

Te Mahere Aronga 2021 - 2024

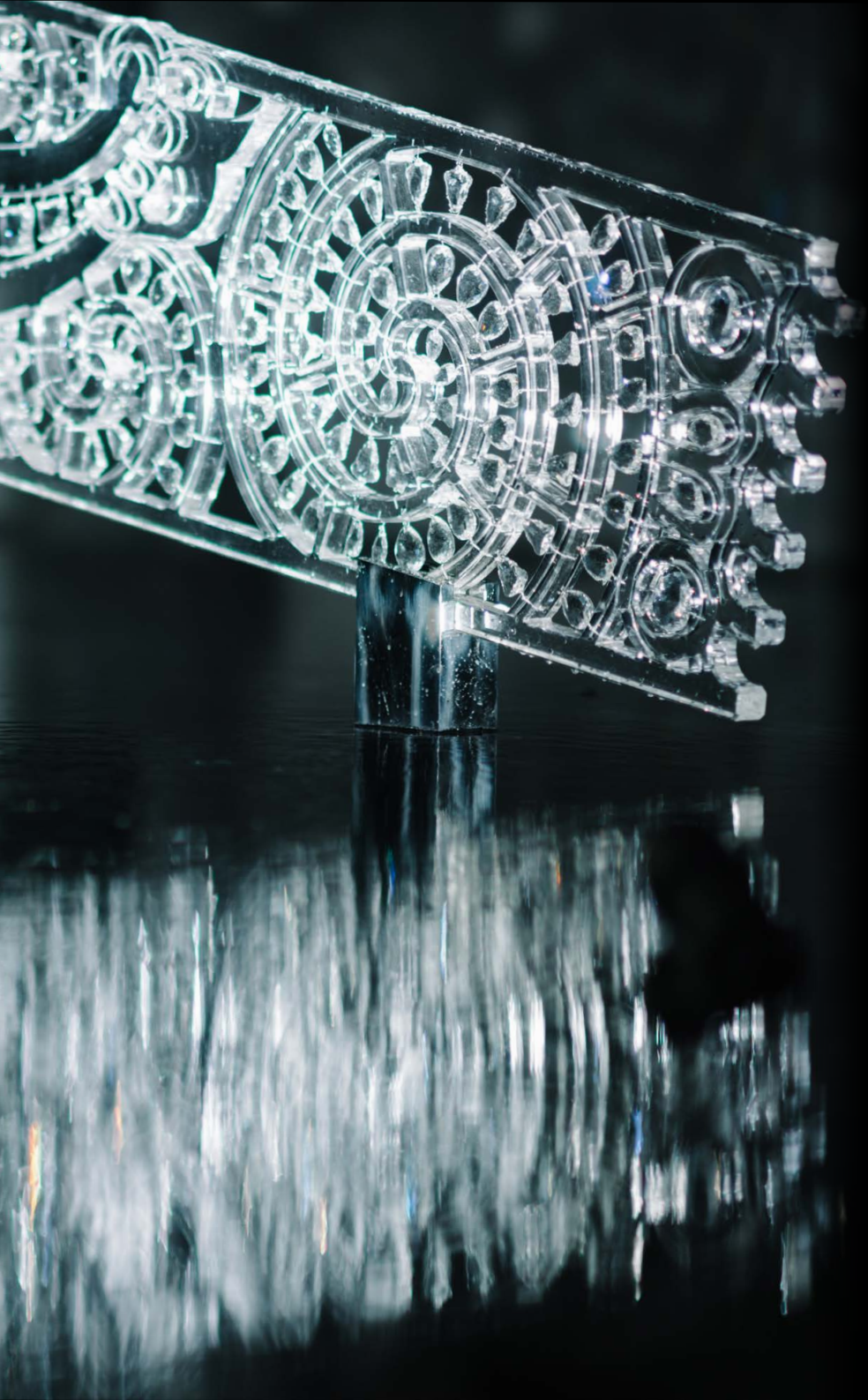
Māori Outcomes Plan





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He mihi

Ka tangi te manu kōrero!
Ka rongō te tangi kōrihi!
Ka wāwā mai rā ki roto i te
Wao-nui-a-Tāne! Tūturu whiti!
Whakamaui kia tina!
Haumie hui tāiki e!

E ngā mana, e ngā reo, e ngā
karangatanga maha o te motu,
taku hei iti nei, mā te hau e ripo hei
hari i ngā kupu whakamaanawa e.

Kei ngā mate tuatinitini o te motu
tangihia rā koutou. Haere ki te wā
kāinga, haere ki te kāinga tūturu.
Haere, haere, haere.

Tāmaki Makaurau Tāmaki Herenga
Waka, kei te mihi. Ngā Mana Whenua
me ngā waka ō ngā tai e wha,
e mihi ana.

E tuku mihi maioha tēnei ki ngā
mataawaka ō te motu ko koutou
te puhariki ō te waka nei
Ki a koutou katoa ngā kaihoe
ō te waka nei mo ngā tangata katoa.
Tēnā koutou katoa.

Mā te mahi ngātahi e taea ai ngā
taumata. Nāku te rourou nāu te
rourou ka ora ai te iwi.
No reira noho ora mai,

Mauri ora.

The bird's cry shall flow endlessly.
Hear the melancholy song resonate,
Sourced from the inner domain of
Tane. A permanent melancholy
form. Fixed in alliance, yes fixed
in alliance, gathered and woven
together!

To all authorities, all voices, the
many affiliations, greetings. Let
the swirling wind carry esteemed
salutations.

We lament the passing of loved
ones throughout the land.
Return to the home of all time.
Farewell, farewell, farewell.

We acknowledge Mana Whenua and
their tribal authority in Tāmaki
Makaurau Auckland. We also mihi
to Mataawaka who have made
Auckland their home.

Sincere greetings to all those who
decide which direction this waka
takes. To you who strive to achieve
the best results for all people.
Greetings to you all.

We can achieve more by working
together. With your basket and my
basket, the people will thrive.



Foreword

**Me mahi tahi tātou mo te ora o te katoa.
We must work together for the wellbeing of all.**

As the cultural and economic development agency for Tāmaki Makaurau Auckland, Tātaki Auckland Unlimited has a vital role to play in advancing positive Māori Outcomes in our region.

Born from the amalgamation of Auckland Council-controlled organisations Regional Facilities Auckland and Auckland Tourism, Events and Economic Development, the mahi of our new CCO touches every aspect of living and working in Auckland.

Our purpose is to enrich cultural and economic life in our community. We do this through 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.

Auckland's Māori identity is a unique point of difference in the world. How we entrench te reo Māori in our communications, incorporate te ao Māori in our storytelling, and advance the aspirations of Māori in our community – through the diverse initiatives, programmes and events we deliver – will play a major role in Auckland's recovery from the impacts of COVID-19; and that of our Māori businesses, artists and communities.

Recognising the importance of this work, we have established Māori Outcomes as a core business rōpū (area); and we will be weaving Māori Outcomes through every aspect of our social, environmental, cultural and economic mahi for the region.

This plan outlines the context for our work and achievements to date, what we are planning to achieve, and how we will be accountable to the people of Auckland. We are committed to collaborating with our Māori, Council and community stakeholders to deliver on these commitments for Tāmaki Makaurau, together.

Nick Hill
Chief Executive



Introduction

Auckland Unlimited is a new organisation amalgamated from former Council Controlled Organisations (CCOs) Auckland Tourism, Events and Economic Development (ATEED) and Regional Facilities Auckland (RFA). The merger of the CCOs was a recommendation of the July 2020 *Review of Auckland Council's council-controlled organisations Report of Independent Panel*.¹ Tātaki Auckland Unlimited's scope of activities and responsibilities include those of the former CCOs. Tātaki Auckland Unlimited's purpose is enriching cultural and economic life in Tāmaki Makaurau. We do this by pursuing the following strategic outcomes:

- Enhancing Auckland as a culturally vibrant city for all
- Expanding economic opportunities for all Aucklanders
- Providing an effective social, economic, cultural and environmental return on Tātaki Auckland Unlimited's investment
- Enhancing Auckland's local, national and global reputation/appeal
- Increasing capital invested into Auckland for economic and cultural outcomes.

Tātaki Auckland Unlimited is committed to fulfilling our role, responsibilities and functions as a CCO of Auckland Council.² This includes providing for Māori wellbeing by giving effect to principles of the Treaty of Waitangi aligning our business to deliver on Auckland Council's Frameworks *Whiria te Muka Tangata* and *Kia Ora Tāmaki Makaurau*.³

1. <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/council-controlled-organisations/Documents/CCO-review.pdf>

2. See Attachment A for a summary of our legal obligations

3. Kia Ora Tāmaki Makaurau is appended as Attachment C

Purpose of Tātaki Auckland Unlimited's Māori Outcomes Plan

In accordance with the CCO Accountability Policy, our Statement of Intent and Statement of Expectations, Auckland Unlimited will adhere to the common expectations for CCOs' contribution to Auckland Council's objectives and priorities as they relate to Improving Outcomes for Māori. The purpose of Auckland Unlimited's Māori Outcomes Plan is to outline how Auckland Unlimited will achieve the goals and outcomes of the plan. Te Mahere Aronga 2021 – 2024 draws together learnings from first and second-generation Māori responsiveness plans developed by RFA and ATEED from 2016-2019. The plan identifies new and ongoing actions⁴ to progress our delivery of outcomes to Māori communities by aligning our work with the Kia Ora Tāmaki Makaurau Māori outcomes performance measurement framework (KOTM).

Background

In 2013, Auckland Council adopted *Whiria te Muka Tangata* the Māori Responsiveness Framework outlining Council's commitment to provide for Māori Outcomes and to give effect to strategic objectives and statutory responsibilities. As former CCOs, ATEED and RFA were required to develop plans that aligned with the framework. These first-generation plans were internally focused on building Māori responsiveness capability and capacity across the Council group to serve the needs of Māori communities. In 2020, the draft Māori Outcomes Framework – *Kia Ora Tāmaki Makaurau* was launched to progress the delivery of priority outcomes to Māori. The focus of *Kia Ora Tāmaki Makaurau* is to provide for the overall outcome of wellbeing for Tāmaki Makaurau. The framework uses 10 Mana outcomes and statements identified by Māori, with associated mahi objectives and measures to direct the Council group's delivery of outcomes to Māori.

4. Carried over from ATEED and RFA MRPs



Achievements

Tātaki Auckland Unlimited, ATEED and RFA have been successful in rolling out several programmes, projects and activities that have achieved goals set out in previous Māori responsiveness plans. Acknowledgements of Auckland Unlimited achievements have also been made in the draft Treaty Audit 2021 regarding Tātaki Auckland Unlimited's economic recovery plan. The draft audit identifies *Auckland Futures Now 2020* and the Taki Hua Economic Summit 2020 as examples of true and authentic partnerships with Māori.

Aim

Whilst we have established a good baseline from which to move forward, we have also received guidance on areas of improvement.

These areas include:

- The application of Treaty principles to our work
- Engagement with Māori and Māori participation in decision-making
- Building Māori responsiveness capability and capacity within Tātaki Auckland Unlimited
- Monitoring and reporting our progress on Māori outcomes.

Our aim is to improve on these areas by addressing outstanding goals and actions from the previous Māori Responsiveness Plans and implementing our new Māori Outcomes Plan to achieve new actions that realise and contribute to delivering Māori Outcomes.

Approach

Our approach is three-pronged:

1. The plan identifies key contributing drivers that have directed the development of the plan.
2. Key actions, activities and deliverables are identified to ensure the organisation is positioned to deliver Māori outcomes and achieve the objectives.
3. Monitoring and reporting lines are clarified for efficiency and effectiveness.

To promote collaboration, the plan identifies 12 high-level actions that sit across the organisation. These **key actions** will be developed and progressed alongside **activities and deliverables** carried out by Tātaki Auckland Unlimited rūpū.

THE KEY ACTIONS ARE:

- Increase whānau access to Tātaki Auckland Unlimited's public facilities and services through targeted activities and programmes, and recruitment of Kaupapa Māori specialists.
- Increase Tātaki Auckland Unlimited's support for te reo Māori to be seen, spoken heard and learned throughout Tāmaki Makaurau by incorporating te reo Māori in Tātaki Auckland Unlimited communications (internal & external), policies, programmes and projects.
- Proudly showcase Māori works, narratives and identity. Increase the prominence of te ao Māori and te reo Māori within Tātaki Auckland Unlimited's facilities.
- Identify the full spectrum of economic support Māori require to access opportunities and drive Māori business innovation.
- Develop and implement an Tātaki Auckland Unlimited social procurement strategy (including fund sourcing) to identify and utilise quality assured Māori vendors across all avenues of Tātaki Auckland Unlimited including arts, entertainment, food vendors, and business consultants.
- Explore and implement opportunities to increase Rangatahi participation in events and activities.
- Develop career pathways for rangatahi across sectors of Tātaki Auckland Unlimited to align with the Council group's commitments.
- Identify and develop opportunities to support Mana Whenua and their kaitiakitanga responsibilities.
- Develop and implement a Māori Engagement Plan to enable Māori participation at all levels of the Council group's decision-making.
- Build Māori responsiveness capability and capacity in Tātaki Auckland Unlimited utilising the Council family Māori Employment MAHI (Measures and Actions for High Impact) Strategy.
- Deliver Māori Outcomes to the community.
- Review Te Mahere Aronga Māori annually in order to:
 - Assess what's working and what's not
 - Adjust the plan as necessary
 - Address new programme and organisational issues that might occur.

Plan Finalisation and Implementation

Draft Māori Outcomes Plan prepared for Board approval and sign-off.

Complete and report on FY21, FY22 and FY23 deliverables that are confirmed and budgeted for.

Complete business cases for FY21, FY22 and FY23 projects that have measures in the Kia Ora Tāmaki Makaurau Māori Outcomes Performance Measurement Framework with deliverances and required funding. The 12 organisation-wide actions are priority projects requiring business cases.

Complete and report on FY21, FY22 and FY23 deliverables that received budgets from the business cases.

Strategic Context

The strategic context for the Tātaki Auckland Unlimited Māori Outcomes Plan is formed from statutory⁵ and non-statutory commitments and obligations Auckland Unlimited has as a CCO of Auckland Council. This includes recommendations from the 2020 CCO review; findings from the draft 2021 Treaty Audit; Auckland Plan outcomes; and outcomes and priorities identified in Te Tāruke a Tāwhiri Climate Action Plan and the Mana Whenua Kaitiaki Forum (MWKF) Strategic Plan 2030. The table on page 10 outlines Auckland Unlimited's response to the strategic context.

5. A summary of Tātaki Auckland Unlimited legal obligations is appended as Attachment A

Strategic Overview

	Guidance and Alignment	Tātaki Auckland Unlimited Māori Actions Plan Response (Key Action)
CCO Review 2020	CCO Accountability Policy:- CCOs must apply Treaty principles, such as shared decision-making, partnership and mutual benefit, in their activities and decision-making. ⁶	■ Develop and implement a Māori Engagement Plan to strengthen participation by Māori and support Māori aspirations.
	Fulfil CCO obligations to Māori, value te ao Māori (Māori world view), work collaboratively with Mana Whenua and Mataawaka, and facilitate outcomes for Māori. ⁷	■ Build Māori responsiveness capability and capacity in Auckland Unlimited.
Auckland Unlimited's Strategic Outcomes ⁸	Enhance Tāmaki Makaurau Auckland as a culturally vibrant city for all.	■ Increase whānau access to Tātaki Auckland Unlimited's public facilities and services through targeted activities and programmes, and recruitment of Kaupapa Māori specialists. Explore and implement opportunities to increase Rangatahi participation in events and activities.
	Expand economic opportunities for all Aucklanders.	■ Develop an economic strategy that supports Māori economic aspirations.
	An effective social, economic, cultural and environmental return on Tātaki Auckland Unlimited's investments.	■ Implement Te Tāruke a Tāwhiri Climate Action Plan.
	Enhance Tāmaki Makaurau Auckland's local, national and global reputation/appeal.	■ Identify and develop opportunities to showcase Māori culture through key initiatives in the arts, film, and major cultural, sporting and business events.
	Increase capital invested into Tāmaki Makaurau Auckland for economic and cultural outcomes.	■ Increase both our direct and indirect spend with Māori-owned businesses across all avenues of Tātaki Auckland Unlimited.
Independent Māori Statutory Board Draft Treaty Audit 2021	Greater clarity/guidance is required to support targeted engagement with individual iwi to achieve Treaty relationship objectives in decision-making.	■ Develop and implement a Māori Engagement Plan to strengthen participation by Māori and support Māori aspirations.
	Opportunities to enhance training and staff capability, reporting (including better quality Māori Impact Statements) to better inform decision-making around development and recruitment needs are needed. NB. Council's organisational capability around te ao Māori (Māori culture and values) and Treaty responsiveness has lifted since the last audit in 2018.	■ Build staff capability in te ao Māori, tikanga Māori and te reo Māori.
	Implement the Kia Ora Tāmaki Makaurau: Māori Outcome Performance Measurement Framework (KOTM) as a means to address prior audit recommendations (originating in the inaugural audit in 2012).	■ Complete draft Māori Outcomes Plan November 2021.

6. This is a requirement of the CCO accountability policy. The agreed priorities for CCOs are marae development, te reo Māori, Māori business, tourism and employment, and water kaitiakitanga.

7. Outcomes are Papakāinga and Māori housing, whānau and tamariki wellbeing, marae development, te reo Māori, Māori identity and culture, Māori business, tourism and employment, realisation of rangatahi potential, kaitiakitanga, Māori participation and empowerment of the council organisation to achieve Māori outcomes.

8. Auckland Unlimited Statement of Intent (2021-24) appended as Attachment B

Guidance and Alignment

Tātaki Auckland Unlimited MOP Response (Key Action)

Mana Whenua Kaitiaki Forum Strategic Plan 2030	Mana Whenua culture and identity is understood, respected, and visible.	<ul style="list-style-type: none"> Proudly showcase Māori works, narratives and identity. Increase the prominence of te ao Māori and te reo Māori within Tātaki Auckland Unlimited's facilities.
	Tāmaki Makaurau is a bi-lingual city.	<ul style="list-style-type: none"> Increase Auckland Unlimited's support for te reo Māori to be seen, spoken, heard and learned throughout Tāmaki Makaurau by incorporating te reo Māori in Tātaki Auckland Unlimited communications (internal & external), policies, programmes and projects.
	Mana Whenua have meaningful, well-paid employment and fulfilling careers that lead to long-term economic independence.	<ul style="list-style-type: none"> Develop and implement a Māori Engagement Plan to strengthen participation by Māori and support Māori aspirations. Develop career pathways for rangatahi across sectors of Tātaki Auckland Unlimited to align with the Council group's commitments.
	Mana Whenua are key economic contributors in Tāmaki Makaurau.	<ul style="list-style-type: none"> Develop an economic strategy that supports Māori economic aspirations. Develop and implement an Auckland Unlimited social procurement strategy to identify and utilise quality assured Māori vendors across all avenues of Tātaki Auckland Unlimited.
Auckland Plan 2050	Māori Identity and Wellbeing outcome – Direction 2: Promote Māori success, innovation and enterprise.	<ul style="list-style-type: none"> Develop an economic strategy that supports Māori economic aspirations. Develop and implement an Tātaki Auckland Unlimited social procurement strategy to identify and utilise quality assured Māori vendors across all avenues of Auckland Unlimited.
	Māori Identity and Wellbeing outcome – Direction 3: Recognise and provide for te Tiriti o Waitangi outcomes.	<ul style="list-style-type: none"> All key activities in the Māori Outcomes Plan reflect our commitment to advancing the principles of the Treaty of Waitangi.
	Māori Identity and Wellbeing outcome – Direction 4: Showcase Auckland's Māori Identity and vibrant Māori culture.	<ul style="list-style-type: none"> Proudly showcase Māori works, narratives and identity. Increase the prominence of te ao Māori and te reo Māori within Tātaki Auckland Unlimited's facilities.
	Environment and Cultural Heritage outcome – Direction 2: Apply a Māori worldview to treasure and protect our natural environment (taonga tuku iho).	<ul style="list-style-type: none"> Identify and develop opportunities to support Mana Whenua and their kaitiakitanga responsibilities.
Te Tāruke a Tāwhiri: Auckland's Climate Plan	Te Puāwaitanga ō te Tātai (Priority) – Goal: Inter-generational whakapapa relationships of taiao, whenua and tāngata are flourishing. The potential and value of Māori is fully realised. Māori communities are resilient, self-sustaining and prosperous.	<ul style="list-style-type: none"> Identify and develop opportunities to support Mana Whenua and their kaitiakitanga responsibilities.

Kia Ora Tāmaki Makaurau

– Māori Outcomes Performance Measurement Framework

Māori Outcomes Plan Actions Table

The focus of the table is the key actions, and the deliverables and activities that will be undertaken to deliver on the mahi objectives as outlined in KOTM. The mahi objectives lay the groundwork for Tātaki Auckland Unlimited to do its part in realising the Mana Outcomes set by Māori.⁹

LONG-TERM PRIORITY: Kia ora te Whānau | Whānau and Tamariki wellbeing

TĀTAKI AUCKLAND UNLIMITED MAHI OBJECTIVE	STRATEGIC ALIGNMENT	KEY ACTIONS & TIMEFRAMES (QUARTER FY)	ALLOCATION (RŌPŪ RESPONSIBLE TO UPDATE ON PROGRESS)
<p>Tātaki Auckland Unlimited will enhance whānau wellbeing by designing programmes and events that enhance whānau Māori experiences of our public facilities and services. We will support Māori-led services within the work we do.</p>	<p>Auckland Plan Auckland Zoo Strategic Plan Tātaki Auckland Unlimited Statement of Intent IMSB Māori Plan and Issues of Significance</p>	<p>Increase whānau access to Tātaki Auckland Unlimited's public facilities and services through targeted activities and programmes, and recruitment of Kaupapa Māori specialists (Q4 FY23/24)</p>	<p>Cultural Organisations Arts, Entertainment and Events Investment and Industry</p>
DELIVERABLES AND ACTIVITIES		MEASURES	
<ul style="list-style-type: none"> Recruit new role of Conservation Learning Facilitator – Kaupapa Māori: responsible for creating and delivering new programmes and projects for tamariki, including Auckland Zoo's existing Mātauranga Māori programmes. Provide Diverse Audiences workstream: identifying how the activities and programmes offered by Auckland Unlimited can better serve new and/or currently under-served audiences. Tātaki Auckland Unlimited will focus on strengthening relationships with Māori communities to gain a deeper and more meaningful understanding of how to enhance whānau experiences of Tātaki Auckland Unlimited programmes and activities. 		<ul style="list-style-type: none"> Establish and retain 10 Māori specialist roles to lead and guide programme and service delivery across Auckland Unlimited. 10% increase in Māori visitation to Auckland Art Gallery Toi o Tāmaki, Auckland Zoo, Te Ananui a Tangaroa – New Zealand Maritime Museum facilities. 10% increase in Māori participation in Tātaki Auckland Unlimited facilities, services, programmes and activities. 	

9. Kia Ora Tāmaki Makaurau Māori outcomes performance measurement framework appended as Attachment C

LONG-TERM PRIORITY: Kia ora te Reo | Te Reo Māori**TĀTAKI AUCKLAND UNLIMITED MAHI OBJECTIVE**

Tātaki Auckland Unlimited will promote te reo Māori to be seen, heard, spoken and learned throughout our facilities, programmes and activities.

STRATEGIC ALIGNMENT

RFA Māori Responsiveness Plan
Auckland Zoo Strategic Plan
IMSB Māori Plan and Issues of Significance
Mana Whenua Kaitiaki Forum Strategic Plan 2030
Auckland Council Te Reo Māori Policy

KEY ACTIONS & TIMEFRAMES (QUARTER FY)

Increase Tātaki Auckland Unlimited's support for te reo Māori to be seen, spoken, heard and learned throughout Tāmaki Makaurau by incorporating te reo Māori in Tātaki Auckland Unlimited communications (internal & external), policies, programmes and projects (Q4 FY23/24)

**ALLOCATION
(RŌPŪ RESPONSIBLE TO
UPDATE ON PROGRESS)**

Cultural Organisations
Arts, Entertainment
and Events
Investment and Industry
Māori Outcomes

DELIVERABLES AND ACTIVITIES

- Introduce a bilingual naming policy and programme for Tātaki Auckland Unlimited businesses.
- Communicate public announcements in both te reo Māori and English.
- Promote te reo Māori in interpretation strategies and wayfinding signage within our facilities.
- Incorporate te ao Māori elements within promotional material, programmes and online content.
- Auckland Zoo will develop a Te Reo Māori Capability Plan.
- Customer-facing staff training to include te reo Māori in greetings, farewells and conversation.
- Annual celebration of Te Wiki o Te Reo Māori: Māori staff rōpū established to plan and lead delivery of activities.
- Te Reo Māori name for Auckland Unlimited.
- Region of Wairuatanga asset creation.
- Māori design principles in content creation.

MEASURES

- Adopt a bilingual naming policy and programme.
- All Tātaki Auckland Unlimited owned and operated businesses will have bilingual staff manuals for public announcements.
- All Auckland Unlimited owned and operated businesses will implement bilingual signage in building upgrades or new buildings.
- All regionally significant promotional material will incorporate a minimum of 10% te reo Māori.
- Auckland Zoo will develop and adopt a Te Reo Māori Capability Plan – Te Puna Waioara.
- 70% of customer facing staff will participate in foundational te reo Māori learning.
- Tātaki Auckland Unlimited will plan and deliver Te Wiki o Te Reo Māori annually.

LONG-TERM PRIORITY: Kia ora te Ahurea | Māori Identity and Culture

AUCKLAND UNLIMITED MAHI OBJECTIVE Auckland Unlimited reflects and promotes Māori culture and identity, and values mātauranga Māori.	STRATEGIC ALIGNMENT RFA Māori Responsiveness Plan Auckland Zoo Strategic Plan IMSB Māori Plan and Issues of Significance Mana Whenua Kaitiaki Forum Strategic Plan 2030	KEY ACTIONS & TIMEFRAMES (QUARTER FY) Proudly showcase Māori works, narratives and identity Increase the prominence of te ao Māori and te reo Māori within Auckland Unlimited's facilities (Q4 23/24)	ALLOCATION (RŌPŪ RESPONSIBLE TO UPDATE ON PROGRESS) Māori Outcomes Cultural Organisations Arts, Entertainment and Events Investment and Industry
DELIVERABLES AND ACTIVITIES <ul style="list-style-type: none"> Partner with Te Matatini Society Incorporated in hosting the National Te Matatini Kapa Haka Festival in Tāmaki Makaurau. Celebrate New Zealand's bicultural identity by exhibiting Māori artworks locally and internationally. Auckland Art Gallery Toi o Tāmaki. Incorporate Te Aranga Māori design principles in major building upgrade works. Deliver the Toi Tū Toi Ora Contemporary Māori Arts symposium. Publish the Toi Tū Toi Ora book and distribute to schools and kura. Develop education resources for teachers that promote te ao Māori perspectives. Provide Māori educational programmes in te reo Māori for tamariki to learn about zoo/wildlife. Annual Matariki celebrations at Tātaki Auckland Unlimited cultural organisations. Develop tikanga Māori protocols to guide Auckland Zoo, Te Toi o Tāmaki Auckland Art Gallery and New Zealand Maritime Museum. Showcase Māori culture at major events, e.g., pōwhiri, kapa haka, Māori sports and entertainment. Māori Outcomes are listed in all Tātaki Auckland Unlimited project plans and business case development. 		MEASURES <ul style="list-style-type: none"> Invest and contribute to hosting and delivering Te Matatini Kapa Haka Festival by 2023 (total \$1.8 million in resource and service). Complete the deliverables for the Toi Tū Toi Ora MOSG grant on time. All Tātaki Auckland Unlimited owned and operated businesses will incorporate Te Aranga Māori design principles in significant building upgrades or new buildings. Cultural organisations will organise an annual programme of activities to celebrate Matariki. Complete tikanga Māori protocols to guide Auckland Unlimited rūpū. Auckland Stadiums and GridMNK will provide event hirers with options to include Māori cultural activities. The Māori Outcomes rūpū will partner with the People rūpū to ensure an organisational training programme is in place to support Māori Outcomes delivery. Visibility of mana whenua culture is improved through engagement of mana whenua endorsed technical experts (artists, designers, planners, etc). 	

LONG-TERM PRIORITY: Kia ora te Umanga | Māori Business, Tourism and Employment**TĀTAKI AUCKLAND UNLIMITED MAHI OBJECTIVE**

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

STRATEGIC ALIGNMENT

Māori Outcomes Fund
Auckland Council Long Term Plan
ATEED Māori Responsiveness Plan
RFA Māori Responsiveness Plan
Auckland Plan
Draft Māori outcomes Strategy: Māori Economy
IMSB Māori Plan and Issues of Significance
Mana Whenua Kaitiaki Forum Strategic Plan 2030

KEY ACTIONS & TIMEFRAMES (QUARTER FY)

Develop an economic strategy that supports Māori economic aspirations (Q4 FY21/22)
Develop and implement an Tātaki Auckland Unlimited social procurement strategy to identify and utilise quality assured Māori vendors across all avenues of Auckland Unlimited. (Q4 FY 23/24)

**ALLOCATION
(RŌPŪ RESPONSIBLE TO
UPDATE ON PROGRESS)**

Māori Outcomes
Finance and Corporate Services
Investment and Industry
Arts, Entertainment and Events

DELIVERABLES AND ACTIVITIES

- Continue development of Māori Outcomes Strategy: Māori Economy – future phases (social procurement, skills and talent, the cultural economy and cultural Infrastructure).
- Provide Māori artists and entertainers with a platform to showcase their talent. Auckland Live Auckland Conventions, Venues and Events.
- Provide support to the Whāriki Māori Business Network.
- Māori Outcomes are listed in all Tātaki Auckland Unlimited project proposals and business cases.

MEASURES

- Complete and implement a Māori Economic Strategy.
- Increase both our direct and indirect spend with Māori-owned businesses across all avenues of Tātaki Auckland Unlimited.
- Increase alignment with council whānau mana whenua procurement framework 2020.

LONG-TERM PRIORITY: Kia ora te Rangatahi | Realising Rangatahi Potential

TĀTAKI AUCKLAND UNLIMITED MAHI OBJECTIVE	STRATEGIC ALIGNMENT	KEY ACTIONS & TIMEFRAMES (QUARTER FY)	ALLOCATION (RŌPŪ RESPONSIBLE TO UPDATE ON PROGRESS)
Rangatahi Māori of Tāmaki Makaurau are supported in career development and participate meaningfully and effectively in decision-making processes.	Auckland Plan RFA Māori Responsiveness Plan IMSB Māori Plan and Issues of Significance Mana Whenua Kaitiaki Forum Strategic Plan 2030	Explore and implement opportunities to increase Rangatahi participation in events and activities. (Q4 FY 23/24) Develop career pathways for rangatahi across sectors of Tātaki Auckland Unlimited to align with the Council group's commitments.	Cultural Organisations Arts, Entertainment and Events Investment and Industry
DELIVERABLES AND ACTIVITIES <ul style="list-style-type: none">Auckland Zoo will develop collaborative opportunities with neighbours Ngā Puna o Waiōrea and Western Springs College.Cultural institutions will develop and implement an outreach engagement strategy to connect with kura kaupapa Māori (primary school) and secondary school Māori teaching units promoting career opportunities and decision-making.Support the Māori and Pacific Tech Careers Activation Trust to help rangatahi learn about and consider careers in creative tech.		MEASURES <ul style="list-style-type: none">Auckland Zoo will formalise relationships with neighbouring schools and establish a youth board.75% response rate from kura kaupapa and wharekura (secondary school immersion schools) in Auckland region to engagement survey from cultural institutions.Formal funding agreement in place reflecting alignment to NEET priorities within LTP and IMSB Māori Plan.Increase mana whenua employment opportunities and career pathways	

LONG-TERM PRIORITY: Kia ora te Taiao | Kaitiakitanga**TĀTAKI AUCKLAND UNLIMITED MAHI OBJECTIVE**

Māori exercise tino rangatiratanga and Kaitiakitanga through Te Tiriti based relationships with the Council group to enhance the mauri of te taiao.

STRATEGIC ALIGNMENT

Māori Outcomes Plan Consultation
Auckland Plan
Te Tāruke a Tāwhiri – Te Puāwaitanga o te Tātai
Auckland Climate Plan
Auckland Zoo Strategic Plan
RFA Māori Responsiveness Plan
IMSB Māori Plan and Issues of Significance

KEY ACTIONS & TIMEFRAMES (QUARTER FY)

Identify and develop opportunities to support Mana Whenua and their kaitiakitanga responsibilities

**ALLOCATION
(RŌPŪ RESPONSIBLE TO
UPDATE ON PROGRESS)**

Cultural Organisations

DELIVERABLES AND ACTIVITIES

- Auckland Zoo collaboration with iwi and Mana Whenua on key wildlife conservation projects in Tāmaki Makaurau (e.g., on Hauraki Gulf islands, Waitākere Ranges, Te Henga).
- Collaborate with Māori to undertake the Aotearoa New Zealand Healthy Nature, Healthy Community Outreach Programme (subject to securing funding).
- Seek guidance from Mana Whenua for zoo processes regarding wildlife translocations, public programmes, events, new developments, etc.
- Promote and continue to develop the Mātauranga Māori Education Programme to reflect connections between people and nature from a te ao Māori perspective. Auckland Zoo Te Whare Kararehe o Tāmaki Makaurau.
- Partner with Māori to develop a cultural landscapes/heritage project that connects to taiao for Rarotonga/ Mt Smart.

MEASURES

- Auckland Zoo will formalise relationships with Mana Whenua and engagement processes to support business activities by 2023.

LONG-TERM PRIORITY: Kia ora te Hononga | Effective Māori Participation**TĀTAKI AUCKLAND UNLIMITED MAHI OBJECTIVE**

Mana Whenua and Māori are active partners and participants at all levels of the Council group's decision-making.

STRATEGIC ALIGNMENT

CCO Review
Auckland Council Engagement and Significance Policy
Draft Treaty Audit 2021
Māori Outcomes Plan Consultation
IMSB Māori Plan and Issues of Significance
Mana Whenua Kaitiaki Forum Strategic Plan 2030

KEY ACTIONS & TIMEFRAMES (QUARTER FY)

Develop and implement a Māori Engagement Plan to strengthen participation by Māori and support Māori aspirations. (Q3 FY21/22)

**ALLOCATION
(RŌPŪ RESPONSIBLE TO
UPDATE ON PROGRESS)**

Māori Outcomes
Finance and Corporate Services
Cultural Organisations

DELIVERABLES AND ACTIVITIES

- Establish formal relationships with Mana Whenua groups to support economic aspirations.
- Formalise partnership with the Whariki Business Network.
- Work with key partners (including Iwi and Council) to develop and ensure delivery of an annual Māori signature festival for Tāmaki Makaurau.
- Establish a formal relationship with Rarotonga/Mt Smart Stadium, the Tūpuna Taonga o Tāmaki Makaurau Trust.
- Continue to support the role and function of Haerewa, Māori advisory group, Auckland Art Gallery Toi o Tāmaki.
- Engage Mana Whenua in Rangatira-to-Rangatira discussions with Auckland Unlimited's Board to discuss aspirations and opportunities for collaboration.

MEASURES

- Tātaki Auckland Unlimited will formalise relationships with Mana Whenua and engagement processes to support business activities.
- Tātaki Auckland Unlimited will formalise relationships and partnerships with existing Māori interests groups.
- Increase number of mana whenua-owned businesses contracted by the Tātaki Auckland Unlimited.

LONG-TERM PRIORITY: Kia Hāngai te Kaunihera | An Empowered Organisation**TĀTAKI AUCKLAND UNLIMITED MAHI OBJECTIVE**

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.

STRATEGIC ALIGNMENT

Auckland Plan
Auckland Unlimited
Statement of Intent
Kia Ora Tāmaki Makaurau
Māori Outcomes Performance
Measurement Framework
IMSB Māori Plan and Issues of
Significance

KEY ACTIONS & TIMEFRAMES (QUARTER FY)

Build Māori responsiveness capability and capacity in Auckland Unlimited utilising the MAHI Strategy. (Q2 FY22/23)
Deliver Māori Outcomes to the community. (Ongoing)
Review Te Mahere Aronga Māori annually in order to:

- Assess what's working and what's not
- Adjust the plan as necessary
- Address new programme and organisational issues that might occur

**ALLOCATION
(RŌPŪ RESPONSIBLE TO
UPDATE ON PROGRESS)**

Auckland Unlimited
Māori Outcomes
People

DELIVERABLES AND ACTIVITIES

- Undertake an organisational attitudes and capability survey of all staff across Tātaki Auckland Unlimited to inform training needs.
- Develop and implement a capability and capacity development support plan that aligns to the Council family Māori Employment Strategy and includes evaluations to identify knowledge and skills Tātaki Auckland Unlimited requires to achieve Māori outcomes.
- Provide staff with opportunities to learn pepeha, mihimihi and any other relevant tikanga required to achieve Māori outcomes effectively and efficiently. This includes marae visits and waiata rehearsal sessions.
- Assign Māori specialists to guide and advise staff and business leaders to achieve relevant Māori Outcomes Plan actions.
- Support the formation of a Māori employee staff network.

MEASURES

- 75% of Tātaki Auckland Unlimited staff participate in Māori outcomes and Te Tiriti o Waitangi related training courses (Q2 FY22/23).
- Tātaki Auckland Unlimited staff evaluations of learning programmes have a satisfaction rating of 75%.
- Māori staff network is formed and resourced to develop an annual programme and host staff hui.
- Each rūpū has representation and reporting mechanisms in place for monitoring the implementation of the Māori Outcomes Plan.



Management and Support Roles and Responsibilities

Management and Support Roles and Responsibilities

Rōpū/Division

(ROLES AND RESPONSIBILITIES)

The following nine rōpū make up Auckland Unlimited.

- Cultural Organisations
- Arts, Entertainment and Events
- Māori Outcomes
- Investment and Industry
- Marketing and Communications
- ICT
- Finance and Corporate
- People
- Change and Transformation

Each measure in the Māori Outcomes Plan actions table has been allocated to various rōpū that will contribute information or data to support progress updates on realising Māori Outcomes. The rōpū have been allocated by aligning work programmes (activities and deliverables) with relevant measures.

CCO Monitoring and Reporting

Directors and Executive Lead Team

(ROLES AND RESPONSIBILITIES)

The following Directors are responsible for ensuring relevant information (including on Māori Outcomes) is provided to Auckland Council, Local Boards and Committees of the whole where necessary. The Directors are also responsible for providing necessary information (including on Māori Outcomes) for Tātaki Auckland Unlimited Annual and Quarterly reports.

[Cultural Organisations](#) | Heather Harris

[Arts, Entertainment and Events](#) | Robbie Macrae

[Māori Outcomes](#) | Helen Te Hira

[Investment and Industry](#) | Pam Ford

[Marketing and Communications](#) | Shelley Watson

[ICT](#) | Mandy Kennedy

[Finance and Corporate Services](#) | Brian Monk

[People](#) | Lynn Johnson

[Change and Transformation](#) | Mark Sheppard

Māori Outcomes Team

Under the leadership of the Director – Māori Outcomes, the team is responsible for guiding and supporting the implementation of Māori Outcomes plans.

This includes ensuring Tātaki Auckland Unlimited initiatives are undertaken with consistent and appropriate te ao Māori protocols and stakeholder engagement, designing new programmes to advance Māori Outcomes in the community, supporting existing Māori cultural and business events, ensuring Māori culture and language is reflected in Tātaki Auckland Unlimited’s design principles, signage, and projects; and building capability and te reo proficiency within the wider Auckland Unlimited team.

Monitoring template

Key Action	Activity/Deliverable	Director/s	RAG Status*	Progress update


* R – Target or objective will be missed or current result > 10% from target;

A – Target or objective at risk, requires remedial action or current result within 10% of target;

G – Target or objective achieved or current result on target

Appendices





ATTACHMENT A | Summary of Our Legal Obligations

Summary of Tātaki Auckland Unlimited's Legal Obligations Relating to Māori for Māori Outcomes Plan as at September 2021

1.0 INTRODUCTION

Our Māori Outcomes Plan is intended to enable us to better deliver the 10 mana outcomes of the Kia Ora Tāmaki Makaurau – Māori Outcomes Performance Measurement Framework (the Framework). The Framework is driven in part by the principles of Te Tiriti o Waitangi/Treaty of Waitangi and Council's statutory obligations relating to Māori and the Treaty.

This document is not a comprehensive list of every statutory provision concerning Māori or Te Tiriti o Waitangi/ Treaty of Waitangi with which we must comply. It is a summary of the legal obligations which we have decided are most relevant to our Māori Outcomes Plan. When making a particular decision or undertaking a specific process, we will refer to the actual statutory provision, rather than the summary contained here.

Strategic Context

KEY THEMES

The nature and extent of the Council's obligations to Māori vary significantly in different legislation, although key themes emerge. These include:

- To consider Treaty principles
- Māori participation in Council's decision-making processes
- Recognising Māori cultural values and perspectives, including mātauranga Māori (Māori knowledge), tikanga Māori (Māori principles and protocols) and kaitiakitanga (Māori guardianship)
- Council's duty to contribute to Māori capacity
- Enabling and promoting Māori well-being.

LOCAL GOVERNMENT ACT 2002

LEGISLATION

Under this Act, we promote Māori participation in our decision-making processes by:¹⁰

1. Enabling Māori to contribute to decision-making (and report on these activities in the annual report)¹¹
2. Enhancing Māori capacity to contribute to decision-making (and set out intended steps in the Long-term Plan)¹²
3. Giving Māori information to promote their contribution to decision-making¹³
4. Ensuring that we have processes for consulting with Māori¹⁴
5. Consulting with Māori if they may be affected by or have an interest in a decision¹⁵
6. If making a significant decision about land or water, taking into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, waahi tapu, valued flora and fauna, and other taonga.¹⁶

WHAT ARE WE
CURRENTLY DOING?

Facilitate Air New Zealand and NZ Māori Tourism partnership

Develop Tāmaki 2021 and Beyond agreement

Work with Iwi to develop and deliver annual Māori signature festival for Tāmaki Makaurau

Support the role and function of Haerewa, Māori advisory group, Auckland Art Gallery Toi o Tāmaki

WHAT WILL WE DO?

Develop and implement a Māori Engagement Plan to enable Māori participation at all levels of the Council group's decision-making.

- Establish a governance-level relationship with Māori Authorities and set a shared agenda.
- Establish a strategic and operational- level relationship to implement shared objectives. Whariki Business Network – Formalise partnership MOU.
- Finalise and implement Tāmaki 2021 and Beyond agreement.
- Work with key partners (including Iwi and Council) to develop and ensure delivery of an annual Māori signature festival for Tāmaki Makaurau.
- Continue to build Auckland Unlimited's relationship with Ngāti Whatua Ōrakei, moving towards reciprocity and a shared Kaupapa.
- Establish a formal relationship with the owners of Rarotonga/ Mt Smart Stadium, the Tūpuna Taonga o Tāmaki Makaurau Trust.
- Activate partnerships with Māori that utilise Auckland Unlimited venues, including potential opportunities relating to the Warriors.
- Assist with a broad scope for Māori outcomes in marketing and events for external partners.

Build Māori responsiveness capability and capacity in Auckland Unlimited utilising the MAHI Strategy.

- Assign Māori specialists to guide and advise staff and business leaders to achieve relevant Māori Outcomes Plan actions.
- Provide staff with opportunities to learn pepeha, mihimihi and any other relevant tikanga required to achieve Māori outcomes effectively and efficiently. This includes marae visits and waiata rehearsal sessions.

As a good employer our personnel policy must recognise:¹⁷

- Māori aims, aspirations and employment needs
- The importance of greater involvement of Māori in local government employment.

Council's funding and financial policies must support the principles set out in the Preamble to the Te Ture Whenua Māori Act 1993.¹⁸

Māori Outcomes Director

Māori Outcomes team

Haerewa, Māori advisory group, Auckland Art Gallery Toi o Tāmaki

Implement an organisational capability building programme and apply relevant elements of the MAHI Māori Employment Strategy

LOCAL GOVERNMENT (AUCKLAND COUNCIL) ACT 2009

LEGISLATION

We may need to work with the Independent Māori Statutory Board (IMSB) by:¹⁹

- Providing the IMSB with information
- Consulting with, and taking the advice of, the IMSB on matters affecting Mana Whenua and Mataawaka of Tāmaki Makaurau, including how to reflect their input in strategies, policies and plans
- Working with the IMSB to seek the input of Mana Whenua and Mataawaka of Tāmaki Makaurau.²⁰

WHAT ARE WE CURRENTLY DOING?

Tātaki Auckland Unlimited provides information to Council to fulfil its duties to the IMSB.

WHAT WILL WE DO?

Provide Auckland Council with information necessary to fulfil its statutory duties to the Independent Māori Statutory Board under the Local Government (Auckland Council) Act 2009, including providing information where Auckland Unlimited's work programmes relate to Issues of significance to Māori.

The Tātaki Auckland Unlimited Māori outcomes monitoring plan will utilise IMSB indicators where relevant.

RESOURCE MANAGEMENT ACT 1991

LEGISLATION

Persons exercising functions and powers under the RMA (generally the regulatory team, where Council is acting as a Resource Consent Authority) must, in managing the use, development, and protection of natural and physical resources:

1. Recognise and provide for the following as matters of national importance:
 - The relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu and other taonga²¹
 - The protection of customary rights²²
2. Have particular regard to kaitiakitanga.²³

As an applicant, Tātaki Auckland Unlimited takes these matters into account when preparing resource consent applications.

As an applicant, Tātaki Auckland Unlimited will continue to take these matters into account when preparing resource consent applications.

HAURAKI GULF MARINE PARK ACT 2000

LEGISLATION

When applying for resource consent for the Hauraki Gulf, its islands and catchments, we must consider:²⁴

1. Its national significance, and how it provides for tangata whenua's traditional, cultural and spiritual relationship with the gulf.²⁵
2. Management of the gulf. Protection includes enhancing its natural, historic and physical resources, with which tangata whenua have a historic, cultural and spiritual relationship.²⁶

As an applicant, Tātaki Auckland Unlimited takes these matters into account when preparing resource consent applications.

As an applicant, Tātaki Auckland Unlimited will continue to take these matters and sections 7 and 8 of the Act into account when preparing resource consent applications.

LOCAL GOVERNMENT OFFICIAL INFORMATION AND MEETINGS ACT 1987

LEGISLATION

Exceptions to LGOIMA:

Good reasons for us to withhold information under this Act are:

- Avoiding serious offence to tikanga Māori
- Avoiding the disclosure of a wāhi tapu site.²⁷

However, this is only in particular circumstances under the RMA, e.g. an application for a resource consent, a water conservation order or a heritage order.²⁸

We must also weigh withholding information against serving the public interest and other considerations.²⁹

Tātaki Auckland Unlimited seeks guidance from Auckland Council Legal Services.

Build Māori responsiveness capability and capacity in Auckland Unlimited utilising the MAHI Strategy.

- Develop and implement a capability and capacity development support plan that utilises the MAHI Strategy and includes evaluations to identify knowledge and skills Tātaki Auckland Unlimited requires to achieve Māori outcomes. This plan should also identify appropriate processes for Māori data sovereignty and intellectual property rights.

MARINE AND COASTAL AREA (TAKUTAI MOANA) ACT 2011**LEGISLATION**

The relevant purpose of this Act is to:

- Recognise mana tuku iho
- Provide for customary interests of iwi, hapū and whānau in the marine and coastal area.³⁰

WHAT ARE WE CURRENTLY DOING?

Tātaki Auckland Unlimited promotes engagement, participation and input into the development of Hui Te Ananui a Tangaroa NZ Maritime Museum Master Plan in recognition of the Mana Moana of Iwi and Hapū of Tāmaki Makaurau.

WHAT WILL WE DO?

Should Tātaki Auckland Unlimited seek resource consent or be a stakeholder for developments in the common marine and coastal area Tātaki Auckland Unlimited will fulfil its obligations to notify and seek the views of customary marine title applicants for the area in question.

NGĀ MANA WHENUA O TĀMAKI MAKĀURAU COLLECTIVE REDRESS ACT 2014**LEGISLATION**

When iwi and hapū apply mana whenua and kaitiakitanga over the maunga, we must acknowledge the Tūpuna Maunga Authority as the administering body by law.³¹

Some of the key obligations on Council under this Act are:

- Council is responsible for routine management of the maunga and administered lands (which it must do under the direction of the TMA and in accordance with the current annual operational plan, and other specified matters) (s 61)
- Council is responsible for costs in relation to the maunga and administered lands (in the manner specified in s 62)

Council must hold the funding and revenue for the maunga and administered lands (s 63).

Tātaki Auckland Unlimited facilitates photography, film activities and events on Tūpuna Maunga through internal processes and by directing applicants to the resource consent process which acknowledges the Tūpuna Maunga Authority and Council responsibilities.

Tātaki Auckland Unlimited facilitates photography, film activities and events on Tūpuna Maunga through internal processes and by directing applicants to the resource consent process which acknowledges the Tūpuna Maunga Authority and Council responsibilities.

WAITAKERE RANGES HERITAGE AREA ACT 2008**LEGISLATION**

When considering any resource consent application in the Waitākere Ranges heritage area Council as Resource Consent Authority must:

- Recognise its national, regional and local significance
- Promote the protection and enhancement of its heritage features for future and present generations.³²

We must also promote Ngāti Whātua and Te Kawerau ā Maki participation in decision-making processes in our implementation of this Act.³³

As an applicant, Tātaki Auckland Unlimited takes these matters into account when preparing resource consent applications.

As an applicant, Auckland Unlimited will continue to take these matters into account when preparing resource consent applications.

Auckland Unlimited is also committed to promoting Ngāti Whātua and Te Kawerau ā Maki participation in decision-making processes in our implementation of activities in the Waitakere Ranges heritage area.

PUBLIC WORKS ACT 1981**LEGISLATION**

We must comply with:

- Section 23 on the 'notice of intention to take land' in respect of Māori land
- Section 41 for disposal of former Māori land (either Māori freehold land or General land owned by Māori) when no longer required.

Tātaki Auckland Unlimited seeks guidance from Auckland Council Legal Services.

Tātaki Auckland Unlimited will continue to seek guidance from Auckland Council Legal Services to ensure we are meeting our commitments and legal obligations.

10. Local Government Act 2002, section 4.
11. Local Government Act 2002, section 81(1)(a) and Schedule 10, clause 8.
12. Local Government Act 2002, section 81(1)(b) and Schedule 10, clause 35.
13. Local Government Act 2002, section 81(1)(c).
14. Local Government Act 2002, section 82(2).
15. Local Government Act 2002, section 82(1).
16. Local Government Act 2002, section 77(1)(c).
17. Local Government Act 2002, Schedule 7, clause 36.
18. Local Government Act 2002, section 102(3A). The policies subject to this requirement are the revenue and financing policy, development contributions policy, Māori freehold land rates remission and postponement policy, and general rates remission and postponement policy.
19. Local Government (Auckland Council) Act 2009, section 88.
20. The Council's duties under section 88 do not relieve it of any duties it has under any other enactment to consult Māori.
21. Resource Management Act 1991, s 6(e).
22. Resource Management Act 1991, section 6(g).
23. Resource Management Act 1991, section 7(a).
24. Hauraki Gulf Marine Park Act 2000, section 9.
25. Hauraki Gulf Marine Park Act 2000, section 7.
26. Hauraki Gulf Marine Park Act 2000, section 8.
27. Local Government Official Information Act 1987, section 7.
28. Local Government Official Information Act 1987, section 7(2)(ba).
29. Local Government Official Information Act 1987, section 7(1).
30. Marine and Coastal Area (Takutai Moana) Act 2014, section 62.
31. Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014, section 109.
32. Waitākere Ranges Heritage Area Act 2008, section 13.
33. Waitākere Ranges Heritage Area Act 2008, section 33.

ATTACHMENT B

Tātaki Auckland Unlimited's
Statement of Intent

ATTACHMENT C

Kia Ora Tāmaki Makaurau: Māori Outcomes
Performance Measurement Framework

ATTACHMENT D

Independent Māori Statutory Board
Māori Plan

ATTACHMENT E

Independent Māori Statutory Board
Issues of Significance

ATTACHMENT F

Auckland Council
Te Reo Māori Policy

