



Taura Herenga Waka

Māori Outcomes Framework

Whiria te taura here tangata

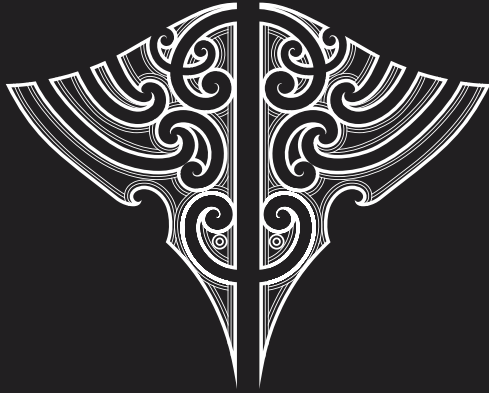
Bind together the strands of our people



**PORT OF
AUCKLAND**

TĀMAKI HERENGA WAKA

Our Korowai



The design in a form of a whai (stingray) speaks to the connection to the moana.

The use of the whai reminds people that we are kaitiaki of the environment in which the children of ngā atua Māori live in. The design symbolises vigilance and awareness.

The mangōpare (hammerhead shark) design represents perseverance and resilience.

The symmetrical design speaks to **balance** and **harmony**.

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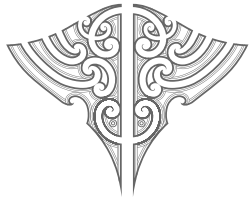


Kuputaka Glossary

Kupu	Whakapākehatanga
Hapū	Subtribe
Hinengaro	Mind
Hononga	Connection
Kaiārahi	Leader
Kaimahi	Worker
Kaitiaki	Guardian
Kaitiakitanga	Guardianship
Kapa haka	Māori Cultural Group
Kaupapa	Topic
Kōrero	Story / to speak
Kūmara	Sweet potato
Mahi	Work
Mana Whenua	People of the land
Mātauranga	knowledge
Motu	Island
Ngā Mātārae	Headlands
Pā	Settlement
Pōwhiri	Welcome
Rangatira	Leader

Kupu	Whakapākehatanga
Rohe	Boundary/region
Rōpū	Group
Taiao	Environment
Tāmaki Herenga Waka	Port of Auckland Limited
Tāmaki Makaurau	Auckland
Tātou	All of us
Te Tiriti o Waitangi	Treaty of Waitangi
Tikanga	Custom/correct procedure
Tinana	Body
Tōangaroa	Mechanics Bay
Tupuna	Ancestor
Takoha	To gift
Utu	Reciprocity
Wāhi Mahi	Place of work
Wairua	Spirit/soul
Waka	Canoe
Whānau	Family
Whakataukī	Proverb
Whanaungatanga	Relationship

He Whakarāpopototanga Overview



Port of Auckland Limited (POAL) recognises Te Tiriti o Waitangi as the founding document for New Zealand.

POAL has committed to developing meaningful and enduring relationships with mana whenua and Māori of Tāmaki Makaurau to achieve mutually beneficial outcomes. Our home at Tōangaroa (Mechanics Bay) – a place of immense historical importance to mana whenua and to all people of Auckland – connects us to the long history of Tāmaki Makaurau Auckland. The takoha of Ngāti Whātua rangatira Āpihai Te Kawau unites us all as people of the region.

Te Taura Herenga Waka—Māori Outcomes Strategy is our response to our history and to our future as a Port. Our overarching strategy, underpinned by our high-performance, high-engagement (HPHE) philosophy, is strengthening our mana, culture, and manaaki tangata (care for people). We know this will ensure **outstanding** service to our customers and **outstanding** returns to our Auckland Council owner.

The key drivers of this plan are:



Whakaute | Respect

- Recognise the unique relationship between iwi of Tāmaki Makaurau and POAL
- Acknowledge the broader relationship of Māori in Tāmaki Makaurau



Mātauranga | Education

- Cultural Capability Upskilling
- Te reo Māori me ngā tikanga Māori
- Te Tiriti o Waitangi



Whakamahi | Action

- Integrate Taura Herenga Waka into the HPHE strategic priorities
- Set out how Te Ao Māori concepts can be incorporated into the culture of POAL



Whakapiki | Promote

- Fully engage our POAL people
- Meaningfully incorporate tikanga and te reo Māori at POAL
- Promote the benefit of Te Taura Herenga Waka to our customers, stakeholders, and the people of Tāmaki Makaurau

Te Taura Herenga Waka – Māori Outcomes Strategy, recognises our commitment to more meaningful engagement with Iwi and Māori, underpinned by our Treaty of Waitangi commitment. We are determined to work in with the re-emerging Māori economy. POAL expects Te Ao Māori perspectives to weave into our decision-making, policies and procedures.

Mā te kōrero, ka mōhio, mā te mōhio ka mārama, mā te mārama ka mātau, mā te mātau ka ora te tangata

With discussion comes knowledge, with knowledge comes understanding, with understanding, comes wisdom, with wisdom comes wellness of people

He Taura Whakapapa

Our Port, Our People

The Taura Herenga Waka is the symbolic rope at the port that binds the waka. The Taura (rope) connects our people to our strategy. Manaakitanga is the method by which we show care for our people, delivering great service and profits to the people of Tamaki Makaurau.

Tāmaki Herenga Waka – Port of Auckland is not just a port but a vital lifeline connecting the world to Auckland and to New Zealand. For over 175 years, POAL has been the beating heart of Auckland’s economy supporting the country’s trade and growth. **It is a point of pride** for all of us who work to make POAL the contributor that it is.

POAL is committed to outstanding outcomes for the people of Auckland through its independent profitable business. With our unwavering dedication to **sustainability and innovation**, we are proud to be at the forefront of driving New Zealand’s economy forward. Our annual dividends directly support essential services and infrastructure for our city and country.

With over **700 direct employees** (with employees identifying as 65% Māori, Pasifika or multicultural; 77.5% working in operations; and 80% male) and the facilitation of approximately 180,000 citywide jobs, **POAL’s workforce, our people, are the backbone of our operations.** Operating on a high-trust model, where hiring from connections

and networks of existing workers is encouraged to maintain the concept of whanaungatanga, we want to utilise the **strength of family and community** to achieve excellent outcomes for all Aucklanders.

Our **high performance, high engagement (HPHE) framework** underpins our people engagement strategy. And it complements our Te Taura Herenga Waka – Māori Outcomes Framework. HPHE is our commitment to internal consultation, industrial dialogue and partnership between all people who work at the Port. It is a **common sense method** of allowing those closest to issues we need to manage, to come up with the solution. It is a joint venture between all people who work at the Port. HPHE is inspired by the kiwaha **me mahi tahi tātou (we work as one)**.

The whakatauākī, **ma whero, ma pango, ka oti ai te mahi**, centres our approach to achieving the greatest outcome for our operation and for the people of Auckland. We are **dedicated to fostering excellence in our people.** We are laser-like in our effort to create a safe, secure, and

inclusive environment promoting the growth and development of our people.

We know our success relies on the **dedication and expertise of our people.** And we know our commitment to bringing the Treaty of Waitangi into our operation will foster that dedication and expertise by enhancing pride of place, pride of work, and pride of people.

The incorporation of Māori outcomes will include:

- **Te Ao Māori** – Celebrating Matariki, Te wiki o te Reo Māori, Waiata, Tikanga Māori.
- **Matauranga** – knowledge acquisition through treaty and cultural training for all employees.
- **Rangapū** – Partnering with Mana Whenua, building enduring relationships.
- **Whakatipu Rangatira** – Progressing our ‘Te Ara Rangatira’ programme of leadership development at all levels of POAL
- **Wāhi Haumarū** – Creating work-safe places
- **Kaingākau** – Building a passion for the Port (HPHE) enduring relationships.

Te Anamata

Our Future

POAL has committed to an ambitious growth plan with its Auckland City Council owner. It will provide a significant financial contribution to enable the people of Auckland to further benefit from having the Port on its doorstep.

This contribution will require all aspects of the Port to function optimally to ensure its commitments to the Council and the people of Auckland are fulfilled. We must engage every Port employee, union stakeholder, Iwi, and our customers to achieve our plan.

Te Taura Herenga Waka – Māori Outcomes Strategy, is a cornerstone in ensuring our plan comes to fruition. A well-engaged workforce, whether Māori, Pakeha, Pasifika, or Taurahere rōpū, will ensure we utilise the full power of our people.

Our values and behaviours underpin our strategy. They are synonymous and aligned across all our strategic statements and plans that underpin our Port.

We believe our Taura Herenga Waka – Māori Outcomes Strategy is key to achieving our ambitious growth plan. It details our commitment to mana whenua and to all our staff utilising a Māori lens.

Taura Herenga Waka – Māori Outcomes Strategy is underpinned by '**Toitū Te Mana**'. It is our commitment to all our Port people. It is our commitment to mana whenua. It is our commitment to the people of Auckland.



Safety Always

Haumaru



Respect and Care

Whakaute me te manaaki



Achievement

Paetae



Work Together

Mahi Tahī



Do Things Better

Mahipai ake

Toitū Te Mana

Strengthening Our Mana

Vision Port of Auckland Limited will be a port that is sustainably profitable, delivering a fair return to Auckland Council, whilst remaining the preferred port of our customers and our people.

Purpose Facilitate the sustainable growth of trade for Auckland and the upper North Island.

Focus Areas



Customer at the core

- Focus on what our customers value
- Broaden and grow our revenue streams
- Embed a customer centric culture
- Deliver consistent and reliable operations



Infrastructure for the future

- Upgrade our core systems (digital and operational)
- Prepare us for future growth
- Build the right things in the right way
- Commercial model delivering a fair return
- Future appropriate business structure



Whanaungatanga

- Operate safely and sustainably
- Invest and retain our talent
- Celebrate our diversity
- Leverage the power of our people working together
- Make informed decisions

Sustainability



Caring for Aucklanders



Genuine harbour health



Meaningful climate action



Driving towards a circular economy



Sustainable business in Auckland

Financial

FY25 \$65m NPAT

FY26 \$85m NPAT

FY27 \$100m NPAT

Te Taura Herenga Waka

The Framework

Tā Mātou Tauākī Tiriti Our Tiriti statement



1

Partnership

Partnership underpins POAL's relationship with Iwi / Māori:

As a wholly-owned company of the Auckland Council, we recognise our responsibility to support the Council and develop partnership arrangements with Iwi and Māori of Tāmaki Makaurau. POAL acknowledge the interests and authority over natural resources that Iwi have over their rohe in which our mahi is undertaken.

2

Reciprocity

Utu underlines our relationship with Iwi / Māori:

Reciprocity and mutual benefit are actively sought by POAL with Iwi and Māori. We will actively ensure our actions and undertakings are in line with this Framework. This is a commitment to consult on issues through partnership. POAL will consult when in doubt as to whether it should engage on a particular issue.

3

Acknowledgment

The Treaty is our country's foundational document:

That foundation is best encapsulated in the decision of Ngāti Whātua under Āpihai Te Kawau to *takoha* 1,400ha of land to the Crown in 1840 to establish Auckland City. That *takoha* enabled the Ports of Auckland to be set up and run for the benefit of Auckland and New Zealand. It requires acknowledgement and a commitment to ensure the purpose of that *takoha* is reflected back to mana whenua and all people of Auckland.

Te Taura Herenga Waka

The Framework *continued*

Treaty obligations

Te Tiriti is usually applied through a set of principles, first detailed by the Court of Appeal in the State Owned Enterprises case of 1987. The Principles include partnership, active protection, reciprocity, mutual benefit, and the duty to make informed decisions. These are the mainstays of Treaty principles. POAL recognises these and sets out our commitment to them.

Partnership

Te Tiriti signified that the Crown and Māori must act reasonably and in good faith toward each other. This requires both Treaty partners to acknowledge each other's interests and authority over natural resources and show respect in their interactions. POAL resides in Tōangaroa, a port area with a rich history that reaches back to the first settlement of New Zealand. POAL recognises mana whenua of Tāmaki Makaurau and commits to working in concert with them.

Active protection

The Crown should take positive steps to ensure that Māori interests are protected. Waitangi Tribunal reports have also emphasised the Crown's duty to protect Māori and their property and culture. Iwi cultural values to the Port environs have been set out in numerous reports. We commit to ensuring these values are actively incorporated into how we work and utilise our work-place for the benefit of our community.

Reciprocity

The Crown and Māori have shared status as treaty partners. POAL is determined to ensure the benefits flowing from the work we do, the place we reside, incorporate mana whenua and Māori in all we do.

Mutual benefit

The Crown and Māori both signed the Treaty expecting to benefit from the arrangement. We want to ensure mutual benefit in all aspects of our work. We are determined to ensure Mana Whenua and Māori, along with the people of Auckland, benefit from having the port located on Auckland's doorstep. It is an active commitment that must happen in discussion, interaction, employment, and outcomes that we want to achieve.

Duty to make informed decisions

The Crown is obligated to act in good faith with its Treaty partner. And POAL commits to acting in good faith with Mana Whenua and Māori. We will actively consult on decisions that impact our environment, the way in which we work, and the outcomes we want to achieve for the people of Auckland. We will ensure early engagement with Mana Whenua, along with our stakeholders, as we seek to make decisions that impact all people in our *rohe*.

Whanaungatanga Relationships



We recognise mana whenua throughout Tāmaki Makaurau. We also acknowledge Ngāti Whātua Ōrākei who, through the takoha of their tupuna Āpihai Te Kawau, enabled POAL to establish at Tōangaroa / Mechanics Bay. We equally recognise their standing at Ōrākei, where they overlook our workplace. The same recognition extends to the mana whenua groupings that comprise the entirety of Tāmaki Makaurau.

Equally, engagement may range across several Iwi / Māori groupings. Issues surrounding the Rangitoto Channel dredging involve several Iwi in Tāmaki Makaurau and surrounding motu (e.g. Waiheke). Conversely, issues affecting the South Auckland Freight Hub may only apply to Iwi from that rohe (Waiohua, Marutūāhu, Tainui).

POAL recognise there may be different views on who to engage and what the outcome might be of

any engagement. It requires a sensitive approach that should utilise Māori specific resources to ensure tikanga and mana are acknowledged as POAL arrives at an outcome.

Today, there are 19 iwi living in the Tāmaki Makaurau region. Three groupings represent thirteen Iwi under the Ngāti Whātua, Waiohua, and Marutūāhu confederations.

There is no ‘one size fits all’ way to engage. Mana whenua are at different stages of their growth journey. Some have settled their treaty claims, and others are still progressing their claims. It can impact Iwi capacity to respond to requests for engagement. It is essential that any interaction recognises this and that ample time and support to ensure mana whenua are appropriately engaged.

Confederations

Ngāti Whātua

- Ngāti Whātua Ōrākei
- Ngāti Whātua o Kaipara
- Te Uri o Hau
- Te Rūnanga o Ngāti Whātua

Waiohūa

- Te Kawerau A Maki
- Ngāi Tai ki Tamaki
- Ngāti Tamaoho
- Ngāti Te Ata
- Te Ākitai

Marutūāhu

- Ngāti Paoa
- Ngāti Maru
- Ngāti Whanaunga
- Te Patukirikiri

Tāmaki Makaurau Mana Whenua Forum

- 1 Ngāti Wai
- 2 Ngāti Manuhiri
- 3 Ngāti Rehua
- 4 Te Runanga o Ngāti Whātua
- 5 Te Uri o Hau
- 6 Ngāti Whātua o Kaipara
- 7 Ngāti Whātua Ōrākei
- 8 Te Kawerau A Maki
- 9 Ngāti Tamaoho
- 10 Waikato Tainui
- 11 Ngāti Paoa
- 12 Ngāi Tai ki Tamaki
- 13 Ngāti Tamaterā
- 14 Ngāti Wai ki Aotea
- 15 Te Akitai Waiohūa
- 16 Ngāti Te Ata Waiohūa
- 17 Ngāti Whanaunga
- 18 Ngāti Maru
- 19 Te Patukirikiri

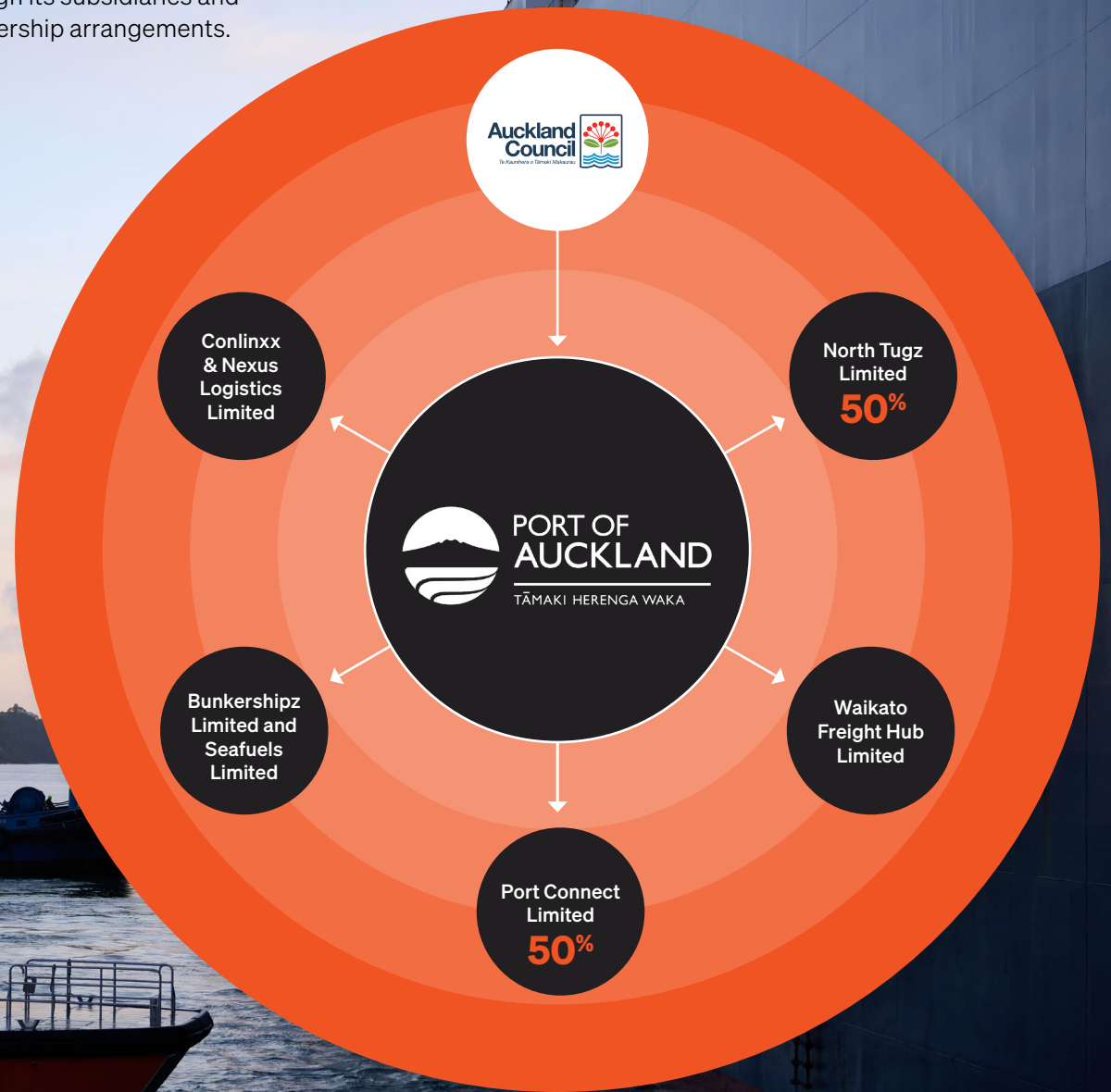


POAL must equally recognise that many Māori in Tāmaki Makaurau have no lwi affiliation to the rohe. There are many Māori organisations and groupings that are collectively known as 'Ngā Mātāwaka' or 'Taurahere' groupings. Te Tiriti applies equally to these Māori groupings within Tāmaki Makaurau.

These groups include:

- Manukau Urban Māori Authority (MUMA)
- Waipereira Trust
- Papakura Marae
- Manurewa Marae
- New Zealand Māori Council (NZMC)

Equally, POAL's footprint extends through its subsidiaries and partnership arrangements.



Ngā Ara Tūhono

What triggers engagement

Māori have perspectives and understanding of the environment where the port is located that have developed over generations. Working with Māori at the start of any initiative can assist in avoiding unseen issues and impacts that could delay work progress. A partnering approach based on layered protocols will ensure greater engagement and agreed-upon outcomes for POAL and Māori. An engagement framework will be developed that builds on the following:

External engagement

- Treaty settlements that may include the future use of the port environs
- Disposal of surplus POAL land (through its Council owner)
- Resource consent applications
- Land development
- Developments that impact or touch upon waterways and the sea
- Any Māori specific initiatives that are externally facing (e.g. recruitment, scholarships)

Internal engagement

- Capital infrastructure projects
- Development of strategic documents
- Policy, investigation, and review projects
- People matters
- Safety and wellbeing matters
- Pōwhiri for staff / manuhiri
- Other initiatives developed by the Rūnanga

It is equally important to acknowledge all engagement protocols could include:

- Opportunities for Iwi to exercise kaitiaki responsibilities
- Iwi focus on initiatives that better their community and rohe
- Advocacy for the wellbeing of their people
- Developing a relationship with POAL



Ngā Ara Tūhono

What triggers engagement *continued*

The POAL treaty principles require that Iwi are given every opportunity to be at the front-end of kōrero. In effect, the object is to ensure active engagement instead of reactive engagement.

All engagement requires a plan, whether written or verbally agreed internally, to POAL. This may detail how meeting occurs throughout the life of the matter being engaged. At times different approaches may be outlined for different audiences. And at all times, issues to do with land and harbour usage will be of direct interest to Iwi.

The engagement plan must determine whether the purpose is to:

Inform only

Providing Iwi with the correct information to garner their complete consideration and response.

Consult

Ensuring Iwi is informed, listened to, acknowledged, and given feedback on what the outcome of the consultation has been and why POAL has made the decisions it has concerning the issue consulted on.

Collaborate

Working together to determine the issues/problems and develop solutions together that are reflected in proposals. Iwi is involved in the decision-making process even if the ultimate decision is retained by POAL.

Partner

POAL will partner with Iwi to determine the issue/problem, co-design the process and response, and co-develop solutions. Decision-making is joint and may sometimes even divert to Iwi (for example, with the kutae relocation and shell relocation projects). Whether joint or Iwi alone, POAL will enact the outcome without hesitation.

Ultimately the engagement process will detail:

- How to identify the full range of potentially affected Māori groups
- Who to engage with
- At what level should engagement occur
- Timelines
- Engagement tools

Where POAL engages is also essential. Depending on the level of engagement required, locations can include:

- Formal marae-based hui with Iwi / Hapu
- Rūnanga / Trust hui at Iwi offices
- POAL offices
- Crown entity locations

At all times, the principles of good consultation apply.

These are:

- Early engagement
- Identification of all rūpu to talk to
- Engage more than once
- Maintaining a continuing dialogue
- Properly resourced engagement
- Good quality information
- Easy to use feedback channels

Kupu Whakatepe

Conclusion



Te Taura Herenga Waka ultimately relies on the people within POAL to make it successful. It works in unity with POAL HPHE strategy that places people at the centre of how we operate. For POAL to succeed we must:

- Drive **consumer value**
- Provide a **safe, secure** and **satisfying environment** for employees
- Construct a **Culture** that ensures **Commercial Responsibility** with an engaged workforce underpinned by this framework
- Provide **outstanding** service to the people of Tāmaki Makaurau

Accordingly, Te Taura Herenga Waka will provide the base for our Māori Outcomes Action Plan, **Herea Te Taura, Herea Te iwi, Kia Kotahi Tātou Katoa**. Our Action Plan will detail our initiatives to ensuring we reflect our Māori heritage, engage our staff and stakeholders, and that:

- Is **consumer-focused**
- Meets the **interests** of all stakeholders
- Is **performance-driven** with continuous improvement metrics

- Recognises the **effort** of our POAL people
- Has management systems that put our people closest to decision-making can utilise their **intuition, knowledge** and **experience**
- Is focused on building **constructive thinking, behaviour and cultures**
- Emphasises training, developing and **growing people**
- Is **innovative, dynamic and flexible**
- Delivers **outstanding** results for our people
- Sees **Treaty of Waitangi** as an enhancer of outcomes aligned with business requirements.

Te Taura Herenga Waka, and High-Performance High Engagement are predicated on the following whakataukī:

- Mā pango, mā where, ka oti ai te mahi (by black and red together, the work is done)
- Only through the united labour of chiefs and those they serve (management and employees) can the task be accomplished. The cooperative effort that values every layer within POAL will ensure that POAL becomes the organisation expected by all in Tāmaki Makaurau.



Kaitiakitanga Guardianship



Situated along several bays, including Tōangaroa (Mechanics), the port has an extensive environmental footprint, which was gifted to us and which we must look after for generations to come.

POAL is committed to developing a long term strategic plan to improve and enhance the environment in and around the port and Te Awanui ō Peretū (Rangitoto Channel).

POAL's Annual Compliance report extends its framework to include the longer-term environmental improvement of the natural/marine environment:

- Stormwater management
- Air quality (including noise and light pollution controls)
- Marine life
- Birdlife
- Bio-diversity and biosecurity (including the management of rats and other invasive species, including marine)

Appendix 1

Tāmaki Herenga Waka, Tāmaki Herenga Tāngata

The story of Auckland

Tāmaki Makaurau is accepted as the common Māori name for Auckland.

Tāmaki Makaurau has always been a sought-after, fertile hub of land, with a network of waterways that enabled people to traverse east or west between the two harbours. For centuries Māori have lived and flourished in the area.

None of the waka (ships) that migrated from Polynesia found their resting place in Tāmaki. However, many visited the bays and isthmus and left settlers who remained in the area. Waka associated with the region include the Matawhaorua, Aotea, Mataatua, Tainui, Te Arawa, Tākitimu, and the Tokomaru.

From 1600 to 1750, the Tāmaki-based Iwi terraced the volcanic cones, building pā and villages. At the peak of prosperity (around 1750), the Māori population numbered tens of thousands.

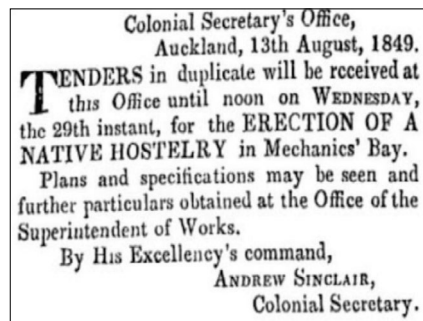
Te Tōangaroa ('the dragging of waka a long distance') is the Māori name for what is now called Mechanics Bay where the port is located.

Tōangaroa was an essential portage for Iwi. Known as a 'herenga waka' (a place where waka moor), waka were beached here. The tide went a long way, so if one missed the high tide, it led to a long haul for waka to the beach at present-day Beach Road – essentially what Tōangaroa means (the long haul).

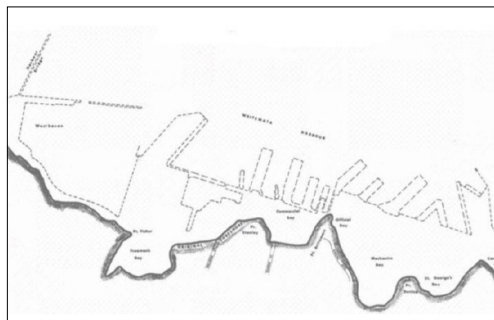
The area was a mainstay of trade throughout the history of Māori settlement in Tāmaki Makaurau. Waka laden with trade goods would haul up at Tōangaroa from all parts of the isthmus and beyond. This trade continued when Pakeha settlers established the Auckland settlement.

During the 1840s and 50s, commerce and trading links with Māori were vital factors in the survival of early Auckland. It was at Mechanics Bay that trading took place.

This site marks the location of the dwellings of the first 'mechanics' or workmen employed by the government to build the first houses in the new capital. Here also were Auckland's first sawmills, boatyards, and a rope walk. Gradual reclamation, completed as late as the 1920s, provided the site for the railway station and container wharves.



1849 Notice for Hostel erected Māori for at Mechanics



Waitemata Shoreline 1840



Photo of waka beached at Tōangaroa / Mechanics Bay, a hostel on the right

This photo shows the Auckland hostel in Mechanics Bay, about 1860. The building featured a covered area at the front where visiting Māori traders could display produce and wares.

Appendix 2

Ngā Herenga Our obligations

There are specific statutes that apply to POAL and its relationship with Iwi / Māori.

Resource Management Act 1991 (RMA)

The RMA contains several specific provisions relating to Māori, and these must be considered in RMA processes:

- Section 5(2) of the RMA identifies the purpose of the RMA, which includes enabling people and communities to provide for their 'cultural well-being'.
- Sections 6(e) and 6(f) require that: the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu (sacred grounds) and other taonga (treasures) and the protection of historic heritage from inappropriate subdivision, use and development be recognised and provided for.
- Section 7(a) requires that 'kaitiakitanga' (guardianship by Māori) is paid particular regard.
- Section 8 requires that the principles of Te Tiriti o Waitangi are taken into account.

Marine and Coastal Area (Takutai Moana) Act 2011 (MACA)

RMA resource consent applications made in locations within marine and coastal areas being claimed under the Marine and Coastal Area (Takutai Moana) Act 2011 (MACA Act) require POAL to notify claimants about their application. Whilst not an obligation to consult (a duty only), POAL's Treaty principles will apply as it determines how consultation should occur.

There are also non-legal but equally compelling requirements for consultation and acknowledgement.

These include:

- Compliance with Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan. Te Tāruke-ā-Tāwhiri: Auckland's Climate Plan includes specific actions related to POAL's transition to zero emissions by 2040. This considers Te Tiriti principles (particularly partnership and active protection) and includes collaboration between the Council and mana whenua.

- The Auckland Plan 2050 includes a direction to recognise and provide for Te Tiriti outcomes, focusing mainly on advancing mana whenua rangatiratanga in leadership and decisionmaking and providing for customary rights.
- Auckland Council's 10-year Budget 2021-2031 ("Our Recovery Budget", i.e. long-term plan) includes POAL. Focusing on better delivery of Māori outcomes is one of the critical issues in the 10-year Budget, and effective Māori participation is an identified vital outcome.

While POAL is not a CCO, it is wholly owned by Auckland Council, and an MoU sets the relationship parameters. The Council is clear in its expectations that POAL aligns its Māori Outcomes Framework in the same way expected of its CCOs.

Taura Herenga Waka references the following:

- 1** IMSB – The Māori Report (2016)
- 2** IMSB – Te Tiriti o Waitangi Audit (2012, 2015, 2018)
- 3** IMSB – Rangatiratanga & Kaitiakitanga in the Resource Management System
- 4** IMSB – Issues of Significance (2021)
- 5** IMSB – Assessment of Expenditure Report (PWC – 2017)
- 6** Auckland Council – Te Pūrongo a Te Kaunihera o Tāmaki Makaurau Ngā Huanga Māori 2019–2020
- 7** Auckland Council – Ōrākei Local Board Plan (2020)
- 8** Auckland Council – The Auckland Plan 2050 (2018)
- 9** Auckland Council – Kia Ora Tāmaki Makaurau (2021)

Expectations of a Council Controlled Organisation (CCO)

Whilst not an exhaustive list, these expectations include:

- Māori visual representation is expected of CCOs at their place of work
- Māori representation at both board and management levels in CCOs must increase
- Māori apprenticeships should be part of CCO planning
- Environmental matters should include local Iwi input for CCOs
- Expenditure on Māori initiatives is not in itself worthwhile. Rather outcomes from price are the proper measure
- Small and consistent implementation of Māori initiatives may lead to longer-term uptake than big-ticket projects
- Support is available for CCO self-audit of their Māori responsiveness plans
- Help is available for Māori reo and tikanga uptake inside of CCOs (Ngā Kete Akoranga)
- Mana Whenua are the first port of call for both Māori engagement plan development and for engagement itself
- Māori engagement in CCO procurement practices will come under the spotlight
- Consistent engagement with Council / IMSB / Iwi is required of CCOs
- Iwi management plans should form part of Māori responsiveness plans



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