space for mattresses and linen. They also purchased a large container used for supplies to aid with community relief work when required.

“We are truly grateful to Auckland Council for the fund as it has enabled us to host, feed and connect whānau and community. Our pātaka (storehouse) set up has enabled our food bank operation to function without disruption to other marae users, it is lockable and safe. Our cleaner’s cupboard is complete, enabling accessibility to marae users ensuring our marae is kept immaculate.”

**Valerie Teraitua (Marae Operations Manager)**

**Te Tira Hou Marae**, another recipient of a CIF 2022 grant for marae development, were able to resurface their entrance driveway to the wharepuni (guest house.) The marae is one of the oldest in Tāmaki Makaurau and required extensive levelling and retaining work to enhance the safety of the area for years to come. Kaiwhakahaere (manager) of the marae, Martha Maaka said: “Not only has the health and safety been enhanced with the resurfacing of the degraded driveway, but elders are able to walk up to the wharepuni unaided, previously it was too steep to do this.”

**Ruapōtaka Marae kaimahi** are in the process of extending their marae. This has been an aspirational goal for nearly 20 years and CIF funding is now helping to take this moemoea (vision) forward. Tumu Whakarae (Chief Executive) Whaea Georgie Thompson said: “The financial assistance was gratefully appreciated to help our marae to complete the necessary work required to lodge our Resource Consent application.” She acknowledged the positive engagement of all consultants and Auckland Council kaimahi, adding: “Our community have been waiting a very long time for our marae rebuild and are now excited to see some movement in this process once confirmation of Resource Consent has been granted.”

**Te Ara Taunaki** is an engagement pathway. Ngā Kaikōkiri (key relationship holders) are council staff who are mandated by marae, to provide guidance and navigate council processes. Kaikōkiri meet regularly to share learnings that provide better outcomes for marae, and to nurture the development of ongoing relationships. Kaikōkiri are often the key conduit between council officers, elected members and key decision makers, whether for a new marae development, a redevelopment, or a marae that requires support with regulatory or compliance matters. Ngāti Ōtara Marae, Ruapōtaka Marae, Whaataapaka Marae and Te Tira Hou are some that have enjoyed the support of Te Ara Taunaki in 2022/2023.



Te Tira Hou Marae



## Snapshot of portfolio activities delivered in 2022/2023

- **Auckland Transport** continues to support Kakanui (Te Kia Ora) Marae in Kaipara, with development of their carpark, and Whātāpaka Marae in Karaka with roadway development.
- A review of the **Marae Wellbeing Survey** was completed in January 2023, by the council's Research and Evaluation Unit (RIMU), with several recommendations made to improve overall participation and engagement. These will be implemented in 2023/2024.
- **Whakaoranga Marae** is a pilot education programme, developed by Auckland Emergency Management, designed to support marae to identify hazards, empower community-led disaster resilience, coordinate with key partners, and plan, prepare, respond to, and recover from emergencies. The goal is to deliver this programme to at least five marae by July 2024.

## Challenges and responses – lessons learnt from 2022/2023

### Challenge

The Marae Infrastructure Programme seeks to deliver safe, healthy and warm marae. Auckland Council's focus therefore is on repair, maintenance, and upgrade works to core marae infrastructure, including the wharenui (main building), wharekai (dining hall) wharepaku (toilets), and associated water and wastewater systems. Balancing the scale of these upgrades against the available budget is a challenge.



### Response

Our dedicated programme team carries out a condition assessment and works closely with each marae to prioritise work. Specialist teams within Auckland Council and from council-controlled organisations such as Watercare and Auckland Transport work together to implement the best possible solutions.

### Challenge

Impact of severe weather events – marae, iwi and mataawaka organisations are often first responders in any emergency event, but many were impacted by the severe weather events in January and February 2023. This only serves to increase the demand on resources for marae infrastructure development and funding support.



### Response

Staff from across the organisation supported the Auckland Emergency Management (AEM) – Iwi/Māori Liaison office during significant weather events. Staff continue to work with both AEM and the recovery office to ensure Māori are better supported to be an active and recognized partner in future response and recovery operations.

## Performance measures



### 24 marae received support in 2022/2023

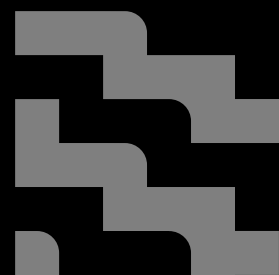
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17 marae received infrastructure support via MIP, CIF, Auckland Transport and Local Board funding  
A further 7 marae received support via the Manaaki Fund and Local Board grants to manaaki their communities



# Kia Ora te Umanga

Ngā kaupapa pakihi,  
tāpoi me te mahi Māori  
**Māori business, tourism  
and employment**



## Kia Ora te Umanga:

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

### Success Stories for 2022/2023

#### CASE STUDY

#### **Amotai supplier diversity: Lessons learned in Tāmaki Makaurau**

Six years ago, Auckland Council, Auckland Transport and Watercare created the Auckland Council Group Sustainable Procurement Framework. The aim was for these organisations to use their collective spending power to promote the social, economic, environmental, and cultural well-being of Tāmaki Makaurau/ Auckland.

In the intervening years, they have learned what works, what doesn't, and what still needs to be done to get organisational cut-through and success. One example that works is the kanohi ki te kanohi (face to face) approach, developed following feedback from Māori and Pasifika small businesses that traditional Auckland Council tender documents are viewed as overly cumbersome, time consuming, and requiring bid writing expertise.

Kanohi ki te kanohi incorporates a verbal component as well as written submissions, and it was trialled by the council procurement team in April 2022, while procuring services for the upgrade of Whiti Te Rā o Reweti marae in Waimauku. It enabled suppliers to speak in depth about their business, expertise, and passion. As a result, the tender was won by a pakihi Māori (a Māori business.)

Across the council, we have learned that an 'enabling framework' isn't enough to ensure successful outcomes for Māori. We need to change and adapt our approach to each procurement opportunity, demonstrating flexibility and an ability to innovate.

**“The kanohi ki te kanohi verbal tendering process worked exceptionally well for our Māori contractors. The chance to interact face to face allowed knowledge and experience to be shared with passion and allowed for relationships to be formed at an early stage – something you just don't get through a written submission”**

**Roslyn Pere-Morriss, Programme Principal, Marae Infrastructure Programme**

## Other highlights for Kia Ora te Umanga

### **Te Matatini Herenga Waka Herenga Tangata**

is estimated to have made a direct economic contribution of almost \$22 million to Tāmaki Makaurau /Auckland – the highest contribution of all Te Matatini events evaluated over the years. Auckland Council Group invested \$1.3m towards the festival, with Tātaki Auckland Unlimited as the lead agency. While the economic impact was significant, the incredible boost in cultural pride and wellbeing for Māori in Tāmaki Makaurau and across Aotearoa was invaluable, especially after the challenges of the COVID years.

Te Matatini visitors spent \$74.47 million in the region, kapa haka teams spent \$7.77 million to participate in the event, event organisers spent around \$3.49 million, and sponsors, funders, stallholders and other event partners contributed \$2.28 million. This is all expenditure that would not have occurred in Tāmaki Makaurau had it not been for Te Matatini (Angus & Associates Limited, 2023). *See the full Case Study in Kia Ora Te Ahurea.*

### **Growing Māori business with Whāriki**

The Whāriki Business Network builds connections in the public and private sectors and, through its advocacy work, seeks to attract investment and opportunities to support and grow Māori businesses. Tātaki Auckland Unlimited (TAU) invested in a multi-year contract with Whāriki to build capacity and resources within the small team; to lead the engagement and networking required to secure additional funding in support of its strategic objectives. For Te Matatini, TAU contributed towards a Whāriki campaign highlighting 10 pakihi (Māori business), which all saw a significant boost in recognition and revenue.

**Welcoming international trade partners for Māori tourism.** TAU partnered with Tourism New Zealand to coordinate a familiarisation trip to Waiheke Island for around 50 global tourism trade partners. Centred around the success of Tourism New Zealand’s global marketing campaign “If You Seek”, the itinerary showcased the depth of culture and range of immersive experiences for international visitors, including a Piritahi Marae pōwhiri. The event showcased Māori businesses, Māori storytelling and kai, and mau rākau (traditional Māori weapon-based martial arts).

“Māori communities, marae and Māori businesses are an important part of the international visitor experience here in Aotearoa New Zealand. Starting the familiarisation trip with a marae experience signalled a positive shift in New Zealand’s journey to build better Māori capability among off-shore tourism trade representatives.”

**Annie Dundas, Head of Visitor Economy**

### **Southern Auckland Economic Masterplan**

Over the next 30 years, the anticipated development of Drury-Opāheke and the surrounding areas represents a significant opportunity for our region’s economy. It will be the largest development of its kind in Aotearoa, providing a unique opportunity to ensure better placemaking outcomes for future generations. TAU has worked with iwi, local and central government, and the private sector to create the Southern Auckland Economic Masterplan, connecting and supporting stakeholders to help foster economic vitality.

### **Addressing the Māori participation gap in the tech industry**

TAU and Spark Foundation commissioned research, in conjunction with Te Matarau – the Māori Tech Association, to understand barriers to Māori participation in the tech industry (currently only 4 per cent of the workforce). The research report identified key enablers, including enhancing Māori leadership and profile, creating culturally safe and literate workplaces, and providing culturally anchored support networks in technology organisations.

“Te Au Hangarau is already creating meaningful discussions and actions, aimed at helping Māori tech graduates to successfully transition into employment in the tech sector, and ultimately accelerate Māori participation in the sector.”

**Ryan Archibald – Manager, Tech Industries**

### **Boosting digital capability**

TAU received \$500,000 in funding from the Ministry of Business, Innovation and Employment (MBIE) in June 2022 for a 12-month facilitation programme, aimed at upskilling small businesses and pakihi Māori in digital marketing and technology tools. TAU worked with a range of partners who supported 33 pakihi Māori through this impactful programme.

“Digital Boost was helpful in my understanding of digital terminology like search engine optimisation. I really valued the discussions, workshops, and Q&A sessions... I recommend the programme to all small business owners I’m in contact with.”

**Beth Rika, TKC Sensory and Education**

## Snapshot of portfolio activities delivered in 2022/2023

- **Social procurement.** The Auckland Council Group Social Procurement Framework targets 5 per cent of the value of direct procurement influenceable spend to be with 'diverse' suppliers, defined as majority Māori and/or Pasifika owned businesses, or social enterprises. A separate target for 15 per cent of the total subcontract value to be awarded to 'diverse' suppliers has also been set.

In FY2019, spend with identified majority Māori owned suppliers comprised 0.67 per cent or \$6.63M out of a total of \$987.59M procurement influenceable spend (within Auckland Council, Tātaki Auckland Unlimited and Eke Panuku, as reported in FY2022 Q2 interim results). By the end of FY2023, spend with identified majority Māori owned suppliers has grown to comprise 1.62 per cent or \$20.82M of \$1.28B total procurement influenceable spend.

The procurement teams supporting Auckland Council, Tātaki Auckland Unlimited and Eke Panuku continue to review and improve processes that will enable more Māori businesses to access tendering opportunities.

Note: the indirect expenditure is not currently measured. Procurement by Watercare and Auckland Transport are not yet included in the results.



Official welcome at Piritahi Marae, Waiheke Island.  
Photo courtesy of Tourism NZ

- **Amotai** is Aotearoa's supplier diversity intermediary tasked with connecting Māori and Pasifika-owned businesses with buyers wanting to purchase goods, services and works. Funded for its work in Tāmaki Makaurau via the Māori Outcomes Fund, Amotai works across the Auckland Council Group to progress procurement opportunities for Māori businesses in Tāmaki. In 2023 Amotai worked with 505 Māori suppliers and supported those suppliers to access circa \$55m of procurement opportunities across Council Group (including Watercare, Eke Panuku and Auckland Transport.)
- **Preparing for FIFA Women's World Cup (WWC)** FIFA WWC will be held between July and August 2023. Tātaki Auckland Unlimited and Auckland Council representatives have been working with the Whāriki Network to promote pakihi Māori in Tāmaki Makaurau to players, friends, and international whānau visiting Auckland. This includes funding and supporting mana whenua to access available funding from MBIE and other sources.
- **Investing in Māori creatives.** The retail store at Auckland Art Gallery Toi o Tāmaki showcases a wide variety of new Māori artworks and jewellery, generating income for Māori artists.
- **Working with mana whenua and the screen industry.** Tātaki Auckland Unlimited and Screen Auckland have been engaging with Māori leads on a proposed Unitary Plan change sought for filming on Sites and Places of Significance. The multi-million-dollar industry brings significant economic benefits for Tāmaki Makaurau; and TAU's role is to support ongoing dialogue and relationships between Māori leads and the sector and advocate for the interests of Māori.
- **Celebrating Māori businesswomen** (TAU) was a sponsor for the Māori Women's Development Inc Awards for the second year running.

## Challenges and responses – lessons learnt from 2022/2023

### Challenge

With the exception of TAU, which currently has 14 per cent of influenceable spend going to pakihi Māori, the status quo across Council is still less than 5 per cent for Māori, Pasifika or social enterprises.



### Response

TAU will continue to champion the benefits of meeting our social procurement commitments to Māori and work alongside fellow council entities to understand the barriers and identify solutions towards meeting this commitment.

### Challenge

A dedicated focus is still required to support the Māori economy of Tāmaki Makaurau and achieve the aspirations outlined in the Māori Economic Wellbeing area of the Auckland Plan 2050.



### Response

A symposium is planned for November 2023 to focus attention on the current state of Auckland's Māori economy. The symposium will examine the findings of the Auckland Plan 2050 Three Yearly Progress Report 2023 Tuakiri Māori – Māori identity and wellbeing chapter which highlights the Māori economy.

Themes and findings from the symposium will be integrated into a Māori economy action plan.

## Performance measures



### 505 pakihi Māori registered with Amotai, up from 377 last year

<the impressive 34% increase reflects the ongoing mahi of Amotai to connect buyers with Māori businesses>



### 96 Māori businesses have been through or benefitted from a Tātaki Auckland Unlimited programme

<uncertainties regarding future economic development activity led to TAU working with fewer business than than the target of 150>



### 2 initiatives (AMOTAI and Whariki) supported by the LTP Māori Outcomes fund\* contributed to Māori economic development

In FY23 Te Matatini Herenga Waka Herenga Tangata festival - aligned to Kia Ora te Ahurea - is estimated to have contributed \$22 million to the region in visitor and event-related expenditure.

\*This measure only counts initiatives that align to Kia Ora te Umanga as their primary outcome. Other initiatives contributing to Māori economic development are aligned to other primary outcomes and are not counted here.



# Kia Ora te Ahurea

Te tuakiri me te ahurea Māori  
**Māori identity and culture**



## Kia Ora te Ahurea:

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

### Success Stories for 2022/2023

#### CASE STUDY

#### Te Matatini Festival – the biggest ever showcase for Māori performing arts

Widely hailed as the most successful showcase of Māori performing arts yet, Te Matatini Festival welcomed over 70,000 enthusiastic spectators to Ngā Ana Wai Eden Park in February 2023.

The festival reached the biggest ever broadcast audience of 2.5 million – an 87 per cent increase from the previous festival held in Wellington in 2019.

Auckland Council contributed over \$1.3m to the success of Te Matatini – a level of support that has never been provided to Te Matatini by any local authority in the 50-year history of the festival. This included direct sponsorship to Te Matatini Society Inc. to support event delivery costs, a regional “Haka is Here” promotional campaign, and in-kind support across the council group. The funding also supported important legacy outcomes for Kapa Haka in Tāmaki Makaurau, firmly embedding Māori performing arts into the region’s cultural infrastructure, and enhancing social and economic wellbeing.

Auckland Council Group engaged directly with Te Matatini and the Tāmaki Makaurau Senior Kapa

Haka Society and provided specialist advice and support. The Connected Communities Māori Services department produced bespoke regional guides for each haka rōpū and made community facilities available for practice at no cost to competing rōpū and their whānau.

Watercare Services provided support and meeting spaces at Ngā Ana Wai Eden Park, and installed water refill stations throughout Eden Park during the festival. Auckland Transport provided integrated ticketing services for public transport, and a bus campaign featuring haka stars in the lead up to the festival. Tātaki Auckland Unlimited (TAU) developed the ‘Haka is Here’ campaign, activations and website, provided coordination support and specialist advice through dedicated Te Matatini roles; and Eke Panuku supported a range of activities on the waterfront to celebrate the festival.

Audience feedback collected by TAU highlighted that Te Matatini brought people together, increased interest in and knowledge of Māori culture, and motivated people to learn more te reo Māori.

“Te Matatini provided an opportunity for Māori in Tāmaki Makaurau to access and express their Māori identity – it created social cohesion and a sense of joy and wellbeing after some challenging years. It was a privilege to work with everyone who contributed to this incredible festival that showcased Māori stories, language, and talent to a local, national, and global audience.”

**Carl Ross, Chair Te Matatini Society**



## Other highlights for Kia Ora te Ahurea

### Waimahara public artwork – Myers Park

The Waimahara (remembering of water) artwork is part of the Development Programme Office-led redevelopment of Myers Park, which is anticipated to be delivered in late 2023. Artwork will include sculptural components invoking water and offer a digitally responsive environment that visitors can engage with. A sculptural microphone will prompt audience engagement with the artworks and with the two waiata that have been specially composed for the project: Waiora and Waimahara. As part of the improved Myers Park environment, this will be an unmissable experience that will invite participation in the redesigned space.

### Matariki Festival

Each year Auckland Council organises a regional festival to celebrate Matariki in partnership with that year's host iwi. Auckland Council has partnered with Ngāti Whātua Ōrākei for the past three years. Activities included lighting displays, public art, and local events. According to an audience survey, the festival achieved a 92 per cent satisfaction rate, a further improvement on the 88 per cent satisfaction rate last gathered in 2019, with Māori audiences reporting the highest satisfaction rates of all groups. Audiences highlighted their enjoyment in celebrating Matariki, reporting welcoming atmospheres and family friendly fun. Overtime, audience diversity has broadened, highlighting the increasing reach of kaupapa Māori events to all Aucklanders.



Te Kapa Haka o Te Whānau a Apanui  
Overall Winner – Te Matatini 2023



Te Kura Kaupapa Māori o Te Kotuku,  
Credit: Peter Jennings

### Rangatahi Māori tell their stories through Autaia haka theatre

Now in its third year, Autaia featured 400 taura (students) from six schools sharing their life experiences through a series of powerful haka theatre performances on the Kiri Te Kanawa theatre stage.

Autaia is the first programme of its kind, merging modern-day theatre and traditional Māori performing arts. It celebrates the richness, diversity, and importance of Ngā Toi Māori (Māori Arts) and gives a voice to the emerging generation of Māori performers and artists sharing their stories through haka theatre. The concept was created by Kura Te Ua of Hawaiki TŪ, in partnership with Auckland Live and with the support of Tātaki Auckland Unlimited.

“We carry seven generations of tipuna in our hearts. To honour their stories, we need be courageous and brave, and new platforms like Autaia allow our kids freedom to be creative in their own storytelling. To Auckland Live, Tātaki and everyone who supports us in this amazing kaupapa, thank you. You truly demonstrate what it looks like to walk alongside Māori.”

**Kura Te Ua , creative Director and lead of  
Hawaiki TŪ (co-creator of Autaia)**

## Snapshot of portfolio activities delivered in 2022/2023

- **Te Paparahi Toi Māori walking tours** programme provides regular free walks of significant Māori art works in the city centre based on content from Te Paparahi Toi Māori publications. Between October and May, 16 tours have taken place and another eight are scheduled for Matariki.
- **Tūrāma** includes impressive light installations signifying Māori histories of the area, including an 8-metre-high representation of kaitiaki Horotiu, illuminating Queen Street. The installations return to support commemorations and celebrations during key Māori events.
- **Te Hono** was the name gifted by Te Kawerau ā Maki (with support from Te Ākitai Waiohua, Ngāti Te Ata

and Ngāti Whātua Ōrākei) to the new Avondale Library and community hub. Te Hono means ‘the connection’ referring to the connections of place, people and purpose.

- **Te Pou a** one-of-a-kind kaupapa Māori performing arts venue, opened earlier this year at the Corban Estate Arts Centre in Henderson. Its kaupapa is to provide mana uplifting experiences and storytelling through inclusive performing arts.
- **Vector Lights** for Matariki festival tells the story of the festival’s iwi partners, Ngāti Whātua Ōrākei, and their story of Matariki rising with the whakataukī of Ahi-Kā-roa (long burning fires) through a cross agency collaboration between Vector, Auckland Council, Tātaki Auckland Unlimited and Waka Kotahi NZTA to light up the Auckland Harbour Bridge.

## Challenges and responses – lessons learned from 2022/2023

### Challenge

Ongoing COVID-19 impacts have been profound, resulting in declining participation and attendance in cultural events. These events play a vital role in preserving and celebrating Māori traditions, language and customs. The ongoing impacts of the pandemic presented significant challenges in ensuring the safety of participants who gathered in Tāmaki from across the motu.



### Response

The premier cultural event Te Matatini embraced a hybrid approach, combining in-person and virtual elements allowing people to participate and enjoy the festival remotely. This expanded the reach of the event and created a sense of inclusivity for those unable to attend.

## Performance measures



**108 sites and areas of significance to Māori have been through a notified plan change under Schedule 12, and four sites in the Hauraki Gulf Islands Plan.**

<20 additional sites are in the current tranche for notification, and these are expected to progress in 2024>

The Māori Cultural Heritage Programme, co-designed with Mana Whenua, began in 2014 and is now in year eight of a 10 year programme.



**88 programmes delivered by Tātaki Auckland Unlimited contributed to the visibility and presence of Māori in Tāmaki Makaurau**

<greatly exceeding the target of 40 programmes>



**Activities and programmes across Auckland Council Group celebrate Māori culture and identity through 4 major Māori events:**

- Waitangi Day
- Te Matatini
- Matariki
- Te Wiki o te Reo Māori

# Kia Ora te Reo

Te reo Māori

**The Māori language**



## Kia Ora te Reo:

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

### Success Stories for 2022/2023

#### CASE STUDY

#### Continuing Te Kete Rukuruku, a culture and identity programme

Te Kete Rukuruku programme 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.

At the heart of the programme, Te Kete Rukuruku works to create a genuine partnership with iwi, strengthening relationships through the naming process. The programme has evolved significantly from its inception in 2017, when it aimed to create consistent bilingual naming processes for parks and places, to where it is today: a deeper engagement between iwi, local boards and council honouring Māori historical and contemporary narratives and the confirmed adoption of Māori place names.

The programme is now seeing local boards work to adopt sole Māori names for their parks to further support the increase of te reo Māori, and importantly we are seeing iwi strengthen working relationships. An example of this is Ngaati Te Ata Waiohua, Te Ākitai Waiohua and Ngāti Tamaoho who have worked collaboratively in the southern rohe to strengthen their Waiohuatanga. Names have been returned to parks and places that connect with significant Waiohua historical events, ancestral kōrero tuku iho (oral histories) or those that link to the taiao.

In the Papakura Local Board area, Waiohua iwi returned the name Otaawhati to Ray Small park. Otaawhati means 'the ebb and flow of water'. It is a shortened version of the name Taawhati o Ngaa Tai translated as 'the place of the ebbing tide'. This is in reference to the adjacent

Pahurehure inlet. This inlet and surrounding waterways were of immense cultural, ancestral, traditional, spiritual and customary significance to the iwi of the area.

Other names returned through the programme with iwi across Tāmaki Makaurau 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 remind us of not only what we have lost but what is possible to be returned.

In this 12-month period Te Kete Rukuruku has delivered 107 parks with dual Māori / English names, bringing the total to 460 parks named through the programme since its inception. A total of 124 of these parks have adopted Māori-only names.

There are now 15 parks that have full bilingual signage. This year, seven parks have had their signage renewed to reflect the names returned by iwi; and all signage throughout the park is now bilingual:

- Otaawhati / Ray Small Park (Papakura)
- Whenua-roa / D'Oyly Stanmore Bay Park (Hibiscus & Bays)
- Wairaki / Lynfield Park (Puketāpapa)
- Te Poi / Starling Park (Henderson-Massey)
- Tiakina / Sister Rene Shadbolt Park (Whau),
- Waitangi Reserve (Franklin)
- Te Kakau (previously Sunvue park) which now carries a sole Māori name (Waitakere Ranges).



Otaawhata signage



Otaawhata whakarewatanga (signage celebration) in Papakura with representatives from Ngaati Te Ata Waiohua, Te Ākitai Waiohua, Ngāti Tamaoho, Ngāi Tai ki Tāmaki and Papakura Local Board

## Te Kete Rukuruku in figures for 2022/2023

**17** iwi and **16** local boards participating in the programme

**706** parks out of the total **4590** parks now have te reo Māori names

**107** parks with dual Māori / English names delivered by Te Kete Rukuruku this year

**15** parks are 'bilingual' (named by iwi, and with full bilingual signage added throughout the park).

**460** parks named through Te Kete Rukuruku since its inception

**8** delivered last year and another **7** this year

## Other highlights for Kia Ora te Reo

The **Te Reo Māori Action Plan 2020-2023** was developed pre COVID-19 to promote te reo across council activity. Despite local and national service delivery challenges across the three-year period related to the pandemic, flood response and budget shortfalls, an impressive 70 per cent of actions were achieved. Auckland Council retains a strong commitment to positive Māori identity and wellbeing outcomes in Tāmaki Makaurau, in part through the contribution of actions to affirm te reo Māori. Examples include:

- increasing the presence of te reo Māori in public spaces through the continued roll out of bilingual signage in local parks, regional parks, and council facilities, including libraries

- the use of bilingual headings in internal and external publications, and te reo terms used across the council intranet site, with a streamlined process in place to support te reo translations for council
- Te Wiki o te Reo Māori/Māori Language Week initiatives led by council encouraging spoken reo by the Tāmaki Makaurau community.

The actions achieved indicate that the use of te reo Māori has been maintained and strengthened across many areas within Auckland Council Group. The initiatives which were not progressed sit outside of business-as-usual practice. This signals that extra energy and resourcing are needed when implementing new and innovative initiatives.

The plan has now been concluded and a working group of subject matter experts will be established to set the direction for the council's approach to affirm te reo for 2024 and beyond.

**Ngā Ana Wai | Eden Park.** Te Matatini 2023 in Tāmaki Makaurau presented a unique opportunity to rebrand Eden Park to its ingoa Māori (Māori name) across every platform. All stage MCs, kaimahi, kaihaka (performers) and broadcasters used the name Ngā Ana Wai in reference to Eden Park for the entire lead up and campaign. This simple and natural commitment to reo Māori ensured that over 45 haka teams, 160 stall holder teams, 350+ volunteers, 70,000 spectators and 2.5m+ broadcast viewers heard the name Ngā Ana Wai throughout this campaign.

**Toitū Te Reo – Te Ahurei Toi o Tāmaki.** Tuia Te Muka Kōrero, the Auckland Arts Festival Trust’s Māori Strategy, guides the responsibility to uphold the mana of te ao Māori. Te reo Māori was integrated into all aspects of the festival, including show titles, translated descriptions and dedicated te reo Māori programming. All theatre audiences were exposed to high quality reo Māori public announcements prior to every show across in theatres throughout the region.

**Te Reo a Iwi.** Te Ākitai Waiohūa and the Papakura Local Board are committed to using the dialect of mana whenua in their rohe on signage in parks and place names. Te Ākitai Waiohūa follow the Tainui convention of using double vowels rather than macrons on elongated vowels. Residents are becoming more exposed to iwi dialect throughout the region, either through the park name Otaawhati /Ray Small Park or by the use of kupu such as ‘whareiti’ as opposed to ‘wharepaku’ on utility signage. This expression of these iwi nuances familiarises residents with the rich and unique identity of their own rohe.



## Challenges and responses – lessons learnt from 2022/2023

### Challenge

Te reo Māori is an inherent part of New Zealand’s national identity, to be valued and used by Māori and wider Aotearoa New Zealand. It is timely to develop greater clarity on the council’s commitment to reo and what this means in terms of our priorities, functions and activities regarding the Māori language.



### Response

The council’s Māori Language Policy and Māori Language Guidelines on how to give effect to the policy are due to be updated so that they provide clear and contemporary direction for Auckland Council Group on the protection and promotion of te reo through the services we provide and the places we develop and maintain.

### Performance measures



**15.4% of all parks (706/4590) have te reo Māori names**

<an increase of 107 this year>



**73% of regional buses have te reo bilingual announcements**

<a further 20% of buses are undergoing audio installation>



**70% of actions in the Te Reo Māori Action Plan 2020-2023 were achieved**

This plan has now concluded and the measure will be retired

# Kia Ora te Rangatahi

Te whakatutuki i te āheinga o te  
hunga rangatahi

**Realising rangatahi potential**



## Kia Ora te Rangatahi:

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 for 2022/2023

#### CASE STUDY

#### Te Taiwhanga Rangatahi – an equity-led youth design lab

Te Taiwhanga Rangatahi is a youth design and innovation lab. It helps government, the council and the private sector understand rangatahi by working alongside them. The lab is staffed with seven young designers from South Auckland and their network of peers. Staff work on issues that matter to rangatahi such as education, employment and the environment.

The concept of the Youth Lab emerged from the Kia Mārama Mai initiative, which explored student attendance, engagement, and wellbeing with rangatahi. A key finding of that co-designed project was that good relationships and empathy are essential to learning. It also found that core subjects need to be culturally grounded to better respond to Māori and Pasifika students' learning. These findings were brought forward into Te Taiwhanga Rangatahi.

The concept of the Youth Lab began in 2021. Since July 2022, the focus of the design challenge has been, 'How might we increase the number of Māori and Pasifika into high value green careers?' The rangatahi used Hautu Waka, an indigenous design framework, to explore this question. Through their exploration they

developed their skills in empathy, interviewing skills and workshop facilitation. Their approaches also incorporated indigenous mātauranga and pūrakau (knowledge and cultural narratives).

Rangatahi concluded the challenge with the creation of a vision for a Kura of the Future: A re-imagined secondary school connected to local tertiary providers and industry partners to make STEM fun and relevant.

Te Taiwhanga Rangatahi provided a powerful way to engage with rangatahi, while building their skills and enhancing their career development opportunities. The project confirmed for rangatahi that their contribution is valuable, and their design skills are in high demand.

#### Te Taiwhanga Rangatahi in numbers:

- 7 young designers from South Auckland participated
- 4 students now employed as Rangatahi Designers with Auckland Council
- 5 workshops led by rangatahi facilitators; two of these had 60+ attendees
- 350+ attendees at workshops and presentations

“Finding a job that is fun, where I can learn and don't have to work shifts is a reality... I wish my mum could see that.”

**Rangatahi Designer**

“Bro in like 10 years' time you'll see students wanting to go to school and learn instead of having to go to school as an obligation.”

**Rangatahi workshop participant**

“I love this, please keep it up, because I want to see this change.”

**Rangatahi workshop participant**





Te Taiwhanga Rangatahi – a group of seven South Auckland based rangatahi designers

## Other highlights for Kia Ora te Rangatahi

### Civic Engagement

Two events were held during March 2023 for rangatahi to learn about the Auckland Council draft budget. The events were held at youth-friendly congregation points in both South and West Auckland. Rangatahi were able to ask questions of experts and have council staff support while filling in their submission forms. They were engaged in the process and vocal about their rights as residents of the Auckland region. The events hosted a record number of 200 young people aged from 12 to 30 with 120 pieces of feedback submitted. This is a significant increase compared to previous year's budget submissions from rangatahi.

### Mātātahi Taiao

A group of rangatahi Māori was established to develop Māori-led climate action projects, based on four key priorities identified by rangatahi Māori: wai, whenua, kai and whare. Seventeen rangatahi participated in a series of wānanga to build whanaungatanga and have contributed to a Pae Tata (near term) work programme. Two pilot projects are now in the delivery phase. These were developed in collaboration with iwi mana whenua and involve repo (wetland) restoration and food production.

## Sustainable Career Pathway Project

A small group of Māori youth 16-17 years of age participated in a pilot designed to reduce barriers to pursuing sustainability-related careers. During the pilot the rangatahi developed a tuakana-teina relationship (mentorship) with Māori council staff. They had exposure to over 20 sustainability jobs and workshops and part-time job placements to regenerate the whenua. The project has been evaluated and shared with partners, to explore how Auckland Council can continue to share sustainability career opportunities for rangatahi Māori.

“At the start you interviewed us, and you wanted to hear what we wanted to learn about. And it gave us a chance to express our personal interests. And you designed a programme that could suit all our interests.”

### Rangatahi programme participant

## Tuia programme

Since 2016, the local boards of Franklin, Papakura, Māngere-Ōtāhuhu, Ōtara-Papatoetoe and Manurewa have committed to the Tuia programme. The annual programme identifies young Māori who are contributing to their communities, to further develop their leadership skills and to provide learning/networking experiences in local government and civic affairs. Thirty rangatahi Māori have participated in the programme since it began in Tāmaki Makaurau, with six rangatahi participating in 2022/2023.

The programme was recently externally evaluated by the Centre for Social Impact, which found it shows potential as a strategic enabler of longer-term succession, engagement and civics education across the local boards and their respective communities. In the south Auckland context, Tuia is proving to be a platform for enhancing local board member community networks and iwi relationships, building rangatahi capability/experiences and developing local community succession-planning.



Rangatahi of Mā Te Huruheru and talavou of Brown Pride come together at the Brown Pride space to respond to the Auckland Council draft budget 2023-24

## Snapshot of portfolio activities delivered in 2022/2023

- **Te Ara Rangatahi**, a rangatahi-led iwi organisation, ran a programme called Mahia te Mahi to support 31 disengaged rangatahi in Waiuku to find their goals and create a plan to achieve them. Through this process 14 rangatahi gained full-time employment and 12 engaged in education that suited their career ambitions.
- **Tech career support** – 3 Bags Full ran a programme to support 10 rangatahi who had tech-related qualifications, but were not yet employed in the field, to enter tech careers in various organisations in Tāmaki Makaurau.
- A **Sustainability Career Pathways pilot** at the Auckland Council removed barriers for year 13 rangatahi from South Auckland EnviroSchools to engage in sustainability career pathways at Auckland Council.
- Synergy Projects has worked with 20 rangatahi to **develop skills in green careers** including deconstruction, creative re-use and repair of e-waste, experimental Human Computer Interactions (HCI), basic electronics and computer theory.
- Tātaki Auckland Unlimited (TAU) contributed to the 12-week **TupuToa Intern Programme** aimed at increasing the number of Māori and Pacific leaders in the workplace and corporate sector. Six university students worked on various projects across TAU and gained experience to assist them in their future careers.

## Challenges and responses – lessons learned from 2022/2023

### Challenge

‘I Am Auckland’ is council’s strategic action plan for children and young people living in Tāmaki Makaurau, launched in 2013.

The council is interested in the relevance of the strategy a decade on; how the strategy is used, how it connects to other council plans and strategies, and what outcomes have been achieved for children and young people.



### Response

‘I Am Auckland’ is undergoing a three-year review, due for completion in the next financial year, informed by internal review and external evaluation. The analysis will propose options for how council can best target its resource to meet the needs of diverse groups of children and young people, and achieve equitable outcomes for all, including for rangatahi Māori. The intention is to ensure that Tāmaki Makaurau is a place where all can thrive.

## Performance measures



**116 rangatahi Māori employed by council**

<up from 110 last year>



**16.29% of employees under 25 years are rangatahi Māori**

<up from 15.3% last year>

These strong, sustained statistics may be due to the M.A.H.I strategy’s intent to hire rangatahi Māori. This strategy has been in effect for 6 years (refreshed in 2022)



# Kia Ora te Whānau

Te hauora o ngā tamariki me ngā whānau Māori

**Tamariki and whānau wellbeing**

Rānui Primary School, Henderson-Massey

## Kia Ora te Whānau:

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

### Success Stories for 2022/2023

#### CASE STUDY

#### **Kia ora te Whānau Hub – Collaborative effort for new community initiative**

Kia ora te Whānau hubs are community facilities that aim to ensure that whānau Māori, and all those who access the facility, experience relevant and welcoming services that contribute to their wellbeing.

Through gaining an understanding of the needs of whānau Māori and tailoring the hub and its services to meet these needs, Auckland Council aims to increase the proportion of whānau Māori using the services.

A working group of staff from multiple Auckland Council teams and services has spent much of the year talking with whānau to gain an understanding of what they want to see in a wellbeing hub. To undertake this mahi, the council's Active Communities and Connected Communities teams adopted a tikanga, whānau-centred co-design approach to work with whānau to observe and learn by doing. This collaborative approach focuses on meeting the desired outcomes of whānau and was introduced and supported by The Southern Initiatives Healthy Families South Auckland team.

From the whānau and community insights gathered, themes started to emerge, and were then developed into three Pou (Pillars):

- Pou Hauora – whānau live well, are happy and healthy
- Pou Oritetanga – equitable access to facilities to grow community well-being kaupapa
- Pou Mātauranga – an inclusive approach to activate spaces to learn and play.

Prototypes in the form of murals/art pieces that reflect community aspirations, mātauranga Māori and the local tupuna narrative of Reremoana Waimaahia will be completed by September of 2023. These works will then be installed, celebrating traditional narratives as well as showcasing inclusivity to the community and connection to mana whenua.

The project has identified that the council needs to simplify the process for whānau to access council facilities. Breaking down barriers for the community to access facilities so they can organise and determine initiatives that contribute to the wellbeing of their communities is a priority.

Through testing and evidencing activity supported by the three pou, the council can begin to reflect the impact of how whānau Māori connect to place and space and will help determine the design development and delivery of wellbeing community hubs relevant to their locality.

**“Using Te Ao Māori is to ensure that the heart of our work is focused on the people whether they be Māori, Pasifika, Asian, Pākehā, any of our South Auckland communities.”**

**Jamie-Lee Kingi**

**Pouturuki Community Library Manager/ Co-lead for the Kia ora Te Whānau working group**

## CASE STUDY

### He Kupenga Horopounamu – Casting the net out to our communities

He Kupenga Horopounamu is a project to create value and belonging for whānau Māori in our library spaces and services. It is the core focus for Te Waka Kerewai – the Māori Outcomes Unit in the council's Connected Communities department – through 2023.

Literally translated, the project is 'a net to find the treasures'. In the last year, we have cast that net out into communities and held interviews with close to 50 whānau in proximity to five pilot library sites around Tāmaki Makaurau. These are at Waimahia (Manurewa), Takaanini, Central Library, Wellsford and Te Manawa.

We interviewed whānau with rangatahi, with tamariki, with kaumatua, as well as kaiako in kura and mana whenua about their 'library story'. We were fortunate to hear from kainga kore whānau (people experiencing homelessness) and whānau with disabilities. The rich kōrero will help to shape a future service, and ensure we are whānau led.

Our kaimahi are already having lightbulb moments from the kōrero and putting simple 'quick win' changes in place. Other key insights will be the foundation for co-designing initiatives in the pilot communities, and planning has begun for this phase.

As part of the project, kaimahi will also create a cultural competency framework. This will be designed with customer-facing kaimahi in mind, to build and skills to work with whānau, and in a te ao Māori centred practice.

He Kupenga Horopounamu will pave the way for regional implementation, and better service in libraries and hubs serving whānau. The project has funding from the New Zealand Libraries Partnership Programme.



Kaimahi at Te Manawa Library in Westgate, analysing key data from the whānau interviews

## Other highlights for Kia Ora te Whānau

### Manurewa Local Board Accessibility funding – Tangata Māori

In response to a need identified prior to COVID-19, the Manurewa Local Board provides funding for community groups to deliver programmes that support tangata Māori and Pasifika to be more active. In 2022/2023 the board funded the use of spaces in the Manurewa Leisure Centre for use by a variety of community groups. This year two Māori-focused groups accessed the funding: Nga Toa Matarau-Mau Rākau (Māori skill in traditional weaponry), and MAK Dojo (karate in te reo.)

Both groups are part of Te Whare Ngākau Tapatahi, which seeks to optimise the wellbeing of the community through mātauranga Māori informed solutions. The council and Local Boards continue to explore the benefits in partnering with organisations such as Te Whare Ngākau Tapatahi which support thriving Māori communities.

Both Ngā Toa Matarau and MAK Dojo have expressed gratitude for the support from the Manurewa Local Board to enable the ongoing delivery of their kaupapa, particularly while Manurewa marae was being used to support community hauora (wellbeing) initiatives.

### Supporting kai sovereignty

Kai Kōrero is an Auckland Council 'Community of Practice' (CoP) where a group of kaimahi with a common interest come together to fulfil shared goals. Kai Kōrero comprises 50 members across 15 departments and is focused on supporting Auckland Council to be more effective in strengthening community kai sovereignty. A 'call to action' document has been developed with five key action priorities, building on Te Tāruke-ā-Tāwhiri (Auckland's Climate Plan), and the values of Te Ora ō

Tāmaki Makaurau Wellbeing Framework as developed by the Tāmaki Makaurau Mana Whenua Forum.

One project from this CoP has been to support development of hyper-local, circular food economies with Ngāti Tamaoho and Papatūānuku Kōkiri Marae, to increase the accessibility and normalisation of healthy, affordable, and sustainable food for local whānau.

### Peepi Paopao tamariki programme

Peepi Paopao is a programme for tamariki aged three to five years delivered at Te Paataka Koorero o Takaanini (a bilingual community hub) by taura (students) of Mātātoa, a kaupapa Māori initiative. Whānau and local Early Childhood Learning centres are invited to participate in karakia, waiata and active movement, inviting caregivers to participate with their young ones. Three of the 12 planned sessions have been delivered to four early childhood centres and over 10 whānau. The programme is funded by the Papakura Local Board.

### Ensuring a Te Ao Māori perspective in refreshed framework

A Māori rōpū has been formed to support Auckland Council's refresh and consolidation of the open space, sport and recreation policy framework. The framework is made of five policy documents: Parks and Open Spaces Strategic Action Plan, Open Space Provision Policy, Parks and Open Space Acquisition Policy, Auckland Sport and Recreation Strategic Action Plan and Increasing Aucklanders' Participation in Sport Plan.

The purpose of the Māori rōpū is to ensure advice, input, and insights into the development of the new refreshed and consolidated policy framework from an ao Māori perspective.

The rōpū has representatives from mana whenua and mataawaka. Staff will engage more widely with mana whenua and Māori communities at key stages of the refresh.

## Challenges and responses – lessons learned from 2022/2023

### Challenge

To achieve equitable outcomes for whānau, hapū, iwi and Māori communities, council kaimahi must move towards providing services that are more culturally informed. For Māori to access, trust and use council services, services need to be designed with and alongside Māori.



### Response

This chapter highlights some of the council mahi underway to design services with whānau Māori. Council is exploring and testing innovative ways to effectively work in partnership, from consultation through to genuine co-design. This important journey seeks to successfully deliver outcomes that meet the needs and aspirations of Māori.

## Performance measures



**4.17% – the proportion of users of council group's services who are whānau Māori \***

<a 0.5% drop from 2022/2023>

\*this data is from active library membership card use only. It may not reflect actual use of the service by whānau Māori. It also does not capture use of other services such as recreation centres.



**3% of local and regional grants\* went to Māori organisations**

<baseline information established this year>

\* 'grants' refers only to those allocated through the 'Smartygrants' application system used by Auckland Council to administer and manage local and regional grants.

# Kia Ora te Kāinga

Ngā papakāinga me ngā kāinga Māori  
**Papakāinga and Māori housing**



## Kia Ora te Kāinga:

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 2022/2023

#### CASE STUDY

#### Supporting Iwi and Māori consents

The council's Regulatory Services department supports iwi and Māori through resource consents, building consents, and environmental monitoring. This year a formal service was established to provide more focused support for consents for Māori housing. The need for this service was identified by our customers.

The service supports ngā iwi o Tāmaki, marae and papakāinga, pakihi Māori (Māori businesses), mataawaka and ngā hapori Māori (Māori communities.) In 2022/2023 we have helped 19 iwi and Māori developments navigate through Auckland Council's regulatory processes:

- Mana whenua marae – 6
- Mataawaka marae – 6
- Iwi-led development – 3
- Hapū-led development – 1
- Health Trust (Iwi governance) – 1
- Māori-led development – 1
- Whenua Māori – 1

The navigation service supports iwi and Māori through resource consents, building consents, and environmental monitoring. It provides a single point of contact for all iwi and Māori applications. It connects officers and Māori applicants early in the process to provide initial pre-application advice based on the best information available.

The service benefits applicants by helping them understand timelines, expectations, and processes, and in clarifying steps along the consent journey. Applicants also have greater ownership of the process and can choose to lead it, supported by a consultant.

Through the service, the council is now better able to forecast consent volumes. Early indications are that it is providing a more positive customer experience, with fewer complaints received.

Both council and applicants benefit from the closer connections and stronger relationship between iwi, Māori and council.

“Thank you very much. Nga mihi mō to tautoko ki a mātou”

Mataawaka marae supported through facility upgrade



Compliance officers on site

## Other highlights for Kia Ora te Kāinga

### Māori Housing Unit

The Māori Housing Unit at Auckland Council enables Māori organisations to develop housing on Māori and general land by advising Māori landowners and developers through the development process, and acting as a single point of contact within the council. The unit provides enhanced support and facilitation for Māori organisations who are developing housing. The unit builds capacity within council teams and Māori organisations to fast track the development process through the provision of guides, information sharing, advice and research.

The Papakura Marae kaumatua housing project, which provided nine whare, is a great example of how the Māori Housing Unit can support projects end to end. This involved working with multiple interests across Auckland Council, Local Boards, crown agencies and consultancies that provided the marae with a pathway to secure both development approval and funding to enable this project. A representative from the Māori Housing Unit attended the official opening in October 2022.

Te Mahurehure Marae had the official opening of the Taumata O Kupe education centre in November 2022, which is part of the overall vision with Te Kāinga Atawhai papakāinga development. This is another example of how working across the agencies can benefit our customers in realising their aspirations.

### Funding homelessness outreach services

Many Aucklanders live in highly precarious housing situations - often only one event away from becoming homeless. Homelessness results from a complex mix of growth pressures and inadequate supply of affordable housing, structural factors such as poverty and inequality, and personal vulnerability factors such as complex unmet social and health service needs. Auckland Council has provided funding to Māori organisations for homelessness-outreach services and projects supporting homeless pilots, including:

- Kāhui Tū Kaha for outreach services in the north (\$100k)
- Tāmaki Ki Te Tonga District Māori Wardens for outreach services in the south (\$50k)
- Kāhui Tū Kaha, Awhina Mai Tātou Katoa, Oranga pilot project (\$25k)

- Kāhui Tū Kaha Rangatahi, homeless youth to housing (\$50k)
- Kāhui Tū Kaha, central hub support worker pilot (\$50k)
- Marae-led emergency housing feasibility study (\$30k)

See the Challenge and Response section for further commentary on homelessness affecting whānau Māori.

### Advocating for improved housing outcomes

Auckland Council continues to use its services and statutory role to influence improvements in Auckland's housing market, including improving housing outcomes for Aucklanders such as: planning, consenting and building control mechanisms; provision of infrastructure and development contributions; utilising council-owned land; and partnering and advocacy. While the council is limited to these levers, working with the Government to advocate for improved housing system settings and enablers (owned by the Government) is important mahi. Work includes regulatory and non-regulatory interventions within the council's control and focuses on the council's key levers and long-term improvement. The Chief Planning Office (CPO) Social Policy team continues to monitor the impact of interventions and investment in the 2020 'Affordable Housing' work programme and report on progress.

### Additional council activities to support Māori housing include:

- Building strategic relationships and coalitions to support Māori housing, including with Te Matapihi, Ministry of Housing and Urban Development, Kāinga Ora, and Te Puni Kōkiri
- Providing advice to aspiring Māori community housing providers (CHP) and supporting Māori CHPs to obtain consents
- Providing expert advice for Māori housing developments
- Reviewing Māori housing provisions in the Auckland Plan
- Providing an Auckland Monthly Housing Update.

## Challenges and responses – lessons learnt from 2022/2023

### Challenge

Homelessness disproportionately affects whānau Māori. The 2018 census indicated there were 18,414 persons experiencing homelessness in Auckland, with Māori representing approximately 40 per cent. 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 problems, alcohol or drug addictions, and those experiencing family violence.



### Response

The council engages with people experiencing homelessness daily and is developing guidance on engaging and supporting to engage and support those experiencing homelessness. The council will continue to engage with iwi and Māori, as well as the central government, on national projects like the Homelessness Action Plan (which was introduced in February 2020) and the ongoing kaupapa Māori interventions.

### Challenge

Robust, current and integrated data is not always readily available. It is needed to support strategic investment decisions for both central government agencies and Auckland Council, when working with Māori Freehold Landowners including undeveloped Treaty Settlement Land (vested back as general land).



### Response

The Māori housing unit has also been focused on ensuring that the organisation's Māori land data is current, and that due diligence has been undertaken. This has included the Māori Affairs Amendment Act 1967 and identified associated land parcels. This data has been used by the Auckland Recovery Unit when working with government agencies.

## Performance measures



**25 Māori organisations and trusts supported to progress Māori housing and papakāinga development**

<exceeding the target of 22>



**19 consents that support Māori housing, papakāinga and marae infrastructure navigated**

<a new service in 2022/2023>

# Te tahua pūtea 2022/2023 **Financials** **2022/2023**



Matariki Celebration 2022. Artists: Lissy and Rudi Robinson-Cole

# Māori Outcomes Fund: Financials 2022/2023

**Total budget**  
\$17.62 million

**Total spend**  
\$10.7 million

INITIATIVES / PROGRAMMES	DESCRIPTION	FY23 SPEND	FY23 BUDGET
<b>Kia Ora te Hononga</b>			
Capacity Uplift funding	<p>Contract with iwi to improve the capacity of mana whenua to engage in council decision-making processes at the regional and local board scale. The primary examples of this are:</p> <ul style="list-style-type: none"> <li>engagement in the annual budget/ LTP, and local board plans and agreements.</li> <li>engagement in the Tāmaki Makaurau Mana Whenua Form (TMMWF) (from 1 July 2024)</li> <li>review of resource consents.</li> </ul> <p>This initiative also provides, for the first time, capacity funding for mataawaka entities to provide input into the same processes (excluding the TMMWF and reviews of resource consents).</p>	\$680 k	\$2.83 m
Te Mātāpuna 2	ICT platform that supports mana whenua engagement with Auckland Council, building on the success of the Cultural Values Assessment (CVA) project.	\$122.8 k	\$318.4 k
Tāmaki Makaurau Mana Whenua Forum	Enhancing mana whenua engagement with Auckland Council and supporting mana whenua to give effect to their responsibilities as kaitiaki in an effective manner. <sup>1</sup>	\$468.6 k	\$774.4 k
Cultural Values Assessment – Improvements to Effectiveness	A programme that improves the tools and resources that enable mana whenua to engage with Auckland Council in the resource consent process (Māori Outcomes Funding ends June 2023)	\$107.9 k	\$115 k
<b>Kia Hāngai te Kaunihera</b>			
M.A.H.I. & Ngā Kete Akoranga	Auckland Council's foundational Treaty Learning & Development programme and implementation of the Measures & Actions for High Impact (M.A.H.I) Māori Employment Strategy.	\$306.8	\$232.6 k
<b>Kia Ora te Taiao</b>			
Te Wharekura (Western Kiosk)	Working with Ngāti Whātua Ōrākei to create a digital storytelling and environmental education hub for the Waitemātā.	\$642.7 k	\$689 k
Tū Mai Taonga	Additional funding to support the existing Tū Mai Taonga project to protect Aotearoa's ecology, led by Ngāti Rehua. (Māori Outcomes Funding ends June 2023)	\$240 k <sup>2</sup>	\$400 k
Te Whakaoratanga I Te Puhunui (Puhunui Regeneration Programme)	Support Te Waiohua Iwi (Ngāti Te Ata, Ngāti Tamaoho, Te Ākitai o Waiohua) to develop projects in line with their kaitiakitanga and manaakitanga in the Puhinui catchment.	\$139 k	\$135 k
<b>Kia Ora te Marae</b>			
Marae Infrastructure Programme	To support the resilience of the 32 mana whenua and mataawaka marae by addressing priority maintenance and renewals issues.	\$3.1 m	\$6.1 m
Cultural Initiatives Fund (CIF) – Marae	Providing mana whenua and mataawaka marae with funding to support the capacity and capability of existing and new marae to be self-sustaining and prosperous. Grants are allocated from the CIF \$1.2m pool via a contestable annual funding round.	\$929.6 k	\$929.6 k

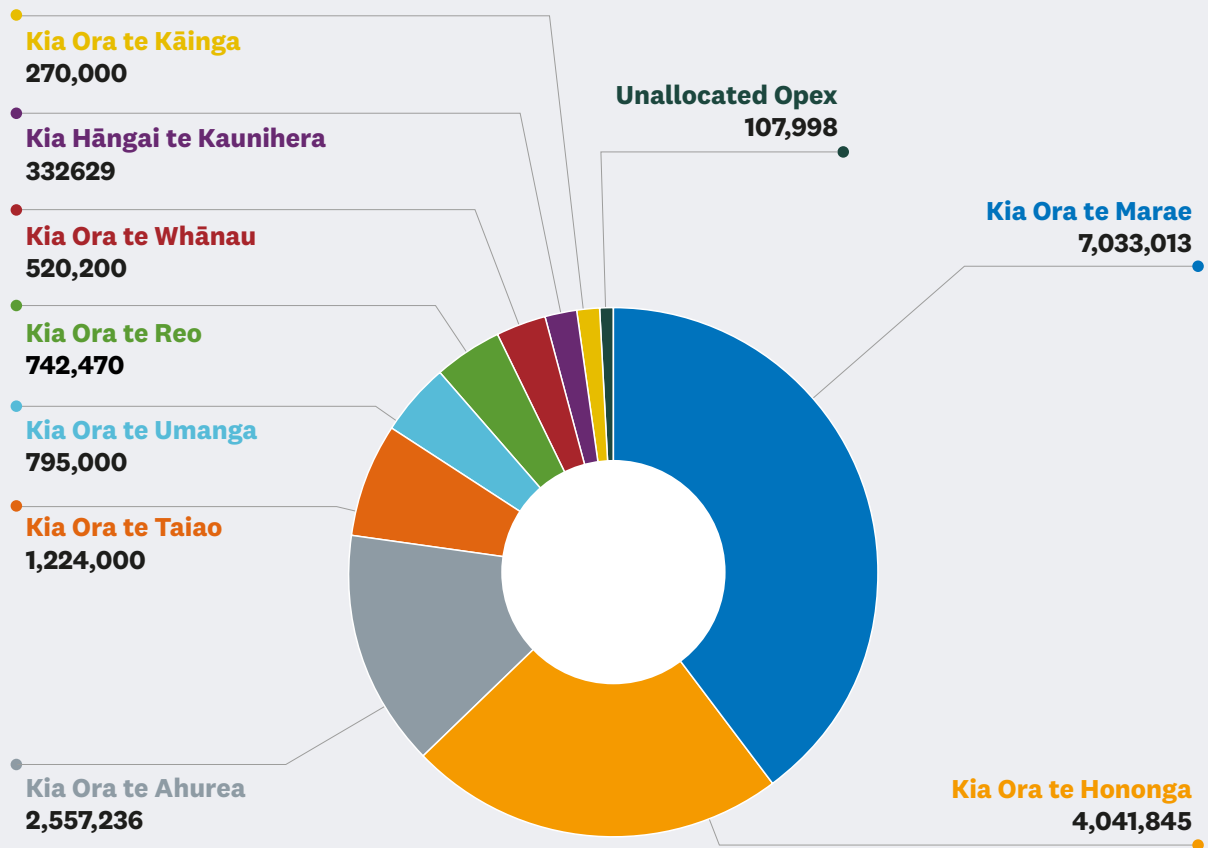
INITIATIVES / PROGRAMMES	DESCRIPTION	FY23 SPEND	FY23 BUDGET
<b>Kia Ora te Umanga</b>			
Amotai	Supporting delivery of Amotai's supplier diversity intermediary work in Tāmaki Makaurau	\$765 k	\$765 k
Māori Women's Business Awards	Sponsorship of the Māori Women's Development Inc (MWDI) Māori Business Women's Awards 2022 with Tātaki Auckland Unlimited. (Māori Outcomes Funding ends June 2023)	\$30 k	\$30 k
<b>Kia Ora te Ahurea</b>			
Te Matatini 2023	To support the Auckland Council Group-wide coordination and planning of Te Matatini 2023. (Māori Outcomes Funding ends June 2023)	\$1.1 m	\$1.31 m
Māori Sites of Significance	A partnership between mana whenua, council departments and local boards to identify, protect and manage sites and places of significance to mana whenua.	\$946.7 k	\$1.01 m
Puhoi to Pakiri Trail Development	Supporting Ngāti Manuhiri to leverage and realise cultural and economic outcomes as part of the Puhoi to Pakiri trail development. (Māori Outcomes Funding ends June 2023)	\$0 k	\$231 k
Whāriki Business Network	Targeted marketing and social media campaign to promote te ao Māori during FIFA Women's World Cup.	\$20 k	-
<b>Kia Ora te Reo</b>			
Reo (TAU signage)	A carry-over for FY22 work delivering bilingual signage in venues managed by Tātaki Auckland Unlimited. (Māori Outcomes Funding ends June 2023)	\$28.8 k	\$28.81 k
Te Kete Rukuruku	A programme to showcase the Māori narratives and history of Tāmaki Makaurau - it includes adding names significant to Māori to local parks and community places. The programme is supported (part-funded) by local boards.	\$671 k	\$713.66 k
<b>Kia Ora te Rangatahi</b>			
	The Māori Outcomes Fund did not fund any specific initiatives in FY23 for this outcome. Refer to the chapter on Kia Ora te Rangatahi for outcomes delivered through activities in council departments and CCO's.	-	-
<b>Kia Ora te Whānau</b>			
Manaaki Fund	A funding round supporting partners in their response to 2023 flood and severe weather events. (Māori Outcomes Funding ends June 2023)	\$5.5 k <sup>3</sup>	\$341.5 k
Te Whai Oranga	Development of a Māori sport and recreation plan. NB this work did not take place and it will now be incorporated into the wider sport and recreation plan. (Māori Outcomes Funding ends June 2023)	Nil	\$128.7 k
Maranga Rise Up	Sponsorship of fundraising event for whānau and communities impacted by Cyclone Gabrielle. (Māori Outcomes Funding ends June 2023)	\$50 k	\$50 k
Programme delivery budget	Budget allocated to meet the programme costs for Kia Ora te Marae and Whānau outcomes.	\$46 k	\$100 k
<b>Kia Ora te Kāinga</b>			
Cultural Initiatives Fund (CIF) – Papakāinga	Supporting capacity and capability of iwi, hapū, whānau and Māori organisations for the creation of papakāinga housing. Grants are allocated from the CIF \$1.2m pool via a contestable annual funding round.	\$270 k	\$270 k
<b>Total spend and budget</b>		<b>\$10.7 m</b>	<b>\$17.62 m</b>

1 From 1 July 2024 all costs related to the Tāmaki Makaurau Mana Whenua Forum will be incorporated into the Capacity Uplift budget.

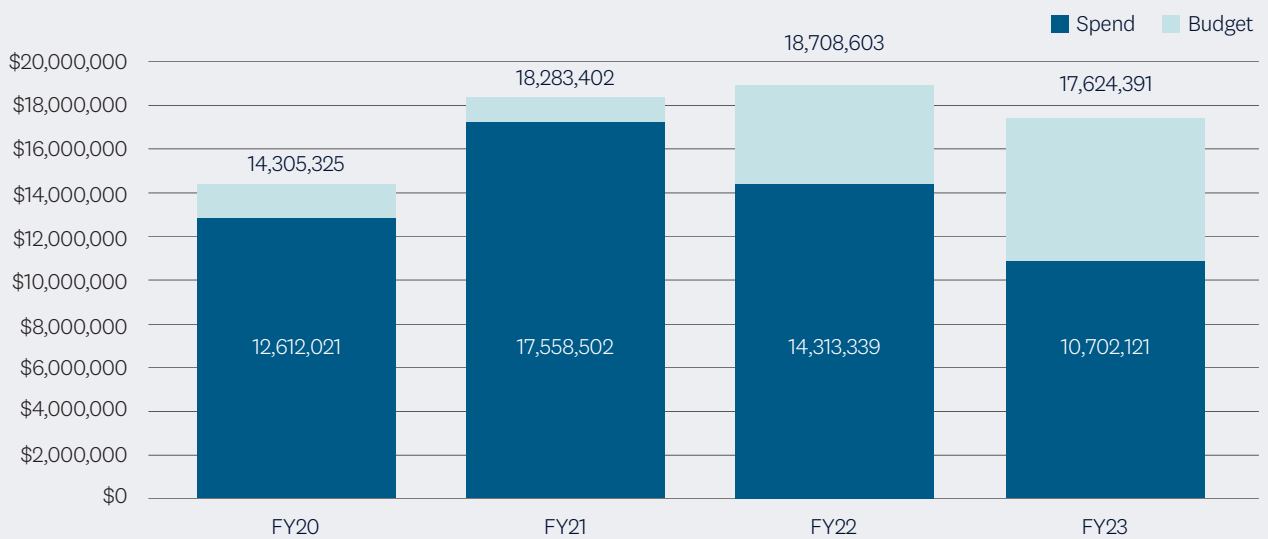
2 This funding was executed via a funding agreement with Ngāti Rehua. The remaining budget will be paid out in July 2023.

3 Actual spend for the 2023 round of Manaaki funding was \$266,444. A reduced year-end spend is due to accruals from previous years.

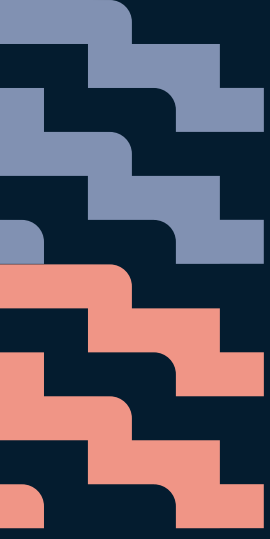
## Māori Outcomes Fund expenditure across KOTM priority areas



## How we performed in financial year 2023/2023 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 \$10.7million (61 per cent) of the \$17.6 million budget. The Māori outcomes portfolio is made up of activities funded by the \$150 million Māori Outcomes Fund and everyday activities funded through operational budgets.



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Te Pūrongo a Te Kaunihera o Tāmaki Makaurau Ngā Huanga Māori 2022/2023  
Auckland Council Group Māori Outcomes Report 2022/2023

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