

Te Pūrongo a Te Kaunihera o Tāmaki Makaurau Ngā Huanga Māori 2019-2020

**Auckland Council Group
Māori Outcomes Report 2019-2020**



Te Kaunihera o
Tāmaki Makaurau
Auckland Council



He Mihimihi

Kia mihia, kia tangihia,
rātou kua moe ki ō rātou moenga roa.
Ko rātou ērā kua kore iāianeī
e kitea e te tirohanga kanohi
engari mā te kanohi o te mahara,
o te wawata, o te manako
tērā ka hoki mai anō.

Nau mai e te hā, piki ake e te ora,
tīkina mai te rau o taku ate rahirahi.
Ka hīkina ki te taumata o te whakaaro nui,
ki te ewanga o te wairua hihiko,
ki ngā tihi o Manawarū.
Kia eke whakauaua
ki te keokeonga o te maunga
e ea ai a tamarahi ki te rangi.

E kaha nei Te Kaunihera o Tāmaki Makaurau
ki te kōkiri kia puta he hua Māori
hei painga mō te katoa o ngā iwi
i te rohe whānui.
Tāmaki Makaurau
he tāone ūmanga kurupounamu koe;
tukua tō rongō kia rere i te ao.
Kia ora Tāmaki Makaurau

Let us acknowledge and mourn
those who have taken their long sleep.
We can no longer
see them in their physical form
but by way of memories,
thoughts, and dreams
might they come to us.

Give me breath, give me life and
let my expectations seek worthy resolve.
Allow my spirit to take wing,
and my heart with joy -
from lofty heights shall resound.
Where ambition well met -
having scaled to the highest of peaks
can boast from heaven itself with pride.

Auckland Council strives
to deliver Māori Outcomes
for the benefit of all residents and visitors
to the region.
Auckland,
a city where valued enterprise thrives;
may your good name be heard worldwide.
Kia ora Tāmaki Makaurau

Whakarāpopototanga Matua

Executive summary

The Auckland Council Group has created The Auckland Plan 2050, a 30-year plan for Tāmaki Makaurau (Auckland).

The plan sets the council group's strategic outlook and focuses on six key outcomes, one of which is Māori identity and wellbeing.

The council group's 10-year budget connects to this key outcome and sets 10 strategic priorities to advance Māori identity and wellbeing.

Keeping the aspirations of Māori in Tāmaki Makaurau at its heart, the Māori Outcomes Report demonstrates how the council group is meeting these 10 priorities and showcases what we have achieved for Māori.

Auckland Council published its first Māori Outcomes Report in 2019. This second edition flows on from the first and also provides information on how council is supporting a Māori response and recovery from the COVID-19 pandemic.

The reports aim to provide a comprehensive picture of annual progress to decision-makers across council groups, Māori partners, elected members, leaders in governance and whānau Māori.

The 10 strategic priorities

The strategic priorities below were set to guide progress over three years, in keeping with the refresh cycle of the budget, and this report reflects on year two (FY2019-2020) of this approach.

Māori business tourism and employment

Marae development

Te Reo Māori

Kaitiakitanga

Māori housing and papakāinga

Realising rangatahi potential

Māori identity and culture

Tāmariki and whānau wellbeing

Effective Māori participation

An empowered organisation.

During 2019-2020, the council collaborated and partnered with mana whenua groups and Māori communities who are targeting resources towards these priority areas.

Key Findings for 2019-2020

- The new structure of Ngā Mātārae elevates Māori outcomes leadership and enables strategic oversight and a unified drive, meaning that responsibility for delivering Māori outcomes is more evenly spread across the Auckland Council Group
- Kia Ora Tāmaki Makaurau, a Māori outcomes performance measurement framework, will guide and monitor the progress towards delivering on Māori outcomes moving forward
- While COVID-19 disproportionately impacts on Māori, it also provides the council group an opportunity to support and collaborate more closely with Māori entities

CONTENTS

He mihimihi.....	2-3
Executive summary.....	4
Māori in Tāmaki Makaurau	5
How we deliver outcomes for, and with Māori	6-7
COVID-19 response and recovery.....	9-10
Māori business tourism and employment	11-13
Marae development.....	14-16
Te reo Māori	17-19
Kaitiakitanga	20-22
Māori housing and papakāinga.....	23-25
Realising rangatahi potential.....	26-28
Māori identity and culture	29-31
Tamariki and whānau wellbeing	32-34
Effective Māori participation	35-37
An empowered organisation.....	38-40
Māori Outcomes Financials 2019-2020	41
Some initiatives/activities delivered in 2019-2020	42-43

- In year two, the council group continued its foundational work around building relationships and refining processes while increasing delivery
- Council had its best ever financial performance for Māori outcomes. It spent 88 percent of the Māori Outcomes Fund, with the balance being redeployed to support Māori-led projects that support recovery from COVID-19.

Highlights

Te Pouwhakarae – Council made a significant effort to support Māori communities during the COVID-19 lockdown through Te Pouwhakarae (a Māori-specific function run through Auckland Emergency Management). Post-Level 4 lockdown, Ngā Mātārae bridged support through projects and targeted Manaaki funding for its Māori partner organisations.

Treaty audit – The council group undergoes a Treaty of Waitangi audit against legislative obligations every three years. Of the 80 recommendations from the most recent audit, 25 were closed this year, with 71 closed in total.

Ngā Mātārae - With a new vision and operating model, the Māori Outcomes team was given a new name.

Formerly known as Te Waka Anga Mua, this name was released during a dawn karakia.

The Manaaki fund - This was set up to respond to COVID-19 by supporting Māori-led response and

recovery initiatives. The fund approved \$959k for 11 Māori partner entities and will continue into the FY21.

Māori Outcomes Portfolio - Successful year with \$14.3m Māori Outcomes funds fully allocated (verses \$9.7m in FY19). Achieved \$12.6m actual spend (including \$959k Manaaki fund) in FY20 (vs \$6.0m in FY19).

Te Māori i Tāmaki Makaurau Māori in Tāmaki Makaurau

Māori identity and culture are Auckland's unique point of difference in the world.

Māori have occupied these lands for over 1,000 years and the history, place and intergenerational connections between the people, continue to shape Tāmaki Makaurau. A thriving Māori identity is intrinsically linked with Māori wellbeing. Wellbeing means whānau, hapū, iwi and Māori communities are flourishing in all areas of their lives. While there has been some improvement in economic indicators for Māori, they are not benefitting from the region's success to the same degree as other Aucklanders. Supporting Māori to a more equitable share of the benefits of Auckland's success means Māori identity and wellbeing priorities must be progressed with Māori participation, enabling partnership with whānau, hapū iwi, Māori communities and private and public sector organisations opportunities to contribute.

Māori population

The Māori population is growing rapidly

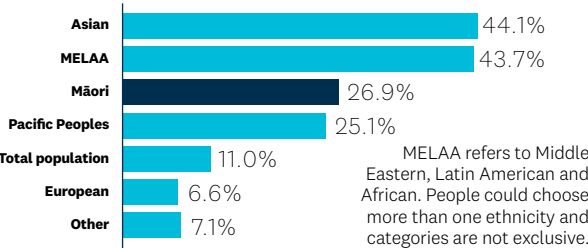
At the 2018 Census there were 181,194 usual residents in Tāmaki Makaurau who identified as Māori (11.5% of the population). This is an increase of 38,430 people, or 26.9% since the 2013 Census. The Māori population has grown more rapidly than the region's wider population.

The Māori population is youthful

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



Population growth (2013 to 2018)



Highest number of Māori in Manurewa and Henderson

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

Mana whenua groups

A mana whenua group is an iwi or hapū that exercises historical and continuing mana whenua in an area wholly or partly located in Tāmaki Makaurau.

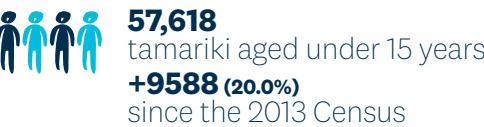
Te Kaunihera o Tāmaki Makaurau (Auckland Council) recognises 19 mana whenua groups. The council has a multifaceted approach to working with mana whenua groups – from co-governance and management arrangements, relationship agreements to working with different fora across the council group at both governance and operational levels.

Mataawaka/Māori communities

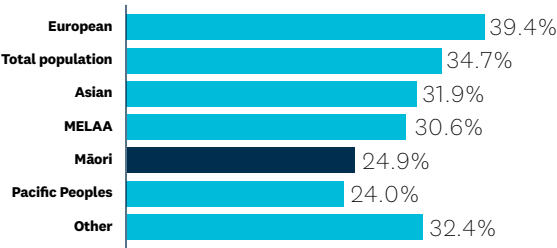
Māori communities/mataawaka refers to Māori living in Auckland but who are not in a mana whenua group. Māori residents, ratepayers and Māori community groups and service providers are included. In official documents, they are often referred to as Mataawaka. Representation includes a wide array of agencies, such as Māori health providers, education and social services.

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

In 2018, the Māori population in Tāmaki Makaurau included...



Median age (2018) (years)



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

How we deliver outcomes for and with Māori

Māori outcomes strategic priorities

The Auckland Plan 2050 prioritises advancing Māori identity and wellbeing over the next 30 years. The council has outlined how it will deliver on these aspirations through the Long-Term Plan 2018-2028 (LTP), setting 10 strategic priorities for three years. These priorities aim to accelerate the council group's role in advancing Māori identity and wellbeing. This report reflects on year two of delivering the following 10 priorities:

- Māori business tourism and employment
- Marae development
- Te reo Māori
- Kaitiakitanga
- Papakāinga and Māori housing
- Tamariki and whānau wellbeing
- Realising rangatahi potential
- Māori identity and culture
- Effective Māori participation
- An empowered organisation

Māori outcomes fund and delivery

Māori Outcomes Fund

The LTP (council's 10-year budget) included the allocation of \$150 million over 10 years towards the achievement of Māori outcomes. The \$150 million is held in a centralised fund, and projects/programmes from across the council group can apply for resources. The fund is administered by the Māori Outcomes Steering Group, which considers applications and assesses them against the priorities for Māori outcomes. The steering group includes representation across all the directorates, as well as Council Controlled Organisations (CCOs), the Mayor's Office, the Independent Māori Statutory Board, and the Mana Whenua Kaitiaki Forum. The Chief Executive Officers'(CEOs) forum – made up of the CCOs' CEOs and the council's Executive Leadership Team – has oversight of the fund.

Delivery

The Māori Outcomes Fund is only part of the picture in delivering Māori outcomes. A wider portfolio of everyday activities across the council group also contribute to advancing the 10 Māori outcomes priorities. Examples include:

- Council's support of the Matariki and Waitangi Day celebrations each year
- Auckland Transport rolling out announcements in te reo Māori on its InnerLink buses
- Bilingual signage being added on and in council buildings, parks, community facilities and commercial spaces

Moving forward

Te Kaunihera o Tāmaki Makaurau is regularly reviewing and evolving its Māori outcomes approach. Since the publication of last year's report, it has worked to refresh the operating model and framework for delivering Māori outcomes.

Governance and structure

Ngā Mātārae

At the end of 2019, the Auckland Council Group evolved the way we deliver Māori outcomes. The General Manager Māori Outcomes role was elevated to the Executive Leadership Team, and a clear direction for the council group to deliver its 10 strategic priorities was set. To better reflect the new operating model for the organisation, the department guiding the Māori outcomes strategic approach, Te Waka Anga Mua, was given a new name: Ngā Mātārae.

The name refers to the prominent landmarks, particularly the maunga (mountains) of Tāmaki Makaurau that are symbolic of the mana whenua groups affiliated to them. The word 'mātārae' also relates to someone of importance and recognises the significance of strengthening and maintaining key relationships between the council whānau, local iwi and the environment. It emphasises that achieving Māori outcomes requires collaboration by the wider council group.

A key element of the new structure was the creation of Māori Outcomes Lead roles that report to relevant directors and sit on the leadership teams for the People and Performance, Infrastructure and Environmental Services, Customer and Community, Regulatory and Chief Planning Office divisions, with dotted line reporting to the General Manager Māori Outcomes.

On our Enterprise Leadership Group (ELG), 20% of leaders identify as Māori (16 out of 79), including those who identify as Māori as their secondary ethnicity. This is an increase from 15% of our ELG in 2018-2019.

Kia Ora Tāmaki Makaurau: Māori Outcomes Performance Measurement Framework

To better respond to the needs and aspirations of mana whenua groups and Māori communities, the council is developing a wellbeing-focused framework, called Kia Ora Tāmaki Makaurau. This performance measurement framework aims to reflect te ao Māori, be informed by mātauranga Māori and be Māori-centric. The framework captures the outcomes that Māori have identified as mattering most for their whānau, marae, iwi and communities. It is an evolution of council's existing Māori Responsiveness Framework, strengthening a shift from focusing on Māori responsiveness within the

council group to delivering outcomes for and with Māori of Tāmaki Makaurau. Kia Ora Tāmaki Makaurau also aims to strengthen the connection between mahi (work) objectives and the LTP's 10 strategic priorities. It does this by identifying objectives where the council can best direct resources for consistent delivery on these outcomes. It will ultimately guide and monitor the progress towards delivering on Māori outcomes.

Mana Māori Motuhake – Māori self-determination
The framework notes that it's mana whenua groups and Māori communities who hold the mana to determine the outcomes – the areas where they would most like to see positive transformation – for Māori in Tāmaki Makaurau.

Me Mahi Tahi Tātou – Working together to deliver Māori outcomes
The framework also reflects that the council needs to work closely with mana whenua groups and Māori communities to contribute to the mahi to drive and deliver on outcomes.

Evolution from Māori Responsiveness to Māori Outcomes

Auckland Council Group enables Te Tiriti o Waitangi through:

Māori Responsiveness Framework Goals	Outcome Domains	Māori Outcomes Strategic Priorities NEW!	Priority Leads NEW!	Performance measures
Strong Māori communities	Social strengthening Māori wellbeing and resilience	Kia ora te kāinga Papakāinga and Māori Housing	Regulatory Services	
		Kia ora te whānau Whānau and Tamariki Wellbeing	Customer & Community Services	
	Cultural ensuring Māori cultural identity, heritage, and mātauranga Māori thrive	Kia ora te marae Marae Development	Customer & Community Services	
		Kia ora te reo Te reo Māori	Governance	
		Kia ora te ahurea Māori Identity and Culture	Chief Planning Office	
		Kia ora te umanga Māori Business, Tourism and Employment	ATEED	
	Economic promoting Māori success, innovation and enterprise	Kia ora te rangatahi Realising Rangatahi Potential	Governance	
		Kia ora te taiao Kaitiakitanga	Infrastructure and Environmental Services	
Effective participation	Relational strengthening and establishing equitable relationships and effective partnership with Māori. NEW!	Kia ora te hononga Effective Māori Participation	Governance	
Empowered organisation		Kia hāngai te kaunihera Empowered Organisation	Group Services	

The principles of Kia Ora Tāmaki Makaurau

The framework is focused on holistic wellbeing and four principles have been developed with Mana Whenua groups and Mataawaka.

Principle 1: Ora I Te Tuatahi

The connection of all things in Tāmaki Makaurau

Principle 2: Mana Māori Motuhake

Māori identity and Māori wellbeing

Principle 3: Me Mahi Tahi Tātou

We work together towards wellbeing outcomes

Principle 4: Kia Ora Tāmaki Makaurau

Wellbeing for Māori is wellbeing for all Tāmaki Makaurau.

To drive positive Māori outcomes effectively and efficiently, we can collaborate with broader participants in the Tāmaki Makaurau ecosystem, including central government, non-government organisations, private sector organisations, tertiary institutions, and communities.

The council aims to formally adopt Kia Ora Tāmaki Makaurau in July 2021.

Our long-term priorities and mana outcomes

Papakāinga and Māori Housing Kia Ora te Kāinga	Māori Business Tourism and Employment Kia Ora te Umanga
Whānau and Tamariki Wellbeing Kia Ora te Whānau	Realising Rangatahi Potential Kia Ora te Rangatahi
Marae Development Kia Ora te Marae	Kaitiakitanga Kia Ora te Taiao
Te Reo Māori Kia Ora te Reo	Effective Māori Participation Kia Ora te Hononga
Māori Identity and Culture Kia Ora te Aurea	An Empowered Organisation Kia Hāngai te Kaunihera

Mana Whenua Kaitiaki Forum

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

Milestones for the forum in 2019-2020 include:

- a 10-year strategic plan, plus an annual plan that aligns to the outcomes and objectives in the 10-year plan
- increased funding and secretariat support from Te Kaunihera o Tāmaki Makaurau
- worked closely with Auckland Design Office on City Centre Masterplan Refresh transformational move 01: Māori Outcomes
- comprehensive submission to, and engagement with, the CCO Review Panel
- partnered with Chief Sustainability Office on Te Tāruke-ā-Tāwhiri- Auckland's Climate Plan
- detailed submission to, and engagement with, Resource Management Review Panel on RM system reform



COVID-19 response and recovery

Emergency Budget

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

Te Kaunihera o Tāmaki Makaurau is no different. Over half of the money the council collects to pay for the services the city needs, comes from sources other than rates, meaning the council faces a severe revenue challenge. The council consulted on the Annual Budget 2020-2021 in early 2020, but COVID-19 completely changed the financial picture.

The council responded quickly, creating an Emergency Budget in response to the 'new normal'.

Honouring commitment to Māori

From 29 May to 19 June 2020, the council consulted with residents of Tāmaki Makaurau for their input on its Emergency Budget. Questions included whether it should reduce the agreed 3.5 per cent average general rates rise down to 2.5 percent, given that a lower rates rise would mean reductions and delays to council services and projects.

The consultation documents included information on the impact on Māori outcomes. At 3.5 or 2.5 percent average rates increase, Māori outcomes would be progressed as a key priority area, while at 1.5-0 percent average rates increase, some key initiatives would be delayed. In July 2020, council voted to adopt a 3.5 percent average rates increase.

Engaging with Māori

Councillors Alf Filipaina and Angela Dalton were interviewed on Radio Waatea via a livestream about the Emergency Budget and the implications for Māori. This was followed by another Radio Waatea livestream featuring local board members Melissa Atama and Nerissa Henry, who talked about the possible impact of the Emergency Budget from a Māori community perspective. Mataawaka organisation Te Whānau o Waipareira launched a social media campaign to raise awareness in west Auckland, while the council worked with a youth participation network, Youth Voices, to encourage rangatahi to have their say.

The council also supported mana whenua with their presentations and/or written submissions on the Emergency Budget 2020/2021. Several mana whenua entities also met with the Governing Body.

Auckland Emergency Management

While central government led the COVID-19 response for Aotearoa, the council's Auckland Emergency Management (AEM) played an important role for the region and led the council's response.

AEM worked in partnership with emergency services and other organisations to ensure effective coordination of

emergency management in the region. It also created a Māori-focused unit.

Māori impact, response and recovery

Māori are likely to be disproportionately affected by job losses and/or reduced income due to the impacted sectors in which they predominantly work. Traditional tikanga processes were also impacted by social distancing and lockdown rules.

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

The Executive Leadership Team agreed on the following guiding principles for the lockdown:

- We must continue our work towards achieving Māori outcomes because it helps us meet our legislative obligations to Māori as our Treaty partner.
- One of the main ways we meet our obligations is by progressing our Māori Outcomes portfolio. We should progress projects where it makes sense given the current environment.
- Capacity grants for iwi and funding to Māori partners should continue.

Two main projects were launched to support a Māori response and recovery: the Manaaki Fund and Te Pouwhakarae.

Manaaki Fund

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

The purpose of the fund is to:

- Support Māori-led active responders to COVID-19 that are supporting Māori whānau and tamariki in Tāmaki Makaurau.
- Support Māori-led COVID-19 recovery and resilience initiatives. The grant particularly focuses on supporting initiatives that advance Māori whānau and tamariki wellbeing, Māori employment and business, and sustainable solutions for Māori communities, especially if focused on essential needs.

A maximum grant of \$100,000 per applicant is available and the fund supports Māori-led grassroots programmes.

Te Pouwhakarae

The AEM team created a Māori-focused unit, Te Pouwhakarae, to support local Māori communities during lockdown.

The team worked alongside iwi, hapū, whānau and marae to identify and bridge gaps in the delivery of welfare services.

Te Pouwhakarae responded to over 260 requests for support. It worked with Northern Regional Health Coordination Centre to distribute around 49,000 bilingual flyers in English and te reo with information and government advice on staying well during the pandemic.

The team also delivered bilingual closure signage to 29 urupā (cemeteries).

The team redeployed Māori staff from across the council to assist with AEM's support efforts. Thirteen staff members supported Whānau Ora providers and marae with the delivery of 2,500 kai and hygiene packs. A further 12 staff were redeployed to make outreach calls to over 700 vulnerable Māori, in partnership with the Ministry of Social Development.

The team also sent out a daily pānui, which drew together all available Māori-focused information, to around 200 Māori partners.

"It's been great to be part of what felt like an end-to-end Māori initiative: Māori working together to serve our Māori communities through planning, logistics and physical delivery."

Phil Wihongi, Te Pouwhakarae

Council and mana whenua chairs kōrero on COVID-19 impacts and plans

On May 8th, Mayor Phil Goff, then-Chief Executive Stephen Town and members of the executive leadership team met via Zoom with mana whenua chairs. The hui created space to kōrero about the impacts of COVID-19 on Māori and build relationships rangatira ki te rangatira (at a leadership level).

The hui was hosted by the co-chairs of the Mana Whenua Kaitiaki Forum, Patience Te Ao and Ngarimu Blair.

The Mayor began the discussion by outlining actions the council had taken to counter the impacts of COVID-19 on Aucklanders.

Mana whenua chairs showcased some of their COVID-19 activities, and raised issues that were brought to the fore during lockdown, such as the need for Māori to have greater access to telecommunications.



Auckland Libraries support kaumātua Māori

During lockdown, a group of Māori specialist staff from Auckland Council Libraries identified an opportunity to engage with kaumātua Māori. Library records showed that many kaumātua Māori library members were aged 70 or over and would therefore be encouraged to stay home throughout lockdown.

Over five days, librarians called more than 500 kaumātua to generate interest and offer tailor-made packs of books delivered to their home. Each pack of books was chosen by librarians based on the preferred genre and subject of each kaumātua.

These calls also became a way for the team to connect and keep te reo Māori flowing. One kuia said she was "extremely proud of the way Māori cared for Māori over lockdown".



Pakihi, tāpoi me te mahi Māori

Māori business, tourism and employment



Tāmaki Herenga Waka Festival light projection at Auckland's waterfront

The council group aims to support the growth of intergenerational wealth by investing in the Māori economy.

Success stories for 2019-2020

CASE STUDY

He Waka Eke Noa: Supporting Māori and Pasifika entrepreneurship

He Waka Eke Noa (HWEN) is an economic initiative targeted at creating opportunity for Māori and Pasifika. HWEN seeks to increase the number, capability and scale of Māori and Pasifika businesses in government and corporate supply chains.

The initiative tackles the structural components, systems and processes that prevent Māori and Pasifika businesses in fully accessing market opportunities, through taking a proactive approach to procurement and supply diversity. HWEN identifies and registers Māori and Pasifika businesses and links them to public sector and private clients and buyers.

HWEN also seeks to build capacity and capability. It provides support and training to help businesses access opportunities and works with buyers to develop the procurement strategies that support diversity.

During the 2019-2020 financial year:

- Approx. \$30 million worth of contracts awarded to Māori businesses
- 74% of HWEN registered businesses are Māori-owned (251 are Māori-owned of 340 total businesses)
- Of Māori-owned businesses, 27% (69) whakapapa to mana whenua
- For every \$1 of MOSG funding invested in HWEN, \$110 has been directly returned into the Māori economy through contracts to Māori businesses in Tāmaki Makaurau
- 300 jobs created through HWEN businesses (conservative figure)
- HWEN membership growth was approx. 260% post lockdown
- The council was the first public body to set spend targets with Māori and Pasifika businesses and social enterprises. On 1 July a target of 5% direct spend for FY20 was set.

HWEN has been involved in 60 different contracts with more than 30 different buyers to date and is involved in a current tendering pipeline for FY21 of approx. \$900 million.

CASE STUDY

Kaupapa Māori business Lite Civil work with Auckland Transport (AT)

Māori-owned contractor Lite Civil is the first HWEN business to win work directly with AT, delivering important mahi at Makaurau Marae in Ihumātao. The contract for extensive civil construction was part of the AT Marae Entry/Exit Safety Programme and is set to improve the driveway and parking facility for the marae and on-site kohanga reo.

“Being from Tāmaki, it’s so cool to be doing mahi for mana whenua from here. We’ve worked really hard to get our foot in the door and, as a kaupapa Māori business, the nature of this project aligns perfectly with our values and our desire to give back to the community.”

Jay Rawiri, Lite Civil Director

CASE STUDY

Te Haa o Manukau: Connecting rangatahi Māori to innovation pathways

A shared space for entrepreneurs and creatives, Te Haa o Manukau houses meeting rooms, creator studios and an event space. It hosts projects and programmes to grow enterprises, activities and events to build a community of entrepreneurs and strengthen innovation in South Auckland.

It aims to connect to the creativity of Māori and Pacific cultures, while sparking the interest of rangatahi Māori and Pasifika in innovation and technology.

In just over a year, Te Haa o Manukau has hosted more than 85 business and entrepreneurship development events, 39 tech focused events, and 32 creative sector events.

Te Haa o Manukau is a partnership between The Southern Initiative, ATEED through GRIDAKI, Panuku Development Auckland, and a local social enterprise in Manukau, called Ngahere Communities.

Other highlights for Māori business, tourism and employment

Whau Café: Māori outcomes funding has supported the establishment of a mana whenua café business in a historic building on Maungawhau (Mount Eden). The business, which opened in December 2019, aligns to Tūpuna Maunga values and celebrates Māori culture.

Ngā Puna Pūkenga: Skills for Industry is a \$4.3 million Auckland infrastructure and environmental project. It is a partnership between the Ministry of Social Development and the council. Launching in August 2019, as an initial pilot of 60 contracted places, the programme is expanding and aims to bring 700 new jobs to Tāmaki Makaurau, including 420 placements reserved for Māori and Pacific people.

Feasibility study for Cultural Centre: ATEED, Regional Facilities Auckland (RFA) and Panuku Development Auckland supported mana whenua to investigate options for a stronger cultural and commercial footprint across Tāmaki Makaurau through the completion of a feasibility study for a waterfront cultural centre. A full business case will be developed in financial year 2020-2021.



Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE

For the Auckland Council Group and Māori communities, this has been a challenging year. Auckland businesses, tourism and related sectors have been hit hard by the impacts of COVID-19, impacting real-time and forecasted unemployment. Māori, especially Māori living in Tāmaki Makaurau, are at risk of experiencing negative economic impacts more keenly.

RESPONSE

ATEED was able to assist an increasing number of Māori businesses during the onset of COVID-19. ATEED assisted 131 small to medium-sized Māori businesses, including tourism operators to access the Government’s COVID-19 Business Advisory Fund through its role as the Auckland Regional Business Partner Network programme provider. This fund has enabled businesses by providing expert advice and support in areas including human resources, health and wellbeing, business continuity, cashflow and finance management, strategy and digital capability.

For the year, a total of 333 Māori businesses have been through an ATEED programme or benefitted from an ATEED intervention, significantly exceeding the annual target of 120.

During the lockdown, a video was produced that reflected on the beauty of Tāmaki Makaurau during this time. Viewed more than a million times across different platforms, *Papatūānuku is breathing* resonated with New Zealanders and the global community at a time of confusion and concern.

Recovery planning for the new financial year that leverages Māori Outcomes for 2021 and beyond and addresses both challenges and opportunities has been ongoing.

Ngā mahi whakawhanake marae

Marae development

Waharoa on Waiheke island

The council group works to invest in marae to be self-sustaining and thriving hubs for Māori and the wider community.

Success stories for 2019-2020

CASE STUDY

Continuing the Marae Infrastructure Programme

The Marae Infrastructure Programme (MIP) aims to ensure that marae are healthy and sustainable cultural hubs. The 10-year programme, which has just completed its second year, supports marae throughout Tāmaki Makaurau.

The MIP completes an initial needs assessment of marae, meaning it can tackle the most urgent work, such as asbestos or electrical issues.

The MIP is working with nine marae. Seven marae have had condition assessments and valuations completed and the scope of works has been agreed.

The programme has stayed connected to the social procurement programme He Waka Eke Noa, which has recently changed its name to Amotai, and has linked up Māori-led construction businesses with the programme. Where possible, it connects with the Ministry of Māori Development, Te Puni Kōkiri, and its Oranga Marae programme, which also works towards the revitalisation of marae. This connection helps ensure a better package of support for marae. Other points of connection for delivering the best outcome include Auckland Transport, Watercare, Cultural Initiatives Fund and the Manaaki Fund.

For many marae, improved infrastructure means not only a structural improvement, but also great value for its people. Healthy buildings bring the ability to safely offer crucial services to the community.

Te Kia Ora Marae, Makarau

Since getting involved with the programme, Te Kia Ora Marae has had a wide range of infrastructure work completed, including installing a complete stormwater and fresh-water system and fixing the ablution block roof.

The marae still requires more work to be fully operational but, thanks to the support of the MIP, the board has now been able to create a development plan including its future aspirations. On completion of the work, the marae will be able to hold hui, tangi, wānanga, community events, and more.

“This programme has been absolutely critical to our wellbeing as a people and community... Thanks to a brave builder taking on our project and the kindness, tolerance and collaboration of

the Rodney / Auckland Council who have always been so understanding of our situation, we will actually get our building completed and open.

We are so grateful to have been approached for this programme and feel very privileged to be given this out of this world opportunity.”

Debra Brewer, Secretary / Trustee of Te Kia Ora Trust Board

CASE STUDY

Resourcing thriving marae

Te Kaunihera o Tāmaki Makaurau provides resources to support resilient, sustainable, and thriving marae.

The Cultural Initiatives Fund: The fund is an annual contestable grant available for marae and papakāinga covering capital works, maintenance, feasibility and concept design, strategic financial planning, governance and asset management. A total of \$1,212,000 has been allocated in 2019-2020, including \$450,000 to support papakāinga housing projects.

A total of \$4.5 million of funding has been given to marae over the last three years from the Cultural Initiatives Fund (CIF), local board grants, which are managed by local boards, and an array of regional grants made available by the council.

This funding has supported a wide range of initiatives, covering diverse needs such as food waste reduction, Waitangi Day events and a community garden.

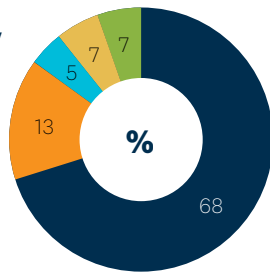
The bulk of this fund is distributed via the Cultural Initiatives Fund. The total doesn't include the Marae Infrastructure Programme funding, as this does not go directly to marae.

3 year total by fund type

CIF - marae	\$3,044,669
CIF - papakāinga	\$600,000
Local grants	\$209,068
Regional grants	\$327,405
Local Board partnerships	\$308,221
	\$4,489,363

Three year marae funding by category

- CIF - marae
- CIF - papakāinga
- Local grants
- Regional grants
- LB partnerships



Highlights for Marae Development

Other highlights of marae development successes for 2019-2020 include:

Auckland Transport (AT) focus on safety and travel to/from marae: AT provides ongoing work on infrastructure improvements for several marae to improve safety and expand travel choices.



Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE

Marae are experiencing a wide array of issues that impede them from being healthy, compliant and prosperous. These issues can affect the speed and approach to problem solving.

RESPONSE

The council continues to support a cross-council approach to address diverse marae needs. It works with key internal stakeholders to identify gaps and opportunities.

CHALLENGE

Doing a needs assessment for marae means the work is prioritised according to structural urgency rather than Māori aspiration. For example, trustees could feel they need a new kitchen but the assessment leads to a new roof instead. Some trustees do not want to be involved in the programme, for fear that after reviewing the needs assessment council will shut down the marae rather than invest in repairs.

RESPONSE

The MIP ensures that communication is clear from the start about the priorities of the programme and the importance of prioritising urgent repairs. It will avoid closing down marae wherever possible, looking for solutions instead.

Te Reo Māori
Te Reo Māori



Hikoia te Kōrero - Walk the Talk 2019, Maungakiekie

The council group supports te reo Māori to be seen, heard, spoken and learned throughout Tāmaki Makaurau.

Success stories for 2019-2020

CASE STUDY

Hikoia te Kōrero – Māori Language Parade

Bringing attendees to an iconic landmark, and a place of ancestral and cultural identity for Māori, this year's Hikoia te Kōrero, (the Māori language parade), was held on Maungakiekie (One Tree Hill). It was the first time that an event of this kind took place on the maunga, which hosted over 3,000 school pupils as they enjoyed a hīkoi to the summit, pōhiri, free kai, entertainment and historical storytelling to celebrate Te Wiki o te reo Māori (Māori Language Week). The council collaborated with Tūpuna Maunga Authority and Tūpuna Taonga o Tāmaki Makaurau Trust, which represents 13 iwi, to ensure that tikanga was respected. The event was well-attended, livestreamed and attracted much media interest.

“It’s important to remember just how far we have come to get to this moment – to have arrived at a point and level of recognition that this [te reo] is indeed a marvellous gift. We are seeing the shift in people’s thinking – even at a national level, around the Māori language.”

Waihoroi Shortland, Chair of Te Mātāwai

CASE STUDY

Te Kete Rukuruku demonstrates partnership with mana whenua groups

Te Kete Rukuruku aims to capture and showcase Māori names and stories of place. Te Kaunihera o Tāmaki Makaurau is working with mana whenua and 18 local boards to bring Māori names and narratives to parks and places, to reconnect to and celebrate their cultural heritage and significance. Around 1,400 parks and spaces have been identified as potential spaces for dual naming (English and Māori), and more than 100 names have been identified for future adoption. The process for naming has been determined by mana whenua and serves as a precedent for future projects.

“This has been emotional and spiritual for us and has refreshed our memories around stories we may only have heard snippets of... the Māori names give us back our history.”

Kathleen Wilson, Mana Whenua Working Group Acting Chair

Auckland Libraries – Whakatipu i te reo Māori

The Auckland Libraries Strategy 2020 makes a commitment to grow te reo Māori, and to champion and embed te reo Māori in libraries and communities.

CASE STUDY

Waka2kura

Waka2Kura is a mobile library service delivered in te reo Māori for kura kaupapa Māori, bilingual units and kōhanga reo across Tāmaki Makaurau. Māori specialist staff work with kura to co-design programmes. The programme draws on mātauranga and tikanga Māori, the heritage collections, and technology to engage tauira (students). In 2019, a wānanga whakapakari was held to upskill kaimahi and increase their knowledge of Te Aho Matua (the driving force of kura kaupapa) and te marautanga (Māori curriculum), so they can tautoko tauira when visiting community libraries.

“One tumuaki (principal) shared that the value he saw from Waka2Kura was that the kaimahi were role models for the tauira. They could see a career opportunity to utilise te reo and kaupapa Māori through their job.”

Morehu Roberts-Tuahine, Auckland Council Libraries

CASE STUDY

Kōhanga Reo programme

Kōhanga Reo is a monthly reo Māori reading programme delivered by library staff to kōhanga reo across Tāmaki Makaurau. Established in 2008, the programme recently expanded to reach more kōhanga reo through an increase in staff capacity and te reo Māori expertise. In 2019-2020, reo Māori speaking staff worked with 25 kōhanga reo in north, west and south Auckland, reaching 373 tamariki nohinohi (0-4 years). The programme aims to develop literacy, build strong relationships with kōhanga and community libraries, foster a love of books and reading, and build and maintain regular access to library collections. Delivered entirely in te reo Māori, the programme engages tamariki through a range of activities such as pūrakau and waiata.

(The important thing in a child’s development is that its physical, spiritual, psychological and emotional being thrives. By having exposure to stories, drama, and having a connection of their own to Māori history, a child’s essence can truly bloom. It is these sorts of things that will lift all facets of a child’s wellbeing.)

Irihapeti Singh, Teacher (Kaiako), Te Kupenga Kohanga Reo

Other highlights for te reo Māori

Te reo on InnerLink buses: InnerLink buses now offer next stop announcements in te reo Māori following the success of Māori language messages on the city’s trains. **Refreshed Te Reo Action Plan:** Ngā Mātāārae refreshed the Te Reo Action Plan to provide a strategic framework for council’s contribution to revitalising te reo Māori.



Ko te mea nui o te tipuranga o te mokopuna kia puawai tōna ao ā-tinana, ā-wairua, ā-hinengaro, a-whatumanawa hoki. I roto i ēnei mahi o te kaupapa ka puawai te katoa o ngā kare-ā-roto o te mokopuna mā ngā Pūrakau, mā ngā Whakaari me tōna ake hononga ki te hītori o te iwi Māori. Mā ēnei momo mahi, ka hāpai te whaioranga katoa o te mokopuna.

Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE

The council group has made significant gains in achieving greater reo Māori outcomes. However, the demand for reo expertise within the organisation is now disproportionate to the support available.

RESPONSE

The council has identified and made available its preferred vendors so that translations can be outsourced to meet demand.

CHALLENGE

The value of reo Māori expertise is not always recognised across the business in tangible ways. This can lead to a lack of incentive for staff to upskill.

RESPONSE

Ngā Mātārae has been working towards the launch of the Kaiārahi Kaupapa Māori programme. This programme will serve as a platform where council employees with knowledge of tikanga or reo Māori can be developed and recognised.

CHALLENGE

Due to the complex nature of the council group, reo Māori can be applied inconsistently leading to incorrect and misuse of reo Māori.

RESPONSE

Ngā Mātārae has refreshed Te Reo Action Plan and is been given the role of overseeing and monitoring it. The plan has also been incorporated into Our Charter, which outlines key principles and standards for staff across the Auckland Council Group.

Kaitiakitanga

Kaitiakitanga

Harbutt Reserve planting day

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

Success stories for 2019-2020

CASE STUDY

Mana whenua input into the infrastructure works for the 2021 America's Cup

Eke Panuku (Panuku Development Auckland) has facilitated input from mana whenua into the infrastructure works for the 2021 America's Cup. Mana whenua provided input into the management plans that governed the construction procedures. They also put forward employees to undertake construction works and led cultural induction for employees, as well as cultural ceremonies before the start of construction. Throughout the project, mana whenua focussed on areas that had the potential to affect cultural values and interests, including managing water quality, mitigating underwater noise to protect marine animals and protecting the Waitematā from biosecurity risks.

"If the environment is safe and healthy, the health of the people will be as well. The America's Cup has provided the catalyst to improve our taiao (natural environment) and make this place better for the future and we hope this is only the start."

Martin Te Moni, Ngaati Whanaunga

CASE STUDY

Improving Stormwater in Tāmaki Makaurau

In its review of the Stormwater Bylaw, Infrastructure and Environmental Services (I&ES) engaged with mana whenua to identify potential gaps in the bylaw's implementation. This led to an upcoming amendment report, which will identify changes to the bylaw and its implementation to make it more effective. I&ES will workshop potential amendments to meet mana whenua requirements better.

As part of the Network Discharge Consent (NDC), I&ES collaborated with mana whenua on the Stormwater Management Plan (SMP) template, which outlines the management approach for a proposed development area. Feedback provided amendments that put greater focus on te mauri o te wai (the life force of the water), engagement with mana whenua, and cultural values. Reviewing the template with mana whenua also helped to identify where additional guidance was required to understand te ao Māori better.

CASE STUDY

Mana whenua contribution to Te Ara Awataha

Eke Panuku has engaged mana whenua-nominated artists to work alongside community stakeholders to design a green 'corridor' in Northcote.

Mana whenua also gifted the name to the greenway; Te Ara Awataha means 'the path of the Awataha' and reflects the significance of the water source and cultural connection to mana whenua.

Mana whenua artworks and integrated cultural design elements have been included to ensure that Te Ara Awataha represents cultural and natural histories.

Te Ara Awataha has an important role in improving the quality of wai māori (freshwater) including the restoration of the Awataha stream.

The stream will undergo a regenerative process, known as 'daylighting', which will boost the mauri of the stream, improving water quality and allowing it to become a habitat for birds, insects and tuna once more.

The community has also been working to restore the source of the stream. Since restoration commenced, an increasing variety of birds have been observed including tūi, kererū, kōtare, tauhou and kākā.

"The most important thing is restoring the health of the environment because that will involve people and help grow a healthy community. This reinforces Māori cultural values for living systems, and the special qualities of this place."

Helen Kerr, Isthmus Principal Landscape Architect

Te Ara Awataha project also supports Māori identity and culture

CASE STUDY

Enabling better collaboration with mana whenua

I&ES is reviewing and identifying engagement gaps and improvement opportunities as part of the region-wide stormwater Network Discharge Consent (NDC). The NDC is a single consent – replacing 116 different consents – that authorises the diversion of stormwater through the public stormwater network and discharge of that stormwater. Co-design of an engagement strategy with mana whenua forms part of the consent. This provides the opportunity to develop and implement tools to make it easier for mana whenua to engage and collaborate with the council's Healthy Waters department. Multiple initiatives have been implemented to create better accessibility, transparency and engagement, including:

- Project clinics: an informal kanohi-ki-te-kanohi (face-to-face) kōrero format that provides high-level information on multiple projects at their earliest phase
- Healthy Waters Project Day: a full day hui where multiple projects can have a hui or workshop with interested mana whenua to discuss projects in depth
- Early emergency works engagement: addressing the request received from mana whenua to engage on emergency works as they occur rather than through the retrospective consenting process
- Mana whenua platform: a database to provide access to key information and documents that mana whenua require

Other highlights

Puhinui Regeneration Work Programme: Puhinui regeneration work programme worked with mana whenua as key partners on the integrated design team

Fencing and planting: Mainland South has been fencing and planting waterways with Ngāti Te Ata and Reretewioi Marae. The work is mostly funded by the Franklin Local Board with the Healthy Waters department contributing to fencing costs to keep livestock out of the waterways and plantings.



Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE

Recognition that mana whenua are experiencing 'engagement fatigue' with council. Council can engage with iwi in a siloed manner leading to ineffective working relationships. Multiple fora can cause frustration and confusion – i.e. a project that has been worked in partnership at an 'operational forum' being asked to present to the Mana Whenua Kaitiaki Forum (MWKF). There is a need for clear policy direction to ensure a consistent approach across the council group. Guidance should reflect a Te Ao Māori approach to best enable Māori to participate as partners in decision making.

RESPONSE

The council is working on its Māori Engagement Policy, due for adoption in early 2021, with three objectives:

- Develop policy to enable the council and CCOs to develop and give effect to partnership with mana whenua and Māori communities in Tāmaki Makaurau.
- Provide parameters for the council to establish and strengthen effective Māori participation in decision-making.
- Promote consistency and transparency for Māori engagement, guided by tikanga and best practice.

CHALLENGE

Both council and mana whenua require ongoing support to build capability and capacity to respond to the relationship.

RESPONSE

Work with mana whenua to identify priorities, capability and capacity needs.

CHALLENGE

Legislative requirements can drive how council engages with Māori. This can lead to an 'obligations vs. opportunities' approach which may exclude broader opportunities.

RESPONSE

Support council at all levels to understand how different parts of the business need to respond to Māori interests.

Take ā-whare Māori me ngā papakāinga Māori housing and papakāinga



Urban papakāinga, Ōrākei

The council group supports Māori housing and papakāinga aspirations through providing expert advice, appropriate investment and improved associated infrastructure.

Māori Housing Unit

The Māori Housing Unit provides enhanced support for Māori-led housing initiatives and assists Māori organisations to navigate successfully through the development process.

Regulatory Services

The Regulatory Services division works in collaboration with the Māori Housing Unit, applicants that receive funding through the council's Cultural Initiatives Fund, and the Marae Infrastructure Programme. Dedicated resource is provided through the directorate to work through aspirations and technical matters through the resource and building consent processes.

Success stories for 2019-2020

CASE STUDY

Papakura Marae kaumātua housing project

This project proposes to establish six two-bedroom kaumātua units at the existing marae site. The total budget for the build is \$2.75 million, which is mostly funded by central government agencies. The council provided a small grant to contribute to planning and regulatory costs. The Māori Housing Unit and Regulatory Services worked with the marae to achieve a successful outcome for what was a complex proposal. Papakura Marae is located on land leased by the council and therefore required technical advice and approval from multiple stakeholders. The most important approval was that of the Papakura Local Board, as the landowner. The Māori Housing Unit acted as the key point of contact, working with marae representatives and internal staff to navigate through the process to gain landowner approval. This groundwork then attracted investment from Te Puni Kōkiri to fund the build. Regulatory Services' improved support and understanding of te ao Māori, coupled with robust kanohi-ki-te-kanohi hui at the marae, reinforced a successful consent application process for the marae. It is anticipated that the marae will commence construction in August 2020.

“The Māori Housing Unit has been pivotal in knocking down barriers, garnering support and just getting on with it.”

Tony Kake, Chief Executive Officer of Papakura Marae

CASE STUDY

Te Māhurehure Marae Housing project - Te Kainga Atawhai

This project proposes to establish 14 two storey units at Te Māhurehure Marae, Point Chevalier, with a mix of three and four bedrooms, as well as two two-bedroom units for kaumātua. The total budget for the build is \$6.7 million, which will be primarily financed through self-funding and government support. The Māori Housing Unit and Regulatory Services has been instrumental in the provision of technical, planning, and funding assistance to support the marae to achieve their housing aspirations. The Māori Housing Unit began working with the marae in 2017 by scoping out the opportunities provided by the new Māori Purpose Zoning, which allows for increased activities. The unit's support has included identifying the level of housing potential, exploring housing options, finding funding opportunities and introducing potential crown collaborations. The council awarded a grant to explore project feasibility and develop the initial housing concepts. The unit worked closely with the marae trust, architects, planners, government agencies, and Regulatory Services. Collaborating with multiple council departments and specialists enabled staff and the marae to navigate council processes together and give a level of assurance to agencies to secure sources of funding.

“The whānau of Te Māhurehure Marae can't thank you enough for your tautoko and manaakitanga.”

Tracey Panapa, Te Māhurehure Marae Manager



Other highlights

Cultural Initiatives Grants: Council's cultural initiative grants contributed \$450,000 to three recipients to support Māori Housing initiatives. The grants contribute to feasibility, planning and regulatory and development cost. The council's contribution enables the recipient to secure funding from central government and charitable sources.

Improved processes: The Māori Housing Unit and Regulatory Services have established processes to better serve the needs of Māori customers. This includes

designated resource in each of the 'hubs' for advisory and query-based matters. Council has an agreed consent pre-application process to ensure a level consistency and understanding of te ao Māori and Māori design principles.

Completion of 92 Māori land information packages: The unit has data access to Land Information New Zealand, Māori Land Court and Te Kaunihera o Tāmaki Makaurau. It collates a detailed land assessment and writes a report outlining potential land use options. This supports customers to determine the feasibility of any Māori-led land development.

Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE

Responding to Auckland's housing challenges is complex. Current Māori housing and papakāinga aspirations for Auckland are largely unrealised. This is influenced by many factors including access to land, capacity and resourcing of Māori.

RESPONSE

The council continues to progress cross-sector collaborations with iwi, marae, government agencies. Māori housing providers will identify ways the council can continue to support Māori aspirations through its consenting and regulatory processes. The council continues to provide current support through Māori Housing Unit and Regulatory Services Directorate.

CHALLENGE

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

RESPONSE

Explore further opportunities to reduce council's regulatory and development costs to support funding to be used on actual build. Continue to work together with iwi, marae, government agencies, Māori housing providers and financial services to pursue innovative funding arrangements to improve access to finance for Māori housing development.

CHALLENGE

The COVID-19 lockdown worked as a catalyst, bringing to the fore many of the housing issues that disproportionately impact Māori. The lockdown created an environment where multiple agencies had to work together in a way that required quick decision-making, resource sharing and trust.

RESPONSE

The lockdown resulted in increased collaboration between services that support Māori Housing needs. Council should continue to work collaboratively to maintain the momentum that the crisis stimulated to achieve outputs at pace and leverage the good will established between iwi, marae, government agencies, and Māori housing providers agencies during lockdown. Council will continue to investigate the development capacity and opportunities for Māori housing and papakāinga developments.

Acknowledgement: Housing issues that impact Māori are broad. Council staff will continue to work with the housing sector and Māori to advocate and promote the needs of Māori communities to live, own and develop warm and sustainable homes.

Te āhei a ngā rangatahi

Realising rangatahi potential



Hīkoia te Kōrero - Walk the Talk 2019, Maungakiekie

The council group aims to support rangatahi Māori in their career development and to participate meaningfully and effectively in the council group's decision-making processes.

Success stories

CASE STUDY

Upsouth delivers for rangatahi Māori

Upsouth is an online and interactive community advocacy and employment platform that supports rangatahi to have their say on local priorities in Tāmaki Makaurau. It enables rangatahi to express creativity on issues of importance and supports businesses, agencies and community groups to reach rangatahi on initiatives happening locally through raising 'callups'. In the last 12 months, \$33,000 was distributed to rangatahi, rewarding users through micro-payments for their responses. The platform has a membership of 3500+ rangatahi (aged 14-18 years from south Auckland) and their ideas.

During 2019-2020, Upsouth raised 21 callups by Te Kaunihera o Tāmaki Makaurau, including Te Tari Tikanga Tokonga Roa Matua (Chief Sustainability Office), Ngā Mātārae and other departments who supported The Southern Initiative (TSI) to sponsor kaupapa for rangatahi to share their feedback and creative content. The callups focused on engaging rangatahi particularly Māori and Pacifica in council priorities including climate change, water strategy, elections and other local kaupapa.

TSI have piloted the platform for the past two years from 2017-2019 and are investing in the new build and management of the platform. The new platform will support rangatahi engagement in local council projects across south and west Auckland.

"At first I was sceptical about it. But it turns out I've made over \$400 [from sharing ideas on the platform]. I shared my opinions about [community initiative] Z Energy. I said that they should open up accounts in schools for children that can't afford certain things like school camps because I really think that students can benefit from extracurricular activities."

Jayde, participant

CASE STUDY

Rangatahi help shape climate change conversation

Throughout 2019, rangatahi were supported to host a series of wānanga to develop a section within Auckland's Climate Action Framework - Te Tāruke-a-Tāwhiri. With the guidance of kaumātua and mana whenua, they have produced a section that is holistic and strongly grounded in mātauranga Māori. In "holding the pen", rangatahi wanted to ensure that the plan not only focuses on emissions and adaptation but also on reconnecting to our natural environment and supporting its restoration.

"Ka noho teina te tangata, ka noho tuakana te taiao - Our generation has a unique and critical role to play in reviving the practices and customs that support transformative change to happen in relation to climate change, building our current and future resilience."

"Climate actions today will survive futures when we are capable of changing as fast as change itself. This depends on our ability to 'noho teina te tangata' and be haututu (explorers and disruptors)."

Excerpts from rangatahi participants' writing on climate change

CASE STUDY

Tuia: Rangatahi develop leadership capacity

The Tuia programme is a nationwide programme that aims to bring young Māori together while also developing their leadership capacity through partnerships with local councils. In Tāmaki Makaurau, elected members from south Auckland local boards mentor a rangatahi selected from their local area to assist the young person's development as a local leader. This relationship provides both partners with the opportunity to gain insights into intergenerational issues. While developing local leadership, the five national wānanga link the rangatahi to their whakapapa and identity.

"After moving away from home, the Tuia programme has helped me to remember the aspirations I have to help my iwi."

"It can be isolating in the spaces I work in, so it is empowering to be around other similar minded young Māori."

Participant quotes



Other highlights for rangatahi

Youngatira video production: Council provides funding to support Youngatira. This programme encourages rangatahi to find their voice through learning video production skills and then producing quality videos.

Local elections: The council funded a rangatahi-led campaign to encourage youth to stand and vote in local elections. The Rangatahi Tu Rangatira pilot programme took 24 rangatahi on a waka hourua and held two wānanga to talk about local government from a kaupapa Māori perspective. A joint rangatahi mana whenua-mataawaka co-design workshop was also funded.

Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE

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

RESPONSE

Climate change is one subject that really matters to rangatahi and is also a priority for Te Kaunihera o Tāmaki Makaurau. There has been successful youth involvement in this area over the last 12 months. Now council needs to ensure that the whakaaro shared by rangatahi leads to action.

While engaging rangatahi remains a challenge, the council has seen improvements through partnering with Māori using rangatahi-friendly channels, such as Instagram. The council has committed to the Tupu Toa internship programme, meaning the council will take on 30 Māori interns over three years.

Te tuakiri me te ahurea Māori

Māori identity and culture



The council group aims to reflect and promote Māori culture and identity within the environment, and to value mātauranga Māori.

Success stories for 2019-2020

CASE STUDY

Evolving Tāmaki Herenga Waka Festival

ATEED, in partnership with ngā mana whenua o Tāmaki Makaurau, delivered the 4th Tāmaki Herenga Waka Festival at Captain Cook Wharf in January 2020. Evolving from previous formats, this free public event was an evening showcase spectacular that wove waka narratives and the festival theme Tāmaki Herenga Waka, Tāmaki Herenga Tangata through land and water performances. The high quality of performances, water screen element, evening time slot, interactive programming and curated marketplace all contributed to positive impacts for attendees, including 90% overall satisfaction, 96% agreeing that the festival should continue and 92% feeling increased pride in Auckland. The 2021 festival will build on this model aiming to increase attendance through stronger marketing reach and creating more opportunities to showcase Māori products through a Māori marketplace.

“I wanted to congratulate you and the team for executing such a wonderful kaupapa that contributes to building and celebrating te ao Māori here in Tāmaki.”

Ani Merito, Kehua Music

“What a great event, the light show, waka, Ngā Tumanako and Maisey Rika. The craft village only thrived because of the spectacular event.”

Dena Jacob, The Māori Initiative

Tāmaki Herenga Waka Festival also supports Māori business, tourism and employment Te reo Māori

CASE STUDY

Continuing Auckland’s Māori Cultural Heritage Programme (MCHP)

Te Kaunihera o Tāmaki Makaurau has responsibilities to recognise and protect the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu, and other taonga, as well as wider protection of historic heritage.

There is currently variable and often limited information held by council on Māori sites and places of cultural and historic heritage importance to Mana Whenua. As a result, council’s ability to protect them from inappropriate activities is limited.

Given the growth and change across Tāmaki Makaurau, these sites and values are threatened, resulting in a resource management issue. The MCHP relates to improving the identification, mapping, and protection of Māori cultural heritage in Tāmaki Makaurau.

In 2019-2020, emphasis was on a comprehensive regional response that could have immediate effect, in the form of a Māori Heritage Alert Layer (MHAL). It will map sites identified by mana whenua groups as significant and will be the first trigger for planners to consider Māori cultural heritage. Over time, the MHAL will establish a baseline of sites and places of significance to mana whenua groups, including Māori cultural landscapes.

Hearings for the first plan changes for the programme will take place in August 2020.

Working with mana whenua groups, the MCHP has completed a second tranche of 20 sites ready to move into the planning process in 2020-2021.



CASE STUDY

Māori Design

The Auckland Design Manual (ADM) is a web-based practice design resource managed by council’s Auckland Design Office.

Within the ADM, the Māori Design Hub (MDH) has been created to demonstrate best practice Māori design, with a particular focus on Tāmaki Makaurau examples.

Downtown Infrastructure Development Programme (DIDP)

Over the last two years, the council has been working with mana whenua through an immersive design partnership to deliver a significant area of public development along the waterfront, to be fully completed in the first half of 2021. It will introduce a suite of integrated design features designed and delivered by mana whenua kaimahi toi. Two of the new areas created through the DIDP feature ingoa Māori (Māori names) provided by mana whenua: Te Wānanga, a new area of public space in the old ferry basin, and Te Ngau o Horotiu, the new ferry pontoons and shelters along Queens Wharf. There has been a strong design emphasis placed on the restoration of mauri, with the introduction of marine ecology elements, new planting approaches and the use of water quality remediation technologies that blend mātauranga Māori with Western science to reduce impacts on Te Waitematā.

He Maunga, He Tangata Māori Design Internship

Te Kaunihera has worked with partners Te Whare Wānanga o Wairaka: Unitec Institute of Technology and Isthmus Group (architects/landscape architects/urban designers) to create this internship for a rangatahi Māori. The first recipient, Ahlia-Mei Ta’ala, will complete her Master of Landscape Architecture qualification in late 2020. This pilot shows how tertiary education providers, the design industry and local government can work together to empower a kaupapa Māori design, and create real opportunities to develop future Māori design leaders.

Other highlights

Matariki festival: Te Kaunihera o Tāmaki Makaurau ran a smaller version of its Matariki festival in 2020, due to the impacts of COVID-19. Events included a dawn karakia, an exhibition of lightboxes and live kapa haka performances. The council co-hosts with a different iwi each year.

Te Matatini: Successful regional contests were hosted in late January 2020 at Aotea Centre, Auckland, where organisers launched the name of the event as “Te Matatini Herenga Waka, Herenga Tangata” with activities in the square to inspire interest and anticipation for the event.

Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE

Council continues to increase effectiveness in leading and influencing Māori design outcomes in public development and place-making initiatives. Recurring Issues arising from a shortage of internal capability and capacity, inconsistent and often inappropriate approaches being applied across the organisation, and inadequate levels of recognition, support and resourcing for mana whenua and mataawaka all continue to impact negatively on outcomes.

CHALLENGE

One of the challenges for the Māori Cultural Heritage Programme is that the plan change process is slow and laborious. It is estimated that there are more than 100,000 sites across Tāmaki Makaurau and, with the plan change only 108 are scheduled, while development and growth of Auckland continues at pace.

RESPONSE

Outstanding Māori design outcomes are emerging through major public initiatives such as the Downtown Infrastructure Development Programme. Council must continue to develop practices based on key initiatives, and work with Māori to strengthen collaborative design approaches. Another significant opportunity is to work alongside mana whenua and the private development sector to influence Māori design outcomes in private development.

RESPONSE

The council has developed the Māori Heritage Alert Layer.

Te hauora o te hunga tamariki, whānau hoki

Tamariki and whānau wellbeing



Te Kohanga Reo o Ngāti Ōtara marae

The council group works to enable whānau and tamariki Māori to experience relevant and welcoming public facilities and services. It supports Māori-led services where appropriate.

Success stories

CASE STUDY

Te Kākano

Te Kākano develops new services for tamariki under five. It puts whānau at the centre of its services by designing pilots with them.

Te Kākano brings together local mana whenua, mataawaka organisations, whānau Māori and council staff to explore how it can guide service delivery practices and adapt to specific areas.

The co-design process was based on Au Aha, a kaupapa Māori framework developed by Māori agency Toi Tangata and the project engaged kaupapa Māori evaluators.

Four pilot sites were identified to carry out trials, from July 2017 to June 2020, to test the framework and measure its impact on how Te Kākano delivers services. The whānau outcomes these pilots work towards are heritage, connectedness, capacities, cohesion, wealth and resilience.

Having a specific kaupapa to work towards brought people together in a safe and meaningful way with te ao Māori and Māori outcomes at the centre.

Te Kākano provides a unique opportunity for tamariki and their whānau to celebrate and engage in Māori culture and has increased awareness of te ao Māori across diverse cultures.

Tamariki and their whānau practice tikanga, learn te reo Māori through waiata, poi, mahi toi activities and stories. These learning opportunities are enhanced when a connection to place and a sense of belonging is created, such as experiencing a pōwhiri at Te Whare o Matariki, and being in te taiao (the natural environment) at Arataki and Wellsford where tamariki and their whānau are able to embrace the whakapapa of the land.

From being a part of the co-design, providing their views and seeing fruition, whānau report a sense of achievement, pride and belonging.

“Love kaupapa Māori and te reo Māori ... it’s all awesome ... wish other councils would provide this service”

“I go [to Te Kākano] for the Māori culture that I can’t provide myself.”

Participant feedback

CASE STUDY

Creating Home

For many whānau, home is not always a sanctuary and they often need to parent outside the home for extended periods of time. Since 2018, The Southern Initiative (TSI) has partnered with Auckland Libraries to create a ‘home away from home’ for those who need it.

TSI has worked with two libraries in South Auckland over 18 months to create welcoming public spaces that enable whānau to nurture their tamariki for lifelong outcomes.

The project team grounded their practice in tikanga, with manaakitanga, whanaungatanga and rangatiratanga at the centre. This tikanga-based approach brought to light barriers preventing change and innovation, including making library spaces more whānau centred.

The team were intentional about building relationships with local whānau and started the conversation around their needs and aspirations for their community. Through these conversations, whānau identified “connection” and “feeling at home” as some of their greatest needs. Whānau and staff engaged in a co-design process to prototype ways to meet these needs, this is how ‘Cuppa Wednesday’ was created.

Whānau acquired an espresso machine and created a space dedicated to connection by offering free coffee and somewhere to sit and talk (or not talk). It was important the space had toys and playmats so tamariki were engaged and safe while whānau spent time with each other. This space is still being used by whānau and continues to be a significant connector for the local community.



Other highlights

Te Ara Haepapa: Auckland Transport (AT) seeks to reduce Māori road injuries and fatalities via multiple Te Ara Haepapa programmes – driver licensing, child restraint training, speed management and driver distraction education – designed for Māori.

For example, Te Ara Haepapa Māori Road Safety Education Programme on marae and Te Kura o te Kaupapa Māori in communities have grown significantly and been well received, with increased engagement with mana whenua and mataawaka Māori. AT has experienced success with Raihana Akonga (Learner Licence) and Raihana Whītiki/ Tūturu (Restricted and Full) workshops when partnering with community providers, with participants achieving 100 per cent pass rates. Using bilingual messages in te reo Māori has attracted much higher positive interaction and engagement from Māori.

Māori wardens also provide safety for public transport users on trains.

These combined activities contributed to an 11% reduction in Māori road deaths and serious injuries in 2019.

Ako Hoe Waka: Local board funded and delivered by Time2Train: Mātātoa, Ako Hoe Waka is a Māori-led activation programme for tamariki and whānau in the community. Nine waka experiences were held over the summer, offering whānau and tamariki the opportunity of a waka experience on the water. Ako Hoe Waka is a powerful kaupapa connecting physical activity and water safety to Māori culture and identity, and reconnecting tamariki and whānau to mātauranga and tikanga associated with the moana. Whānau learn about the hoe, karakia, calls and chants. More than 350 tamariki and whānau attended the waka experiences.

“The outcome of the activations was greater than we initially thought it would be. We had to roll out other activities to cater for the large numbers and think of other ways to expand the programme.”

Frank Haimona, Time2Train

Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE

It is often hard to know what council should focus on or who council will reach with its activities. Some programme participants come from outside of the original target audience and it can also be difficult to determine which programmes and activities are already taking place in the space through other organisations.

RESPONSE

Keep working to understand need and reach, and support Māori-led services to reach whānau.

CHALLENGE

Following the impact of COVID-19, experts have identified Māori as being likely to be disproportionately affected by job losses and/or reduced income due to the impacted sectors in which they predominantly work

RESPONSE

Council is reprioritising some of its programmes and services where it is well placed to meet the needs of Māori.

CHALLENGE

Transport can present a barrier to programme participation for some whānau.

RESPONSE

In the 2019-2020 financial year, a reo Māori registered AT HOP card, offering free weekend travel for five to 15 year olds, was distributed to whānau from kura kaupapa Māori and promoted across Te Ara Haepapa programmes.

Te whai wāhi aroturuki Māori

Effective Māori Participation



The council group works to ensure mana whenua and mataawaka are active partners and participants at all levels of the council group’s decision making.

Success stories

CASE STUDY

Cultural Values Assessments Review Project

Cultural values assessments are used as a tool for mana whenua to express their cultural values or interest or an association with an area or a natural resource. The Cultural Values Assessment (CVA) Review Project – which has just finished its first year of three – was created to understand the gaps in resource consenting. It aims to assist mana whenua, council staff and applicants involved in the resource consent process. To identify the current issues within practice, five co-design wānanga took place. The wānanga brought together principal planners, technical specialists from across council and mana whenua kaitiaki forum representatives. The project is working towards the key outcomes of guidance, improved access to information, training and education, monitoring and review, and ongoing collaboration. This has had positive impacts for mana whenua and Te Kaunihera o Tāmaki Makaurau:

- Improved mana whenua understanding of resource consent processes and opportunities for their involvement as kaitiaki and treaty partners
- Strengthening mana whenua role as kaitiaki in Resource Management Act processes
- Identifying further opportunities for ongoing collaboration (internships, training, cultural monitoring etc)
- Simplifying complex resource consent process in a way that enables mana whenua to provide meaningful input within statutory timeframes
- Ability to input early in the resource consent process

CASE STUDY

Māori Land Court Trustee training sessions

Poukōkiri Rangahau Māori (Māori research librarians), in partnership with the Māori Land Court staff, facilitate free Māori Land Court Trustee training sessions. The sessions take place in key libraries and are attended by a diverse group of participants. This may include those who have become shareholders or trustees, or people who are interested in whakapapa. The full day workshops are delivered monthly in Waitākere, Manukau and Glenn Innes libraries and cover a depth of knowledge concerning the management of Māori Land and the importance of whakapapa. The Poukōkiri Rangahau Māori also deliver a section that highlights the many whakapapa resources available in library collections. These include the Māori Land Court minutes, held in microform and in hardcopy books, as well as such topics as the importance of referencing sources. The relationship between the Poukōkiri Rangahau Māori and the Māori Land Court has gone from strength to strength over the past few years, and the sessions are growing in popularity. In 2019-2020, Glen Innes was added to the locations, with the first session held in February. Twenty whānau attended, with six travelling from Australia especially for the session. Most of the participants were attending on the recommendation of whānau who had completed the training.



Other highlights

Te Mātāpuna - Māori information portal: An elected members’ toolkit for working effectively with Māori was launched in October 2019 to support elected member inductions. This was expanded to a one-stop shop for Māori information and was launched on the council’s intranet on 6 February 2020. Mana whenua have confirmed support for a second phase of the portal, which will be externally focused and will act as an information sharing portal for mana whenua themselves. This has been approved by Auckland Transport and Te Kaunihera o Tāmaki Makaurau.

Election promotion: The council supported seven Māori community partner-led events to support election promotions. This included ‘one-stop shop’ stalls where people could get information and register to vote. This resulted in nearly 40,000 views of Māori-focused election content and supported four new Māori elected members being voted into council.

Auckland Climate Action Framework consultation: This consultation process included three events in partnership with mana whenua groups and mataawaka. The council worked with Radio Waatea to create

podcasts, resulting in an audience of over 10,000 for Live Panel discussion. Māori participation accounted for 23 percent of submissions to the framework consultation. The council also funded and guided Te Ora o Manukau, a south Auckland Māori community collective, to engage with rangatahi on climate change and elections.

Capacity Grants: Te Kaunihera o Tāmaki Makaurau provides capacity grants of \$50,000 per year to mana whenua and mataawaka organisations. These grants must be used for capacity growth, such as sending a staff member to a training course or upgrading technology. In 2019-2020, the council awarded 22 capacity grants to Māori organisations, totalling \$1,050,000.

Treaty Audit Recommendations: We closed 25 recommendations in 2019-2020, meaning that we have closed 71 out of 80 in total.

Te Hōanga: Council has obligations to engage in effective participation in decision-making processes with mana whenua and mataawaka. Council can improve Māori participation and decision-making through partnership and collaboration with mana whenua, mataawaka, central and local government organisations.

Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE	RESPONSE
Council’s complex systems and processes can be barriers to participation for Māori.	Council partners with Māori to continuously improve its ways of working to increase Māori participation. It aims to identify barriers when they arise and look at ways to include a strong Māori voice in council decision making.
CHALLENGE	RESPONSE
Council has identified that many relationships are at an individual level. When these staff members leave, the links often go with them requiring the continuous establishment of new relationships with Māori. In Tāmaki Makaurau, the governance and operational working models for mana whenua groups, mataawaka and Māori communities are diverse. This can lead to mixed expectations and misunderstanding from both the council and Māori when working together.	Council will continue to work with Māori to improve engagement processes through diverse relationship models with both mana whenua groups and mataawaka/ Māori communities.
CHALLENGE	RESPONSE
The COVID-19 lockdown meant changing traditional engagement approaches	Using technology to communicate with working groups, including: <ul style="list-style-type: none">• Setting up SharePoint site sharing documents• Using Survey Monkey to get feedback• Facilitating a Zoom session to share updates and discuss future work

He rōpū whaimana An empowered organisation



The council group works to fulfil its commitments and legal obligations to Māori under Te Tiriti o Waitangi and aims to ensure its staff has the capability to deliver Māori outcomes.

Success stories

CASE STUDY

Kia Manawaroa Tātou: Māori outcomes in the council's new organisational strategy

Faced with COVID-19 and its impacts, the council had to quickly adapt and address the 'new normal'.

Kia Manawaroa Tātou – an organisational strategy which was created to support recovery from COVID-19 and its impacts – has Māori outcomes woven throughout, ensuring that they are top of mind for the whole council.

Kia Manawaroa Tātou includes focus on Māori communities, supporting Māori outcomes through council services, and aligning to Kia Ora Tāmaki Makaurau.

The council will deliver on the goals of Kia Manawaroa Tātou through strong partnership with Māori.

"This is the first time our organisational strategy has articulated the importance of our partnership with Māori. This is fundamental in honouring Te Tiriti o Waitangi, mana whenua and Māori of Tāmaki Makaurau, and fitting for the largest Māori city in the world."

Tania Winslade, GM, Ngā Mātārae

CASE STUDY

Ngā Kete Akoranga: staff learning portfolio going from strength to strength

The council's Ngā Kete Akoranga (NKA) staff learning portfolio is expanding and is now open to CCOs. It includes courses on te reo, tikanga and Te Tiriti o Waitangi. While there have been some challenges – such as the CCOs' different HR system impacting registration and many staff having limited opportunity for training – the NKA programme is gaining in popularity. NKA offers a 10-week reo Māori course that has received hugely positive feedback: 90% of participants gave it a five-star review. COVID-19 impacted on its kanohi-ki-te-kanohi approach, but the portfolio adapted and was able to continue via Zoom, with strong results.

"This is the best course I have ever taken at Council...I think it should be made compulsory for all council staff as this has answered my own 'why' in the context of council and my role...It has opened my eyes to the Māori world view... I want to carry on with my reo learning as I truly feel inspired."

Participant from 10-week reo Māori course

Other highlights

Māori outcomes part of staff induction: The council's four-hour programme now includes an hour relating to Māori outcomes. Staff learn the importance of Māori outcomes and that everyone at council can contribute. The induction provides a first insight into the vision, strategies and supporting policies and procedures that ensure council delivers on Māori outcomes. For many staff, the induction is their first experience with te ao Māori.

Whānau Manawa, Māori staff network, growing in size and impact: The council is now able to automatically invite staff who identify as Māori, including at a secondary or tertiary level, to join the Māori staff network. The network's growth is reflected in the Whānau Manawa Annual Conference – in 2017 around 50 staff attended the network's relaunch, in 2019 over 130 staff attended. When COVID-19 hit Tāmaki Makaurau, Whānau Manawa was able to connect to Māori staff to help pull together the Māori-led team, Te Pouwhakarae.

Te Papa Hauora: Māori philosophy of wellbeing on the Council's intranet

Responding to COVID-19 and its impacts, a new wellbeing platform Te Papa Hauora, has been added to the council's intranet. Te Papa Hauora is based on Te Whare Tapa Whā, a holistic Māori health model that compares a person's overall hauora (wellbeing) to a wharenui (meeting house): the wharenui's four walls each represent a different element needed to sustain hauora, while being supported by the strong foundation of the whenua (land). Using these concepts means providing messages to which Māori staff can relate and from which all staff can benefit. The platform also includes ideas and resources for any staff who want to reach out for further tautoko (support).

Puna Maumahara programme (Libraries): Puna Maumahara is a degree programme delivered in partnership with Te Wānanga o Raukawa. The aim of the programme is to produce graduates who are able to design, implement and manage systems to suit whakapapa-based rōpū as well as other Māori groups and other organisations. It develops bilingual and bicultural managers of Māori information resources.

In the 2019-2020 financial year, 18 staff enrolled in the programme, nine staff graduated with a diploma and nine staff completed their second year of study towards a Bachelor's degree.



Challenges and responses - Lessons learnt from 2019-2020

CHALLENGE

The percentage of council staff who primarily self-identify as Māori is gradually increasing. However, there are some parts of council with low Māori representation affecting the diversity of thought leadership, skills and experience that Māori can bring. Historically, council has only recorded staff members' primary ethnicity, resulting in an incomplete picture of how many staff identify as Māori as part of their identity.

RESPONSE

On our Enterprise Leadership Group (ELG), 20% of leaders identify as Māori (16 out of 79), including those who identify as Māori as their secondary ethnicity. This is an increase from 15% of our ELG in 2018-2019.

The council has committed to the TupuToa internship programme, meaning it will take on a minimum of 10 Māori interns every year for a three-year period.

New monitoring and reporting processes are forming a clearer picture around the number of staff who self-identify as Māori, including those who identify Māori as their secondary or tertiary ethnicity.

CHALLENGE

While council continues to introduce Māori capability and development initiatives, these are often not streamlined across the council group. This lack of streamlining leads to varying staff capability, understanding and expectations when engaging with Māori.

RESPONSE

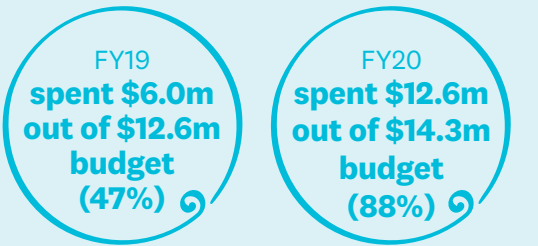
The new Ngā Mātārae structure is creating a clearer idea of Māori responsiveness and outcomes throughout the council group, allowing the Māori Outcomes team within the People and Performance department to have a more cohesive understanding of staff needs, as well as the opportunity to share more learnings and resources and identify overlaps.

The Ngā Kete Akoranga (NKA) staff learning portfolio is also expanding, enabling more consistent training across the group.

Financials 2019-2020

How we performed in FY2020 v FY2019

Year End Spend for 2019-2020



STRATEGIC PRIORITY	PROJECT / INITIATIVE	FY20 BUDGET	FY20 SPEND
Māori Business, Tourism and Engagement	Tāmaki Herenga Waka Festival - Māori Signature Festival	500,000	510,166
	Maungawhau Kiosk and Whau Cafe Fitout	368,071	257,401
	Sustainable Employment: Ngā Puna Pūkenga & Te Whare ā Te Ringa Rehe	32,000	-
	He Waka Eke Noa (HWEN)	499,010	275,290
	Whāriki Māori Business Network	297,000	103,562
	2021 ATEED Work Programme	430,000	318,037
Effective Māori Participation	Kaitiakitanga of Tāmaki Makaurau (Capacity Contracts)	950,000	1,032,500
	Mana Whenua Kaitiaki Forum	1,313,200	1,070,461
	Te Mātāpuna 2 - Māori facing information sharing, cultural values assessments	149,400	159,948
	Te Mātāpuna - Māori information portal for staff	40,800	192,633
	Mataawaka engagement partnership programme	336,800	398,986
	Te Hōanga	306,000	195,140
	Increase Māori Voter Turnout	30,000	30,000
	Ngā Punawai - Waterfront waterfountains (AT)	30,000	-
	CVA Improvements to Effectiveness	602,170	422,490
	MWKF - City Centre Masterplan	100,000	100,000
Kaitiakitanga	ACAP - Auckland Climate Action Plan	152,950	50,230
	He Taronga Whetu (Reaching for the Stars) - Māori Star Compass	100,000	27,165
	Puhinui Regeneration Programme	65,000	-
	Puhoi to Pakiri Trail Development Programme	40,000	55,000
Māori Housing and Papakāinga	Whare for Life - Maori Housing	51,000	51,000
	Māori Heritage Programme (sites of significance)	450,000	450,000
Māori Identity and Culture	Māori Sites of Significance	840,019	880,187
	Te Ara Awataha - Awataha Greenway	150,000	45,000
	Corbans Estate - Building Consent Fees	5,000	-
	Ngāti Otara Multi-sport cultural narrative	9,000	6,555
Marae Development	Māori Cultural Initiatives Fund	762,800	780,241
	Marae Infrastructure Programme	1,800,000	1,142,124
	Karanga Atu Karanga Mai - Flourishing Te Ao Māori Spaces incl marae	30,000	-
	Extension of Auckland Transport marae programme (Māori outcomes performance measurement framework)	740,000	855,698
An Empowered Organisation	Effectiveness for Māori	406,000	387,045
	Ngā Kete Akoranga	106,132	98,230
	Te Whaihanga - Engagement Training for Built Environment Professionals	37,500	45,330
	Graduate and Intern programme	69,590	69,590
	MAHI - Organisational Empowerment for Māori Responsiveness	618,000	405,427
Realising Rangatahi Potential	Rangatahi engagement	159,600	49,041
Te Reo Māori	Hikoia te Kōrero: Auckland Central Māori Language Week Parade	176,800	132,432
	Nga Mara Hupara (Playgrounds)	25,500	19,125
	Te Kete Rukuruku	1,430,920	744,689
	Te Matatini 2021 Phase One	310,000	292,206
Whānau and Tamariki	Manaaki Fund for COVID-19 Response and Recovery*	-	959,000
Allocated funding**		14,305,325	12,611,929

*Manaaki funds contribute to whānau and tamariki wellbeing **Allocated budget exceeded actual budget by \$200,000

Snapshot of portfolio initiatives/ activities delivered in 2019-2020

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

Key: ● Funded by the Māori Outcomes Fund ■ Co-funded by the Māori Outcomes Fund ▲ BAU activity

Māori Outcome	Activities
PAPAKĀINGA AND MĀORI HOUSING	<ul style="list-style-type: none">● Whare for Life Māori Housing Programme● Supported marae to progress their papakāinga and Māori housing aspirations through Cultural Initiatives Fund▲ Supported Housing workshop hosted by Ngāti Te Ata ki Waiuku
WHĀNAU AND TAMARIKI WELLBEING	<ul style="list-style-type: none">● Worked with mana whenua to deliver māra hupara (traditional Māori playground) in Birkenhead War Memorial Park● Supported Hawaiki Toa event, a sports circuit challenge based on atua Māori▲ Te Ara Haepapa Māori Road Safety programme (Auckland Transport)▲ Te reo Māori special edition registered AT HOP card distributed to kura kaupapa whānau▲ Te Whai Oranga Māori Sport and Recreation plan refreshed and adopted▲ Te Kāhano pilot initiatives to implement the Thriving Tamariki Māori Framework in Wellsford, Howick, Takaanini and at the Arataki Visitor Centre▲ Creating home pilot at Manurewa and Māngere East Library▲ Ako Hoe Waka activations a Māori led summer programme delivered in partnership with Time2Train – Mātātoa▲ Tūpuna Maunga Authority activations on maunga
MARAE DEVELOPMENT	<ul style="list-style-type: none">● Marae Infrastructure Programme● Cultural Initiatives Fund (grant funding for marae)▲ Support Ruapōtaka marae with their redevelopment plan and navigate council processes▲ Developing a Marae Development Toolkit to provide guidance to marae and council staff on the process to build new marae■ Auckland Transport marae programme
TE REO MĀORI	<ul style="list-style-type: none">● Hīkoia te Kōrero (Walk the talk) march and event at Maungakiekie to celebrate Te Wiki o Te Reo Māori● Te Kete Rukuruku storytelling, park and place naming programme● Te Matatini - Supported the Tāmaki Makaurau Regional Kapa Haka event▲ Waka2Kura te reo Māori mobile outreach programme to kura and kōhanga reo▲ Kōhanga reo outreach programme▲ Whakatipu i te reo Māori bilingual signage and storytelling programme▲ Auckland Libraries partnering with mana whenua and mataawaka to publish resources in te reo Māori▲ Auckland Transport expanded te reo Māori implementation on signage, in infrastructure projects, and on buses including the Link bus network.
MĀORI IDENTITY AND MĀORI CULTURE	<ul style="list-style-type: none">● Supporting the design, construction and integration of Ngāi Tai ki Tāmaki cultural narrative into the Ngāti Ōtara Multi-sport facility● Māori Heritage Programme working in partnership with mana whenua to identify, protect and manage sites and Māori sites of significance▲ Supporting the design and construction of the Puhinui Jetty to be built adjacent to the Manurewa marae for waka ama▲ Kura – Heritage Collections online improving metadata to increase access to unique taonga Māori within Auckland Libraries collections▲ Regional Matariki Festival hosted in partnership with Waikato-Tainui▲ Supported the Tāmaki Makaurau Regional Kapa Haka event▲ He Maunga, He Tangata Māori Design Internship▲ Māori Design Hub and the development of a Māori Housing resource▲ Downtown Infrastructure Development Programme▲ New Zealand Maritime Museum has several initiatives including the Tuia-Tākiri (unfurling) Exhibition, The Talking Portrait project, and securing taonga for the museum▲ Panuku work with mana whenua and mataawaka to deliver a range of events that showcase Māori culture▲ Waitangi ki Manukau event■ Te Ara Awataha restoration project in Northcote (Panuku)

MĀORI BUSINESS, TOURISM AND EMPLOYMENT	<ul style="list-style-type: none">● He Waka Eke Noa social procurement initiative● Supported Maungawhau Kiosk and Whau Café, Māori led business to open on Maungawhau● Tāmaki Herenga Waka Festival● Support Whāriki Māori business network▲ Sustainable Employment: Ngā Puna Pūkenga & Te Whare ā Te Ringa Rehe 2021 ATEED work programme▲ Te Haa o Manukau▲ Ngā Puna Pūkenga skills for industry employment initiative and partnerships programme▲ UpSouth
KAITIAKITANGA	<ul style="list-style-type: none">● Integration of cultural narrative into the Pūhoi to Mangawhai Trail Development Programme● Development of Te Tārūke-ā-Tāwhiri – Auckland’s Climate Plan● Initiated He Toronga Whetū – Reaching for the Stars initiative to lead a collaborative project to deliver the first Tāmaki Makaurau Māori star compass● Mana whenua supported to input into the Puhinui Awa Regeneration Strategy and work programme▲ Watercare mana whenua engagement programme▲ Wai-Ora Cultural Monitoring Framework pilots▲ Development of the Wai Ora App (GPS App) where mana whenua can identify contamination in streams and waterways▲ The Economic Evaluation of Marae Study developed in partnership with central government▲ The Wellsford Water Allocation (according to cultural values) was developed in partnership with Ngāti Manuhiri, Te Uri o Hau and Ngāti Whātua▲ Pest Free initiatives where mana whenua lead work to improve the natural environment (Howick, Ihumātao, Franklin)▲ Awakura Restoration Project collaborating with Ngāti Te Ata and Reretewhioi Marae to restore two waterways in their rohe▲ Development of the Tiaki Taiao Conservation Portal fostering kaitiakitanga and engaging with mana whenua▲ Kauri Dieback Management working alongside Te Kawerau a Maki in the Waitākere Ranges▲ Extending the reach of Te Aho Tūroa, a Māori immersion Enviroschools programme▲ Building Te Ao Māori into the Noho Māmā – Live Lightly online platforms▲ Kaitiaki Programme: Pā harakeke developed and maintained with Te Ūkaipī and local community▲ Take Mauri Take Hono tool developed in partnership with mana whenua
REALISING RANGATAHI POTENTIAL	<ul style="list-style-type: none">● Supported Rangatahi-led campaign to encourage youth to stand and vote in 2019 local elections▲ Panuku supported young Māori entrepreneurs, artists and rangatahi to deliver Mannix Winter Market event▲ Supported Youngatira where rangatahi find and express their voice through video production▲ Supported rangatahi and mana whenua to co-lead a workshop as part of the climate change consultation▲ Tuia programme▲ Kura civics programme work with kura to develop and implement a civics education programme
EFFECTIVE MĀORI PARTICIPATION	<ul style="list-style-type: none">● Increased funding and support to the Mana Whenua Kaitiaki Forum● Capacity contracts supported mana whenua capacity to build relationships with council and contribute to decision-making.● Invested in mataawaka engagement partnership programme (Water Strategy, Elections 2019, Auckland Climate Action Framework)● RIMU delivered a project to increase voter turnout using behavioural insights in the lead up to the October elections● Collaborated with mana whenua to co-design and implement an improved Cultural Value Assessment process and staff training● Te Mātāpuna 2 – Platform to enable mana whenua access to council information - e.g. cultural values assessment; resource consents● Te Mātāpuna - Māori information portal for staff● Te Hoanga● City Centre Masterplan Engagement▲ West Local Boards established a Māori broker role – Kaiwhakaawe based at Hoani Waititi marae
AN EMPOWERED ORGANISATION	<ul style="list-style-type: none">● Development of the Māori Outcomes Framework● Continued delivery of the MAHI strategy● Delivery of Ngā Kete Akoranga training and courses● Te Whaihanga● Engagement training for built environment professionals graduate and intern programme▲ Whānau Manawa Network hosted Māori Staff Network Annual Workforce Development Conference (Hui-ā-Tau) and Council’s Executive Lead Team, Pō Whakanuia event at Tātai Hono Marae▲ Kia Manawaroa Tātou (Together we can rise to the challenge) new organisational strategy reflective of Māori outcomes throughout▲ Tātou – Belonging programme to enable and support dedicated Māori roles in Libraries▲ Libraries staff enrolled in the Poutūāarongo Puna Maumahara programme with Te Wānanga o Raukawa (Māori information management degree)▲ Libraries and Information Māori staff working group established▲ Tupu Toa internships▲ Ngā Kete Kiwai programme (Auckland Transport)▲ Rōpū Waiata▲ Ngā Poitō community of practice▲ Established Panuku Māori Staff Network



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