

Te Pūrongo a Te Kaunihera  
o Tāmaki Makaurau  
Ngā Huanga Māori 2020-2021

**Auckland Council Group  
Māori Outcomes Report  
2020-2021**



# 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.

Nau mai e te hā, piki ake e te ora,  
tīkina mai te rau o taku ate rahirahi.  
Ka hīkina ki te taumata o te whakaaro nui,  
ki te ewanga o te wairua hihiko,  
ki ngā tihi o Manawarū.

Kia eke whakauaua  
ki te keokeonga o te maunga  
e ea ai a tamarahi ki te rangi.

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 rongo 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.

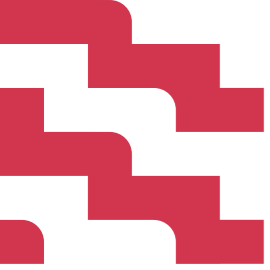
Give me breath, give me life and  
let my expectations seek worthy resolve.  
Allow my spirit to take wing,  
and my heart with joy -  
from lofty heights shall resound.

Where ambition well met -  
having scaled to the highest of peaks  
can boast from heaven itself with pride.

Auckland Council strives

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

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



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He pitopito kōrero nā te Kaiwhakahaere Matua o Ngā Mātārae | Ngā Huanga Māori

## Word from the General Manager Ngā Mātārae | Māori Outcomes

The Māori outcomes vision of “a Tāmaki Makaurau where Māori thrive” has wellbeing at the centre.

Kia Ora Tāmaki Makaurau, the council group’s performance measurement framework for Māori outcomes, informs and measures our contribution to this vision. The framework helps the group to contribute to the outcomes Māori in Tāmaki Makaurau/ Auckland seek. It provides clear direction on delivering these outcomes by identifying focus areas to best influence and channel resources. Completing this framework was a milestone for Ngā Mātārae, who ensured the framework and its measures were relevant and in place for reporting against in the next financial year.

Tāmaki Makaurau moved into Level 3 lockdown three times during the financial year, testing our processes and ability to deliver. The COVID-19 outbreak pushed us to adapt and respond in different ways with a focus on essential needs.

Our Manaaki Fund, established to bridge the gap between COVID-related response to recovery, continued through 2021. Through the fund, we were able to build an adaptable approach and processes focused on Māori-led initiatives. The learnings have proven valuable as we move to a Māori-led funding approach and partner with Māori organisations with similar aspirations and outcomes.

Despite these challenges, Auckland Council Group, with the support of the Māori Outcomes Fund, has achieved some significant delivery. The Marae Infrastructure Programme has accomplished important physical works. With marae being at the centre of Māori culture and identity, maintaining them is vital to the wellbeing of our communities.

Māori art is integral to identity and delivering a major Māori art event, the record-breaking Toi Tū Toi Ora exhibition, helped place Māori art at the forefront of the public psyche.

Te reo Māori prominence continues to grow through our parks, libraries, venues, and public transport spaces. A vibrant and living language is enabled through the right



processes and commitments to support te reo to flourish throughout our cityscape.

As we strive for wellbeing outcomes in the cultural, social, economic, and environmental domains, the real force behind this is wellbeing outcomes within relationships. As we transition to a more outward-facing focus on outcomes, our treaty-based partnership is a key focus area. Our Long-Term Plan sets investment for the next 10 years and highlights our commitment to this partnership.

From 1 July 2022, a target of \$3 million is dedicated to funding Māori-led initiatives – trusting and healthy partnerships are vital to the successful realisation of Māori outcomes, not only for our Māori communities but for the health and wellbeing of all Tāmaki Makaurau.

Ngā manaakitanga,

**Simone Andersen**  
General Manager Ngā Mātārae | Māori Outcomes

## Executive summary

The Auckland Council Group has created The Auckland Plan 2050, a 30-year plan 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 – the Long-Term Plan 2018-2028 (LTP) – connects to this key outcome and sets 10 strategic priorities to advance Māori identity and wellbeing, with the most recent Long-Term Plan (2021-2031) continuing this connection.

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.

The Māori Outcomes Report demonstrates how the council group is delivering against these 10 mana outcomes and strategic priorities, and showcases what we have achieved for Māori.

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

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

### The 10 mana outcomes and strategic priorities

The strategic priorities, which are now connected to their mana outcomes, were set to guide progress over three years, in keeping with the refresh cycle of the budget. This report reflects on year three (FY2020-2021) of this approach. The outcomes and priorities are:

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

**Kia ora te marae** – Marae development

**Kia ora te reo** – Te reo Māori

**Kia ora te taiao** – Kaitiakitanga

**Kia ora te kāinga** – Papakāinga and Māori housing

**Kia ora te rangatahi** – Realising rangatahi potential

**Kia ora te ahurea** – Māori identity and culture

**Kia ora te whānau** – Tamariki and whānau wellbeing

**Kia ora te hononga** – Effective Māori participation

**Kia hāngai te kaunihera** – An empowered organisation.

During 2020-2021, in addition to our ongoing initiatives and activities, we engaged with mana whenua entities and Māori communities who are targeting resources towards these priority areas.

### Key findings for 2020-2021

- Kia Ora Tāmaki Makaurau, the Māori outcomes performance measurement framework, provides clear direction for the council group by identifying focus areas to best influence and channel resources. Ngā Mātārae has completed this framework, achieving a significant milestone.
- While COVID-19 has disproportionately impacted Māori, it has also provided the council group with an opportunity to collaborate more closely with Māori entities.
- Learnings from this collaboration have proven valuable as we move to a Māori-led funding approach, by partnering with Māori organisations with similar aspirations and outcomes.
- The Māori Outcomes Fund has achieved its highest ever spend – approximately \$17.6 million.

### Highlights

**Manaaki Fund** – The fund was set up to respond to the impacts of COVID-19 by supporting Māori-led response and recovery initiatives. Thirty-six Māori-led initiatives received almost \$3 million.

**Treaty audit** – The council group undergoes a Treaty of Waitangi audit against legislative obligations every three years. Of the 80 recommendations from the most recent audit, five were closed this year, with 76 closed in total.

**Marae Infrastructure Programme** – The programme is on track to invest significantly in 32 marae, inside of the 10 years originally forecast to roll the programme out. In FY 2021, the council worked with 10 marae at various stages of the programme. The programme has fully completed work on two marae and is carrying out physical work on four others.

**Toi Tū Toi Ora exhibition** – This exhibition was supported by the Māori Outcomes Fund and was the largest exhibition in the 132-year history of Toi o Tāmaki / Auckland Art Gallery.

**Māori Outcomes Fund** – Projects funded through the Māori Outcomes Fund have progressed well this financial year. We have more than achieved the Chief Executive's performance objective of spending within 10 per cent of the \$18.3m budget – spending approximately 96 per cent. This was achieved by over-allocating the fund.



## 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 continue to shape the way the region changes.

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

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

Supporting Māori to a more equitable share of the benefits of Auckland’s success means Māori identity and wellbeing priorities must be progressed with

Māori participation, giving whānau, hapū, iwi, Māori communities, private and public sector organisations an opportunity to contribute.

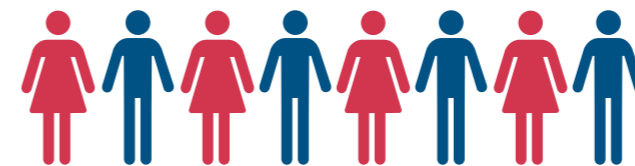
### Māori population

#### The Māori population is growing rapidly

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

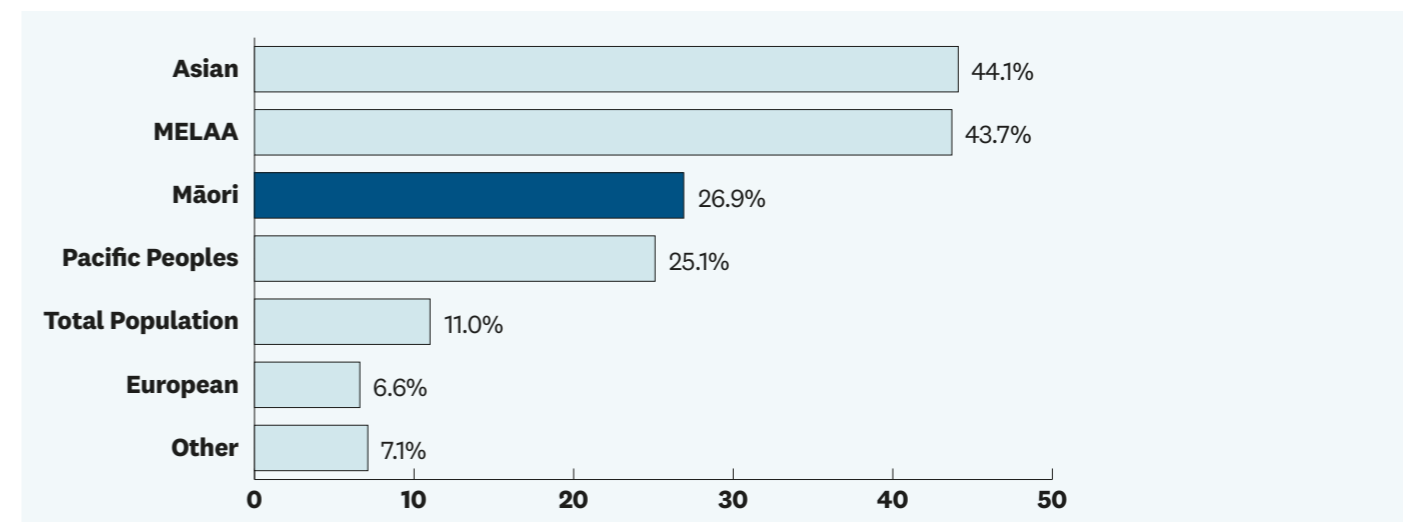
#### The Māori population is youthful

The 2018 Census also showed that almost a third (31.8%) of the Māori ethnic population in Tāmaki Makaurau was aged between 0 and 14 years, down slightly from 33.6% in 2013.



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

### Population growth (2013 to 2018)



MELAA refers to Middle Eastern, Latin American and African.

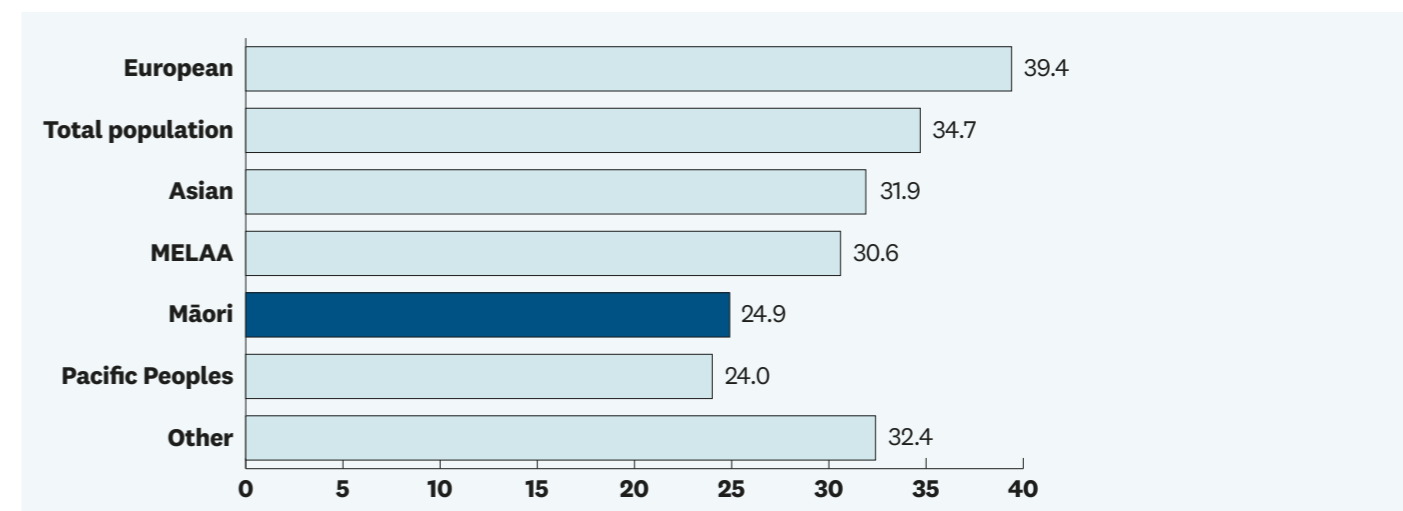
People could choose more than one ethnicity and categories are not exclusive.

### In 2018 the Auckland Māori population included...



**57,618** tamariki aged under 15 years  
**+9588** (20.0%) since the 2013 Census

### Median age (2018) (years)



### Mana whenua groups

A mana whenua group 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 group has a multifaceted approach to working with mana whenua groups – from co-governance and relationship agreements, to working with mana whenua groups across different fora within the council group at both governance and operational levels.

### Mataawaka/Māori communities

Māori communities refers to Māori living in Tāmaki Makaurau who are not in a mana whenua group. 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.

In Tāmaki Makaurau, several well-known Māori urban authorities have a leadership role in advancing Māori identity and culture, including Te Whānau o Waipareira in the west and Manukau Urban Māori Authority in the south.

### Highest number of Māori in Manurewa and Henderson

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

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

## 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 has outlined how it will deliver on these aspirations through its 10-year budget – the Long-Term Plan 2018-2028 (LTP) – setting 10 strategic priorities for three years. 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 three of delivering the following 10 mana outcomes and their corresponding priorities:

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

**Kia ora te marae** – Marae development

**Kia ora te reo** – Te reo Māori

**Kia ora te taiao** – Kaitiakitanga

**Kia ora te kāinga** – Papakāinga and Māori housing

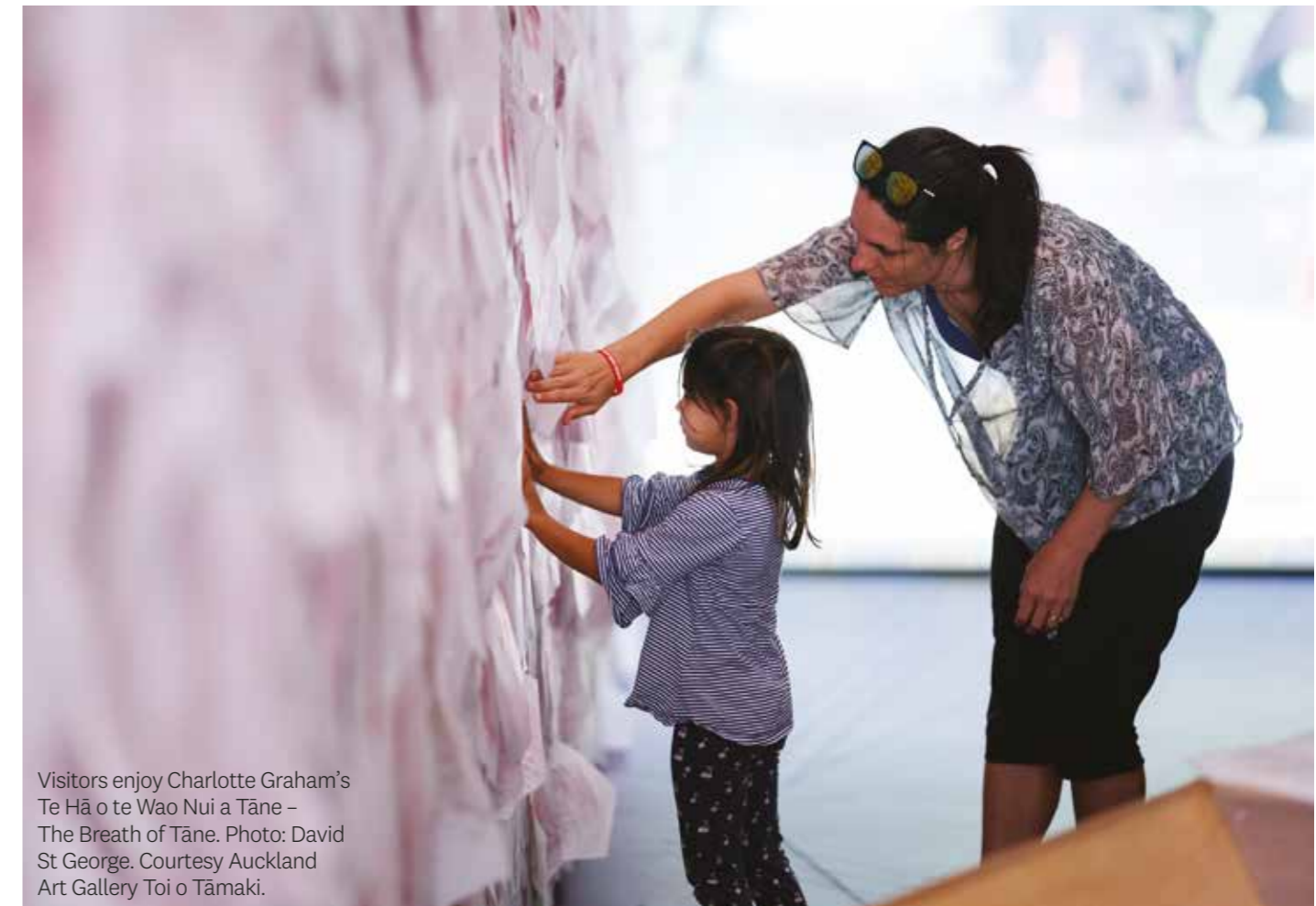
**Kia ora te rangatahi** – Realising rangatahi potential

**Kia ora te ahurea** – Māori identity and culture

**Kia ora te whānau** – Tamariki and whānau wellbeing

**Kia ora te hononga** – Effective Māori participation

**Kia hāngai te kaunihera** – An empowered organisation.



Visitors enjoy Charlotte Graham's Te Hā o te Wao Nui a Tāne – The Breath of Tāne. Photo: David St George. Courtesy Auckland Art Gallery Toi o Tāmaki.

## Māori Outcomes Fund and delivery

### Māori Outcomes Fund

The LTP included the allocation of the \$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. The council group is moving towards a Māori-led approach for the fund for the future.

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

### Delivery

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

Examples from FY 2020/2021 include:

- Launch of 'Te Paataka Koorero o Takaanini' – Auckland Council's first bilingual community hub
- Auckland Libraries' publication of children's book "Māma, e hiakai ana mātou" in te reo Māori
- Ūrunga Plaza now houses four tōtara pou whenua (carved wooden posts) created by four Tōhunga Toi Ake (artists).

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

## Governance and structure

### Ngā Mātārae and Māori Outcomes

At the end of 2019, Auckland Council Group evolved its delivery approach for Māori outcomes. The General Manager Māori Outcomes role was elevated to the Executive Leadership Team, increasing Māori leadership at the senior level by 167 per cent, and set a clear direction to deliver its 10 strategic priorities.

A key part of the new structure was the emphasis that achieving Māori outcomes requires collaboration by the entire council group.

Auckland Council Group created Māori Outcome Lead roles that report to respective directors as part of the leadership teams for the People and Performance, Infrastructure and Environmental Services, Customer and Community Services, Regulatory and Chief Planning Office divisions, with dotted line reporting to the GM Māori Outcomes.

In May 2021, 13.11 per cent of the Enterprise Leadership Group (ELG) – leadership one level under the executive leadership team – identified as Māori (eight out of 60), including those who identify as Māori as their secondary ethnicity. This meets the target set by the Chief Executive's performance objectives of 10.7 per cent, based on working age population statistics for Tāmaki Makaurau.

In 2021, substantial changes were made to the structure of the council's Customer and Community Services (C&CS) division. These changes included the creation of two new Māori outcome delivery teams that focus on Kia ora te whānau across the council and Kia ora te reo across C&CS, as well as an increased number of Māori Specialist roles. These changes aim to enhance the services provided by C&CS and better align those services to deliver on Kia Ora Tāmaki Makaurau.

## Kia Ora Tāmaki Makaurau

To better respond to the needs and aspirations of mana whenua groups and Māori communities, the council group developed Kia Ora Tāmaki Makaurau, a Māori outcomes performance measurement framework.

The framework – which was developed with mana whenua groups 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 focusing 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 LTP's 10 strategic priorities. It does this by identifying objectives and actions where the council can best direct resources for consistent delivery on these outcomes.

### Mana Māori Motuhake – Self-determination of Māori outcomes

The framework recognises that mana whenua groups and Māori communities are best placed to determine the outcomes – the areas where they would most like to see positive transformation – for Māori in Tāmaki Makaurau.

### Me Mahi Tahi Tātou – Working together to deliver Māori outcomes

The framework also reflects that the council needs to work closely with mana whenua groups and Māori communities to drive and deliver on outcomes that make a positive difference in their lives.



## Completion of the framework

Since the publication of last year’s report, Auckland Council Group has finalised Kia Ora Tāmaki Makaurau.

### How the framework is put into practice

The framework follows a straightforward structure:

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

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

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

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

### How the framework has been implemented throughout the Auckland Council Group

The Independent Māori Statutory Board’s 2018 treaty audit asked the council to “give the highest priority to finalise and implement the performance measurement framework”, with the aim of supporting more cohesive and effective monitoring.

The framework has been completed and included in, or aligned with:

- the Chief Executive’s performance objectives
- directorates’ Māori Responsiveness Plans
- CCOs’ Statement of Intent
- scorecards across the business
- reporting platforms.

Delivery is funded through the Long-Term Plan process and department baseline budgets.

The framework was completed during the 2020/2021 financial year ready for its full approval by Parks, Arts, Community and Events (PACE) committee on 8 July 2021, at the start of the 2021/2022 financial year.

## Moving forward

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

Ngā Mātārae will monitor the effectiveness of the measures and then review them in early 2022 to ensure they are the best fit for the framework.

## Tāmaki Makaurau Mana Whenua Forum

The Tāmaki Makaurau Mana Whenua Forum is an independent governance-level forum with membership of 19 recognised mana whenua entities in Tāmaki Makaurau. The forum partners with Auckland Council Group and the Crown on region-shaping and national matters that require a collective voice.

Milestones for the forum in 2020/2021 include:

- Evolution and strengthening of governance structures, including the establishment of four Pou (committees) and the election of four Pou Chairs to drive programmes of work that enhance mana whenua wellbeing:
  - Te Pou Ōhanga – Economic
  - Te Pou Oranga – Wellbeing
  - Te Pou Taiao – Environment
  - Ko te Pou Toitōi Manawa – Culture and Identity.

- Establishment and development of key region-shaping relationships with regional and national decision-makers
- Advocacy and leadership on issues of national and regional significance, such as the Future for Local Government Review, Auckland Light Rail, Three Waters Reform, the Local Electoral (Māori wards and Māori constituencies) Amendment Bill and Resource Management Reform
- Development of the mana outcomes for Kia Ora Tāmaki Makaurau.





## COVID-19 response and recovery

### Emergency Budget

Since early 2020, COVID-19 has significantly impacted Tāmaki Makaurau. Its people, communities and businesses have all been affected by lockdown restrictions, border closure and resulting economic impacts.

Auckland Council Group is no different. Over half of the money the council collects to pay for the services the city needs, comes from sources other than rates, meaning the council faced a severe revenue challenge.

The council group consulted on the Annual Budget 2020-2021 in early 2020, but COVID-19 changed the financial picture. The council group had to respond quickly, creating an Emergency Budget in response to the ‘new normal’.

Three financial quarters on from adopting the Emergency Budget, Chief Executive Jim Stabback reported that the council had reached its savings target for the financial year.

“We’ve now achieved \$120 million, or 100 per cent, of the savings target,” he stated in a council intranet article.

“I’m proud of how we’ve all contributed to achieve this goal. Together we’ve worked hard to meet the requirements of the Emergency Budget and the objectives set, while also delivering great outcomes for Aucklanders in what is a dynamic and challenging environment.”

### Māori impact, response and recovery

Māori have been disproportionately affected by job losses or reduced income due to the impacted sectors in which they predominantly work.

For example, data released in August 2020 showed COVID-19’s blow to the tourism sector severely impacted Māori women’s jobs.

Statistics NZ data showed the number of women working in key tourism industries dropped eight per cent in the June quarter, compared to the same time a year earlier. The number of Māori women employed in tourism industries was down by 20.5 per cent, or 4,000 people.

Traditional tikanga practices were also impacted by social distancing and lockdown rules.

In acknowledgement of these issues, the council group took steps to support a ‘for Māori, by Māori’ response to COVID-19 and the recovery from its impacts.



## Manaaki Fund

One of the most important initiatives to come from this response was the Manaaki Fund, a one-off recovery and resilience grant to support Auckland Council’s Māori partners as they respond to, aid recovery from, and build resilience from the impacts of COVID-19.

The purpose of the fund is to:

- Support Māori-led active responders to COVID-19 that are supporting whānau and tamariki in Tāmaki Makaurau

- Support Māori-led COVID-19 recovery and resilience initiatives, especially those that advance whānau Māori and tamariki wellbeing, Māori employment and business, and sustainable solutions for Māori communities.

The fund approved almost \$3 million for initiatives led by 36 Māori partner entities.

ENTITY	AMOUNT
<b>Ngāti Paoa Iwi Trust</b> Development of recovery plan, employment pathway, skills & business network	\$100,000
<b>Ngātiwai Trust Board</b> Basic needs; ‘Manaaki’ packages, helpline operators, sustainable gardens, and irrigation	\$99,977
<b>Huakina Development Trust</b> Kaumātua support via a kaumātua hub	\$80,000
<b>Manukau Urban Māori Authority</b> Shelter facility for kai packages programme and trialling māra kai market garden	\$63,082
<b>Ngāti Whātua Ōrākei Whai Māia</b> Kai and hygiene packs, building economic recovery focusing on employment.	\$100,000
<b>Te Whānau o Waipareira Trust</b> Free pop-up medical clinic and mobile nursing service, aligned with Whānau Ora	\$89,063
<b>Ngāi Tai ki Tāmaki</b> Communications infrastructure and strategy, kai sovereignty via Motutapu nursery	\$100,000
<b>Te Māhurehure Cultural Marae Society Inc</b> Kai hampers and needs assessment of whānau on existing database	\$77,200
<b>Papakura Kootuitui Trust</b> Support of a rangatahi health service, provide essentials and upskill whānau	\$100,000
<b>Te Uri o Hau Settlement Trust</b> Training and employment programme run by Ngā Uri o Hau Native Nursery	\$100,000
<b>Turuki Health Care Charitable Trust</b> Purchase and fitout of mobile clinic	\$100,000
<b>Kāhui Tū Kaha</b> Contact people in quarantine, supported to connect with whānau and community	\$42,000
<b>Ruapōtaka Marae</b> Social supermarket, mobile food service	\$100,000
<b>Ngāti Maru Rūnanga</b> Supporting Māori to transition back into employment, 1x FTE	\$82,000
<b>Piritahi Marae</b> Kai sovereignty and employment, rangatahi programme, mental health	\$96,960

## Success stories

### Plant nursery – Ngāi Tai ki Tāmaki

The Manaaki Fund provided Ngāi Tai ki Tāmaki with funding to assist in the development of a plant nursery on Motutapu island, which will provide sustainable forestry, rongoā (traditional Māori medicine) and food solutions for Ngāi Tai uri (relatives) and other Māori. The nursery also feeds into the government’s One Billion Trees Programme, which aims to double the current planting rate to reach one billion trees planted by 2028.

The funding was used to purchase nursery fencing, soil, and other materials, building costs, and employment costs for four iwi members impacted by COVID-19.

### Sustainable Outputs (reported early 2021)

- Te Tauroa Nursery has been constructed, including water tanks and an irrigation system, fencing and wind protection.
- Four Kāhui Motu staff employed.
- Ngāi Tai rangatahi involvement in nursery construction.
- Lynette Wallace-Penrose (Ngāi Tai ki Tāmaki) engaged as Project Manager for the nursery construction and One Billion Trees Programme.
- A new nursery facility that can accommodate at least 120,000 plants over the next two to three years.
- Cuttings taken on Motutapu – to be grown in the new nursery.



<b>Manurewa Marae</b> Kaumātua led cultural support base, rangatahi, permanent foodbank at marae	\$100,000
<b>Te Hana Marae</b> Kai packages, emergency accommodation	\$45,997
<b>Ngāti Manuhiri</b> Manaaki to vulnerable kaumātua/whānau, strategy and website, kaitiakitanga	\$100,000
<b>Papatūānuku Kōkiri Marae</b> Kai sovereignty, ‘garden-to-table’ - teaching whānau to grow/prepare kai, website	\$73,546
<b>Te Atatū Māori Womens Welfare League</b> Kaumātua and kuia support, needs assessment	\$5,000
<b>Ngātiwai o Aotea Kawa Marae Trust (Kawa Marae)</b> Employment, renovation for employee accommodation, māra kai market garden	\$100,000
<b>Ngāti Tamaterā</b> Recovery/resiliency, whānau needs assessment, collective iwi plan	\$100,000
<b>Te Taki Tū Charitable Trust</b> Rangatahi programme, employment skills, training, health and wellbeing	\$24,000
<b>Te Pū-a-ngā Maara (Time 2 Train)</b> Rangatahi, education packages, innovation hub, reo resource development	\$90,000
<b>Te Ara Rangatū ō Te Iwi o Ngāti Te Ata – Waiohua</b> Tribal resilience and regeneration strategy, website	\$60,000
<b>Ngāti Rehua - Ngāti Wai Ki Aotea</b> Essential needs, food and fuel support, kai packages	\$43,000
<b>Te Roopu Waioira</b> Employment opportunities, training and skills development, educational resources	\$100,000
<b>Ngaati Whanaunga</b> Needs assessment, iwi recovery and resiliency strategy, te reo Māori	\$100,000
<b>Te Akitai Waiohua Settlement Trust</b> Essential needs, employment coordinator, needs assessment and distribution	\$98,272
<b>Health through the Marae (Tahuna Pā)</b> Wellbeing, physical activity, te reo Māori, rangatahi	\$100,000
<b>Ngāti Tamaoho</b> Wellbeing, communications, preparedness, website, community events, training	\$100,000
<b>Hoani Waititi Marae Trust</b> Resilience and wellbeing strategy, empower economic growth	\$100,000
<b>Ngā Maunga Whakahii o Kaipara</b> Supermarket vouchers, community and whānau facilitator	\$100,000
<b>Mataatua Marae</b> Kaumātua Ora programme, access to healthy food, contact, mobile service	\$62,350
<b>Te Rūnanga o Ngāti Whātua</b> Deployment of iwi representatives at Te Hana checkpoint, training	\$38,829.12
<b>Motairehe Marae</b> Mental health, prevention strategy and plan, wānanga	\$96,000
<b>TOTAL</b>	<b>\$2,967,276</b>

## Whānau story

“I spent nearly 15 years working for Air New Zealand. Once COVID-19 started to cause disruption to our business, it became clear that a restructure and/or redundancies would take place to “right size” the overhead costs given the drastic reduction in income. My role was made redundant.

At the same time Air New Zealand was going through the redundancy process, it became apparent that my iwi was starting to generate a lot of activity in the commercial, ecological and kaitiakitanga space. The One Billion Trees Programme grabbed my attention because of the significant need to deploy project management and other skills for a sustainable project success. I am enthusiastic around kaitiakitanga outcomes particularly for kaupapa in Tikapa Moana and on our ancestral motu like Motutapu.

The Ngāi Tai executive leadership engaged me on a part-time basis to project manage the One Billion Trees Programme for the next two to three years. This included constructing Te Tauroa nursery to provide a basis for over 120,000 plants in the short term, and potentially up to 1 million plants over the next decade. The nursery project has stretched my energy levels and excitement for the motu and iwi development because it contributes to holistic wellbeing for our moana, our whenua, and ultimately our people.”

**Lynette Wallace, Penrose project manager**

## Mobile health clinics – Te Whānau o Waipareira

The Manaaki Fund was used to support the creation of pop-up health clinics and a mobile health service in west Auckland.

Te Whānau o Waipareira (Waipareira) used its share of the fund to purchase three shipping container structures and a Hyundai van.

The clinics were used to meet the organisation’s objective to provide clinically safe, culturally responsive, and community-centric health care. Waipareira provided medical access, including COVID-19 tests, and wraparound interventions to whānau in west Auckland during the winter of 2020. Positive impacts included improved health outcomes for whānau, as well as an opportunity to address Māori health inequity.

From March to November 2020:

- Overall, 22,972 people were tested for COVID-19
- The highest presentations were from NZ European (43%) with a high proportion of Māori (15.4%) receiving support from the clinics.

Overall, 5,000 whānau were reached through the Hyundai mobile service, including:

- Local community hubs in Kelston and Ranui supported by kai, and nappies delivered to Kelston Hub Playgroup
- Forty-five pēpi received a home visit for immunisations. Mums and Māori midwives expressed gratitude as they were experiencing transport limitations.

The fund supported Waipareira to achieve stronger relationships with its local Māori health partners and its Whānau Ora rural partners.

Photo: Tupu Te Māramatanga, Kia Ita, Te Taumata Nau Ka Toro, Ka Toro at Toi o Tāmaki – Auckland Art Gallery by Lonnie Hutchinson (Ngāti Tahu/Kāi Tahu, Ngāti Kuri ki Samoan).

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

**Our 10 mana outcomes  
and strategic priorities**



Photo: Enjoying beautiful weather at a waterfront festival by Auckland Unlimited.

Kia ora te umanga – Ngā kaupapa pakihī, tāpoi me te mahi Māori

## Māori business, tourism and employment

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

### Success stories for 2020-2021

#### CASE STUDY

#### The 36th America's Cup

The 36th America's Cup (AC36) was a key opportunity to ensure that the unique cultural identity of Tāmaki Makaurau was shared with visitors domestically and via international broadcasts.

#### Te Pou

In collaboration with mana whenua, Te Pou (NZ House) officially opened with the AC36 Race Village in December 2020. Internationally recognised mana whenua artists, Janine and Charles Williams, were commissioned to create the artwork for this whare. The name Te Pou is derived from Te Pou Herenga Waka (the waka mooring post).

#### Te Pua

Te Pua at Silo Park was a two-day mana whenua marketplace that took place on the first weekend of racing. This was a stellar showcase of Māori art, craft, music, and kai in Silo Park. There were 13 Māori vendors, with approximately 5,000 visitors to the marketplace.

#### Tū Mai Ambassador Programme

More than 700 volunteers participated in Tū Mai Ambassador programme, promoting unique Māori

values and stories of Tāmaki Makaurau to create a stellar visitor experience and ensure a sustainable visitor economy.

#### Ngā Mahi Toi – artwork in the AC36 Race Village

The artwork on Silo 117 in the Race Village was developed by Janine and Charles Williams and incorporates the area's seafaring narrative.

Tohu designs were developed by another mana whenua artist: Arekatera Maihi. These designs were seen on flags, bus-backs and other marketing activity domestically and internationally via the event broadcasts.

#### Te Wero designs

Auckland Unlimited and Eke Panuku commissioned mana whenua artist Reuben Kirkwood to develop the designs for ground decals in Te Wero Eastern Viaduct area.

#### Te Atanga Fashion Showcase

This event was held on 11 December, in collaboration with the Art Gallery. Nearly 300 people attended the showcase of Māori fashion designers, which wove together cultural narratives and aesthetics of the past, present and future.

“Using the context of the America's Cup we wanted to bring Māori business to the forefront... and showcase the talent, the creativity, the innovation and to show the world and Aucklanders what's actually being achieved through Māori businesses.”

**Edwina Merito, Head of Māori Outcomes and Relationships, Auckland Unlimited**

CASE STUDY

**Ngā Puna Pūkenga – Supporting Aucklanders back into employment**

Auckland Council’s Healthy Waters and procurement team are running the Ngā Puna Pūkenga (NPP) Programme, which places

unemployed Aucklanders back into work, with funding from the Ministry of Social Development. This financial year, the programme placed 181 people back into full time employment in the infrastructure sector. Around 45 per cent of the placements are Māori.

“As a small Māori-owned construction company, we have grand ambitions and visions to see our people thrive through upskilling, mentoring, and leadership. NPP has allowed us on our early journey to help make our ambitions a reality through support and guidance. With indigenous values at the core of our operations, we know the intrinsic value of people and how best to look after them. We want to be a tier 1 company in building and civil works, creating more opportunities for our people to thrive and add value to not only our company but Aotearoa as a whole. Kia ora NPP mo to tautoko i a tātou te whānau iti nei o Copapa Construction. Thank you NPP.”

James Tito, Director, Copapa Construction

**Highlights for Māori business, tourism and employment**

**The Tāmaki Herenga Waka Festival** – The Tāmaki Herenga Waka Festival main event was held on 23 January at Captain Cook Wharf. There were more than 7,000 visitors and overall customer satisfaction with the event was 93 per cent.

**Tāmaki Makaurau Taki Hua Māori Business Showcase** – Set against the backdrop of the America’s Cup, ngā mana whenua o Tāmaki Makaurau, Auckland Unlimited and Whāriki presented the Tāmaki Makaurau Taki Hua Māori Business Showcase. It was an opportunity to mingle with the movers and shakers of the Māori business community, iwi, investors, and agencies. The showcase included 20 exhibitors with approximately 200 attendees. Ninety-one per cent of respondents were either satisfied or very satisfied with the event.

**Amotai** – Amotai, a council run supplier diversity intermediary, saw significant growth over the last year. As at 30 June 2021, 216 Māori businesses were registered with Amotai in Tāmaki Makaurau, along with 63 clients/ buyers. Buyers include government agencies, large corporates and iwi organisations. Over the first half of 2021, over \$120 million worth of contracts were awarded

to Amotai businesses and one joint venture, with an Amotai registered business, was awarded a \$1 billion contract over the next 10 years.

**Support for Māori business** – Auckland Unlimited engaged with more than 700 small-to-medium sized Māori businesses via the Regional Business Partner Network Programme, which includes the Government’s COVID-19 Business Advisory Fund. Auckland Unlimited was able to fund advice and support to more than 400 Māori businesses in areas such as human resources, wellbeing, and digital capability. Support was also provided to identify procurement opportunities for Māori businesses through AC36 and the Summer Festival Programme. Overall, 571 Māori businesses have been through an Auckland Unlimited programme or benefited from an Auckland Unlimited intervention over the financial year.

**Tāmaki Makaurau Taki Hua – the Māori Economic Summit November 2020** – The two-day summit brought together mana whenua, Māori business leaders, entrepreneurs, and innovators to create a new vision for their economic future. Over 200 delegates attended, with over 50 speakers to spark dialogue and action.

**Challenges and responses – Lessons learnt from 2020-2021**

**Challenge**

The postponement of major event events, including Te Matatini, the online delivery of APEC21 (Asia-Pacific Economic Cooperation forum), and border closures affecting international presence during a much scaled-down 36th America’s Cup impacted on the number of leverage opportunities.

**Response**

The COVID-19 environment posed challenges but, across the key activities, the results have been exceptional. A full programme was able to be delivered and the aims were achieved with a mostly domestic audience and international broadcasting and media coverage. The programme has set up a foundation for the future leveraging opportunities.

Through the Māori Collab series and partnerships, in-person capability workshops for Māori businesses were transitioned to digital platforms. The partnership with Whāriki – the Māori Business Network for Tāmaki Makaurau – has been a time of huge growth of the network and digital offerings through the Whāriki platform and the digital marketplace, ‘a digital tūrangawaewae’. Similarly, Amotai (Supplier Diversity Aotearoa) has continued a growth trajectory and the partnerships between Auckland Unlimited, Whāriki and Amotai have provided a strong foundation for the Kia ora te umanga portfolio.



**Lead statement**

**Edwina Merito, priority owner for Kia ora te umanga**

Mana whenua and mataawaka have told us they want to create and champion a new vision for their economic future that is economically just, with Māori talent, innovation, knowledge, and narratives at its heart.

As a group, the council has an opportunity to use our collective levers, moving away from individual efforts toward a group effort and focusing on actions that are the most potent, like investing in our partnerships with mana whenua and mataawaka.

Photo left: A man teaches screenprinting at the Tamaki Herenga Waka festival in Auckland by Auckland Unlimited.



## Marae development

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

### Success stories for 2020-2021

#### CASE STUDY

The **Marae Infrastructure Programme (MIP)** supports the renewal and upgrade of marae physical infrastructure.

The aim of the programme is to deliver safe, healthy, and warm marae, leading to the following outcomes:

- Whānau connections to marae are maintained and enhanced
- Marae continue as hubs for Māori and the wider community
- Marae function as focal points for Māori social, economic, and cultural leadership
- Marae are able to extend whanaungatanga to the wider community in times of need.

The programme, which has just completed its third year, supports marae throughout Tāmaki Makaurau. The programme is on track to invest significantly in 32 mana whenua and mataawaka marae, inside of the 10 years originally forecast to roll the programme out.

In the 2020-2021 financial year, the council worked with 10 marae, all at various stages of the programme. The programme has fully completed work on two marae and is carrying out physical

work on four others.

The MIP completes an initial condition assessment of marae, identifies priorities of work, and then the council enters into a development agreement with marae, which includes physical work that the council will fund and project manage for the marae.

#### Piritahi Marae

The MIP has recently completed its work on a range of buildings and structures at Piritahi marae as well as its waste-water system.

Work included:

- Upgrade to accessible bathroom, ramps, and pathways
- Decommission and installation of a waste-water system
- Installation of fire systems to enable the marae to have a current Building Warrant of Fitness
- Asbestos removal
- Remedial work including painting, maintenance and repair.

Piritahi marae has also had te reo Māori signage installed.

“Piritahi Marae Trust, Piritahi whānau and whānui and manuwhiri have benefitted hugely by the Piritahi infrastructure work that has been completed over the last year. The comments from various people are so positive. Piritahi Marae has undergone an extensive upgrade to future proof the only marae on Waiheke, with a focus on sustainability, the garden and safety. It has been a great role model and example that visitors have learned from and taken ideas away.

This project was a good example of Te Tiriti principles being demonstrated that will benefit many today, tomorrow and into the future. Tēnā koutou katoa.”

**Judy Davis, Treasurer Piritahi Marae Trust**

## Social Procurement

The MIP signed up five social procurement contractors through Amotai – an intermediary tasked with connecting Māori and Pasifika owned businesses with buyers wanting to purchase goods, services and works.

Outcomes include:

- Signing up four Māori and one local contractor with Amotai, with three of these businesses awarded contracts with MIP
- Two contracts have been awarded to Māori contractors and they are anticipated to get further work in the next financial year (currently tendering for three marae)

- The non-Māori provider that MIP contracted hired all Māori and Pasifika staff and all staff lived on Waiheke Island where the work was carried out, meaning the money stayed local.

## Spend

Despite the setback of COVID-19 and supply chain issues, the programme spent 63 per cent of the \$7 million planned in the financial year 2020/2021 and committed a further 29 per cent. Total spent and committed was \$6.4 million (91.7%).

### CASE STUDY

#### Cultural Initiatives Fund (CIF)

The purpose of the CIF is to enable thriving and self-sustaining marae and to establish papakāinga and Māori housing across Tāmaki Makaurau.

The CIF injects \$1.2 million per year into marae and papakāinga housing. The council received more applications than previously received in

the 2020/21 financial year. A higher percentage of grant funding was drawn down despite the effects of COVID-19.

In 2020/2021, five out of eight marae fully spent their grants and the remaining three made great progress.

Nine marae have been granted a total of \$1,199,000 through the CIF for 2021/2022.

## Highlights for Kia ora te marae

**Manaaki Fund** – Marae have been the recipients of many of the grants, which provide support for Māori-led recovery initiatives. The innovative programme-based mahi that was initiated or supported by marae to support the recovery efforts of communities is impressive.

**Marae Advisor** – Auckland Council has a full-time marae advisor who supports marae to thrive by acting as a valued partner and conduit. The advisor helps marae to navigate Auckland Council’s processes and achieve outcomes aligned with marae aspirations in Kia Ora Te Marae and the Auckland Plan.

## Challenges and responses – Lessons learnt from 2020-2021

### Challenge

Some marae have very strong operational teams including administration, technical expertise and underpinning revenue. However, many marae operate on a skeleton number of volunteers so the capacity of marae is a challenge. This is coupled with many marae having a lot of infrastructure challenges i.e. the need to maintain or renew infrastructure while also running a range of programmes.

### Response

Aside from grants, the council has provided other contributions to some marae including land, grants and staff support. In addition, the council is investigating the development of a marae investment policy that may change the focus of some of the grant funding to improve capacity of marae.

### Challenge

COVID-19 has impacted on the supply line for building materials, leading to extended delays.

### Response

Auckland Council has learnt to work more flexibly and aims to provide clear communication with the marae about the delays.

## Lead Statement

### Jane Aickin, Māori Outcomes Lead for Kia ora te marae

The Marae Infrastructure Programme, Cultural Initiatives Fund and Manaaki Fund have enabled council to partner with marae and provide a more substantial resource injection than in previous years.

The evidence emerging from these contestable grant processes is that there is greater capacity and

confidence among marae to apply for and programme manage funds to accelerate outcomes for whānau, Māori and the wider community.

The role of marae in our community was never more evident than during the COVID-19 lockdown, and the response, post COVID-19 lockdown, indicates marae are becoming stronger and remain at the heart of community wellbeing.





## Te reo Māori

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

### Success stories for 2020-2021



#### Te Kete Rukuruku

Te Kete Rukuruku is a culture and identity programme. It restores original Māori names to areas as well as identifying new Māori names that often connect with historical activities, ancestral stories or sometimes geographical or environmental features that are culturally important.

The process is led by iwi and is a partnership between Auckland Council, local boards and mana whenua.

This has seen the return of 34 ancestral names across 40 parks. Another 91 names reference wonderful stories such as the sin of Marama, and the drifting kite of Manurewa. Other names connect with the whenua’s original state of forested abundance, all of them restoring mauri and mana through the return of te Reo. These names often represent what used to be, and perhaps remind us of not only what we have lost but what is possible to be returned.

#### Te Kete Rukuruku in figures



**15**

**local boards**  
participating in the  
programme



**242**

**parks**  
so far have adopted  
Māori names



Four parks – Tahurangi, Te Pua, Waenganui and Te Ara Tāwhana – are fully bilingual with a total of

**72 bilingual signs** across these four parks

“At the heart of our programme is that te reo Māori is seen, heard, learnt, and spoken as part of everyday life and the bilingual signs are a simple yet highly visible example of that.

One of the things I am extremely grateful for is that this is a programme led by mana whenua in partnership with Auckland Council, and which has been critical as we navigated our way through this important mahi.”

**Anahera Higgins, Te Kete Rukuruku programme manager**



**CASE STUDY**

**Te Paataka Koorero o Takaanini – Takaanini Community Hub**

Auckland Council’s newest community facility Te Paataka Koorero o Takaanini – Takaanini Community Hub officially opened on 27 March.

Mana whenua provided the name for the new facility with the use of the double vowel rather than a macron in Takaanini, representing the

history of the area and honouring chief Ihaka Takaanini after whom the suburb was named.

Te reo Māori is championed throughout by using bilingual signage. Two of the staff speak te reo Māori fluently, while others have varying levels. The staff take te reo Māori lessons together and incorporate te reo as much as possible into their daily work.

“The community feel is really good and I felt at home when staff greeted me in te reo.”

Feedback from customer at Te Paataka Koorero o Takaanini

**Highlights for te reo Māori**

**First Māori publication created by Auckland Libraries**

Auckland Libraries celebrated the publication of its first reo Māori children’s book in March 2021. The book is titled Māma, e hiakai ana mātou, which translates to ‘Mum, we’re hungry’ and was written by Teri Ta’ala from the Connected Communities team.

**Launch of Te Manurewa o Tamapahore – Ngā kōrero o Ngāti Te Ata**

This series of books is used in south Auckland schools and libraries to tell the stories of mana whenua (Ngāti Te Ata). At the launch in November 2020, rangatahi from Manurewa High School shared how important it was for them to have a resource developed by mana whenua.

**Te reo on Auckland council’s website**

Auckland Council’s public-facing website launched a bilingual version of its homepage, in te reo Māori and English, during Te Wiki o te Reo Māori/Māori Language Week 2020. Visitors to the site can now toggle between the two languages. The digital team also set a target to grow its list of translated kupu Māori on the website to 80 and to ensure that each kupu was used in all appropriate and technically feasible places. However, the number of kupu Māori exceeded the target, reaching 128.

**New council-wide translation process**

Ngā Mātārae has created a new process to streamline the way the council manages te reo Māori translations. Council-wide translation requests have been added to Āwhina – the council’s internal platform for requests and information – with the launch of the partly-automated process in July 2021.

**Te reo Māori across the transport network**

Te reo Māori has been progressively implemented across the public transport network and on signage relating to infrastructure projects, including bilingual signage and/or announcements for the Downtown Ferry terminal, the regional bus network, and City Rail Link.



**Kura Māori connect**

This programme ensures rangatahi Māori and their whānau are connected to a council facility from an ao Māori perspective via bilingual educational videos, lesson plans and learning packs. The programme is run in partnership with Auckland Zoo, Mahi Tahī Media Limited and Te Kahui Ako o Waitemātā.

**Increasing staff capability and capacity in te reo Māori**

The council has launched several initiatives to support staff on their reo journey, including: two-hour lunchtime reo Māori classes; the opportunity to sit a Māori Level Finder Exam through Te Taura Whiri i te Reo Māori/ The Māori Language Commission); showing Māori TV all day every Tuesday in one of the council’s cafes; the installation of a bilingual interpretation sign that tells the

narrative behind a pare (carved door lintel) in council’s Albert Street building; the launch of te reo Māori stations where staff can access resources and are encouraged to speak te reo Māori; in-house reo Māori competitions are held online each week; the Chief Executive has committed to weekly reo Māori classes; and a new reo Māori delivery unit has been added to the Customer and Community Services directorate.

**Auckland Council Signage Manual**

Bilingual signs across the council’s parks, facilities and beaches are following an updated Auckland Council Signage Manual, which was produced by the Communications Department’s internal design studio in collaboration with Ngā Mātārae, Community Facilities and Te Kete Rukuruku. This includes entrance and operational signs.

**Challenges and responses – Lessons learnt from 2020-2021**

**Challenge**

Auckland Council’s translation process has been on an ad hoc basis with limited understanding of volume/patterns of translation requests. Requests have had to be sorted manually, with no track and trace process, and inconsistency of vocabulary.

**Response**

Ngā Mātārae has created a new process to streamline the way the council manages reo Māori translations and capture translation data.

**Challenge**

At the Māori staff network annual conference, staff reported a lack of opportunity to progress their reo journey in the workplace.

**Response**

Ngā Mātārae has worked with Ngā Kete Akoranga – the Council’s learning programme – to add additional reo Māori classes and has also expanded the amount of reo Māori seen and heard in the workplace.

**Lead statement**

**Nikora Wharerau and Otene Reweti, Māori Outcomes Leads for Kia ora te reo**

Te Kete Rukuruku has reached the milestone of the first bilingual park in Tāmaki Makaurau, and bilingual signage is now supported by the council’s updated Auckland Council Signage Manual, which helps the process to run more smoothly.

Within council we have also made great strides to support kaimahi on their reo journey and streamline processes for te reo Māori translations.

We’re confident that we are gaining traction and will continue to see increasing opportunities where te reo Māori will be seen, heard, spoken and learned, as we continue to champion a bilingual Tāmaki Makaurau.

Kia kaha te reo Māori.



## Guardianship

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

### Success stories for 2020-2021

#### CASE STUDY

#### Te Korowai o Papatūānuku Project

Te Korowai o Papatūānuku project is a revegetation project on Ōwhitu Peninsula which will be delivered in partnership by Ngāti Te Ata, Ōwhitu Landcare, and Auckland Council. The project is funded by the government's One Billion Trees Programme with co-funding from Auckland Council and the Franklin Local Board.

Over four years, a total of 250,000 plants will be grown at the Ōwhitu Landcare Community Nursery and planted on the peninsula. Many of these plants will be used to restore sites of cultural and ecological significance to Ngāti Te Ata.

To achieve this, the nursery has been expanded and Ngāti Te Ata whānau and Ōwhitu Landcare

have been recruited for the programme. Some 5,000 trees were planted on the Awaruiti at Reretēwhioi Marae on 12 June 2021. Ngāti Te Ata and Reretēwhioi Marae organised the planting day, which was attended by 30 members of Reretēwhioi Marae and Ōwhitu Landcare.

In addition, Environmental Services staff are supporting a Ngāti Te Ata family business to get set up to contract to the council. This is part of a commitment by Environmental Services to grow community and iwi capability and capacity, and for iwi to lead and co-deliver projects through Te Tiriti partnership. They are now able to undertake fencing work, pest plant maintenance, site preparation, and planting day organisation on Ōwhitu Peninsula.

“It's about restoring the natural balance that's been thrown out by everything from the introduction of exotic plant species such as pine, introduced animal pests, and polluted waterways which impact on the native riverbank vegetation, as well as fish, birdlife and insects. Our aim is to regenerate the landscape because if we look after Mother Nature, she'll look after us.

Traditional planting is informed by the lunar calendar, so we plant according to the moon cycle. We also plant trees according to the trees' whakapapa or lineage, which involves planting rimu, tōtara and mataī together because they're a whānau and their roots can intertwine.”

**Pāora Puru, Te Taiao Kaitiaki/ Environmental Officer, Ngāti Te Ata Waiohūa**

CASE STUDY

**Te Whakaoratanga i te Puhinui/ Puhinui Regeneration Strategy**

The Puhinui is a 12.5-kilometre degraded waterway running through the heart of Wiri in Manukau.

Eke Panuku Development Auckland has partnered with mana whenua and Auckland Council’s Healthy Waters, with support from the wider council whānau and local boards, to develop a regeneration strategy for the Puhinui. This represents a unique opportunity to regenerate the wellbeing of the awa, the catchment and its peoples.

By working with mana whenua from the outset, a clear understanding of what ora (health) looks like for the catchment has been established.

To ensure this kaupapa is collectively realised, a collaboration charter has been developed.

The charter outlines the shared values and collaborative behaviours of the local Waiohua iwi and wider project collaborators and is currently undergoing formal approvals. This charter is a strategic document supporting the realisation of the Puhinui regeneration and recognises it will take many generations to realise the regeneration.

The Strategy includes a dedicated Waiohua-led workstream, which is currently underway. Further to this, conservation mentoring programmes, including urban ngahere planting and water quality testing using mātauranga Māori, have been running since 2019.

Mana whenua groups sit on both the Puhinui Steering Group and a dedicated Puhinui working group to ensure they can meaningfully lead and influence projects within the Puhinui catchment.

CASE STUDY

**Kaitiaki Ranger programmes**

The Kaitiaki Ranger programmes at Tōtara park and Rānui park offered young people the opportunity to learn a range of conservation skills, including pest control, identifying native trees, and bushcraft skills such as tying knots.

The programmes took place one Sunday a month from March to July 2021, and each session lasted four hours. The majority of participants were aged 10 to 14. Each programme concluded with the rangitahi running a Matariki planting for their whānau as a graduation.

Eight of the 12 participants who regularly attended the Tōtara park sessions identified as Māori, and two out of the eight regular participants at Rānui.

When asked about which future skills they would like to learn, Rānui participants expressed an interest in knowing more about traditional Māori uses of the ngahere (bush/forest), among other skills.

Moving forward, Auckland Council aims to involve more Māori educators and explore co-delivering similar programmes with mana whenua.

“My rangatahi love the outdoors but were unsure what they could do and had never been to Rānui park. From the first session they came home buzzing about how they could name plants, proud of the clean-up they did, and recalled making rope. The monthly session never came around quickly enough as they wanted more. Ranger Aimee and Matua Riki were totally inspiring and had our kids eager to do more. As always Ranger Glenn’s enthusiasm was in top form. So pleased my rangatahi have had this experience and would love for them to do it again. As an adult I would love to have this experience too.”

**Parent of participant**



## Challenges and responses – Lessons learnt from 2020-2021

### Challenge

The council needs to focus on:

1. Ensuring sufficient Māori engagement and Māori Outcomes capacity and capability across the teams
2. Supporting mana whenua capacity to engage.



### Response

Key objectives to meet this challenge will be:

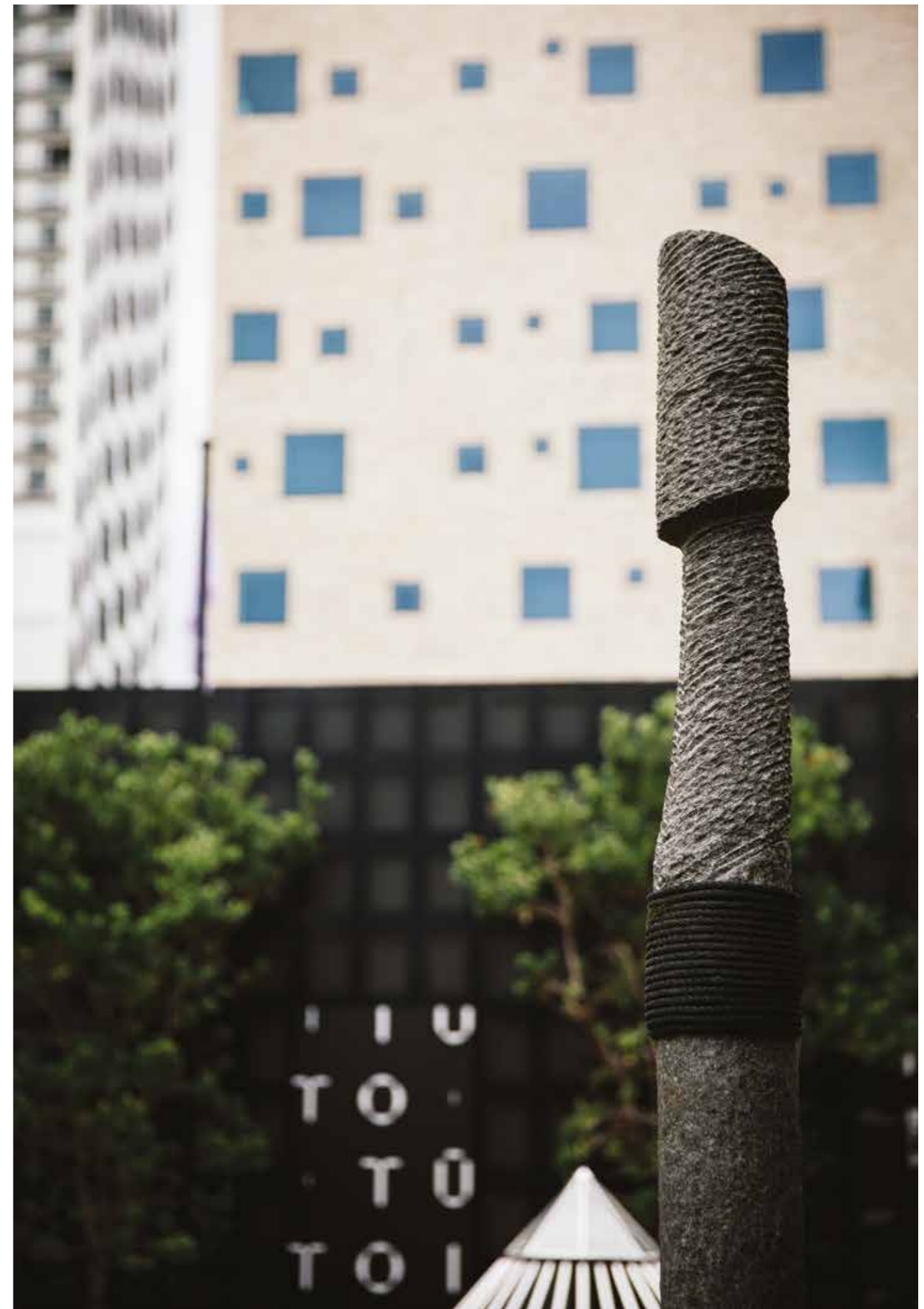
1. Review and align our Māori Responsiveness Plan with the measures in the council group's Māori Outcomes Framework
2. Provide support to mana whenua to enable them to engage with council, connect them with council and external expertise, set up wānanga and provide resources, technical support, and physical space. Ensure all support is provided in a way that is responsive to how mana whenua prefer to work
3. Ensure mana whenua engagement from the start to help shape our work programmes and make sure we are working towards priorities and outcomes that they have identified. Allow more time for feedback and our response to it
4. More emphasis on strengthening relationships with Māori rather than just going through a transactional process.

### Lead Statement

**Terry Smith, Māori Outcomes Lead for Kia ora te taiao**

We have increasing momentum (capacity and capability) across our teams to deliver on Māori Outcomes. We also have increasing opportunities that will require an organic responsive approach to

innovate beyond our current methods, particularly in the application of Te Tiriti o Waitangi, and in supporting Māori-led initiatives. There needs to be a paradigm shift so that we are guided by tikanga and mātauranga Māori.





# Papakāinga and Māori housing

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

## Success stories for 2020-2021



### Advancing Māori community housing providers in Tāmaki

Auckland Council has partnered with the Independent Māori Statutory Board and Te Matapihi – a charitable trust that advocates for Māori housing – to deliver wānanga aimed at growing the number of Tāmaki-based Māori Community Housing Providers (CHPs).

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

There are currently 57 CHPs on the national Community Housing Regulatory Authority

register: 18 identify as kaupapa Māori providers, with four based in Tāmaki Makaurau.

A wānanga was held on June 2021 at Mataatua Marae, Māngere and provided aspiring Māori CHPs with:

- Key considerations when deciding to establish a CHP
- A general understanding of the regulatory, governance and operational requirements of establishing and operating a ‘CHP Practical next steps’ on the pathway of establishing a CHP, including sources of ongoing support and information.

“The hui was excellent, very informative and was a great opportunity to connect with current CHPs and others like us still investigating the process of becoming a CHP.”

CHP Wānanga attendee

**CASE STUDY**

**Development of kaumātua units in Papakura**

In FY 2021, building works on six two-bedroom kaumātua units were completed at Papakura Marae, with ground works and infrastructure connections to be completed in FY 2022.

The marae had always envisaged nine units at the site but only had landowner approval for the first six (stage one of the project).

In February 2021, landowner approval was granted by the Papakura Local Board to construct the three additional units. Construction has started on these units with anticipated completion in 2022.

Throughout the development, the council provided a small grant to contribute to planning and regulatory costs. The Māori Housing Unit worked closely with the marae from concept to construction, supporting the marae to overcome barriers, navigate through council process, bring in other council stakeholders when appropriate, and provide project certainty.

This groundwork has enabled the marae to attract wider investment from other government sources to complete the construction of all nine units.

**“Having one point of contact internally has been gold. That’s what’s been the difference in advancing our development project.”**

**Tony Kake, Chief Executive Officer of Papakura Marae**



**Other highlights**

Cultural Initiatives Fund - This year received the most applications to the Cultural Initiatives Fund for Papakāinga and Māori Housing support since the grant was introduced.

**Challenges and responses – Lessons learnt from 2020-2021**

**Challenge**

Responding to the housing challenges in Tāmaki is complex, and multi-layered. This is influenced by many factors including access to land and finance, capacity and resourcing of Māori, and infrastructure constraints.

**Response**

In early-mid 2021, Auckland Council undertook a stocktake of our housing related mahi. This sought to establish a clearer view of mahi underway, existing research and areas for possible future research by the council and other relevant agencies on affordable and Māori housing in Tāmaki Makaurau.

Auckland Council will continue to progress cross-sector collaborations with iwi and Māori, marae, government agencies, community housing providers and NGOs. We will continue to refine the levers we can influence, including plan-making, investment in infrastructure, consenting and regulatory processes to support Māori housing aspirations.

We will also partner with the government on housing reforms and investments, such as the Natural and Built Environments Act (NBA).

**Challenge**

Much of Auckland Council’s housing support focuses on working with Māori in the planning, feasibility and consenting stages of projects. For many, raising finance for the actual build is a barrier when developing Māori land. Collective ownership means that land is generally not accepted as security. This means that projects can stall even with the relevant permissions and consents.

**Response**

From early July 2021, we are providing free pre-application resource consent support for Māori community housing providers. This support is limited to \$2,400, or a one-hour pre-application meeting per resource consent with a maximum of four staff.

We are scoping what additional building consent support can be offered for papakāinga, marae and Māori-led developments. We will continue to work together with mana whenua iwi and Māori, marae, government agencies, Māori housing providers and financial services to pursue innovative funding arrangements to improve access to finance for Māori housing development.

## Challenge

Homelessness disproportionately affects whānau Māori in Tāmaki Makaurau. 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 issues, alcohol or drug addictions, and those experiencing family violence.



## Response

The council whānau engage with people experiencing homelessness daily, and we are collectively developing guidance on how to engage and support those experiencing homelessness. We will continue to engage with iwi and Māori, and Central Government on nationwide initiatives, including the Homelessness Action Plan (launched in February 2020) and the kaupapa Māori interventions underway.

## Lead Statement

### Kelly Parekowhai, Māori Outcomes Lead for Kia ora te kāinga

Warm, healthy and safe homes are a key contributor to the wellbeing of whānau in Tāmaki Makaurau.

Auckland Council Group contributes to housing and papakāinga through its role in funding infrastructure, effective consenting processes, equitable design and planning.

We need to plan for the future and partner with

iwi and Māori, central government and our diverse hāpori (communities) to ensure Māori housing is fit-for-purpose.

**“Ko te whare e hanga te tangata, ko te tangata e hangaia e te whare.”**

The whare builds the people and the people build the whare.





## Realising rangatahi potential

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

### Success stories



#### Community and Social Policy graduate programme

The Community and Social Policy graduate programme is a two-year accelerated programme for recent graduates wishing to begin their policy career. Rotating across the teams in the department, graduates build knowledge and experience by leading and delivering projects and through a programme of learning and development. All past participants have

successfully moved in policy advisor positions in Community and Social Policy teams.

The programme aims to increase the pool of policy talent to include more Māori, Pacific peoples, and people from diverse backgrounds in Auckland Council and beyond.

Three out of the four graduates on the 2021 programme identify as Māori.

“The programme has provided an amazing start to my career in policy, with multiple strong support systems and endless learning and development opportunities. I get to engage in meaningful work that appreciates my mātauranga and aligns with my values.”

2021 Participant

“The programme throws you right into the action and enables you to learn key skills that contribute to making Tāmaki Makaurau a great place to live. Development opportunities come every week and the council’s commitment to te ao Māori makes mahi meaningful and interesting.”

2021 Participant



CASE STUDY

**Youth Employability Programme: Licence to Work**

This programme equips young people with top employability skills to make a successful start in the workplace, retain employment, and build a career. These skills are developed through a series of practical workshops, 10-20 hours of voluntary work, and up to 80 hours of work experience.

The programme, which was established by COMET in 2015, works with young people, predominantly aged 16-18, to increase understanding of what is expected of them as an employee, build their confidence, and equip them with the skills to gain employment and thrive in a work situation.

The programme promotes social, economic, and cultural equity, in particular working with young people in communities with high adult unemployment, who may have limited understanding of what to expect in the workplace.

This year, there are almost 500 participants in the scheme, predominantly from south Auckland schools and youth development organisations, in areas where COVID-19 has exacerbated the issues surrounding youth employment. A high percentage are of Māori or Polynesian descent.

Feedback shows that young people improve their employability skills, and employers see the programme as valuable for preparing young people for the workplace.

“I learned that our personal skills are just as important as qualifications. The programme is taught in a way so we can understand it, which it makes it easier when we get into the workplace.”

**Tamatoa Tavioni, Manurewa High School student.**

CASE STUDY

**Rangatahi leading their own mana motuhake for Auahi Kore**

A group of rangatahi from Ruapōtaka Marae planned and led Te Kotuku Cultural Festival, with the support of the Auahi Kore Hapori Whānui (Community Action for Smokefree) project – a partnership between Auckland Council and Hāpai Te Hauora.

The rangatahi adopted Auahi Kore (Smokefree) as the theme for the festival, which took place at Ruapōtaka Marae in Glen Innes in November 2020.

The pōwhiri at Ruapōtaka Marae was attended by 14 primary schools, including principals, teachers and parents. The tamariki were given the wero by the rangatahi group, Te Āmiorangi, to support whānau to quit smoking. To help with the wero, Hapai Te Hauora presented a new trophy ‘Oranga Tangata, Oranga Whenua’. The trophy was given to Point England Primary school for supporting the Auahi Kore kaupapa, encouraging whānau to give quitting a go, and exhibiting care for papatūānuku.

“The planning of Te Kōtuku Festival was immensely rewarding on both a professional and personal level. Seeing all the pieces falling into place to create an environment that enabled people of all backgrounds to embrace te ao Māori, was an awe-inspiring experience. The kaupapa of Auahi Kore was more than appropriate for the event, given that as a marae we are looking to promote holistic health to our whānau and the wider community. Having the Auahi Kore messaging ever-present throughout the festival reinforced the marae’s stance and commitment to the uplifting of our whānau health and wellbeing.”

**Michael Phillips, member of Te Āmiorangi**

**Other highlights for rangatahi**

**Rangatahi Māori Representation on the council’s Advisory Panels**

**Youth Advisory Panel** – The Youth Advisory Panel offers advice – based on their experiences as young people aged 14 to 24 years – to help Auckland Council improve outcomes for this community. The panel identifies issues that are important to young people; provides advice on regional strategies, policies, and plans; and helps effective engagement with young people. Two of the panel’s nine members identify as Māori.

**People’s Panel** – Auckland Council sends out one or two short surveys a month to the People’s Panel, providing an easy way for members to share their feedback to help make Auckland a great place to live. It has 238 members who identify as rangatahi Māori. Rangatahi make up 14 per cent of the total youth membership.

**Orākei Local Board Youth Panel** – Orākei has reserved three seats for rangatahi Māori.

The panels’ organisers recognise the importance of including rangatahi Māori, and where there is an absence, they are encouraged to bridge to the communities that can represent this voice. They do this by mapping where the rangatahi Māori groups are in their local area – such as local marae and school-based groups – and assessing their accessibility.

## Challenges and responses – Lessons learnt from 2020-2021

### Challenge

Auckland Council has consistently had difficulties engaging with rangatahi Māori on council priorities. This can mean their voices are not being represented in the way we shape service delivery for rangatahi.



### Response

Ngā Mātārae aims to strengthen the connection between council-led and Māori-led programmes that focus on rangatahi, ensuring better alignment, engagement and contribution to rangatahi aspirations.

### Challenge

Māori are under-represented in the technology sector. Only four per cent of the IT workforce are Māori and only 14 per cent taking NCEA technology at school (NZTech Digital Skills Aotearoa Report 2021)



### Response

The Southern Initiative connects rangatahi Māori and Pasifika to future-focused pathways and runs a range of programmes and initiatives:

- Digital fluency workshops for Te Ara Hou alternative education – 20 students
- Tech readiness pilot programme – 15 students
- Tech career accelerator programme as part of its Māori and Pasifika Trades Training offering
- Various tech internships and apprenticeships pilot for Māori and Pasifika – around 90 students engaged
- Māori and Pasifika tech founders' lab course for start-up entrepreneurs – 10 entrepreneurs.

## Lead Statement

### Tipa Compain, Māori Outcomes Lead for Kia ora te rangatahi

This year, we focused on ascertaining what is being done across the council group to support rangatahi. We also reached out to mana whenua and mataawaka

to understand the mahi they are doing for this community. Moving forward, this overview allows us to consider how our aspirations align and how we can coordinate with mana whenua and mataawaka to better contribute to realising rangatahi potential.





## Māori identity and culture

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

### Success stories for 2020-2021

#### CASE STUDY

#### Toi Tū Toi Ora: Contemporary Māori Art

Toi Tū Toi Ora: Contemporary Māori Art was the largest exhibition in the 132-year history of Toi o Tāmaki/ Auckland Art Gallery and has the highest number of visitors since 1989.

The gallery is owned and operated by Auckland Unlimited and the exhibition was supported by the council group's Māori Outcomes Fund.

The exhibition was the world's largest display of contemporary Māori artwork, spanning the last 70 years, with associated employment opportunities and investment in the Māori arts sector. The aim of the project was to strengthen Māori cultural identity and make the most of the opportunities it provides.

The exhibition provided a space for expressing, sharing, recording, and performing the individual and collective stories that give meaning to Māori (post) colonial experiences.

Toi Tū Toi Ora ran from 5 Dec 2020 to 9 May 2021 and its outcomes included:

- The largest exhibition Auckland Art Gallery has ever held - comprising three floors, 120 artists, and over 300 artworks
- Attended by over 140,000 gallerygoers
- 10 major new commissions by contemporary Māori artists
- Forums for 100 contemporary Māori artists
- A national bilingual marketing campaign
- Bilingual and te reo Māori immersive virtual reality tours will ensure new and lasting material beyond the two-year span of the exhibition
- A feature-length documentary film, made by Māori award-winning filmmaker Chelsea Winstanley, will ensure Toi Tū Toi Ora is captured in its entire journey from start to finish. It also means the exhibition can be shared nationally and internationally.
- 19,000 Māori visited during the exhibition period - 13,000 more than during the same period in previous years
- 5,000 Māori made their first ever visit to Toi o Tāmaki.

“The highlight was seeing my marae mentioned and finding an artist from my tribe. The feeling of how important our folk stories are... it also made me feel proud to be a New Zealander.”

“Reflecting on my favourite [artworks], Nga Morehu in particular are very evocative... it was a joy to see the collection and... [it] was uplifting to my wairua”

#### Visitor feedback on Toi Tū Toi Ora

## Employment opportunities

- Eight bilingual gallery guides employed.
- Public programming opportunities supported further employment of Māori artists.
- New works commissioned.
- Internships and secondment opportunities for several kaiarahi.
- Permanent roles have been added to the Gallery for the new financial year.
- A new role for gallery's lead team – Head of Kaupapa Māori.
- Review of curatorial positions for increased KPIs for Te Ao Māori.
- A new capability development programme of training for all staff and volunteers with internal and external providers.



Te Rā Ringa Raupā weavers' residency, March 2021. Photo: David St George. Courtesy Auckland Art Gallery Toi o Tāmaki.

### CASE STUDY

#### Te Ipu Kōrero o Maungawhau wins international design award

The Tūpuna Maunga Authority's 'Te Ipu Kōrero o Maungawhau | Maungawhau Visitor Experience Centre' won a gold award at the prestigious International Design Awards.

The awards recognise, celebrate, and promote exceptional design, visionaries and works to discover emerging talent in architecture, interior, product, graphic, and fashion design worldwide.

The gold award was achieved in the Print / Signs, Exhibits and POP Displays category,

against competition from around the globe.

The visitor centre was also a finalist in the Design Institute of New Zealand's 2020 Best Design Awards.

Te Ipu Kōrero o Maungawhau sits inside the heritage kiosk building half-way up Maungawhau / Mt Eden maunga and opened to the public in December 2019.

The visitor centre is an important addition to the maunga for mana whenua, and to the museum and visitor centre sector in the Auckland region.

“The vision for Te Ipu Kōrero o Maungawhau was that it went beyond the usual ‘volcanic cone narrative’ to give a glimpse into the history of the Tāmaki Makaurau / Auckland Maunga as seen in a Māori cultural, spiritual and world view, and to celebrate the living connection that Mana Whenua have with the Maunga.”

**Paul Majurey, Chair of the Tūpuna Maunga Authority**

## Other highlights

### Continuing Auckland's Māori Cultural Heritage Programme (MCHP)

This year, 30 sites were added to Schedule 12 – which focuses on sites and places of significance to mana whenua – of the Auckland Unitary Plan and four sites were added to the Hauraki Gulf Islands Plan.

The council also completed the initial development of the Māori Heritage Alert Layer (MHAL). The MHAL maps sites identified by mana whenua groups as significant and acts as a spatial trigger for council officers to take into consideration during their decision-making processes.

The MHAL also assists iwi/hapū officers during their own resource management processes, including, potentially, through population of or reference to Iwi Management Plan schedules.

Population of the MHAL in partnership with mana whenua has begun and will be a focus of the MCHP work programme for 2021-2022, building a Māori heritage database and setting a baseline from which to build a monitoring regime for sites of significance.

A second tranche of 20 sites has moved into the planning process and a third tranche is being considered.

## Challenges and responses – Lessons learnt from 2020-2021

### Challenge

Impact of COVID-19 lockdown on large-scale events showcasing Māori identify and culture, such as Te Matatini and America's Cup.

### Response

Auckland Council continues to support key events which have been rescheduled or adapted to the COVID-19 environment.

### Challenge

The council's Emergency Budget meant restrictions on internal resourcing to deliver key programmes.

### Response

Programmes have adapted to resourcing restrictions and amended deliverables to match.

## Lead Statement

### Lou-Ann Ballantyne Māori Outcomes Lead for Kia ora te ahurea

Our key learnings this year are:

- Connection and accessibility to culture is a critical part of Kia ora te ahurea. Sustainability of culture and identity is supported through sharing of narratives and stories. COVID-19 has meant reviewing how we encourage connection and accessibility through the events and initiatives we support
- Sharing of narratives and stories is core to ensuring the long-term sustainability of Māori culture.

Across the council group there are several initiatives supporting this including Matariki and Te Matatini, advocating the use of Māori design in the urban fabric of Tāmaki Makaurau, and increasing recognition of waahi tapu (sites of significance) in the Auckland Unitary Plan.

Our priorities going forward include focusing on using the core strategic levels across the council group to embed Kia ora te ahurea, as well as the other priority Māori outcomes. We will also seek to progress development of Māori design principles with mana whenua that reflect Tāmaki Makaurau.



## Tamariki and whānau wellbeing

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

### Success stories



#### **Te Paataka Koorero o Takaanini – Taakanini Community Hub officially opened**

Auckland Council’s newest community facility, Te Paataka Koorero o Takaanini – Taakanini Community Hub officially opened on 27 March 2021.

The facility provides library services, access to computers and wi-fi, study spaces for young people, a community kitchen, a dedicated play area for tamariki, and a parent room.

The hub aims to cater for and reflect the diversity

of the local area, which has witnessed a huge increase in population in recent years.

#### **Keeping whānau and te ao Māori at heart**

Auckland Council collaborated with mana whenua and the community to create a whānau-centric place.

The design elements, services and way of working were all created through an ao Māori lens.

It’s the council’s first kaupapa Māori facility, and will see the multidisciplinary team practising tikanga Māori.

“Primarily, we want customers to feel a sense of tātou/ belonging in our space. When they walk in the door it should feel like coming home to their own whare. Our goal is to move beyond a transactional relationship with our visitors and create a sense of whānau with our hāpori. We do this by seating our practice in indigenous values such as manaakitanga, kainga, whakaute, huumaarie and hononga. Our hope is to become known as a place where whānau Māori mā feel safe and valued.”

**Dany Miller-Kareko, Community hub manager**

CASE STUDY

**Mātātoa multisport programme for tamariki and rangatahi**

Mātātoa is a kaupapa Māori programme that draws on mātauranga Māori and aims to reconnect whānau with the environment and traditional practices. Mātātoa uses a multisport approach that incorporates taonga tākarō (traditional Māori games) as the vehicle to empower whānau to participate, learn and succeed.

Māori staff deliver a programme in te reo Māori for kura students from 10 schools. The programme is supported by Manurewa Local

Board, and takes place at Te Matariki Clendon Community Centre, Manurewa Leisure Centre, and the Manurewa Pools.

The programme takes place five days a week and centres around four main activities: waka, water safety, rakau, and cycling. Hundreds of schoolchildren, aged eight to 18, aim to test themselves at Tāmaki Toa 2021 – a run, bike, waka and swim event – in December 2021. Tāmaki Toa 2021 this year moves to Tāmaki Makaurau, and will be held at Ambury Park in Māngere. The original flagship event, Te Rima 101, previously took place in Waitangi.

“Tāmaki Toa is used as the final assessment of the year’s work from both our staff but more importantly our students, a huge goal for them to achieve. The challenge is laid down in term one and success is achieved in term four. Many schools now use our event as their end of year camp. This year will see 800 plus involved in some form or another. There are various days and activities planned this year to showcase not only our students’ mahi but the awesomeness of Tāmaki Makaurau. The greatest difference for our event is it all centres around mātauranga Māori, reo Māori, tikanga, in fact, kaupapa Māori katoa!!”

**Frank Himoana, Mātātoa kaumatua**

CASE STUDY

**20+20 wellness and reo Māori programme**

Auckland Council supported Health Through The Marae (Tahuna Pa) in Waiuku to run an initiative that countered the impacts of COVID-19, including isolation and disconnection, on the local community.

The 12-week programme matched 20 reo Māori-speaking participants with 20 personal trainers, two of whom were council staff.

The participants were supported to incorporate

exercise and good nutrition into their lifestyle and improve their health literacy so they could better manage their own wellbeing. They received two one-on-one sessions with their trainers per week.

The 20 personal trainers were supported to build their confidence to kōrero te reo Māori. They received two one-hour reo Māori lessons per week with their trainee as the kaiako (teacher). This provided them a safe environment to practice te reo Māori before embedding it into their daily mahi.

“I’m part Māori and a big thing for me was to connect with the culture and language. I spoke to the participants about my upbringing and my whānau, and we formed friendships. I encouraged them to get active, lose weight and manage illnesses, and I’m still using my training in health and wellbeing to support them on their journey.”

**Tony Ah Kiau, trainer on 20+20 programme**

**Other highlights**

**Ngā Upoko Tukutuku ki Ōtepoti**

A small rōpū of collection and heritage staff from Auckland attended the Ngā Upoko Tukutuku Tukua workshop held at Arai te uru marae, Ōtepoti/Dunedin in April 2021. The workshops were presented by Te Rōpu Whakahua, the Māori librarians’ network, which provides

professional and cultural support to Māori working in libraries and information throughout Aotearoa. Ngā Upoko Tukutuku refers to the Māori subject heading thesaurus, developed to provide appropriate subject headings for Māori material in library collections. These terms are informed by Māori mātauranga and are more relatable for Māori library users.



## Challenges and responses – Lessons learnt from 2019-2020

### Challenge

COVID-19 has significantly impacted Tāmaki Makaurau, and Māori have been disproportionately affected by job losses or reduced income.



### Response

Auckland Council Group launched the Manaaki Fund, a one-off recovery and resilience grant to support its Māori partners as they respond to, aid recovery from, and build resilience from the impacts of COVID-19.

### Challenge

Many whānau have faced home schooling without access to devices or wi-fi. Pasifika and Māori students also have lower internet access at school than do other students.



### Response

Auckland Council is looking at the issue of a “digital divide” between more privileged areas and communities where there is deprivation and offers several digital inclusion initiatives. Outside of lockdown, libraries and community centres offer access to computers and the internet. The Southern Initiative also partnered with Spark Foundation and Digital Futures Aotearoa to launch Recycle a Device, which provides refurbished computers to students and whānau.

## Lead Statement

### Jane Aicken, Māori Outcomes Lead for Kia ora te whānau

The Customer and Community Services (C&CS) Directorate provides a wide range of community services including library, leisure centre, pool, arts and community centre services. The focus of C&CS during FY 2021 has been to set up new performance targets that drive council’s activities to focus more strongly on services designed and run by Māori for Māori, as well as orientating existing services to deliver outcomes

for whānau Māori. C&CS has also restructured to pull together a range of existing Māori specialist roles into one team to focus on delivering outcomes for whānau Māori.

In addition, it’s been an exceptional year of delivering a range of programmes specifically designed for whānau Māori. We’ve also opened Te Paataka Koorero o Takaanini, which has set a new standard in providing for Māori culture, identity and belonging that is accessible to, and all about, whānau Māori.





# Effective Māori participation

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

## Success stories



### Te Mātāpuna 2: council’s platform for Māori engagement

Te Mātāpuna started life as an elected members’ internal toolkit for working effectively with Māori. This was expanded to a one-stop shop for Māori information and launched on 6 February 2020 on the council’s intranet. Mana whenua then confirmed support for an externally focused version.

Te Mātāpuna 2 is a customer centric, cloud-based Māori engagement tool. It provides a platform for the Resource Consents CVA (Cultural Valuation Assessment) project.

This has been a collaborative effort between Ngā Mātārae, Regulatory Services, the Māori Heritage team, ICT and driven by mana whenua groups.

The initial release of Te Mātāpuna 2 improves visibility and offers mana whenua the opportunity to view resource consents lodged in their rohe in a more effective and efficient manner.

Regulatory Services has contributed subject matter experts to refine the user requirements for the Resource Consents (CVA) Portal.

In 2020-2021 the process of onboarding and training mana whenua began and will continue until the go live scheduled FY 2022.

Te Mātāpuna is currently being tested by mana whenua. Over time, the intention is to extend the platform to other Māori groups.

“Te Mātāpuna Resource Consents Portal has greatly assisted us in the following ways:

- Time and efficiency – the old system was very time consuming and double handling
- Consents are available as and when they are lodged and there is no longer a delay which impacts on iwi as the clock is running at council for reports
- Access to all info, maps, and info in one portal makes writing reports easier and quicker
- Contributes towards accuracy of CVA reports
- Training was provided to assist with onboarding and getting to know the system, which was very informative.

Thank you for this empowering tool.”

**Feedback from Tarryn Wentzel, Kaimahi Taiao Rautaki, Ngāti Manuhiri Settlement Trust**



**CASE STUDY**

**Māori engagement on the council's 10-year budget**

Auckland Council faces significant challenges relating to rapid growth, changing community needs and transport demand, ageing assets, the need to respond to climate change and supporting COVID-19 recovery. At the same time, the council has to manage increasing financial pressures with an associated decrease in available revenue.

The intent of the Recovery Budget 2021-2031 is to find ways of meeting Aucklanders' needs in the context of budget constraints.

Auckland Council sought to encourage feedback on the Recovery Budget from its diverse communities through a range of channels, including events, targeted letters, the council's Have Your Say website, social media, telephone, materials in libraries and service centres. Selected materials were translated into six languages, including te reo Māori.

**Māori engagement:**

MANA WHENUA	MATAAWAKA
18 one-on-one meetings chairs/ CEOs of authorities meeting with Stephanie May who facilitated, SME and finance	11 one-on-one meetings

Nine presented at a Governing Body Workshop on the 17 March 2021	Excellent attendance at two events
18 submissions on Regional Feedback topics	18 submissions on Regional Feedback Topics
13 mana whenua organisations submitted to 21 Local Boards (104 letters to Local Board Chairs)	Submissions to all 21 Local Boards (69 letters to Local Board Chairs)

**Overall nature of feedback**

**Mana whenua**

Submitters appreciated the opportunity to submit and many took the opportunity to meet directly with the Governing Body and speak Rangatira to Rangatira (Chief to Chief). Most submitters indicated their degree of support on each of Auckland Council's feedback questions. Additional feedback received focused on the need to enhance efficiencies and identifying key priorities for consideration.

**Mataawaka**

Submitters said they appreciated the opportunity to submit. Most submitters indicated their degree of support on each of the council's feedback questions. Additional feedback received focused on key issues and priorities, such as water quality.

**Other highlights**

**Aotearoa New Zealand Engagement Symposium -**

The symposium, which took place in May 2021 and was organised by IAP2 Australasia, explored the diverse topic of community and stakeholder engagement, including key principles of engaging with Māori. Ngā Mātārae led the opening sessions of the symposium, including a mihi whakatau and a whakawhanaungatanga activity.

**Treaty Audit recommendations** – Led by the Independent Māori Statutory Board, the council group undergoes a Treaty of Waitangi audit against legislative obligations every three years. Of the 80 recommendations from the most recent audit, five were closed this year, with 76 closed in total.

**Contacts management** – Ngā Mātārae has established 'one source of truth' of contacts for Treaty partners, supporting a more controlled environment and engagement process.

**Challenges and responses – Lessons learnt from 2020-2021**

**Challenge**

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

**Response**

The council partners with Māori to continuously improve its ways of working to increase Māori participation. It aims to identify barriers when they arise and look at ways to include a strong Māori voice in council decision making.

**Challenge**

Auckland Council has identified that many relationships are at an individual level. When these staff members leave, the links often go with them requiring the continuous establishment of new relationships with Māori. In Tāmaki Makaurau, the governance and operational working models for mana whenua groups, mataawaka and Māori communities are diverse. This can lead to mixed expectations and misunderstandings from both the council and Māori when working together.

**Response**

Ngā Mātārae has developed a Māori relationships engagement framework that has been reviewed by the Independent Māori Statutory Board and Te Waharoa. It is improving the significance of engagement policy and improving engagement mechanisms.

**Lead Statement**

**Tipa Compain, Māori Outcomes Lead for Kia ora te hononga**

Te Mātāpuna 2 has been our big focus this year. It's a way of letting our treaty partner into our system, another step to treaty-based partnership and the next stage towards being more efficient and effective towards information sharing. It is currently providing a platform for Regulatory Services' cultural valuation

assessment project. However, moving forward, its development provides a fantastic opportunity for each of Auckland Council's directorates to use the platform for their own purposes.

We have also been looking at relationship agreements, capacity grant funding and master service agreements, with the aim to connect and streamline them for clearer engagement.





## An empowered organisation

Auckland Council Group works to fulfil its commitments and legal obligations to Māori derived from Te Tiriti o Waitangi, as well as its capability to deliver Māori outcomes.

### Success stories

#### CASE STUDY

##### Including Māori Responsiveness Plans in directorate score cards

Auckland Council has seen a greater focus on performance – making sure we’re doing the right things, for the right people, in the right way. The council implemented its Integrated Performance Framework, which ensures existing activity is consistent with our performance objectives.

In August 2020, a review of council’s Māori Responsiveness Plans highlighted a need to improve monitoring and reporting of performance,

with better accountability for delivery.

As part of the implementation of Kia Ora Tāmaki Makaurau, directorate Māori Responsiveness Plans were developed to align with the framework and integrated into directorate business planning cycles through the Integrated Performance Framework.

This change allows for clear accountability and reporting of progress, with alignment from an individual level, right through to the Chief Executive’s performance objectives.

#### CASE STUDY

##### Ngā Kete Akoranga: staff learning portfolio continues to expand

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

##### Te Ataarangi: pilot reo classes at two levels

This year, the council launched Te Ataarangi courses for staff, in response to feedback on the need for more opportunities to learn te reo Māori.

Te Ataarangi is a type of learning methodology that uses full immersion reo. An improvers level 20-week course is available for staff who have completed the 10-week beginner level module or equivalent, and another is available for more proficient reo Māori speakers.

“My reo skills have come on in leaps and bounds in the short time we have been undertaking Te Ataarangi. The course provides a safe environment to make mistakes and feel supported. It has given me important building blocks and the confidence to speak te reo Māori in settings I would not have previously.

This has not only enhanced my ability to perform my Māori outcomes focussed role but is an asset that I will carry with me for life. Culture and its language are intertwined so to be effective in Māori outcomes, having the ability to connect with the language is essential.”

**Leigh Collecutt, participant in Te Ataarangi course**

**CASE STUDY**

**Eke Panuku and Auckland Live bespoke programmes**

Auckland Council has extended its NKA offerings to some of the Council Controlled Organisations and now delivers bespoke programmes at Eke Panuku and Auckland Live & Conventions.

Eke Panuku launched a full day of training comprising introductory courses on tikanga,

mihimihi and pronunciation. The training provides an overview of te ao Māori and provides them with basic tools to deliver outcomes for Māori.

Auckland Live & Conventions also partnered with NKA to launch the 10-week reo Māori course. The programme is tailored to a key group of front-line event staff and corporate staff, to support them to use te reo Māori with visitors.

**CASE STUDY**

**Māori Level Finder Exam**

As part of growing staff confidence in te reo Māori, Auckland Council partnered with Te Taura Whiri i te Reo Māori/ Māori Language Commission to hold Māori Level Finder Exams for

staff in May 2021. The exam provides participants with an indicator of proficiency in te reo Māori. It assesses participant abilities in aural recognition, vocabulary, and grammar.

“The test was a great opportunity for me to see how far my reo has come – I feel much more confident in my ability to kōrero at a basic level. The result and feedback mean I have a greater understanding of the next steps I need to become a more proficient reo speaker.”

**Ashley Walker, exam candidate**

**CASE STUDY**

**Kaiārahi programme**

In 2020, the council piloted its Kaiārahi Kaupapa Māori programme, a cross-council initiative to develop a network to champion tikanga Māori practices, and support the organisation to grow its capability.

The programme addressed a gap in the council’s capability to provide support when mātauranga Māori is required. Those with expertise in these areas are often called on to perform duties

beyond their roles and outside of working areas, for kaupapa such as pōwhiri, mihi whakatau, translations and special events.

Auckland Council partnered with Te Wānanga o Aotearoa to provide an 18-week programme to develop and build understanding of tikanga Māori.

The programme focuses on understanding tikanga, how it manifests itself in practice, and how it is applied in a council context.

**Highlights**

**Inclusion of te ao Māori descriptors in all position descriptions**

– There are several different versions, depending on the position level and type. However, all descriptions include the commitment to honour Te Tiriti o Waitangi, accord value to te ao Māori, support kaitiakitanga and be responsive to the needs of Māori.

**Council’s Manukau and Albany Hubs developments**

– Corporate Property, with support from Ngā Mātārae and the Māori design team, undertook engagement processes with 12 local iwi to incorporate tikanga Māori into the design process for the Manukau and Albany office projects. Through this process, the council sought to enhance mana whenua participation in the design of the physical realm, incorporating Te Aranga design principles into landscape design and architectural design features, and by building a dedicated mana whenua space in each building.

**Engagement with Te Kawerau a Maki at the Henderson refurbishment**

– Corporate Property, with guidance from Ngā Mātārae, engaged with Te Kawerau a Maki in the refurbishment of the Henderson Civic Building. The council partnered with the iwi to design a dedicated space for their operations team. The council is now finalising detail on the shared use of civic chambers and shared management and protection of taonga design features, which are incorporated into the building.

Two new Māori Outcome Delivery teams – The council’s Customer & Community Services (C&CS) structure went through substantial changes that included creating two new Māori Outcome Delivery teams: one that focused on Kia ora te whānau across the council and one that focuses on Kia ora te reo across C&CS.

In June 2021 Auckland Council had a total of 605 staff who identified as Māori, totalling 8.5 per cent of all employees.

DEPARTMENT:	NUMBER OF MĀORI STAFF PER DEPARTMENT	PER CENTAGE OF MĀORI STAFF
Customer & Community Services	366	11%
Regulatory Services	96	6%
Group Services	41	5%
Infrastructure & Environmental Services	28	6%
Finance	21	5%
Governance	17	5%
Chief Planning Office	20	7%
Ngā Mātārae	14	74%
Office Of The Mayor	1	8%
Office Of The Chief Executive	1	33%

## Challenges and responses – Lessons learnt from 2020-2021

### Challenge

NKA has seen an increase in demand from staff. The programme has run for a number of years, however, a review is needed to ensure the content and learning outcomes meet current needs. There is also a need to embed NKA into organisational training to ensure sustainability.



### Response

The council is currently reviewing its NKA programmes. The review will focus on developing:

- Minimum baseline training for staff who have a role in responding to Māori, with annual refreshers
- Targeted training for staff to ensure they understand their responsibilities to te ao Māori
- Delivery modes that support the sustainability of NKA, e.g. e-learning, and meet the needs of our workforce e.g. flexible working.

A key milestone of the review involves co-designing offerings with the Tāmaki Makaurau Mana Whenua Forum to ensure outcomes and resources are informed by Māori. This will support better relationships between the council and mana whenua.

### Challenge

The 2021 Te Tiriti o Waitangi Audit provided several recommendations to lift processes to drive and evidence staff capability. Our current NKA reporting system provides only the number of council staff who have attended a course. This provides a limited understanding of whether council staff have the capability to deliver on Māori outcomes.



### Response

The NKA refresh will look at developing a competency framework to enable council to measure shifts in capability. This framework supports the development of a baseline understanding, and supports the council to capture more meaningful data, shifting from quantitative measures to outcome based.

### Challenge

In May 2021, the council released its wellbeing review and progress is underway to better support the wellbeing of staff including kaimahi Māori. We know our commitment to te ao Māori needs to be at the heart of the review implementation, with kaupapa Māori interventions to support kaimahi wellbeing woven throughout. This is vital to ensuring our kaimahi Māori experience a culturally responsive working environment and have access to meaningful resources.



### Response

Two members of Whānau Manawa are involved in the wellbeing challenger group, a platform that represents the employee voice. Their involvement supports feedback on key developments of the review implementation, from the lived experience of kaimahi Māori. The Group Services Māori Outcome Lead is working closely with the review working group to provide an ao Māori lens. The refresh of the council's Māori Employment Strategy will also involve a focus on the wellbeing of kaimahi Māori, with initiatives that support the holistic employee journey of Māori staff.



## Lead Statement

### Chelsea Natana, Māori Outcomes Lead for Kia hāngai te kaunihera

Auckland Council has made good progress in lifting its organisational capability to deliver outcomes with and for Māori. These step changes, in particular the finalisation of Kia Ora Tāmaki Makaurau, better enable council to fulfil its obligations under Te Tiriti and to Māori. We need to better understand our staff capability levels and provide tailored development opportunities to bridge the gap.

Next year will see stronger focus on supporting our kaimahi Māori. The refresh of MAHI, council's Māori Employment Strategy in quarter one will ensure we're focused on the right things to build our Māori workforce, enable clearer career progression pathways, and provide a culturally responsive and respectful work environment.

Poipoia te kakano, he puawai. Nuture the seed and it may blossom.

Te tahua pūtea  
2020-2021

Financials  
2020-2021

Photo: Hoani Waititi Marae  
by Ko Tapuariki tēnei pou  
whakamaumahara

## Māori Outcomes Fund: allocation and spend

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia ora te umanga</b> Māori business, tourism, and employment	2021 ATEED Work Programme		\$935,000	\$935,000
	Amotai	Amotai is a procurement strategy to advance Māori social and economic well-being.	\$1,169,350	\$1,198,115
	Te Herenga Waka Festival	Showcasing Māori culture to the world.	\$500,000	\$500,000
	Whāriki Māori Business Network	Supporting the Māori business network in Tāmaki.	\$433,000	\$433,000
<b>Sub-total: Allocation and spend for Kia ora te Umanga</b>			<b>\$3,037,350</b>	<b>\$3,066,115</b>

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia ora te marae</b> Marae development	AT Road Safety Programme	Supporting Auckland Transport to expand its marae programme.	\$1,140,000	\$951,898
	Cultural Initiatives Fund (CIF)	Provides the 32 marae with financial support for maintenance, renewals, governance, and consent-related costs. Provides new marae support for business cases, feasibility and master planning.	\$1,043,000	\$1,029,000
	Marae Infrastructure Programme	Supports marae infrastructure through maintenance and renewals.	\$7,000,000	\$4,406,875
<b>Sub-total: Allocation and spend for Kia ora te Marae</b>			<b>\$9,183,000</b>	<b>\$6,387,773</b>

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia ora te taiao Kaitiakitanga</b>	Western Kiosk	Partnering with Mana whenua to develop a cultural and marine education space, providing information about water quality, the environment and the taonga of the Hauraki Gulf / Tikapa Moana / Te Moananui ā Toi.	\$420,000	\$172,000
	Ngā Punawai - Waterfront Development	Installation of Mana whenua designed water fountains in the CBD.	\$140,000	\$0
	Te Whakaoratanga i Te Puhinui' (Puhinui Regeneration Programme)	Support Te Waiohua Iwi (Ngaati Te Ata, Ngaati Tamaoho, Te Akitai o Waiohua) to develop projects in line with their Kaitiakitanga and Manaakitanga in the Puhinui catchment.	\$135,000	\$119,571
	He Tūranga Whetū (Reaching for the Stars)	Design and consenting for the potential creation of a Māori star compass.	-	\$400
<b>Sub-total: Allocation and spend for Kia ora te Taiao</b>			<b>\$695,000</b>	<b>\$291,971</b>

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia ora te kāinga Papakāinga &amp; Māori housing</b>	Housing & Papakainga (CIF)	Portion of the Cultural Initiatives Fund (CIF) allocated towards the creation of papakāinga housing.	\$156,000	\$170,000
<b>Sub-total: Allocation and spend for Kia ora te Kāinga</b>			<b>\$156,000</b>	<b>\$170,000</b>

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia hāngai te kaunihera An empowered organisation</b>	MAHI Work Programme	A programme of work for the next three years (FY19/20 to FY21/22).	\$254,000	\$154,075
	Ngā Kete Akoranga	Develops a knowledgeable and thriving workforce.	\$255,000	\$241,300
	Programme delivery budget (Effectiveness for Māori)	Programme delivery budget in FY21. Previously named "Effectiveness for Māori".	\$350,000	-\$123,410 <sup>1</sup>
<b>Sub-total: Allocation and spend for Kia Hāngai te Kaunihera</b>			<b>\$859,000</b>	<b>\$271,965</b>

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia ora te rangatahi Realising rangatahi potential</b>	Rangatahi engagement		-	-
<b>Sub-total: Allocation and spend for Kia ora te Rangatahi</b>			<b>\$0</b>	<b>\$0</b>

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia ora te ahurea Māori identity and culture</b>	Toi Tū Toi Ora	Range of supplementary activity in support of an exhibition of Māori artworks including a feature length documentary and virtual reality tours.	\$850,000	\$850,000
	Te Motu a Hiaroa master plan	Development of master plan for Te Motu a Hiaroa (Puketutu Island) in partnership with Te Motu a Hiaroa Trust.	\$65,000	\$65,000
	Pūhoi to Pakiri Trail Development Programme	Supporting Ngāti Manuhiri to realise cultural and economic outcomes.	\$70,000	\$0 <sup>2</sup>
	Tūpuna Maunga Education Strategies	Range of activations across the maunga during the 36th America's Cup, including a series of educational resources to highlight the importance of the maunga to the identity of Tāmaki Makaurau.	\$374,600	\$355,924
	Puhinui Jetty waka ama facility	Design, consent and construction of a jetty adjacent to the Manurewa Marae to support waka ama and community access to the harbour.	\$100,000	\$0 <sup>3</sup>
	Ngāti Otara Multi-sport Facility	Incorporation of cultural narrative into the design of the Ngāti Otara Multi-sport facility development.	\$194,000	\$194,000
	Māori Sites of Significance	Māori Cultural Heritage programme - partnership with mana whenua, council departments and local boards to identify and protect sites of significance to mana whenua.	\$779,424	\$911,758
	Corban Estate - Building Consent Fees	Supporting Te Pou via building consent fees for Corban Estate.	-	\$9,000
<b>Sub-total: Allocation and spend for Kia ora te Ahurea</b>			<b>\$2,433,024</b>	<b>\$2,385,682</b>

1 Negative figures are due to accruals in FY20

2 Work has been ongoing, with the project due to be completed in FY22.

3 Discussions over the scope of the project continued in FY21.

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia ora te whānau</b> <b>Whānau and tamariki wellbeing</b>	Te Whai Oranga	Development of Māori sport and recreation plan.	\$121,450	\$0 <sup>4</sup>
	Manaaki Fund for COVID-19 Response and Recovery			\$1,961,906
<b>Sub-total: Allocation and spend for Kia ora te Whānau</b>			<b>\$121,450</b>	<b>\$1,961,906</b>

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia ora te reo</b> <b>Te reo Māori</b>	Kura Māori Connect	Ensuring rangatahi Māori and their whānau are connected to a council facility from an ao Māori perspective.	\$165,000	\$103,202
	Reo programme	Council-wide programme based on the Te Reo Māori Action Plan 2020-2023, addressing council capacity needs and delivering outputs in the community.	\$392,481	\$36,988
	Te Kete Rukuruku	Capture & storage of unique mana whenua stories. Māori names of local parks.	\$975,116	\$687,913
	Te Matatini 2021 Phase One	Supporting the council group to collaborate with other agencies to successfully deliver Te Matatini 2022 Festival.	\$65,344	\$126,523
<b>Sub-total: Allocation and spend for Kia ora te Reo</b>			<b>\$1,597,941</b>	<b>\$954,625</b>

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
<b>Kia ora te hononga</b> <b>Effective Māori participation</b>	Capacity Contracts	Contracts with iwi to enable mana whenua capacity to build relationships with council and contribute to decision-making processes.	\$1,000,000	\$870,000
	CVA Improvements to Effectiveness	Participation in the Consenting Process Programme (mana whakahono ā rohe response) - Cultural Value Assessment (CVA).	\$944,040	\$348,221
	Tāmaki Makaurau Mana Whenua Forum	Enhancing mana whenua engagement with council and supporting them to give effect to their responsibilities as Kaitiaki in an effective manner.	\$1,276,664	\$572,238
	Te Hōanga	To undertake a structural review and collaboratively: • Identify a structure by which group engagement can become more effective and efficient for mana whenua entities and the council group. • Agree resourcing and implementation that enables success for mana whenua entities and the council group.	\$130,000	-\$19,053 <sup>5</sup>
	Te Mātāpuna 2	External platform to support Māori engagement in local government and resource management processes.	\$725,000	\$340,960
	Te Mātāpuna	Auckland Council's primary internal resource to support staff working with and for Māori including information on Auckland Council's legal obligations.	-	-\$14,000 <sup>6</sup>
	Mataawaka engagement partnership programme	Engagement partnership contracts, capability building, and engagement on matters of significance to Māori.	-	-\$29,900 <sup>7</sup>
<b>Sub-total: Allocation and spend for Kia ora te Hononga</b>			<b>\$4,075,704</b>	<b>\$2,068,466</b>

**\*Total allocated funding vs spend \$22,158,469<sup>8</sup> \$17,558,503**

4 Project will continue in FY22.

5 Negative figures are due to accruals in FY20

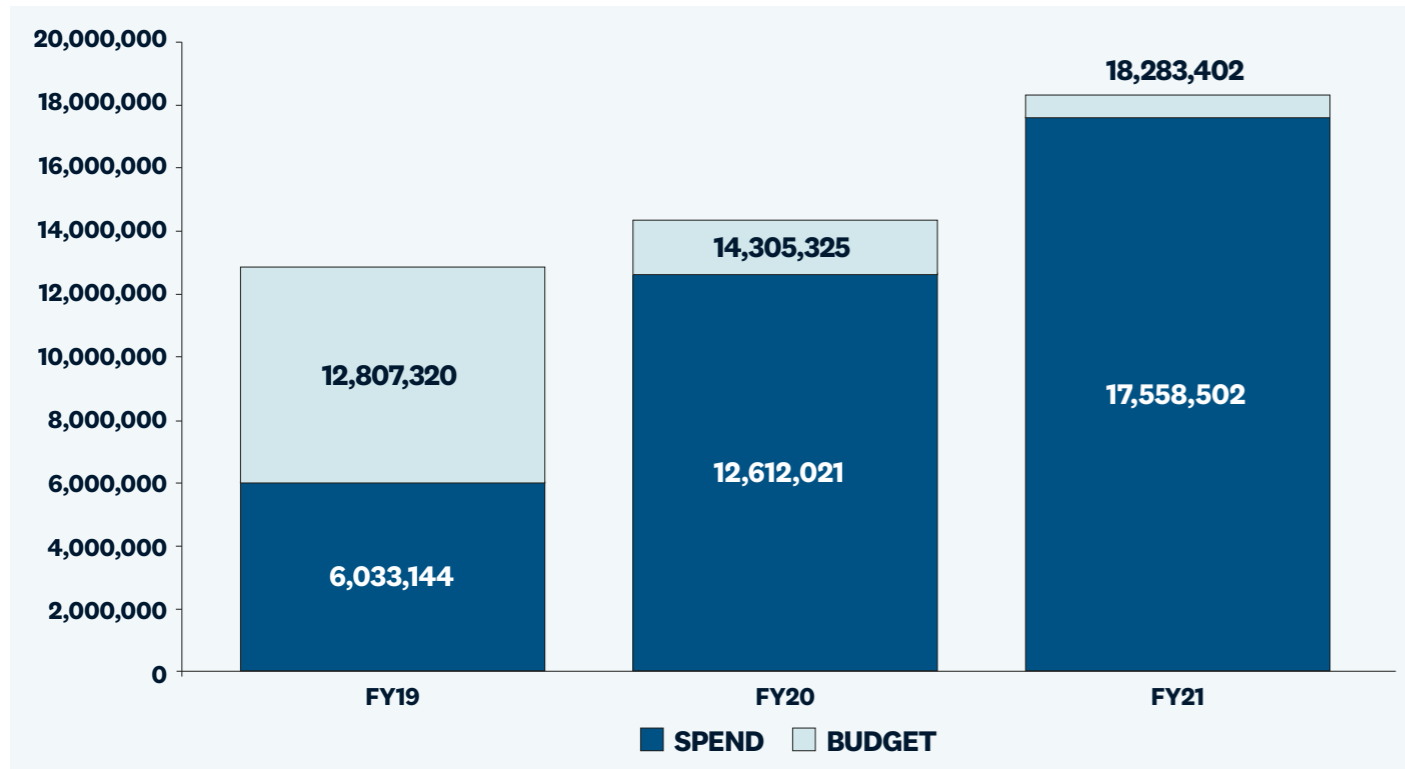
6 Negative figures are due to accruals in FY20

7 Negative figures are due to accruals in FY20

8 Actual budget for FY21 was \$18.3m. \$22.1m represents the overallocation of the FY21 budget

## How we performed in FY2021 v FY2020 v FY2019

Fund performance: FY19 - FY21



The Māori Outcomes Fund achieved its highest ever spend – approx. \$17.6 million.

We have achieved the Chief Executive performance objective of spending within 10 per cent of the total \$18.3m budget. This objective was achieved by over allocating the fund.

Atamira Dance Company, Toi Tū Toi Ora opening weekend. Photo: David St George. Courtesy Auckland Art Gallery Toi o Tāmaki.





Photo: He Aha Te Wā - Moments In Time at Toi o Tāmaki - Auckland Art Gallery by Anthony Wilson (Ngāi Tūhoe, Ngāti Tarawāhi, Ngāpuhi) and Arnold Manaaki Wilson (Ngāi Tūhoe, Ngāti Tarawāhi).

He aronga poto  
ki ā tātou kōpaki  
kaupapa/mahi i  
oti i a mātou

**Snapshot of  
portfolio  
initiatives/  
activities  
delivered in  
2020-2021**

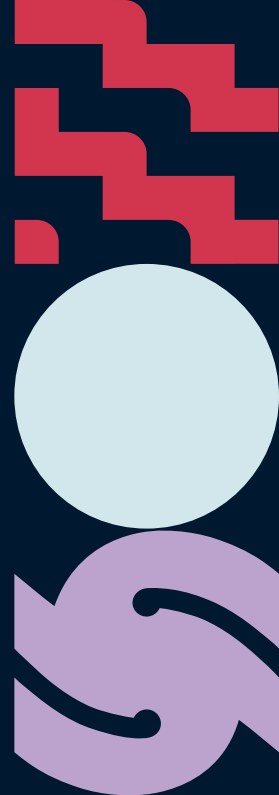
The Māori outcomes portfolio is made up of activities funded by the \$150 million Māori Outcomes Fund and BAU activities.

KEY:	BAU	MO Fund	Co-funded
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MANA OUTCOME AND STRATEGIC PRIORITY	ACTIVITIES
<b>Programme level</b>	Outcome Lead prog.development.
<b>Kia ora te kāinga Papakāinga and Māori housing</b>	Supported marae to progress their papakāinga and Māori housing aspirations through Cultural Initiatives Fund.
	Supported the delivery of workshop to support existing and aspiring Māori Community Housing Providers.
<b>Kia ora te marae Marae development</b>	Completed construction of six two-bedroom kaumātua units at Papakura marae. Landowner approval granted by Papakura Local Board for three additional units bringing the total to nine, with anticipated completion in 2022.
	Te Mahurehure Marae secured all necessary consents for Kainga Te Atawhai 16 kāinga (dwellings). Due to project delays, construction is now anticipated to start in 2022.
	Cultural Initiatives Fund (grant funding for marae).
	Marae Infrastructure Programme.
<b>Kia ora te reo Te reo Māori</b>	Auckland Transport Road Safety Programme.
	Te Kawerau ā Maki, in partnership with Auckland Council and a member of the Bethells family, have acquired ancestral land at Te Henga/Bethells Beach in the Waitākere Ranges for the building of a new marae.
	Te Kete Rukuruku storytelling, park and place naming programme.
	Phase one of Te Matatini 2021. Event delayed to 2022.
	Kura Māori Connect.
	Reo programme.
	Reo Māori children's book 'Māma, e hiakai ana mātou' published by Auckland Libraries.
	Opening of council's first bilingual community hub - 'Te Paataka Koorero o Takaanini'.
	Auckland Council Signage Manual updated to fully enable bilingual signage for all new and replacement signs.
	Watercare launch education resource e-book "Sam & Flo go around the Bend" in teo reo Māori.
Dual naming of Te Onewa - Northcote Point Wharf and bilingual signage at the Auckland Transport facility.	
Dual language instructions on the Auckland Transport mobile app.	

<b>Kia ora te ahurea</b> <b>Māori identity and culture</b>	Māori Heritage Programme working in partnership with mana whenua to identify, protect and manage Māori sites of significance.
	Supported the design, construction and integration of Ngāi Tai ki Tāmaki narrative into the Ngāti Otara Multi-sport Facility.
	Progressing the Pūhoi to Pakiri Trail Development Programme (detailed design and engagement with Ngāti Manuhiri).
	Tūpuna Maunga Education Strategy.
	Auckland Council contributed to the development of a masterplan for Te Motu a Hiaroa.
	Auckland Art Gallery delivered Toi Tū Toi Ora, the largest contemporary Māori art exhibition.
	Eke Panuku opened the Ūruna Plaza housing four tōtara pou whenua created by 4 Tōhunga Toi Ake (artists).
	Aotea Studios – Nga Kakano a Rehia endorsement of the preliminary design by mana whenua.
<b>Kia ora te whānau</b> <b>Whānau and tamariki wellbeing</b>	Auckland Council supporting its Māori partners to deliver COVID-19 recovery and resilience initiatives via the Manaaki Fund.
	Te Ara Haepapa Māori Road Safety programme (Auckland Transport).
<b>Kia ora te umanga</b> <b>Māori business, tourism and employment</b>	2021 ATEED Work Programme.
	Amotai social procurement initiative (previously He Waka Eke Noa).
	Te Herenga Waka Festival.
	Support for Whāriki Māori Business Network.
	Tāmaki Makaurau Taki Hua (Māori Economic Summit 2020)
	Connects Māori businesses with services, support and Regional Business Partner Funding.
	The Kokiri Māori Business Accelerator: Auckland Unlimited’s Business team and GridAKL partnership with Te Wananga O Aotearoa.
	Pursuit of supplier diversity procurement targets supporting Māori businesses in Auckland Council and CCOs.
<b>Kia ora te rangatahi</b> <b>Realising rangatahi potential</b>	Note – Portion of Kaitiaki Forum budget is expected to support this outcome.

<b>Kia ora te taiao</b> <b>Kaitiakitanga</b>	Fabrication of Ngā Punawai, water fountains designed by mana whenua as part of the Downtown Infrastructure Development Programme.
	Final strategy completed for Eke Panuku’s ‘Te Whakaoratanga i Te Puhinui’ (Puhinui Regeneration Programme). Implementation of strategy underway. The Western Kiosk initiative progressed with endorsement by the Tāmaki Makaurau Mana Whenua Forum.
	Engagement with iwi on key Watercare projects (e.g Central Interceptor, Pukekohe and Papakura).
<b>Kia ora te hononga</b> <b>Effective Māori Participation</b>	Involving iwi and schools in local pest control and ecological work programmes.
	Otahuhu Town Centre Upgrade (Rain gardens, native planning and te reo wayfinding).
	Capacity contracts supported mana whenua capacity to build relationships with council and contribute to decision-making.
	Continued support of the Tāmaki Makaurau Mana Whenua Forum.
	Cultural Values Assessment (CVA) progressed with collaboration with mana whenua.
	Te Hōanga.
	Te Mātāpuna 2, a Māori engagement platform for local government and resource management processes.
	Consultation and Engagement of Mana whenua and Mataawaka in the 10-year budget (note \$70k paid for by Finance).
<b>Kia Hāngai te kaunihera</b> <b>An empowered organisation</b>	The Kia Ora Tāmaki Makaurau performance measurement framework was adopted.
	Delivery of Ngā Kete Akoranga training and courses. Refresh of council’s MAHI strategy.
	Māori Philosophy, tikanga Māori wānanga (learning module) was delivered for Watercare Central Interceptor Staff and interns Umupuia Marae, Clevedon.
	Māori outcomes foundational training within Regulatory Services.
	Watercare Central Interceptor project - Mana whenua Cultural Inductions delivered at Māngere Training Centre. (source: Watercare q2 F&P).



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