



**Tāmaki Ora 2025–2027 Māori Outcomes Strategy
and Performance Measurement Framework**

Evaluation Report 2025/2026

October 2026



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Executive Summary

Tāmaki Ora has made a useful start in its first year. It is helping Auckland Council Group bring together work that was already happening, focus more clearly on Māori priorities and make responsibility for delivery part of everyday business. There is more to do to make this approach consistent across the organisation, but the foundations are in place.

This evaluation covers July 2025 to June 2026. It considers progress across the seven Ora Outcomes and three Tūāpapa, drawing on departmental plans, performance reporting, evaluation discussions and feedback from Māori partners. It provides a starting point for assessing progress in future years and will inform the review of Tāmaki Ora alongside the Long-term Plan 2027–2037. It is too early to assess long-term changes in Māori wellbeing or attribute those changes to Tāmaki Ora.

What is working

Council now has a clearer picture of its work and how it responds to Māori priorities. All council departments have Achieving Māori Outcomes (AMO) Plans within their business delivery plans, with progress reported through existing management processes. This is helping make Māori outcomes a shared responsibility across the organisation.

There are practical examples of progress. Of the 81 priorities identified through leadership discussions with 15 mana whenua entities, 41 were being explored or progressed through departmental AMO Plans. Council Group procurement with Māori businesses reached almost \$55.5 million. At least 29 marae received support across nine programmes, including 19 marae supported to operate as emergency response hubs—already exceeding the June 2027 target of 15.

These results reflect work by Māori partners, departments and CCOs, much of which began before Tāmaki Ora. The strategy's contribution is to help connect that work, clarify priorities and make progress easier to see.

There are also early signs of a more focused approach to planning and investment. Departments are being supported to identify fewer, more meaningful priorities that respond to what Māori have told council matters most. Refreshed Māori Outcomes Fund guidelines reinforce this approach. Reporting is also beginning to look beyond how much council spends or how many activities it completes, drawing on Māori partners' experiences to understand what difference the work is making.

Where more attention is needed

Putting a plan in place does not mean everyone is equally confident about delivering it. Understanding and practice vary between departments and sometimes within them. Staff are managing competing demands, access to specialist advice is uneven, and some teams need clearer guidance about how Tāmaki Ora relates to their work.

Organisational change has also affected implementation. The shorter-than-anticipated timeframe for bringing Eke Panuku and parts of Tātaki Auckland Unlimited into council limited the time available to support incoming staff. This provides useful lessons for future transitions, including the opportunity to learn from effective CCO practices.

The evidence is improving, but gaps remain. Some measures do not yet match the information council can reliably collect, and reporting quality varies. Stronger data and regular feedback from Māori partners will help council understand what is working, where commitments need attention and where effort will make the greatest difference.

What happens next

The priority is to make existing arrangements work well and consistently. This means clearer guidance for Māori engagement, fewer barriers to Māori participation in procurement and career opportunities, appropriate care and governance of Māori data, and better tracking of Treaty settlement commitments. Further settlements expected over the next couple of years make clear responsibilities and coordination particularly important.

Ngā Mātārae has an important role as a strong strategic centre, providing reliable advice, practical support and a clear connection between Māori priorities and departmental work. Responsibility for delivery remains across the council group. Continued support from Houkura and senior leaders, alongside strong working relationships, will help sustain progress.

The main lesson is straightforward: this work is most effective when it is part of how council plans, makes decisions and delivers services. The next phase should build on what is working, address gaps and keep the focus on practical improvements that contribute to equitable outcomes for Māori and council's wider responsibility to serve all Aucklanders.

Introduction

Improving outcomes for Māori is a shared responsibility across the Auckland Council Group. It relies on strong relationships externally (e.g. with mana whenua and mātāwaka) and internally, solid planning, targeted investment, capable people, effective systems, and a willingness to learn and improve.

Tāmaki Ora was adopted by Auckland Council in June 2025 to bring these elements together. It provides a shared framework for how Auckland Council plans, invests, delivers and measures its contribution to Māori outcomes, helping ensure the organisation is working towards the same outcomes. The first year of Tāmaki Ora has focused on putting that framework into practice.

Purpose

This report presents the first annual evaluation of Tāmaki Ora. It looks at what has been achieved during the first year of implementing Tāmaki Ora, what’s working well and where improvements are needed.

The purposes of this evaluation are to:

- establish a baseline for measuring progress in subsequent years
- identify learnings to improve the next stages of implementation, including future investments in Māori outcomes and the roles that the Auckland Council Group play
- inform the review of Tāmaki Ora in 2027, when the strategy will be updated alongside Auckland Council's Long-term Plan 2027–2037.

About Tāmaki Ora

Tāmaki Ora is Auckland Council Group's Māori Outcomes Strategy and Performance Measurement Framework, set out in **Figure 1**:

Tāmaki Ora: Māori Outcomes Strategy	 MARAE ORA	 TUAKIRI ORA	 TE HAPORI ORA	 IWI ORA	 TE TAIAO ORA	 HUATAU ORA	 WHAI RAWA ORA
ORA OUTCOMES	MARAE VITALITY	CULTURAL IDENTITY WELLBEING	WHĀNAU & COMMUNITY WELLBEING	IWI WELLBEING	ENVIRONMENTAL WELLBEING	FUTURE WELLBEING	ECONOMIC WELLBEING
TAUĀKI ORA	Ko te marae e tōnui ana hei pokapū mō te ahurea me ngā hapori - kua whai rawa, kua manawaroa, ka mutu, e noho ana hei manawa mō ērā kei ngā tāone, kei ngā rohe hoki	Te whakaata i te iho Māori me te tuakiri o te Māori i Tāmaki Makaurau - mā te reo, ngā kōrero tuku iho a ngā iwi, te tikanga, me ngā kaupapa e whakanui ana i te ahurea Māori	E ora ana, e tūhonohono ana, e tōnui ana hoki ngā whānau Māori - kua whai kaupapa ahurea puta noa i te tāone nui, kua takoto ngā ara hei whai mā te rangatahi, ā, kua whai tautoko hoki te kaumātua	Kei ngā iwi ngā rawa, ngā hononga, me te mana tuku iho ki te whakaaweawe i ngā whiriwhirings whakaaro, ki te tārai hoki i te āpōpō o Tāmaki Makaurau	Ko ngā uara Māori e ārahi ana i ngā kaupapa tiaki i ngā whenua, i ngā awa, i ngā moana, i ngā momo taonga hoki e haumanutia anō ai te mauri o te taiao Māori	Ka whakamanahia ngā hapori Māori kia tōnui, kia manawaroa, kia ārahi i ngā urupare ā-āhuarangi, te auahatanga matihiko, me te tuku iho o te mātauranga - e whai wāhi ai hoki rātou ki ngā wawata noho	Ko ngā pakihī Māori, ngā rangatira o ngā whenua, me te hunga rakahinonga e whakaitipū ana i te whairawa tuku iho, ā, e whakakaha ana hoki i te āhanga Māori kia manawaroa
ORA STATEMENT	Marae are vibrant, resilient centres of Māori life – anchoring whānau, hapū, and iwi, enabling papakāinga, and supporting wider community connection, care, and resilience	Reflecting Māori heritage and identity in Tāmaki Makaurau – through te reo, iwi narratives, tikanga, and events that celebrate Māori culture.	Whānau Māori are connected, included and thriving – with Māori-led spaces and initiatives across the city, pathways for rangatahi, and support for kaumātua	Enabling iwi to shape the future of Tāmaki Makaurau through recognised authority, strong relationships, and partnership	Honouring Māori kaitiakitanga in restoring the mauri of whenua, awa, moana and taonga species – upholding the health and vitality of the natural world	Empowering thriving, resilient Māori communities to shape the future – through climate leadership, digital innovation, intergenerational knowledge, and the realisation of housing aspirations	Māori businesses, landowners, and entrepreneurs drive a thriving, resilient Māori economy and grow intergenerational wealth
ENABLING SUPPORT	TŪĀPAPA HĀNGAI STRENGTHENING CAPABILITY						
	TŪĀPAPA HONONGA FOUNDATIONAL PARTNERSHIPS						
	TŪĀPAPA HAUMARU ENABLING MĀORI OUTCOMES						

Figure 1: Tāmaki Ora framework

It provides a shared direction aligning the work that council departments and CCOs do to uplift Māori outcomes, as well as indicators to measure our success.

Tāmaki Ora is the third evolution of Auckland Council’s kaupapa Māori strategy

Tāmaki Ora builds on the foundation set by the previous Māori outcomes strategy, Kia Ora Tāmaki Makaurau, as well as its predecessor, Whiria Te Muka Tangata 2017 Māori Responsiveness Framework. The new strategy builds on what has worked, responds to what was missing and is informed by the most up-to-date information. The key changes are:

Kia Ora Tāmaki Makaurau	Tāmaki Ora
10 Mana Outcomes which are a mix of internal-facing and external-facing focus areas	Seven external-facing Ora Outcomes, supported by three internal-facing Enabling Supports as the foundation
Generalised capability uplift in te reo Māori, tikanga, Te Tiriti, etc	Targeted, function-specific support for staff to develop the Māori outcomes capability they need to perform their roles
Measuring performance by inputs (e.g. how much is spent)	Measuring performance by impact, including looking at storytelling, evaluation and Māori perspectives.

Tāmaki Ora was heavily informed by priorities that Māori have told us are important to them. This included the priorities they communicated to Council leadership directly during individual engagements, annual plan submissions and long-term plan submissions.

Tāmaki Ora was also informed by Houkura strategic documents, including the findings from He Waka Kōtuia Te Tiriti o Waitangi audit 2024 and He Whenua Makaurau – Schedule of Issues of Significance to mana whenua and mātāwaka (2025–2030). Since Tāmaki Ora was developed, Houkura has also published Te Pae Arataki — a more focused set of their strategic priorities for the 2025–2028 electoral term. While Te Pae Arataki was not able to inform the development of Tāmaki Ora, it has informed its implementation.

Tāmaki Ora is comprised of three key components

The three key components are:

- Seven Ora Outcomes:
 - Iwi Ora (Iwi wellbeing)
 - Te Taiao Ora (Environmental wellbeing)
 - Tuakiri Ora (Cultural identity wellbeing)
 - Huatau Ora (Future wellbeing)
 - Whai Rawa Ora (Economic wellbeing)
 - Te Hapori Ora (Whānau and community wellbeing)
 - Marae Ora (Marae Vitality)
- Three Tūāpapa (foundations, enabling supports):
 - Tūāpapa Hāngai (Strengthening capability)
 - Tūāpapa Hononga (Foundational partnerships)

- Tūāpapa Haumaru (Systems enabling Māori outcomes)
- Tātai Ora, which speaks to the interconnected nature of Māori outcomes. This is the cultural logic that binds all the Ora Outcomes and Tūāpapa together.

Tāmaki Ora recognises that different parts of Auckland Council contribute to Māori outcomes in different ways. Some contributions are direct, through investment and external-facing delivery of programmes and services on the ground, particularly in the environmental and cultural identity areas. These are the contributions that have traditionally been well-known and well-supported. Other contributions are indirect, such as planning, policy, regulation, finance and internal-facing ‘back-office’ support functions.

Historically, those who deliver these indirect functions have struggled to understand their role in delivering Māori outcomes. By differentiating between Ora Outcomes and Tūāpapa, Tāmaki Ora provides a whole-of-system framework that weaves together both the direct and indirect contribution. The intention is for every part of the organisation to be able to see where they fit in the collective effort to uplifting Māori outcomes.

Tāmaki Ora is part of a wider, integrated Māori outcomes system

As the strategic framework, Tāmaki Ora leads the vision, language and direction for the other components of the Māori outcome’s system:

- The strategy is cascaded down to the delivery level for action through individual **Achieving Māori Outcomes (AMO) Plans**, which are embedded into the business delivery plans of all departments and support units, and reported on monthly alongside the rest of the department’s work in the General Manager Performance View (GMPV)
- While AMO Plans describe *what* activities are to be undertaken, the **Five Ways of Working** describe *how* those activities should be undertaken — the everyday behaviours that staff can practice to enable successful delivery of Māori outcomes
- Progress on Tāmaki Ora outcomes are measured through the **Tāmaki Ora Performance Measurement Framework**. The 20 measures and targets are used as quantitative benchmarks or Key Performance Indicators to assess whether Auckland Council is succeeding in delivering Tāmaki Ora.
- For a more qualitative, holistic understanding of the impact of Council’s Māori Outcomes activities, the **Tāmaki Ora Monitoring, Evaluation and Reporting Framework** provides tools to capture the perspectives of Māori delivery partners and turn them into narratives and lessons learned.
- Narratives and lessons learned can be highlighted in the **Māori Outcomes Annual Report**, periodically through articles on **Kotahi** (Council intranet) or **OurAuckland** (external media page), featured in **Ora Outcome Spotlight Reports**, and/or included in regular **reporting to elected members and Houkura**.
- **Communities of Leadership** provide a forum for senior leaders across the Council Group to collaborate and share knowledge in their implementation of specific Ora Outcomes or Tūāpapa.
- **Tahua Ora – the Māori Outcomes Fund** can provide an initial investment to get Māori outcomes activities off the ground, where those activities align with Tāmaki Ora, with a particular focus on Iwi Ora and Marae Ora. The Fund is comprised of \$171 million over the 10 years of the Long-Term Plan 2024–2034. Refer to the Māori Outcomes Fund Evaluation Report 2025/2026 for more information.

- Where Māori outcomes activities require engagement with Māori, that engagement occurs using the **Mana ki te Mana** (authority to authority, leader to leader, rangatira to rangatira) approach.
- The **Māori Outcomes Steering Committee** (MOSCo) provides governance oversight of many Tāmaki Ora activities and acts as an escalation point for issues arising. MOSCo is comprised of some Tier 3 leaders from across Auckland Council, as well as a Houkura representative and representatives from CCOs.

Together, this is the holistic Tāmaki Ora system that this report will evaluate.

About this evaluation

This evaluation examines how effectively Auckland Council has implemented Tāmaki Ora in its first year of operation, from July 2025 to June 2026.

Key questions

This evaluation seeks to answer five key questions:

1. What progress has been made across the seven Ora Outcomes and three Tūāpapa during the first year of implementation?
2. What has been the impact of Tāmaki Ora and its related system components on the delivery of Māori Outcomes across the organisation?
3. How is the uptake of Tāmaki Ora across the organisation?
4. What needs to happen to strengthen implementation of Tāmaki Ora in the next stage?
5. What are the lessons and insights that have been learned in the first year of implementing Tāmaki Ora?

The findings provide a baseline for future evaluation and will inform the review and refresh of Tāmaki Ora in 2027.

Evaluation approach

This evaluation draws on a range of quantitative and qualitative evidence collected during the first year of implementing Tāmaki Ora, including:

- performance against the 20 measures set out in the Tāmaki Ora Performance Measurement Framework
- AMO Plans developed by council departments, support units and CCOs
- case studies from the pilot of the Monitoring, Evaluation and Reporting framework, including Hua o Tāmaki Ora (impact stories) about Māori outcomes work and, where that work is external-facing, qualitative insights from Hauhake Hua (semi-structured interviews) conducted with Māori partners
- Ora Outcome spotlight reports, of which there was one at the time of writing (Tāmaki Ora – Spotlight on Iwi Ora, Community Committee, 21 May 2026)
- quarterly reporting to the joint meetings of Governing Body and Houkura
- organisational reporting and implementation updates, including GMPV and CCO Quarterly Performance Reports.

This evaluation looks at the evidence available in its entirety to understand what has changed as a result of Tāmaki Ora and what it means for future implementation.

Scope of evaluation

As this is the first annual evaluation, its scope is subject to the following limitations:

- many initiatives are still in the early stages of implementation
- it is too early to see concrete, long-term changes in Māori wellbeing.

- the quality and availability of evidence and data vary across Auckland Council Group. In some cases, the measures that were originally set out did not match the data that was available
- during the evaluation period, the Auckland Council Group underwent (and is still undergoing) some significant structural changes, including the reforms to bring more CCO functions into Auckland Council.

These limitations mean that it may be difficult to attribute the observed outcomes solely to Tāmaki Ora, because other factors may have contributed to or constrained progress.

Progress on performance measures

The section responds to the first key evaluation question: what progress has been made across the seven Ora Outcomes and three Tūāpapa during the first year of implementation? The snapshot below summarises the Auckland Council Group's progress across each Ora Outcome and Tūāpapa. More details are provided at **Appendix A**.

Iwi Ora (Iwi wellbeing)

This Ora Outcome focuses on enabling mana whenua to shape the future of Tāmaki Makaurau through recognised authority strong relationships and partnerships. Its success is to be measured by progress on agreed iwi priorities, as well as the number of mana whenua entities that have contributed to strategic local and regional Auckland Council decisions.

In 2025–2026, Ngā Mātārae has collated a total of **81 iwi priorities** across the **15 mana whenua** who engaged with Auckland Council senior staff through individual Huinga Rangatira (coordinated strategic meetings). **41 of those priorities are being explored or progressed** through the FY26 departmental AMO Plans. One significant iwi priority that has been completed is the long-overdue Waitākere Ranges Heritage Area Deed of Acknowledgement with Te Kawerau ā Maki and the Crown (for more information, refer to the 2024-2026 Māori Outcomes Annual Report).

More work is needed (and underway) to ensure the remaining 4 mana whenua who do not currently engage in Huinga Rangatira have an equitable opportunity to talk with Auckland Council about progressing their priorities, in a way that works for their circumstances.

16 mana whenua entities participated in early, mana whenua-specific engagement on the Local Board Plans 2025–2028 for the local boards in their rohe, enabling their aspirations to inform activities and investment in their local communities.

15 mana whenua entities provided written submissions on the Annual Plan 2026/2027, and **7 mana whenua entities** presented oral feedback directly to the Governing Body.

Te Taiao Ora (Environmental wellbeing)

This Ora Outcome focuses on honouring Māori kaitiakitanga (stewardship) in restoring the mauri (life force) of whenua (land), awa (waterways), moana (oceans) and taonga (treasure) species — upholding the health and vitality of the natural world. Its success is to be measured by the funding value allocated to mana whenua-led or co-designed taiao (environmental) projects.

In 2025–2026, Auckland Council has **invested over \$140 million across 37 mana whenua-led or co-designed taiao projects**. At the strategic level, Auckland Council continues to support mana whenua to influence direction-setting documents such as the Regional Pest Management Plan and the Auckland Indigenous Biodiversity Strategy. This is an area where Auckland Council demonstrates considerable maturity. There are opportunities to strengthen performance through more collaboration and alignment between the various departments that deliver environmental work, including waste minimisation. The Community of Leadership for Te Taiao Ora is intended to support this.

Tuakiri Ora (Cultural identity wellbeing)

This Ora Outcome focuses on reflecting Māori heritage and identity in Tāmaki Makaurau through te reo (language), iwi narratives, tikanga (Māori custom) and events that celebrate Māori culture. Its success is

to be measured by the numbers of regional and local events delivered, sites of cultural significance added to council's geospatial information system, and signs/publications that reflect Māori histories.

In 2025–2026, Auckland Council has:

- delivered **various regional and local events** including the Matariki Festival (in partnership with host iwi Ngāti Tamaoho). The Communications & Marketing department are investing particular attention into promoting kaupapa Māori content on Council media and social channels, such as OurAuckland.
- brought the total number of **sites of significance recorded in the Māori Heritage Alert Layer on Geomaps to 189**. 131 of those sites were added since FY24.
- brought the **total number of local parks with Māori names to over 1,000**. The names and their associated narratives were gifted to Auckland Council by mana whenua in partnership with 17 local boards as part of the Te Kete Rukuruku naming programme, and are reflected in official signage and publications related to the parks. This year, the programme **extended for the first time to the naming of regional parks**, with **five** given dual-language or sole Māori names.

Work continues to ensure that the unique cultural identity of Tāmaki Makaurau, as well as the individual identities of mana whenua, are seen, heard and celebrated around the region.

Huatau Ora (Future wellbeing)

This Ora Outcome focuses on empowering thriving, resilient Māori communities to shape the future through climate leadership, digital innovation, intergenerational knowledge and the realisation of housing aspirations. Its success is to be measured by Council's progress in developing a Māori Housing Strategy and data sovereignty policy, as well as the number of mana whenua entities and marae involved in Council-supported climate resilience initiatives.

In 2025–2026, planning for the Māori Housing Strategy commenced with the project due to be delivered by June 2027. The Māori Housing Unit continues to provide specialist support and advice to Māori wanting to develop their land for housing, including **7 Māori Community Housing Providers**. This is an area that is still developing as Auckland Council clarifies its role in ensuring safe and affordable housing for Māori and the wider communities of Tāmaki Makaurau.

A Māori data governance framework is underway. Auckland Council has launched a Māori Data Governance eLearning module to upskill Council kaimahi (staff) in working with Māori data. This area is expected to grow once the strategic direction and implementation solidifies.

Auckland Council leads or supports various climate resilience initiatives that involve mana whenua, including:

- **Resilient Tāmaki Makaurau**, which provides information and support to iwi to lead their own adaptation projects
- Resilient Marae, which has supported a total of **12 mana whenua to lead climate resilience and environmental initiatives**
- Confirming **funding agreements with 19 mana whenua to lead climate projects that** deliver Te Tāruke-ā-Tāwhiri, Auckland's Climate Plan
- Mana whenua-led **recovery planning** in the aftermath of the 2023 severe weather events
- Development of a **Stream Criticality framework** to inform priority areas for council to allocate operational and maintenance resources.

- Adoption of all **20 Shoreline Adaptation Plans**, developed alongside mana whenua, setting out how Auckland Council will manage coastal land and assets given the effects of coastal erosion, catchment flooding and sea level rises.

Whai Rawa Ora (Economic wellbeing)

This Ora Outcome focuses on supporting Māori businesses, landowners and entrepreneurs to drive a thriving, resilient Māori economy and grow intergenerational wealth. Its success is to be measured by the percentage of influenceable Council procurement spend that is directed to Māori-owned businesses.

In 2025-2026, **4.11% of influenceable spend across the Auckland Council Group was awarded to Māori businesses**, totalling almost **\$55.5 million**. This continues the upward trend from previous financial years. Within the Auckland Council parent, the highest spend (by dollar amount) came out of the Community directorate and the Resilience & Infrastructure directorate, as the two directorates focused on operational delivery. The departments with the highest percentage of spend with Māori businesses are:

- Executive Office – Resilience & Infrastructure (60.76%)
- Ngā Mātārae (40.6%, noting that this is a directorate)
- Chief Executive's Office (34.73%)
- Group Recovery (16.48%)
- Environmental Services (14.3%)
- Economic Development Office (12.57%)

Amotai continues to connect Council buyers with its network of Māori suppliers. There are also significant procurement opportunities ahead for Māori, such as the multi-year P27 Full Facilities contracts for the maintenance and cleaning of parks and community facilities. Staff are already being more intentional in supporting Māori outcomes through procurement processes, while maintaining probity, integrity and public trust in financial management.

Māori procurement was a particular focus for Auckland Council departmental AMO Plans in FY25 and will continue to be in FY27, given it is regularly raised as a priority by mana whenua and mātāwaka alike through both direct engagement and Houkura advocacy. While there is work to do for Auckland Council to remove barriers for Māori businesses in our procurement processes, there are also opportunities for Māori to establish themselves as trusted suppliers of good and services that Council is looking to procure, particularly in areas currently dominated by non-Māori businesses.

Te Hapori Ora (Whānau and community wellbeing)

This Ora Outcome focuses on ensuring that whānau Māori are connected, included and thriving, with Māori-led spaces and initiatives across the city, pathways for rangatahi (youth), and support for kaumatua (elders). Its success is to be measured by the number of community initiatives that meet Māori community priorities, the number of rangatahi Māori participation in Council-supported development programmes, and the amount of Auckland Council grants awarded to Māori organisations.

In 2025–2026, Auckland Council welcomed **10 rangatahi Māori interns** and **15 Māori graduates**. In addition, the Rangatahi Pathways initiative has provided paid opportunities for **15 rangatahi Māori** to gain hands-on experience in events, communications, environment, libraries, horticulture, technology, emergency management and other fields over 8–12 weeks.

Auckland Council is also supporting **at least 12 Māori-led community initiatives** across a range of kaupapa, including kai (food) sovereignty, waste management, harm reduction, rongoā Māori (customary medical practices), mau rākau (Māori weaponry) and water safety. In particular, the flagship He Kupenga Horopounamu programme in libraries across Auckland has been very well-received by the communities.

Auckland Council has accepted at least **95 grant applications** from applicants that support Māori-specific groups. However, the data collection system and approach require more work in order to produce more specific or useful insights.

Marae Ora (Marae Vitality)

This Ora Outcome focuses on promoting marae as vibrant, resilient centres of Māori life, anchoring whānau, hapu and iwi, enabling papakāinga, and supporting wider community connection, care and resilience. Its success is to be measured by the number of marae receiving infrastructure upgrades or supported to operate as emergency response hubs, as well as the number of Māori entities supported to achieve Māori housing aspirations.

In 2025–2026, at least **29 marae** have received support from Auckland Council and Auckland Transport across **9 different programmes**:

- Marae Infrastructure Programme
- Cultural Initiatives Fund
- Auckland Transport
- Whakaoranga Whānau Whakaoranga Marae
- Resilient Marae
- Mātātahi Taiao
- Climate Capacity
- Local Board grant
- Local Board work programme

Some marae have been supported through multiple programmes. Across all 9 programmes, there have been a total of **59 investments** in marae.

As part of the Auckland Emergency Management's Whakaoranga Whānau Whakaoranga Marae programme, **9 mana whenua marae and 10 mātāwaka marae** received training and resourcing to operate as emergency resilience and response hubs. This already exceeds the Tāmaki Ora target of 15 marae by June 2027.

Auckland Council also supported **at least 9 marae activations** that are open to the wider community, including Anzac celebrations, Matariki celebrations, and community wānanga workshops in carving, te reo Māori, tikanga and kapa haka.

The Māori Housing Unit is currently providing technical information and specialist advice to **29 housing / papakāinga projects**, including 8 mana whenua marae and 1 project on Treaty settlement land.

Tūāpapa Hāngai (Strengthening capability)

This enabling foundation focuses on building strong Māori outcomes capability across the organisation to deliver on Māori outcomes, enabling staff to work in ways that reflect and uphold te ao Māori (the Māori worldview). Its success is to be measured by the number of business units with a function-specific capability uplift programme, recorded in a Tūāpapa Hāngai plan.

In 2025–2026, **37 Tūāpapa Hāngai plans** were developed. Some were at the business unit level, while others were at the department level. The focus has been on assessing the learner profiles within each unit or department and building the specific function-specific capabilities, which will differ depending on each unit's functions. This is a change from the previous approach of building general Māori outcomes capability amongst staff regardless of how Māori outcomes relates to their roles. Analysis of the submitted Tūāpapa Hāngai plans are underway to understand departmental needs, identify common activities and inform the allocation of resources to support delivery.

Tūāpapa Hononga (Foundational partnerships)

This enabling foundation focuses on building strong Tiriti-based partnerships, strengthening Māori governance, and enabling shared decision-making across Auckland Council. Its success is to be measured by the number of Māori entities that been ā-kanohi (face-to-face) with Council senior management.

In 2025–2026, **22 Huinga Rangatira** were held, covering **15 mana whenua entities**, for the purpose of strengthening relationships at the leadership level and discussing priorities that Auckland Council could play a role in delivering. **8 of those participating mana whenua entities** have provided qualitative feedback on these Huinga Rangatira through a Hauhake Hua interview, providing an average overall **satisfaction score of 3 out of 5** (Te Ao Mārama: clarity and insight emerging). These Huinga Rangatira are led by Ngā Mātārae, and more work is needed to collect data about other rangatira-level engagements across the Council Group.

Tūāpapa Haumarū (Systems enabling Māori outcomes)

This enabling foundation focuses on driving systems changes, aligning structures and providing clear pathways guided by tikanga to support Māori outcomes across the Council Group. Its success is to be measured by Council's ability to identify and report on its operational spend that contributes to Māori outcomes.

In 2025–2026, Group Finance has focused on setting up and testing ways to tag Māori outcomes spend within the existing financial accounting system, with a particular focus on categorising Māori engagement spend. Work continues to transform the data collected into more useful forms such as graphs and one-page summaries, as well as training kaimahi to more accurately use the system.

Findings

This evaluation makes four findings in response to the remaining key evaluation questions:

- What has been the impact of Tāmaki Ora and its related system components on the delivery of Māori Outcomes across the organisation?
- How is the uptake of Tāmaki Ora across the organisation?
- What needs to happen to strengthen implementation of Tāmaki Ora in the next stage?

Finding 1: Tāmaki Ora is providing an integrated system to prioritise, align and make visible much of the existing Māori outcomes work across the Auckland Council Group

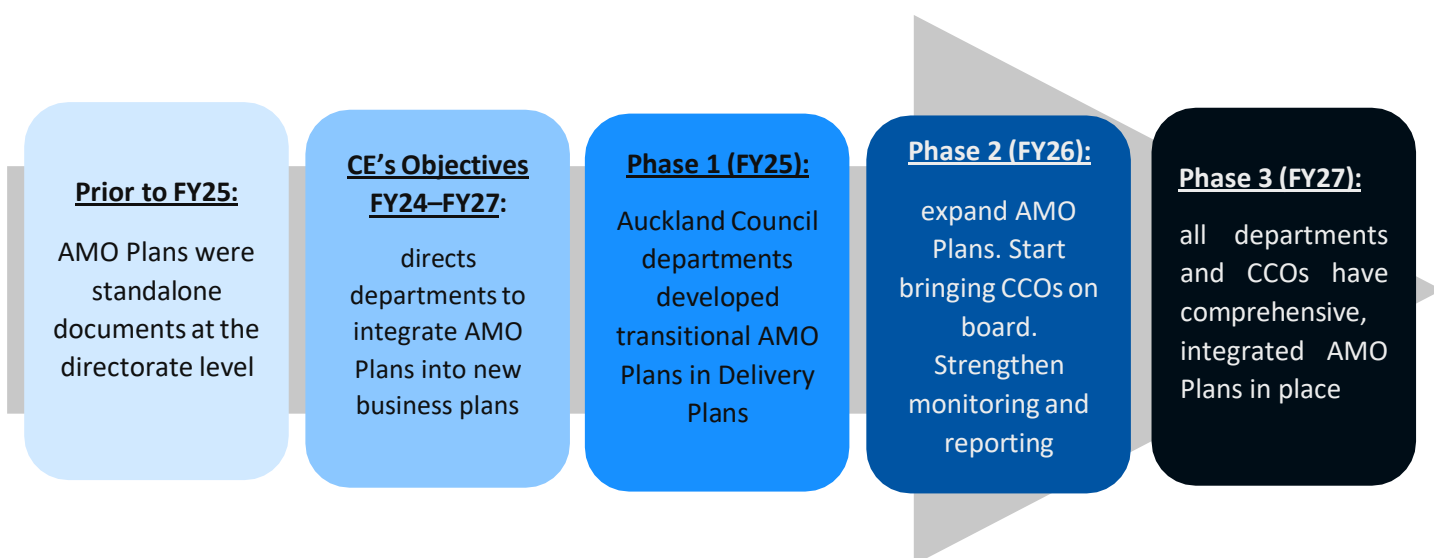
This is particularly evident in the implementation of two components of the Tāmaki Ora system: AMO Plans, and the Monitoring, Evaluation and Reporting Framework.

AMO Plans

In order to understand the AMO Plans that were in place during this evaluation period, it is important to understand their evolution.

Prior to FY25, different parts of Auckland Council approached AMO Plans differently. Some parts of the organisation had no AMO Plans. Some AMO Plans were developed at the directorate level as standalone documents, such as Karanga Atū Karanga Mai (for what was then the Customer & Community Services directorate). Those who developed AMO Plans tend to be the part of Auckland Council that already understood its role in delivering Māori outcomes, such as in the land management, environmental and cultural areas. This meant that the delivery of Māori outcomes depended largely on the commitment of a few individual directorates, leaving other parts of the organisation with untapped potential or a lack of support.

In FY25, the Chief Executive's Objectives directed all Council departments to develop an AMO Plan and integrated it into their new business delivery plans. Since then, it has been an iterative learning journey, which each year building on the previous. The transformation since that point is illustrated in **Figure 2**.



Departments were provided with the blank template and drafted the content themselves, supported by their Māori Outcomes Lead and other Māori specialists within the department (if any). By Q3 FY26, all 27 departments, two Executive Offices and two substantive Māori Outcomes Lead teams had adopted AMO Plans, committing to a total of 230 activities. Two of the four substantive CCOs had adopted an AMO Plan that was aligned with the new Tāmaki Ora strategy (the Auckland Future Fund in December 2025, and Watercare in May 2026), with the remaining three (Tātaki Auckland Unlimited, Eke Panuku and Auckland Transport) having put the refresh work on hold given the significant impact on them of the CCO reforms.

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identifying areas to reduce duplication. The introduction of measures and targets for the first time allowed Auckland Council to monitor performance and assess progress over time.

Importantly, AMO Plans emerged as the perfect vehicle to include Auckland Council's actions in response to strategic priorities from Houkura and Māori partners. However, that potential was not fully realised due to timing: by the time departments were developing their AMO Plans in June–July 2025, Ngā Mātārae had just finished its first round of Huinga Rangatira to understand iwi priorities, and Houkura had adopted their updated He Whenua Makaurau – Schedule of Issues of Significance 2025–2030. Therefore, Ngā Mātārae took the rest of the financial year to firm up a process for allocating Tāmaki Ora performance measures, iwi priorities, Houkura issues of significance, Treaty audit response actions and Te Pae Arataki priorities to appropriate departments for action.

2025–2026 was also the year in which Auckland Council implemented an integrated, systematic approach to reporting on AMO Plans for the first time. Because AMO Plans were integrated into delivery plans, the activities were also pulled into the departmental GMPV for monthly reporting, alongside the other work programmes in the delivery plan. This meant that, in addition to seeing what Māori outcomes activities every department *intended* to do, Auckland Council could also see how each department was progressing in those activities, including any milestone achievements, project details, emerging risks and barriers that required intervention. However, the quality and quantity of the reporting varied significantly by department.

In June 2026, Ngā Mātārae launched the updated, comprehensive AMO Plan template (see **Figure 4**) and guidance for FY27. It was informed by the lessons learned from the previous two years of implementing the transitional AMO Plans.

Auckland Emergency Management FY27 Delivery Plan								
ACHIEVING MĀORI OUTCOMES								
Māori Outcomes Strategic Intent: Build strong partnerships with mana whenua and mātāwaka to embed Māori perspectives and tikanga throughout emergency management, ensuring resilient, well-supported whānau, hapū, marae, and iwi, with enhanced Māori representation across the system.								
Mahi whakatupuranga (Strategic growth priorities)								
Tāmaki Ora outcome	Programme	Tasks	Team(s) within Dept responsible	Overall target	Q1 FY26/27	Q2 FY26/27	Q3 FY26/27	Q4 FY26/27
Te Hāpori Ora Whānau and community wellbeing	(PMF) Kia Rite Kia Mau (KRKM) programme	Develop Kia Rite Kia Mau in te reo Māori (for use in immersion settings)	• Education and Youth Advisory • Iwi / Māori Resilience Team	Auckland's tamariki and rangatahi know what to do and how to stay safe during an emergency	• Options for the new programme have been scoped	• Programme elements and resources prototyped and tested	• Programme and resources tested and refined	• Finalise facilitation guide and resources
	(PMF) (TPA) Whakaoranga Marae / Whakaoranga Whānau (WMWW) Programme	Sharing knowledge and expertise around hazards and the effects they may have on whānau, hapū and iwi Recruitment and capability training provided for the Iwi/Māori Liaison function in the Emergency Coordination Centre	• Iwi / Māori Resilience Team • Iwi / Māori Function Lead	Recognition, understanding and integration of mana whenua and mātāwaka perspectives are embedded in emergency management Whakawhanauingātanga with Tāmaki Makaurau iwi has taken place A plan is in place to recruit council staff to the Iwi/Māori Function for the Emergency Coordination Centre	• Existing communication channels and relationships with marae have been strengthened • Whakawhanauingātanga with Tāmaki Makaurau iwi has taken place • A plan is in place to recruit council staff to the Iwi/Māori Function for the Emergency Coordination Centre	• Existing communication channels and relationships with marae have been strengthened and one additional marae is part of the WMWW Programme • Tāmaki Makaurau iwi have an increased awareness of Auckland Emergency Management • Council staff new to the Iwi/Māori Function are appropriately trained in the Emergency Coordination Centre	• Existing communication channels and relationships with marae have been strengthened and one additional marae is part of the WMWW Programme • Tāmaki Makaurau iwi have an increased awareness of Auckland Emergency Management operations and governance has increased • An increase in the number of council staff in the Iwi/Māori Function for the Emergency Coordination Centre	• Existing communication channels and relationships with marae have been strengthened and one additional marae is part of the WMWW Programme • Iwi representation / participation in Auckland Emergency Management operations and governance has increased • An increase in the number of council staff in the Iwi/Māori Function for the Emergency Coordination Centre
	(PMF) (TPA) Marae resilience resourcing	Improve grants access and support applicant capability to Te Ara Urutau and the Māori Outcomes Fund	• Planning Unit	Marae have the equipment needed to be resilient and provide support/services to local residents during an emergency	• Not applicable	• Not applicable	• Reported via dashboard	• Reported via dashboard
Marae Ora Marae wellbeing	(PMF) (TPA) Whakaoranga Marae / Whakaoranga Whānau Programme	Support marae with emergency preparedness in developing their Marae Emergency Readiness Plan	• Iwi / Māori Resilience Team	Marae are prepared and can act quickly to provide appropriate support to the community during an emergency	• Support has been provided to marae that are developing their emergency readiness plan.	• The number of marae that are developing an emergency readiness plan has increased.	• The number of marae that have developed an emergency readiness plan has increased.	• The number of marae that have an emergency readiness plan in place has increased by at least four marae since FY25/26
	(PMF) (TPA) Marae / Iwi Resilience Capability Development Programme	Provision of local hazard awareness and personal resilience training (such as Psychological First Aid and Workplace First Aid) Supporting marae participation in regional cross-sector emergency response exercises Guidance and the provision of tools that support marae in building readiness, responding to and recovery from emergencies	• Iwi / Māori Resilience Team	Marae are equipped to provide physical and psychological support for whānau and local residents during an emergency	• The hazard awareness and training needs of marae in the Whakaoranga Marae Whakaoranga Whānau Programme are identified	• Hazard awareness and personal resilience training for marae with high needs has been provided.	• The number of marae trained in hazard awareness and personal resilience training has increased.	• Marae across Tāmaki Makaurau have an increased awareness of their local area hazards and feel more resilient • At least four marae have gained operational experience in providing emergency support to the community through participating in regional emergency response exercises
	(PMF) (TPA) Māori procurement	Māori procurement opportunities are investigated to support the provision of emergency management in Tāmaki Makaurau	• All AEM units	Māori businesses contribute to the emergency management sector	• Not applicable	• Advice sought from Amotai and the Sustainable Procurement team on potential Māori businesses /suppliers	• To be determined	• AEM spend to Māori businesses has increased.

Mahi whakamana (Business-as-usual operations)

Tāmaki Ora outcome	Programme	Tasks	Team(s) within Dept responsible	Overall target	Q1 FY26/27	Q2 FY26/27	Q3 FY26/27	Q4 FY26/27
Tūāpapa Hāngai Strengthening capability	(PMF) AEM Māori Outcomes Capability Plan implementation	Role-specific Māori cultural competency development needs are identified and addressed A cultural competency session is included in the agenda and held at each monthly all-of-department hui (forwānganga on pūrākau, waiata, Te Reo etc)	• Iwi / Māori Resilience Team	Staff incorporate kaupapa Māori, mātauranga Māori and tikanga Māori throughout the work they do in Auckland Emergency Management	• Provision of at least two cultural competency sessions have taken place for AEM staff over this quarter	• Opportunities for AEM staff to learn their pepeha are identified • Provision of at least two cultural competency sessions have taken place for AEM staff over this quarter	• Provision of at least two cultural competency sessions have taken place for AEM staff over this quarter	• An increase in the number of staff who can recite their pepeha • Provision of at least two cultural competency sessions have taken place for AEM staff over this quarter
Tūāpapa Hononga Foundational partnerships	(M2M) Whakaoranga Marae/ Whakaoranga Whānau programme	Whakawhanaungatanga with mana whenua and Iwi and Māori organisations to identify improved connections and partnerships	• Iwi / Māori Resilience Team	Mana whenua, Iwi and Māori organisations have strong representation across the emergency management sector and system at both governance and operational levels	• Whakawhanaungatanga with mana whenua and Iwi and Māori organisations to identify improved connections and partnerships	• Whakawhanaungatanga with mana whenua and Iwi and Māori organisations	• Whakawhanaungatanga has taken place with at least one Māori health providers	• Mana whenua, Iwi and Māori organisations have increased representation in emergency management

Figure 4: Example of a departmental AMO Plan in FY27.

Monitoring, Evaluation and Reporting framework

The nature of the data from AMO Plan and GMPV reporting is that they only tell the Council’s perspective of how well it is delivering Māori Outcomes activities. This evaluation found that, through the introduction of the Monitoring, Evaluation and Reporting framework, Auckland Council has improved its ability to understand and communicate its contribution to Māori outcomes.

The Monitoring, Evaluation and Reporting framework was introduced in February 2026 to gather and make sense of qualitative feedback from external Māori partners on Council’s progress in delivering Māori outcomes. The qualitative feedback is intended to complement the quantitative data (for example, numbers on Māori procurement spend) to paint a more holistic picture of the impact that Auckland Council’s investment is making for Māori and the wider community.

The Monitoring, Evaluation and Reporting Framework introduced three key tools for kaimahi to use when assessing a Māori outcomes activity:

- The **Hauhake Hua** approach takes the format of a **semi-structured interview** with our Māori partners who were involved in delivering the activity. It is used to understand the impact of the activity from their perspective. The name refers to the harvesting of fruits — in this context, the collection of outcomes, value, lessons, insights and improvements through the voice of Māori. The script includes structured questions and ratings against key criteria using a kaupapa Māori scale.
- The insights gathered from Hauhake hua interviews are then used to development a **Hua o Tāmaki Ora impact story**. The name refers to showcasing the fruits (outcomes, benefits, findings) of mahi that contributes to Tāmaki Ora. The purpose is to communicate how Auckland Council is working to deliver outcomes for, with and alongside Māori. The narratives can take any form (e.g. case study, article, presentation, video).
- Just as Tāmaki Ora recognises that some Council activities are internal enablers, **Hua Hāpai O** are the foundation stories about internal council activities that support Tāmaki Ora. The name refers to the whakataukī “Ko te amorangi ki mua, ko te hāpai ō ki muri”, meaning “the leadership out front and visible, the workers behind the scenes and less visible”. This whakataukī acknowledges the importance of both the seen and unseen roles and responsibilities and how they are both critical to success.

Early in 2026, a pilot group of staff tested the processes for Hauhake Hua (semi structured interviews) and Hua o Tāmaki Ora (impact stories). The pilot produced six stories, and the lessons learned have informed the rollout across the rest of Auckland Council. All Council departments are asked to develop at least one story a year based on an AMO Plan activity. By combining quantitative and qualitative evidence, Auckland Council now has a more balanced understanding of its progress in implementing Tāmaki Ora.

As a result, this evaluation found that reporting is becoming more useful for decision-makers. Rather than focusing solely on activities, inputs and outputs, reporting is increasingly supporting conversations about outcomes, areas for growth and where Auckland Council can make the most impact on the things that matter most.

While this represents significant progress, there remain opportunities to further strengthen data quality, improve consistency across departments and CCOs, and continue developing measures for areas where evidence is still emerging.

Finding 2: Tāmaki Ora is strengthening how Auckland Council prioritises investment in Māori outcomes

This evaluation has found that, while the shift is still in early stages, the Tāmaki Ora system is already helping to provide greater clarity about what matters most to Māori partners and where Auckland Council's effort and resources should be focused.

It is particularly timely that the first year of implementing Tāmaki Ora coincided with a cost pressures environment, where Auckland Council is particularly focused on value for the money that Council spends on projects to deliver more and better for all Aucklanders, not just Māori. Departments, particularly when faced with a long list of aspirational activities in their FY26 AMO Plan, often felt overwhelmed. Many departmental lead team members reported a struggle to determine which Māori outcomes initiatives they should focus on — or even if Māori outcomes initiatives should be progressed over non-Māori outcomes initiatives. The result is that staff may defer Māori outcomes activities in favour of addressing more clear and immediate operational pressures.

The Tāmaki Ora system is helping to address this challenge by directing Auckland Council to prioritise Māori outcomes activities that align most strongly with what Māori partners / stakeholders and Houkura are saying matters most for them. This prioritisation approach can be seen in the FY27 AMO Plan template, which differentiates between Mahi Whakatupuranga (strategic growth priorities) and Mana Whakamana (business-as-usual operations). In pre-populating the AMO Plans with suggested activities, Ngā Mātārae has already identified alignment with Tāmaki Ora performance measures, He Whenua Makaurau issues of significance, He Waka Kōtuia Treaty audit actions, Te Pae Arataki strategic priorities, and iwi priorities from Huinga Rangatira. Initial feedback from departments is that this shift has provided the clarity they were seeking, while also making expectations more manageable and achievable for departments.

One example of this prioritisation in action is the focus on Iwi Ora and mana whenua priorities. A key priority that Ngāti Pāoa shared with Auckland Council is the implementation of their Treaty settlement redress, after the settlement came into effect in March 2026. In preparation, the Parks & Community Facilities department proactively established a joint management committee with Ngāti Pāoa to administer the various pieces of redress land at Ōmaru (formerly Point England). Iwi Ora helped to drive Council resources and attention in that direction. Following the Treaty settlement, the Mayor met with Ngāti Pāoa leadership to discuss their post-settlement aspirations and how both parties will work together in this new phase of their relationship. The Ngāti Pāoa Treaty settlement is included in the Mahi Whakatupuranga section of the Parks & Community Facilities AMO Plan for FY27 as a top priority for delivery. As a result, Ngāti Pāoa is now more likely to realise the full benefits that their Treaty settlement was intended to confer.

This evaluation found three key emerging shifts in the ways Auckland Council is prioritising Māori outcomes activities:

- Previously, activities were often progressed for their own reasons and then retrospectively connected to what was then Kia Ora Tāmaki Makaurau. Now, AMO Plans expressly ground all Māori outcomes activities in Tāmaki Ora. The implication is that activities that are not aligned with Tāmaki Ora should be reconsidered.
- Previously, AMO Plan were predominantly internally focussed. For example, in FY25, approximately two-thirds of AMO Plan activities were focused on building staff capability. Now, in FY26, 61 per cent of AMO Plan activities directly contribute to external outcomes — things that make a difference to how Māori communities, iwi and marae experience Tāmaki Makaurau.
- Previously, AMO Plans contained many activities that, while being relatively easy to deliver, had limited contribution to meaningful outcomes to Māori. Now, AMO Plans activities are focuses on fewer, more meaningful priorities that are more likely to drive substantive change for Māori.

This prioritisation shift can also be seen in how the Māori Outcomes Fund prioritises its investment. In June 2026, Auckland Council approved the refreshed funding guidelines for the Māori Outcomes Fund, which establishes a transparent funding framework, enables Māori organisations to apply directly for funding, and prioritises funding for applications that are aligned with Tāmaki Ora priorities, particularly Iwi Ora and Marae Ora. For more information, refer to the Māori Outcomes Fund Evaluation Report 2025/2026.

Going forward, this evaluation suggests there is an opportunity to incorporate the Tāmaki Ora prioritisation lens to Auckland Council’s Ten Better Value Projects Principles, Value for Money assessments and other similar prioritisation initiatives. This would lend Tāmaki Ora the momentum of an established, well-supported workstream, while allowing Auckland Council to provide more well-rounded advice to staff and decision-makers about prioritising investments.

Finding 3: While organisational uptake is near-universal, understanding, application and maturity in implementing Tāmaki Ora remains uneven

Variation in implementation is expected at this stage. Although Tāmaki Ora retains some aspects of the previous Māori outcomes strategy, embedding a consistent approach across a large and diverse organisation still takes time. Departments and CCOs are at different stages of maturity, and some systems and processes continue to adapt to support the new approach.

Since it was adopted in June 2025, Tāmaki Ora has enjoyed strong support across the organisation. Barely a month after it was adopted, departments stepped up to the challenge of adopting Tāmaki Ora as the basis for their FY26 AMO Plans. Uptake since then has been near-universal, with all Auckland Council departments and support units, and two CCOs not undergoing major structural changes, have adopted AMO Plans aligned with Tāmaki Ora.

However, this evaluation has found that there continues to be varying levels of understanding, confidence and maturity both between and within departments. Some examples are:

- During the evaluation session with a large department, one unit reported high clarity about how Tāmaki Ora should inform their work. However, another unit in the same department reported very low clarity.
- During the evaluation sessions, some departments reported high confidence with delivering Māori outcomes in accordance with Tāmaki Ora. In contrast, other departments did not consider Māori outcomes to be particularly relevant to their core functions.

- There are occasional instances where political reports continue to reference the old Kia Ora Tāmaki Makaurau within Māori Impact Statements instead of Tāmaki Ora. This suggests that senior leaders are generally more familiar with Tāmaki Ora due to their involvement in Council strategic discussions. In contrast, staff working in operational roles may have fewer opportunity to encounter or engage with the framework.

There is, therefore, work to do for Ngā Mātārae to continue leading communications, capability-building and application of the framework to reach all corners of the organisation.

Several factors contribute to this unevenness:

- Capacity and resourcing pressures were frequently cited as a challenge. While there is broad commitment to advancing Māori outcomes, translating this commitment into sustained action can be difficult when departments are managing competing demands and limited resources.
- Access to specialist Māori expertise was also identified as an important enabler that is not consistently available across the organisation. The departments with embedded Māori specialist roles tend to report higher confidence in delivering Māori outcomes. In contrast, some other departments found it difficult to obtain the expert advice required to respond to Māori outcomes issues or unlock Māori outcomes opportunities.
- Variation was also evident in the quality and maturity of AMO planning and reporting. Some departments demonstrated clear, detailed alignment between activities, intended outcomes and the actions required to deliver, while others were still developing their approach. This inconsistency can make it more difficult to assess collective organisational progress and identify where effort is generating the greatest impact.
- The integration of staff and functions from Eke Panuku and parts of Tātaki Auckland Unlimited took place over a shorter timeframe than originally anticipated. Staff brought established practices from their former CCO environments, some of which differed from Auckland Council's systems and ways of working. During the transition, there was limited time to provide staff with consistent guidance and support to understand and adopt Tāmaki Ora processes. This contributed to some variation in practice and highlighted the need for clearer transition support when functions are brought into the council parent.

Several initiatives were delivered or are underway to address these challenges:

- In April 2026, Ngā Mātārae delivered a Tāmaki Ora 101 wānanga for Māori specialists across the Council Group. The purpose was for the specialists to understand both the components of the Māori outcomes system and how they fit together as a whole. Participants provided positive feedback.
- The Māori Specialist Workforce Design review is underway. The purpose is to understand how Māori specialist roles currently operate across the organisation and where those roles should be focused to provide support in the areas that need it most.
- The upcoming integration of former Auckland Transport staff and functions into Auckland Council presents an opportunity to do better. Ngā Mātārae is being more proactive in supporting incoming staff to understand and implement Auckland Council's ways of working, including Tāmaki Ora. At the same time, Auckland Council should be open to learning from effective practices developed within the former CCO that have supported the delivery of Māori outcomes.

Overall, the evaluation concludes that implementation is progressing as well as could be expected after only 12 months. The challenge over the next two years is not establishing new components, but

strengthening consistency, building organisational capability and embedding Tāmaki Ora into everyday planning, decision-making and delivery.

Finding 4: While there is growing organisational buy-in and desire to deliver Māori outcomes, it needs to be sustained by investment in systems, processes and guidance in priority growth areas

The first year of Tāmaki Ora has seen increasing organisational clarity and commitment to improving Māori outcomes. This growing willingness is particularly encouraging in departments where opportunities to contribute to Māori outcomes have not always been readily apparent or well understood. However, this evaluation found that sustaining this momentum will require continued investment in the organisational systems, processes and guidance that enable staff to translate commitment into consistent practice.

Māori engagement was frequently identified as an area where staff needs more support and clarity. This should not be a surprise. Many Māori outcomes activities require consulting or collaborating with mana whenua or mātāwaka, yet the approach for doing so often vary by department and can be reliant on individual capability, relationships or goodwill. In response, Ngā Mātārae has initiated a cross-Council project called Te Ara Tūhono to develop a consistent Māori engagement framework, guidance and practical tools. Clearer processes, expectations and support for engagement will help implement Tūāpapa Hononga by ensuring that relationships are maintained and that Māori perspectives continue to inform decision-making in a meaningful and consistent way.

Māori procurement was another area identified for further attention. While it is a recurring priority for Māori partners and Houkura, there is currently no role dedicated to supporting Māori procurement. The recent P27 procurement process exposed some opportunities to strengthen the systems and processes to enable Māori businesses to effectively participate in the procurement process.

Another important opportunity to strengthen is building a system to facilitate **career development opportunities for Māori** in Auckland Council, particularly as graduates, cadets or interns. Māori partners and Houkura continue to advocate for the importance supporting a generational of Māori leaders who are equipped to shape the future of Tāmaki Makaurau. Many departments across the Council Group are eager to host such talent, but struggle by themselves to make it happen. While there is a centrally driven graduate programme and various internship programmes at Auckland Council, there are opportunities to direct more focus on recruiting Māori and supporting them through Auckland Council in a way that is culturally safe. Such initiatives to implement Te Hapori Ora would contribute would grow a talent pool that possesses both technical and te ao Māori expertise, strengthening the workforce not just for Auckland Council but all of Tāmaki Makaurau.

The evaluation also identified **Māori data sovereignty and governance** as an emerging area of strategic importance. As Auckland Council engages more with Māori and seeks to strengthen its information base for Māori outcomes, stakeholders emphasise the need for robust governance arrangements that support the appropriate collection, management, interpretation and use of sensitive data from or about Māori. Ngā Mātārae and Data Services are already collaborating to develop a framework and guidance to address this need.

Similarly, Auckland Council should strengthen how it tracks and manages its **Treaty settlement commitments**, which are a high priority for mana whenua. There are 10 completed Treaty settlements in the Tāmaki Makaurau region, with less than half of our 19 recognised mana whenua entities being fully settled. Further settlements are expected over the next couple of years, making it important that council is prepared to give effect to new commitments alongside existing ones. In 2025, the Office of the

Auditor-General made recommendations to public authorities about adequate monitoring, reporting and accountability for Treaty settlement obligations. Council's Treaty Settlement Rōpū provides expertise and advice to support this work. Building on existing arrangements, the evaluation recommends clarifying responsibilities for delivering commitments, improving coordination across relevant teams, and strengthening tracking and reporting to support accountability and the delivery of Iwi Ora.

Looking ahead, this evaluation suggests several priorities to implement in the remainder of the Tāmaki Ora strategy:

- Building organisational capability and confidence to understand and contribute to the delivery of Tāmaki Ora
- Improving the data collection and evidence base underpinning Tāmaki Ora, to support informed decision-making about Māori outcomes investments
- Strengthening the quality, consistency and usefulness of AMO Plans as a tool to direct organisational attention to priority Tāmaki Ora areas
- Extending best practice and lessons learned to the wider CCO whānau, to strengthen our collective contribution Māori outcomes

Overall, the evaluation found that organisational buy-in for Tāmaki Ora is on a positive track at the end of its first year. The next phase of implementation will require a shift from establishing commitment and awareness, towards strengthening the systems, processes and organisational infrastructure needed to support consistent and sustainable delivery of Māori outcomes across the Auckland Council Group.

Lessons learned

This section responds to the final evaluation question: what are the lessons and insights that have been learned in the first year of implementing Tāmaki Ora? The evaluation has extracted four key lessons learned.

Lesson 1: Māori outcomes are strengthened when they are embedded in or clearly connected with core business, not treated as standalone initiatives

This first year of implementing Tāmaki Ora has demonstrated the amplifying effect of embedding Māori outcomes into core business activities. For example, the integration of AMO Plans into existing delivery plans and GMPV reporting processes has allowed AMO Plans to benefit from the existing momentum, resourcing and organisational buy-in of those systems. Ngā Mātārae has been able to share resources and expertise with the council-wide planning and reporting teams to deliver drop-in sessions to support departments to develop their Delivery Plan, AMO Plan and GMPV, and evaluation sessions with individual departments to understand their experiences with the three tools. This joined-up approach allowed departments to see how various components fit together in the broader picture, and reduced the perception of Māori outcomes as an additional compliance requirement.

At the same time, the evaluation highlighted a tension that will require ongoing consideration. As Māori outcomes become increasingly embedded within business-as-usual activities, as is already the case in some mature departments, it may become more difficult to isolate and assess the specific contribution of Māori outcomes initiatives. While integration is generally viewed as a sign of organisational maturity, it raises questions about where the balance should be struck between fully embedding Māori outcomes within core business and maintaining sufficient visibility to understand the distinct contribution being made towards Māori aspirations and outcomes. This will be an important consideration for the review of Tāmaki Ora in 2027.

Lesson 2: Strong Houkura advocacy and Executive Leadership Team endorsement is important in driving buy-in throughout the organisation

Another key lesson from the first year of implementation is the importance of visible leadership and governance-level advocacy in driving organisational change, particularly at the systems level.

A significant example was the advocacy from Houkura to shift from inconsistent, standalone AMO Plans to mandatory department-level AMO plans integrated with broader delivery planning processes, driven by their He Waka Kōtuia Te Tiriti audit findings. Subsequent direction from the Chief Executive provided a clear mandate for departments to implement this. The result has been the elevation of Māori outcomes from what can be seen as a 'nice-to-have' to an integrated part of each department's responsibilities.

Houkura has also maintained the momentum through ongoing advocacy. Through their representation on Council committees, and at the quarterly joint hui (meetings) with the Governing Body, Houkura members have continued to challenge, scrutinise and hold the Auckland Council Group accountable to meaningful progress on Māori outcomes. The Houkura secretariat maintains the same advocacy and support to staff at the operational level. Together, Houkura has been an important enabler for

maintaining focus and ensuring that Māori outcomes remain a priority in organisational decision-making.

Executive leadership support has been equally important. Although AMO Plans sit below the Executive Leadership Team in the Group Strategic Framework, this evaluation found that directors have consistently been strong advocates for Tāmaki Ora, reinforcing expectations and celebrating achievements. This consistent message from the leadership has helped create legitimacy for the work and driven kaimahi uptake of Tāmaki Ora across the organisation.

Lesson 3: Organisational alignment requires Ngā Mātārae to be a strong strategic centre

Ngā Mātārae provides a strong strategic centre for the Auckland Council Group through advice, practical guidance and relationship support. Its role is to help departments apply Tāmaki Ora in their everyday work, support Māori participation in decision-making and contribute to equitable outcomes for Māori as part of council's broader commitment to serving all Aucklanders. Responsibility for delivery sits across the council group, with Ngā Mātārae supporting a shared understanding of priorities and how to put them into practice.

During FY25 and FY26, Ngā Mātārae focused on establishing the systems, processes and governance arrangements to support this work. The evaluation found that, where organisational guidance was still developing, including on Māori engagement, departments developed approaches to meet their operational needs. These initiatives brought useful ideas and responded to local circumstances but also highlighted opportunities for clearer shared guidance to reduce duplication and improve coordination.

Departments valued both the flexibility to respond to their particular circumstances, as well as clear, practical advice from Ngā Mātārae. The development of AMO Plans illustrates this balance. Some departments found it challenging to identify activities for their FY26 plans. For FY27, Ngā Mātārae provided more tailored support, including suggested activities, alongside evaluation sessions where departments could share their experience and operational context to inform the advice.

This approach helped clarify priorities and responsibilities while making the advice more relevant to departmental work. The lesson is that a strong strategic centre works best through clear guidance, responsive support and an understanding of delivery needs. This helps departments spend less time interpreting requirements and more time delivering meaningful results.

Lesson 4: Effective implementation depends on strong relationships, communication, and alignment between strategy and delivery

The final lesson emerging from the first year of implementing Tāmaki Ora is that successful delivery of Māori outcomes in an organisation as varied as Auckland Council requires ongoing investment in building relationships with both internal and external delivery partners. While frameworks, plans and reporting processes can be used as 'hard' levers to drive compliance, meaningful change is ultimately sustained by listening to and building mutual trust understanding with each other.

Prior to June 2026, some departments had only limited engagement with Māori outcomes beyond their designated Māori outcomes lead. Even among departments with more regular interaction with Ngā Mātārae, there continues to be instances of duplication, gaps or uncoordinated Māori outcomes work, particularly in external engagement with Māori partners, resulting from information not being shared.

In response, Ngā Mātārae is strengthening regular engagement with departments through a programme of quarterly, six-monthly or annual discussions, depending on departmental needs and Ngā Mātārae capacity. The objective is to create more frequent opportunities for dialogue, information-sharing and accountability between those in Ngā Mātārae who develop strategies and those in operational departments who will implement them. This approach recognises that neither strategy nor delivery can operate effectively in isolation. Strategic direction must be informed by operational realities, while successful delivery depends on a clear understanding of organisational priorities and intended outcomes.

In this way, Ngā Mātārae can be seen as applying the Mana ki te Mana approach (originally designed for strengthening relationships with external Māori partners) to departments as its internal delivery partners. The principles of moving from transactional interactions to genuine relationships has the potential to strengthen trust, improve collaboration and support a more partnership-based approach to Māori outcomes delivery within Auckland Council.

Overall conclusion

While it is too early to assess the long-term impact of Tāmaki Ora on Māori wellbeing, this report has found that Auckland Council has established the organisational conditions necessary to support that ambition in the first year of implementing Tāmaki Ora in 2025–2026.

In response to the five key questions posed at the start of this report:

1. Of the 20 performance measures across the seven Ora Outcomes and three Tūāpapa foundations, Auckland Council has already exceeded two, is on track to achieve 13, and in progress with the remaining five. Some areas require stronger coordination to achieve their full potential, and more robust data collection to see the full picture of the Council Group's impact.
2. Tāmaki Ora as an integrated Māori outcomes system has had a lifting and aligning effect on the delivery of Māori outcomes across the organisation. While Auckland Council has long been doing work that delivers Māori outcomes, Tāmaki Ora has helped prioritise, align and increase the visibility of that existing work. In particular, the directions set by Tāmaki Ora is strengthening how Auckland Council focuses its Māori outcomes investment and delivery on what matters most to our Māori partners and stakeholders.
3. While there has been near-universal uptake of Tāmaki Ora across Auckland Council through AMO Plans, organisational understanding, application and maturity varies across departments.
4. While there is growing organisational buy-in and desire to deliver Māori outcomes, it needs to be sustained by investment in systems, processes and guidance in priority growth areas, in order to strengthen the implementation of Tāmaki Ora in the next stage. These priority growth areas include Māori engagement, Māori procurement, Māori career development pathways, Māori data governance and the implementation of Treaty settlement commitments.
5. Auckland Council has learned four key insights and lessons that will guide the continued implementation of Tāmaki Ora and inform its review in 2027:
 - That Māori outcomes are strengthened when they are embedded in or clearly connected with core business, not treated as standalone initiatives
 - That strong Houkura advocacy and Executive Leadership Team endorsement is important in driving buy-in throughout the organisation
 - That organisational alignment requires Ngā Mātārae to be a strong strategic centre for Māori outcomes
 - That effective implementation requires listening, understanding and building strong relationships with both internal and external delivery partners

The first year has strengthened connections between engagement, planning, investment, delivery, monitoring and evaluation, improving visibility of Auckland Council's collective contribution and the evidence available to decision-makers. Implementation is still maturing, and consistent application across Auckland Council Group will take time. Sustained leadership, capability building and organisational learning will be important to embed Tāmaki Ora in everyday planning, decision-making and service delivery. Future evaluations will build on the baseline established in this report to assess how Auckland Council's contribution evolves and where further improvements are needed to achieve better outcomes for mana whenua and mātāwaka across Tāmaki Makaurau.

Appendix A: Progress against Performance Measurement Framework

The following tables summarise progress against the 20 performance measures in the Tāmaki Ora Performance Measurement Framework. As this is the first annual evaluation, the information establishes the baseline for future reporting rather than assessing long-term trends.

Tāmaki Ora Outcome	Performance measure	Baseline progress (2025/26)	Trajectory	2027 target
Iwi Ora Iwi wellbeing	Agreed mana whenua priorities advanced	15 mana whenua engaged with Huinga Rangatira to agree priorities. 41 of the 81 (51 per cent) identified priorities are being explored or progressed. 8 of 15 (53 per cent) of these mana whenua participated in a Hauhake Hua (semi-structured interview) about their satisfaction with the Huinga Rangatira process to progress their priorities. The average satisfaction score was 3 out of 5 (Te Ao Mārama - Clarity and insight emerging, satisfied).	In progress	80% of mana whenua satisfied with progress on agreed priorities.
	Mana whenua participation in regional and local strategic decision-making	16 mana whenua entities participated in Local Board plan development. 15 submitted on the Annual Plan.	On track	100% of mana whenua have contributed to both regional and local strategic decisions

Tāmaki Ora Outcome	Performance measure	Baseline progress (2025/26)	Trajectory	2027 target
Te Taiao Ora Environmental wellbeing	Mana whenua-led taiao projects	Auckland Council's investment includes: - Opex 500k or more: \$7,094,330 (over 6 projects) - Capex 500k or more: \$134,826,974 (over 31 projects).	On track, dependent on data to differentiate between Māori-led and co-designed projects	Funding allocated to 12 significant mana whenua-led projects
	Taiao projects co-designed with Māori			Funding allocated to 12 co-designed projects
Tuakiri Ora Cultural identity wellbeing	Regional and local events that reflect Māori culture and identity	Delivered Matariki Festival events and promoted more than three Māori kaupapa via OurAuckland, media and social channels. Data collection needs to be strengthened following recent transfer of all major events functions to Tātaki Auckland Unlimited.	In progress, data dependent	20 significant events delivered
	Mana whenua sites of significance on Geospatial Information System	189 total sites recorded in Māori Heritage Layer, including 131 new sites since FY24.	On track	250 total sites recorded
	Interpretive signs, installations, publications and audio guides that reflect Māori histories	17 Local Boards committed to Te Kete Rukuruku partnership with mana whenua to restore Māori names to public parks. Over 1,000 local parks now have Māori names provided by engagement with iwi. 8 whakarewatanga (launch of new name) were held this year.	In progress, dependent on data about other signs and publications	Double the annual number of signs, installations, publications and audio guides

Tāmaki Ora Outcome	Performance measure	Baseline progress (2025/26)	Trajectory	2027 target
		Programme expanded for the first time to the naming of regional parks (5 named this year).		
Huatau Ora Future wellbeing	Development of Māori Housing Strategy	Initial work began on an Auckland Council Māori Housing Strategy in collaboration with relevant partners. Māori Housing Unit provided specialist advice and support to 7 Māori Community Housing providers.	On track	Auckland Council Māori Housing Strategy developed with relevant partners
	Initiatives that strengthen Māori data sovereignty	2 data initiatives: Māori Data Governance eLearning module was launched, and a Māori data governance framework is underway.	On track	At least 2 initiatives delivered
	Māori involvement in climate resilience and adaptation initiatives	Auckland Council led or supported at least 7 climate resilience initiatives that involved mana whenua.	On track, data dependent	20 mana whenua entities and marae are actively involved
Whai Rawa Ora Economic wellbeing	Spend with Māori businesses	4.11% of influenceable spend across the Auckland Council Group was awarded to Māori businesses, totaling almost \$55.5 million.	On track	10% influenceable spend across Council Group (by 2034)
Te Hapori Ora Whānau and community wellbeing	Community-based initiatives that meet Māori community priorities	Auckland Council is supporting at least 12 Māori-led community initiatives.	Exceeded	10 initiatives

Tāmaki Ora Outcome	Performance measure	Baseline progress (2025/26)	Trajectory	2027 target
	Rangatahi Māori participating in development, employment or entrepreneurial programmes	Auckland Council hosted 10 rangatahi Māori interns and 15 Māori graduates. An additional 15 rangatahi Māori gained work experience through Rangatahi Pathways initiative.	On track	50 rangatahi participants.
	Grants to Māori organisations	Auckland Council has accepted at least 95 grant applications from applicants that support Māori-specific groups. Data collection is being improved to enable more specific tracking.	In progress, data dependent	10% of grants administered through Auckland Council are accessed by Māori organisations
Marae Ora Marae vitality	Marae supported through Council investment	At least 29 marae have received support from Auckland Council and Auckland Transport across 9 different programme.	Exceeded	At least 25 marae supported.
	Partnerships with marae to deliver community wellbeing initiatives	Auckland Council supported at least 9 marae activations open to the wider community.	On track	Minimum 15 marae supported.
	Marae supported to realise housing and papakāinga aspirations	Māori Housing Unit is providing specialist advice and support to 29 housing / papakāinga projects, including 8 mana whenua marae.	In progress, data dependent	100% of eligible consent discounts applied and dashboard established.
Tūāpapa Hāngai Strengthening capability	Units with a capability uplift programme	37 total Tūāpapa Hāngai plans submitted, some at unit level and some at department level. Analysis	On track	90% of units have a capability uplift programme

Tāmaki Ora Outcome	Performance measure	Baseline progress (2025/26)	Trajectory	2027 target
		is underway to understand coverage across Auckland Council.		
Tūāpapa Hononga Foundational partnerships	Mana whenua and mātāwaka entities meet ā-kanohi with Council senior management	22 Huinga Rangatira were held, covering 15 mana whenua entities.	On track, data dependent	Annual engagement with all mana whenua and mātāwaka
Tūāpapa Haumarū Enabling Māori outcomes	Reporting on operational budgets that support Māori outcomes	Identification and reporting system has been set up and is in initial stages of implementation.	On track	Annual organisation-wide reporting implemented.