

Mihi

Taiaha hā, Taiaha hā!

Tākina ake ki runga i ngā tihi tapu o Tāmaki Makaurau
Herehere ngā waka, herehere ngā tāngata,
ki ngā taumata tūpuna, ki te whenua rongomaiwhiti.
Hōparapara ki uta, hōparapara ki tai!

Tākina ko au, tākina ko koe,
ki te whenua haumako, ki te whenua rangatira
te mana, te ihi, te wehi, te tapu
Tākina ko koe, tākina ko au
E, ko Tātaki e ngunguru nei,
E, ko koia e ara ē!

Kei ngā atua o te pō, tāwharautia mātou ki ō koutou manaakitanga Ki ngā mate tāruru nui o te wā, haere, haere, whakangaro atu koutou. Ko te akaaka o te rangi ki a koutou Ko te akaaka o te whenua ki a tatou.

Tēnā koutou e ngā mana, e nga reo o tēnā muka, o tēnā whaitua.

Tēnei te mihi mahana o te wā, i te whakaarotanga ake ki ngā mahi kua whakatutukingia e mātou o Māori Outcomes i roto i ngā tau.

Heoi ngā kupu i konei, tēnei ka mihi.

Taiaha hā! (A sentry cry to awaken the people)
My recitation begins upon the sacred summits of Tāmaki Makaurau.
To the unification of ancestral canoes and people to the exhortations of the ancestors; and to the unique and beautiful estate.
Thus traversing the land and sea!
I recite, and we recite, the history of the bountiful and noble land imbued with spiritual power, excitement, awe, and sanctity!
You recite, and we recite, the contemporary of
Tātaki (Auckland Limited) rumbling hence!
Alas, we rise, awaken!

To the custodians of the ethereal realm, guide and protect us.

To the great procession of souls who have traversed beyond, we bid you a solemn farewell.

Let the interwoven ties of the spiritual realm bind to themselves,

and the ties of the physical realm bind us, the living.

We duly recognise the quintessence and myriad voices resonating from diverse domains and heritage.

It is with heartfelt warmth that we extend our deepest acknowledgements to you all, as we reflect upon the accomplishments of Māori Outcomes throughout the years. Although our words must end here, know that our gratitude will not.

Introduction

As the cultural and economic development agency for Tāmaki Makaurau, the activities and projects of Tātaki Auckland Unlimited touches every aspect of living and working in Tāmaki Makaurau. It extends from collaborating with Mana Whenua in developing projects, attracting people to the region, supporting business growth, promoting arts, events and entertainment, and looking after some of Auckland's best-loved cultural organisations and venues.

Since our Council-controlled organisation was established, the vital role Tātaki plays in advancing outcomes with Māori in all these areas has grown.

Our mahi is guided by several council documents that provide insight into the future growth and needs of our region, forming a strategic framework for the programmes and services we deliver. This includes Auckland Plan 2050, which identifies Māori identity and wellbeing as a key priority.

We also work within the Kia Ora Tāmaki Makaurau framework, which includes eight key areas where our organisation can have an impact.

Tātaki Auckland Unlimited works with partners inside and outside our organisation to embed the tenets of te ao Māori in our planning, to celebrate and promote our region's unique Māori identity, nurture creative Māori talent and support Māori enterprise.

This document provides a snapshot of some of the highlights in our Tātaki journey so far.

We couldn't do it without you. Thank you to everyone who has developed education, arts, economic development or skills programmes, sponsored events, conducted research to guide our strategy, collaborated with us and pakihi Māori in pursuit of delivering Te Mahere Aronga, our Māori Outcomes Plan.

Our individual and collective effort upholds the proverb of the region – Te pai me te whai rawa o Tāmaki – Tāmaki a place of abundance and wealth.

Helen Te Hira - Director Māori Outcomes





Lisa Reihana, *Ihi*, 2020 (installation detail), Commissioned by Regional Facilities Auckland





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Te Pou o Mangatāwhiri

Te Matatini:
Biggest ever
showcase
for Māori
performing
arts

Widely hailed as the most successful showcase of Māori performing arts yet, in February 2023 Te Matatini Festival welcomed over 70,000 enthusiastic spectators to Ngā Ana Wai Eden Park. The festival reached the biggest ever broadcast audience of 2.5 million – an 87% increase from the previous festival held in Wellington in 2019.

Te Kaunihera o Tāmaki Makaurau Auckland Council contributed over \$1.3m to the success of Te Matatini – a level of support that has never been provided to Te Matatini by any local authority in the 50-year history of the festival. This included direct sponsorship to Te Matatini Society Inc to support event delivery costs, a regional *Haka is Here* promotional campaign, and in-kind support across Council and CCOs. The funding also supported important legacy outcomes for Kapa Haka in Tāmaki Makaurau, firmly embedding Māori

performing arts into the region's cultural infrastructure; and enhancing social and economic wellbeing.

Te Kaunihera o Tāmaki Makaurau whānau engaged directly with Te Matatini and Tāmaki Makaurau Senior Kapa Haka Society and provided specialist advice and support. The Connected Communities Māori Services rōpū produced a tailored, regional guide for each haka rōpū, making community facilities available at no cost for practice for competing rōpū and whānau.

Watercare Services provided support and meeting spaces at Ngā Ana Wai Eden Park, and installed water refill stations throughout Eden Park during the festival. Auckland Transport provided integrated ticketing services for public transport, and a bus back campaign featuring haka stars in the lead up to the festival. Tātaki Auckland Unlimited



Ngā Tumanako (left). Te Pou o Mangatāwhiri (right)

developed the *Haka* is *Here* campaign, activations and website, provided coordination support and specialist advice through dedicated Te Matatini roles; and Eke Panuku supported a range of activities on the waterfront to celebrate the festival.

Angus & Associates surveyed a range of audience members, participants and stakeholders. From the feedback gathered, they found that Te Matatini brought people together, increased interest in – and expanded knowledge of – Māori culture, and motivated people to learn more te reo Māori.

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

CARL ROSS, CHAIR - TE MATATINI SOCIETY

TE MATATINI 2023 IN NUMBERS

45

competing kapa haka ropu from across Aotearoa

2.5m+

broadcast views on TVNZ+ and on TVNZ 2

160

stall holders across five marketplace 'villages' 2,250

kaihaka & their support crews

1.6m+

views of Haka is Here video

87.33%

increase in broadcast viewership on previous festival 70,000

spectators across the week at Ngā Ana Wai Eden Park

350+

volunteers

5.5m+

digital content impressions for Haka is Here campaign Te Matatini TikTok channel saw a 9000+% increase in followers over the festival week

1.6m

likes and one video

5_m

views

Visitor and event-related expenditure in the region*

\$22M

Angus & Associates Impact Evaluation Report May 2023

February 2023

Kia ora Tāmaki Makaurau Long Term Priorities



Rangatahi Māori tell their stories through Autaia haka theatre

Talented rangatahi are sharing their life experiences through a series of powerful haka theatre performances on the Kiri Te Kanawa theatre stage.

Autaia is the first programme of its kind, merging modern-day theatre and traditional Māori performing arts. The kupu 'autaia' means to be extraordinary; and this kaupapa invites participants into a pathway of passion, pride and unwavering self-belief. It celebrates the richness, diversity, and importance of Ngā Toi Māori (Māori Arts) and gives a voice to the emerging generation of Māori performers and artists sharing their stories through haka theatre.

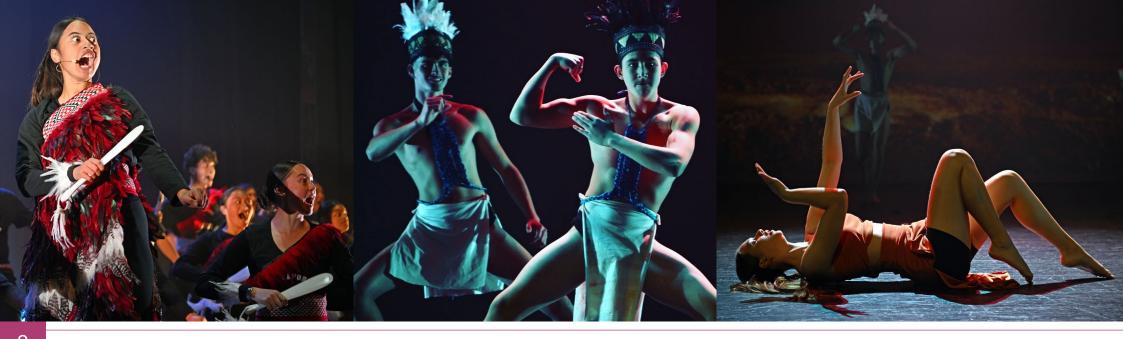
The concept was created by Kura Te Ua, creative director and lead of Hawaiki TŪ, in partnership with Auckland Live and with the support of Tātaki Auckland Unlimited. Now in its third year, the programme is going

from strength to strength. The June 2023 show featured 400 tauira from six schools, and Hawaiki $T\bar{U}$ plans to expand the Autaia initiative to more kura throughout Aotearoa in future years.

Importantly, haka theatre also provides the opportunity to earn NCEA credits in the space of creative arts and Māori culture, specifically through the curriculum of Te Ao Haka, Drama, Theatre, and Te Reo Rangatira.

Autaia is indeed a showcase of excellence from our rangatahi. I came in with no expectations and was blown away by the creative genius, humour, and deep emotional evocation. I can't wait until the next Autaia!"

ATTENDEE, JULY 2023



KEY STATS FOR 2022/2023

97%

of attendees were satisfied or very satisfied with Autaia

Overall.

92%

were considered promoters – extremely likely to recommend We carry seven generations of tipuna in our hearts. To honour their stories, we need be courageous and brave, and new platforms like Autaia allow our kids to be creative in their own storytelling. Every school and student has a story that deserves to be told and a light that deserves to shine. To Auckland Live, Tātaki and everyone who supports us in this amazing kaupapa, thank you. You truly demonstrate what it looks like to walk alongside Māori."

KURA TE UA, HAWAIKI TŪ

Tāmaki Makaurau is rich with taonga and undoubtedly one of the greatest taonga of this city is the creativity of our rangatahi. We are delighted to support Autaia as it provides an avenue for the expression of our young people, for our cultural organisations to foster talent, and to share our unique Māori art forms, language, and identity."

HELEN TE HIRA, DIRECTOR MĀORI OUTCOMES - TĀTAKI AUCKLAND UNLIMITED

Images from left: Te Kura Kaupapa Māori o Te Kotuku, Ngā Puna o Waiōrea and Puutake Te Wāhanga Māori

Photography: Peter Jennings

June 2021 | September 2022 | June 2023









Event Director Ria Hall, July 2023– image Janda Productions

M9 Series:
Powerful
storytellers
showcase
Māori artistry
and ahurea

M9 is a ground-breaking hybrid of 'Ted Talks', a theatre show and a 'micro' conference. First launched in June 2022 for Matariki, there have since been four different events, each featuring nine Māori voices who bring their unique perspectives to each event theme.

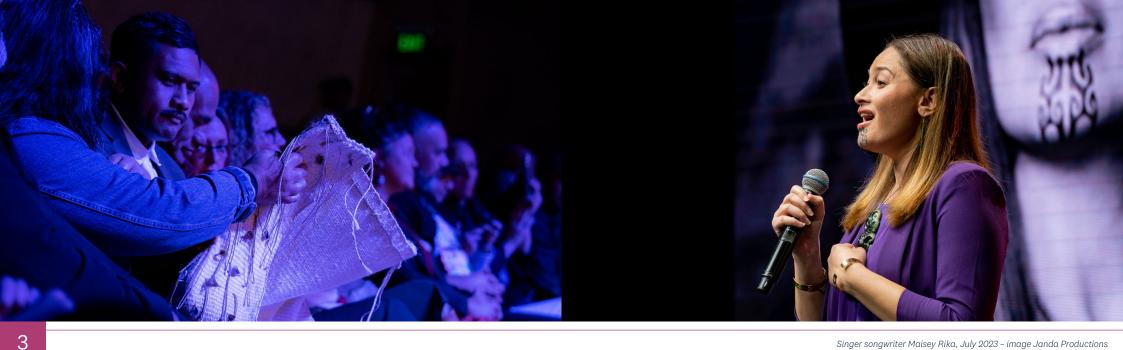
The brainchild of Janda Productions and Ria Hall, M9 is proudly supported by Tātaki Auckland Unlimited.

The inaugural M9 featured an all-wāhine line up of storytellers, in celebration of Matariki and te ao Māori. The second, held in September 2022 for Te Wiki o te Reo Māori, was themed Whiua ki te ao | Cast the Māori language to the world! Nine kaikōrero explored how te reo Māori is the ultimate vehicle of cultural expression and identity.

The next event in February 2023 celebrated Te Matatini with a tribute to kapa haka: **Taku Ihi! Taku Wehi! Taku Wana!** It highlighted the experiences and perspectives of performers who shared the profound impact kapa haka has had on their personal and professional lives. Speakers shared how it had (re)connected them to te ao Māori, te reo Māori and in some instances, helped them return to their tūrangawaewae.

The fourth instalment, *He Toi Whakairo*, *He Mana Tangata*, was a sold-out event held in July 2023. Weaving together the tapestries of Māori arts, it featured a line up of some of the best-known mātanga toi in Aotearoa who spoke to the question: without Māori art – who are we?

The kaupapa has grown from strength to strength, highlighting the incredible appetite for events that showcase Māori leaders across every aspect of arts and culture in Aotearoa.



AUDIENCE FEEDBACK FOR JULY 2023 M9

96.4%

of attendees found M9 inspiring

98.2%

of attendees felt it promoted Māori culture and identity, and it was a positive example of valuing māturanga Māori 97.3%

felt proud to witness te reo Māori on display

93.7%

wanted to learn more about te ao Māori after the event

Speaking on the M9 stage allows me to share the importance of toi Māori and its ability to preserve and tell our stories that we connect to, and the impact this has on our tuakiritanga, which is the very foundation of our being."

GRAHAM (MR. G) HOETE - SPEAKER AT THE TOI WHAKAIRO, HE MANA TANGATA EVENT (OUOTED IN NZ HERALD)

My curiosity has been awakened and I want to explore this part of me and encourage my whānau, tamariki and mokopuna to do the same. The reinvigoration of this part of us is just as essential as our reo, our tikanga and the return of our whenua."

M9 ATTENDEE

Watch all the previous events



Four events: June 2022 - July 2023





Whāriki partnership boosts pakihi Māori resources and visibility

Whāriki Māori Business Network is the largest network of Māori business owners and professionals based in Tāmaki Makaurau. Tātaki Auckland Unlimited is an establishment partner and ongoing investor, and we continue to be involved in shared projects and initiatives.

Tātaki recently moved to a three-year funding agreement (July 2022 - June 2024) with Whāriki, a step up from the year-to-year funding model that was previously in place. This supports Whāriki in longer-term resource planning and development and delivery of their strategic priorities, including advocacy, capability-building, storytelling and supporting pakihi Māori to connect with the business support ecosystem.

In turn, Whāriki provides advice about potential suppliers for projects and initiatives to help ensure we are sourcing pakihi Māori services where possible.

Tātaki Auckland Unlimited activities with Whāriki over the term of our relationship have included:

- Partnering to support Māori business through the Government-funded Covid recovery programmes Activate Tāmaki Makaurau and Local Activation Fund
- Funding and support for a Māori youth network event, Exploring Rangatahi Enterprise in May 2022
- Funding for Te Mātātahi Rangatahi Māori digital marketing programme
- Funding for the promotion of Māori-owned businesses during Te Matatini Festival.



Recently, Tātaki commissioned Whāriki to prepare a campaign to raise awareness of and connect pakihi Māori with players, friends and whānau visiting Tāmaki Makaurau before and throughout the FIFA Women's World Cup. The aim was to increase Auckland's trade and business value, and benefits for pakihi Māori.

Whāriki reported a successful campaign that delivered on the investment objectives, with positive results for pakihi including an increase in online sales and social media followers.

To achieve a sustainable pakihi Māori network requires an investment level over a long-term to enable an economy of scale. As investors tighten their belts in this recessionary environment, Tātaki will continue to evaluate how best we can support Whāriki, helping to pave the way towards achieving this."

SAM NOON, PRINCIPAL ADVISOR MĀORI **OUTCOMES - TĀTAKI AUCKLAND UNLIMITED**







A visual commitment to te reo Māori

Tātaki Auckland Unlimited has a commitment to supporting te reo Māori to be seen and heard across Tāmaki Makaurau Auckland, starting in our own spaces.

Our bilingual signage project began with the refurbishment of Te Pokapū | Aotea Centre, completed in December 2021. At the time, the award-winning bilingual wayfinding was a groundbreaking initiative, including braille and te reo Māori in the signage and audio descriptors in the front-of-house lifts.

Since then, the Māori Outcomes, Visitor Experience and Capital Programme teams have extended te reo Māori translations across more signage, wayfinding and storytelling in Tātaki venues.

This includes te reo Māori in the wayfinding in the front-of-house areas of The Civic and Bruce Mason Centre, Auckland Town Hall Horo-a-Taone, Shed 10. The Cloud and New Zealand Maritime Museum Hui Te Ananui a Tangaroa. Work on bilingual wayfinding has also extended to back of house spaces, starting with Te Pokapū | Aotea Centre, The Civic and Auckland Town Hall Horo-a-Taone.

The mahi continues with the recent installation of bilingual signage at Go Media Stadium Mt Smart, and new signage under development at Viaduct Events Centre.

As well as signage and wayfinding, Tātaki Auckland Unlimited also showcases Māori design and artworks in as many of our public spaces

as possible. From new tohu at the entry doors for Auckland Town Hall Horo ā-Tāone o Tāmaki Makaurau to the entry doors at Shed 10, The Cloud and Bruce Mason Centre.

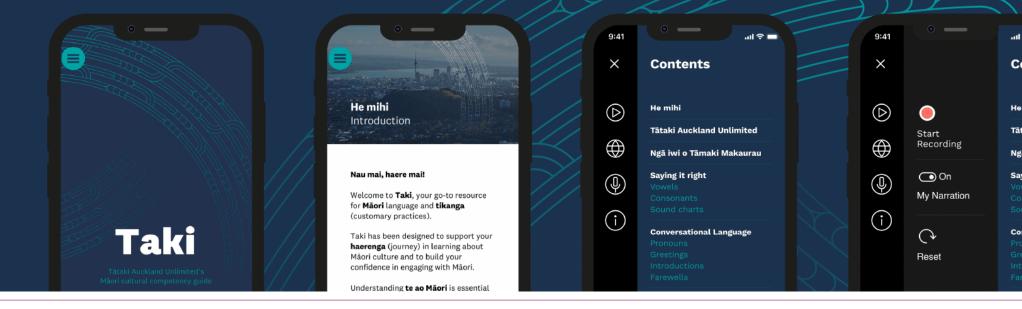
Tāmaki Makaurau Auckland has a Māori identity that sets us apart from the rest of the world. It's important that whānau can come in and feel welcome; and that visitors and Tātaki kaimahi see, hear and experience our indigenous culture in our spaces."

HELEN TE HIRA, DIRECTOR - MĀORI OUTCOMES

Thanks to all involved for the mahi and for ensuring heritage venue aesthetics are maintained through the process. My favourite part so far was sitting in a rehearsal in the Great Hall and looking to the fire hose on the wall and realising it was bilingual signage! Incredible attention to detail."

BERNIE HALDANE, CREATIVE DIRECTOR - AUCKLAND LIVE

December 2021 - present



Taki: the go-to resource for Māori language and tikanga

Tātaki Auckland Unlimited staff have access to a specially designed Māori language and tikanga app, Taki, designed to help with daily interactions and boost skills and confidence.

The app was developed following a comprehensive, independently-conducted survey *Te ara ki tua | the pathway forward*, conducted in March 2022. The survey asked kaimahi to share how they felt about

their Māori cultural competency across a wide range of topics: understanding of New Zealand history, Māori tikanga, te ao Māori perspectives, te reo Māori, how to partner with Māori, and more. It was the first survey of this scale to be conducted across the Auckland Council group.

The feedback demonstrated an overwhelming eagerness to learn and build capability in te ao Māori and Te Tiriti competency. However non-te reo Māori speakers and those new to interactions with Māori stakeholders had low confidence levels in key areas such as te reo Māori greetings, or delivering a karakia, waiata, mihi or pepeha.

Te rōpū Māori Outcomes, in partnership with Kiwa Digital, developed Taki to help address this need. The app is designed to benefit anyone who interacts with Māori or who simply wants to start their cultural and te reo Māori journey. While tailor-made for the Tātaki working environment, the app is free and available for anyone to download and is updated with fresh content periodically.

The app includes practical guides to creating a mihi and pepeha, being able to listen to and practice common te reo Māori words and phrases, incorporating te reo in emails and conversations, karakia and waiata to learn, with pronunciation guides, te ao Māori concepts and values to build understanding of Māori culture, and more.

The app is popular with Tātaki staff as well as local and international event partners.

I love this app! So much more useful than all the other paid apps I have combined.
Well done to the team behind this taonga."

NATALIE JARMAN, HEALTH AND SAFETY BUSINESS PARTNER - TĀTAKI AUCKLAND UNLIMITED

September 2022 - present





Activate Tāmaki Makaurau builds resilience and capability

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

The digital platforms to support the programme opened on 1 December, including Business Advisory and Business Implementation funding, First Steps, and Business Community. Activate Tāmaki Makaurau received 12,847 registrations including 1,254 Māori businesses, making up 10% of the total.

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

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

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

HEMI GIBSON - DIRECTOR, HARLAN PEPPER FOOD CO LTD

December 2021 - March 2022



Reactivate
Tāmaki Makaurau:
Stimulating
social events and
activities

Following COVID-19, the Government announced the \$25 million Reactivating Tāmaki Makaurau Auckland Support Package to help revive economic, social and cultural activities in Tāmaki over the summer of 2021/2022. The package was put together with the help of Auckland Council and Tātaki Auckland Unlimited.

This included a \$10 million Local Activation Programme to support new and existing events and activities in the region through a contestable fund, and a \$12 million voucher and discount programme, Explore Tāmaki Makaurau this summer, to encourage friends and whānau to visit Auckland attractions, facilities and cultural venues.

As part of the criteria, events had to be free or low-cost, to support accessibility for everyone in the community.

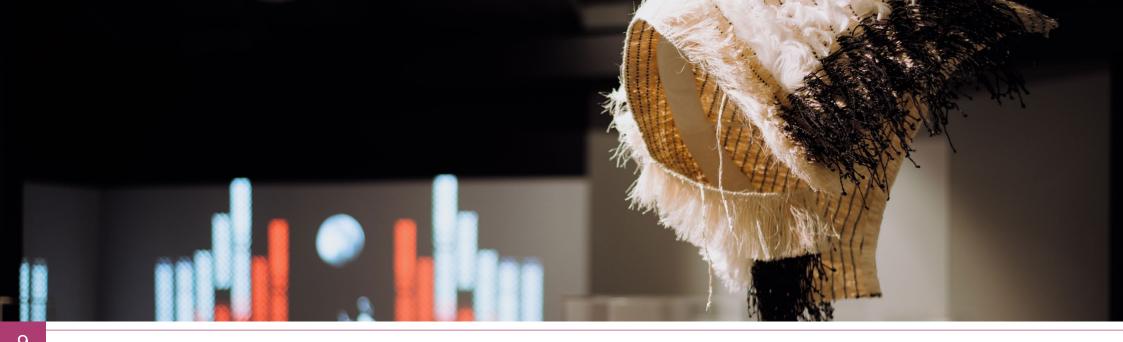
The Local Activation Fund received 200 applications, 20 of which were from Māori organisations. Twelve of these met the criteria for funding and received \$1,380,050 in upport – 17% of the overall funds awarded.

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

PAM FORD, DIRECTOR INVESTMENT AND INDUSTRY - TĀTAKI AUCKLAND UNLIMITED

December 2021 - March 2022

Kia ora te Whānau: Whānau & Tamariki Wellk



Kia uru kahikatea te tū - success through unity of purpose

Tātaki Auckland Unlimited's Board and Executive team members have undergone an intensive programme of learning to understand how they might apply a Tiriti based lens to their role as decision makers. Working with experienced Corporate Governance leader Dr Jim Mather, the training is seen as critical to the mahi of the organisation as the cultural and economic development agency for Tāmaki Makaurau Auckland.

These leaders are committed to encouraging their people to think and act differently, build and strengthen partnerships with Māori; and gain a better understanding of Mana Whenua perspectives, dynamics and priorities. Future sessions are planned to ensure the Board keeps up to date with latest practice and thinking.

The Board has benefited from a better understanding of te ao Māori, applying it in how we work together. It has increased our practical knowledge of Te Tiriti o Waitangi. 'Rangatira ki te rangatira' relationships between Mana Whenua, the Independent Māori Statutory Board and leaders across diverse Mātāwaka entities must be informed by this perspective."

JEN ROLFE, BOARD DIRECTOR - TĀTAKI AUCKLAND UNLIMITED

Image: 2019 installation, Tākiri: An Unfurling. New Zealand Maritime Museum Hui Te Ananui a Tangaroa



He Kete Mātauranga website supports embedding te ao Māori into climate conversations

Climate Connect Aotearoa has created He Kete Mātauranga, a new collaborative website hub to support innovation and build capabilities around climate action in Tāmaki Makaurau and across Aotearoa. Climate Connect Aotearoa was established by Tātaki Auckland Unlimited in 2023.

Climate change is creating disproportionate challenges for Māori, who face complex issues across four key domains — environment, Māori enterprise, wellbeing and Māori culture. Despite Covid-19, the Māori economy accounted for nine per cent of the Tāmaki Makaurau economy in 2020. Climate change will have an impact on both the Māori economy and the connection Māori have with the environment.

He Kete Mātauranga brings together businesses, communities and organisations with Māori-led climate resources; weaving Māori values and knowledge systems with climate solutions while deepening the collective understanding of te ao Māori.

Resources include videos with academics, experts, business operators and mātanga Māori – all with experience in finding solutions to the climate change crisis.

Weaving Māori values and knowledge systems with climate solutions while deepening the collective understanding of the Māori world view is a transformative and important approach. It's obvious that proactive changes are needed to support Māori businesses to enhance resilience — this is the basis for He Kete Mātauranga."

PAM FORD, HEAD OF INVESTMENT AND INDUSTRY

- TĀTAKI AUCKLAND UNLIMITED

Climate change is creating disproportionate challenges for Māori. Understanding how our ancestors interacted with the environment and responded in times of adversity can guide how we respond to climate change now, and into the future. The development of He Kete Mātauranga recognises the value of mātauranga Māori in informing climate mitigation and adaptation."

CORNELL TUKIRI, SENIOR MĀORI ADVISOR - TĀTAKI AUCKLAND UNLIMITED Video:

He Kete Mātauranga



Video: Cornell Tukiri speaking about the launch on Pacific Mornings

Launched July 2023



Te Ao Māori programme builds capability

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

Developed off the back of an organisation-wide competency survey (see Taki App study), the programme commenced in February 2023.

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

A mix of eLearning, optional virtual sessions and face-to-face wananga, the course aims to develop confidence and a practical, working knowledge in areas such as tikanga Māori, Aotearoa New Zealand history, and te reo Māori (with recording to practice pronunciation).

See the course overview here



I am incredibly grateful to be able to be involved in this... not only the online course, but the in-person workshop. The ability to reflect and korero in a group setting and the diversity of people (and backgrounds) in the room was extremely valuable. To me, this speaks to social cohesion, strength of relationships and sense of solidarity among members. Not only because we individually learn, but also so we can help to be leaders in the workplace and our communities."

HOLLIE ELLIS, PROGRAMME MANAGER - LEVERAGE AND LEGACY, FIFA WOMEN'S WORLD CUP 2023

KEY NUMBERS FOR THE FIRST ROLLOUT

kaimahi are currently completing the online Te Ao Māori programme

kaimahi from across the organisation registered for additional Tiriti focused wānanga

kaimahi registered for additional Matariki webinars

Pilot launch: February 2023. Programme is ongoing



Supporting a sustainable Māori tourism economy

In a challenging visitor economy, many Māori tourism operators remain committed to putting sustainability first. Tātaki Auckland Unlimited provided product development, partnership and advisory support for two of these operators in 2021.

Time Unlimited is a Māori-owned tour operator specialising in customised cultural experiences. The team has integrated sustainability practices

and a commitment to off-setting carbon through all aspects of their business. One of the leaders in sustainability in this industry, the company was the Qualmark GOLD Sustainable Tourism Award winner in 2021, one of many accolades. In 2021, owner Ceillhe Sperath won the prestigious New Zealand Tourism Industry Champion Award.

Tikapa Moana Whale and Dolphin Wildlife Cruises operates as part of the Explore group, in partnership with Ngāi Tai Te Haerenga. The partnership aligns with environmental, cultural, social and commercial projects being undertaken to revitalise the manawa [heart] of Ngāi Tai and improve the wellbeing of tribal members. As well as securing a concession for the tours to stimulate tourism, Ngāi Tai is building on its collaboration with Explore to offer hands-on

conservation experiences on Tiritiri Matangi Island. Other Te Haerenga activities include a One Billion Tree project on Motutapu.

Tātaki Auckland Unlimited worked alongside these enterprises to provide marketing support to promote these experiences to international, domestic and local audiences.

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

KIRIANA KONI, MĀORI PRODUCT DEVELOPMENT (TOURISM) MANAGER - TĀTAKI AUCKLAND UNLIMITED (Quoted in NZ Herald)



Beyond Toi Tū Toi Ora – reinforcing the learning

Toi Tū Toi Ora: Contemporary Māori Art was the largest exhibition in the 134-year history of Auckland Art Gallery Toi o Tāmaki, featuring more than 300 artworks by 111 Māori artists and informed by a Māori worldview.

Held in summer 2021-2022, it attracted record numbers of visitors, including 6,000 ākonga (students). The exhibition presented an aspiration and a challenge: to realise a future in which contemporary Māori art stands tall – toi $t\bar{u}$ – and healthy – toi ora – while reinforcing the wisdom and ideas that empower Māori.

A year-long programme of work in support of the exhibition resulted in new career pathways, with the creation of an online exhibition, internships, Te Reo guided tours, eight Gallery kaiarahi positions, a new Head of Kaupapa Māori role, community wānanga on Toi Māori, free bus travel for kura and schools to enable participation in the exhibition, and a permanent whānau Māori art trail.

The Toi Tū Toi Ora bilingual publication continued this programme, telling the story of contemporary Māori art from the 1950s to the present day. With the support of the Auckland Council Māori Outcomes Fund, this invaluable

Toi Māori pukapuka was distributed to every high school and kura in Aotearoa and to every school in Tāmaki Makaurau

Toi Tū Toi Ora: Contemporary Māori Art (installation view), Auckland Art Gallery Toi o Tāmaki, 2020.

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

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

KIRSTEN PAISLEY, DIRECTOR
- AUCKLAND ART GALLERY TOI O TĀMAKI

2021 - 2022



Pacific and Māori cuisine and storytelling feature in Elemental Festival

Elemental Festival in 2023 featured a powerful new event, Takurua Ti'iti'i Sacred Knowledge.

Artistic director Tausani Simei-Papali'i (currently executive chef at Waiheke's Mudbrick vineyard) brought together the two things he is most passionate about, cuisine and ancient stories from Māori and Pasifika cultures. The result was a unique combination of fine dining, dance and traditional theatre.

Tausani joined forces with Kingi restaurant's head chef, Wallace Mua-Frost, who designed a five-course banquet with Māori hākari and Pacific Island feasting rituals. The experience included the tale of Ti'iti'i (Māui in New Zealand), a rebellious trickster who challenged the gods.

The aim is to showcase Māori and Moana Nui excellence through ancient storytelling, taking the audience on a sensory journey. I had to stay true to the ancient form of Takurua ... and shoulder-tap the best creatives in the country and ask them to come together under one umbrella to put together this year's event."

TAUSANI SIMEI-PAPALI'I - ARTISTIC DIRECTOR (Quoted in NZ Herald)



Te Puna Waiora

– Auckland Zoo's

Te Reo and Cultural

Capability Plan

Auckland Zoo brings people together to build a future for wildlife, engaging visitors and the community and inspiring them to take actions that will make a difference.

Over the past three years, the Zoo's leadership team formalised its commitment to Te Tiriti o Waitangi with a roadmap for what this vision means for its relationship with Tāngata Whenua, the values of Kaitiakitanga and the relationship to Te Taiao – the environment. The aim is to ensure change that is embedded strategically and operationally.

Visitors and staff can see this commitment in increased use of te reo across the Zoo and by frontline staff, new and stronger partnerships, and the recent recruitment of two dedicated, specialist Māori roles: a Kaupapa Māori Advisor, and a Conservation Learning

Facilitator- Kaupapa Māori. In addition, the celebrating of Matariki and Te Wiki o te Reo Māori has become an integral part of the visitor experience in recent years.

As the work continues, Te Puna Waiora provides the baseline goal in the Zoo's commitment to strengthening its relationship with te ao Māori and aims to build cultural capability, capacity and responsiveness throughout the organisation."

LYNDELLE PANIORA, KAUPAPA MĀORI ADVISOR - AUCKLAND ZOO



Welcoming international trade partners for Māori tourism

Tātaki Auckland Unlimited partnered with Tourism New Zealand to coordinate a Waiheke Island famil (trade visit) for around 50 global tourism trade partners in April 2023.

Centred around the success of Tourism New Zealand's global marketing campaign *If You Seek*, the itinerary showcased the depth of culture and range of immersive experiences for international visitors on the island, including a Piritahi Marae pōwhiri. The event showcased Māori businesses, Māori storytelling and kai, and mau rākau (Māori weaponry).

Tātaki Auckland Unlimited is continuing kōrero with Piritahi Marae on their aspiration to develop a tourism experience. Māori communities, marae and Māori businesses are an important part of the international visitor experience here in Aotearoa New Zealand. Starting the famil with a marae experience signalled a positive shift in New Zealand's journey to build better Māori capability among offshore tourism trade representatives."

ANNIE DUNDAS, HEAD OF VISITOR ECONOMY

- TĀTAKI AUCKLAND UNLIMITED



Photo: Supplied (Tourism New Zealand)



Bridging the Māori technology industry participation gap

Tātaki Auckland Unlimited and Spark Foundation commissioned research, in conjunction with Te Matarau, the Māori Tech Association, to understand barriers to Māori participation in the tech industry (currently only 4% of the workforce).

The research looked at Māori participation in tech in Tāmaki Makaurau from the experiences and perspectives of Māori in the industry.

This research was undertaken to provide insights about what factors and actions can influence greater participation of, and success of, Māori in the industry.

The resulting report, Te Au Hangarau | The wave of technology, reimagines a tech sector where Māori feel a deep sense of belonging, which will lead to a greater desire to participate.

Key enablers identified in the research report can help to inform systemic and structural shifts across the tech ecosystem. These include enhancing Māori leadership and profile, creating culturally safe and literate workplaces, and providing culturally anchored support networks in technology organisations.

See the report summary here.



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

RYAN ARCHIBALD, MANAGER - TECH INDUSTRIES



Boosting pakihi Māori digital capability

Tātaki Auckland Unlimited received \$500K in funding from MBIE in June 2022 for a 12-month digital facilitation programme, aimed at upskilling small businesses and pakihi Māori in digital marketing and technology tools.

Tātaki worked with a range of partners who supported 33 pakihi Māori through this impactful programme.

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

BETH RIKA - TKC SENSORY AND EDUCATION





Southern Auckland Economic Masterplan

Over the next 30 years, the anticipated development of Drury-Opāheke and the surrounding areas represents a significant opportunity for our region's economy. It will be the largest development of its kind in Aotearoa, providing a unique opportunity to ensure better placemaking outcomes for future generations.

Tātaki Auckland Unlimited has worked with Iwi, local and central government, and the private sector, to create the Southern Auckland Economic Masterplan, intended to guide all these bodies in the development of the region.

As part of the engagement, Tātaki worked with Iwi in the Drury-Opaheke structure plan area to incorporate sectors and industries of importance for the Māori economy and future generations in the masterplan.

Tātaki will continue to play a convener role, connecting and supporting stakeholders to help to foster economic vitality in this emerging sub-region.

Download the plan here



Community planning, development, and economic investment should be undertaken with a co-governance model to ensure the realisation of Māor aspirations



Decision making around economic investment and community creation must be underpinned by a focus on improving social, economic, cultural, and environmental wellbeing



4. Economy

Economic prosperity must create good outcomes for Māori, in terms of education and training, meaningful employment, liveability and communities, and enhanced natural



Development and economic interventions should provide for Māori culture, to foster liveability and economic prosperity for mana whenua of Southern Auckland.



3. Natural environment

Sustained economic prosperity is not possible without supporting our natural systems and processes. Nature should be regenerated to enhance its mauri, and to provide economic opportunities for Māori and other residents.

From the report "Supporting Mana Whenua Aspirations"

2022 - present

Kia ora Tāmaki Makaurau Long Term Priorities

Kia ora te Umanga: Māori Business, Tourism & Employm

Kia ora te Ahurea: Māori Identity & Culture

Kia ora te Rangatahi: Realising Rangatahi Potential

Kia ora te Reo: Te Reo Mãori

Kia ora te Hononga: Effective Māori Participation



Working with Iwi and Hapū on screen industry initiatives

Tātaki Auckland Unlimited is working with Mana Whenua of Tāmaki Makaurau and screen industry representatives to establish long-term relationships and ways of working that support the ambitions for their people, including rangatahi.

This includes investment in an options paper for an Iwi entity-owned film location in west Auckland, engaging with Iwi, Hapū and Mana Whenua to help address issues, challenges and opportunities for filming activities on Sites and Places of Significance to Mana Whenua, and starting important conversations about a refreshed Auckland Film Protocol.

Most importantly, hui and conversations held so far have provided opportunities to hear what matters to Iwi and Hapū in terms of the existing and future relationship with the screen industry.

In the most recent engagement, the screen industry, supported by Screen Auckland, briefed Iwi and Hapū on the context for initiating a proposal to remove the onerous requirement under the Auckland Unitary Plan to apply for a resource consent to film (using the film permit process and direct engagement instead). This would remove barriers that are impacting the viability of multi-million-dollar international screen investment in the wider Tāmaki Makaurau region.

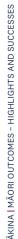
Iwi opted for a mix of online engagements and face to face hui to introduce the kaupapa and gain their perspectives. The second round of engagement is currently underway.

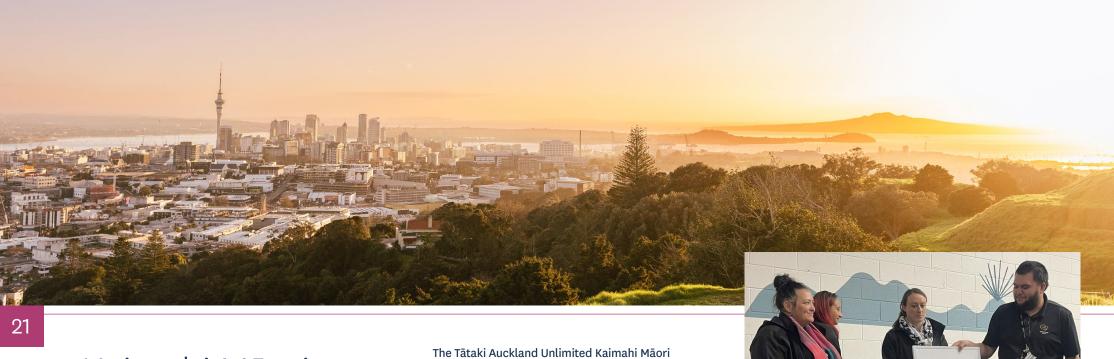
The initial feedback demonstrated a pride and respect for the Māori and New Zealand film industry, a desire for forward planning that melds best traditions and best practices to deliver for each tribe, and an interest in screen creativity that grows story sovereignty, and trains rangatahi.

There is still much work to do – for us (screen industry) and for Iwi. At the very least, we will distil these many findings in order to give shape to common ground, and consequent efficient and economic solutions that could find favour with all parties. To do so for this particular issue must set a template for the future, where the relationships between Iwi Māori, the screen industry and local government agencies such as ours are proactive, sincere and secure."

TAINUI STEPHENS - PRODUCER

2022 - present





Kaimahi Māori network fosters whanaungatanga, manaaki and whakawhiti korero Network is off to a welcome start, launching during Matariki 2023.

During the preceding months, a Teams channel and Kaimahi Māori Network committee were established, with many Māori and non-Māori kaimahi keen to support this vital kaupapa.

The inaugural hui was held at Auckland Zoo in July, with the aim to connect with other kaimahi Māori, provide a space to wānanga, and affirm our commitment to supporting them, in line with Council's Māori Employment Strategy, MAHI.

Through whakawhanaungatanga activities and shared insightful korero, kaimahi shared their aspirations and workshopped opportunities to build stronger connections among kaimahi Māori and the wider Tātaki whānau.

The Tātaki Kaimahi Māori Network is open to all kaimahi who whakapapa as Māori and to their non-Māori allies.

To be Māori and gather with those who are at different stages of their reclamation journey is a really powerful thing. The half-day hui was vitally important for fostering vision, support and collaboration across Tātaki Auckland Unlimited."

STACEY NGAWHIKA - KAIMAHI MĀORI NETWORK STEERING GROUP REPRESENTATIVE



Whāriki partnership for Te Matatini lifts pakihi Māori awareness

A Whāriki Business Network media and social media campaign supported by Tātaki Auckland Unlimited celebrated pakihi Māori during Te Matatini Festival in February 2023.

Whāriki worked with Concrete Playground and The Spinoff to produce two articles, featuring 11 pakihi Māori. The Concrete Playground article featured ten Māori-owned eateries in Tāmaki Makaurau, while the Spinoff focused on a local gym getting kaihaka performance-fit.

At the end of the campaign, each article had been read over 11,000 times, with a dwell time of over 8 minutes (versus the typical 40 seconds), and articles were shared over 8,000 times.

Whāriki also created social content, boosted across Instagram and Facebook, featuring 34 pakihi Māori. These posts were liked and enthusiastically shared by whānau across social media, with a post on stallholders at





Te Matatini seeing record-breaking engagement levels for Whāriki.

The positive effect the coverage had on pakihi Māori was significant, with many pakihi Māori reporting a massive boost in their own social engagement and increased visits to their eateries, stalls and other businesses.

As part of the collaboration, Whāriki connected Tātaki Auckland Unlimited and MediaWorks with pakihi Māori for pop-up poi-making workshops, with resultant radio and social media exposure for participants.

Matatini was awesome! We were really busy and sold out of a lot of our products there. Thank you for including us in your pānui, I think it definitely made a difference."

REREHUA BOUTIQUE

Te Matatini has probably been the best experience for me so far in my journey as a new pakihi Māori. The exposure has been amazing! Thank you so much, it's given me a fire in my puku to keep going!"

WIKS LUXE CANDLES

We had about five tables book from the article! Lots of sharing by whānau too which was awesome."

MORELL BISTRO





Image: Te Kapa Haka o Te Whānau a Apanui, Te Matatini 2023 (Photo: Te Matatini)

February 2023



Tātaki leads procurement spend with Māori suppliers Tātaki Auckland Unlimited is tangibly demonstrating its commitment to spending more with Māori and diverse suppliers.

The Māori Outcomes rōpū spent 62.58% of its procurement with Māori suppliers during the 2023 financial year, against the Auckland Council-set target of 5%. Tātaki Auckland Unlimited as a group reached 15.83% for spend with diverse suppliers that include Māori, Pasifika, and social enterprises procurement, against Council's 3.62%.

This is a phenomenal result that shows our commitment to social procurement and to supporting pakihi Māori – our team can be very proud of this achievement. We're looking forward to growing these percentages even more with rōpū across Tātaki over the next year."

HELEN TE HIRA, DIRECTOR MĀORI OUTCOMES - TĀTAKI AUCKLAND UNLIMITED



Whāia Te Ao Māori encourages self-reflection

Auckland Art Gallery Toi o Tāmaki recently piloted an important programme to be rolled out across Tātaki Auckland Unlimited - a self-reflection called Whāia Te Ao Māori (walking alongside the Māori world).

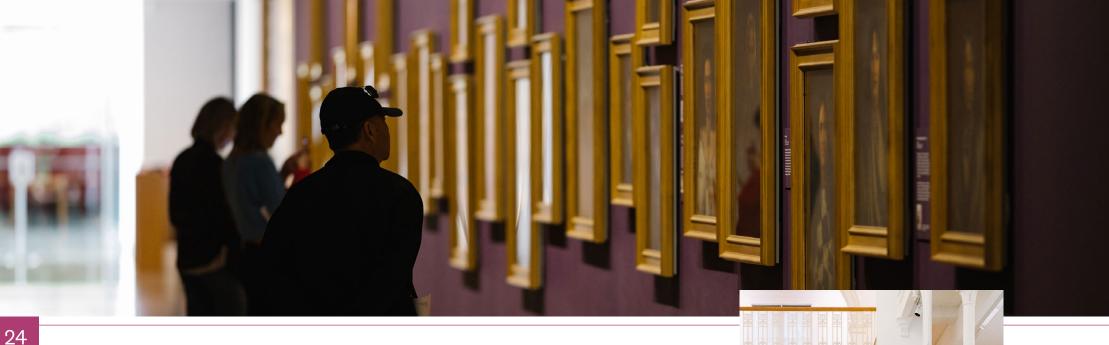
Whāia Te Ao Māori is the next step on our organisation-wide Māori outcomes development journey. It followed the first organisation-wide capability survey Te ara ki tua | the pathway forward, conducted in March 2022.

While that research project benchmarked general staff and organisational capability in te ao Māori. Whāia Te Ao Māori focuses on how we are serving and meeting our commitments to Māori outcomes in Tāmaki Makaurau Auckland through a Te Tiriti lens. It is designed to help us understand barriers to success and help with aspirational business and programme planning.

The work was commissioned by the Tātaki Board, with Māori Outcomes Director Helen Te Hira, Chief Executive Nick Hill and Auckland Art Gallery Toi o Tāmaki Director Kirsten Lacy as project sponsors.

Conducted by independent research company, Awa Associates, it included a series of interviews with frontline teams as well as Gallery leaders, Haerewa and the Auckland Art Gallery Toi o Tāmaki Advisory Committee, and Māori artists. An online survey was also sent to all kaimahi (including casuals, permanent staff and volunteers).

The aim was for everyone who works with Māori art, artists, visitors and colleagues to freely be able to share their insights and ideas. The report generated will influence and inform the Gallery's plans into the future; and



the research framework will used in the Tātaki-wide roll-out of Whāia Te Ao Māori in future years.

Findings: What the Gallery is doing well

- Significant progress in upskilling staff and improving in Mātauranga Māori
- Excellent feedback on kaupapa Māori support programmes for staff
- Dedicated Māori leadership roles, helping to drive effective engagement with Māori artists and communities.

Areas of opportunity

- Stronger incorporation of Te Tiriti principles in Gallery governance and decision-making
- Planning for more Māori curator roles and support
- Clearly identifying the role of advisory committees
- A strong desire for greater collaboration and engagement with Māori artists.

It should be just authentic ... truly, it should be about being welcoming, respected, acknowledged and celebrated."

KAITOI MĀORI / MĀORI ARTIST

It's areat how much more Te Reo there is in our exhibition texts, tamariki guides, What's On and spoken around the office."

STAFF MEMBER

Image above: The Māori Portraits: Gottfried Lindauer's New Zealand - Te Hokinga Mai (installation view), Auckland Art Gallery Toi o Tāmaki, 2018. Photo by David St George

May 2023 - present



Cultural sector hui explores more authentic partnering with Māori

Tātaki Auckland Unlimited has been running quarterly cultural sector hui since March 2022. The hui invite representatives from all the major cultural organisations across the city, including museums, galleries, arts and performing arts organisations - and has been well attended every quarter.

Themes have included better cross-sector collaboration, climate change and sustainability, strategy and funding.

During the inaugural session, Māori Outcomes Director Helen Te Hira outlined our organisation's Māori Outcomes approach and strategy. At the end of the year, a survey of hui attendees showed that several were keen to learn more about partnership with Māori. The August 2023 hui was dedicated to this topic, and it had the highest attendance of all cultural sector hui to date.

Speakers included Ataahua Papa from Te Ahurei Toi o Tāmaki Auckland Arts Festival, Kura te Ua from Hawaiki Tū and Usha Bhana from Auckland Live speaking about positive partnering Autaia (see case study), Joanne Cole and kaumatua Wairangi Jones from NZ Opera, and Helen Te Hira.

Principles included the importance of individual organisational journeys rather than a 'cookiecutter' approach, having more than one person

responsible for holding the Māori perspective kaupapa, early and meaningful engagement, living up to organisational Māori names, and the importance of sharing governance, power and influence.

The hui had excellent feedback from attendees. including "compelling", "being moved to tears", "newly inspired", and appreciation for all the organisations sharing what they are doing in this space.

It's an important kaupapa and you enabled a fascinating kōrero with wonderful speakers. Great mahi from organiser Monique Oomen and your team. I am always impressed with the Cultural Sector hui - looking forward to the next one."

ADRIENNE BONNELL - MFAT

2022 - ongoing



Create Auckland 2030 – Roadmap for a thriving creative industry Create Auckland 2030 is a 10-year plan to grow the creative economy in Tāmaki Makaurau Auckland, led by Tātaki Auckland Unlimited. It maps out actions to realise the potential for our region, recognising that Auckland creatives and creative industries enrich the cultural and economic life of our diverse communities.

Tātaki Auckland Unlimited worked with industry representatives to develop this cohesive regional roadmap in 2020, with the aim to unlock the immense potential for skilled employment, regional exports, and Auckland's identity and profile in this sector.

The plan identifies new thinking and actions to support Auckland's creative businesses to thrive, with the Māori Creative Economy and Pacific Creative Economy sectors as key focus areas.

Initiatives underway include developing programmes for pathways into creative careers, boosting the business skills of creatives, developing spaces such as creative tech hubs and opening more doors for creative sector procurement.

Creative industries in Tāmaki Makaurau:

- Generate employment for more than 54,500 people
- Contribute 53% of New Zealand's creative sector GDP (\$6.58 billion)

We celebrate, support and enable the creative economy as pivotal to our wellbeing, intrinsic to regional identity and key to our economic transformation."

CREATE AUCKLAND 2030 MISSION



A maritime voyage of discovery

Watch: Behind the scenes with the Learning Team



New Zealand Maritime Museum Hui Te Ananaui a Tangaroa has gained tremendous momentum in advancing Māori outcomes through its te ao Māori programming, education initiatives, staff capability building, and visibility of te reo Māori on the premises.

During Matariki 2023, public programming included weaving whētu (stars), Matariki stories and songs, and a pop-up exhibition with a special flock of Manu Rere (traditional kites) inspired by the ancient migration story of Rāhiri the ancestor.

In all its education programmes, the museum incorporates tikanga and kawa, using te reo kupu and concepts such as manaakitanga for school visits. One of the most impactful and enduring programmes to date is the popular Ara Moana Ocean Roads Learning programme.

The programme connects Māori and Pasifika ākonga (students) and whanau with the wayfinding and navigation skills and stories of their tupuna. It is available online, at the museum, and also as an experience with Te Toki Voyaging Trust (paid for through sponsorship). It includes waka sailing 22 days throughout the year, hosting 1100 people.

The change in their interest levels, and motivation, is startling. The kids haven't stopped talking about the lesson since... I cannot overstate the positive social, interpersonal, and academic impact."

TEACHER

Yesterday I told my nana about how the people from our country came to New Zealand on the waka, and my nana cried."

ĀKONGA



Mātauranga Māori learning, advocacy and engagement at Auckland Zoo

Image above right: Raumati (summer) of Play: Over the summer holiday period, manuhiri participated in a range of physical activities featuring te reo Māori action words throughout the Zoo, from hopscotch, colourful whāia te aho (follow the line trails) to exploring a new playaround.

Auckland Zoo is building on, redeveloping, and trialling its revised Mātauranga Māori programme, as part of its commitment to enhancing the wellbeing of our communities and their whānau.

Over the last financial year, the Zoo supported more than 500 tailored visits for groups actively invested in supporting Māori, providing a unique platform to deepen connections with Māorifocused organisations and their communities. Addressing the specific interests and needs of these groups created an opportunity to deepen their relationships with nature and support their hinengaro wellbeing. Communities included Accelerating Aotearoa, Takiwātanga ki Tāmaki Makaurau, Ember Korowai Takitini, Te Whare O Ngā Tūmanako, and Youth Horizons.

The Zoo's public programmes for Matariki and Te Wiki o te Reo Māori invite opportunities for

manuhiri to connect in nature with whānau and loved ones, discover more about te ao Māori and everyone's role as kaitiakitanga.

Matariki activities ranged from self-directed treasure hunts through the Zoo's Aotearoa Track, Te Wao Nui, to Matariki-themed Tamariki Time that offered a fun way to learn about animals and conservation through play, kanikani (dance) and waiata. For Te Wiki o te Reo Māori, manuhiri could learn and grow their use of te reo Māori through te reo Māori maps and visitor activity sheets, learning about the plants that are used for rongoā (traditional Māori medicines).

Over the past year, an increasing amount of te reo Māori/English signage has been developed and installed – celebrating the Zoo as a wildlife conservation organisation distinctly of modern Aotearoa New Zealand.

July 2022 - July 2023



