

Achieving

Mana Whenua *Outcomes* Plan

2023-2026

*Mahere mō te Whakaputa Hua ki
ngā Mana Whenua
2023-2026*

eke

panuku



He mihi

Nau mai taku iti. Piki mai e taku rahi.
Nāku koe i tiki atu i te pae-o-te-rangi.
Ka tōia mai, ka kūmea mai
kia eke tangaroa, eke panuku.

Panuku, panuku, kia haumi e, kia hui e kia
ara mai he tāiki ngāpara.
Ka whakairihia e te rangi hei hua tipua, ka
poua ā-whenua hei tupuranga hōu.

Māna e huaki te mana tangata
e hora ai aku mahi.
Kia hua ko te pai,
kia piki ko te ora,
he tohu kaitiaki o taku tuakiri tuku iho.

Nōku te whiwhi, nōku te hūmārire.
Ka tūhono a Rangi, ka tūhono ki a Papa,
taku taura here whanaungatanga;
he mea nō tua whakarere mai.
E kore e memeha; tū te ao, tū te pō,
mauri tau, mauri ora.

Welcome one. Welcome all.
You, from beyond the horizon I have taken. I draw you
nigh, i draw you hither
To raise expectations and to fulfil potential.

Upward, onward until all is met and done
and that which rises will endure still.
From high it heralds divine aspirations, grounded in
visions of new beginnings.

It empowers in essence our very being and
pervades all that we have achieved.
Let good be rife
and may good health be assured,
as guardianship defines a legacy given.

As destiny beckon, peace is mine.
The sky itself seems to greet the earth,
epitomising all I hold and revere;
a token from that distant past.
It abides as day and night without fail,
with a gentle heart and a lively spirit.

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01

**FROM THE CHIEF
EXECUTIVE AND HEAD
OF MĀORI OUTCOMES**
**Nā te Tumu Whakarae me
te Tumuaki o Ngā Hua ki
te Māori**



Eke Panuku is committed to upholding the principles of te Tiriti o Waitangi and the mana motuhake of mana whenua. This Achieving Mana Whenua Outcomes (AMWO) plan is a key document that describes how we give meaning to our te Tiriti-based obligations.

On behalf of Auckland Council, Eke Panuku is responsible for creating amazing places and building thriving town centres. Our mana whenua partners have told us our work is important to them – because our projects affect water, land, and sites of cultural significance. To honour our relationship with mana whenua, it's essential that we respond to their aspirations and deliver our programme in partnership.

Eke Panuku has considerable resources to plan, design, and build the future of Tāmaki Makaurau. We must ensure, when making decisions about the future of our city, that mana whenua views are front and centre.

We are dedicated to building meaningful relationships with our mana whenua partners. We hope, if we deliver this plan together, we can grow and deepen our existing partnership. We are proud of the work we do together. We hope that our ongoing work will make a real difference in the everyday lives of mana whenua, our team, and the people of Tāmaki Makaurau.

Over the past three years, Eke Panuku has responded to the aspirations of mana whenua by delivering the Mana Whenua Outcomes Framework. The framework, which is now complete, created positive outcomes for mana whenua within five pou: governance, te taiao, culture & identity, wellbeing, and economic. As a result, we've seen increased mana whenua decision-making at the strategic level and within our neighbourhoods.

The AMWO plan will, over the next three years, give us the ability to measure the impact of our work with mana whenua. Each Eke Panuku executive team member is responsible for delivering measurable and time-sensitive actions within the AMWO plan. Together, this AMWO plan will help build our collective capability as an organisation to support positive outcomes for mana whenua.

Eke Panuku has been impacted by the recent financial challenges following the outbreak of COVID-19, the bad climate events, and a slowdown in the property market. But regardless of the fiscal environment, Eke Panuku must continue to recognise and honour our relationship with mana whenua. We hope this plan supports our work together to flourish.

Nā māua noa, nā

David Rankin, Chief Executive

Daniel Haines, Head of Māori Outcomes

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INTRODUCTION

Te whakataki



Who are we

Ko wai rā mātou?

We are the Auckland Council-controlled organisation (CCO) that delivers urban regeneration in Tāmaki Makaurau / Auckland.

What is the Achieving Mana Whenua Outcomes Plan?

He aha te Mahere mō te Whakaputa Hua ki ngā Mana Whenua?

Eke Panuku has a vision to create amazing places. But we can only respond to a space when we're working in partnership with the mana whenua who exercise authority over this land. We acknowledge the 19 iwi and hapū who are the kaitiaki of Tāmaki Makaurau. This Achieving Mana Whenua Outcomes (AMWO) plan intends to support mana whenua aspirations to be prosperous and see themselves in the built and natural environments of this whenua.

This AMWO plan is aligned with the Auckland Council Group Māori outcomes performance measurement framework called Kia Ora Tāmaki Makaurau. We hope this three-year AMWO plan will build the collective capability of Eke Panuku to effectively support the aspirations of mana whenua.

The AMWO plan comes into effect on 1 July 2023 and lasts until 30 June 2026. David Rankin, Chief Executive of Eke Panuku, is the sponsor for this document, although the Māori Outcomes team will be responsible for the oversight and delivery of the plan. However, all employees at Eke Panuku have an important role to support Māori outcomes.

The benefit of the AMWO plan is that each directorate within Eke Panuku will know how their work contributes to our organisational-wide commitment to achieving positive outcomes for Māori. The AMWO plan will also give Eke Panuku a tangible way to monitor our progress over time.

Eke Panuku has a te Tiriti-based relationship with Māori. We have an important role to recognise and respect the Crown's responsibility to take appropriate account of te Tiriti o Waitangi and to maintain and improve opportunities for Māori.

How did we develop our Achieving Mana Whenua Outcomes Plan?

I pēhea tā mātou whakarite i te Mahere mō te Whakaputa Hua ki ngā Mana Whenua?

From 2019-2022, Eke Panuku implemented the Mana Whenua Outcomes Framework. The outcomes framework contained 72 actions over three years and responded to a request from Eke Panuku to work on activities that directly benefited mana whenua and Māori communities. Since the adoption of the outcome's framework, the Auckland Council Group has adopted the Kia Ora Tāmaki Makaurau performance measurement framework for Māori Outcomes, and Eke Panuku has updated our work to align with the aspirations of the group.

To start this AMWO plan, we borrowed good practice from the Auckland Council Group, the Independent Māori Statutory Board (IMSB), and then we collaborated with our mana whenua partners and internal stakeholders to write a document that captured our collective aspirations.

The combined feedback is organised into short, medium, and long-term actions designed to support Eke Panuku to become a culturally literate organisation.

How do we work with mana whenua?

I pēhea tā mātou i te mahi me ngā mana whenua

Eke Panuku recognises mana whenua have a strong historical association with Tāmaki Makaurau. Mana whenua have occupied this whenua over many generations, and they seek to maintain their relationship with the land and sea.

Eke Panuku often collaborates with mana whenua on the following issues:

- **Governance:** We involve mana whenua in transparent decision-making.
- **Culture & identity:** We increase our practice of kaitiakitanga and increase the visibility of Māori identity and culture in our projects.
- **Economic:** We create more commercial investment, procurement and engagement opportunities for Māori.
- **Wellbeing:** We foster a sense of community and connectedness and help enhance the wellbeing of Māori here in Tāmaki Makaurau.
- **Natural environment:** We work together to ensure we are working towards significant improvements to te mauri o te taiao.

Eke Panuku partners with mana whenua individually and collectively to ensure that our work responds to their aspirations. Typically, Eke Panuku will host a weekly forum and invite mana whenua to engage with us on the work within our programme.

Our day could look like, for example, back-to-back hui about a new skatepark in Pukekohe, the restoration of a wetland in Puhinui, masterplanning the wharf in Onehunga, discussing the essential outcomes of a development site in Avondale, or the design of a park on the waterfront. Mana whenua can attend the numerous hui depending on their interest.

Through the AMWO plan, we aim to:

- Guide our Eke Panuku programmes and projects to respond to the aspirations of mana whenua as ahi kā and kaitiaki of Tāmaki.
- Build a positive relationship with our mana whenua partners.
- We build on the success of the Mana Whenua Outcomes Framework and look for areas of improvement.

What's our commitment to mana whenua?

Tā mātou kī taurangi ki ngā mana whenua

In Tāmaki Makaurau, the Auckland Council Group recognises 19 iwi and hapū whakapapa to this whenua. We believe, to deliver outcomes for Māori, we need to partner with the iwi and hapū that have authority over the whenua. Mana whenua possess valuable mātauranga of the whenua, acquired from centuries of occupation as kaitiaki.

Eke Panuku is committed to meaningfully engaging with the iwi and hapū within Tāmaki Makaurau on its programmes. This could be at the master planning level or concept level of a project. We are open to working with iwi, how they wish to be a part of our mahi and recognise that iwi involvement in an authentic way, underpins our programme delivery.

Our mana whenua partners have asked us to engage with them exclusively before consulting with other Māori residing in Tāmaki Makaurau. Mana whenua believe, if we can achieve outcomes that support their aspirations, it'll benefit all Māori.

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PURPOSE

Te aronga

Eke Panuku wants to build amazing spaces for the people of Tāmaki Makaurau.

We believe vibrant town centres are the heart of thriving communities. We specialise in building town centres for people to love, so their whare, tari, toa, and kai, are all co-located close to reliable public transport. One of our priorities is to increase the number of high-quality kāinga in Tāmaki Makaurau.



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ACHIEVEMENTS

Ngā whakatutukitanga



Over the past three years, Eke Panuku has worked with mana whenua to implement the Mana Whenua Outcome Framework. The outcomes framework focussed on growing staff capability, creating processes to better serve Māori communities, establishing strategic partnerships with mana whenua, building a city that reflects Māori culture and identity, and growing intergenerational Māori wealth.

Some of our key achievements include:

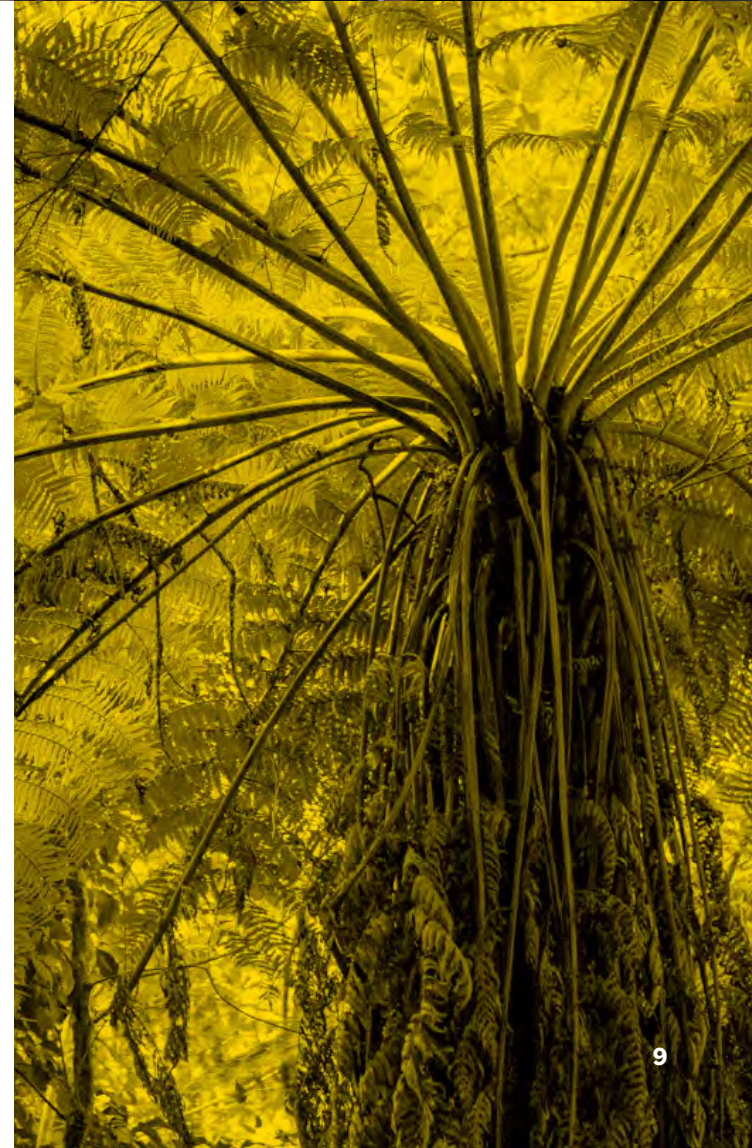
- Adopting the full name Eke Panuku Development Auckland for our organisation, after previously using the name Panuku Development Auckland, to recognise the importance of our relationship with mana whenua.
- Hosting regular meetings between mana whenua rangatira and the Eke Panuku board.
- Supporting mana whenua to apply Take Mauri Take Hono, a cultural health indicator, on our projects to achieve stronger cultural outcomes.
- Updating our Selecting Development Partners Policy to give mana whenua the opportunity to buy our disposal properties directly from us before we sell them on the market.
- Updating our Selecting Development Partners Policy to establish a 15% evaluation criteria in the weighting to support Māori outcomes on our development sites.
- Selling several significant commercial development sites to mana whenua. For example, Kōtuitui in Manukau to Te Ākitai Waiohū; Pikotoetoe in Papatoetoe to Te Ākitai Waiohū, Avondale Central in Avondale to Marutūahu; and 100 Morrin Road in Stonefields to Ngāti Maru. We also have several properties under negotiation including the Downtown carpark to Ngāti Whātua Ōrākei.
- Standing up the Iwi Investment Grant to support mana whenua to access commercial opportunities.
- Involving mana whenua in the selection process to appoint a new member of Technical Advisory Group (TAG), a group which reviews the masterplanning and design work within the commercial and design projects of Eke Panuku.
- Worked closely with mana whenua-nominated artists on public and private-led projects across Tāmaki Makaurau.
- Developed and delivered mana whenua-led cultural inductions for Eke Panuku staff and our partners.



Eke Panuku also works in partnership with mana whenua on a variety of activities. For example, we:

- Host regular meetings between iwi leaders and our board.
- Invite mana whenua to input into the programmes and projects that determine the work in each of our neighbourhoods.
- Work with mana whenua to identify suitable commercial development opportunities.
- Invite mana whenua to share their cultural narratives with us so we can acknowledge them within the built environment.
- Engage with mana whenua and independent advisors when writing masterplans.
- Appoint mana whenua-nominated artists to design and build public spaces that reflect Māori identity.
- Invite mana whenua to give Māori names to projects, strategic documents, and physical spaces.
- Engage with mana whenua on how to achieve high-quality environmental outcomes.
- Facilitate relationships between mana whenua and private sector development companies.
- Invite mana whenua to input into key enterprise-wide policies.

Eke Panuku will continue to build on the success of partnerships, work, and engagement practices for the benefit of Māori.



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AIM

Te whāinga whānui



Although we have worked hard to develop a strong partnership with mana whenua, we know that we're still on a journey to be a te Tiriti-based organisation.

Our aim is to develop in the following focus areas:

- Applying te Tiriti principles into our work.
- Involving our mana whenua partners in decision making within our organisation.
- Realising meaningful governance, cultural, economic, wellbeing, and te taiao outcomes for mana whenua.
- Building our confidence and cultural capability within our teams to establish effective engagement protocols and practices with mana whenua, Māori organisations, and Māori businesses.
- Building a robust approach for reporting Māori outcomes.

Our aim is to build on the foundation created by the Mana Whenua Outcomes Framework to create more meaningful outcomes for Māori.

We hope the delivery of this AMWO plan will contribute to the social, cultural, environmental, economic, cultural, and spiritual wellbeing of Māori communities.

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STRATEGIC COMMITMENTS

Ngā kī taurangi whai rautaki



Legal assessment

Te aromatawai ā-ture

Eke Panuku has several Treaty, statutory, and policy commitments to Māori as a Council-Controlled Organisation (CCO).¹ This document is intended to drive changes in the culture, thinking, and practices of Eke Panuku.

The Mayoral Letter of Expectation

Te Reta ā-Kawatau a te Kahika

As a CCO, the mayor issues a letter of expectations to direct the business activities of Eke Panuku, as a corporate governance tool. In the Mayoral Letter of Expectation 2022/2023, Eke Panuku is required to:

- Implement, deliver, and report against the council Māori outcomes performance measurement framework – Kia Ora Tāmaki Makaurau.
- Deliver, monitor, and report against the Mana Whenua Outcomes Framework.
- Implement the Māori employment strategy – MAHI. The vision for MAHI is Te Kaunihera o Tāmaki Makaurau grows and develops talent and thriving Māori workforce, and builds its organisational capability to deliver Māori Outcomes.

Thriving Town Centres Guidelines

Ngā Aratohu mō ngā Pokapū ā-Tāone e Momoho ana

In 2022, Eke Panuku adopted the Eke Panuku Thriving Town Centre Guidelines, a document intended to guide how we undertake town centre regeneration.

The vision for the document is: Tāmaki Makaurau is a city of strong neighbourhoods with town centres that capture hearts and energise lives, unlocking potential and possibilities, where people can thrive.

Three foundations underpin our vision:

- Mana whenua outcomes.
- Regenerative practice shifting beyond sustainable thinking.
- Equity and communities of greatest need.

The document identifies mana whenua as a key partner in our regeneration strategy. This work signals that we will look to increase our engagement with mana whenua to achieve our urban regeneration programme.

¹A summary of the legal obligations of Eke Panuku is available at **Appendix A**.



The Māori-Crown Relations Capability Framework for the public service Te Anga ā-Āheinga mō Te Arawhiti e pā ana ki ngā ratonga tūmatanui

Te Arawhiti (the Office of Māori Crown Relations) has developed the Māori-Crown Relations Capability Framework to advise the public sector on how they can uphold their obligations under te Tiriti.

The Māori-Crown Relations Capability Framework is helpful precedent for Eke Panuku, the document identifies three capability levels across six competency areas, with six key focus areas:

- Understanding racial equity and institutional racism
- New Zealand history and the Treaty of Waitangi
- Worldview knowledge
- Tikanga/kawa
- Te reo Māori
- Engagement with Māori.

The Māori-Crown Relations Capability Framework recommends steps that Eke Panuku can adopt to become an organisation capable of meeting its te Tiriti o Waitangi obligations.



Kia Ora Tāmaki Makaurau

This AMWO plan is guided by Kia Ora Tāmaki Makaurau and the aspirations of mana whenua.

Kia Ora Tāmaki Makaurau (KOTM) has identified ten strategic priorities aligned with 2018-2028 Long-Term Plan that are intended to support positive outcomes for Māori. These strategic priorities, collectively known as mana outcomes, are a comprehensive attempt at coordinating an Auckland Council Group response to achieving positive outcomes for Māori.

Of the ten mana outcomes, although Eke Panuku isn't a lead for any of them across the Auckland Council Group, we have a support role for five of them:

- 1. Kia ora te Hononga** – Mana whenua and Māori are active partners, decision-makers and participants alongside Auckland Council Group.
- 2. Kia Hāngai te Kaunihera** – The council group achieves outcomes and benefits for and with Māori.
- 3. Kia ora te Ahurea** – Tāmaki Makaurau is rich with Māori identity and culture.
- 4. Kia ora te Umanga** – Intergenerational wealth is created through a thriving Māori economy.
- 5. Kia ora te Taiao** – Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.

Eke Panuku has used the mana whenua outcomes to describe our commitment to Achieving Mana Whenua Outcomes.

Actions 2023-2026

Ngā mahi 2023-2026

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	D&I Strategy (6)	1. Eke Panuku ensure that 60% of staff participate in at least: mana whenua-led cultural induction, introduction to te ao Māori, or te Tiriti o Waitangi training.	1.1. Eke Panuku runs an internal campaign to support employees to access training and development to build their confidence and capability to engage with Māori communities.	2024/2025, Q1	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	IMSB, Issues of Significance	2. All information and decision reports going to the Eke Panuku board and executive consider Māori outcomes.	2.1. The decision and information board reports consider Māori outcomes. 2.2. The decision and information ELT reports consider Māori outcomes.	2023/2024, Q1	New	Governance
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	IMSB, Issues of Significance	3. Eke Panuku update internal project management (Sentient) reporting to consider how they are achieving Māori outcomes.	3.1. Eke Panuku project managers are required to report against how they're considering Māori outcomes in their reporting.	2024/2025, Q1	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	IMSB, Issues of Significance	4. Eke Panuku support mana whenua-led aspirations to appoint Māori onto Auckland Council Group governance roles.	4.1. Eke Panuku provide mana whenua information about when the Auckland Council Performance and Appointments Committee intend to appoint new board members and interns.	2023/2024, Q3	New	Governance

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	MAHI Employment Strategy D&I Strategy (8)	5. Eke Panuku embed cultural responsiveness into recruitment and selection processes for new candidates including address cultural bias in recruitment.	5.1. Eke Panuku deliver unconscious bias training to people leaders.	2024/2025, Q2	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	MAHI Employment Strategy	6. Implement a targeted development programme for potential Māori employees.	6.1. Support potential Māori leaders to participate in development opportunities (e.g., leadership mentoring, aspiring leaders programmes).	2024/2025, Q3	Existing	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	MAHI Employment Strategy	7. Eke Panuku collaborate with mana whenua to explore inter-organisation internship or secondment opportunities.	7.1. Eke Panuku will invite mana whenua to express their interest in participating in an internship or secondment opportunity. 7.2. If there is interest, Eke Panuku will successfully facilitate an internship or secondment opportunity.	2024/2025, Q1	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	MAHI Employment Strategy	8. Eke Panuku will implement in the Auckland Council Group MAHI Strategy and Implementation Plan FY 2023/2024.	8.1. Eke Panuku will work with the Auckland Council Group to deliver the actions int the MAHI strategy.	2023/2024, Q1	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	D&I Strategy (28)	9. Eke Panuku refresh the office space frequently used by our mana whenua partners to reflect Māori culture and identity.	9.1. Eke Panuku will engage with Māori employees and mana whenua to consider updating the Onehunga room to reflect Māori identity. For example, installing kōwhaiwhai or other signs of Māori identity.	2023/2024, Q4	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	D&I Strategy (3)	10. Support the Māori staff network, Te Whetū Rehua, to access the benefits within the Auckland Council Group.	10.1. Eke Panuku will support Māori staff to attend events that build connections with other Māori staff across the Auckland Council Group	Ongoing	Existing	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.	D&I Strategy (12)	11. Support targeted mentorship and career coaching opportunities for Māori staff.	11.1. Eke Panuku will provide Māori staff with the opportunity to access career coaching opportunities.	2023/2024, Q1	New	Kaitiaki
Kia Hāngai te Kaunihera - An Empowered Organisation The council group achieves outcomes and benefits for ngā iwi mana whenua o Tāmaki Makaurau me Māori.		12. Eke Panuku develop the capability of report writers so they can confidently consider how their work can uphold te Tiriti o Waitangi.	12.1. Eke Panuku will offer training to employees that regularly report to the board to ensure they have the capability to consider how their work can uphold te Tiriti o Waitangi.	2023/2024, Q3	New	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Ahurea - Mana Whenua Identity and Culture Tāmaki Makaurau is rich with mana whenua identity and culture.		13. Eke Panuku will collaborate with mana whenua to protect and enhance wāhi tapu when designing new public spaces.	13.1. Eke Panuku will collaborate with mana whenua through the design process when working on public realm sites. For example, Harbour Bridge Park.	Ongoing	Existing	Kaitiaki
Kia ora te Ahurea - Mana Whenua Identity and Culture Tāmaki Makaurau is rich with mana whenua identity and culture.	IMSB, Issues of Significance	14. Eke Panuku invite mana whenua to express values and identity in identified projects.	14.1. Eke Panuku will collaborate with mana whenua through the design process when working on relevant public realm sites.	Ongoing	Existing	Kaitiaki
Kia ora te Ahurea - Mana Whenua Identity and Culture Tāmaki Makaurau is rich with mana whenua identity and culture.	IMSB, Issues of Significance	15. Eke Panuku will implement the Te Reo Action Plan 2020-2023 to normalise te reo Māori.	15.1. All relevant new permanent public-facing signage is bilingual. Public-facing digital assets that represent Eke Panuku are bilingual. 15.2. Significant documents have dual headings 15.3. Eke Panuku will celebrate te Wiki o te Reo Māori.	Ongoing	Existing	Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	IMSB, Issues of Significance	16. Eke Panuku invite mana whenua to input into relevant enterprise-wide policies. All relevant policies will also consider Māori outcomes.	16.1. Eke Panuku invites mana whenua to input into relevant enterprise-wide policies. For example, the Thriving Town Centre Guidelines.	Ongoing	Existing	Governance
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	IMSB, Issues of Significance	17. Acknowledging that Eke Panuku has a primary relationship with mana whenua, where appropriate, it will target its engagement communications to a wider Māori population.	17.1. Eke Panuku will adopted a tailored communication approach with Māori channels and media to ensure Māori residents can participate in our campaigns.	Ongoing	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	IMSB, Issues of Significance	18. Eke Panuku will engage with mana whenua when developing programmes in our priority locations, masterplanning, plan changes, precinct plans.	18.1. Each year, Eke Panuku will invite mana whenua to input into the programmes within our neighbourhoods (to shift under lan). 18.2. Eke Panuku will engage with mana whenua if we're considering any significant changes to our programmes (to shift under lan). 18.3. Eke Panuku will engage with mana whenua when developing masterplans and precinct plans within our neighbourhoods. For example, Onehunga Municipal Precinct (to shift under lan). 18.4. Eke Panuku will engage with mana whenua on any work that will require a plan change. For example, Wynyard headland (to shift under Brenna).	Ongoing	Existing	Governance
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.		19. Where appropriate, Eke Panuku engage directly with mana whenua who are interested in partnering with our projects. Instead of inviting all mana whenua groups to our projects.	19.1. Eke Panuku will continue to engage with mana whenua collectively and individually. 19.2. Eke Panuku will adopt a more bespoke and direct engagement approach with our mana whenua partners to ensure they are only getting relevant information.	Ongoing	Existing	Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.		20. The Eke Panuku Placemaking team engage with Matariki and He Pia He Taura specialists to ensure their work responds to the aspirations of mana whenua.	20.1. Eke Panuku has engaged mana whenua-nominated Matariki and He Pia He Taura specialists.	Ongoing	Existing	Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	Mana Whenua Outcomes Framework	21. The Eke Panuku Placemaking team partner with mana whenua to ensure each of our neighbourhoods respond to their tikanga.	21.1. Eke Panuku offers to meet with mana whenua in their rohe to ensure that our Placemaking activities respond to the aspirations of mana whenua.	Ongoing	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	Mana Whenua Outcomes Framework	22. Eke Panuku will host biannual hui between the board mana whenua rangatira.	22.1. Eke Panuku hosts two meetings a year with mana whenua Rangatira and the board. 22.2. The mana whenua representatives in attendance can make comments with the most significant leaders of Eke Panuku.	Ongoing, Q1 and Q3	Existing	Governance
Kia ora te Hononga - Effective Mana Whenua Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.	Statement of Intent	23. Eke Panuku will appoint an independent survey company to discuss with mana whenua governors and operational staff the quality of our relationship.	23.1. 8.1.1. Mana whenua are invited to speak with an independent person about their relationship with Eke Panuku. 23.2. Eke Panuku presents the feedback back to mana whenua and commits to actions to enhance the relationship. 23.3. Over the last 12-months, mana whenua believe their relationship with Eke Panuku has improved.	2023/2024, Q4	Existing	Governance
Kia ora te Hononga - Effective Māori Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.		24. Eke Panuku will review our project and commercial work with mana whenua every six months.	24.1. 40.1.1. Every six months, Eke Panuku will: (a) reflect on our project work together and identify good practice. (b) provide mana whenua an update on how many iwi have purchased properties. (c) provide mana whenua an update on how many procurement opportunities are awarded to iwi.	Ongoing	New	Kaitiaki
Kia ora te Hononga - Effective Māori Participation Mana whenua are active partners, decision-makers and participants alongside Auckland Council Group.		25. Eke Panuku will promote our work with mana whenua by promoting individual names of mana whenua.	25.1. When Eke Panuku promotes stories about our mana whenua partners we'll acknowledge individual iwi. 25.2. When mana whenua exercise their right to name spaces we'll acknowledge the iwi who has gifted the name.	Ongoing	New	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		26. Eke Panuku continue to support the Te Waiohua iwi to lead the implementation of Te Whakaoranga i te Puhinui.	26.1. Te Waiohua provide Eke Panuku feedback they are satisfied with the support they receive from Eke Panuku by the independent satisfaction survey.	Ongoing	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		27. Eke Panuku will adopt a minimum of Homestar 6 and Greenstar 5 standards on our commercial and residential developments.	27.1. All future development sites deliver at least Homestar 6 or Greenstar 5. 27.2. Where appropriate, Eke Panuku achieve higher build standards.	Ongoing	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		28. Eke Panuku collaborate with mana whenua to ensure that public realm projects achieve create high-quality stormwater, rainwater, and design outcomes.	28.1. Eke Panuku will implement the Public Realm Standards in partnership with mana whenua.	2023/2024, Q1	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		29. Eke Panuku engage with mana whenua on appropriate Eke Panuku-led projects to enhance the cultural values of mana whenua.	29.1. At the request of mana whenua, Eke Panuku will commission Cultural Values Assessments (CVAs) from mana whenua. 29.2. Eke Panuku will collaborate with mana whenua throughout the design and delivery of our projects to ensure we're responding to mana whenua aspirations. 29.3. Mana whenua believe our projects are appropriately responding to, and enhancing, their cultural values.	Ongoing	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		30. Eke Panuku support mana whenua to use Take Mauri Take Hono throughout the planning, design, and delivery of our projects	30.1. Mana whenua can apply Take Mauri Take Hono on agreed Eke Panuku projects.	Ongoing	Existing	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.	IMSB, Issues of Significance	31. Eke Panuku engage mana whenua technical experts to provide them advice on projects that have the ability to be affected by the undesirable affects of climate change.	31.1. When appropriate, Eke Panuku will appoint mana whenua-nominated technical experts onto our projects to provide mana whenua with the advice needed to make high-quality decision. For example, when discussing the impact on the coastal marine area. 31.2. Mana whenua believe they are getting the support they need to form fully informed decisions. 31.3. mana whenua-nominated technical experts understand their rights and responsibilities as technical experts.	Ongoing	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.		32. Eke Panuku, before we apply for a resource consent, will engage with mana whenua to ensure they're views are incorporated into the project.	32.1. Mana whenua are engaged before resource consents are lodged. If required, Eke Panuku will engaged external consultants to provide mana whenua technical advice.	Ongoing	Existing	Kaitiaki
Kia ora te Taiao - Kaitiakitanga Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau.	IMSB, Issues of Significance	33. When applying for resources consents that are governed by the Marine and Coastal Area (Takutai Moana) Act 2011, Eke Panuku will engage with groups that have registered a customary interest in the coastal marine area.	33.1. Claimants who are waiting to have their customary interest in the coastal marine area have the opportunity to input into Eke Panuku resource consents. 33.2. Eke Panuku engages with MCAA applicants in good faith and responds to their requests for information.	Ongoing	Existing	Kaitiaki
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		34. Eke Panuku to work internally with project managers to identify future opportunities to engage with mana whenua businesses.	34.1. Eke Panuku increase the percentage of total expenditure on Māori businesses.	2023/2024, Q4	New	Kaitiaki
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		35. Engage with iwi to further develop our list of Maori businesses and explore their aspirations for working with Eke Panuku.	35.1. Eke Panuku increase the range and number of Maori businesses involved in delivery of products and services.	2023/2024, Q4	New	Kaitiaki

Priority – Mana Outcome	Other strategic alignment	Key Deliverables (actions/tasks)	Measures of success	Timeframes	Existing / New	Governance/ Kaitiaki
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		36. If there is mana whenua interest, Eke Panuku make an application to the Māori Outcomes Fund to pilot a mana whenua consortium to bid on development projects.	36.1. If there is mana whenua interest, Eke Panuku will make an application to the Māori Outcomes Fund to provide strategic advice to mana whenua to build their capability to access commercial property opportunities.	2023/2024, Q1	New	Governance
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		37. When requested, Eke Panuku introduce private development partners to mana whenua.	37.1. Eke Panuku will invite mana whenua to events within the development sector. For example, commercial development forums. 37.2. Eke Panuku will introduce mana whenua to development partners within our networks when requested.	Ongoing	Existing	Kaitiaki
Kia ora te Umanga - Māori Business, Tourism and Employment Intergenerational wealth is created through a thriving Māori economy.		38. Eke Panuku provide mana whenua with information about our commercial property portfolio with the goal to identify potential properties for mana whenua to develop.	38.1. Eke Panuku will share our upcoming commercial development pipeline to mana whenua every six-months.	Ongoing	Existing	Kaitiaki

09

RISK ASSESSMENT Te Aromatawai Tūraru



Description	Risk category	Impact	Likelihood	Mitigation
That the actions in the AMWO plan are misaligned with the Auckland Council Group approach.	Strategic	Minor	Unlikely	<ul style="list-style-type: none"> Eke Panuku to engage with the Auckland Council Group when preparing the AMWO plan.
That Eke Panuku cannot afford to deliver the actions in the AMWO plan.	Financial	Major	Possible	<ul style="list-style-type: none"> Before the Eke Panuku approves the AMWO plan, the executive will confirm necessary budget is allocated to the actions within the plan.
That elected members, iwi partners, or stakeholders respond negatively to the delivery of the AMWO plan.	Political	Major	Unlikely	<ul style="list-style-type: none"> Eke Panuku align the AMWO plan with Kia Ora Tāmaki Makaurau. Eke Panuku invite mana whenua to input into the AMWO plan before its approved and exercise a willingness to update the plan if required.
That our partners, stakeholders, or residents within our neighbourhoods oppose the actions within the AMWO plan.	Reputational	Minor	Possible	<ul style="list-style-type: none"> Eke Panuku adopt an AMWO plan that's aligned with our statutory and policy obligations. Eke Panuku tells stories about our work that contextualises why we partner with mana whenua. Eke Panuku builds the capability of our staff so they can confidently talk about our obligations to Māori.
That actions in the AMWO plan could have a negative effect on the natural environment.	Environmental	Minor	Rare	<ul style="list-style-type: none"> The actions within the Kia Ora te Taiao intend to achieve high-quality environmental outcomes. None of the actions in the AMWO plan have the potential to result in worse-off environmental outcomes.
That Eke Panuku does not deliver all the AMWO plan actions before 30 June 2026.	Operational	Moderate	Unlikely	<ul style="list-style-type: none"> Each six months, Eke Panuku will report progress to the board and discuss progress with mana whenua. Employees responsible for delivering actions will be accountable for their performance within the Eke Panuku goal setting framework Te Waka.
That a high demand for specialist Māori skills results a talent shortage that makes it difficult to attract and retain the required staff to deliver the AMWO plan.	People	Major	Possible	<ul style="list-style-type: none"> Eke Panuku can provide the Māori Outcomes team with enough resources and support to enable the team to deliver the actions in the AMWO plan. The actions in Kia Hāngai te Kaunihera will build a more supportive environment for Māori staff to develop and succeed.
That actions in the AMWO plan do not meet our statutory obligations to engage with Māori communities.	Regulatory and Legal Compliance	Major	Unlikely	<ul style="list-style-type: none"> Eke Panuku has reviewed our legal obligations to Māori in Appendix A. Eke Panuku is satisfied that the AMWO plan responds to our statutory obligations.

10

ABOUT EKE PANUKU He kōrero mō Eke Panuku



In 2015, Auckland Council formed Eke Panuku by merging Auckland Council Property Limited (ACPL) and Waterfront Auckland. The new organisation invited mana whenua to gift them a new name, and Tame Te Rangi on behalf of mana whenua, put forward the name Eke Panuku. Mana whenua took the name from the whakataukī (proverb) “kia eke panuku, kia eke Tangaroa”.

Eke Panuku, on behalf of Auckland Council, works with partners and stakeholders such as mana whenua, government, not-for-profit, and private sector organisations to achieve our purpose.

We think holistically about our neighbourhoods, and we use the sale of land to achieve outcomes that are unavailable to the private sector. We collaborate with our partners and stakeholders to build new high-quality residential and commercial properties that respond to our values. For example, all our new developments must meet high-quality externally benchmarked environmental standards.

If we sell council-owned property, we reinvest the money into redeveloping valuable public amenities for the people of Tāmaki Makaurau. Otherwise, we return the money to the council who spends it on delivering local services to our communities.

We also manage around \$2.4 billion of council-owned land and buildings.

II

MONITORING, REPORTING AND REVIEWING THE PLAN Te Aroturuki, te Pūrongo, me te Arotake i te mahere



This AMWO plan will be effective from 1 July 2023 to 30 June 2026.

Every six months, Eke Panuku will meet with mana whenua to discuss the AMWO plan. These meetings will be an opportunity to review progress. The overarching purpose of the AMWO plan is to grow the capability of Eke Panuku to take appropriate account of te Tiriti o Waitangi and improve opportunities for Māori. It is, therefore, critical that our mana whenua partners believe the actions in the AMWO plan create tangible benefits for Māori.

If mana whenua believe that some actions within the AMWO plan should be added, removed, or edited, Eke Panuku intends to support these changes, provided any new actions are aligned with our strategic objectives. Eke Panuku considers the AMWO plan is a living document.

If some actions cannot be delivered for any reason Eke Panuku will discuss the changes with mana whenua.

Eke Panuku will provide the board with a comprehensive progress update at the end of each financial year. Eke Panuku may also provide regular progress updates to Auckland Council.

In February 2026, after 2.5 years, Eke Panuku will review and refresh the AMWO Plan. We will undertake this exercise by:

- Engaging with mana whenua to understand their aspirations.
- Engaging with internal stakeholders to Eke Panuku.
- Reviewing key strategic documents within the Auckland Council Group and the wider local government sector.

12

GLOSSARY AND COMMON ABBREVIATIONS

Te papakupu whāiti me ngā whakapoto whānui



Abbreviations

Ngā whakapoto

Abbreviation	Meaning
ACPL	Auckland Council Property Limited
AMWO	Achieving Mana Whenua Outcomes
CCO	Council-controlled organisation
COVID-19	Novel coronavirus, formally known as 2019-nCoV, SARS-CoV-2 virus
CVA	Cultural Values Assessment
D&I	Diversity and Inclusion
IMSB	Independent Māori Statutory Board
KOTM	Kia Ora Tāmaki Makaurau
MACAA	Marine and Coastal Area (Takutai Moana) Act 2011
MAHI	Measures Achieving High Impact
TAG	Technical Advisory Group

Glossary of Māori words

Te papakupu whāiti mō ngā kupu Māori

Te reo Māori is a rich language. Most words have multiple meanings, depending on the context in which they are used. We have given definitions for the words that reflect the way we intend them to be used in this report. Unless another reference is given, these definitions are based on those in Te Aka the online Māori dictionary, as this resource is widely accepted.

Te reo Māori	English
Ahi kā	Continuous occupation, the right to hold influence over the land
Ahurea	Culture
Eke Panuku	Eke Panuku Development Auckland, a council-controlled organisation responsible for urban regeneration
Hāngai	Apposite, relevant, appropriate
He Pia He Taura	A programme designed to build the capability of young people to lead events and placemaking activities
Hononga	Union, connection, relationship, bond
Iwi and hapū	extended kinship group, tribe, nation, people
Kai	Food, meal, drink
Kaimahi	Workers, employees
Kāinga	Home, house, settlement, dwelling, residence
Kaitiaki	trustee, minder, guard, custodian, guardian, caregiver, keeper, steward, clan, tribe, subtribe In the context of the draft actions, kaitiaki also means operational kaimahi
Kaitiakitanga	guardianship, stewardship, trusteeship, trustee
Kaunihera	Council
Kawa	marae protocol - customs of the marae and whareniui, particularly those related to formal activities such as pōhiri, speeches and mihimihi.
Kia ora	Be well, good luck, best wishes
Kia Ora Tāmaki Makaurau	Auckland Council Group Māori outcomes performance measurement framework
Kōwhaiwhai	Painted scroll ornamentation - commonly used on meeting house rafters.
Mataawaka	Māori who don't have a connection to an iwi in the area they reside.
Mahi	Work, activity, operation
Mana whenua	Individually, or collectively, the name for one of the 19 iwi and hapū in Tāmaki Makaurau
Māori	indigenous person of Aotearoa/New Zealand

Te reo Māori	English
Matariki	Matariki is the name of the Pleiades star cluster and the celebration of its first rising in late June or early July. This marks the beginning of the new year in the Māori lunar calendar. Aotearoa also recognises Matariki with a public holiday.
Mātauranga	knowledge, wisdom, understanding, skill
Nā māua noa	Yours sincerely (two signatories)
Rangatahi	A youth, a young person, to be young
Rangatira	To be of high rank, become of high rank, ennobled, rich, well off, noble, esteemed, revered.
Rohe	Boundary, district, region, territory
Take Mauri Take Hono	A mana whenua-owned cultural health indicator that assess the cultural wellbeing of a project
Tāmaki Makaurau	Auckland
Tari	Office, department
Te Arawhiti	The Office of Māori Crown Relations
Te reo Māori	The Māori language
Te taiao	Environment, nature, earth, world, country
Te Tiriti o Waitangi	The Treaty of Waitangi
Te Waiohūa	A collective of three iwi: Te Ākitai Waiohūa, Ngāti Tamaoho, and Ngāti Te Ata Waiohūa
Te Whakaoranga i te Puhinui	The restoration of the Puhinui
Te Wiki o te Reo Māori	Māori Language Week
Tikanga	Correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, plan, practice, convention, protocol
Tiriti	Treaty
Toa	Shop, store
Umanga	Business, occupation, career, profession
Wāhi tapu	Sacred place, sacred site - a place subject to long-term ritual restrictions on access or use
Whare	House, building, residence, dwelling

APPENDIX A: SUMMARY OF OUR LEGAL OBLIGATIONS

Te Āpitianga A: Te whakarāpopototanga o ō mātou herenga ā-ture

Introduction

Our Achieving Mana Whenua Outcomes (AMWO) plan is how Eke Panuku intends to respond to our commitments within Kia Ora Tāmaki Makaurau – the Auckland Council Group Māori Outcomes Performance Measurement Framework (the Framework). The Framework is driven in part by the principles of te Tiriti o Waitangi/Treaty of Waitangi and Auckland Council’s statutory obligations relating to Māori and te Tiriti.

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

Local Government Act 2002	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Under this Act, we promote Māori participation in our decision-making processes by:²</p> <ol style="list-style-type: none"> 1. Enabling Māori to contribute to decision-making (and report on these activities in the annual report).³ 2. Enhancing Māori capacity to contribute to decision-making (and set out intended steps in the Long-term Plan).⁴ 3. Giving Māori information to promote their contribution to decision-making.⁵ 4. Ensuring that we have processes for consulting with Māori.⁶ 5. Consulting with Māori if they may be affected by or have an interest in a decision.⁷ 	<ul style="list-style-type: none"> • We host a meeting with mana whenua rangatira and our board twice a year. • We host a weekly meeting with mana whenua representatives to input into our programmes and projects. • We meet with mana whenua one-on-one if requested. • We invite mana whenua to supply Cultural Values Assessments (CVA) if required to better understand their cultural values. • We have memorandums of understanding with several mana whenua representatives, and we’ve offered to enter into relationship agreements with others if requested. • We give mana whenua a limited contestable process on our disposal properties. 	<ul style="list-style-type: none"> • We will work directly with mana whenua in each of our locations to tailor our Placemaking approach to their tikanga. • We will provide mana whenua with a three-month calendar of upcoming projects to assist mana whenua to effectively manage their resources. • We will invite mana whenua to lead a cultural induction for Eke Panuku employees. • We will require Eke Panuku employees to attend foundation courses to lift their capability to engage with Māori. • We will appoint mana whenua-nominated technical experts to support our Placemaking activities including He Pia He Taurira (a rangatahi programme), our Matariki programme, and our Placemaking Approach.

²Local Government Act 2002, section 4.

³Local Government Act 2002, section 81(1)(a) and Schedule 10, clause 8.

⁴Local Government Act 2002, section 81(1)(b) and Schedule 10, clause 35.

⁵Local Government Act 2002, section 81(1)(c).

⁶Local Government Act 2002, section 82(2).

⁷Local Government Act 2002, section 82(1).

Local Government Act 2002	What are we currently doing?	What will we do?
<p>6. If making a significant decision about land or water, taking into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga.⁸</p> <p>As a good employer our personnel policy must⁹ recognise:</p> <ul style="list-style-type: none"> • Māori aims, aspirations and employment needs. • The importance of greater involvement of Māori in local government employment. 	<ul style="list-style-type: none"> • We give mana whenua an advantage when bidding on our commercial development sites up to 15% • We will appoint mana whenua-nominated technical experts to have high-quality conversations about Eke Panuku plan changes, masterplans, and resource consents. • We have adopted Māori outcomes job descriptors into all our position descriptions • We have established a Māori staff network Te Whetū Rehua. 	<ul style="list-style-type: none"> • We will give effect to the MAHI Māori employment strategy • We will establish a network of Māori outcomes champions within the business.
<p>Council's funding and financial policies must support the principles set out in the Preamble to the Te Ture Whenua Māori Act 1993.¹⁰</p>	<ul style="list-style-type: none"> • Eke Panuku supports the retention and acquisition of land in Māori ownership by dealing exclusively with mana whenua on land disposals, and by treating iwi differently on development sites. • Eke Panuku administers a fund to support mana whenua to develop land within our property portfolio. 	<ul style="list-style-type: none"> • As per the Selecting Development Partners Policy, Eke Panuku grants mana whenua an exclusive economic opportunity to buy disposal sites from us before we release them to the market. • Eke Panuku has created a 15% weighting in our essential outcomes when selling development sites to facilitate relationships between aspiring mana whenua developers and private commercial property developers.

⁸Local Government Act 2002, section 77(1)(c).

⁹Local Government Act 2002, Schedule 7, clause 36.

¹⁰Local Government Act 2002, section 102(3A). The policies subject to this requirement are the revenue and financing policy, development contributions policy, Māori freehold land rates remission and postponement policy, and general rates remission and postponement policy.

Local Government (Auckland Council) Act 2009	What are we currently doing?	What will we do?
<p>Legislation</p> <p>We may need to work with the Independent Māori Statutory Board (IMSB) by:¹¹</p> <ul style="list-style-type: none"> providing the IMSB with information. consulting with, and taking the advice of, the IMSB on matters affecting mana whenua and mataawaka of Tāmaki Makaurau, including how to reflect their input in strategies, policies and plans. working with the IMSB to seek the input of <u>mana whenua</u> and <u>mataawaka</u> of Tamaki Makaurau.¹² 	<p>Eke Panuku has regular governance and operational meetings with the IMSB and seeks their input into key policy documents.</p>	<ul style="list-style-type: none"> Eke Panuku intends to maintain and improve our relationship with the IMSB.

Resource Management Act 1991	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Persons exercising functions and powers under the RMA (generally the regulatory team, where the council is acting as a Resource Consent Authority) must, in managing the use, development, and protection of natural and physical resources:</p> <ol style="list-style-type: none"> recognise and provide for the following as matters of national importance: <ul style="list-style-type: none"> the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu and other taonga;¹³ the protection of customary rights.¹⁴ have particular regard to <u>kaitiakitanga</u>.¹⁵ <p>These statutory obligations do not directly apply to Council acting as an applicant for resource consents.</p> <p>However, when acting as an applicant, it is appropriate for Council to nevertheless take these matters into account when preparing its application.</p>	<ul style="list-style-type: none"> Eke Panuku notifies mana whenua by email about all our resource consents. Eke Panuku engages with mana whenua before lodging a resource consent to ensure that any potential impact created by the consent is mitigated up-front. For complex resource consents, Eke Panuku provides mana whenua third-party advice before a resource consent is lodged. For example, the resource consent to enable the infrastructure works for the America’s Cup and the redevelopment of Westhaven marina. Eke Panuku engages with mana whenua on the development of the management plans required to build under the consent. 	<ul style="list-style-type: none"> Eke Panuku intends to continue to work proactively with mana whenua on resource consent issues. Eke Panuku is often privileged to have mana whenua representatives present during decisions throughout the lifetime of a resource consent. We believe it’s more valuable to have a mana whenua representative engaged throughout a project instead of undertaking one-off upfront engagement before a resource consent is lodged.

¹¹Local Government (Auckland Council) Act 2009, section 88.

¹²The Council’s duties under section 88 do not relieve it of any duties it has under any other enactment to consult Maori.

¹³Resource Management Act 1991, s 6(e).

¹⁴Resource Management Act 1991, section 6(g).

¹⁵Resource Management Act 1991, section 7(a).

Local Government Official Information and Meetings Act 1987	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Exceptions to LGOIMA:</p> <p>Good reasons for us to withhold information under this Act are:</p> <ul style="list-style-type: none"> • avoiding serious offence to tikanga Māori. • avoiding the disclosure of a wāhi tapu site.¹⁶ <p>However, this is only in particular circumstances under the RMA, e.g., an application for a resource consent, a water conservation order, or a heritage order.¹⁷</p> <p>We must also weigh withholding information against serving the public interest and other considerations.¹⁸</p>	<p>Eke Panuku operates a high-trust engagement model with our mana whenua partners. We often share privileged information with them in advance of public notification to ensure we can consider their input at the right time.</p>	<ul style="list-style-type: none"> • We'll continue to adopt a high-trust engagement model with our iwi partners.
Marine and Coastal Area (Takutai Moana) Act 2011	What are we currently doing?	What will we do?
<p>Legislation</p> <p>The relevant purpose of this Act is to:</p> <ul style="list-style-type: none"> • recognise mana tuku iho. • provide for customary interests of iwi, hapū and whānau in the marine and coastal area.¹⁹ <p>Several applications for customary interests are currently in the High Court or seeking direct negotiation with the Crown. No rights or titles have been granted yet.</p> <p>Currently, one requirement applies to Auckland Council. Those seeking resource consent for developments in the common marine and coastal area must notify and seek the views of customary marine title applicants for the area in question (e.g. a boat ramp).</p>	<ul style="list-style-type: none"> • Eke Panuku writes to groups that have applied for customary title within the coastal marine area when we intend to lodge for resource consents. • Resource consents for activities within the coastal marine area are inherently complicated. Eke Panuku will continue to work with mana whenua before, during, and after undertaking areas in this spiritually and culturally significant space. 	<ul style="list-style-type: none"> • Eke Panuku will continue to engage with groups that have an interest in the coastal marine area.

¹⁶ Local Government Official Information Act 1987, section 7.

¹⁷ Local Government Official Information Act 1987, section 7(2)(ba).

¹⁸ Local Government Official Information Act 1987, section 7(1).

¹⁹ Marine and Coastal Area (Takutai Moana) Act 2014, section 62.

Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014	What are we currently doing?	What will we do?
<p>Legislation</p> <p>When iwi and hapū apply mana whenua and kaitiakitanga over the maunga we must acknowledge the Tūpuna Maunga Authority as the administering body by law.²⁰</p> <p>Some of the key obligations on Council under this Act are:</p> <ul style="list-style-type: none"> • Council is responsible for routine management of the maunga and administered lands (which it must do under the direction of the TMA and in accordance with the current annual operational plan, and other specified matters) (s 61). • Council is responsible for costs in relation to the maunga and administered lands (in the manner specified in s 62). • Council must hold the funding and revenue for the maunga and administered lands (s 63). 	<ul style="list-style-type: none"> • When appropriate, Eke Panuku engages with the Tūpuna Maunga Authority (TMA) on issues that could of cultural significance. For example, Te Tauoma/Purchas Hill in Stonefields, or Maungarei in Panmure. • Eke Panuku acknowledges the cultural, spiritual, cultural, and historical importance of the Tūpuna Maunga in Tāmaki Makaurau. We respond to their viewshafts when considering future development options. For example, the connection between Maungakiekie/One Tree Hill and Te Pane o Mataaoho/Te Ara Pueru/ Māngere Mountain has shaped the future bulk and massing on the wharf. 	<ul style="list-style-type: none"> • Eke Panuku will continue to recognise the significance of the Tūpuna Maunga in Tāmaki Makaurau.

Treaty of Waitangi Settlements	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Statutory acknowledgements are set out in iwi settlement legislation.²¹</p> <p>Council as Resource Consent Authority must have regard to the statutory acknowledgement when determining whether the relevant trustees are “affected persons” in relation to a consent application.</p> <p>Council as Resource Consent Authority must also forward summaries or copies of notices of consent applications, unless mana whenua choose to waive this right.</p>	<ul style="list-style-type: none"> • When requested by the Crown, Eke Panuku has considered offering site sales to our mana whenua partners as part of their Treaty settlement redress. • When statutory acknowledgements exist, we engage directly with the relevant iwi. For example, Te Ākitai Waiohua have a statutory acknowledgement at Te Hopua ā Rangī/Gloucester Park. • We acknowledge the iwi authorities recognised by the Crown within Tāmaki Makaurau. • Eke Panuku acknowledges some mana whenua haven’t yet received their Treaty settlement redress from the Crown. This means, mana whenua groups in Tāmaki Makaurau don’t have the same access to resources. To mitigate this, Eke Panuku recognises mana whenua for their time when we’re collaborating. 	<ul style="list-style-type: none"> • Eke Panuku will continue to partner with mana whenua as they settle their Treaty settlements with the Crown.

²⁰Ngā Mana Whenua o Tāmaki Makaurau Collective Redress Act 2014, section 109.

²¹Similar provisions are found in all settlement legislation. This is a summary of those sections.

Public Works Act 1981	What are we currently doing?	What will we do?
<p>Legislation</p> <p>We must comply with:</p> <ul style="list-style-type: none"> • Section 23 on the ‘notice of intention to take land’ in respect of Māori land. • Section 41 for disposal of former Māori land (either Māori freehold land or General land owned by Māori) when no longer required. 	<ul style="list-style-type: none"> • Eke Panuku acknowledges the Crown’s historical use of the Public Works Act has resulted in land loss for Māori. Although Eke Panuku has the power to use the Public Works Act, it’s highly unlikely that we’d ever exercise that power on land significant to Māori. • Eke Panuku is responsible for selling land owned by the Auckland Council. Often, this requires us to investigate historical uses of the Public Works Act and offering the land back to previous landowners. When this happens, Eke Panuku informs mana whenua of the process under a no surprises policy. 	<ul style="list-style-type: none"> • Eke Panuku will continue to seek guidance from Auckland Council Legal Services to ensure we are meeting our commitments and legal obligations.

Reserves Act 1977	What are we currently doing?	What will we do?
<p>Legislation</p> <p>Under this Act, decision-makers must give effect to the principles of te Tiriti. Treaty obligations are overarching and not something to consider later. They require active protection of Māori interests.</p> <p>The Supreme Court²² has recently stated that this requires more than mere consultation with mana whenua, as a procedure. With applications for activities, achieving substantive outcomes for iwi or hapū may mean declining other applications.</p> <p>One approach is to enable iwi or hapū to reconnect to their ancestral lands by taking up opportunities on reserve land/the conservation estate.</p> <p>The key te Tiriti principles to apply are:</p> <ul style="list-style-type: none"> • Partnership – acting reasonably towards each other, and in good faith. • Informed decision-making – being well-informed of mana whenua interests and views, e.g., by early consultation. • Active protection – protecting Māori interests retained under te Tiriti/the Treaty. This includes the promise to protect rangatiratanga and taonga. 	<ul style="list-style-type: none"> • Eke Panuku often manages land on behalf of Auckland Council that is classified as a reserve. When the council determines that the land is no longer needed, or could be used differently, Eke Panuku often engages with mana whenua on behalf of Auckland Council and the Minister of Conservation. • Eke Panuku isn’t a decision-maker about revoking or changing the reserve status of land. When applicable, we capture concerns from mana whenua and faithfully represent them to the relevant decision makers. • Occasionally, our mana whenua partners signal a commercial interest in land classified as a reserve. If that land becomes available for purchase in the future, then Eke Panuku will notify the interested mana whenua party about the sale process. 	<ul style="list-style-type: none"> • Eke Panuku will continue to discharge our obligations under the Reserve Act 1977.

²⁰Ngāi Tai ki Tāmaki Tribal Trust v Minister of Conservation [2018] NZSC 122



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