Te Mahere Aronga 2026-2028
Māori Outcomes Plan

Tātaki Auckland Unlimited

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Image: Autaia 2026, Te Kura Kaupapa Māori o Hoani Waititi Marae, photographed by Te Rawhitiroa Bosch

Front cover image: *Wharenui Harikoia*, Lissy & Rudi Robinson-Cole

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!
Whakamaua kia tina!
Haumi e, hui e 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 puhiariki 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

At Tātaki Auckland Unlimited, we are responsible for creating incredible events and experiences in our city as well as looking after much-loved taonga (treasures). Our mahi touches every aspect of living and working here, putting us in a unique position to directly influence how Aucklanders and visitors feel about our region.

With the transfer of our economic development function into Auckland Council in 2025, we have a sharpened purpose: **to enrich the cultural life and vibrancy of our city.** We do this through four key focus areas in our Strategic Framework:

- **Experiences and Events:** we fund, coordinate, promote and provide amazing events and experiences to all Aucklanders and visitors
- **Taonga and Places:** we share, develop and look after the significant cultural and sporting taonga, facilities, resources, intellectual property and relationships
- **Auckland's brand and reputation:** we use our unique history, culture and characteristics to tell our story
- **All Aucklanders:** we have a strong focus on ensuring our experience and events, taonga and places appeal to, reach and are accessible to all Aucklanders, especially under-served communities.

Māori identity in Tāmaki Makaurau is woven through all these areas. It is integral to the cultural vibrancy and wellbeing of our community, and it remains a unique point of difference in how the world sees us. We know that advancing the aspirations of Māori in our community plays a major role in Auckland's performance as a destination. It is also how we can help Māori artists, experiences, and businesses to thrive.

This Māori Outcomes Plan, Te Mahere Aronga, is a roadmap for us to do more to grow our relationships at governance and operational levels, to increase our partnerships with Māori collaborators, and to be targeted and resourceful in those areas where we can have the most impact in our community.

NICK HILL, CHIEF EXECUTIVE

"The essence that binds us all is our love of Tāmaki Makaurau Auckland. We will continue to work in partnership, across our TAU rōpū and our delivery partners to enrich the cultural life and vibrancy of Tāmaki Makaurau Auckland."

Te Mahere Aronga | The journey continues

“Kua tawhiti kē tō tātou haerenga mai kia kore e haere tonu. He nui rawa ō tātou mahi kia kore e mahi tonu.”
“We have come too far not to go further. We have done too much not to do more.”
– Sir James Henare

These words continue to inspire our journey at Tātaki Auckland Unlimited.

Each year we move closer to the heartbeat of Tāmaki Makaurau – the enduring Māori taki that has always been here. It is present in the whenua beneath our feet, the moana and wai that connects us, the stories of our people, the creativity of our artists, the wisdom of our kaumātua, and the aspirations of our taiohi-rangatahi. If we listen with humility, we hear it.

As Auckland’s destination, events and cultural agency, there is no more natural place for Tātaki Auckland Unlimited than to be connected to that heartbeat. Our purpose is to enrich the cultural life of everyone who lives in, works in, and visits Tāmaki Makaurau. We can only truly achieve that by recognising that Māori culture, knowledge and identity are not an addition to our city – they are its foundation.

Te Mahere Aronga reflects our continued commitment to strengthening our relationships with Mana Whenua and Mātāwaka, while deepening our understanding of the collective and individual excellence that exists across Māori communities. These relationships challenge us, guide us and enrich the work we do together.

This plan is more than a programme of work. It is a commitment to listening more carefully, partnering more genuinely, enabling our people, celebrating Māori excellence, and ensuring Māori outcomes are woven through every part of our organisation. It reflects our determination to honour Te Tiriti o Waitangi in practical ways that create lasting impact across our venues, events, destinations, collections, partnerships and communities.

Our journey continues.

We have made meaningful progress, but there is more to do. Together we will continue to realise the aspirations of Māori, strengthen the cultural life of our city, and create opportunities that enable present and future generations to thrive and proudly call Tāmaki Makaurau home.

Helen Te Hira, Director – Māori Outcomes and Enablement

Te Pae Tawhiti | The bigger picture

As part of the Auckland Council group, our mahi is guided by several council documents that provide insight into the future growth and needs of our region. They form the strategic framework for the programmes and services we deliver as the cultural, events and destination agency for Tāmaki Makaurau.

The foundations of this framework are also shaped by the strategic guidance of the Houkura Independent Māori Statutory Board and the aspirations of Mana Whenua. Through the Māori Plan for Tāmaki Makaurau, the Te Tiriti o Waitangi Audit and the Māori Data Strategy, Houkura provides critical direction that strengthens accountability and supports a consistent approach to achieving Māori outcomes across the Auckland Council group.

Alongside this, the Iwi Management Plans of the 19 Mana Whenua of Tāmaki Makaurau articulate iwi priorities, values and long-term aspirations. Together, these frameworks help ensure our mahi is grounded in Te Tiriti commitments, Māori aspirations and enduring collaboration.

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 strategic directions and focus areas targeting Māori outcomes.

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.

Tāmaki Ora

Tāmaki Ora is Auckland Council's refreshed Māori outcomes framework. It replaces Kia Ora Tāmaki Makaurau, which was used as the organising framework for previous iterations of our Māori Outcomes plan.

Tāmaki Ora builds on the foundations of Kia Ora Tāmaki Makaurau to better reflect te ao Māori (Māori perspectives) and the needs and aspirations of Māori in Tāmaki Makaurau today – what they have said matters most. It guides Māori outcomes planning, investment, delivery and measurement across the council.

The foundations enabling Tāmaki Ora are also the foundations that support our mahi at TAU:

Tūapapa Hāngai – Strengthening Capability

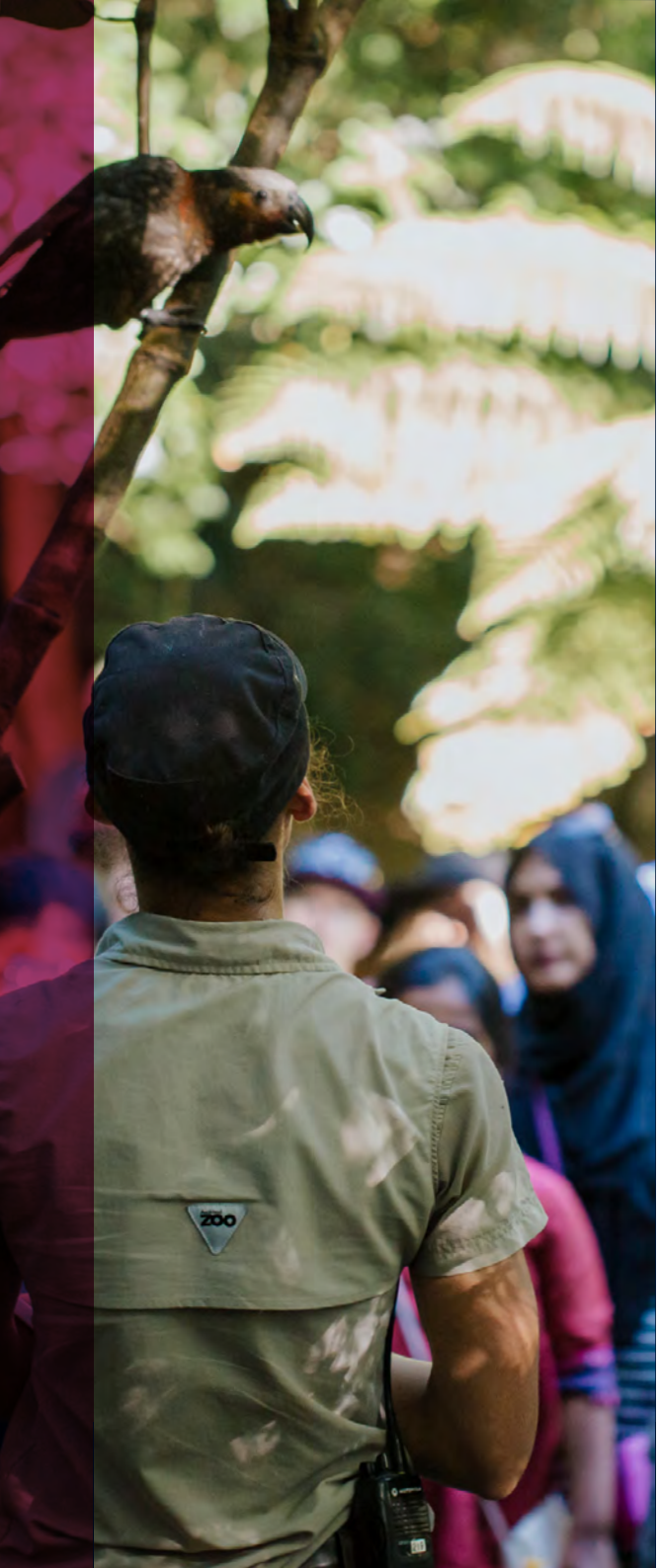
Tūapapa Hononga – Foundational Partnerships

Tūapapa Haumaru – Enabling Māori Outcomes.

There are seven pou (outcome areas):

- **Iwi Ora** (Iwi Wellbeing)
- **Te Taiao Ora** (Environmental Wellbeing)
- **Tuakiri Ora** (Cultural Identity Wellbeing)
- **Huatau Ora** (Future Wellbeing)
- **Te Hapori Ora** (Whānau and Community Wellbeing)
- **Whai Rawa Ora** (Economic Wellbeing)
- **Marae Ora** (Marae Wellbeing).

For TAU, our mahi has the most impact in the pou area of **Tuakiri Ora (Cultural Identity Wellbeing)**. The pou of **Whai Rawa Ora** and **Te Taiao Ora** also form part of our Plan framework, along with TAU-specific pou that better describe our mahi for Tāmaki Makaurau Auckland.



Statement of Intent (2025 – 2028)

Every year, the Mayor of Auckland issues a letter of expectation to council-controlled organisations. Our 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.

The SOI leads into our three-year strategic plan: We love Tāmaki Makaurau Auckland. It sets out how we will work in partnership to create positive, long-term impacts for our city's people, cultural landscape and vibrancy – and confirms our commitment to a Tiriti-based approach to enhancing outcomes for Māori.

See the full TAU Statement of Intent here.

Te ara: Ngā Tutukinga | The journey so far

Our annual publication, Ākina, provides insights into some of the mahi we do with our valued collaborators, aligned with our strategic priorities.

Some of the highlights from 2025 include opening Te Puna Creative Hub, enabling film access for Sites and Places of Significance to Mana Whenua, hosting M9, a platform for leading Māori voices, sharing mātauranga Māori through Auckland Zoo's Wellbeing in Nature and New Zealand Maritime Museum programmes, inspiring rangatahi through our support of Autaia Haka Theatre, our internship programme, showcasing the artistry of Māori creatives through Auckland Art Gallery and public art, supporting Māori theatre, and many more.

Please see the Māori Engagement area on our website for more information. In the next sections, you will see some of the new initiatives that are helping us to build on the successes of the past and strengthen our mahi going forward.

Uara | Building relationships on shared values

At TAU we recognise that a values-based approach must be the foundation for all our interactions and engagements with Māori partners, collaborators, suppliers and organisations. This helps us understand the value and contribution of our mahi through a te ao Māori lens, which sees value as multidimensional, relational, and intergenerational. Outcomes are measured not only in dollars, but in the depth of relationships, the vitality of culture, and the wellbeing of people and place, sustained over time.

For our Te Mahere Aronga goals as well as our financial reporting, these five value dimensions are essential to how we measure success.

Value dimension	What it reflects
Oranga *Wellbeing & flourishing*	Contribution to health, happiness, and wholeness of whānau and Māori communities.
Whakapapa *Relational value*	Depth and durability of relationships with Mana Whenua, Mātāwaka, and Māori organisations.
Manaakitanga *Cultural & social value*	Affirmation of te reo Māori, tikanga, and cultural identity across communities.
Kaitiakitanga *Environmental & intergenerational value*	Legacy created for future generations; stewardship of whenua, people, and resources.
Rangatiratanga *Sovereign & self-determination value*	Support for Māori-led decision-making, economic participation, and self-determination.

In 2025, as part of our Māori Engagement framework, we developed a workshop series to explore te ao Māori cultural foundations of mauri (the essence of life and connection), as well as the value dimensions above. Our aim is that all kaimahi who work with Māori understand how these values guide every aspect of our mahi and the quality of relationships we aspire to build.

We also launched our own organisational values to inspire the way we lead and deliver initiatives and programmes for all our Tāmaki Makaurau communities. Each was selected for its potential impact on our mahi and depth of meaning in te reo Māori.

Kia Wana: Through ***passion*** we inspire

Kia Mārama: Through ***understanding*** we grow

Kia Māia: Through ***bravery*** we advance

Kia Tapatahi: Through ***unity*** we deliver

Our Strategic Framework

The diagram below outlines the four pillars in our strategic framework – focus areas for our mahi across Tāmaki Makaurau Auckland: experiences and events, taonga and places, Auckland's brand and reputation, and reaching all Aucklanders. The cross-cutting commitments that are integral to each one are: Māori outcomes, ensuring we are audience and customer-centric, climate change and environmental sustainability, and social enterprise.

To deliver on our framework goals, we have a three-year delivery plan with clear actions and measures. While these do not cover all TAU mahi, our board and executive leadership team have agreed they are the priority areas of collective focus. When completed successfully, they will unlock significant outcomes for our organisation, for Tāmaki Makaurau Auckland, and for all Aucklanders.

OUR ESSENCE	'We love Tāmaki Makaurau Auckland'			
	Region of Wairuatanga	***Collective worlds***	***Playground for ideas***	***Urban oasis***
OUR PURPOSE	**Our purpose is to enrich the cultural life and vibrancy of Tāmaki Makaurau Auckland**			
OUR GOALS	**Experiences and events** • Attract, promote, procure and deliver events, exhibitions and experiences so Auckland is 'always on' 24/7/12 • Create new and innovative events, exhibitions and experiences. • Work with the tourism sector to develop new sustainable visitor experiences	**Taonga and places** • Look after the taonga we have been entrusted with. • Plan for the long term. • Identify and improve key precincts. • Use venues and stadiums more efficiently.	**Auckland's brand and reputation** • Leverage the Tāmaki Makaurau place brand and reputation. • Increase the recognition and reach of the place brand to attract visitors, students and investment. • Increase the recognition and reach of TAU's own brands.	**All Aucklanders** • Expand the reach of programmes to meet under-served audiences. • Ensure our events, experiences and programmes are as accessible to Aucklanders as possible. • Reduce barriers for Aucklanders to participate in our experiences.
OUR (CROSS-CUTTING) COMMITMENTS	**Audience & customer centric**	**Māori Outcomes**	**Climate change and environmental sustainability**	**Social enterprise**
OUR VALUES	Through passion we inspire **Kia wana**	Through understanding we grow **Kia mārama**	Through bravery we advance **Kia māia**	Through unity we deliver **Kia tapatahi**
OUR ENABLERS	**People, Culture, Health & Safety**	**Digital & Technology**	**Governance, Data & Reporting**	**Operational Support**
OUR ROPU and CULTURAL ORGANISATIONS (BRANDS)	**Auckland Art Gallery Toi o Tāmaki** **Auckland Live** **Marketing, Communications and Growth**	**Auckland Zoo** **Auckland Conventions** **People and Capability**	**Auckland Stadiums** **Destination** **Digital**	**NZ Maritime Museum** **Māori Outcomes** **Corporate/Operations**
OUR DELIVERY PARTNERS	**Auckland Council Group (incl EDO, AUDO and AT)** **Eden Park** **Government**	**ARAFA and TAU+ partners** **Event and venue sponsors** **Group Shared Services**	**Auckland War Memorial Museum** **Event producers, promoters,** **Mana Whenua & Mātāwaka**	**Destination Partnership Programme members** **Food and beverage partners** **Museum of Transport and Technology**

Engaging with Te Ao Māori

The TAU Māori Outcomes rōpū aims to guide our kaimahi through any prospective engagement or collaboration with Māori organisations and individuals with tools and resources that are easy to understand and implement, ensuring values-based, respectful and consistent interactions.

The team also works to support kaupapa Māori specialists across the organisation, so initiatives and programmes have appropriate levels of engagement at senior levels.

As part of our engagement suite, we have developed a Māori engagement framework, planning and engagement template, tikanga guidelines, and links to useful resources in the Auckland Council network.

One of the focus areas for the 2026 – 2028 period is to fully embed this framework and tools across our organisation, using rōpū-focused workshops to ensure expert, targeted assistance for TAU-specific programmes and major events.

Enabling technology

We have developed a digital guide, Aki, that is trained in all our trusted Māori engagement guidance documents. This tool is designed to help kaimahi answer questions and complete draft engagement templates. As we believe expert input and human sense-checks are essential, the Māori Outcomes team will review all plans developed through Aki to ensure context, engagement preferences, cultural aspects and iwi-specific tikanga are carefully considered.

Ngā tūranga aronga Māori Specialist Māori roles

Under the leadership of the Director – Māori Outcomes and Enablement, the Māori Outcomes rōpū creates connections, builds capability, give quality advice, and tracks 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 reo Māori proficiency within the wider TAU team.

Māori Outcomes rōpū roles

Director (reports to Chief Executive)

Head of Māori Partnerships and Enablement (reports to Director)

Head of Māori Outcomes Programmes (reports to Director)

Programme Engagement Manager (reports to Head of Māori Outcomes Programmes)

Business Improvement Programme Manager (reports to Head of Māori Outcomes Programmes)

Business Services Lead (reports to Business Improvement Manager)

Māori Outcomes Capability and Change Enablement Partner (reports to Head of Partnerships and Enablement)

Māori Outcomes Delivery Partner (reports to Head of Partnerships and Enablement)

Pou Arahi (part-time)

TAU-wide roles

TAU organisational restructures have impacted teams and roles, with kaimahi previously in the Economic Development space moving across to Auckland Council, and some roles previously in the Events area in Auckland Council migrating across to TAU.

As at September 2026, the roles below were dedicated to Māori-focussed activities. Note: this list does not include the many roles across TAU that need to consider Māori outcomes in their programmes and activities.

Major Events Rōpū

Māori Event Development Lead (reports to Head of Major Events)

Event Services Manager Toi Māori (reports to Head of Major Events)

Destination

Project Manager Māori Tourism Development (reports to Head of Tourism)

Aronga Māori Film Facilitator (reports to Screen Facilitation Team Lead)

Auckland Art Gallery Toi o Tāmaki

Head of Kaupapa Māori (reports to Director, Auckland Art Gallery Toi o Tāmaki)

Two dedicated kaiārahi (Māori guides – report to Head of Kaupapa Māori)

Senior Curator Māori Art (reports to Head of Curatorial and Learning)

Pouako Māori (reports to Senior Manager, Schools and Learning)

Auckland Zoo

Kaupapa Māori Advisor (reports to Head of Conservation Advocacy and Engagement)

Conservation Learning Facilitator - Kaupapa Māori (reports to Conservation Learning Manager)

Tātaki Pou Aronga | Our Māori Outcomes Framework

Our updated Māori Outcomes framework reflects aspects of our mahi that tie in with Auckland Council's new Tāmaki Ora framework, enables continuity with previous iterations of Te Mahere Aronga (our Māori Outcomes plan) and ensures alignment with our TAU three year strategic focus areas.

As a CCO, our Māori outcomes impact is assessed by Auckland Council through two performance indicators:

1. Programmes, initiatives and events contributing to visibility of Māori, and
2. Percentage of procurement with diverse suppliers (including Māori).

Te Mahere Aronga aims to build on these base measures, outlining programmes, events, initiatives, projects and capability building across all our rōpū and activity areas where we can have an impact – not just those in our delivery plan.

In the following pages, you will see a range of activities in each of the TAU Māori outcomes pou areas below, along with measures and timeframes.

Pou	Focus Area	Reference/Source	TAU Strategic Alignment
A **Tuakiri Ora**	Māori Cultural Identity and Expression	Tāmaki Ora	Events and Experiences All Aucklanders | Brand and Reputation | Taonga and Places
B **Whai Rawa Ora**	Māori Economic Wellbeing	Tāmaki Ora	Events and Experiences All Aucklanders
C **Te Taiao Ora**	Kaitiakitanga and Environmental Wellbeing	Tāmaki Ora	Taonga and Places
D **Ngā Taonga Tuku Iho**	Heritage, Collections and Taonga	Tātaki-specific	Taonga and Places
E **Tātai Hono**	Partnership, Participation and Belonging	Tātaki-specific	Events and Experiences All Aucklanders
F **Kia Ora Te Reo**	Te Reo Māori Across Our Spaces, Programmes and Platforms	Tātaki-specific	Taonga and Places | Events and Experiences | All Aucklanders Brand and Reputation
G **Rangatahi Ora**	Rangatahi Potential	Tātaki-specific	Events and Experiences All Aucklanders | Taonga and Places
H **Tātaki Ora**	An Empowered and Enabled Organisation	Tātaki-specific	Te Mahere Aronga

Te Mahere Aronga

E waru ngā pou

A

Tuakiri Ora
Māori Cultural Identity and Expression

Reflecting Māori heritage and identity in Tāmaki Makaurau – through storytelling, events, and programmes that celebrate Māori culture.

Across our venues, events, platforms and programmes, we enable Māori-led expression, storytelling and representation, support Māori artistic and curatorial leadership, mark the moments that matter, and make Māori identity visible and normalised in the civic life of Tāmaki Makaurau.

Image: Freshmans Dance Crew, performing in Aotea Square for the Te Waihorotiu Station opening

FOCUS AREA

1. Matariki, Waitangi Day and culturally significant celebrations are delivered together, at the scale the city expects

TARGET / TIMEFRAMES

- Matariki and Waitangi Day events delivered with iwi partners each year FY26/27–FY28/29
- Equitable resourcing case made for Matariki 2027
- Joined-up Culture Sector Alliance Matariki programme from 2026, annually thereafter
- Four kaupapa Māori events annually at Auckland Art Gallery

RŌPŪ

Destination; Auckland Live; Auckland Art Gallery; Auckland Zoo; New Zealand Maritime Museum

Also: Marketing, Communications and Growth; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Work with iwi partners to plan and deliver major Māori festivals, including Matariki and Waitangi Day events
- Seek equitable resourcing for Waitangi Day and Matariki programming and refine ways of working as TAU coordinates these on behalf of the city
- Contribute to Matariki 2027 shows and programming across TAU venues and cultural organisations, including Auckland Live's annual Matariki programming in the Aotea Arts Quarter
- Expand Māori presence in the Cabaret Festival, We The Young, and Christmas and Summer programming
- Deliver cross-promotion of a joined-up Matariki programme across the Culture Sector Alliance, alongside Stardome, MOTAT, Tāmaki Paenga Hira Auckland War Memorial Museum, Auckland Art Gallery and Auckland Zoo
- Deliver four kaupapa Māori events annually at Auckland Art Gallery, to coincide with culturally significant times
- Ensure Māori cultural event campaigns consider and encourage whānau Māori participation across multiple public spaces and cultural organisations
- Support Matariki programme activity and Māori cultural expression through advice, expertise and Māori engagement guidance
- Support Matariki-related promotion across TAU places and channels

SUCCESS MEASURES

- Number of major Māori festivals delivered in partnership with iwi
- Visibility and awareness of Matariki and Waitangi Day celebrations
- Number of kaupapa Māori-focussed events, exhibitions and programmes delivered annually
- Resourcing secured relative to programme scale
- Joined-up Matariki programme delivered across the Culture Sector Alliance, schools and public programme attendance
- Proportion of cultural campaigns that incorporate iwi heritage and/or cultural connection
- Audience engagement and partner feedback reflected

FOCUS AREA

2. Māori artistic and curatorial authority shapes our exhibitions, collections and programming

TARGET / TIMEFRAMES

- Minimum 20% of annual acquisitions budget spent on Māori artists by 2028
- Minimum three Māori-led exhibitions by 2028
- Our Ocean of Islands runs August 2026 to end of March 2028

RŌPŪ

Auckland Art Gallery; New Zealand Maritime Museum

Also: Auckland Zoo

ACTIVITIES AND DELIVERABLES

- Champion Māori curatorial leadership and mātauranga Māori within exhibitions and interpretation
- Plan and deliver kaupapa Māori exhibitions, presenting Māori art, histories and contemporary practice with iwi context, depth and integrity
- Progress artist projects and publications as opportunities for funding partnerships, and support Māori innovation in contemporary practice and digital storytelling
- Develop complementary public and education programmes for Our Ocean of Islands, connecting with appropriate knowledge holders
- Collaborate with iwi, community and artists on exhibitions and programming that highlight their narratives, with the maritime museum acting as facilitator
- Deliver public programmes and online content that tell the stories of Te Wai Ōrea and the Tāmaki Makaurau whenua through a Māori lens at Auckland Zoo

SUCCESS MEASURES

- Percentage of annual acquisitions budget spent on Māori artists (2024 baseline: variable)
- Māori-led or co-led major exhibitions (2024 baseline: project-based)
- Number of exhibitions and programmes where iwi or communities contribute
- Number of initiatives where te ao Māori is featured; number of visitors to the exhibition
- Number of public and online programmes with Māori content

FOCUS AREA

3. Māori performing arts are platformed, resourced and guided by a clear strategy

TARGET / TIMEFRAMES

- Partnership model formalised with priority companies FY26/27
- Practitioner hui convened FY26/27; strategy completed and embedded by FY27/28
- Artist care and cultural safety approach documented FY26/27, applied to all Māori-led presentations from FY27/28

RŌPŪ

Auckland Live

Also: Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Develop and maintain strategic partnerships with Māori performing arts companies such as Te Pou Theatre and Hawaiki TŪ, providing relationship and resource support
- Develop a Māori Performing Arts Strategy through practitioner hui, aligned to the Auckland Live Mahere Rautaki Strategic Roadmap 2025–2028
- Support a Māori-led approach to Tāmaki Herenga Waka Festival, facilitating input of iwi and mātāwaka leaders
- Processes and systems flexible enough to support diverse artists and initiatives
- Ensure Māori artists are visible, welcomed and celebrated across Auckland Live stages and spaces

SUCCESS MEASURES

- Number of Māori-led works presented in Auckland Live venues; number of initiatives or events supported
- Advisory rōpū of Māori performing artists established; Māori Performing Arts Strategy reflected in the Mahere Rautaki
- Sponsorship framework for Māori creatives and performing arts in place
- Artist feedback on care, cultural safety and flexibility of process (survey or debrief)
- Percentage of events including Māori artists and entertainers in programme

A Tuakiri Ora | Māori Cultural Identity and Expression

FOCUS AREA

4. Each venue has a cultural framework and narrative that guides how it tells its story

TARGET / TIMEFRAMES

- Te Pā Hono identity roll-out complete by end FY26/27; brand identity review completed FY27/28
- Region of Wairuatanga — ongoing focus

RŌPŪ

Auckland Zoo

Also: Marketing, Communications and Growth; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Deliver the roll-out and integration of Auckland Zoo's Māori name and identity, and reflect Te Ara Pā Hono objectives in the refreshed brand identity
- Use the Zoo's overarching conceptual narrative as the path to authentically weave te ao Māori through developments, programmes and activities
- Represent the Region of Wairuatanga place brand theme across domestic and international storytelling, supporting Treasures of Tāmaki and sites and places of significance

SUCCESS MEASURES

- Te Ara Pā Hono objectives reflected in refreshed brand guidelines
- Staff and visitors report exposure to te ao Māori beyond introductory processes
- Region of Wairuatanga place brand theme represented in domestic and international storytelling where applicable

FOCUS AREA

5. Business events, conventions and international markets incorporate te ao Māori in ways that uphold Māori authority and cultural integrity

TARGET / TIMEFRAMES

- Best-practice guidance developed with Māori Outcomes FY26/27
- Māori cultural elements incorporated into 60% of Auckland Conventions Bureau events and activations
- Guidance package for international partners assembled FY26/27

RŌPŪ

Destination

Also: Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Include Māori cultural elements, cuisine and storytelling in site visits and bids for conventions, events and trade shows
- Establish best-practice guidance for incorporating tikanga in business events that avoids cultural appropriation in design
- Take cultural advice nuanced to each mana whenua's tikanga and marae processes
- Share tikanga guidance and procurement contacts with international event partners, and provide cultural guidance for new markets and overseas roadshows that is authentic
- Navigate iwi cultural relationships in a way that stays 'team Tāmaki Makaurau' where client budgets are constrained

SUCCESS MEASURES

- Māori cultural elements incorporated into a growing proportion of Auckland Conventions Bureau events and activations
- Best-practice tikanga guidance for business events developed and in use
- Number of new-market activations with cultural guidance planned in

FOCUS AREA

6. Major event investment is informed by Māori perspectives, values and aspirations at concept and governance level

TARGET / TIMEFRAMES

- 100% of investment cases include Māori outcomes
- Document and benchmark the percentage of invested events with Māori representation at governance level in FY27/28
- 100% of bids shared with the Māori Outcomes rōpū before submission for review

RŌPŪ

Destination

Also: Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Provide resources and connections to enable Māori representation in event organisation governance and decision-making roles
- Ensure Māori outcomes are included in all major event investment cases and contracts
- Include Māori design, kupu and narratives in event bids, in line with the Tātaki Auckland Unlimited brand narrative
- Keep enabling the public to engage respectfully with Māori culture and language, with education alongside inclusion

SUCCESS MEASURES

- Percentage of investment cases that include Māori outcomes; percentage of invested events with Māori representation
- 100% of Tātaki Auckland Unlimited bids include Māori design and narratives
- Number of events providing evidence of respectful cultural engagement in post-event reporting

FOCUS AREA

7. Our digital and marketing platforms surface and promote Māori culture, events and enterprise

TARGET / TIMEFRAMES

- Ongoing, aligned to Discover Auckland and Citywide Calendar platform enhancements

RŌPŪ

Digital Services

Also: Marketing, Communications and Growth; Destination

ACTIVITIES AND DELIVERABLES

- Design and maintain Discover Auckland and Citywide Calendar platform capabilities that can surface Māori-focussed events, experiences and storytelling
- Provide digital guidance, data and insights to enable strategic planning and informed decision-making that supports greater participation and visibility of Māori culture and events
- Enable reporting and analytics that support evaluation of Māori-related content on the Discover Auckland platform
- Ensure marketing and communications activity and content supports cultural activities across the city

SUCCESS MEASURES

- Discover Auckland provides functionality that can support Māori-focussed content and experiences
- Digital guidance or insights available to inform strategic planning related to Māori participation and visibility
- Number of programmes contributing to the visibility and presence of Māori in Tāmaki Makaurau

A Tuakiri Ora | Māori Cultural Identity and Expression

FOCUS AREA

8. Cultural guidance and advice on tikanga, te reo and te ao Māori perspectives is available to TAU

TARGET / TIMEFRAMES

- Tikanga / mātauranga Māori programme developed and delivered FY26/27–FY27/28
- Post-event debriefs after relevant events

RŌPŪ

Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Develop and deliver the tikanga / mātauranga Māori programme
- Establish a tikanga advisory network and access model to provide specialist tikanga, relationship, and cultural guidance across priority programmes and partnerships
- Work with TAU colleagues to enhance the visibility of Māori culture in events and programmes

SUCCESS MEASURES

- Priority programmes and partnerships have access to specialist tikanga guidance, with positive feedback on the quality, timeliness, and impact of support provided
- TAU cultural capability and knowledge enhanced
- Post-event debriefs completed

FOCUS AREA

9. Māori outcomes achievements, insights and impact are shared internally through Ākina and externally through our communications channels

TARGET / TIMEFRAMES

- Ākina developed, launched Quarter 2
- Profile plan developed Q4 FY26, implementation through Q1–Q3, continued profile-raising Q4

RŌPŪ

Māori Outcomes

Also: Marketing, Communications and Growth.

ACTIVITIES AND DELIVERABLES

- Develop and launch the Ākina highlights and successes publication, with case studies and examples of strong Māori outcomes delivery
- Create a programme of work to celebrate Māori outcomes and excellence, and lift the visibility of Māori Outcomes leadership, delivery and impact

SUCCESS MEASURES

- Ākina published; reach and engagement; number of case studies profiled
- Profile opportunities delivered; audience reach; leadership feedback

Image: Ihirangaranga, featuring taonga puoro specialist Horomona Horo

B

Whai Rawa Ora

Māori Economic Wellbeing

Supporting Māori businesses, landowners, and entrepreneurs to drive a thriving, resilient Māori economy and grow intergenerational wealth.

We use our purchasing power, platforms and partnerships to support Māori businesses, creatives and operators, contributing to a resilient, self-determining Māori economy in Tāmaki Makaurau.

FOCUS AREA

1. Every rōpū aims to meet the TAU diverse supplier target – a shared commitment across the organisation

TARGET / TIMEFRAMES

- Minimum 8% annual rōpū procurement spend with diverse suppliers (Statement of Intent deliverable)
- Auckland Stadiums: 10% uplift from current levels, from the FY25 baseline
- Destination: contract minimum 5% Māori procurement (contract value) for invested events, increasing year on year
- Quarterly supplier diversity tracking; quarterly reporting in CE Board reports
- Māori Outcomes social procurement and diversity spend above the TAU target of 8%

RŌPŪ

Operations

Also: Auckland Art Gallery; Auckland Live; Auckland Stadiums; Auckland Zoo; Destination; Digital Services; Marketing, Communications and Growth; New Zealand Maritime Museum; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Increase spend with Māori-owned businesses by implementing the TAU supplier diversity target and the Auckland Council Group Supplier Diversity Targets
- Integrate a sustainable procurement plan into each annual rōpū business plan
- Look for opportunities to engage with diverse suppliers, including Māori-owned businesses, creatives, and social enterprises
- Support Māori businesses for potential contracting opportunities
- Increase engagement with Māori suppliers by involving them in vendor selection for suitable products

SUCCESS MEASURES

- Percentage of contract value awarded to Māori and diverse suppliers
- Number of Māori businesses included in rōpū procurement opportunities
- Value of contracts (OPEX and CAPEX) with Māori-owned enterprises as a percentage of total rōpū spend
- Māori Outcomes rōpū consistently meets and exceeds the TAU target for spend with Māori suppliers

FOCUS AREA

2. A shared Māori supplier database, tools and reporting

TARGET / TIMEFRAMES

- FY2025/26 SOI KPI target (8%)
- Reporting improvements progressed FY26/27
- Quarterly reporting in CE Board reports

RŌPŪ

Operations

Also: Destination; Auckland Stadiums; Auckland Zoo; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Keep expanding the Māori supplier database for Destination initiatives, and flag suppliers and opportunities with Māori Outcomes to feed a shared database
- Work with organisations such as Amotai and Whāriki to access a supplier pool of practitioners, artists and vendors specific to kaupapa Māori
- Procurement to support Māori Outcomes in developing and identifying a pipeline of diverse suppliers
- Strengthen the existing Procurement Framework, reporting and toolkits available on Ako, with tools to find diverse suppliers to procure from
- Better capture and report contract spend with Māori suppliers

SUCCESS MEASURES

- Shared supplier database maintained and grown
- Improved capture and reporting of contract spend with Māori suppliers
- Achievement of the TAU diverse supplier SOI KPI target

FOCUS AREA

3. Treasures of Tāmaki grows the Māori visitor economy

TARGET / TIMEFRAMES

- Platform grown across FY26/27–FY28/29
- Q4 input and support; quarterly input and support ongoing

RŌPŪ

Destination

Also: Marketing, Communications and Growth; Digital Services; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Continue to curate, develop and promote the Ngā Taonga o Tāmaki / Treasures of Tāmaki platform, including the 'Places of Cultural Connection' category
- Continue the Manaaki Cruise Programme through relationships with inbound operators and cultural groups, growing cruise passenger participation in Māori cultural experiences
- Ensure the place brand theme supports storytelling including Treasures of Tāmaki and sites and places of significance
- Include Māori cultural experiences and profile Māori tourism operators in event bids and information packs for event organisers
- Māori Outcomes rōpū input and support to Treasures of Tāmaki

SUCCESS MEASURES

- Number of cruise passengers participating in Māori cultural experiences
- Number of experiences and stories featured on the Discover Auckland and Treasures of Tāmaki platform
- Destination marketing metrics
- Issues and opportunities noted for ongoing work

FOCUS AREA

4. The Māori tourism sector is engaged, capable and resilient

TARGET / TIMEFRAMES

- Capability uplift pilot completed FY26/27
- Annual wānanga, operator tours and itinerary development delivered each year
- Market research famil completed FY26/27

RŌPŪ

Destination

ACTIVITIES AND DELIVERABLES

- Enable connections through the Māori Tourism Business Collective (Treasures of Tāmaki Makaurau members)
- Build resilience and trade readiness capability through Capability Uplift pilots and programmes, with access for ten Māori businesses, iwi and hapū working in the visitor economy
- Deliver a market research famil to another region (eg Rotorua) for iwi, mātāwaka and pākihi Māori to make informed product and business development choices

SUCCESS MEASURES

- Capability uplift pilot/programme with access for five Māori businesses, iwi and hapū working in the visitor economy sector (with a further five if funding is secured)
- Number of Māori tourism operators supported through wānanga, operator tours and itinerary development
- Number of iwi representatives, mātāwaka and pākihi Māori attending the market research famil

FOCUS AREA

5. Māori creatives, event companies and talent generate income through our initiatives

TARGET / TIMEFRAMES

- Benchmarks for new measures established FY26/27, increasing year on year FY26/27–FY28/29
- Funding prototype progressed FY26/27–FY27/28
- Ongoing input each quarter
- New collectives identified for partnering or sponsorship in FY26/27 and FY27/28

RŌPŪ

Destination, Auckland Live, Auckland Art Gallery

Also: Digital Services; Marketing, Communications and Growth; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Engage with organisations such as Whāriki and Amotai to support and upskill Māori event management companies and individuals
- Identify opportunities to include Māori talent and artists in invested event programmes
- Partner with Te Taumata Toi ā Iwi Regional Arts Trust to develop a funding prototype that supports Māori creatives
- Use major events and Auckland Live platforms to enable Māori artists to generate income and share their work
- Engage Māori practitioners to create and deliver tohu and digital content
- Actively engage Māori businesses, iwi and innovators in co-creating marketing content and campaigns for cultural events and activities
- Support alliances with industry partners so operators can source Māori business operators when needed
- Provide sponsorship input and support for Māori creatives and collectives, including Kaihaka and relevant events and festivals

SUCCESS MEASURES

- Number of investment applications from Māori event organisers
- Percentage of events including Māori artists and entertainers in programme
- Funding prototype developed and tested; number of Māori artists generating income through Auckland Live platforms
- Increase in engagement with Māori businesses and innovators in cultural campaigns
- Māori Outcomes develops clear sponsorship and partnering criteria; shared with creatives and collectives

FOCUS AREA

6. Event investment conditions deliver real spend and opportunity to Māori businesses

TARGET / TIMEFRAMES

- Resource list drafted with Māori Outcomes and shared with event partners
- Benchmarks established FY26/27, increasing across FY26/27–FY28/29

RŌPŪ

Destination

Also: Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Require invested events, as a contractual obligation, to spend a minimum of 10% of TAU investment with Māori businesses and/or contractors — exceeding the Statement of Intent deliverable by 2%
- Provide event partners with an updated and reliable Māori suppliers and business resource list
- Provide resources and support to event partners to engage Māori suppliers and businesses

SUCCESS MEASURES

- 100% of invested events meet and provide evidence of Māori business spend
- Minimum 40% of music, art and performing arts events receiving investment provide evidence that best endeavours were taken to engage Māori talent
- 100% of invested events in 2027 provided with an updated and reliable Māori suppliers and business resource list

FOCUS AREA

7. Indigenous-to-indigenous exchange creates new markets, relationships and resources

TARGET / TIMEFRAMES

- Brisbane exchange scoped with Auckland Live FY26/27
- Exchange opportunities progressed FY26/27–FY27/28
- World Indigenous Urban Planning Conference supported

RŌPŪ

Destination

Also: Auckland Live; Auckland Art Gallery; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Extend the reach of Māori artistry beyond Tāmaki Makaurau through the Auckland–Brisbane sister city relationship
- Facilitate indigenous-to-indigenous exchange, offering opportunities fairly to mana whenua
- Support the World Indigenous Urban Planning Conference through venues and programming

SUCCESS MEASURES

- Number of indigenous-to-indigenous exchanges and collaborations progressed
- Number of Māori artists participating in exchange opportunities
- Number of mana whenua invited to and participating in offshore opportunities

FOCUS AREA

8. Iwi partnership unlocks new funding for cultural festivals

TARGET / TIMEFRAMES

- New revenue supports the growth of relevant cultural festivals

RŌPŪ

Marketing, Communications and Growth, Destination

ACTIVITIES AND DELIVERABLES

- Work with the Major Events team and engage an iwi trust to assist in grant applications for relevant cultural festivals, such as Waitangi Day and Matariki

SUCCESS MEASURES

- Establish a strong working relationship with a third-party iwi trust

C

Te Taiao Ora
Kaitiakitanga and Environmental Wellbeing

Māori values guide how we care for the whenua, awa, moana and taonga species, restoring the mauri of the natural environment.

Māori values and mātauranga Māori guide how we understand and care for the whenua, awa, moana and taonga species connected to our places – from organisational climate planning through to conservation practice, filming on sites of significance, and the stories we tell.

Image: *Ngā Huhua: Abundance* exhibition at New Zealand Maritime Museum, presented in partnership with Ngāti Rehua Ngātiwai ki Aotea

FOCUS AREA

1. TAU understands its connection to Te Taiao, and Māori values guide our climate and environment planning

TARGET / TIMEFRAMES

- LEAP assessment: Feb–Sept 2026
- Asset mapping: Feb–Aug 2026
- Workshops start Oct/Nov 2026
- Priorities identified: June 2027
- Refreshed CCESP in place: July 2027

RŌPŪ

Operations

Also: Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Complete a LEAP assessment to identify our connection to Te Taiao and opportunities for its regeneration
- Map TAU assets alongside Auckland Council's Blue Green Network Framework to identify risks, opportunities and measures of success
- Run co-developed workshops to align Te Mahere Aronga and the Climate Change and Environment Strategic Plan (CCESP) refresh
- For priorities of significance to Māori (as identified by Māori), enable co-development of plan activities and actions – climate leadership, adaptation and resilience, and nature

SUCCESS MEASURES

- LEAP assessment completed
- List of clear measures identified and included in the updated CCESP
- CCESP actions identified and delivered

FOCUS AREA

2. Conservation practice and interpretation reflect mana whenua kaitiaki aspirations and mātauranga Māori

TARGET / TIMEFRAMES

- Ongoing across FY26/27–FY28/29; baseline set FY26/27

RŌPŪ

Auckland Zoo

ACTIVITIES AND DELIVERABLES

- 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 conservation programmes and content
- Continue to make connections, build relationships and work alongside kaitiaki of native species
- Apply indigenous thought on interconnectedness to programming, interpretation and the Rangitupu masterplan narrative, and deliver programmes that link community wellbeing with te taiao

SUCCESS MEASURES

- Number of conservation projects co-designed with or endorsed by kaitiaki
- Proportion of conservation content in programming and interpretation incorporating mātauranga Māori
- Percentage of visitors who identify that a visit benefits their wellbeing; number of programmes explicitly linking people and te taiao
- Auckland Zoo is more recognised by mana whenua as a valued and trusted partner in conservation initiatives

FOCUS AREA

3. Mātauranga Māori and western science come together through research and learning partnerships

TARGET / TIMEFRAMES

- Baseline established FY26/27
- At least one new Māori-focused research or tertiary partnership established by FY27/28
- Annual reporting from FY27/28 onwards

RŌPŪ

Auckland Zoo

ACTIVITIES AND DELIVERABLES

- Develop and strengthen partnerships with Māori researchers, tertiary institutions and kaupapa Māori organisations
- Support research projects that integrate mātauranga Māori with conservation science and wildlife management
- Create opportunities for Māori tauira, interns and emerging researchers to participate in research, conservation and field programmes
- Ensure Māori perspectives are considered in the design and delivery of relevant research projects

SUCCESS MEASURES

- Number of research projects incorporating mātauranga Māori
- Number of active partnerships with Māori researchers, tertiary institutions or kaupapa Māori organisations
- Number of Māori tauira, interns or researchers engaged annually
- Number of co-authored outputs, presentations or publications incorporating Māori knowledge systems

FOCUS AREA

4. Cultural environmental processes guide works on our whenua

TARGET / TIMEFRAMES

- Process agreed with the Trust ahead of any tree works
- Heritage Trail concept scoped FY26/27

RŌPŪ

Auckland Stadiums

Also: Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Discuss the removal and replacement of trees at Go Media Stadium with Tūpuna Taonga Trust, and follow the cultural environmental processes required with the Trust's guidance
- Explore ways to develop a Heritage Trail at Go Media Stadium that shares the native and cultural story of Rarotonga maunga, engaging Tūpuna Taonga Trust to determine whether this is a project they have interest in leading
- Position the trail as an additional attraction to the stadium
- Consider Māori businesses for contracting opportunities such as tree removal (see also Whai Rawa Ora)

SUCCESS MEASURES

- Tree work undertaken with agreed cultural environmental processes
- Heritage Trail concept investigated, with Tūpuna Taonga Trust input

FOCUS AREA

5. Filming on Sites and Places of Significance to Mana Whenua follows agreed cultural processes

TARGET / TIMEFRAMES

- Ongoing; benchmark set FY26/27 and FY27/28

RŌPŪ

Destination

Also: Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Connect the screen sector and mana whenua, and continue to support Te Puna Creative Quarter's 'Ki Te Hoe: Cultural Competency and Tikanga-based Engagement in the Screen Industry' pilot, expanding workshops across the wider Auckland region
- Support mana whenua to develop their own indigenous protocols for filming in their rohe
- Facilitate film permitting and support productions to achieve Auckland Unitary Plan – Plan Change 106 standards
- Engage mana whenua about specific Sites and Places of Significance to design pre-approval thresholds, key contacts and 'heat maps' of these sites for straightforward permit processing

SUCCESS MEASURES

- Wide use of notification and engagement templates when filming under a film permit, connecting iwi and industry (target 90%)
- Several Ki Te Hoe workshops delivered per financial year; indigenous film protocol developed and in use
- Film activity on Sites and Places of Significance consistently follows agreed cultural engagement processes, with no avoidable adverse cultural impacts and positive feedback from mana whenua and applicants (target 0% unresolved issues)
- Several Sites and Places of Significance can be permitted in a straightforward manner (e.g. Albert Park, Victoria Park, Western Park)

FOCUS AREA

6. Our storytelling and marketing support kaitiakitanga

TARGET / TIMEFRAMES

- Named campaigns supported in FY27
- Ongoing

RŌPŪ

Marketing, Communications and Growth

Also: Auckland Zoo; New Zealand Maritime Museum; Auckland Art Gallery

ACTIVITIES AND DELIVERABLES

- Support cultural organisations, as relevant, with marketing and communications materials focused on kaitiakitanga, including showcasing imagery of whenua, awa, moana and taonga species
- Refer to Auckland Zoo taonga species using te reo and gifted names in preference to English or Latin names
- Support relevant environmental stewardship aspects of Our Ocean of Islands at the New Zealand Maritime Museum, and kaitiakitanga of endemic species via Auckland Zoo's lizards and skinks campaign
- Communicate relevant kaitiakitanga aspects and stories related to Taimoana | Coastlines: Art in Aotearoa at Auckland Art Gallery Toi o Tāmaki

SUCCESS MEASURES

- Marketing and communications incorporate kaitiakitanga and/or ecological imagery as required
- Marcoms storytelling developed around cultural organisation taonga (artworks, artefacts, species) that supports kaitiakitanga

D

Ngā Taonga Tuku Iho

Heritage, Collections and Taonga

Grow, manage and share our Māori taonga and collections, with investment and master planning to create spaces where Māori culture is visible and valued.

We grow, protect and share the Māori taonga and collections in our care, and we plan, design and build our places so that Māori narratives, design and values are present from the outset.

Image: Charles F. Goldie, Memories: *Ena Te Papatahi, a Chieftainess of the Ngapuhi Tribe,* 1906, in the collection of Auckland Art Gallery Toi o Tāmaki, installation view

D Ngā Taonga Tuku Iho | Heritage, Collections and Taonga

FOCUS AREA

1. Every TAU venue has a cultural narrative used as the foundation for capital works

TARGET / TIMEFRAMES

- Ongoing
- Bruce Mason Centre narrative progressed FY26/27

RŌPŪ

Operations

Also: Auckland Live; Auckland Zoo; Auckland Stadiums; New Zealand Maritime Museum; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Work with iwi to develop an appropriate cultural narrative for all TAU venues
- Use narratives as the foundation in the design and implementation of capital works
- Progress the Bruce Mason Centre cultural narrative
- Ensure selected and relevant capital projects showcase Māori cultural elements and artworks as appropriate

SUCCESS MEASURES

- All TAU venues have an associated cultural narrative
- Tangible examples of how cultural narratives are reflected in capital works design and implementation
- All new developments have Māori participation and clearly defined Māori outcomes

FOCUS AREA

2. Major masterplans and precinct developments are shaped with mana whenua from the outset

TARGET / TIMEFRAMES

- Place-led Aotea Arts Quarter approach agreed with mana whenua FY26/27
- Project 1 – Te Taiao completed by end of 2028
- Stadiums Master Plan feedback sought from the Trust FY26/27
- NZMM readiness maintained through FY26–28, subject to Board decision
- The Civic centenary planning commenced FY26/27

RŌPŪ

Auckland Live

Also: Auckland Zoo; Auckland Stadiums; New Zealand Maritime Museum; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Develop a place-led programme for the Aotea Arts Quarter grounded in the history of Waihorotiu and the whenua, maintaining ongoing conversations with mana whenua throughout design and delivery
- Deliver the design of Project 1 – Te Taiao at Auckland Zoo, and the first part of Stage 3 of Rangitupu; working closely with mana whenua and identifying collaborative capital initiatives such as the Zoo entrance and Plaza One refresh
- Take the Stadiums Master Plan to Tūpuna Taonga Trust for feedback and embed mana whenua perspectives into place-making and public storytelling
- Progress the multi-year first phase of the New Zealand Maritime Museum Masterplan, including the Kapa Tiaki natural history gallery with a te ao Māori focus, followed by the Tangaroa gallery, in recognition of the Mana Moana of iwi and hapū of Tāmaki Makaurau
- Begin planning for The Civic centenary celebrations (2029) that meaningfully reflect Māori history and artistry

SUCCESS MEASURES

- Number of strategic projects with Māori engagement and participation
- Mana whenua input recorded at each design and delivery gateway
- Trust feedback sought and reflected in the Stadiums Master Plan
- Masterplan first phase approved and mobilised; mana whenua participation in gallery concept and design development

FOCUS AREA

3. Māori artistry, design and indigenous public art are visible across the public realm

TARGET / TIMEFRAMES

- Ongoing across FY26/27–FY28/29; baseline set FY26/27
- Aotea Square and Bruce Mason Centre opportunities scoped FY26/27
- Mauri stone installation complete FY27/28, subject to NZMM Masterplan approvals

RŌPŪ

Auckland Live

Also: Operations; Auckland Stadiums; New Zealand Maritime Museum

ACTIVITIES AND DELIVERABLES

- Increase Māori artistry and storytelling in outdoor and public realm spaces, including soundscapes, public sculpture, and digital or projection-based experiences that connect audiences to the history of the whenua
- Pursue opportunities for commissioning indigenous artwork, including potential pieces for Aotea Square and the Bruce Mason Centre, and incorporate public art opportunities into precinct masterplans and capital planning
- Expand Māori presence and identity across the stadiums public realm through Māori design and imagery
- Complete installation of the mauri stone in the New Zealand Maritime Museum Plaza, and recognise the mauri stone gifted at the Museum's 25th anniversary in site narratives and visitor interpretation

SUCCESS MEASURES

- Number of public realm works or activations featuring Māori artistry and storytelling
- Number of indigenous public art works commissioned or progressed; public art opportunities identified within precinct masterplans
- Number of Māori design and public realm elements added
- Mauri stone installed and formally blessed, with its narrative included in visitor-facing interpretation

FOCUS AREA

4. Taonga Māori and toi Māori collections are grown, cared for and shared

TARGET / TIMEFRAMES

- Our Ocean of Islands acquisitions confirmed
- Ongoing improvements for housing of taonga
- 20% acquisitions budget target by 2028

RŌPŪ

New Zealand Maritime Museum

Also: Auckland Art Gallery

ACTIVITIES AND DELIVERABLES

- Embed acquisition of taonga Māori into the New Zealand Maritime Museum collections plan, and grow contemporary toi Māori holdings including waka elements
- Ensure objects and taonga from the Our Ocean of Islands exhibition enter the museum collections to support future gallery refreshes
- Support Māori collections access and preservation through digitisation, and improve storage for taonga Māori
- Spend a minimum of 20% of the annual acquisitions budget on Māori artists

SUCCESS MEASURES

- Capex acquisition funds applied; number of taonga Māori and toi Māori works acquired per year
- Number of Our Ocean of Islands objects accessioned into the collection
- Digitised content of taonga Māori made available where possible; number of iwi accessing collections through online access

FOCUS AREA

5. Engagement with descendants and iwi on collections shifts from reactive to proactive

TARGET / TIMEFRAMES

- 100% responsive engagement; proactive outreach programme established by 2028

RŌPŪ

Auckland Art Gallery

ACTIVITIES AND DELIVERABLES

- Establish a proactive outreach programme for descendant engagement on ancestral portraiture
- Embed responsive engagement practice across the collection
- Support iwi narrative authority and kaitiakitanga within the Gallery

SUCCESS MEASURES

- Descendant engagement for ancestral portraiture (2024 baseline: reactive)

FOCUS AREA

6. Māori data is recognised as taonga, and digital access to taonga improves

TARGET / TIMEFRAMES

- Ongoing — built into Digital Services team processes
- Lindauer Online relaunch rolled out October 2026

RŌPŪ

Digital Services

Also: Auckland Art Gallery; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Increase organisational understanding and consistent application of Māori data principles through clear guidance and staff workshops, with progressive alignment of TAU's data strategy to Auckland Council's data strategy
- Engage Māori data expertise to establish robust frameworks, including review of AI and machine learning models, to enable and accelerate TAU's AI strategy
- Enhance Māori Outcomes representation and governance-level capability, engagement and decision-making through the AI Governance Group
- Deliver the Lindauer Online website rebuild to improve digital access to taonga Māori
- Develop and integrate taonga Māori imagery and iconography across the Auckland Art Gallery Toi o Tāmaki website, aligned to agreed cultural, brand and accessibility standards

SUCCESS MEASURES

- 100% of digital projects include a Māori data consideration step in their documentation
- AI tools approval process includes guidance to consider responsible use of Māori data and language; policies and guidelines updated to include Māori data principles
- Māori Outcomes representatives present at quarterly AI Governance Group meetings
- Lindauer Online relaunched successfully with positive feedback from Māori stakeholders; increased engagement with taonga digital content
- Auckland Art Gallery website imagery and icons consistently reflect taonga Māori, with sign-off from relevant Māori advisors

E

Tātai Hono Partnership, Participation and Belonging

Expand the reach of our programmes to reach under-served audiences, actively reduce barriers for Māori to participate, and build strong relationships and genuine partnership with iwi and Māori collectives.

We build enduring, mana-to-mana relationships with iwi, hapū and Māori communities that outlast individual projects – and we work to remove the barriers that keep whānau Māori from taking part in what we offer.

E Tātai Hono | Partnership, Participation and Belonging

FOCUS AREA

1. Formal relationship and taonga agreements provide the enduring basis for our partnerships

TARGET / TIMEFRAMES

- Minimum three enduring relationship agreements in place by 2028
- Iwi agreements ongoing, progressed through FY26/27; engagement guidelines developed and adopted by FY26/27
- Engagement rhythm agreed with Tūpuna Taonga Trust FY26/27
- Te Ao Māori framework agreed and shared with staff FY26/27

RŌPŪ

Auckland Zoo

Also: Auckland Art Gallery; Auckland Stadiums; New Zealand Maritime Museum; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Auckland Zoo: Establish and finalise mana whenua taonga agreements as the formal basis for long-term relationships and KPIs, and the engagement framework developed by Tātaki Auckland Unlimited
- Formalise enduring iwi relationship agreements, and maintain visible, enduring relationships with mana whenua and Māori communities
- Auckland Art Gallery: Continue the relationship with Haerewa as a voice for Māori art and artists, and continue to deepen the Ahi Kā relationship
- Auckland Stadiums: Strengthen the relationship with Tūpuna Taonga Trust so mana whenua are involved with tikanga and their views are embedded in maintenance and new developments at Go Media Stadium, building on the relationship established through the blessing of Gate A with Te Ākitai Waiohua
- Work with Māori Outcomes to design a practical, hands-on te ao Māori framework that informs and guides strategy, collections, exhibitions, programmes and partnerships

SUCCESS MEASURES

- Number of active mana taonga agreements in place with iwi; formalised iwi relationship agreements (2024 baseline: developing)
- Haerewa terms of reference operating well
- Regular hui held with Tūpuna Taonga Trust; number of maintenance and development decisions with Trust input recorded
- Te Ao Māori framework created, adopted by teams, and reviewed and updated bi-annually
- Recognition by mana whenua of Tāmaki Makaurau as a valued and trusted partner

FOCUS AREA

2. Mana whenua relationships are mapped, resourced and maintained beyond moments of need

TARGET / TIMEFRAMES

- Mana whenua interests mapped across all stadiums FY26/27
- Joint Destination–iwi hui explored and, if agreed, put in the plan
- Ongoing across FY26/27–FY28/29

RŌPŪ

Auckland Stadiums

Also: Destination; Auckland Zoo; Marketing, Communications and Growth; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Identify and develop relationships with mana whenua who have interests at stadiums beyond Go Media
- Plan engagement early, recognising iwi capacity constraints, and route it through Māori Outcomes as first point of contact
- Explore a joint Destination–Tāmaki Makaurau iwi hui
- Encourage teams to connect with mana whenua beyond moments of need, including hosting and manaakitanga
- Create stronger partnerships with mana whenua and mātāwaka that help advance the wellbeing of the taiao

SUCCESS MEASURES

- Number of stadiums with an identified mana whenua relationship
- Number of active partnerships advancing taiao wellbeing
- Number of iwi and mātāwaka groups visiting as part of an organised programme
- Staff report increased confidence engaging respectfully with mana whenua (survey)

FOCUS AREA

3. Early-stage engagement is planned into every major project

TARGET / TIMEFRAMES

- 100% of major exhibitions and projects engaged at early stage by 2028
- Mihi offered at major events where mana whenua agree
- Project brief practice embedded from FY26/27

RŌPŪ

Auckland Art Gallery

Also: Auckland Zoo; Auckland Stadiums; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Undertake early-stage engagement with mana whenua and/or Māori communities in major kaupapa Māori projects, acquisitions and commissions
- Keep the Māori Outcomes team informed of openings, blessings and dawn events
- Ensure project briefs and templates consider Māori outcomes engagement before projects start
- Advocate for mana whenua to offer mihi at events, growing manaakitanga and whanaungatanga in how events are hosted

SUCCESS MEASURES

- Early-stage mana whenua engagement in major projects (2024 baseline: ad hoc)
- Number of strategic projects with Māori engagement and participation
- Number of events featuring a mana whenua mihi
- Uptake and use of available tools

FOCUS AREA

4. Long-term kaupapa partnerships anchor our programmes

TARGET / TIMEFRAMES

- Funding applications submitted and confirmed
- Carving programme ongoing
- Autaia delivered annually FY26/27–FY28/29

RŌPŪ

New Zealand Maritime Museum

Also: Auckland Live; Auckland Zoo

ACTIVITIES AND DELIVERABLES

- Maintain the ongoing relationship with Te Toki Voyaging Trust through regular engagement, shared events, training opportunities and reciprocal participation, and continue annual delivery of the Ara Moana Ocean Roads Waka programme
- Continue year-round waka carving and workshops with Pou Kapua Creations Trust at Percy Vos Boat Yard and/or the Museum
- Continue to support Autaia haka theatre in partnership with Hawaiki TŪ
- Improve the number of partnerships with community and funding organisations that help deliver accessibility initiatives

SUCCESS MEASURES

- Number of Ara Moana Ocean Roads Waka programmes delivered (funding dependent); number of engagements with Te Toki
- Number of waka carving sessions, workshops and activations
- Number of programmes created in partnership with Tāmaki iwi and mātāwaka

FOCUS AREA

5. Our spaces are culturally safe and welcoming, and Māori participation grows

TARGET / TIMEFRAMES

- Ongoing
- Artist care and cultural safety approach documented FY26/27, applied from FY27/28

RŌPŪ

Auckland Art Gallery

Also: Auckland Live; Auckland Zoo; New Zealand Maritime Museum

ACTIVITIES AND DELIVERABLES

- Create culturally safe, welcoming environments for whānau Māori, and identify opportunities to co-design learning and public programmes with Māori communities
- Deliver free or low-cost and accessible whānau experiences during Māori cultural events and celebrations
- Use Matariki as a framework for Māori to tell their stories to new migrant and Pacific communities
- Work at the artist's pace, asking the right questions about care and cultural safety, with flexible processes and systems
- Deliver programmes that bring mana whenua and mātāwaka participants into our programmes, such as Wellbeing in Nature
- NZ Maritime Museum: Be a trusted place where Māori stories are shared, with the museum acting as facilitator

SUCCESS MEASURES

- Increase in Māori participation in public programmes
- Artist feedback on care, cultural safety and flexibility of process
- Number of mana whenua and mātāwaka participants in Zoo programmes
- Number of exhibitions and programmes where iwi or communities contribute

FOCUS AREA

6. Barriers to attending events are actively reduced for Māori communities

TARGET / TIMEFRAMES

- 50% of invested city centre events contracted to deliver accessible activations such as events, workshops, fan hubs or fan trails in South and West Auckland
- 100% of invested events contracted to provide accessible and affordable public transport options
- 80% of invested South and West Auckland events have an accessible pricing structure (multi-ticket deals, community service card and student discounts, discounted transport)

RŌPŪ

Destination

ACTIVITIES AND DELIVERABLES

- Provide invested events with an introduction to Auckland Transport and other relevant city stakeholders to ensure affordable travel options into the city centre
- Include outreach activations as a condition of investment for events receiving Major Events Funding
- Include affordable pricing structures as a condition of investment for events based in South and West Auckland

SUCCESS MEASURES

- Increased percentage of invested city centre events with accessible activations in South and West Auckland, or that promote affordable transport options
- Increased percentage of invested events based in South and West Auckland with accessible pricing options

FOCUS AREA

7. A shared Tāmaki Makaurau story that acknowledges the 19 iwi

TARGET / TIMEFRAMES

- Narrative approach developed with mana whenua FY26/27

RŌPŪ

Destination

Also: Māori Outcomes; New Zealand Maritime Museum

ACTIVITIES AND DELIVERABLES

- Develop, with Māori Outcomes and mana whenua, a digestible Tāmaki Makaurau narrative that operators can use and that acknowledges the 19 iwi
- Align how visitors are brought into specific areas with how mana whenua want their whenua perceived and visited
- Develop with iwi a digital city guide concept that notifies people where they are in the city and on the waterfront, and the significance of that place

SUCCESS MEASURES

- Shared Tāmaki Makaurau narrative developed and in use by operators
- Number of new-market activations with Māori Outcomes cultural guidance in place
- Number of waterfront connection points with Māori narrative content developed

FOCUS AREA

8. We work as a joined-up cultural sector

TARGET / TIMEFRAMES

- Ongoing across FY26/27–FY28/29
- Waka Symposium August 2027

RŌPŪ

New Zealand Maritime Museum

Also: Auckland Zoo; Auckland Art Gallery; Auckland Live

ACTIVITIES AND DELIVERABLES

- Share the Te Ara Pā Hono approach and learnings with cultural sector partners and the TAU rōpū network, contributing practice to sector conversations on what it means to be a bicultural organisation in a multicultural society
- Deliver cross-promotion of Matariki sector programming as part of one Matariki programme across the Culture Sector Alliance
- Contribute to broader city festivals and events with a te ao Māori focus, such as Auckland Heritage Festival and World of Cultures
- Deliver a Waka Symposium forum to share indigenous knowledge and traditional practices

SUCCESS MEASURES

- Number of sector forums, hui or collaborations where our approach is contributed
- Joined-up Matariki programme delivered across the Culture Sector Alliance
- Resources contributed to the central repository

F

Kia Ora Te Reo

Te Reo Māori across Spaces, Programmes and Platforms

Enable te reo Māori to be seen, heard, spoken and learned throughout our spaces, programming, events and experiences across Tāmaki Makaurau.

Te reo Māori is seen, heard, spoken and learned across every one of our venues, platforms, events and communications – used accurately, confidently and as a matter of course.

F Kia Ora Te Reo | Te Reo Māori across Spaces, Programmes and Platforms

FOCUS AREA

1. Bilingual signage and wayfinding become the standard across all TAU venues and events

TARGET / TIMEFRAMES

- Templates in place and operational by 18 December 2026; audit and review ongoing
- Bilingual signage standard applied to all new and refurbished areas
- Advice provided as events progress; opportunities noted

RŌPŪ

Operations

Also: Auckland Live; Auckland Zoo; Auckland Stadiums; Auckland Art Gallery; New Zealand Maritime Museum; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Work with TAU branding to develop standardised bilingual signage templates for use across TAU, ensuring signage retains each business unit's identity to support utilisation and compliance
- Review all signage for consistent bilingual wayfinding across venues, and audit venues for utilisation
- Continue bilingual signage and wayfinding as areas are refurbished, including through major capital programmes
- Expand te reo signage, Māori design and images across the stadiums
- Provide advice as events progress and capture signage opportunities

SUCCESS MEASURES

- All TAU business units and venues have signage templates and are using them
- Venues audited for utilisation, with feedback sought, reviewed and updated as needed
- Proportion of signage and front-facing touchpoints featuring te reo Māori

FOCUS AREA

2. Māori-focused content is fully and accurately translated by certified translators

TARGET / TIMEFRAMES

- Te reo Māori social media content framework in use by 2027, including a shared glossary, style guidance and a monthly translation process for planned content
- Digital platform support and maintenance ongoing

RŌPŪ

Marketing, Communications and Growth

Also: Digital Services; Auckland Art Gallery; Auckland Live; Auckland Zoo; Destination

ACTIVITIES AND DELIVERABLES

- Incorporate te reo Māori content in social media, audio and publications, including translation of Māori-focused media releases
- Use accredited and certified te reo Māori translators for all translations
- Establish a te reo Māori content framework for social media, including guidance for kaupapa Māori-led content and translation processes
- Maintain and enhance te reo Māori translations across website navigation, key user journeys and digital content, aligned with accessibility, brand and cultural standards
- Continue development of te reo content on venue websites

SUCCESS MEASURES

- 100% of Māori-focused content is translated
- At least 10% of media and social media content features te reo Māori kupu or content
- 100% of Māori-focused media releases are bilingual
- Increased visibility and consistent use of te reo Māori across TAU digital platforms, with content reviewed and endorsed by Māori advisors

FOCUS AREA

3. Event organisers and partners have te reo resources, and te reo is a contractual condition

TARGET / TIMEFRAMES

- Te reo resource for event organisers available FY26/27
- Document and benchmark the percentage of events using bilingual MCs, panellists or commentators

RŌPŪ

Destination

Also: Auckland Live; Marketing, Communications and Growth; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Develop and disseminate te reo Māori phrases and signage terms for event organisers to use
- Make bilingual signage and te reo in communications a contractual condition for relevant events
- Include te reo kupu and kīwaha (idioms) in commentary notes, along with details of relevant places of significance to Māori
- Encourage the use of bilingual MCs, panelists or commentators where possible
- Include Māori design, kupu and narratives in event bids

SUCCESS MEASURES

- 100% of events in the Major Events portfolio provide evidence of bilingual marketing, communications and event signage through post-event reporting
- 100% of events seek to include a bilingual MC, panelists or commentator
- Number of events providing evidence of te reo use in post-event reporting

FOCUS AREA

4. Bilingual interpretation and te reo programming across exhibitions, education and public content

TARGET / TIMEFRAMES

- 100% of major tier 1 and tier 2 exhibitions bilingual by 2028
- Full public te reo programme completed FY26/27, delivered from FY27/28
- Immersion programme delivered annually FY27–FY28/29

RŌPŪ

Auckland Art Gallery

Also: Auckland Zoo; New Zealand Maritime Museum

ACTIVITIES AND DELIVERABLES

- Deliver bilingual interpretation across major exhibitions, and normalise te reo Māori and tikanga Māori across spaces, communications and public engagement
- Deliver a full public programme in te reo Māori across social media and all front-facing touchpoints
- Continue to develop full te reo immersion education programmes, and deliver te ao Māori content for visitors, Māori students, and Early Childhood, Primary and Secondary students

SUCCESS MEASURES

- Bilingual interpretation across exhibitions (2024 baseline: partial)
- All public-facing staff can confidently support reo Māori groups
- An increase in kōhanga, kura and wharekura participating in te reo immersion education programme
- Feedback from learning institutions reports an increase in te ao Māori awareness and appreciation among their students

FOCUS AREA

5. Translation capability is resourced so our bilingual ambition is deliverable

TARGET / TIMEFRAMES

- Concept stage te reo origination piloted FY27/28

RŌPŪ

Auckland Art Gallery

Also: Auckland Zoo; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Build toward generating concepts in te reo Māori from the outset rather than translating at the end
- Draw on the pool of skilled people already familiar with our venues and terminology
- Deliver an updated Te Puna Waiora te reo Māori Capability Action Plan with associated targets and KPIs, aligned with Te Mahere Aronga and Tāmaki Ora

SUCCESS MEASURES

- Translation capability arrangement in place and used across exhibitions
- Proportion of concepts originated in te reo Māori rather than translated
- Updated Te Puna Waiora adopted with targets and KPIs in place, reported alongside Te Mahere Aronga deliverables

FOCUS AREA

6. Manaakitanga and te reo Māori shape every customer-facing interaction

TARGET / TIMEFRAMES

- Manaaki induction training ongoing
- Training programme developed and rolled out across FY26/27
- Systems aligned to replacement and implementation timeframes

RŌPŪ

Operations

ACTIVITIES AND DELIVERABLES

- Continue Manaaki Programme training for all new visitor experience staff as part of induction, and expand the programme beyond Venue & Event Operations to other public-facing roles across TAU including Security, Catering and Café Operations
- Identify gaps and opportunities in the Manaaki Programme and Māori service standards, and create a training programme including specific training on Māori service standards for food and beverage
- Introduce periodic refreshers in simple pronunciation and te reo Māori
- Enhance caller experiences using te reo Māori in call management software, and develop a Visitor Management system so visitor, staff and contractor experiences are enhanced through tikanga principles and te reo Māori

SUCCESS MEASURES

- 90% of visitor experience staff have completed basic Manaaki training; number of other TAU staff who have also undertaken Manaaki training
- 50% of staff rate their confidence/competence as moderate or high (35% for in-depth Māori service standards)
- 100% of automated calls are bilingual
- 90% of visitors, staff and contractors utilise a bilingual Visitor Management System

FOCUS AREA

7. Staff te reo capability, waiata and everyday use continues to grow

TARGET / TIMEFRAMES

- Multi-level te reo Māori classes including evening options in place FY26/27; regular waiata practice resumed FY26/27
- Annual cultural capability programme sustained
- NZMM next-stage resourcing and funding agreed FY26/27

RŌPŪ

Auckland Live

Also: Auckland Art Gallery; Auckland Zoo; New Zealand Maritime Museum; Marketing, Communications and Growth; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Continue and expand te reo Māori classes at different levels and times to maximise access across shift patterns
- Resume regular waiata practice as a way to embed te reo naturally, and continue use of the Taki language and tikanga app and other tikanga resources
- Deliver the annual cultural capability programme at Auckland Art Gallery, sustaining te reo, tikanga and waiata learning
- Incorporate te reo Māori into internal communications, emails and meetings as regular practice, including kupu and karakia

SUCCESS MEASURES

- Number of staff undertaking te reo courses in each 12-month period; range of levels and times offered and participation across shift patterns
- Staff report increased confidence delivering a basic mihi and pepeha, and using karakia and everyday phrases (survey)
- Staff completing basic te reo Māori learning (Auckland Art Gallery baseline: 70%)
- Te reo Māori becomes a natural and consistent part of how each rōpū communicates

FOCUS AREA

8. Te Wiki o te Reo Māori is marked across the whole organisation

TARGET / TIMEFRAMES

- Annually FY26/27–FY28/29
- Internal promotion delivered during Te Wiki o te Reo Māori each year, with participation and feedback recorded for reporting and programme improvement

RŌPŪ

All rōpū

Also: Māori Outcomes; Marketing, Communications and Growth

ACTIVITIES AND DELIVERABLES

- Each rōpū contributes an activity or event to Te Wiki o te Reo Māori each year
- Promote te reo Māori year-round, with a special focus during Te Wiki o te Reo Māori
- Promote Te Wiki o te Reo Māori internally to strengthen everyday use and visibility
- Deliver internal resources during Te Wiki o te Reo Māori, working with te reo Māori experts across different activities

SUCCESS MEASURES

- Every rōpū contributes an activity or event to Te Wiki o te Reo Māori each year
- Participation; intranet engagement; uptake of kupu and resources

G

Rangatahi Ora
Rangatahi Potential

Support rangatahi Māori with career development opportunities, decision-making, and participation through our events, educational, cultural and creative programmes.

We open real pathways for rangatahi Māori into our industries – creative, technical, digital, conservation and events – and design our education and youth programming so that rangatahi see themselves reflected in it.

FOCUS AREA

1. Defined career pathways into technical, production, event and creative roles

TARGET / TIMEFRAMES

- Pathway plans established FY26/27; progression tracked annually FY27/28–FY28/29
- Internship approach explored FY26/27
- Screen pathways facilitated across FY26/27 and FY27/28

RŌPŪ

Auckland Live

Also: Destination; Operations; Auckland Art Gallery

ACTIVITIES AND DELIVERABLES

- Identify and grow pathways for young Māori into performing arts and events
- Explore more specific internship opportunities in technical production, particularly in sound and audio training
- Include observer and schools' programmes as a condition of investment in investment agreements, targeting rangatahi and whānau
- Coordinate with mana whenua, community groups, the New Zealand Film Commission and the Māori filmmakers' network Ngā Aho Whakaari to establish a pathway for rangatahi to intern and work with major international productions
- Contribute to the shared CCO goal of generating pathways for Māori

SUCCESS MEASURES

- Uptake in kaimahi Māori; number of rangatahi Māori progressing through defined pathways
- Number of internships offered and taken up in technical production and Venue & Event Operations
- Rangatahi are engaged in the screen industry and progress from intern roles to paid positions as filmmakers and film crew
- Increased percentage of invested events hosting an observer, internship or school programme targeting rangatahi Māori

FOCUS AREA

2. Internships, placements and cohort programmes bring rangatahi Māori into our teams

TARGET / TIMEFRAMES

- Internship programme review completed
- At least one pathway initiative or opportunity delivered during the Te Mahere Aronga period

RŌPŪ

Digital Services

Also: Auckland Zoo; Māori Outcomes; People and Culture

ACTIVITIES AND DELIVERABLES

- Review the Internship programme for long-term sustainability and accessibility for Māori
- Initiate a scoping study for rangatahi Māori opportunities
- Assess opportunities for rangatahi Māori to engage with careers through placements, mentoring, volunteering or other career development activities
- Conservation: Create opportunities for Māori tauira, interns and emerging researchers to participate in research, conservation and field programmes

SUCCESS MEASURES

- Scoping study for rangatahi Māori opportunities completed
- Pathway opportunities identified with rōpū
- Number of rangatahi Māori participating in placements or pathway programmes
- An increase of Māori staff in wildlife care programmes and employment

FOCUS AREA

3. Rangatahi-specific activations and youth programming at our venues and events

TARGET / TIMEFRAMES

- Minimum 4 rangatahi-focused programmes annually with tracked outcomes by 2028
- Autaia delivered annually FY26/27–FY28/29; growth plan agreed with Hawaiki TŪ FY26/27

RŌPŪ

Auckland Art Gallery

Also: Auckland Live

ACTIVITIES AND DELIVERABLES

- Strengthen rangatahi engagement with art, creativity and potential career pathways, and deliver a rangatahi-specific activation at each of the four kaupapa Māori events at Auckland Art Gallery
- Deliver rangatahi-specific activations alongside kaupapa Māori events at Auckland Live
- Continue to support Autaia haka theatre in partnership with Hawaiki TŪ, supporting it to scale while remaining well held.

SUCCESS MEASURES

- Rangatahi-focused programmes (2022 baseline: emerging)
- Number of programmes or events with high rangatahi Māori attendance
- Autaia survey; Autaia reach and scale (local / regional / national); number of rangatahi Māori participating

FOCUS AREA

4. Kura, Māori medium and immersion education engagement grows

TARGET / TIMEFRAMES

- 40+ kura annually, prioritising Māori medium, by 2028
- Outreach funding sourced and confirmed FY26/27

RŌPŪ

Auckland Art Gallery

Also: Auckland Zoo; New Zealand Maritime Museum

ACTIVITIES AND DELIVERABLES

- Auckland Art Gallery: Grow kura participation, prioritising Māori medium kura, through the dedicated Māori learning specialist, and deliver tours and associated programming for the Indigenous Educators Conference
- Deliver a range of programmes and content that meets the needs of kura kaupapa Māori
- NZ Maritime Museum: Use Kura-tu-ahihi, the new education waka, to connect students with Māori and Pacific voyaging, ocean literacy, mātauranga moana and ancestral knowledge

SUCCESS MEASURES

- Kura participation (2022 baseline: 23 kura); 10% increase in total ākonga Māori education visits
- Kura kaupapa Māori programme offering in place
- Number of schools and ākonga reached through new kaupapa waka programmes

FOCUS AREA

5. Pathways open for those who do not come through a Western system, developed with iwi

TARGET / TIMEFRAMES

- Pathways question progressed FY26/27–FY27/28
- Pathway approach explored and scoped with iwi partners by FY27/28; progress reported annually

RŌPŪ

Auckland Art Gallery

Also: Auckland Zoo; Destination

ACTIVITIES AND DELIVERABLES

- Explore how to open different pathways for people who do not come through a Western system, and practise good allyship
- Explore and develop a rangatahi pathway programme in partnership with iwi and relevant education providers
- Hold regular co-design hui with iwi and programme partners during development and implementation
- Increase the percentage of invested events with Māori participation as a focus or an updated Māori Engagement Strategy

SUCCESS MEASURES

- Pathway options identified and assessed
- Number of iwi and partner organisations involved in programme development and delivery
- Regular co-design hui held with iwi and programme partners
- Increased percentage of invested events with Māori participation as a focus

H

Tātaki Ora

An Empowered and Enabled Organisation

Enable and empower our teams to fulfil our Te Tiriti o Waitangi commitments, build understanding of te ao Māori, and grow our Māori engagement capability.

We build the systems, capability, leadership and accountability our people need to meet our Te Tiriti o Waitangi commitments, so that Māori outcomes are planned in, resourced, measured and supported.

H Tātaki Ora | An Empowered and Enabled Organisation

FOCUS AREA

1. Te Tiriti o Waitangi and cultural capability learning is sustained across every rōpū

TARGET / TIMEFRAMES

- Programme designed and delivered across FY26/27
- 60% staff completion in foundational courses, with a refresher cycle every two years
- Deepened programme updated and delivered in FY27/28
- Follow-up actions captured and located after each workshop

RŌPŪ

Māori Outcomes, all rōpū

ACTIVITIES AND DELIVERABLES

- Develop an organisation-wide capability building strategy
- Design and deliver a Cultural Capability Programme covering cultural awareness and safety in the workplace and Māori engagement capability, working in partnership with rōpū kaupapa Māori roles as applicable
- Deliver foundational and more tailored courses, progressing Te Tiriti workshops as part of a staged capability pathway
- All new staff complete Te Tiriti o Waitangi training as part of induction, moving toward centrally coordinated quarterly Tiriti workshops, inductions and whakatau
- Support cultural growth for staff so knowledge and confidence flow into work programmes, and continue ongoing Te Tiriti awareness and learning across teams
- Events: Ensure staff attend Māori responsiveness and capability building workshops, and include tikanga Māori principles in team strategies and meeting protocols
- Reflect follow-up actions from each workshop and share with the relevant teams

SUCCESS MEASURES

- Capability plan agreed and implemented
- 50% of Major Events staff attend Māori responsiveness and capability building workshops
- Number of staff and volunteers undertaking Te Tiriti and other training and capability courses in each 12-month period
- Workshops delivered; attendance and feedback noted; completion data recorded
- Action commitments captured, applied and tracked with practical examples

FOCUS AREA

2. Immersive and relational learning builds real connection, not just compliance

TARGET / TIMEFRAMES

- Marae visit approach scoped FY26/27
- Capability programme designed FY26/27, delivered ahead of Project 1 opening (2028)
- 100% of Major Events staff feel confident to deliver Tātaki karakia and waiata

RŌPŪ

Auckland Live, Auckland Zoo, Destination

Also: Auckland Stadiums; New Zealand Maritime Museum; Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Explore overnight marae visits for staff to build connection and understanding in a more immersive, relational way
- Enable staff to learn the history of mana whenua, including the cultural history of Rarotonga maunga
- Deliver capacity and capability building for staff and volunteers around the Tāmaki Makaurau story and Te Wai Ōrea, in preparation for the opening of Project 1 – Te Taiao
- Organise a staff kōrero with Ngāti Whātua Ōrākei to learn their story
- Host a weekly whakawhanaungatanga and practise the Tātaki karakia and waiata

SUCCESS MEASURES

- Marae visit programme scoped and feasibility confirmed
- Number of staff and volunteers completing Tāmaki Makaurau story / Te Wai Ōrea capability sessions, and increase in confidence sharing the narrative (survey)
- Increase in staff who feel confident delivering a mihi, pepeha and karakia and using everyday te reo phrases (self-reported)

FOCUS AREA

3. In-house Māori expertise and specialist roles are grown and sustained

TARGET / TIMEFRAMES

- Training programme scoped FY26/27
- Appointment supported and engaged from FY26/27 (2–3 year term)
- Two-year fixed-term roles onboarded FY26/27, with a handover and capability-transfer plan before roles conclude
- Eight designated kaupapa Māori roles with succession planning by 2028
- Specialist hui format agreed and sessions scheduled FY26/27; sessions scheduled for FY27/28
- Ongoing feedback from kaupapa Māori specialists captured and actioned

RŌPŪ

Operations, Auckland Live

Also: Auckland Zoo; Auckland Art Gallery; Auckland Stadiums; Māori Outcomes; People and Culture

ACTIVITIES AND DELIVERABLES

- Cultural organisations: Increase in-house Māori expertise and establish a training programme for staff to ensure high-quality advice during business planning
- Establish a tikanga advisory network and access model to provide specialist tikanga, relationship, and cultural guidance across priority programmes and partnerships
- Onboard two-year fixed-term Partnership Enablement roles to share expertise and support Māori staff inductions
- Grow designated kaupapa Māori roles with succession planning, and maintain embedded kaupapa Māori teams on site so Māori staff in other roles are not carrying cultural capability for everyone by default
- Create kaupapa Māori specialist hui to connect practitioners, strengthen practice and clarify role expectations
- Feed kaupapa Māori specialist input into relevant new position descriptions and onboarding

SUCCESS MEASURES

- In-house expertise and training programme established; staff confidence providing culturally grounded advice in business planning (survey)
- Priority programmes and partnerships have access to specialist tikanga guidance, with positive feedback on the quality, timeliness, and impact of support provided
- Partnership Enablement roles recruited and onboarded; number of teams supported and inductions delivered
- Designated kaupapa Māori roles in place with succession planning
- Kaimahi Māori are supported with hui and practice-building sessions
- Increase in role clarity, confidence and impact across TAU

FOCUS AREA

4. A strong pipeline of Māori talent is developed, supporting increased Māori representation in leadership

TARGET / TIMEFRAMES

- Network initiated Q1, regular programme from Q2 and continued Q3; regular programme through FY27/28
- Minimum 20% Māori representation across senior leadership and advisory structures by 2028 (AAG)
- 15% staff identifying as Māori organisation-wide by 2028; sustain Māori Gallery Assistants above 25%

RŌPŪ

Auckland Art Gallery, Māori Outcomes

Also: Auckland Live; Operations

ACTIVITIES AND DELIVERABLES

- Reinstate the Kaimahi Māori Network and establish a regular programme of hui and engagement for all Māori staff
- Auckland Art Gallery: Increase Māori representation across senior leadership and advisory structures
- Grow the proportion of staff identifying as Māori across the organisation, and sustain Māori Gallery Assistant numbers
- Gallery: Schedule Māori staff network gathering
- Support the Māori staff network, upskilling managers to collaborate with Māori staff

SUCCESS MEASURES

- Network launched; programme cadence set; engagement numbers tracked; issues and opportunities escalated
- Māori representation in senior decision-making forums (2024 baseline: limited)
- Staff identifying as Māori (2022 baseline: 10%); Māori Gallery Assistants (2022 baseline: 26%)
- Māori staff network gathering delivered; manager upskilling in place
- Regular reporting on kaimahi Māori numbers and feedback

FOCUS AREA

5. Māori outcomes are built into business planning, project briefs, KPIs and investment cases

TARGET / TIMEFRAMES

- Business planning alignment by end of March 2027
- Embedded in annual business planning from FY26/27
- 100% of investment cases include Māori outcomes

RŌPŪ

All rōpū

ACTIVITIES AND DELIVERABLES

- Integrate Māori outcomes into business KPIs and the annual planning cycle, moving from programme-level Māori inclusion to institution-wide Tiriti alignment
- Map rōpū roadmaps and operational plans to the TAU framework to ensure alignment across the organisation
- Ensure project briefs and templates consider Māori outcomes engagement before projects start
- Ensure Māori outcomes are included in all major event investment cases and contracts
- Consider Māori engagement at the start of projects, and engage iwi for growth opportunities

SUCCESS MEASURES

- Māori outcomes integrated into business KPIs (baseline: partial)
- Uptake and use of available tools
- Percentage of investment cases that include Māori outcomes

FOCUS AREA

6. Measurement, reporting and assurance improve

TARGET / TIMEFRAMES

- Support approach developed for FY26
- Audit and LTP reporting improvements progressed across FY26/27–FY27/28
- Quarterly updates delivered, with feedback shared with rōpū and used to strengthen and support next cycle

RŌPŪ

Operations, Māori Outcomes

All rōpū

ACTIVITIES AND DELIVERABLES

- Use internal audits to complement and review the effectiveness of current Māori outcome KPIs
- Improve how Māori initiatives are reported to Council and the public in the next Long Term Plan (LTP) round
- Include a Māori Impact Statement in rōpū reports to TAU Directors and the Board, with regular, plain-language updates
- Māori Outcomes rōpū: Develop a supportive monitoring approach to identify where rōpū could use more support and support their business planning and reporting

SUCCESS MEASURES

- Internal audit of Māori Outcome KPIs completed (Operations)
- Improved Māori outcomes reporting into the next LTP round
- Improved Māori outcomes reporting from each rōpū through quarterly Board updates that highlight progress and any support needed
- Monitoring approach documented, with areas identified where rōpū would benefit from extra support

FOCUS AREA

7. Digital tools and systems enable consistent, well-governed engagement

TARGET / TIMEFRAMES

- Māori Engagement Framework launched Q1 FY26/27, with ongoing refinement
- Aki adopted across teams as it becomes available

RŌPŪ

Digital Services, Māori Outcomes

Also: Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Maintain and monitor the Aki digital tool following technical go-live, addressing technical issues and ensuring the platform remains stable, secure and fit for purpose
- Release across TAU through an agreed plan covering priority user groups, training, communications, content ownership, feedback, escalation and support
- Continue to refine and improve the Māori Engagement Framework, drawing on the experiences of Kaimahi Māori, TAU staff, Māori partners and external experts
- Continue to test, review and improve the Aki digital tool with Māori Outcomes, Digital, kaimahi Māori and users so its outputs remain useful, culturally appropriate, consistent and aligned with TAU practice
- Use the engagement framework and the Aki digital tool to document engagement and build Māori engagement knowledge base
- Grow the digital cultural knowledge database with accurate, trusted information, and keep it up to date
- Ensure Māori engagement plans are thoroughly reviewed and vetted before engagement begins

SUCCESS MEASURES

- Training materials developed; Māori Engagement Framework launched, with adoption by programme teams
- Ongoing feedback from Kaimahi Māori and TAU users captured and used to refine the tools
- Aki outputs are culturally relevant, respectful and consistent with tikanga, te ao Māori principles and TAU's Māori Outcomes approach
- Adoption and value monitored through usage, user feedback, engagement plan quality, and evidence of reduced rework or time to prepare plans
- Improved accuracy, completeness and timeliness of Māori engagement data

FOCUS AREA

8. Governance channels are used to raise issues and secure resourcing

TARGET / TIMEFRAMES

- Bi-monthly Board reporting from FY26/27
- Māori Outcomes Fund applications for 2027/28

RŌPŪ

Māori Outcomes, all rōpū

ACTIVITIES AND DELIVERABLES

- Use quarterly Māori Outcomes reporting to the TAU Board as a regular, targeted channel to raise issues and promote opportunities
- Pursue Council Māori Outcomes Fund opportunities for 2027/28 for services and projects, with reference to the Tāmaki Ora framework's immediate and longer horizons
- Seek equitable resourcing for major cultural programmes so they are not in the shadow of other events

SUCCESS MEASURES

- Issues and opportunities raised through quarterly Board reporting
- Māori Outcomes Fund applications submitted, and outcomes tracked

FOCUS AREA

9. Te Mahere Aronga: TAU's Māori Outcomes Framework and Delivery Plan

TARGET / TIMEFRAMES

- Te Mahere Aronga launch by September 2026
- Te Mahere Aronga updated if required for end August 2027
- Pou Hononga workshops delivered every quarter

RŌPŪ

Māori Outcomes

ACTIVITIES AND DELIVERABLES

- Refresh Te Mahere Aronga and launch the updated Pou framework for FY26/27 delivery
- Embed the updated Pou framework in TAU reporting
- Deliver ongoing Pou Hononga workshops to strengthen connection and shared Māori Outcomes practice

SUCCESS MEASURES

- Te Mahere Aronga refreshed annually, as needed
- Pou framework embedded in reporting
- Quarterly Pou Hononga workshop delivered
- Regular TAU rōpū workshops held to capture and plan new activity

FOCUS AREA

9. Regular engagement strengthens alignment, coordination and delivery

TARGET / TIMEFRAMES

- Quarterly update rhythm established from FY26/27

RŌPŪ

Māori Outcomes

Also: All rōpū

ACTIVITIES AND DELIVERABLES

- Establish regular Te Mahere Aronga update sessions with business units and rōpū to maintain momentum, alignment and two-way feedback
- Run a quarterly update rhythm, business-unit check-ins and rōpū engagement, with action tracking

SUCCESS MEASURES

- Sessions held; attendance recorded; actions closed; risks escalated early

Māori and indigenous artists
Warriors v Panthers, Indigenous Round
NRL Rugby League, Go Media Stadium
Photo: Brett Phibbs / Photosport