

Te Mahere Aronga
2024–2026
Māori Outcomes Plan

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Front cover image: Taane Mete, *Marae in the Sky* (performance still), 2023, commissioned by Auckland Art Gallery Toi o Tāmaki.



He Mihi

Ka tangi te manu kōrero!
Ka rongo 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
tangiā hia 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 puhiaiki 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.





Kupu Whakataki | Foreword

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

As the cultural and economic development agency for Tāmaki Makaurau, the activities and projects of Tātaki Auckland Unlimited (TAU) touch every aspect of living and working in Tāmaki Makaurau. They extend from collaborating with others in developing initiatives and programmes to 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 not only a unique point of difference in the world, it is also integral to the cultural vibrancy and wellbeing of our community. How we advance the aspirations of Māori in our community – through the diverse initiatives, programmes and events we deliver – will continue to play a major role in Auckland's recovery from the lingering impacts of COVID-19; and contribute to the growth of our Māori businesses, artists and communities.

Over the past two years, our organisation has progressed significantly in the delivery of Te Mahere Aronga, our Māori Outcomes Plan. In addition, our board has undergone training in te ao Māori; and we have a dedicated Board committee for growing relationships with Māori at a governance level.

Across the Auckland Council group, we have been through a significant period of uncertainty, with unprecedented budget and resourcing constraints. We are all challenged to do more with less and to focus on those areas that are most important to Aucklanders. We will need to be far more targeted in our initiatives and more resourceful than ever.

Our focus on Māori Outcomes remains; and the TAU leadership team and I are committed to expanding our efforts across the organisation. Continued collaboration and partnership with Māori will help ensure we can continue to deliver on our shared commitment to the people of Tāmaki Makaurau.

Nick Hill
Chief Executive

Te Mahere Aronga A living document

The vital role Tātaki Auckland Unlimited continues to play in advancing positive outcomes for Māori has been acknowledged across the Auckland Council group, in large part thanks to the many individuals and organisations who have contributed to our mahi so far.

You can see some of those outcomes in *Ākina*, the publication that showcases a selection of Māori Outcomes highlights and successes since our council controlled organisation was established.

To stay relevant and target our efforts, it is important to ensure Te Mahere Aronga is a living document. It is a guide and framework for our organisation, one we are accountable for and can be measured against.

The refreshed Te Mahere Aronga reflects our current operating environment and what we are able to deliver with the resources we have available – focusing on those areas where we can have the most impact.



As you will see in the bigger picture section of this document, 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.

The core strategic priorities for TAU are Kia ora te Umanga (Māori business, tourism and economic development) and Kia ora te Ahurea (Māori culture and identity).

We are privileged to work 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.

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

Te Pae Tawhiti | The bigger picture

As the cultural and economic development agency for Tāmaki Makaurau Auckland, 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.

Auckland Plan 2050

This plan looks 30 years ahead, anticipating priorities and challenges for Tāmaki Makaurau and setting the council's strategic outlook. The Auckland Plan 2050 includes six priority outcome areas, and *Māori Identity and Wellbeing* is one of these.

“A thriving Māori identity is Auckland's point of difference in the world – it advances prosperity for Māori and benefits all Aucklanders.”

Under this priority, the Plan identifies four strategic directions and seven focus areas targeting Māori outcomes.

Kia Ora Tāmaki Makaurau

Kia Ora Tāmaki Makaurau is Auckland Council's Māori outcomes performance measurement framework. The framework aligns with the strategic priorities in the Auckland Plan 2050. It articulates ten outcomes – areas Māori in Tāmaki Makaurau have identified as being the most important to them.

KIA ORA TĀMAKI MAKĀURAU FRAMEWORK

- Kia ora te Umanga**
Māori business, tourism, and employment
- Kia ora te Marae**
Marae development
- Kia ora te Reo**
Te reo Māori
- Kia ora te Taiao**
Kaitiakitanga
- Kia ora te Kāinga**
Papakāinga and Māori housing
- Kia ora te Rangatahi**
Realising rangatahi potential
- Kia ora te Ahurea**
Māori identity and culture
- Kia ora te Whānau**
Tamariki and whānau wellbeing
- Kia ora te Hononga**
Effective Māori participation
- Kia hāngai te Kaunihera**
An empowered organisation

To demonstrate how the council whānau is delivering against these strategic priorities, Auckland Council generates annual Māori Outcomes Reports. Each report aims to provide a high-level picture of annual progress to Māori partners, elected members, leaders in governance, decision-makers across the council group and whānau Māori.

See the latest Auckland Council Group Māori Outcomes Report [here](#)



Statement of Intent

Every year, the Mayor of Auckland issues a letter of expectation to council-controlled organisations, outlining common expectations across all CCOs, and specific expectations for each. The TAU board and executive team work with these expectations to create our organisation's **Statement of Intent (SOI)**, setting out our focus areas for the next three years.

Our current SOI outlines three strategic areas of focus: experiences and events, facilities, and investment and innovation – and how we plan to deliver these (see pages 18-20 of our SOI). It shows how we have responded to the council-directed operating budget cut (pages 16-17), and our commitment to being innovative in how we leverage our resources, technology and relationships.

The TAU SOI reiterates and confirms our commitment to a Tiriti-based approach to enhancing cultural and economic outcomes for Māori in Tāmaki Makaurau.

See the latest Auckland Council Group Māori Outcomes Report [here](#).

The Auckland Council 10-year Budget

The Long Term Budget (LTP) connects with the key Māori identity and wellbeing outcome in the Auckland Plan. The former 10-year budget (2018-2028) sets ten strategic priorities to advance this outcome, and the most recent update (2021-2031) continues with the same priorities.

The LTP is reviewed every three years, providing Aucklanders with an opportunity to confirm or change priorities for investment. Māori Outcomes funds are available over a 10-year long term plan cycle and can be applied for every three years.

Tātaki Auckland Unlimited has submitted bids for the next LTP budget that total \$6.42 million, along with strategic assessments for each. The bids that were submitted emerged from a prioritisation and assessment review to ensure they align with **Houkura Independent Māori Statutory Board**, council and TAU priorities.

Business cases are due to be submitted by 31 March 2024, and a decision is expected in April 2024 on which initiatives will be funded from FY2025.



Te ara: Ngā Tutukinga

The journey so far: highlights and successes

In our highlights and successes publication, *Ākina*, we cover some of what TAU and our collaborators have achieved together since our CCO and Māori Outcomes directorate was formed.

HIGHLIGHTS SNAPSHOT

Supporting
Te Matatini Festival,
the biggest ever
showcase of Māori
performing arts

**Autaia haka
theatre**,
enabling rangatahi
Māori to tell their
stories

Sponsoring the
M9 series,
showcasing
Māori artistry
and ahurea

Partnering with the
**Whāriki business
network** to boost
pakihi Māori resources
and visibility

Demonstrating a
**visual commitment to
te reo Māori**
through venue signage

Building organisational
capability through the
**Taki language and
tikanga app**

Building resilience and capability
through programmes like
Activate Tāmaki Makaurau and
Reactivate Tāmaki Makaurau

Mātauranga Māori learning and advocacy
at Auckland Zoo, New Zealand Maritime Museum
and Auckland Art Gallery Toi o Tāmaki

Exploring more **authentic
partnering with Māori**
through cultural sector hui

Bridging the **Māori
technology**
industry
participation gap

Embedding te ao
Māori into **climate
conversations**

Supporting a
**sustainable Māori
tourism economy**

Working with iwi and
hāpū on **screen
industry initiatives**

See *Ākina* on our website for details on these and more stories; and how they align with our strategic priority areas.

Te ara ki mua: Ngā kaupapa matua Looking to the future: our strategic priority areas

Of the Kia Ora Tāmaki Makaurau priorities, our mahi across TAU has the most significant impact in:

- **Kia ora te Umanga** – Māori business, tourism, and employment
(we are the lead agency for this priority)
- **Kia ora te Ahurea** – Māori identity and culture
- **Kia ora te Taiao** - Kaitiakitanga

KIA ORA TĀMAKI MAKĀURAU LONG TERM PRIORITIES



In the pages that follow, you will see how we brought together Pou Hononga (Māori Outcomes ‘connectors’ across our organisation) and have used these pou to guide our unified priorities and the outcomes we aim to deliver for Māori in Tāmaki Makaurau over the next three years.

Pou Hononga | A unified approach

A new process was established at the end of 2023 to ensure a unified TAU approach to advancing cultural and economic well-being for Māori enterprise, creatives and whānau of Tāmaki Makaurau.

Each TAU executive team member nominated rūpū connectors from within their areas of responsibility to form Pou Hononga. The role of this group of connectors is to work alongside their peers and director to link us all, highlighting the mahi happening across the organisation.

The Pou Hononga group has been instrumental in helping to identify and update organisation-wide goals, actions and measures for this living framework. They will continue to provide a valuable link between the strategic oversight of the executives and Māori Outcomes rūpū and the teams across TAU who strive to deliver excellent outcomes for Māori in their daily events, programmes and activities.





NGĀ ARONGA MATUA MŌ TE PAE TAWHITI | CORE LONG TERM PRIORITIES

A

Kia ora te Umanga: Māori Business, Tourism & Employment

MAHI OBJECTIVE: Support a resilient and regenerative Māori economy by supporting economic opportunities and pathways for businesses and iwi organisations. Tātaki Auckland Unlimited is the lead agency for this priority area in Tāmaki Makaurau Auckland.

KEY INITIATIVES: Develop a Māori Economy symposium and a Māori Economic Strategy for Tāmaki Makaurau, secure funding for a programme action plan for FY2024/2025 and continue to focus on social procurement.

1 Pakihi Māori benefit from the programmes and activities TAU leads

DELIVERABLES AND ACTIVITIES

Continue the Whāriki Business Network agreement until end of current term

Grow relationships with Māori business networks including Māori Women's Development Inc (MWDI) and Paerangi

Connect organisations with TAU major events and potential opportunities well in advance

TIMEFRAMES

- Whariki agreement runs to Q4 FY24/25 (June 2025)
- Sponsor MWDI award in FY24/25
- Develop and share 12-month event calendar by Q1 FY24/25

MEASURES

Number of Māori that have been through a TAU programme or benefitted from a TAU intervention

Number of initiatives that contribute to Māori economic development

RŌPŪ RESPONSIBLE: Māori Outcomes | Destination – Major Events

2 A Māori Economic Development Strategy and programme of work for Tāmaki Makaurau

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|--|---|--|
| TAU programmes and initiatives that benefit Māori are identified for inclusion in LTP Māori Outcomes Fund applications | <ul style="list-style-type: none"> LTP funding for TAU economic development programmes confirmed by Q4 23/24 | Number and type of hui that follow during 2024-2025 to develop the economic work programme and Māori-led initiatives that will have the most impact for the region |
| Grow local and central government and Māori economic organisation relationships | <ul style="list-style-type: none"> Māori Economic Development Work Programme to be drafted by Q3 FY24/25 | |
| Develop an economic work programme that supports Māori aspirations | | |

RŌPŪ RESPONSIBLE: Economic Development | Māori Outcomes

3 Enable opportunities for Māori economic and business development through major event investment

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|--|---|--|
| Provide resources and support to event partners to engage Māori suppliers and businesses | <ul style="list-style-type: none"> Benchmarks for new measures* (alongside) to be established in FY24/25 | Number of investment applications from Māori event organisers* |
| Engage with organisations such as Whāriki and Amotai to support and upskill Māori event management companies and individuals | | 100% of investment cases include Māori outcomes* |
| Identify opportunities to include Māori talent in invested event programmes | | Percentage of events including Māori artists and entertainers in programme* |
| Māori outcomes are included in all major event investment cases | | Contract minimum 5% Māori procurement (contract value) for invested events (increase year on year) |

RŌPŪ RESPONSIBLE: Destination – Major Events

4 Support and enable Māori participation in new precinct and urban development projects

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|---|---|---|
| Māori outcomes research, engagement advice and input into new precinct plans for Tāmaki Makaurau Auckland | <ul style="list-style-type: none"> FY2024/2025 | All new developments have Māori participation and clearly defined Māori economic outcomes |

RŌPŪ RESPONSIBLE: Economic Development – Creative Industries | Finance – Capital Expenditure | Māori Outcomes

5 Increase Māori supplier participation in TAU initiatives

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|--|--|---|
| <p>Increase spend with Māori-owned businesses through implementing the Auckland Council Group Supplier Diversity Targets</p> <p>Develop a TAU Social Procurement Strategy to support the removal of systemic barriers to doing business with TAU</p> <p>Develop short, clear and straightforward tender proposals</p> <p>Develop a process for reporting different types of contracts with Māori and diverse suppliers and artists</p> <p>Work with organisations such as Amotai to develop a supplier pool of practitioners, artists, and vendors specific to kaupapa Māori</p> | <ul style="list-style-type: none"> All TAU rōpū have targets in place for Māori and diverse suppliers by Q1 FY24/25 | <p>Number of Māori businesses involved in TAU procurement opportunities</p> <p>5% of the value of all new contracts awarded to Māori and diverse suppliers across TAU</p> <p>15% of subcontracts value to be awarded to Māori, Pasifika businesses and Social Enterprises</p> |
| RŌPŪ RESPONSIBLE: Finance and Corporate Services – Procurement Māori Outcomes All TAU rōpū | | |

6 Build the capacity capability and capacity of Māori to participate in the screen industry

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|--|--|---|
| <p>Connect Māori in the screen sector and Mana Whenua</p> <p>Facilitate a change in relationship and new ways of working together for iwi and the film sector. This includes facilitating an Auckland Unitary Plan Change for filming on Sites of Significance to Mana Whenua</p> <p>Develop an indigenous film protocol for Tāmaki Makaurau</p> | <ul style="list-style-type: none"> Series of hui with screen sector and Mana Whenua FY23/24 | <p>Working group with Mana Whenua and screen industry representatives established</p> <p>Templates established and adopted for use by iwi and industry in Tāmaki Makaurau</p> |
| RŌPŪ RESPONSIBLE: Economic Development – Screen Auckland Māori Outcomes | | |

7 Grow the Māori tourism sector capability in Tāmaki Makaurau

DELIVERABLES AND ACTIVITIES

Refresh **Destination AKL 2035** Māori stakeholder engagement and develop a self-sustaining funding model to deliver on key recommendations for iwi, matāwaka and pākihi Māori

Enable connections through the Māori Tourism Business Collective

Continue Manaaki Cruise Programme through relationships with inbound operators and cultural groups

Improve international and domestic market access for iwi, matāwaka and pākihi Māori in the tourism sector through marketing, media, PR and trade initiatives

Co-design solutions in partnership with Tūpuna Maunga Authority to empower Mana Whenua-led regenerative tourism across the volcanic network in its journey to attain UNESCO heritage status

TIMEFRAMES

- FY24-FY27
- Annual wananga, operator tours and itinerary development for Tāmaki Makaurau Māori tourism businesses
- Coordination of three Māori cultural event activations from October to April each year
- Annual Destination Partnership Programme
- Launch Ngā Taonga o Tāmaki 100 Treasures of Auckland Platform in FY24/25

MEASURES

80% of Māori tourism sector engaged in the refresh for Destination AKL

Taurikura Tourism Sustainability Access for ten Māori businesses, iwi, hapū working in the visitor economy sector

Number of cruise passengers participating in Māori cultural experiences

Destination marketing metrics

RŌPŪ RESPONSIBLE: Destination – Tourism

STRATEGIC ALIGNMENT

(See Appendices for full list of legal obligations and relevant documents)

- Auckland Council Long Term Plan
- Auckland Plan
- Houkura IMSB Māori Report and Issues of Significance
- Mana Whenua Kaitiaki Forum Strategic Plan
- Kia ora Tāmaki Makaurau: Kia ora te Ahurea, Kia ora te Hononga

Annie Dundas
Director, Destination

“The Destination team at Tātaki Auckland Unlimited will honour Te Mahere Aronga. The values and principles outlined will be embedded within all the work the Destination rōpū undertakes.”



NGĀ ARONGA MATUA MŌ TE PAE TAWHITI | CORE LONG TERM PRIORITIES

B **Kia ora te Ahurea**
Māori Identity and Culture

MAHI OBJECTIVE: Reflect and promote Māori culture and identity, and Mātauranga Māori values.

KEY INITIATIVES: Support and increase opportunities for Māori leaders, arts and artists, including programming around annual Māori cultural celebrations and festivals, and facilitating the development of a new Māori cultural festival.

1 **Showcase kaupapa Māori through programming and cultural elements in TAU venues**

DELIVERABLES AND ACTIVITIES

Plan and deliver kaupapa Māori exhibitions at Auckland Art Gallery

Plan and deliver programming for Matariki and other culturally significant celebrations at TAU public venues

Include Māori cultural elements, cuisine and storytelling into site visits and bids for conventions events and trade shows

Develop an overarching conceptual narrative for Auckland Zoo that provides a path to authentically weave te ao Māori throughout the Zoo's developments, programmes and activities

TIMEFRAMES

- Auckland Art Gallery Toi o Tāmaki will host four kaupapa Māori events to coincide with culturally significant times (Waitangi to Māhuru Māori - February to September 2024)
- Annual Matariki programming in Aotea Arts Quarter, Auckland Zoo and at New Zealand Maritime Museum
- Conceptual narrative for Auckland Zoo developed by Q4, FY24/25

MEASURES

Number of programmes contributing to the visibility and presence of Māori in Auckland, Tāmaki Makaurau

Number of kaupapa Māori-focussed events and exhibitions

Achieve 5% increase of Māori visits at Auckland Art Gallery Toi o Tāmaki from previous year of 15,000

Visibility and awareness of Matariki celebrations

Māori cultural elements incorporated into 60% of Auckland Conventions Bureau events and activations

2 Support Māori cultural leaders, performing arts and artists

DELIVERABLES AND ACTIVITIES

Partner with Hawaiki Tū to present Autaia (youth haka theatre showcase)

Continue to support M9 showcase for Māori leaders and creatives

Partner with Te Taumata Toi ā Iwi Regional Arts Trust to develop a funding prototype that supports the Māori creative sector

Build capability in the performing arts sector through employment pathways for Māori in Auckland Live recruitment

Support a Māori-led approach to Tāmaki Herenga Waka Festival and facilitate input of iwi and Mātāwaka leaders

Use major events as a platform for Māori artists to generate income and share their work and talent (see Kia ora te Umanga section)

TIMEFRAMES

- Invest in and deliver Autaia in 2024
- Confirm funding and resources to continue M9 partnership in FY24/25
- Additional funding secured to enable a Māori Performing Arts programme in FY24/25

MEASURES

Number of initiatives or events supported

Sponsorship framework for Māori creatives and performing arts

RŌPŪ RESPONSIBLE: Auckland Live | Economic Development – Major Events | Māori Outcomes

3 Develop a Māori Performing Arts Strategy, aligned with new TAU Performing Arts Strategy

DELIVERABLES AND ACTIVITIES

Convene hui for Māori performing arts practitioners to inform and contribute to the development of the strategy

Programming is informed by a range of Māori performing arts practitioners

TIMEFRAMES

- FY24/25

MEASURES

Advisory rōpū of Māori performing artists established

Draft approach and milestones for developing the strategy completed Q4 FY2024/25

Māori Performing Arts Strategy is embedded in the new TAU Performing Arts Strategy

RŌPŪ RESPONSIBLE: Auckland Live | Economic Development – Creative Industries | Māori Outcomes

4 **Taonga Māori is supported through acquisitions, exhibition narratives, storage and digitisation**

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|--|--|--|
| Embed acquisition of taonga Māori into the New Zealand Maritime Museum collection plan | <ul style="list-style-type: none"> Installation of mauri stone by Q4 FY23/24 (pending approvals) Proof of concept for one collection to align with funding received New collection store completed Q3 FY23/24 | Proportion of capex acquisition funds applied (pending availability) |
| Install mauri stone in the Maritime Museum plaza | | Copies of Taonga Māori to be held in marae repositories |
| Support iwi collections access and preservation through the digitisation hub | | Taonga Māori re-housing programme implemented |
| Improved storage for Taonga Māori | | |

RŌPŪ RESPONSIBLE: New Zealand Maritime Museum

5 **Continued delivery of Te Toki Voyaging Trust and Ara Moana waka education programmes**

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|---|---|---|
| Ongoing relationship with Te Toki Voyaging Trust, with opportunities identified through regular hui | <ul style="list-style-type: none"> Yearly funding applications submitted and confirmed by Q3 FY23/24 | Te Toki Voyaging Trust Funding confirmed and capex opportunity extended |
| Continued annual delivery of Ara Moana programme | | Number of Ara Moana workshops delivered |

RŌPŪ RESPONSIBLE: New Zealand Maritime Museum

6 **Embed mātauranga Māori and data sovereignty into digital systems and processes**

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|---|--|--|
| Develop Māori Data Governance policy, framework and principles for digital project management | <ul style="list-style-type: none"> End of Q3 FY24 | Māori Data Sovereignty Policy is adopted, implemented and shared with partners and collaborators |

RŌPŪ RESPONSIBLE: Māori Outcomes | Digital

7 Capital projects showcase application of te ao Māori

DELIVERABLES AND ACTIVITIES

Selected and relevant capital projects showcase Māori cultural elements and artworks as appropriate (on a case by case basis)

TIMEFRAMES

- As projects arise and budgets allow

MEASURES

Finance and Corporate Services – Capital Expenditure

RŌPŪ RESPONSIBLE: Finance and Corporate Services – Capital Expenditure

STRATEGIC ALIGNMENT

(See Appendices for full list of legal obligations and relevant documents)

- Auckland Council Long Term Plan
- Auckland Plan
- Houkura IMSB Māori Report and Issues of Significance
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- Kia ora Tāmaki Makaurau: Kia ora te Hononga

Glen Crighton

Director, Performing Arts (Acting)

“This strategy is a roadmap for our team to ensure that kaupapa Māori performing arts, artists and cultural leaders are supported to build sustainable careers in the performing arts as well as showcasing their work on some of the finest stages in Aotearoa.”



ĀHEI I NGĀ ARONGA MATUA MŌ TE PAE TAWHITI | ENABLING LONG TERM PRIORITIES

A Kia ora te Hononga

Effective Māori Participation

MAHI OBJECTIVE: Mana Whenua and Māori are active contributors at all levels of Tātaki Auckland Unlimited's decision-making.

KEY INITIATIVES: Māori participation in the TAU Board, engagement and collaboration with senior Māori leaders on strategic initiatives across the organisation.

1 Develop and grow relationships with Mana Whenua and Mātāwaka groups in Tāmaki Makaurau Auckland

DELIVERABLES AND ACTIVITIES

Support iwi participation in strategic initiatives and priorities such as new precinct developments, the revitalisation of Waiōrea/Western Springs and an indigenous film protocol for Tāmaki Makaurau

Develop appropriate and timely engagement mechanisms with Māori leaders to identify leverage opportunities

Work in partnership with Mana Whenua to fulfil tikanga responsibilities

Provide quality advice for effective Māori participation, especially when planning events or activities in areas of cultural significance

Enable concept idea generation for future Auckland Zoo community and visitor space developments through meaningful long-term connections established with Mana Whenua and key Māori communities

TIMEFRAMES

- Ongoing

MEASURES

Number of strategic projects with Māori engagement and participation

2 Enhance governance-level capability, engagement and decision-making for Māori organisations

DELIVERABLES AND ACTIVITIES

- Engage more senior Māori representatives through the Māori Engagement Committee of the TAU Board
- Build connections between TAU Board and organisations such as Houkura Independent Māori Statutory Board
- Connect Māori organisations with opportunities to build governance capability
- Develop a sustainable and robust Memorandum of Understanding with Haerewa at Auckland Art Gallery Toi oī Tāmaki as a voice for Māori art and artists

TIMEFRAMES

- Committee dates set for 2024-2025
- Māori Engagement Committee ToR and Charter agreed and implemented by Q3 FY23/24
- Annual meeting between the Board and Houkura IMSB

MEASURES

Governance forums in place for FY24/25

RŌPŪ RESPONSIBLE: TAU Board | Māori Outcomes

3 Major (anchor) events are influenced by a Māori worldview at concept and governance levels

DELIVERABLES AND ACTIVITIES

- Provide resources and connections to enable Māori representation in event organisation governance and decision-making roles

TIMEFRAMES

- 100% of anchor events have Māori representation at governance level by 2026

MEASURES

Percentage of anchor events with Māori representation at governance level

RŌPŪ RESPONSIBLE: Destination – Major Events

STRATEGIC ALIGNMENT

(See Appendices for full list of legal obligations and relevant documents)

- Auckland Council Long Term Plan
- Auckland Plan
- Houkura IMSB Māori Report and Issues of Significance
- Mana Whenua Kaitiaki Forum Strategic Plan
- Kia ora Tāmaki Makaurau: Kia ora te Umanga, Kia ora te Ahurea

Mandy Kennedy
Chief Digital Officer

“We are working as a Digital team to incorporate Māori Data Principles that recognise Māori data as taonga into our methodology, considering culturally grounded models of ownership and care for every project we undertake.”





ĀHEI I NGĀ ARONGA MATUA MŌ TE PAE TAWHITI | ENABLING LONG TERM PRIORITIES

B Kia ora te Taiao Kaitiakitanga

MAHI OBJECTIVE: Māori exercise tino rangatiratanga and kaitiakitanga through Tiriti-based relationships with the council group to enhance the mauri of te taiao.

KEY INITIATIVES: Māori-led climate initiatives and authentic engagement and collaboration on te taiao issues of significance, including sustainable outcomes for TAU-led events and initiatives.

1 Māori-led programmes within Climate Connect Aotearoa are designed and delivered by Māori for Māori

DELIVERABLES AND ACTIVITIES

Launch and develop Māori-led climate and sustainability kaupapa

Māori-led programmes are informed by feedback from He Kete Mātauranga, and further research on Māori issues in climate

TIMEFRAMES

- Set benchmarks in FY24/25

MEASURES

Number of Māori-led kaupapa in each 12-month period

Number of Māori individuals or organisations involved in Māori-led programmes

RŌPŪ RESPONSIBLE: Economic Development – Climate and Sustainability

2 Plan and support sustainable outcomes for major events, filming and other activities on iwi land and areas of cultural significance

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|---|--|--|
| Engage and consult early during planning for events and activities | <ul style="list-style-type: none">Ongoing – benchmark to be set in FY24/25 | Number of landowner requests approved without objections (target 90%) |
| Facilitate and support existing activity where possible | | Number of events that partner with iwi-led kaitiakitanga (as a percentage of total sustainability initiatives) |
| Major events are used as a platform to enhance and support existing Mana Whenua kaitiakitanga initiatives | | |
| See Sites and Places of Significance kaupapa in Kia ora te Umanga | | |
| RŌPŪ RESPONSIBLE: Destination – Major Events Economic Development – Screen Auckland Economic Development – Climate and Sustainability | | |

3 Enhance community wellbeing by nurturing a lifelong connection with nature

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|--|---|--|
| Continue to make connections, build relationships and work alongside kaitiaki of native species | <ul style="list-style-type: none">Ongoing | Auckland Zoo is recognised by the Mana Whenua of Tāmaki Makaurau as a valued and trusted partner in community and conservation initiatives |
| Ensure fieldwork, conservation projects and care of native species reflect Mana Whenua Kaitiaki aspirations | | |
| Authentically represent mātauranga Māori and te ao Māori in on-site and online Zoo conservation programmes and content | | |
| RŌPŪ RESPONSIBLE: Auckland Zoo | | |

4 **Build sustainability and resilience in the Māori visitor economy sector**

DELIVERABLES AND ACTIVITIES

Build resilience in **Taurikura Tourism Sustainability Programme** with access to ten Māori businesses, iwi, hapū and innovators working in the visitor economy sector

Access to Climate Connect and **He Kete Mātauranga** for sustainability advice

TIMEFRAMES

- FY24-FY27

MEASURES

Taurikura Tourism Sustainability Access for ten Māori businesses, iwi, hapū working in the visitor economy sector

RŌPŪ RESPONSIBLE: Destination– Tourism

STRATEGIC ALIGNMENT

(See Appendices for full list of legal obligations and relevant documents)

- Auckland Council Long Term Plan
- Auckland Plan
- Houkura IMSB Māori Report and Issues of Significance
- Mana Whenua Kaitiaki Forum Strategic Plan
- Te Tāruke a Tāwhiri – Te Puāwaitanga ō te Tātai
- Auckland Climate Plan
- Auckland Zoo Strategic Plan
- Kia ora Tāmaki Makaurau: Kia ora te Umanga, Kia ora te Ahurea, Kia ora te Hononga

Kevin Buley

Director, Auckland Zoo

“In partnership with tangata whenua and the Mana Whenua of Tāmaki Makaurau Auckland, we will realise our potential as a Zoo that is distinctively of this land. We will contribute to shaping the evolving unique identity of our country and strengthening our collective voice and confidence as a nation, by weaving indigenous thought and knowledge throughout our organisation and our activities in our shared responsibility for the care of te taiao.”





ĀHEI I NGĀ ARONGA MATUA MŌ TE PAE TAWHITI | ENABLING LONG TERM PRIORITIES

C Kia ora te Whānau

Whānau and Tamariki wellbeing

MAHI OBJECTIVE: Enhance whānau wellbeing by designing programmes and events that enhance whānau Māori experiences of our public facilities and services; and supporting Māori-led services within the work we do.

KEY INITIATIVES: Creating safe, welcoming spaces that reflect teo ao Māori, with better whānau access to Tātaki Auckland Unlimited events and programming that support significant Māori cultural celebrations.

1 Enhance whānau access and experiences in TAU venues and facilities

DELIVERABLES AND ACTIVITIES

Deliver free or low-cost and accessible whānau experiences during Māori cultural events and celebrations such as Matariki in Aotea Square

Use discretionary funding to support whānau access to Māori experiences such as M9

Review and update kaiārahi and front of house positions to encourage Māori applicants

New resources for authentic representation of mātauranga Māori and te ao Māori in on-site and online Auckland Zoo programmes and content

TIMEFRAMES

- Ongoing

MEASURES

Achieve 5% increase in Māori visits to our cultural organisations (from previous year)

Number of free tickets allocated to Māori organisations for whānau distribution

2 Predominantly Māori communities have access to events in their local areas

DELIVERABLES AND ACTIVITIES

Ensure TAU-delivered major events held in South and West Auckland have accessible pricing

Local histories, pakiwaitara and pūrākau are told through a Māori lens in public programmes and online content at Auckland Zoo

TIMEFRAMES

- FY24/25

MEASURES

Number of free or accessibly priced events

Number of programmes with Māori content

RŌPŪ RESPONSIBLE: Destination – Tourism | Auckland Zoo

3 Support pakihi Māori access to provide services for TAU venues, events and activities

DELIVERABLES AND ACTIVITIES

See Kia ora te Umanga

TIMEFRAMES

MEASURES

STRATEGIC ALIGNMENT

(See Appendices for full list of legal obligations and relevant documents)

- Auckland Council Long Term Plan
- Auckland Plan
- Houkura IMSB Māori Report and Issues of Significance
- Mana Whenua Kaitiaki Forum Strategic Plan
- Te Tāruke a Tāwhiri – Te Puāwaitanga ō te Tātai
- Auckland Climate Plan
- Auckland Zoo Strategic Plan
- Kia ora Tāmaki Makaurau: Kia ora te Umanga, Kia ora te Ahurea, Kia ora te Hononga

James Parkinson

Auckland Stadiums

“Implementing Te Mahere Aronga represents an exciting opportunity for Auckland Stadiums to enhance delivery of authentic, dynamic programming that celebrates the diverse cultures that are the cornerstone of our venues, while representing Māori identity positively across our infrastructure and development plans.”



ĀHEI I NGĀ ARONGA MATUA MŌ TE PAE TAWHITI | ENABLING LONG TERM PRIORITIES

D **Kia ora te Reo**
Te Reo Māori

MAHI OBJECTIVE: Promote te reo Māori to be seen, heard, spoken and learned throughout our facilities, programmes and activities.

KEY INITIATIVES: Continue rollout of venue signage, translation of relevant communications, and commitment to continuing to upskill our staff and encourage venue hirers to use te reo Māori across targeted programmes and activities.

1 Bilingual signage is incorporated into all refurbished TAU venues as standard

DELIVERABLES AND ACTIVITIES

Continue bilingual signage and wayfinding programme as areas get refurbished across TAU

Complete naming of off-site store for Auckland Art Gallery Toi o Tāmaki through a tangata whenua-led process

TIMEFRAMES

- Signage at Viaduct Events Centre installed by Q3 FY23/24

MEASURES

Signage and new naming for Auckland Art Gallery Toi o Tāmaki store completed FY24/25

RŌPŪ RESPONSIBLE: Māori Outcomes | Auckland Art Gallery Toi o Tāmaki

2 A measure of te reo Māori is visible across TAU print and digital content, venue programming, and in our hospitality areas

DELIVERABLES AND ACTIVITIES

TAU content that reflects or references te ao Māori or Māori-focused initiatives are fully translated into te reo Māori

Certified te reo Māori translators are used for all translations

Temporary event signage consistently reflects te reo Māori (for TAU-led events)

TAU celebrates and promotes te reo Māori year-round, with a special focus during Te Wiki o te Reo Māori and by supporting events such as M9 and Autaia

Recommencement of Auckland Zoo's full te reo immersion education programmes

TIMEFRAMES

- Ongoing
Auckland Zoo's full immersion programme te reo education programme will be rolled out Q4 FY24/25

MEASURES

100% of Māori-focused content is translated

At least 10% of media and social media content features te reo Māori kupu or content

All TAU rōpū contribute an activity or event to celebrate Te Wiki o te Reo Māori

RŌPŪ RESPONSIBLE: Digital | Māori Outcomes | TAU cultural venues | Auckland Zoo

3 Major events are a platform to promote the use of te reo Māori, and event partners have the resources and confidence to meet identified Māori outcomes

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|--|--|---|
| Develop and disseminate te reo Māori phrases and signage terms for event organisers to use | <ul style="list-style-type: none"> From FY24/25 | Number of events providing evidence of te reo use in post-event reporting (target 100%) |
| Relevant events have bilingual signage and te reo in communications as a contractual condition | | |
| Encourage the use of bilingual MCs, panellists or commentators where possible | | |
| Include Māori design, kupu and narratives in event bids | | |

RŌPŪ RESPONSIBLE: Destination – Major Events

STRATEGIC ALIGNMENT

(See Appendices for full list of legal obligations and relevant documents)

- Auckland Council Long Term Plan
- Auckland Plan
- Houkura IMSB Māori Report and Issues of Significance
- Mana Whenua Kaitiaki Forum Strategic Plan
- Auckland Zoo Strategic Plan
- Kia ora Tāmaki Makaurau: Kia ora te Umanga, Kia ora te Ahurea, Kia ora te Hononga, Kia ora te Reo

ĀHEI I NGĀ ARONGA MATUA MŌ TE PAE TAWHITI | ENABLING LONG TERM PRIORITIES

E Kia Hāngai te Kaunihera

An Empowered Organisation

MAHI OBJECTIVE: Tātaki Auckland Unlimited fulfils its commitments and legal obligations to Māori derived from Te Tiriti o Waitangi and has the capability to deliver Māori outcomes.

KEY INITIATIVES: Kaupapa Māori capability programmes, appropriate Māori engagement training, protocols and tools for working with Māori, and a focus on kaimahi Māori and attracting more Māori staff.

1 Build staff capability and confidence in te ao Māori, Te Tiriti o Waitangi and their ability to deliver Māori Outcomes

DELIVERABLES AND ACTIVITIES

Continue the Whāia Te Ao Māori research programme rollout across TAU rōpū

Build a TAU community of practice around te ao Māori capability-building, engagement and delivery

All new visitor experience staff undertake Manaaki Programme training as part of their induction

Develop an onboarding process/toolkit for all staff

Develop a tailored, kaupapa Māori framework and learning eco-system specifically for TAU Māori Outcomes delivery

Continued development of the Taki app and other toolkit and tikanga resources for staff

A dedicated manaaki space at Aotea Centre for learning, inductions, pōwhiri and hui

TIMEFRAMES

- Research commissioned Q1 FY24/25 – New Zealand Maritime Museum (NZMM)
- New learning programme deployed FY24/25
- New wānanga space incorporated into Level 4 Aotea Centre refurbishment by Q4 FY23/24
- New manaaki space incorporated into Level 4 Aotea Centre refurbishment by Q4 FY23/24

MEASURES

Whaia te Ao Māori survey after NZMM rollout

Number of staff undertaking courses in each 12 month period

Staff feel increased confidence delivering a basic mihi and pepeha, and using karakia, along with everyday phrases and greetings (survey)

2 Enable appropriate and timely engagement with Māori leaders (Iwi, mātawaka organisations and individuals)

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|---|---|--|
| Develop a Māori Outcomes CRM system to include appropriate mechanisms to streamline communications to Māori individuals and organisations | <ul style="list-style-type: none"> Rollout of new MO CRM system and processes for engagement with Māori leaders by Q1 24/25 Māori Data Sovereignty Policy adopted by Q4 23/24 Māori Engagement Framework developed by Q1 24/25 | Adoption of new CRM system Timely implementation of Māori Data Sovereignty Policy |
| Develop and refine our organisational Māori data sovereignty policy | | |
| Māori Engagement Framework | | |

RŌPŪ RESPONSIBLE: Māori Outcomes | Digital

3 Attract, retain and develop kaimahi Māori

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|---|---|---|
| Grow the TAU Kaimahi Māori network, in line with the council's MAHI strategy | <ul style="list-style-type: none"> FY24/25 | Regular reporting on kaimahi Māori numbers and feedback |
| Develop an annual calendar of events, initiatives and programmes for kaimahi Māori, including hui with senior leaders | | |

RŌPŪ RESPONSIBLE: Māori Outcomes | TAU-wide

4 Systemic integration of Māori outcomes in all TAU business planning and documentation

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|---|--|---|
| Create a kaimahi capability toolkit and resources to assist with considering Māori outcomes in all aspects of mahi planning, implementation and reporting | <ul style="list-style-type: none"> Q1 FY24/25 | Uptake and use of available tools Improved Māori Outcomes reporting across TAU |
| Ensure sure all TAU project briefs and templates consider appropriate Māori outcomes engagement before projects start | | |
| All reports to TAU Directors and Board to include a Māori Impact Statement | | |

RŌPŪ RESPONSIBLE: Māori Outcomes

STRATEGIC ALIGNMENT

(See Appendices for full list of legal obligations and relevant documents)

- Auckland Council Long Term Plan
- Auckland Plan
- Houkura IMSB Māori Report and Issues of Significance
- Mana Whenua Kaitiaki Forum Strategic Plan
- Kia ora Tāmaki Makaurau: Kia ora te Umanga, Kia ora te Ahurea, Kia ora te Hongonga

ĀHEI I NGĀ ARONGA MATUA MŌ TE PAE TAWHITI | ENABLING LONG TERM PRIORITIES

F **Kia ora te Rangatahi**
Realising Rangatahi Potential

MAHI OBJECTIVE: Rangatahi Māori of Tāmaki Makaurau are supported in career development and participate meaningfully and effectively in decision-making processes.

KEY INITIATIVES: Increased rangatahi Māori participation and opportunities through targeted TAU events, educational, cultural and creative programmes.

1 **Increase rangatahi participation in the events industry and highlight career pathways**

DELIVERABLES AND ACTIVITIES

Contract more programmes and events that target rangatahi Māori

Develop a process for capturing rangatahi involvement or attendance across TAU venues and programmes

TIMEFRAMES

- To be benchmarked FY24/25

MEASURES

Number of programmes or events with a high rangatahi Māori attendance

Number of rangatahi Māori attending TAU events

RŌPŪ RESPONSIBLE: Destination – Major Events

2 **Highlight career pathways across TAU**

DELIVERABLES AND ACTIVITIES

Provide opportunities for progression in wildlife care and/or conservation for rangatahi Māori

Defined pathways for rangatahi in Auckland Live performing arts and events areas

TIMEFRAMES

- Plans established by FY24/25

MEASURES

Uptake in kaimahi Māori

RŌPŪ RESPONSIBLE: TAU-wide | Auckland Zoo | Auckland Live

3 Engage rangatahi through targeted experiences and activations

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|---|---|---|
| Continue to support Autaia haka theatre, in partnership with Hawaiki Tū | <ul style="list-style-type: none">FY24/25 | 10% increase in total akonga Māori education visits |
| Deliver a rangatahi-specific activation at each of the four Kaupapa Māori events at Auckland Art Gallery Toi o Tāmaki | | Autaia survey |
| RŌPŪ RESPONSIBLE: Auckland Live and Māori Outcomes Auckland Art Gallery Toi o Tāmaki | | |

4 Engage rangatahi Māori in helping to enhance TAU experiences for Māori

| DELIVERABLES AND ACTIVITIES | TIMEFRAMES | MEASURES |
|---|---|---|
| Maintain a TAU internship programme for rangatahi Māori | <ul style="list-style-type: none"> Annual intake | Survey interns at the end of each programme to assess their experience and its value (subjective) |
| RŌPŪ RESPONSIBLE: Māori Outcomes | | |

STRATEGIC ALIGNMENT

(See Appendices for full list of legal obligations and relevant documents)

- Auckland Council Long Term Plan
- Auckland Plan
- Houkura IMSB Māori Report and Issues of Significance
- Mana Whenua Kaitiaki Forum Strategic Plan
- Kia ora Tāmaki Makaurau: Kia ora te Umanga, Kia ora te Ahurea, Kia ora te Hononga, Kia ora te Rangatahi



Te Aka Māori | Our Māori networks

Māori Engagement Committee of the TAU Board

At its September 2023 meeting, the Tātaki Auckland Unlimited Board approved the establishment of a new board committee, the **Māori Engagement Committee**, to work with the Director Māori Outcomes and TAU management team.

The Māori Engagement Committee will assist the board in advancing its commitment to building bilateral strategic relationships with Mana Whenua and mātāwaka entities in Tāmaki Makaurau that advance positive outcomes for Māori, and to meet our legislative responsibilities under Te Tiriti o Waitangi.

The role of the committee is to strengthen relationships, enhance communication and engagement, provide recommendations and

guidance on strategies and initiatives that advance positive outcomes for Māori; monitor and evaluate their effectiveness, and identify opportunities for collaboration with Mana Whenua and mātāwaka entities and individuals. The Māori Engagement Committee is currently chaired by Hinurewa te Hau.

Haerewa

Haerewa is the Māori Advisory Group for Auckland Art Gallery Toi o Tāmaki. Established in 1994, the group comprises pre-eminent Māori artists, academics and cultural figures, forming a voice for Māori artists and Māori art. The group's aim is to provide cultural advice to the Gallery, to raise the profile of Māori in the Gallery and to foster an environment that encourages Māori to use and enjoy the Gallery. Haerewa is currently chaired by Dr. Valance Smith.

Find out more [here](#).

TAU Kaimahi Māori Network

The Tātaki Auckland Unlimited Kaimahi Māori Network launched during Matariki in 2023. The network is open to all kaimahi who whakapapa as Māori, providing a space for wānanga and support, in line with Auckland Council's Māori Employment Strategy, MAHI.

The network provides an opportunity to connect with kaimahi Māori from across the organisation through whakawhanaungatanga activities and kōrero, shaping the aspirations for the network and allowing Māori voices to be heard.

Ngā tūranga aronga Māori | Specialist Māori roles

Te rōpū Māori Outcomes

Under the leadership of the Director – Māori Outcomes, the Māori Outcomes team's purpose is to create connections, build capability, give quality advice, and track improvements in Māori outcomes across the organisation.

As such, the team guides and supports 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, supporting programmes and initiatives that advance Māori outcomes in the community, supporting Māori cultural and business events, and ensuring Māori culture and language is reflected in Tātaki Auckland Unlimited's design principles, signage, and projects.

The rōpū also holds responsibility for building capability and te reo proficiency within the wider TAU team.

Roles in the Māori Outcomes team:

- Director – Māori Outcomes (*reporting to the Chief Executive*)
- Head of Māori Outcomes Delivery (*reporting to the Director*)
- Principal Advisor – Māori Outcomes (*reporting to the Director*)
- Partnership Development Manager – Māori Outcomes (*reporting to the Head of Māori Outcomes Delivery*)
- Senior Project Co-ordinator – Māori Outcomes (*reporting to the Director*)

Other dedicated roles with a Māori outcomes focus

The TAU organisational restructure impacted teams and roles across the organisation, particularly in the business programmes, tourism and destination areas. While some dedicated Māori roles were affected, the following roles remain in the new operating structure, finalised in November, 2023.

Note this list does not include contracted roles or the many roles across TAU that need to consider Māori outcomes in their programmes and activities:

Economic Development

- Principal Advisor Māori Economy (*reporting to the Director*)
- Māori Development Executive (*reporting to the Head of Visitor Economy*)
- Aronga Māori Film Facilitator (*reporting to the Screen Facilitation Team Lead*)
- Senior Māori Advisor – Climate Change and Sustainability (*reporting to the Programme Director – Climate Change and Sustainability*)

Auckland Art Gallery Toi o Tāmaki

- Head of Kaupapa Māori (*reporting to the Director, Auckland Art Gallery Toi o Tāmaki*)
- Two dedicated kaiārahi (*Māori guides – reporting to the Head of Kaupapa Māori*)
- Senior Curator Māori Art (*reporting to the Head of Curatorial and Learning*)

Auckland Zoo

- Kaupapa Māori Advisor (*reporting to the Head of Conservation Advocacy and Engagement*)

Kuputaka | Glossary

| | | | |
|--------------------|--|---------------------|--|
| Ākina | Highlights publication, from ‘aki’ – to encourage, urge on, challenge, exhort | Mihi | Acknowledgement, greeting, speech |
| Ahurea | Culture | Pakihi | Business |
| He Kete Mātauranga | Basket or kit of Māori knowledge –originating from Māori ancestors, including the Māori world view and perspectives, Māori creativity and cultural practices | Rangatahi | Youth, younger generation |
| Iwi | Tribe, nation, people, society | Rōpū | Group |
| Kaimahi | Worker, employee, staff | Tāmaki Makaurau | Auckland region |
| Kaitiakitanga | Guardianship | Tamariki | Children |
| Karakia | Incantation, prayer, chant | Tangata Whenua | People of the land, locals, host, resident |
| Kaupapa | Topic, subject, matter for discussion | Taonga | Treasure, something prized, possessions, effects, gifts, goods |
| Mahi | Work, job, employment, practice, activity, operation, function | Te ao Māori | The Māori world |
| Mana | Prestige, authority, control, power, influence, status, spiritual power, charisma – mana is a supernatural force in a person, place or object | Te Mahere Aronga | Māori Outcomes Plan (literally ‘plan of direction, purpose’) |
| Mana Whenua | The tribal authority within a region | Te reo Māori | The Māori language |
| Manaakitanga | The expression of hospitality, aroha, generosity, and mutual respect | Tikanga | Correct procedure, custom, habit, method, manner, rule, way, code, meaning, plan, practice, convention |
| Marae | A complex of buildings and grounds with cultural significance that belong to a particular iwi, hapū or whānau | Tino rangatiratanga | Self-determination, sovereignty, autonomy, self-government, control, power |
| Māori | Indigenous people/person of Aotearoa New Zealand | Whānau | Extended family, family group |
| Mātāwaka | One’s ancestral links based on tribal canoes. Can also refer to Māori living in Tāmaki Makaurau Auckland whose ancestral links lie outside the region | Umanga | Pursuit, occupation, business, custom, career, profession, agency |

Āpitihanga | Appendices

Local Government reference documents

[The Auckland Plan 2050](#)[Te Tahua Pūtea Tau 2021-2031](#)

(The Auckland Council Long Term Plan – a recovery budget that will be updated in June 2024)

[Kia Ora Tāmaki Makaurau](#)[Houkura \(Independent Māori Statutory Board\) Māori Report](#)[Houkura \(Independent Māori Statutory Board\) Issues of Significance 2021](#)[Mana Whenua Kaitiaki Forum plans](#)

Ākina – Māori Outcomes highlights and successes

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.

The Ākina publication showcases some of the highlights and successes of our haerenga during the first term of Te Mahere Aronga (from 2021-2023). As we work on this refreshed Plan, we will continue to capture and measure the impact of our mahi for Māori in Tāmaki Makaurau.

Thank you to everyone who continues to develop education, arts, economic development or skills programmes, sponsor events, conduct research to guide our strategy, or collaborate with us and pakihi Māori in pursuit of delivering on this Te Mahere Aronga, our Māori Outcomes Plan.

See more in our highlights publication, Ākina

Taki app

Taki is an app tailor-made for the Tātaki Auckland Unlimited working environment; and it is also free and available for anyone to download. The app is designed to benefit anyone who interacts with Māori or who simply wants to begin and build their cultural and te reo Māori journey.



Major events guidelines

[Major Events Māori Outcome Framework](#)[Te Reo Māori Event Signage Guide](#)

Te Puna Waiora

[Auckland Zoo te reo Māori Capability Plan](#)

Tātaki Auckland Unlimited Legal Obligations

LOCAL GOVERNMENT ACT 2002

LEGISLATION

Under this Act, we promote Māori participation in our decision-making processes by:¹

1. Enabling Māori to contribute to decision-making (and report on these activities in the annual report)²
2. Enhancing Māori capacity to contribute to decision-making (and set out intended steps in the Long-term Plan)³
3. Giving Māori information to promote their contribution to decision-making⁴
4. Ensuring that we have processes for consulting with Māori⁵
5. Consulting with Māori if they may be affected by or have an interest in a decision⁶
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.⁷

As a good employer our personnel policy must recognise:⁸

- 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 1993.⁹

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.

Māori Outcomes Director.
Māori Outcomes team.
Haerewa, Māori advisory group, Auckland Art Gallery Toi o Tāmaki.

LOCAL GOVERNMENT (AUCKLAND COUNCIL) ACT 2009

LEGISLATION

We may need to work with the Independent Māori Statutory Board (IMSB) by:¹⁰

- 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.¹¹

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

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 taonga¹²
 - The protection of customary rights¹³
2. Have particular regard to kaitiakitanga.¹⁴

As an applicant, Tātaki Auckland Unlimited takes 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:¹⁵

1. Its national significance, and how it provides for tangata whenua's traditional, cultural and spiritual relationship with the gulf.¹⁶
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.¹⁷

WHAT ARE WE CURRENTLY DOING?

As an applicant, Tātaki Auckland Unlimited takes these matters 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.¹⁸

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.¹⁹

We must also weigh withholding information against serving the public interest and other considerations.²⁰

Tātaki Auckland Unlimited seeks guidance from Auckland Council Legal Services.

MARINE AND COASTAL AREA (TAKUTAI MOANA) ACT 2011

LEGISLATION

The relevant purpose of this Act is to:

- Recognise mana tukū iho
- Provide for customary interests of iwi, hapū and whānau in the marine and coastal area.²¹

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.

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.²²

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.

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.²³

We must also promote Ngāti Whātua and Te Kawerau ā Maki participation in decision-making processes in our implementation of this Act.²⁴

WHAT ARE WE CURRENTLY DOING?

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

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.

1. Local Government Act 2002, section 4.

2. Local Government Act 2002, section 81(1)(a) and Schedule 10, clause 8.

3. Local Government Act 2002, section 81(1)(b) and Schedule 10, clause 35.

4. Local Government Act 2002, section 81(1)(c).

5. Local Government Act 2002, section 82(2).

6. Local Government Act 2002, section 82(1).

7. Local Government Act 2002, section 77(1)(c).

8. Local Government Act 2002, Schedule 7, clause 36.

9. 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.

10. Local Government (Auckland Council) Act 2009, section 88.

11. The Council's duties under section 88 do not relieve it of any duties it has under any other enactment to consult Māori.

12. Resource Management Act 1991, s 6(e).

13. Resource Management Act 1991, section 6(g).

14. Resource Management Act 1991, section 7(a).

15. Hauraki Gulf Marine Park Act 2000, section 9.

16. Hauraki Gulf Marine Park Act 2000, section 7.

17. Hauraki Gulf Marine Park Act 2000, section 8.

18. Local Government Official Information Act 1987, section 7.

19. Local Government Official Information Act 1987, section 7(2)(ba).

20. Local Government Official Information Act 1987, section 7(1).

21. Marine and Coastal Area (Takutai Moana) Act 2014, section 62.

22. Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014, section 109.

23. Waitakere Ranges Heritage Area Act 2008, section 13.

24. Waitākere Ranges Heritage Area Act 2008, section 33.

Image: Reuben Paterson,
Guide Kaiārahi (installation
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