

Tāmaki Ora

Achieving Māori Outcomes

Watercare's guide to prioritising and delivering positive economic, social, environmental and cultural outcomes for Māori in Tāmaki Makaurau.

This plan aligns with Auckland Council's Tāmaki Ora framework.

Revised April 2026

Mihi

Ka whakamānawa atu te rangi e tū iho nei
me te whenua e takoto ake nei.
Ka mihiā ngā maunga here kōrero,
ngā pari whakarongo tai,
me ngā awa tuku kiri mō te hia rau tau i mua.
Kua tae mai te wā me whakarauora anō te mauri o te wai.

Ko tēnei taonga – nō te Atua mai.
Toitū te whenua hei ūkaipō mō tātou katoa.

Tū māia e ū tonu ai ō tātou oati ki te iwi me ā tātou mahi.
Kia tūturu ngā manako mō te taiao, ngā iwi me te anamata.
Ko tēnei hei whakareretanga mō ngā uri whakaheke.

Ko wai koe. Ko wai ahau.
Mā te wai ora tāua e ora ai.

*We honour the heavens above
and the earth below.
We greet the mountains – holders of ancient knowledge,
the cliffs – that have heard the ebb and flow of tides
and rivers that cleansed our forebears for millennia past.
The time has come for us all to revitalise the life essence of water.*

*This gift was given by the Creator.
Land is permanent – a source of sustenance for us all.*

*Dear friends!
Be unyielding and stay to the course of what we committed to and the good work we do.
Let us realise our aspirations for the environment, the people and the future.
Let this be our legacy to future generations.*

*You are water. I am water.
Healthy water will ensure our survival.*

Foreword

Ki te ora te wai, ka ora te whenua, ka ora te tangata.

When the water is healthy, the land and the people are healthy.

As a water utility, our operations are intrinsically linked to the environment; therefore, we recognise the role which mana whenua, as kaitiaki (guardian) of the taiao (natural environment) play, going well beyond simple project consultation.

Working with mana whenua is an integral part of how we operate, care for the environment, uphold te mana o te wai, and meet our responsibilities under Te Tiriti o Waitangi (the Treaty of Waitangi).

In the past few years, we've made some great strides in strengthening those relationships – particularly by asking mana whenua how they wanted to engage with us, listening to their request for direct engagement and agreeing on the way forward. We now engage proactively and directly in a 'chief-to-chief' way, rather than through the former Kaitiaki Forum – but there's more to be done.

As Tā Hēmi Hēnare (of Ngā Puhi and Ngāti Whātua descent) said: "Kua tawhiti kē tō tātou haerenga mai, kia kore e haere tonu. He tino nui rawa ā tātou mahi, kia kore e mahi nui tonu. *We have come too far to not go further. We have done too much to not do more.*"

Our Tāmaki Ora Achieving Māori Outcomes plan details how we'll build on that momentum, while continuing to honour our relationship and legal commitments to mana whenua. We're prioritising four focus areas – supporting marae, the environment, Māori business and economy, and lifting cultural capability, where we'll create measurable outcomes across the organisation. This plan will see all parts of Watercare actively involved in championing the delivery of these outcomes.

Jamie Sinclair

Chief Executive Officer

Watercare Services Limited

1. Introduction

Background

We understand the importance of water and our purpose, which is to ensure the health and wellbeing of Aucklanders and the natural environment.

Ki te ora te wai, ka ora te whenua, ka ora te tangata
If the water is healthy, the land is healthy and the people are healthy.

Our commitment to ensuring people in Tāmaki Makaurau Auckland have access to clean drinking water, that wastewater is treated and discharged responsibly, and that the environment is protected aligns directly with our obligations as a protector and guardian of natural taonga (treasures) for future generations.

We are Auckland’s integrated supplier of water and wastewater, which are critical to the economic, social and environmental wellbeing of our communities across Tāmaki Makaurau. We service 1.7 million people in Auckland, but given future population projections, we face both the challenges of improving services today and providing infrastructure for the future in a sustainable and culturally appropriate way. Consequently, it is essential that we have robust relationships with Māori and effective processes that ensure better outcomes for all.

In 2021 we embarked on a journey to make sure the needs of Māori in Tāmaki Makaurau were prioritised. We did this by aligning ourselves with Auckland Council’s Kia Ora Tāmaki Makaurau framework.

Kia Ora Tāmaki Makaurau is an evolution of the Māori Responsiveness Framework developed in 2015. It is a performance measurement framework named for its aspirational outcomes: holistic wellbeing for Tāmaki Makaurau. The framework supplements the responsive approach to be relevant to the expectations and aspirations of Māori under Te Tiriti o Waitangi. The framework provided the lens through which the council family should view all processes, systems and policies to give effect to the commitments to Māori highlighted in the Auckland Plan, while:

- ensuring consistency in applying the principles of Te Tiriti o Waitangi
- fulfilling council’s statutory obligations to Māori under the Local Government (Auckland Council) Act 2009, the Local Government Act 2002 and other statutes
- enabling Māori outcomes
- valuing the Māori worldview, the essence of which is relationships.

Kia Ora Tāmaki Makaurau has now evolved into Tāmaki Ora.

Auckland Council's Tāmaki Ora plan

Tāmaki Ora is the refreshed Māori outcomes plan for Auckland Council and the wider council family. Representing an update of Kia Ora Tāmaki Makaurau, it sets out a stronger foundation for collective action. Auckland Council undertook consultation across Tāmaki Makaurau to ensure the refresh is fit for purpose and focuses on the areas that matter most for both mana whenua and mataawaka (Māori of Tāmaki Makaurau who are not part of the existing mana whenua group).

Council's new Tāmaki Ora plan consists of seven new 'ora' outcomes that focus on wellbeing:

Marae Ora – Marae are vibrant, resilient centres of Māori life – anchoring whānau, hapū and iwi, enabling papakāinga (ancestral home of a Māori iwi group) and supporting wider community connection, care and resilience.

Tuakiri Ora – Reflecting Māori heritage and identity in Tāmaki Makaurau through te reo (language), iwi narratives, tikanga (customs and traditional values) and events that celebrate Māori culture.

Te Hapori Ora – Whānau Māori are connected, included and thriving – with Māori-led spaces and initiatives across the city, creating pathways for rangatahi (youth) and support for kaumātua (elders).

Iwi Ora – Enabling iwi to shape the future of Tāmaki Makaurau through recognised authority, strong relationships, and partnership.

Te Taiao Ora – Honouring Māori kaitiakitanga in restoring the mauri (life force) of whenua (land), awa (rivers and streams), moana (sea) and taonga species, upholding the health and vitality of the natural world.

Huatau Ora – Empowering thriving, resilient Māori communities to shape the future through climate leadership, digital innovation, inter-generational knowledge and the realisation of housing aspirations.

Whai Rawa Ora – Through Māori businesses, landowners and entrepreneurs, driving a resilient, thriving Māori economy and growing inter-generational wealth.

A further three enabling supports have been developed:

- Tūāpapa Hāngai – Strengthening capability
- Tūāpapa Hononga – Utilising foundational partnerships
- Tūāpapa Haumarū – Enabling Māori outcomes.

Watercare's Tāmaki Ora Achieving Māori Outcomes plan

When we revised our Māori outcomes plan in September 2021, we placed particular emphasis on growing internal capacity and capability to strengthen our engagement with mana whenua. A commitment to delivering Māori outcomes has meant reprioritising initiatives to areas with more influence and control and focusing on how core business aligns with Auckland Council's Tāmaki Ora plan.

Our Tāmaki Ora Achieving Māori Outcomes plan prioritises the following outcomes and aligns with other key organisational documents including our Statement of Intent (Sol) and 10-Year Business Plan:

- Marae Ora – We will invest in marae becoming self-sustaining and thriving hubs for Māori and the wider community.
- Te Taiao Ora – We will work with mana whenua and mataawaka to actively exercise kaitiakitanga in Tāmaki Makaurau.
- Whai Rawa Ora – We will support a resilient and regenerative Māori economy by supporting and creating economic opportunities for Māori businesses and iwi organisations.
- Tūāpapa Hāngai – Strengthening internal capability – We will continue to support all staff through their cultural journey and effective Māori participation across the organisation. This plan will provide guidance and support to each business group and all Watercare staff.

The Māori outcomes ecosystem

Māori outcomes are achieved through various initiatives and partnerships with iwi in Tāmaki Makaurau. Key elements to this include Tāmaki Ora Māori outcomes plans, Issues of Significance (IoS), the Māori outcomes fund, and the input of Māori leads and specialists from the council family and iwi. Progress on our fundamental commitments is made visible through gathering evidence, having the right performance measures, and reporting on them.

Te Tiriti o Waitangi

We are committed to the principles of Te Tiriti o Waitangi with the prime principles being partnership, participation and protection. Kaimahi (staff) across the organisation will be provided the opportunity for training on these principles.

1. **Partnership** – Upholding a relationship between Māori and Watercare where both parties act in good faith.
2. **Participation** – Ensuring Māori have opportunities to engage in decision-making processes.
3. **Protection** – Protecting Māori rights and interests regarding taonga, and rangatiratanga (autonomy) is important to us.

Te Mana o te Wai

Ko wai koe? Nā wai koe? Nō hea koe? Ko te wai te oranga o ngā mea katoa.

For we all consist of water. Water is the life-giver of all things.

Te mana o te wai refers to the vital importance of water. It involves lifting the standard of how we care for freshwater, ensuring its life-supporting capacity.

Te mana o te wai has identified a hierarchy of obligations:

- first, the health and wellbeing of water bodies and freshwater ecosystems
- second, the health needs of people (such as drinking water)
- third, the ability of people and communities to provide for their economic, social and cultural wellbeing, now and in the future.

In particular, we and our legacy entities have long acknowledged the need for effective engagement with mana whenua and mataawaka and recognise the spiritual significance of wai (water) to Māori. We have therefore developed a long-standing and extensive working relationship with Māori as part of our engagement processes and commitments that ensure te mana o te wai is realised.

1.1 Legislative obligations

We are required by Section 58 of the Local Government (Auckland Council) Act 2009 to give effect to Auckland Council's Long-Term Plan (LTP) and act consistently with other specified plans and strategies of the council.

The Resource Management Act 1991 (RMA) requires us (as an applicant or requiring authority) to also consider a range of Māori/Treaty-related matters, including:

Alig

1. 'The relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu (sacred sites and burial grounds), and other taonga (treasures).'
2. Kaitiakitanga.
3. The 'principles' of Te Tiriti o Waitangi.

While the RMA does not expressly require us to engage with Māori, it is often necessary to do so to adequately address the above matters, especially where there are impacts on Māori land or sites and areas of significance.

Significant changes are currently being made to resource management legislation (including the RMA). Watercare will continue to operate under the RMA including its requirements to uphold Māori interests, Te Tiriti o Waitangi principles, and mana whenua values, until any new legislation is introduced.

The Unitary Plan places considerable emphasis on Māori values and includes policy that requires environmental effects assessments that identify where any adverse impacts might breach mana whenua values.

1.2 Operational relationships with Māori

Our operations are intrinsically linked to the environment. We recognise and value our relationships with iwi and the role they play in providing advice.

Mana Whenua

We use a direct rangatira-ki-te-rangatira (chief-to-chief) approach when partnering with the 19 mana whenua across Tāmaki Makaurau. Each of them has distinct but often overlapping tribal rohe (boundaries) and areas of customary interest. In addition, we have relationships with iwi outside Tāmaki Makaurau, including iwi living adjacent to the Waikato River.

We have formalised partnerships with several mana whenua through agreements. These agreements demonstrate the principles of mahi tahi (collaboration) and whanaungatanga (relationships) built on trust and mutual respect.

The agreements signed to date:

- acknowledge the significance and uniqueness of each relationship
- reflect on collective responsibilities
- recognise mana whenua authority
- encourage the integration of kaitiakitanga as part of cultural values
- identify sustainable practices in cooperative water resource management.

These recognise the connection between people, water and the taiao.

Mana Whenua Engagement Framework

The Mana Whenua Engagement Framework is a Watercare resource that provides guidance when working with mana whenua. It supports our staff in how to engage effectively and work well with iwi when delivering projects.

We are committed to ongoing support and to improving how we work with and for Māori. Watercare is also ensuring that our people understand and uphold our legal and Te Tiriti o Waitangi obligations.

Link [here](#) to the Mana Whenua Engagement Framework.

Mataawaka

We have a long-standing relationship and history with mana whenua in Tāmaki Makaurau, but we are also committed to working with mataawaka and urban Māori who have lost connections to their hapū and iwi. For the purposes of this plan, we include urban Māori under the group mataawaka.

Houkura – Independent Māori Statutory Board

We have a healthy, respectful and ongoing relationship with Houkura. However, there is scope to further strengthen that by meeting regularly at both the operational and governance levels, if we are to best understand and respond to their issues of significance and discharge our Te Tiriti o Waitangi audit obligations.

Te Ture Whaimana o te Awa o Waikato

Te Ture Whaimana encompasses the vision for a future where a healthy Waikato River sustains abundant life and prosperous communities. We understand that the timeline to achieve Te Ture Whaimana is inter-generational.

A large portion of our water supply comes from the Waikato River and a conscious effort is required to maintain the outcomes articulated in the kawenata (agreement) with Waikato-Tainui. Therefore, we are committed to ensuring Te Ture Whaimana is reflected in the approach we take to managing the water take from and discharges to the Waikato Awa (river).

1.3 What are we aiming to achieve?

We recognise Māori as treaty partners.

- The Māori worldview is valued in programmes and projects.
- Māori interests and values are considered as part of the way we work.
- Māori perspectives are considered when developing and implementing our strategies and practices.
- Individual relationship agreements will be established with mana whenua to recognise specific hapū and iwi priorities and interests.

We take an integrated approach when engaging with Māori.

- Māori are engaged formally and informally depending on the project and appropriateness.
- Māori are given the opportunity to enter discussions about projects and work programmes by contacting and engaging with us directly.

Roles and responsibilities for engaging with Māori are prioritised and planned for.

- Our business units are clear about their roles, and about the tools, support and advice offered when engaging with Māori.
- Our business units work together to optimise meeting and engagement opportunities with Māori.
- Watercare's staff responsible for engaging with Māori have access to the skills and tools they need to participate confidently and effectively.

There is a strong understanding of Māori relationships.

- Our partnerships with mana whenua are clearly defined.
- The chief executive has relationships with mana whenua governance groups.
- We have a process for sharing information and insights we have learnt about Māori.
- We will have a programme of continuous learning that ensures the appropriate levels of Māori knowledge, philosophy and culture are shared and that staff are supported through education, communication and visits to marae.

There is a strong alliance and relationship between Auckland Council and the wider council group.

- We will work collaboratively with Ngā Mātārae and other Māori outcomes specialists across the council group to take a whole-of-council approach to deliver outcomes for Māori.
- We will continue to participate in Auckland Council-led activities and hui (meetings), such as with members of the Tāmaki Ora Programme Delivery Board and the Steering Committee.

There is a strong organisational culture across the business that supports achieving Māori outcomes.

- We will identify representatives or champions of key Māori outcomes from within our organisation and build capability through training and creating an inclusive culture.

1.4 Watercare values

Values shape the way we work. They are pivotal to the way in which we deliver on our commitments, and how we make decisions. We uphold four key core values that guide our operations and interactions with communities.

Manaakitanga – We care

As guardians of water services, we are considerate, generous and respectful towards one another. Our people actively and willingly practise this value through everyday interactions with colleagues, customers and projects. It is through manaakitanga (fostering respect,

generosity and care for others) that we prioritise the wellness and safety of all our relationships within our workplace and beyond.

Kounga – We adapt and learn

Under the value of kounga, we recognise that not all impacts are positive. We understand that achieving sustainability is challenging and often requires new thinking and innovation. We will work with Māori to consider new ways of doing things and face challenges head-on. Solutions are founded on continuous improvement, innovation, research, development, growth and renewal. Traditional Māori knowledge can also play a part in problem solving.

Pono – We do what we say

In delivering what we commit to, we are consistent, reliable, ethical, transparent and accountable. Our actions align with our words.

Kotahitanga – We work together

Inclusiveness, information-sharing, open, continuous and consistent communication and informed decision-making underpin our value of working together. We demonstrate this when working with Māori on shared goals. By collaborating on projects, and not in isolation, we actively exercise our role as kaitiaki: guardians of water.



Manaakitanga
We care



Kounga
We adapt and learn



Pono
We do what we say



Kotahitanga
We work together

1.5 Methodology

We have followed the methodology and framework guidelines provided by Auckland Council in developing this plan. The Watercare executive team and leadership management members across the organisation were consulted over a six-month timeframe.

Discussions were about how we currently conduct our affairs that concern mana whenua and mataawaka. Using that information, our obligations, commitments and practices around engaging with and responding to Māori (past and current) were calibrated, reset and redefined. We now have key initiatives that will guide how business groups and units engage, communicate and inform Māori going forward (future state).

2. Māori outcomes: our key initiatives and deliverables

Marae Ora (Marae wellbeing)

We will invest in marae becoming self-sustaining and thriving hubs for Māori and the wider community.

Key focus areas	Activities and initiatives	Other strategic alignment	Measures of success	Milestones
<p>Water and wastewater services</p> <p><u>Business units:</u> Strategy and Planning, Operations, Te Rua Whetū.</p>	<p>2026/27: Identify marae in need of water and wastewater services. Conduct initial assessments and develop service plans.</p> <p>2027/28: Begin implementing service plans. Monitor and support marae throughout the implementation process.</p> <p>2028/29: Complete service implementation for marae. Evaluate success and plan for additional services.</p>	<p>Statement of Intent Operate within a high-performing infrastructure (reliable and resilient now and in the future).</p> <p>Deliver safe and reliable water services 24/7.</p>	<p>Marae in Tāmaki Makaurau (including the marae cluster – Te Taniwha o Waikato) are supported with access to water and wastewater services.</p> <p>Marae developments are supported and recorded.</p> <p>Service plans reflect the compliance needs of marae, and marae are part of the overall development.</p>	<p>80% of marae participate in an assessment process and have access to water and wastewater services.</p> <p>New infrastructure and improvement developments for marae are identified. A database is created and maintained.</p> <p>Service plans are developed with marae as part of prioritised planning.</p>
<p>Water and wastewater workshops</p> <p><u>Business units:</u> People and Capability, Strategy and Planning, Te Rua Whetū.</p>	<p>2026/27: Identify potential workshop projects with marae.</p> <p>2027/28: Support the implementation of workshops.</p> <p>2028/29: Monitor and evaluate outcomes. Plan for future workshops.</p>	<p>Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau.</p> <p>Mana Whenua Engagement Framework</p>	<p>Marae are supported during times of exceptional hardship, e.g. tangihanga (funerals).</p> <p>Marae are supported to maintain their water supply needs and know where to access help.</p> <p>Marae trustees and communities attend wānanga (workshops), feel supported and have the guidance and information they need.</p>	<p>Four workshops per year are held across Tāmaki Makaurau, including the marae cluster – Te Taniwha o Waikato, based on the outcomes of infrastructure projects.</p> <p>Evaluations of the four workshops are conducted.</p> <p>Participants provide feedback on the four workshops held per year.</p>

Te Taiao Ora (Environmental wellbeing)

We will work with mana whenua and mataawaka to actively exercise kaitiakitanga in Tāmaki Makaurau.

Key focus areas	Activities and initiatives	Other strategic alignment	Measures of success	Milestones
<p>Partnerships with kura kaupapa Māori (Māori language immersion schools) and Māori community groups</p> <p><u>Business units:</u> All business units.</p>	<p>2026/27: Identify potential kura kaupapa Māori partners and not-for-profit community groups. Develop working relationships.</p> <p>2027/28: Implement partnership activities. Monitor and support initiatives.</p> <p>2028/29: Expand partnerships to include more kura kaupapa and Māori community groups. Evaluate and improve working relationships.</p>	<p>Statement of Intent Protect and enhance our natural environment.</p> <p>Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau.</p> <p>Mana Whenua Engagement Framework</p>	<p>The number of initiatives that protect and improve the environment and water quality, and reduce pollution.</p> <p>Four kura kaupapa Māori and four Māori community groups.</p> <p>Watercare creates a partnership with the Māori-medium education sector and Māori community groups.</p>	<p>To support and promote Watercare services and resources, opportunities to work with kura kaupapa Māori and Māori community groups are identified.</p> <p>Kura kaupapa support and resourcing is aligned with the Watercare water literacy programme.</p> <p>Watercare collaborates with four kura kaupapa Māori.</p> <p>Watercare collaborates with four Māori community groups.</p>

Whai Rawa Ora (Economic wellbeing)

We will support a resilient and regenerative Māori economy by supporting and creating economic opportunities for Māori businesses and organisations.

Key focus areas	Activities and initiatives	Other strategic alignment	Measures of success	Milestones
<p>Procurement of Māori businesses</p> <p><u>Business units:</u> Finance Business, Strategy and Planning, Programme Delivery, Te Rua Whetū.</p>	<p>2026/27: Undertake a review of Ngā Kakau Paraha (the new Māori network). Carry out an analysis of the Tāmaki Makaurau Māori economy.</p> <p>2027/28: Review the procurement target then scope additional procurement initiatives that are aligned with the analysis undertaken in the previous year. Identify partners that will work with Māori businesses to realise the opportunities identified. Deliver one wānanga (workshop) with Māori businesses. Develop and deliver Māori procurement 101 for internal kaimahi (staff).</p> <p>2028/29: Ongoing implementation of the new procurement initiatives identified in the previous</p>	<p>Statement of Intent Establish minimum cost, efficient, financially robust provider (both now and in the future), and industry-leading thinking and processes.</p> <p>Enhance our partnerships and strong relationships with Māori businesses in Tāmaki Makaurau.</p>	<p>5% target is achieved.</p> <p>Māori, particularly mana whenua, businesses are contracted for services, and results recorded.</p> <p>Ngā Kakau Paraha are considered and matched for contract opportunities.</p> <p>The number of Māori businesses with long-term contracts. Identification of projects that are in the business plan that are of interest to Māori businesses, including mana whenua, and wānanga</p>	<p>Subject to Watercare's procurement policy, 5% of total spend (direct and indirect) will be awarded to Māori businesses over the three-year period.</p> <p>The performance of Ngā Kakau Paraha is reviewed and evaluated.</p> <p>An increasing number of Māori businesses are recruited into the Watercare procurement pathway.</p> <p>Wānanga that will help raise the number of Māori businesses procured by Watercare are conducted and evaluated.</p>

	year and evaluate these. Deliver one wānanga with Māori businesses. Evaluate the Māori procurement 101 training programme.		delivered with Māori businesses including mana whenua.	
Māori economic development and investment initiatives <u>Business units:</u> All business units.	2026/27: Identify strategic investment initiatives to support Māori economic development. Allocate resources and set up support mechanisms. 2027/28: Implement approved initiatives. Monitor progress and collect data on impact. 2028/29: Support other initiatives based on learnings.		Māori economic development initiatives are identified within projects and supported by Watercare.	Alongside Māori, key initiatives that support economic development are identified and developed. Māori economic initiatives are identified, implemented, evaluated and supported over the three-year period.

Tūāpapa Hāngai (Strengthening internal capability)

We will continue to support all staff through their cultural journey and effective Māori participation across the organisation.

Key focus areas	Activities and initiatives	Other strategic alignment	Measures of success	Milestones
Cultural capability and uplift <u>Business units:</u> Te Rua Whetū and People and Capability (Learning and Organisational Development).	2026/27: Undertake scoping exercise to assess baseline capability. 2027/28: Develop a cultural competency framework in response to the scoping exercise. Allocate resources and implement key initiatives across the business. 2028/29: Review and refine framework. Ensure ongoing evaluation.	Statement of Intent Establish a safe, engaged and empowered team. Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau. Mana Whenua Engagement Framework	Scoping exercise provides baseline data. Watercare staff feel culturally safe and informed about cultural competency. 50% of staff participate in Watercare cultural competency training. Programmes such as te reo and tikanga Māori, waiata and leadership training continue to support our staff.	A cultural competency framework is developed. A cultural competency framework is delivered. The cultural competency framework is evaluated.

<p>Supporting and developing kaimahi Māori</p> <p><u>Business units:</u> People and Capability, all business units.</p>	<p>2026/27: Undertake scoping exercise and identify baseline data.</p> <p>2027/28: Develop a plan that seeks to address findings in scoping exercises. Develop a plan to increase numbers of Māori staff at Watercare and to support progress and potential elevation of existing Māori staff. Implement the plan and monitor its effectiveness. Monitor progress and collect data on impact.</p> <p>2028/29: Adjust the plan based on feedback and outcomes.</p>	<p>Statement of Intent Establish a safe, engaged and empowered team.</p>	<p>The number of staff who identify as Māori is known and recorded.</p> <p>The number of Māori staff enrolled or participating in leadership and career development programmes, or other professional development courses, is monitored.</p> <p>Māori employment initiatives are identified and supported by Watercare.</p>	<p>Create a Māori staff network for Watercare.</p> <p>A Māori staff development plan is created.</p> <p>A Māori staff development plan is delivered.</p> <p>The Māori staff development plan is evaluated.</p>
<p>Te reo Māori</p> <p><u>Business units:</u> People and Capability, Te Rua Whetū, Corporate Affairs.</p>	<p>2026/27: Develop and implement a te reo Māori action plan for Watercare.</p> <p>2027/28: Implement strategies and monitor their effectiveness.</p> <p>2028/29: Evaluate te reo Māori action plan and improve based on feedback.</p>	<p>Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau.</p> <p>Mana Whenua Engagement Framework</p> <p>Statement of Intent Establish a safe, engaged and empowered team.</p> <p>Enhance our partnerships and strong relationships with Māori in Tāmaki Makaurau.</p>	<p>Up to 50% of Watercare communications and marketing content includes te reo Māori.</p> <p>Uplifted proficiency of staff using te reo Māori.</p> <p>The increasing number of staff participating in learning te reo Māori.</p> <p>The increasing number of incidences of te reo Māori being seen, heard, learnt and spoken across the Watercare business.</p>	<p>A reo Māori action plan is developed.</p> <p>A reo Māori action plan is delivered.</p> <p>The reo Māori action plan is evaluated.</p>
<p>Te Tiriti o Waitangi obligations</p> <p><u>Business units:</u> People and Capability, Corporate Affairs, Strategy and Planning, Te Rua Whetū.</p>	<p>2026/27: Undertake scoping exercises and identify baseline data.</p> <p>2027/28: Develop a training programme about Te Tiriti o Waitangi, including a communications campaign that reflects findings from the scoping exercises.</p> <p>2028/29: Review and refine the training programme. Ensure ongoing evaluation of this programme.</p>	<p>Mana Whenua Engagement Framework</p>	<p>Percentage of Watercare staff and governors' participation in Te Tiriti o Waitangi training is increased.</p> <p>Watercare staff and governors are educated and informed on Te Tiriti o Waitangi.</p> <p>Watercare staff understand and learn about Te Tiriti o Waitangi and other Treaty-related issues relevant to Watercare's core purpose.</p>	<p>Develop and deliver a Tiriti o Waitangi training programme, including learning modules and a communications campaign.</p> <p>Training modules on Te Tiriti o Waitangi will include Te Mana o te Wai and Te Ture Whaimana o te Awa o Waikato.</p> <p>Te Tiriti o Waitangi training programme is evaluated.</p>

3. Tāmaki Ora Achieving Māori Outcomes plan management

It is the role of all Watercare employees to ensure the successful delivery of the Tāmaki Ora Achieving Māori Outcomes plan. This will be managed within Watercare using the established management accountabilities of members of the executive team.

3.1 Leadership

The Tāmaki Ora Achieving Māori Outcomes plan is ultimately under the leadership of the chief executive officer (CEO), who therefore has overall responsibility for the delivery and resourcing of the programme deliverables. The CEO is supported by the plan sponsor, Chief – Māori Strategy and Relationships, and Te Rua Whetū, the Māori outcomes and relationships unit, whose key responsibilities are to:

- provide strategic guidance, advice and support
- actively promote the benefits to the wider Watercare business
- identify and provide Watercare staff with the tools and resources that support the delivery of the key initiatives
- resolve any concerns that could impact delivery
- manage and raise risks and issues
- monitor the overall progress of the key initiatives.

3.2 Reporting

The plan sponsor will report to the board. Contributions to this report will be managed by Chief – Māori Strategy and Relationships. Each business unit will allocate a section in their reporting for Māori outcomes. This will include initiative updates – progress, forecast completion against the plan, and identifying key risks and issues.

Evaluations will be conducted every year to manage progress and provide updates.

Attachment A: Risks and issues identified

Our Tāmaki Ora Achieving Māori Outcomes plan is currently well defined, resourced and embedded across the organisation. Risks and issues are reported as part of business-as-usual risk management and align with the overall Watercare risks and issues register. Those risks are, but not limited to:

Risk title

Failure to maintain iwi relations undermines our obligations and ability to be a good Treaty partner.

Mitigation actions

- Maintain engagement with all 19 iwi and mataawaka in Auckland and build on our relationship with Waikato-Tainui.
- Adhere to the obligations and requirements of the relationship agreements with iwi and keep these agreements up to date.

Risk title

Organisational staff turnover leads to a lack of continuity to support delivery and implementation.

Mitigation actions

- Invest in training staff across the business.
- Identify business champions.
- Onboard new staff as a priority.

Risk title

Lack of resourcing or reprioritisation of resourcing to fully commit to the implementation of initiatives.

Mitigation actions

- Budget accordingly at the planning and implementation stage, e.g. business cases.

Risk title

Overall staff and organisational commitment.

Mitigation actions

- Organise lunchtime seminars.
- Set up business unit planning.
- Create a training framework for business champions of progress.
- Ensure implementation of all the key initiatives.

Attachment B: Mana whenua relationship agreements

We currently have relationship agreements with several tribal entities. The engagement, partnership and kanohi-ki-te-kanohi (face-to-face) high-level discussions are important, both for iwi leaders and Watercare.

Integrity and building trust and confidence are key values that iwi and Watercare strive to demonstrate.

There are 19 mana whenua groups in Tāmaki Makaurau. These are listed below in alphabetical order and are acknowledged as having historical and existing relationships with us.

- Ngā Maunga Whakahii o Kaipara
- Ngāi Tai ki Tāmaki
- Ngāti Manuhiri Settlement Trust
- Ngāti Maru Rūnanga
- Ngāti Paoa Iwi Trust
- Ngāti Rehua-Ngāti Wai ki Aotea Trust Board
- Ngāti Tamaoho Charitable Trust
- Ngāti Tamaterā Settlement Trust
- Ngāti Te Ata Waiohua
- Ngāti Whanaunga Incorporated Society
- Ngāti Whātua Ōrākei Trust
- Ngātiwai Trust Board
- Te Ahiwaru Trust
- Te Ākitai Waiohua Settlement Trust
- Te Kawerau Iwi Tiaki Trust
- Te Patukirikiri Iwi Incorporated
- Te Rūnanga o Ngāti Whātua
- Te Uri o Hau Settlement Trust
- Te Whakakitenga o Waikato Incorporated