

I hereby give notice that an ordinary meeting of the Independent Māori Statutory Board will be held on:

Date: Tuesday, 6 December 2022
Time: 10:00am
Meeting Room: Ground Floor
Venue: 16 Viaduct Harbour Avenue
Auckland



Independent Māori Statutory Board OPEN AGENDA

MEMBERSHIP

Chairperson	David Taipari
Deputy Chairperson	Hon Tau Henare
Members	IMSB Member Edward Ashby IMSB Member James Brown IMSB Member Tony Kake, MNZM IMSB Member Pongarauhine Renata

(Quorum members)

David Taipari
Chairperson

18 November 2022

Contact Telephone: 021 453 359
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Note: The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the Chief Executive Officer.



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1 Apologies

At the close of the agenda no apologies had been received.

2 Declaration of Interest

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

3 Confirmation of Minutes

That the Independent Māori Statutory Board:

- a) confirm the ordinary minutes of its meeting, held on Tuesday, 1 November 2022, including the confidential section, as a true and correct record.

4 Extraordinary Business

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“An item that is not on the agenda for a meeting may be dealt with at that meeting if-

- (a) The local authority by resolution so decides; and
- (b) The presiding member explains at the meeting, at a time when it is open to the public,-
 - (i) The reason why the item is not on the agenda; and
 - (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting.”

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

“Where an item is not on the agenda for a meeting,-

- (a) That item may be discussed at that meeting if-
 - (i) That item is a minor matter relating to the general business of the local authority; and
 - (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but
- (b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion.”



CEO Summary

File No.: CP2022/16056

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive CEO summary report.

Te take mō te pūrongo Purpose of the report

1. The purpose of this report is to provide the Board with a summary of events for the reporting month.

Whakarāpopototanga matua Executive summary

2. Nau mai ki te hui tuatahi o te poari, kia rere ngā mihi kia koutou ngā rangatira o te poari nei, na koutou i hāpai i ngā wawata o Ngāi Māori e noho ana i te rohe o Tāmaki Makaurau.
3. Each Board meeting as Chief Executive a summary of events, hui and Council updates is provided to ensure the Board is up to date with all that is happening within Council, externally and more importantly with the Board and Secretariat.
4. On 28 October a memo from Auckland Council was sent to elected members that is a high-level analysis of the Future for Local Government Review Draft Report which our kaimahi has also analysed and more information is provided in the Social Pou update.
5. The Future for Local Government Review requested to meet with the Board to discuss the draft report and present to the Board for final feedback.
6. The Chair and Deputy Chair met with Mayor on 04 November to discuss the relationship between the Board and Auckland Council to ensure that the Board is well placed to carry out its function and purpose for the next term.
7. The Committee Structures were confirmed on 11 November and circulated for appointment which were finalised by our Board that afternoon. It has been noted and the Mayor's office is in receipt of our Board appointments to Committees.
8. The Government has introduced two of three new pieces of legislation to Parliament that are intended to replace the current Resource Management Act. A formal select committee process will now be undertaken with the goal of passing this legislation into law before the end of this parliamentary term. The Board's expert legal advisors have prepared a resource management reform strategy to support the Board's ongoing advocacy on this kaupapa.
9. Governing Body met on 17 November to confirm appointments to committees and confirm the Governing Body meeting dates. As the dates are confirmed calendar invites will be sent to members for appointed roles to ensure that they are allocated for the full year.
10. The financial audit will be completed by AuditNZ by the Board hui date with the financials provided in the confidential section of the agenda for final approval for publication in the Annual Report 2021-2022. The Secretariat is working with the Office of the Auditor General to have future audits completed earlier to ensure reporting to stakeholders is completed in a timely manner.



Item 5

11. Each Board member will receive an induction pack to provide you with a background to the mahi of the Board, how we operate and information of the Secretariat who are here to support the Board in carrying out your role.
12. In June 2021 the Board approved Te Pae Tata 2021-2022 work programme that outlined the Board's work programme for 18 months as well as Te Pae Tawhiti 2022-2025 to ensure there was continuity and forward planning for the Board's advocacy through to 2025.
13. The Board is able to retire Te Pae Tata 2021-2022 and over the term will work through Te Pae Tawhiti 2022-2025 (Attachment A). Te Pae Tawhiti provides strategic alignment between the IoS and the Board strategic priorities with clear intent of delivery and outcomes.
14. The Board approved in August 2021 Te Pae Whakaterere (Attachment B) a governance roadmap for 18 months provided the Board with a high-level overview of reports to expect, while also outlining the key committee where information that aligned with Te Pae Tata was received.
15. Te Pae Whakaterere for the next 18 months is currently being worked through and will be presented at the next Board meeting to ensure the Board is aware of the committee appointments and can align the relevant Board priority.
16. The Secretariat have updated their titles to have Māori names to align with the Board and its purpose. The roles are listed below:
 - Pouārahi – Principal Advisor
 - Poutuarā – General Manager Advisory and Performance
 - Poutāhuhu – Executive Assistant
 - Poururuku – Governance Advisor
 - Pou Whakarae – Chief Executive
17. The Secretariat is currently waiting to confirm the final appointment of the Executive Assistant which will complete the full team ready for the new year as the Board looks to continue its advocacy with Auckland Council.
18. On 01 November, the Board issued a press release that announced the reappointment of Board Chair David Taipari and Board Deputy Chair Tau Henare. The New Zealand Herald not only announced the appointments, but also reported the next day that the process would be challenged by the Urban Maori Authority. Radio Waatea also covered the release, including how the Board Chair was keen to work with Mayor Wayne Brown.
19. The social media platform update showed there were 3,639 users on the Board website between 01 October and 15 November, with 3,468 of them being new. There were 8,414 page views in total, with the average session lasting 1:35 minutes. We have 1.5K Facebook followers and 506 LinkedIn followers.



20. The table below is the October/November Health and Safety update.

Item 5

Risk Register									
Description of hazard	Location or task	Potential Harm	Risk Rating	Significant Hazard	Control method E & M	Controls applied	Frequency of monitoring	Person Responsible	
Change of floor levels in the entrance and from tiled area (outside kitchen) to carpeted area (resource / hallway)	Entrance	Possibility of slip / trip / fall	Low risk	Y	M	Hazard Sign posted Report lodged on system 6/5/2016 ID18728 requested assessment and mitigation	Weekly	Norelle Parker	
Doors to toilets – heavy to manage	Toilets	For small children/seniors	Low risk	N	M	Landlord contacted	Weekly	Norelle Parker	
Chairs stored in meeting room	Meeting room	Staff	Low risk	N	M	Clear out storeroom	Weekly	Norelle Parker	
Low visibility in toilet area	Toilets	Staff, visitors	Low risk	N	M	Hazard sign posted	Weekly	Norelle Parker	
Technology cords in Boardroom	Boardroom	Possibility of slip / trip / fall	Low risk	N	M	Mats have been placed over the cords to avoid slips.	Weekly	Norelle Parker	
Lights in the Bathroom	Bathroom	Possibility of harm	Low risk	N	M	Ensure that lights are all working and cleaners don't switch them off.	Daily	Norelle Parker	
Office Status Update									
Incident Report		Injury		New Hazards		There are no current staff members with valid first aid certification. Staff members are due to complete refresher course to update certification		The Health and Safety e-module has been completed successfully by all staff.	
Nil				Nil					

Ngā koringa ā-muri Next steps

21. The table below outlines the actions from previous Board meetings and progress

Action	Responsibility	Due Date	Progress
Follow up with Eke Panuku around mana whenua feedback	Principal Advisor	November 2022	●
Update Annual Report to include member Wilson's appointment	Governance Advisor	November 2022	●
Circulate link to members for sharing the Auckland Climate Grant programme	General Manager	November 2022	●
Circulate Te Ara Taunaki engagement roles	General Manager	November 2022	●
Follow up with Tātaki Auckland Unlimited around filming and process	Principal Advisor	November 2022	●
Complete a brief of the Economic Development Action Plan Report	Principal Advisor	December 2022	●

Action List Key

Completed



In progress - on time for delivery



Behind schedule – no major risk



Behind schedule – major risk





Item 5

Ngā tāpirihanga Attachments

No.	Title	Page
A 	Te Pae Tawhiti 2022-2025	11
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Ngā kaihaina Signatories

Authors	Leesah Murray - Independent Māori Statutory CEO
Authorisers	Leesah Murray - Independent Māori Statutory CEO



TE PAE TAWHITI 2022-2025



	Cultural	Social	Economic	Environment					
Whanaungatanga	The Māori Plan	Māori communities are culturally vibrant	Māori communities are connected and safe	Māori have the skills to realise economic opportunities	Te taiao is able to support ngā uri whakatupu				
	IOS	Marae Development	Community Development	Access to infrastructure services/ development	Tamariki and Rangatahi Development	Sites of Significance			
	Board Key Focus Area	Marae Development	Communities	CCO - Transport (AT)	Tamariki and Rangatahi Development	Sites of Significance			
	Board IOS Actions	NEW: Continue to work with marae, marae collectives and Council Group to ensure that the marae funding envelope is fully utilised and identified gaps are addressed	Continue to advocate for funding for Māori communities in order to support and increase Māori outcomes	NEW: Advocate equity and behavioural changes to the transport system to ensure Māori communities are reached and addressed	Advocate for graduate, internship and cadet programmes across the Council Group	Influence and embed actions from the RMA reform to ensure kaupapa such as wāhi tapu are protected and other relevant outcomes are monitored and reported by council			
Rangatiratanga	The Māori Plan	Māori are actively participating and demonstrating leadership in the community		Māori are decision makers in public institutions	Māori are active across all sectors of the economic community	Māori are actively involved in decision-making and management of natural resources			
	IOS	Māori Representation	Mātāwaka	Engagement/ Consultation/ Inclusion in Decision Making	Regional Planning and Development	Council Controlled Organisations (CCOs)	Treaty Settlements	Economic Development	Customary Rights
	Board Key Focus Area			Māori Representation	CCO - Development (Panuku)	18 (CCO REVIEW)	CCO - Economic (AKL Unlimited)	18 (3 YRS under AU)	Customary Rights
	Board IOS Actions			NEW: Accelerate promotion of Māori participation and representation to stand in 2025 local government elections	NEW: Advocate to enhance Māori participation in RMA resource management, proposals and decision making processes		NEW: Continue to monitor the new Māori Economic development strategy and the impact it has on Māori business in Tāmaki Makaurau		Support the integration of iwi management plans and ensure Council Group are using them as a source of guidance
Manaakitanga	The Māori Plan	Māori communities are culturally strong and healthy	Māori enjoy a high quality of life			Māori are earning incomes and returns that fulfill their lifestyle expectations	The mauri of te taiao in Tāmaki Makaurau is enhanced or restored for all people		
	IOS	Te Reo Māori	Access to Justice	Education	Health	Emergency Housing	Affordable Housing	Water Quality	
	Board Key Focus Area	Te Reo Māori	POTENTIAL REFORM	GOING THROUGH REFORM	GOING THROUGH REFORM	18	Affordable Housing	CCO - Water (Watercare)	
	Board IOS Actions	Ensure Council Group policies support bilingual communication and signage					Continue to advocate and support the establishment of a Māori Community housing provider and influence effective coordination between local govt, central govt, the housing sector and Māori to achieve housing outcomes for Māori	NEW: Monitor the implementation of the three waters reform	
Kaitiakitanga	The Māori Plan	Māori cultural well-being is future proofed	Whānau well-being and resilience is strengthened			Māori businesses are improving and enhancing the quality of their people, assets and resource base	Māori are kaitiaki of the environment		
	IOS	Arts & Culture	Papakāinga Housing			Tourism	Environmental Resilience, Protection and Management	Resource Consents	
	Board Key Focus Area	Arts & Culture	Papakāinga Housing			Tourism	Climate Change	MAU	
	Board IOS Actions	NEW: Support the development of a cultural arts exhibition on all mana whenua	NEW: Advocate to Council and central government to fund additional papakāinga housing developments			NEW: Promote and advocate for an event that supports Māori in Tāmaki Makaurau to understand their opportunities and their identity	Advocate for resource for Māori communities to have increased awareness and understanding of climate change so they can plan and adapt to climate change effects		
Wairuatanga	The Māori Plan	Māori heritage of Tāmaki Makaurau is valued and protected	Māori social institutions and networks thrive			Māori businesses are uniquely identifiable, visible and prosperous	Taonga Māori are enhanced or restored in urban areas		
	IOS	Distinctive Identity	Cultural & Spiritual Connection			Thriving Business Networks	Built Environment		
	Board Key Focus Area	Distinctive Identity	Cultural & Spiritual Connection			Thriving Business Networks	Built Environment		
	Board IOS Actions	NEW: Partner with mana whenua on cultural story telling in Tāmaki Makaurau	NEW: Support school programmes aiming to enhance the spiritual connection with places of meaning such as Sites of Significance and guided maunga walks			Increase Māori business and professionals participation in the procurement process of Council Group services and advocate social procurement spend for Māori	Ensure Māori as Treaty partners participate in the coast, land, air and water planning and development of Tāmaki Makaurau rohe		

18 : 18 month priority

MAU : mahi as usual



TE PAE WHAKATERE



	Kia ora Tāmaki Makaurau priority	Key Focus 'Owner' Council group	Key Relationship(s)	Appointments & Performance	Auckland Domain	Audit & Risk	CCO Oversight	Civil Defense & Emergency	Environment and Climate Change	Finance and Performance	Joint Governing Body	PACE	Planning	Regulatory	Strategic Procurement	Board Actions	A/I/P
Cultural	Marae development	Kia ora te Marae	Customer & Community Services (C&CS)	Māori Outcome Lead - C&CS												Advocate the necessary infrastructure to support the on-going use of marae - Review progress made against Marae Needs Assessment and advocate Council to assess prioritising of funding.	A
	Te Reo Māori	Kia ora te Reo	Ngā Mātārae	Mātanga - Tikanga me Te Reo Māori												Ensure Council group's Te Reo Māori policies are implemented, monitored and include the integration of te reo Māori on all public transport, venues and places - Affirm and seek an annual review of Te Reo Action Plan 2020-23 with proposed updates	I
	Distinctive Identity	Kia ora te Ahurea	Chief Planning Office (CPO)	Māori Outcome Lead - CPO												Promote the use of the values reports to inform wellbeing outcomes - Develop a position on Māori Urban Design including identifying areas for increased funding	P
Social	Arts & Culture (3)	Kia ora te Ahurea	Chief Planning Office (CPO) Auckland Unlimited	Māori Outcome Lead - CPO												Te Pae Tawhiti 2022 - 2025	
	Communities	Kia ora te Whānau	Customer & Community Services (C&CS)	Māori Outcome Lead - C&CS												Advocate for funding for Māori communities in order to support and increase Māori Outcomes	A
	CCO - Transport		Auckland Transport	Māori Responsiveness Programme Manager												Contribute to the Auckland Transport Alignment project political working group for inclusion of Māori Outcomes - Require a review of work on socio-economic effects; consider impacts on specific Māori communities - Develop a relationship management plan with advocacy areas	P
	CCO - Development		Eke Panuku	Head of Māori Outcomes												Advocate for the release of unused Council land to be utilised towards advancing the interests of Māori in Tāmaki Makaurau.	A
	CCO - Strategy/ Review (18)		Governance	Manager CCO/ External Partnerships												Ensure the relevant CCO review recommendations are closed while promoting Māori on the Board of CCOs - Assess and update Board position for CCO Review recommendations regarding strategy, measures and Māori engagement - Develop CCO advocacy plans	A
	Māori Representation	Kia Hāngai te Kaunihera Kia ora te Hononga	Group Services Ngā Mātārae	Māori Outcome Lead - Group Services Head of Māori Strategic Relationships & Partnerships												Influence the communication, engagement and education to support Māori to stand for general elections and senior Council group positions - Develop a report for enhancing Māori representation including a communications plan.	P
	Papakāinga Housing (3)	Kia ora te Kāinga	Regulatory Services	Māori Outcome Lead - Reg. Services												Te Pae Tawhiti 2022 - 2025	
Economic	Cultural & Spiritual	Kia ora te Marae	Customer & Community Services (C&CS)	Māori Outcome Lead - C&CS												Te Pae Tawhiti 2022 - 2025	
	CCO - Economic	Kia ora te Umanga	Auckland Unlimited	Head of Māori Outcomes												Monitor Auckland Council group's economic development action plans and the impact they have on Māori business in Tāmaki Makaurau	I
	Economic Development	Kia ora te Umanga	Auckland Unlimited	Head of Māori Outcomes												Promote the implementation of an event focused on the impact of Covid-19 to Māori business and economy - Advocate that all significant events to showcase Māori culture and use te reo Māori/bilingual signage	I
	Emergency Housing (18)	Kia ora te Kāinga	Regulatory Services	Māori Outcome Lead - Reg. Services												Influence a collective community project that addresses emergency housing in Tāmaki Makaurau as an initial pilot for Council to consider	A
	Affordable Housing	Kia ora te Kāinga	Regulatory Services	Māori Outcome Lead - Reg. Services												Advocate and support the establishment of a Māori community housing provider, strategies and policies for Māori to have a wider range of culturally appropriate, quality, affordable and accessible housing options available - Council to regularly report on all areas of housing for Māori in Tāmaki Makaurau	A
	Thriving Business Networks	Kia ora te Umanga	Auckland Unlimited	Head of Māori Outcomes												Increase Māori business and professional participation in the procurement process of Council group's services and advocate social procurement spend for Māori - Require a report outlining social procurement across Council group - Assess Auckland Unlimited Covid-19 response including support to Māori businesses in key sectors	I
	Tamariki & Rangatahi (2)	Kia ora te Whānau Kia ora te Rangatahi	Customer & Community Services (C&CS) Ngā Mātārae	Māori Outcome Lead - C&CS Head of Māori Strategic Relationships & Partnerships												Te Pae Tawhiti 2022 - 2025	
Environment	Tourism (3)	Kia ora te Umanga	Auckland Unlimited	Head of Māori Outcomes & Relationships												Te Pae Tawhiti 2022 - 2025	
	Sites of Significance	Kia ora te Ahurea	Chief Planning Office (CPO)	Māori Outcome Lead - CPO												Monitor the Māori provisions of the Unitary Plan to ensure kaupapa such as wāhi tapu are protected and other relevant outcomes are monitored and reported by Council - Business case on protecting and celebrating Māori Cultural Heritage (MCH) - Advocate for non-regulatory instruments and use of cultural landscapes	A
	Customary Rights	Kia ora te Taiao	Infrastructure & Environmental Services (I&ES)	Māori Outcome Lead - I&ES												Support the development, use and integration of iwi management plans into Council group activities and monitor reports - Develop a position and advocate on specific areas of the Resource Management Act reform	A
	CCO - Water	Kia ora te Taiao	Watercare Infrastructure & Environmental Services (I&ES)	Poutiaki, Tikanga Māori Māori Outcome Lead - I&ES												Develop a wai advocacy plan for Council group to highlight the importance of water to Māori in Tāmaki Makaurau - Advocate for the water targeted rate to be applied to Māori led projects	A
	Climate Change	Kia ora te Taiao	Infrastructure & Environmental Services (I&ES)	Māori Outcome Lead - I&ES												Monitor the implementation of Te Taruke a Tāwhiri action plan on climate change and prioritise Māori in decision making	I
	Built Environment (3)	Kia ora te Ahurea	Chief Planning Office (CPO)	Māori Outcome Lead - CPO												Te Pae Tawhiti 2022 - 2025	

Advocate or influence: A Information: I Position: P

	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
Board Agendas																			
Key Focus Areas/ Actions/Reports	Te reo Māori			Water	Distinctive Identity - Māori Urban Design	Emergency Housing	Te reo Māori Marae Development			CCO Economic	CCO Strategies/ Review	Development - Social Housing	Te reo Māori	Sites of Significance	Thriving Business Networks				Te reo Māori
Secretariat Items/ Instruments	2021 Update IOS		He Waka Kōtuita (Treaty Audit)		Economic Development	CCO Advocacy	Māori Representation			Customary Rights / RMA	Climate Change	Affordable Housing	Transport						
	Te Pae Tata		Communication Strategy Yearend Audit Plan		Draft Annual Report (front section)	Yearend Audit			Annual Report	Draft Budget FY23			Approve Funding Agreement	Yearend Audit Plan			Draft Annual Report		Yearend Audit



Financial Report October 2022

File No.: CP2022/15960

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Financial Report for October 2022.

Te take mō te pūrongo Purpose of the report

1. The purpose of the report is to present the Independent Māori Statutory Board's (the Board) financial positions as at 31 October 2022.

Whakarāpopototanga matua Executive summary

October Year-to-Date Commentary

2. Net operating expenditure is \$188K favourable to budget [Act \$651K vs Bud \$839K]:
 - Kaimahi costs is \$153K favourable resulting from vacancies that have driven savings which is offset by annual leave accrual expense and temporary kaimahi hired to carry out BAU work.
3. Professional Services is \$5K unfavourable:
 - Consultancy - \$14K unfavourable due to work delivered ahead of plan. Budgets are phased in the second half of the year in line with the engagement of the new Board.
 - Engaging and Reporting - \$10K favourable resulting from no spend incurred in the first quarter.
 - Legal and Planning - \$1K unfavourable for legal advice and advocacy due to timing of costs incurred versus budget.
4. Other expenditure on activities is \$9K favourable: relates to underspend year to date budget.
5. Board Costs is \$31K favourable to budget:
 - Remuneration and other costs are underspent due to having eight Board members from August compared to nine budgeted.
 - Elected member travel is \$11K favourable due to the timing of Board travel. There were no costs in October as most costs of the previous Board were paid in September and a new Board confirmed in November and therefore no travel incurred.
6. Full Year Forecast is matched to full year budget and will be reassess every quarter in line with work programme.

Ngā tāpirihanga Attachments

No.	Title	Page
A 	Financial Management Report October 2022	17

Ngā kaihaina Signatories

Authors	Norelle Parker – Governance Advisor
Authorisers	Leesah Murray - Independent Māori Statutory CEO



Financial Performance Dashboard as at October 2022

Independent Māori Statutory Board

GL Code - Account	Month		Year to Date				Full Year					Notes
	Actual	Revised Budget	Actual	Revised Budget	Variance	Prior Year Actuals	Forecast	Revised Budget	Variance	Annual Plan	Prior Year Actuals	
Kaimahi Costs	91	125	366	519	153	367	1,444	1,558	114624	1,558	1,096	
Professional services	-8	0	24	18	-5	143	540	540	0	540	421	
Consultancy	-8	0	19	5	-14	121	380	380	0	380	225	1
Engagement and Reporting	0	0	0	10	10	11	120	120	0	120	156	
Legal and Planning	0	0	4	3	-1	5	40	40	0	40	19	2
Audit	0	0	0	0	0	5	0	0	0	0	22	
Other expenditure on activities	1	5	13	22	9	48	90	89	0	89	23	
Board Costs	57	68	248	279	31	275	838	838	0	838	817	
Board member remuneration	55	60	231	250	19	251	750	750	0	750	753	
Board member other costs	2	2	6	8	1	11	23	23	0	23	36	
Board member travel		5	11	22	11	13	65	65	0	65	29	
Net operating expenditure/(revenue)	140	198	651	839	188	833	2,911	3,025	0	3,025	2,357	

Note 1 Credit \$13K received in October due to system error that processed double payment. YTD amount includes this credit as well as recoding of costs from Engagement and Reporting to Consultancy as well as NPS advice and Te Tiriti O Waitangi Workshop. Variance relates to the timing of costs incurred as the budget is phased from December once the new Board is engaged.

Note 2 Phasing of legal budget.



Board Schedule of Meetings 2023 - 2024

File No.: CP2022/15597

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the report on Independent Māori Statutory Board Schedule of Meetings 2023.
- b) approve the Independent Māori Statutory Board Schedule of Meetings 2023.

Te take mō te pūrongo Purpose of the report

1. The purpose of this report is to provide the Board with the proposed schedule of meetings for the Independent Māori Statutory Board meetings 2023 and into 2024 for their endorsement.

These are:

13 February 2023

06 March 2023

03 April 2023

01 May 2023

12 June 2023

03 July 2023

07 August 2023

04 September 2023

02 October 2023

06 November 2023

04 December 2023

12 February 2024

04 March 2024

08 April 2024

06 May 2024

10 June 2024

2. The dates selected have been reviewed and have been selected based on the public holidays for 2023 and 2024.

Ngā tāpirihanga Attachments

There are no attachments for this report.

Ngā kaihaina Signatories

Authors	Norelle Parker – Governance Advisor
Authorisers	Leesah Murray - Independent Māori Statutory CEO



Social Update

File No.: CP2022/16007

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Social Update report.
- b) provide feedback to inform the Secretariat's 'Future for Local Government' approach.

Te take mō te pūrongo Purpose of the report

1. The purpose of this report is to update the Independent Māori Statutory Board (the Board) on the social priority that is part of the Board's work programme.

Whakarāpopototanga matua Executive summary

2. The Secretariat will utilise opportunities across their respective work programmes to address the Board's social priority.
3. Within the social priority there are five key focus areas of the Board's Issues of Significance (IoS) and each area has a corresponding action.
4. The key focus areas are:
 - Communities – Advocate funding for Māori communities to support and increase Māori outcomes.
 - CCO Transport – Contribute to the Auckland Transport (AT) Alignment project political working group for inclusion of Māori outcomes.
 - Māori Representation – Influence the communication, engagement, and education to support Māori to stand for general elections and senior Council group positions.
 - CCO Development (Eke Panuku) – Advocate for the release of unused Council land to be utilised towards advancing the interests of Māori in Tāmaki Makaurau.
 - CCO Strategy/Review – Ensure the relevant CCO review recommendations are closed while promoting Māori on the Board of CCO's across the group.

Horopaki Context

Communities

5. A series of reports were received by the Auckland Council Governing Body at its meeting on 17 November 2022 outlining the Council Committee structure, their [terms of reference](#) and the appointed chairs for the 2022-2025 term.
6. The committee structure includes the Governing Body, with a mechanism to be approved by the Board, to ensure for representation of Board members at the Governing Body on matters relating to the Annual Plan and Long-Term Plan.
7. Two new committees of the whole, four decision-making committees and two standing committees have been established.

8. The two committees of the whole are:
 - Transport and Infrastructure Committee which will provide oversight and direction of Auckland Transport and major transport infrastructure projects and plans
 - Planning, Environment and Parks Committee which will provide direction relating to plan and strategies relating to physical development and growth of Auckland and the environment and parks.
9. The four decision-making committees are:
 - Performance and Appointments Committee, to oversee performance of the Chief Executive and appointments to Council Controlled Organisations (CCO)
 - Expenditure Control and Procurement Committee, to identify savings and make decisions on procurement and other financial matters
 - CCO Direction and Oversight Committee, to provide oversight and direction to CCO's (excluding Auckland Transport)
 - Regulatory and Safety Committee, to monitor and oversee regulatory performance and decisions including public safety.
10. The two standing committees confirmed are:
 - Civil Defence and Emergency Management Committee, to oversee and provide direction relating to civil defence and emergency management planning
 - Audit and Risk Committee, to oversee governance, risk management and internal controls.
11. Each Committee includes one to two board member appointees to each Committee (excluding the Governing Body).
12. On 31 October 2022 members of the Secretariat met with staff of the Wellington Regional Council to outline the Board's Treaty Audit process and provide recommendations to support their approach to Te Tiriti auditing and compliance at the Wellington Regional Council.
13. Wellington Regional Council staff shared their iwi engagement and funding model. They have developed a 'high trust' funding approach to support iwi in their engagement with the Council. The Secretariat has requested further information on their approach, as an example, to support the Boards advocacy to Auckland Council on iwi funding models.

CCO Transport

14. There are no further updates regarding the Auckland Transport (AT) alignment project political working group as no meetings have been convened due to the Local Government election period.

Māori Representation

15. The Electoral Officer confirmed the 2022 Local Government election results for Tāmaki Makaurau on Saturday 15 October 2022. A total of 405,149 votes were returned accounting for 35.5 percent of enrolled voters, a slight increase from 2019, where 35.3 percent of enrolled voters participated in the Local Government elections.
16. Three Māori candidates were elected as Ward Councillors on Auckland Council's Governing Body, however information on the Local Board demographic is unavailable at this stage.
17. Council developed a Māori engagement plan to encourage Māori participation in the 2022 Local Government elections. The plan included the development of targeted communications and marketing for Māori communities including a Māori media plan and the development of partnership agreements with Council's Māori partners to facilitate 'meet your candidate' and voting events throughout Tāmaki Makaurau.
18. Council will conduct a review of the engagement undertaken during the 2022 election period with the findings to be incorporated into the engagement campaign for the 2025 Local Government elections. The Secretariat will work with Council staff on the engagement



- approach to support the increase of Māori participation for the next local government election round.
19. The Governing Body will receive an update report on Māori representation at its meeting on 15 December 2022. The report will outline the feedback received through engagement from iwi and mātāwaka on Māori representation on Auckland Council. At that meeting Council staff expect to seek confirmation of the Governing Body's preferred Māori ward model for implementation at the 2025 Local Government elections.
 20. A subsequent report will be received by the Governing Body in February 2023 approving the Māori ward engagement and communications materials for public consultation. Public consultation will occur from April 2023 – May 2023 as part of the Annual Plan consultation process.
 21. A further report will be received in May 2023 outlining themes received from the public consultation on Māori representation on Auckland Council. At that meeting, a final decision will be made on the Governing Body's Māori representation model for the 2025 Local Government elections.
 22. The Secretariat will continue to engage with Council staff to receive updates on Māori ward consultation and engagement. These updates will be provided through the Social Pou reports.
 23. The Future for Local Government panel released its draft report He mata whāriki, he matawhānui on 28 October 2022. The report considers the required shifts in local governance to maximise wellbeing and prosperity across the next 30 years.
 24. The report considers how Local Government can embody an authentic partnership under Te Tiriti o Waitangi and create the conditions for shared prosperity and wellbeing.
 25. The report includes six primary recommendations to strengthen Te Tiriti recognition within local governance and wider systemic recommendations to strengthen Māori participation and partnership across the sector. The report is supported by several provocations to support public consultation.
 26. Public consultation on the report runs from 28 October 2022 to 28 February 2023. A final report, with recommendations to be considered for implementation by Central and Local Government, is due for release in June 2023.
 27. A memorandum of advice (Attachment A) was sent by Auckland Council on 28 October 2022 to the Board and Councils Governing Body which outlined the recommendations of the report and included proposed timelines.
 28. Based on feedback from the Board, the Secretariat will contribute to either Council's submission on the Future for Local Government report or develop an individual submission on behalf of the Board for approval at the Board's February meeting.

CCO Development

30. At the 27 October 2022 Board meeting, the Board requested an update on the incorporation of iwi views into the final Selecting Development Partners Policy approved by the Eke Panuku Board on 29 September 2022.
31. Eke Panuku has provided a response that confirms iwi input into the policy and edits incorporated to reflect iwi aspirations relating to:
 - The clarification on the definition of 'mana whenua developers'
 - Prioritising iwi partnered development bids
 - Ensuring for the appropriate evaluation of iwi innovation in the development bids
 - Confirmation of the policies alignment with Auckland Council's procurement processes.

32. Iwi chairs were invited to a hui with the Eke Panuku Board on 29 September 2022 to outline the policy intent and receive direct feedback from the iwi chairs.
33. Eke Panuku is currently updating the policy to incorporate iwi feedback from the discussion at that hui and will be presented back to the Eke Panuku Mana Whenua Forum.
34. The Selecting Development Partners Policy is to be trialed for twelve months with a review at the end of the trial period.

CCO Strategy/Review

35. The review of the Council Controlled Organisations (CCO's) includes 64 recommendations to improve the strategic direction of CCO's and improve their financial performance and public accountability. Seven of these recommendations were relevant to their accountability to Māori. Two of the seven recommendations have been since been addressed, therefore closed.
36. Council continues to progress the remaining CCO review recommendations with a staff working group convened to complete the outstanding recommendations. One recommendation is scheduled for closure by the end of the calendar year.
37. An update was provided by the Director Nga Mātārae at the 21 March 2022 joint meeting of the Governing Body and Independent Māori Statutory Board to confirm that Council was conducting a review of its Māori engagement approach.
38. The key objectives of the report are to: clarify and confirm Council's legal and core policy objectives for mana whenua and mātāwaka engagements and relationships, take stock of existing mechanisms and approaches including their documented mandates and objectives, determine the extent that the relationship mechanisms are achieving their purpose and identify key gaps and risks across Council's engagement approaches.
39. A report was to be received at the joint meeting in July, however an extension was provided to support strengthened engagement with Māori. A subsequent report was received at the joint meeting on 19 September 2022 confirming initial themes of the report and that the final report was near completion, however no indicative date for release was included in the report.
40. The Secretariat have requested an update from Council on the release date of the final report however no date has been provided. Once the final report has been received it will be circulated to the Board.

Ngā koringa ā-muri

Next steps

41. The Secretariat will continue to work across the Council Group to monitor progress against the Board's social priorities and will provide an update to the Board at its next meeting.

Ngā tāpirihanga

Attachments

No.	Title	Page
A 	Future for Local Government – Release of draft report memorandum.	27



Ngā kaihaina Signatories

Authors	Jett Sharp - Principal Advisor Social Outcomes Kelvin Norgrove - Policy Project Manager
Authorisers	Theresa Roigard - General Manager Advisory & Performance

Item 8



Memorandum 28 October 2022

To: His Worship the Mayor, councillors, local board members, and members of the Independent Māori Statutory Board

Subject: Future for Local Government Review

From: Denise O'Shaughnessy, Manager Strategic Advice

Contact information: denise.oshaghnessy@aucklandcouncil.govt.nz

Purpose

1. To inform elected members and members of the IMSB of the release today of the Draft Report (the Report) on the Review into the Future for Local Government: *He mata whāriki, he matawhānui*.
2. The information in this memo is based on an initial high-level review of the Report and its Executive Summary.

Summary

- (i) The Future for Local Government Review Panel has released its Report. It contains 29 recommendations and asks a range of questions to inform the Final Report.
- (ii) The Panel states that we are in a period of significant change causing communities to lose trust in democratic institutions. Government reform is creating further uncertainty. Renewal and change to the local government system is needed.
- (iii) In earlier engagement, the Panel proposed five system shifts needed to achieve this renewal. Two new shifts have been added: system design and stewardship.
- (iv) Under system design, the Report sets out three structural examples for local government based on five principles. The stewardship shift talks about the need for a function that is responsible for the long-term quality, sustainability and outcomes of the wider system of local government.
- (v) The Report also sets out recommendations and asks questions in relation to revitalising citizen-led democracy, Tiriti-based partnership between Māori and local government, allocating roles and functions, local government as champion and activator of wellbeing, replenishing and building on representative democracy, and equitable funding and finance.
- (vi) The Review Panel intends engaging with elected members in Tāmaki Makaurau in early December. Specific details will follow.
- (vii) Staff will bring a report to the Governing Body in November/December, seeking approval to prepare a submission. Submissions are due by 28 February 2023. The report will set out a proposed timeline for the development and approval of the submission.

Context

3. The Minister for Local Government announced a review into the future for local government (the Review) in April 2021. Its purpose is to identify how our system of local democracy and governance needs to evolve over the next 30 years, improve the wellbeing of New Zealand communities and the environment, and actively embody the Treaty partnership.

4. The Minister appointed the Review Panel representing a mix of backgrounds to carry out the Review.
5. The review of central government policy decisions, and reform programmes, are out of scope. However, the impact of reform programmes on local government is within scope, and the Panel comments on this in the Report.
6. This is an independent two-year Ministerial review. The Panel has engaged with Auckland Council elected members twice: in July 2021 and March 2022. Further engagement is planned in early December.
7. The final report is due with the Minister in June 2023.

Discussion

8. The Report is available at <https://www.futureforlocalgovernment.govt.nz/reports/>

Context for change

9. The Panel states that we are in a period of change (climate change, pandemics, biodiversity loss, social and economic inequity) which is causing many of our communities to lose trust in democratic institutions and to disengage. Government reform is creating further uncertainty for the role of local government in communities.
10. The challenges facing Aotearoa New Zealand are too big for central government to address alone, local government has a fundamental role to play in responding to these complex issues and improving the wellbeing of communities. This will require renewal and change (shifts) to many aspects of the local government system.
11. The Panel has previously indicated five shifts are needed: strengthened local democracy, authentic relationships with hapū/iwi and Māori, a focus on wellbeing, genuine partnership between central and local government, and more equitable funding.
12. This Report signals two additional shifts: system design and stewardship.
13. A list of recommendations can be found at Attachment 1.

Revitalising citizen-led democracy

14. Local government is responsible for facilitating democracy, and practices should be improved and updated to ensure voices of the whole community are heard and reflected in local government decision-making. The Panel believes councils need to be the 'enablers' of local democracy, not the 'holders' of it.
15. To achieve this, the Report proposes more use of innovative participatory and deliberative practices, along with investment by both central government and local government in building the capability and capacity to make this 'business as usual'. There are also opportunities to review statutory provisions, and to improve the requirements for engaging with Māori across all local government legislation.
16. There are five recommendations (1 – 5) incorporating the following points:
 - greater use of deliberative and participatory democracy
 - a review of relevant legislative provisions, including requirements for engaging with Māori
 - investment by councils in promoting good quality engagement with Māori
 - introduction of a statutory obligation for councils in relation to inclusion of tikanga whakahaere in standing orders
 - requirement on chief executives to incorporate tikanga into organisational systems.
17. The Report asks what might be done to increase community understanding about the role of local government and therefore encourage greater civic participation.



Tiriti-based partnership between Māori and local government

18. The Report states that the current local government-Māori relationship falls short of expectations and its potential. There is acknowledgement of the need for change that reflects a sharing of values and priorities of places and people.
19. To do this, the Report proposes a framework that establishes a strategic role for Māori alongside local and central government in identifying and addressing the priority outcomes that will drive community wellbeing.
20. There are six recommendations (6 – 11) incorporating the following points:
 - new legislative framework for Tiriti-related provisions in the Local Government Act 2002 that drives genuine partnership in the exercise of kāwanatanga and rangatiratanga
 - partnership framework between councils and hapū/iwi and Māori organisations that complements existing co-governance arrangements
 - a statutory requirement that fosters Māori capacity to participate in local government and a requirement to build capacity and capability of council staff in Te Tiriti, the whakapapa of local government, and te ao Māori values
 - transitional fund provided by central government to subsidise the cost of building both Māori and council capability.

Allocating roles and functions in a way that enhances wellbeing

21. The Report proposes a much deeper role for councils that expands beyond the current infrastructure focus to facilitate and deliver wellbeing. It recommends that local and central government should carry out a review of roles and functions and sets out a framework for doing so. At the heart of the framework is 'local comes first' and it is underpinned by the subsidiarity principle and te ao Māori values.
22. The Report notes however that there are justifications for departing from the local-first approach, including effectiveness of scale and access to skills.
23. There are two recommendations (12 – 13) incorporating the following points:
 - allocation of roles and functions is not a binary decision between being delivered centrally or locally
 - review of allocations should be based on three core principles of subsidiarity, local government's capacity to influence conditions for wellbeing, and te ao Māori values.
24. The Report asks what process would be needed to support this review and what additional principles might be considered.

Local government as champion and activator of wellbeing

25. Hapū/iwi and Māori organisations are fundamental to the kaupapa of wellbeing. Partnership with councils can enable a more holistic, tikanga-based approach that considers intergenerational outcomes when solving complex problems.
26. The Panel has identified three ways council can enhance and champion wellbeing: as an anchor institution, as a place-maker, and as a systems networker and convenor. This will require a significant shift in councils' mindset, investment, capability and relationships with central government.
27. The Panel makes one recommendation (14) which relates to exploring funding and resources in partnership with central government that will enable councils to champion wellbeing.
28. The Report asks how councils can enhance intergenerational wellbeing and what changes would support councils to utilise their existing assets and levers.

A stronger relationship between central and local government

29. Both central and local government need to reset the relationship with a strong focus on agreed outcomes and priorities. This should be accompanied by a commitment to co-invest for

community outcomes. There is an explicit role for Māori to identify the priority outcomes that will drive wellbeing.

30. The Report makes no recommendations here but asks for ideas on how the system of central and local government relationships could be 're-wired'. It also asks to explore options that empower and enable a role for hapū/iwi in local governance.

Replenishing and building on representative democracy

31. The Panel is exploring the merits of models for democracy that enable both capability-based and mana whenua appointments to supplement elected members.
32. To strengthen representation and electoral processes, the Report proposes more proactive support for representation reviews, centralised administration of local electoral processes, stronger direction on the choice of electoral system, the voting age, and the electoral term.
33. There are six recommendations (15 – 20) incorporating the following points:
- Electoral Commission responsible for overseeing local body elections
 - legislative change: adoption of the Single Transferrable Vote for council elections, lowering of the voting age to 16, a 4-year election term, amendment of employment provisions of chief executives to match those in the wider public sector
 - review of criteria for elected member remuneration and mandatory professional development for elected members
 - focus on monitoring of democratic performance.
 - options for Tiriti-based partnership at the council table in addition to the existing Māori wards and constituencies mechanism.
34. The Report asks what the role of the Local Government Commission should be in representation reviews and what key steps might be in enabling both Tiriti- and capability-based appointments to supplement elected members.

Equitable funding and finance

35. Concerns about growing community expectations, unfunded mandates passed down from central government, along with meeting the impacts of growth, have placed huge rates pressures on councils. The Panel considers that rates are still the best means of funding but that better support is needed from central government.
36. In addition to commitment to co-investment in community outcomes and priorities, central government also needs to:
- assess the impacts of regulatory changes on local government and provide funding for them
 - start paying rates and other charges on its property
 - create a significant intergenerational climate change fund
 - local government also needs to be able to establish new funding tools such as congestion charging and bed taxes.
37. There are five recommendations (21 - 25) incorporating the following points:
- central government expands its regulatory impact statement assessments to include impacts on local government, and assesses funding impacts on existing regulation
 - central and local government agree on co-investment and central government makes funding provisions accordingly
 - an intergenerational fund for climate change
 - enable councils to introduce new funding mechanisms, retaining rating as the principal mechanism but providing more flexibility in long-term planning and rating provisions
 - central government agencies pay local government rates on all properties.

4



System design

38. The Panel has developed a set of design principles for future local government structure – this refers to the governance and organisational arrangements that make up local government.
39. The five principles are:
 - Local – local place-based leadership, and local influence on decisions made about the area at a regional level and national level.
 - Subsidiarity – local government entities support and enable roles and functions to be allocated adopting the principles of subsidiarity.
 - Resourced – local government entities have the people, skillsets and can generate the funding and have the resources needed to effectively deliver services.
 - Partnership – local government entities have flexibility to partner with each other and with other parties to share decision-making and delivery of services, in order to advance community outcomes effectively and efficiently.
 - Economies of scope – local government entities make use of economies of scope and combine resources and expertise where appropriate to ensure services and functions are delivered to a high standard.

40. The Report sets out three examples (refer to p. 215-219) that put the design principles into practice, each of which has some form of local and regional function. The roles they play and governance structures vary significantly for each.

Example 1 - One council for the region supported by local or community boards

This example is most structurally similar to Auckland Council. The unitary council would carry out all regional functions, delegating specific aspects to localised entities. Local or community boards or ward committees would have roles and functions delegated to them.

Example 2 - Local and regional councils with separate governance

Local councils would be responsible for local functions and would also partner with local hapū/iwi and others. Regional councils would carry out specifically mandated functions.

Example 3 – Local councils and a combined council with shared representation

Local councils would focus on wellbeing outcomes for their communities, provide local leadership and facilitated collaboration and innovation in their areas.

The combined council would carry out legislatively specified roles, including current regional council functions.

41. There are three recommendations (26 – 28) incorporating the following points:
 - central and local government agree to a new Tiriti-consistent structural and system design
 - opportunities for greater shared services collaboration are explored
 - a digital transformation roadmap is established.

System stewardship and support

42. System stewardship can be defined as holding the responsibility for the long-term quality, sustainability and outcomes of the wider system of local government. The Report proposes a specified stewardship function that can support the system holistically in the long term and lift performance: oversight and monitoring, care for the long-term capability and people, maintenance and enhancement of institutional knowledge and information, and support for partnerships, co-design and innovation.
43. There is one recommendation (29) which relates to consideration of the best model of stewardship and which entities are best placed to play a role.
44. The Report asks how Te Tiriti can be embedded in system stewardship.

The Pathway forward

45. The Report briefly discusses a pathway forward for the changes proposed. This includes the need for significant cultural and behaviour shifts and a strong programme of change and system reform. The change will not just be legislative but require significant system change.

Next steps

46. The Panel will continue its engagement with Auckland elected members in early December.
47. Submissions on the Report are due on 28 February 2023.
48. Staff intend to report to the Governing Body in November/December seeking approval to prepare a submission and a delegation to a small group of Governing Body members (Mayor, Deputy Mayor and one councillor) to guide the development of the submission and approve the final submission. The report will set out a proposed timeline for the development and approval of the submission, including engagement with local boards.



Attachment 1

Draft Report Recommendations

1. That local government adopts greater use of deliberative and participatory democracy in local decision-making.
2. That local government, supported by central government, reviews the legislative provisions relating to engagement, consultation, and decision-making to ensure they provide a comprehensive, meaningful, and flexible platform for revitalising community participation and engagement.
3. That central government leads a comprehensive review of requirements for engaging with Māori across local government-related legislation, considering opportunities to streamline or align those requirements.
4. That councils develop and invest in their internal systems for managing and promoting good quality engagement with Māori.
5. That central government provides a statutory obligation for councils to give due consideration to an agreed, local expression of tikanga whakahaere in their standing orders and engagement practices, and for chief executives to be required to promote the incorporation of tikanga in organisational systems.
6. That central government leads an inclusive process to develop a new legislative framework for Tiriti-related provisions in the Local Government Act that drives a genuine partnership in the exercise of kāwanatanga and rangatiratanga in a local context and explicitly recognises te ao Māori values and conceptions of wellbeing.
7. That councils develop with hapū/iwi and significant Māori organisations within a local authority area, a partnership framework that complements existing co-governance arrangements by ensuring all groups in a council area are involved in local governance in a meaningful way.
8. That central government introduces a statutory requirement for local government chief executives to develop and maintain the capacity and capability of council staff to grow understanding and knowledge of Te Tiriti, the whakapapa of local government, and te ao Māori values.
9. That central government explores a stronger statutory requirement on councils to foster Māori capacity to participate in local government.
10. That local government leads the development of coordinated organisational and workforce development plans to enhance the capability of local government to partner and engage with Māori.
11. That central government provides a transitional fund to subsidise the cost of building both Māori and council capability and capacity for a Tiriti-based partnership in local governance.
12. That central and local government note that the allocation of the roles and functions is not a binary decision between being delivered centrally or locally.
13. That local and central government, in a Tiriti-consistent manner, review the future allocations of roles and functions by applying the proposed approach, which includes three core principles:
 - the concept of subsidiarity
 - local government's capacity to influence the conditions for wellbeing is recognised and supported
 - te ao Māori values underpin decision-making.
14. That local government, in partnership with central government, explores funding and resources that enable and encourage councils to:
 - a) lead, facilitate, and support innovation and experimentation in achieving greater social, economic, cultural, and environmental wellbeing outcomes

- b) build relational, partnering, innovation, and co-design capability and capacity across their whole organisation
 - c) embed social/progressive procurement and supplier diversity as standard practice in local government with nationally supported organisational infrastructure and capability and capacity building
 - d) review their levers and assets from an equity and wellbeing perspective and identify opportunities for strategic and transformational initiatives
 - e) take on the anchor institution role, initially through demonstration initiatives with targeted resources and peer support
 - f) share the learning and emerging practice from innovation and experimentation of their enhanced wellbeing role.
15. That the Electoral Commission be responsible for overseeing the administration of local body elections.
16. That central government undertakes a review of the legislation to:
- a) adopt Single Transferrable Vote as the voting method for council elections
 - b) lower the eligible voting age in local body elections to the age of 16
 - c) provide for a 4-year local electoral term
 - d) amend the employment provisions of chief executives to match those in the wider public sector, and include mechanisms to assist in managing the employment relationship.
17. That central and local government, in conjunction with the Remuneration Authority, review the criteria for setting elected member remuneration to recognise the increasing complexity of the role and enable a more diverse range of people to consider standing for election.
18. That local government develops a mandatory professional development and support programme for elected members; and local and central government develop a shared executive professional development and secondment programme to achieve greater integration across the two sectors.
19. That central and local government:
- a) support and enable councils to undertake regular health checks of their democratic performance
 - b) develop guidance and mechanisms to support councils resolving complaints under their code of conduct and explore a specific option for local government to refer complaints to an independent investigation process, conducted and led by a national organisation
 - c) subject to the finding of current relevant ombudsman's investigations, assess whether the provisions of the Local Government Official Information and Meetings Act 1987, and how it is being applied, support high standards of openness and transparency.
20. That central government retain the Māori wards and constituencies mechanism (subject to amendment in current policy processes), but consider additional options that provide for a Tiriti-based partnership at the council table.
21. That central government expands its regulatory impact statement assessments to include the impacts on local government; and that it undertakes an assessment of regulation currently in force that is likely to have significant future funding impacts for local government and makes funding provision to reflect the national public-good benefits that accrue from those regulations.
22. That central and local government agree on arrangements and mechanisms for them to co-invest to meet community wellbeing priorities, and that central government makes funding provisions accordingly.
23. That central government develops an intergenerational fund for climate change, with the application of the fund requiring appropriate regional and local decision-making input.
24. That central government reviews relevant legislation to:



- a) enable councils to introduce new funding mechanisms
 - b) retain rating as the principal mechanism for funding local government, while redesigning long-term planning and rating provisions to allow a more simplified and streamlined process.
25. That central government agencies pay local government rates and charges on all properties.
26. That central and local government explore and agree to a new Tiriti-consistent structural and system design that will give effect to the design principles.
27. That local government, supported by central government, invests in a programme that identifies and implements the opportunities for greater shared services collaboration.
28. That local government establishes a Local Government Digital Partnership to develop a digital transformation roadmap for local government.
29. That central and local government considers the best mode of stewardship and which entities are best placed to play system stewardship roles in a revised system of local government.



Cultural Update

File No.: CP2022/16067

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Cultural Update report.

Te take mō te pūrongo Purpose of the report

1. The purpose of this report is to update the Independent Māori Statutory Board (the Board) on the cultural priority that is part of the Board's work programme.

Whakarāpopototanga matua Executive summary

2. The Secretariat will utilise opportunities across their respective work programmes to address the Board's cultural priority.
3. Within the cultural priority there are three key focus areas of the Board's Issues of Significance (IoS) and each area has a corresponding action.
4. The key focus areas are:
 - Marae Development – Advocate the necessary infrastructure to support the on-going use of marae.
 - Te Reo Māori – Ensure Council group's Te Reo Māori policies are implemented and monitored, and integration of Te Reo Māori on all public transport, venues, and places.
 - Distinctive Identity – Promote the use of the value reports to inform wellbeing outcomes.

Horopaki Context

Marae Development

5. The Marae Infrastructure Programme (MIP) is a non-contestable fund that supports the physical infrastructure development of marae. The aim of the programme is to deliver safe, healthy and warm marae.
6. Six marae received funding through the MIP in FY22 with four marae close to completion. Another eight marae are currently engaged in the different stages of the MIP and this ranges from understanding the marae needs to initial inspection prior to construction.
7. The Cultural Initiatives Fund (CIF), a contestable fund, provides support to iwi and mātāwaka marae in the development of capital works such as asset installation, maintenance work and strategic planning.
8. In FY22 the CIF funded ten projects including two papakāinga projects. Two of the projects are complete, four projects are partially complete and the remaining four projects are on track for delivery within FY23.
9. Council has designated marae kaikōkiri roles who hold relationships with marae and support them in their engagement with Council. There are currently, five endorsed marae kaikōkiri assigned to 14 marae across Tāmaki Makaurau.

10. The fourth Council Marae Wellbeing Survey was completed in July-August 2022 with 15 responses received in total. The three areas of operating capacity, physical infrastructure and economic wellbeing/sustainability saw a lower satisfaction score compared to the third survey conducted in February-March 2022. There was an increase in satisfaction with marae vision and plan, cultural wellbeing and environmental wellbeing for the same period. A snapshot of the survey findings is attached to this report (Attachment A).
11. The Marae Wellbeing Survey is completed by those involved in operating marae including operational roles, management and governance. The purpose of the survey is to understand the current wellbeing of marae that are eligible for support from the Council under the current funding guidelines.
12. The Council will conduct a thematic review to better understand the needs and aspirations of marae as a result of the survey responses. This review will be conducted by Council's Research and Evaluation Unit (RIMU) in December 2022 and the findings will be shared with the Board.

Te Reo Māori

13. Te Pae Whakatere, the Board's governance road map, includes a commitment to provide a six-monthly report on Te Reo Māori outcomes.
14. The six-month report is included in this Board agenda and provides an update on Te Reo Māori outcomes across the Board's Te Reo Māori position and identifies opportunities to guide the Board's advocacy across the next year.
15. The Secretariat continues to advocate to Council to direct appropriate resourcing to support a review of the Council Te Reo Māori Action Plan. This review has been on hold since December 2021.

Distinctive Identity

16. At the Board meeting on 27 October 2022 the Board sought clarification on the number of awards received by Auckland Council at the New Zealand institute of Landscape Architecture awards. The Council Group received two supreme awards, four category winner awards and four excellence awards.
17. Te Whakaoranga o Te Puhinui: Te Rautaki, Te Puhinui Regeneration Strategy was awarded the Charlie Challenger supreme award to recognise the outstanding achievement in landscape planning and was presented to Te Waiohua, Eke Panuku and Resillio Studio.
18. The Quality of Life Survey is a biannual survey delivered in partnership between Auckland Council, Hamilton, Tauranga, Wellington, Porirua, Hutt, Christchurch and Dunedin City Councils and Wellington Regional Council.
19. The results for the 2022 Quality of Life Survey were released on 20 October. The survey measures the perceptions of almost 7000 New Zealanders on aspects of living in large urban areas.
20. The Board's ARO evaluation tool includes the indicator 'percentage of Māori in Tāmaki Makaurau who strongly agree or agree that feel a sense of community in their neighbourhood' which is drawn from the Quality of Life Survey.
21. The Secretariat will engage with Council to receive updates relating to Māori participation and outcomes identified within the survey. These updates will be included in the Board's ARO evaluation tool.
22. He Pia He Taurira provides opportunities for rangatahi Māori to engage in placemaking activities within Eke Panuku neighbourhoods. The rangatahi who participate in this initiative were supported to deliver two events: Matariki on the Waterfront and HAUMI.



23. Matariki on the Waterfront was held in July and included art, activities and kai that were supported and facilitated by Eke Panuku. HAUMI took place in August and included free workshops and activities including taonga pūoro, poi making and rongoa Māori.
24. Eke Panuku worked with mana whenua to develop the Manukau Public Art Strategy that shapes the direction and vision for public art in the Manukau region over the next ten years. The strategy is now awaiting final sign-off by Council.
25. As part of Eke Panuku land sales, there is an expectation that any prospective purchaser will work in partnership with them to create spaces and places that have a positive impact on the community.
26. The tender assessment includes criteria that prospective purchasers will outline the role of mana whenua and Māori in relation to urban development and how this, as well as matauranga Māori, kaupapa Māori and tikanga-based Māori design outcomes have been reflected in their proposal.

Ngā koringa ā-muri

Next steps

27. The Secretariat will continue to work across the Council Group to monitor progress against the Board's cultural priorities and will provide an update to the Board at its next meeting.

Ngā tāpirihanga

Attachments

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Ngā kaihaina

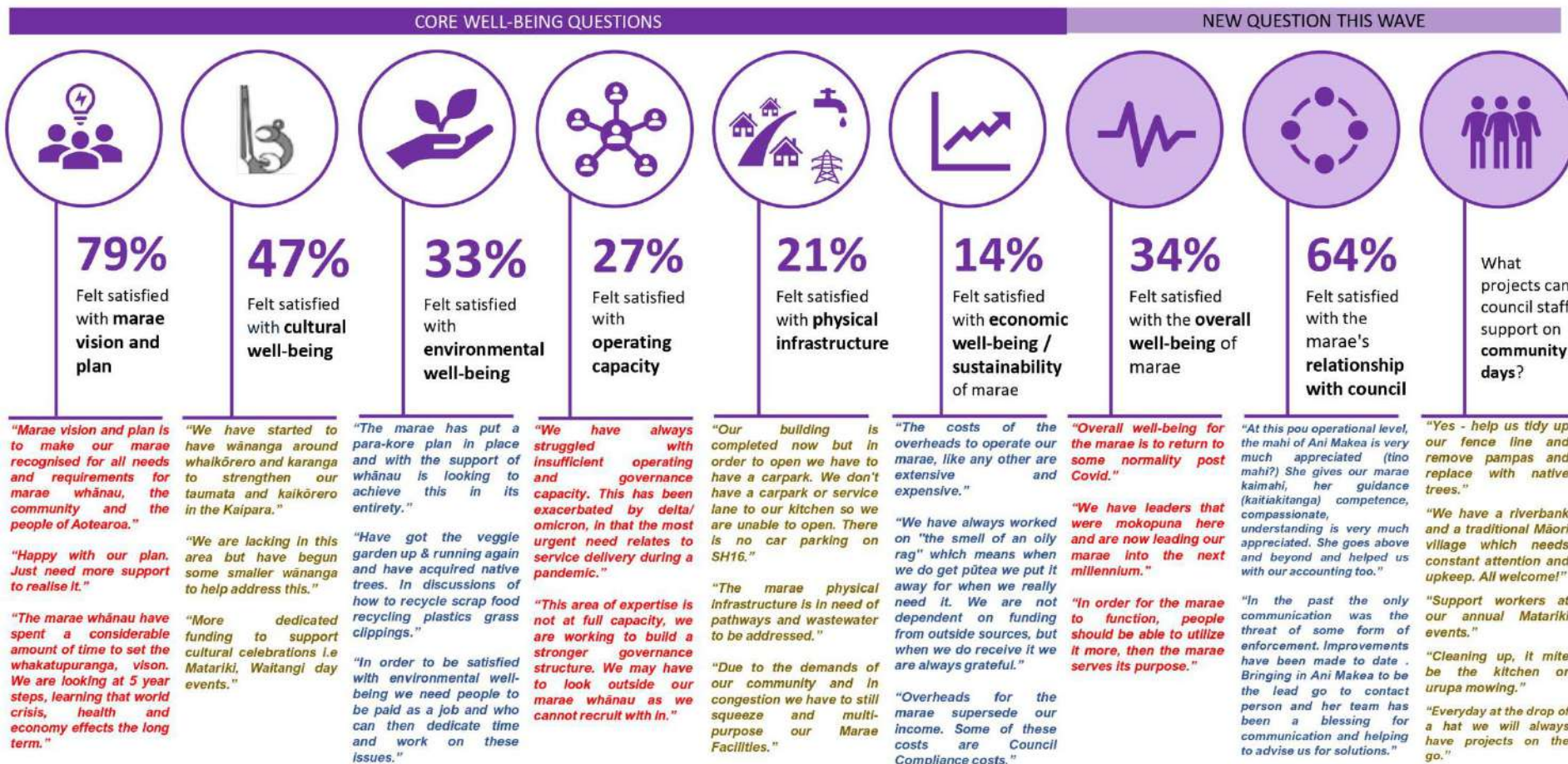
Signatories

Authors	Āwhina Buchanan - Principal Advisor Cultural Outcomes
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Marae wellbeing survey snapshot #4

Summary of 15 responses received from 15 marae to the Kia Ora Te Marae Wellbeing Survey Number 4





Economic Update

File No.: CP2022/15595

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Economic Update report.

Te take mō te pūrongo Purpose of the report

1. The purpose of this report is to update the Independent Māori Statutory Board (the Board) on the economic priority that is part of the Board's work programme.

Whakarāpopototanga matua Executive summary

2. The Secretariat will utilise opportunities across their respective work programmes to address the Board's economic priority.
3. Within the economic priority there are five key focus areas of the Board's Issues of Significance (IoS) and each area has a corresponding action.
4. The key focus areas are:
 - CCO Economic (Auckland Unlimited) – Monitor the new Māori Economic development strategy and the impact it has on Māori business in Tāmaki Makaurau.
 - Economic Development – Promote the implementation of an event focused on the impact of Covid-19 to Māori business and economy.
 - Emergency Housing – Influence a collective community project that addresses emergency housing in Tāmaki Makaurau as an initial pilot for Council group to consider.
 - Affordable Housing – Advocate and support the establishment of a Māori Community housing provider, strategies and policies for Māori to have a wider range of culturally appropriate, quality, affordable and accessible housing options available.
 - Thriving Business Networks – Increase Māori business and professionals' participation in the procurement process of Council group's services and advocate social procurement spend for Māori.

Horopaki Context

CCO Economic (Auckland Unlimited)

5. Tātaki Auckland Unlimited hosted a hui with Council staff to workshop ideas for future investment of Kia Ora Te Umanga an outcome area of Council's Kia Ora Tāmaki Makaurau Māori Outcomes Framework.
6. Part of the workshop included defining opportunities that give effect to the Māori Outcome actions within Council's Te Mahere Whanake Ohanga | Economic Development Action Plan (EDAP) 2021-2024. It is intended that the draft actions to deliver on Kia Ora Te Umanga will be available for review at the end of November.

7. At the workshop, a review on the Māori Outcomes funding application process was completed. To support future application requests to fund projects and initiatives to deliver on Kia Ora Te Umanga outcomes, the NZ Treasury logic modelling has been applied.
8. It will identify key areas of focus for investment with a clear view of short to long-term plans. This strategic assessment will then go to the Enablement Board and Delivery Board (previously known as the Māori Outcomes Steering Group) for approval.
9. As requested at the October Board meeting, was a summary of the EDAP inaugural progress update on Māori Outcomes, Tātaki Auckland Unlimited together with Council intend to develop a one-page summary that outlines this information and will be provided to the Board at the next Board meeting.

Economic Development

10. The pōwhiri for Te Matatini Herenga Waka Herenga Tangata (Te Matatini) remains on schedule for 21 February 2023. The pōwhiri will be led by Ngāti Whātua Ōrakei and held at Ōkahumatamomoe Bay.
11. Early Birds tickets for Te Matatini have been released and are available now. Ticket prices range for youth (under 4 years are free), adult, kaumātua and Fan Zone. There are also 1-day and 4-day passes available for purchase. It is important to note that the early bird kaumātua tickets do not give access to the kaumātua lounge.
12. Applications for stall holders closed on 02 November. Tātaki Auckland Unlimited are currently processing the applications and will provide an update, on the number and types of Māori businesses and stallholders that will be available at the festival, to the Secretariat in due course.
13. A mobile application, Rosterfy, has been developed to capture volunteer information and will be used to send updates pertaining to rostering and schedules. The data captured will inform funding requirements for future events. The volunteer registration link is scheduled to be released by the end of November.
14. Tātaki Auckland Unlimited continue to consolidate the view of the Council Group in-kind contributions that will be offered and delivered. Tātaki Auckland Unlimited have provided an overview, to date, of the activities to the Secretariat and outlines contribution from all Council Controlled Organisations (CCOs) except for Auckland Transport who have opted to have a direct relationship with the Tāmaki Senior Kapa Haka Group.

Emergency Housing

15. A feasibility study was commissioned for Marae-Led Provisions for Emergency Housing in Tāmaki Makaurau (Attachment A). From the recommendations, Ruapōtaka Marae and Mataatua Marae have been identified as potential pilots as both have signalled to Council their aspiration to register as Community Housing Providers (CHP).
16. Ruapōtaka marae are considering a partnership with the Tāmaki Regeneration Company (TRC) and Council. In preparation for this pilot, Council staff have met with the Strategic Relationships Manager at Kāinga Ora to discuss the future housing stock availability to transition whānau.
17. Makaurau Marae is establishing a new entity that will build and deliver housing to support whānau with project management to build on their own whenua.
18. At the October Board meeting, a request for Councils definition of homelessness was made. Council responded to the request and applied the same definition as guided by Statistics NZ, which is “living situations where people with no other options to acquire safe and secure housing are: without shelter, in temporary accommodation, sharing accommodation with a household or living in uninhabitable housing”.

Affordable Housing

19. On 31 October 2022, the final three kaumātua housing units at Papakura Marae were opened. The kaumātua housing development will provide affordable rental accommodation to kaumātua. This has been a collaborative effort by Papakura Marae, central and local government.



Thriving Business Networks

20. In October members of the Secretariat attended the launch of Tātaki Auckland Unlimited's Collaborative Climate Innovation Hub. They endeavour to partner with Government, Māori, businesses, academia, funders, investors and community to solve climate-related challenges.
21. Council held a sustainable procurement workshop in September with the purpose of reviewing the current sustainable procurement targets and objectives. The 2022 results were recorded as follows:

Objective	Target	FY22 Results
Supplier Diversity	5% of the value contracts to be awarded to Māori/Pasifika businesses or social enterprises.	3.45%
	15% of the total subcontract value to be awarded to Māori/Pasifika businesses or social enterprises.	10%
Quality Employment for Targeted Communities	100 quality employment opportunities for members of target communities through Council contracts by 2022.	201
Local Supplier Utilisation	100 contracts with local suppliers by 2022.	117
Zero Waste by 2040	100% of contracts incorporate carbon emission reduction strategies in all procurement processes.	In progress
Reducing Carbon Emissions	100% of contracts incorporate carbon emission reduction strategies in all procurement processes.	In progress

22. The Secretariat is working with Council to ensure it captures the visibility of the procurement data across the Council Group pertaining to mana whenua and mātāwaka in Tāmaki Makaurau.

Ngā koringa ā-muri Next steps

23. The Secretariat will continue to work across the Council Group to monitor progress against the Board's economic priorities and provide an update at the Board's next meeting.

Ngā tāpirihanga Attachments

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Ngā kaihaina Signatories

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Authorisers	Theresa Roigard - General Manager Advisory & Performance



Item 10

Marae-led Provision of Emergency Accommodation in Tāmaki Makaurau



Attachment A

Whakatere Consulting Limited
August 2022

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2 Homelessness in Tāmaki Makaurau

2.1 A definition

The New Zealand definition¹ of homelessness was updated by Statistics NZ in 2015. Homelessness is defined as:

Homelessness is defined as a living situation where people with no other options to acquire safe and secure housing are: without shelter, in temporary accommodation, sharing accommodation with a household, or living in uninhabitable housing.

The homeless living situations for each of the conceptual categories of the definition are as follows:

Without shelter

Living situations that provide no shelter, or makeshift shelter, are considered as 'without shelter'. These include situations such as living on the street, and inhabiting improvised dwellings (eg living in a shack or a car).

Temporary accommodation

Living situations are considered 'temporary accommodation' when they provide shelter overnight, or when 24-hour accommodation is provided in a non-private dwelling that is not intended to be lived in long-term. This includes hostels for the homeless, transitional supported accommodation for the homeless, and women's refuges. Also included are people staying long-term in motor camps and boarding houses, as these are not intended for long-term accommodation.

Sharing accommodation

Living situations that provide temporary accommodation for people through sharing someone else's private dwelling are considered 'sharing accommodation'. The usual residents of the dwelling are not considered homeless.

Uninhabitable housing

Living situations where people reside in a dilapidated dwelling are considered 'uninhabitable housing'.

¹ Statistics NZ, 2015, [New Zealand definition of homelessness: 2015 update | Stats NZ](#)

2.2 How many homeless are there? 2018 Severe Housing Deprivation figures²

- On Census night 2018, 102,123 people were identified as severely housing deprived, which is nearly 2.2 percent of the population. This is a minimum due to a range of challenges measuring this population.
- The severely housing deprived population was disproportionately young, with close to half aged under 25 years of age.
- The highest rates of severe housing deprivation were found in Gisborne, Northland and Tāmaki Makaurau; the lowest in Canterbury, Taranaki and Southland.
- Problems with the 2018 Census will have had a significant effect on the quality of information about severe housing deprivation, including a likely undercount of Māori and Pacific people experiencing severe housing deprivation.
- Severe housing deprivation disproportionately affected ethnic minorities. Māori and Pacific people's severe housing deprivation prevalence rates were three and five times the European rate, respectively, and the true levels of inequity are probably greater.
- The 2018 Severe Housing Deprivation estimate results indicate Māori made up:
 - 26 percent of those living without shelter
 - 18 percent of those living in commercial accommodation
 - 37 percent of those sharing accommodation
 - 26 percent of those living in uninhabitable dwellings.
- Rates of severe housing deprivation were highest among Pacific and Māori young people, including 16,338 young Māori under 24 years of age.
- Anecdotally homelessness providers, who are very aware of need, advise that homelessness has been getting worse, particularly among Māori.
- This report confirms that these figures are a likely undercount of both Māori and Pacific people experiencing severe housing deprivation.
- There was substantial variation in response rates by ethnicity for the 2018 Census, with Māori and Pacific people particularly affected. The main impact on the severe housing deprivation estimate is that around 330,000 people could not be allocated to a household. Māori and Pacific make up almost half of the 330,000 people missing from households and they are more likely to share with family or friends when they cannot access a place of their own.

The following table provides a breakdown of severe housing deprivation in Tāmaki Makaurau across the Auckland local boards:

² Amore, K, Viggers, H, Howden-Chapman, P June 2021. Severe housing Deprivation in Aotearoa New Zealand 2018. June 2021 update.
 Note: Special efforts were made to house people without shelter during the COVID-19 pandemic. The impact of these efforts and subsequent policies will not be reflected in the 2018 severe housing deprivation estimate presented.



2.2.1 Table 1: 2018 Severely Housing Deprived people in Tāmaki Makaurau, by local board.³

Local board	NZ Definition of Homelessness (NZDH) category						Total severely housing deprived people in Auckland		
	Without shelter		Temporary accommodation		Sharing accommodation		No. people	% of total severely housing people in Auckland	Preval. rate per 10,000 people ¹
	No. people	Preval. rate per 10,000 people ¹	No. people	Preval. rate per 10,000 people ¹	No. people	Preval. rate per 10,000 people ¹	No. people	% of total severely housing people in Auckland	Preval. rate per 10,000 people ¹
Māngere-Ōtāhuhu	36	4.6	451	57.5	1,869	238.2	2,356	13.1	300.3
Ōtara-Papatoetoe	39	4.6	39	4.6	2,202	258.7	2,274	12.7	267.1
Manurewa	33	3.4	47	4.9	1,959	204.8	2,039	11.4	213.1
Waitematā	54	6.5	562	67.8	1,104	133.2	1,717	9.6	207.2
Maungakiekie-Tāmaki	9	1.2	78	10.2	1,095	143.5	1,179	6.6	154.6
Papakura	12	2.1	54	9.4	738	128.0	804	4.5	139.5
Puketāpapa	s	s	s	s	690	119.9	738	4.1	128.2
Whau	21	2.6	63	7.9	864	108.9	939	5.2	118.3
Henderson-Massey	45	3.8	103	8.7	1,224	103.4	1,369	7.6	115.6
Albert-Eden	15	1.5	324	32.9	765	77.6	1,104	6.1	111.9
Kaipātiki	9	1.0	90	10.2	552	62.5	648	3.6	73.4
Waitākere Ranges	21	4.0	126	24.2	225	43.2	372	2.1	71.4
Howick	9	0.6	12	0.9	675	47.9	693	3.9	49.2
Franklin	33	4.4	33	4.4	282	37.7	348	1.9	46.5
Upper Harbour	s	s	s	s	273	43.4	294	1.6	46.8
Rodney	81	12.2	66	9.9	117	17.6	261	1.5	39.3
Ōrākei	s	s	s	s	207	24.5	297	1.7	35.2
Devonport-Takapuna	9	1.6	30	5.2	144	24.8	186	1.0	32.1
Hibiscus and Bays	18	1.7	36	3.5	183	17.6	237	1.3	22.8
Aotea / Great Barrier	s	s	s	s	s	s	s	s	s
Waiheke	s	s	s	s	s	s	s	s	s
Total severely housing deprived in Auckland³							17963	100	-

Notes:

¹ Denominator population is NZ usual residents in each category, e.g. top row (Albert-Eden) denominator is all NZ usual residents living in the Albert-Eden local board area.

² s = suppressed according to Stats NZ confidentiality rules / small numbers.

³ Data in this table reflect only those severely housing deprived people identified in the 2018 Census. It does not include people in Emergency and Transitional accommodation or 'prorata' proportions of children in non-private dwellings. It also excludes people in temporary accommodation whose provider did not identify the local board area. Therefore, the total severely housing deprived population for this table is less than in Tables 3, 7, and 8.

Sources: Data analysed for this table were sourced from Stats NZ, and emergency housing providers

We can see that Ōtara-Papatoetoe and Māngere-Ōtāhuhu had high rates of severe housing deprivation, which was driven by high rates of people sharing accommodation in severely crowded houses. We can also see that the highest numbers of severely housing deprived people were found in Māngere-Ōtāhuhu, Ōtara-Papatoetoe and Manurewa.

³ Ethnic group breakdowns have not been produced at area/local board level.

2.3 Other recent trends in homelessness and demand for public housing

The recent housing crisis has contributed to the high rate of homelessness in New Zealand.

The price of renting or buying a home in New Zealand has been on the rise in recent years. In particular Tāmaki Makaurau's, housing prices climbed 90% from 2008 to 2018.

In January 2020, the Demographia International Housing Affordability Survey⁴ examined eight housing markets in New Zealand, and ranked them all as “severely unaffordable.” It found that Auckland had a severely unaffordable median multiple of 11.2, up from 8.6 in 2019, an increase of 2.6 times the annual median household income. Auckland ranked 85th in affordability out of 92 markets.

The number of Housing Register applicants placed in public housing decreased.⁵

According to the latest Public Housing Quarterly Report, March 2022, over the last quarter, the number of applicants from the Housing Register placed into public housing decreased by 7% to 1,254 applicants. The number of applicants on the Housing Register increased by 5% from the previous quarter, and is up 13% on the same time last year.

The Tāmaki Makaurau region had the highest number of housing applicants.⁶

As at March 2022, 8,712 Tāmaki Makaurau residents were on the housing register, awaiting a response to their request for public housing. The demand for public housing continues to increase, in March 2020, there were 6,086 Tāmaki Makaurau residents on the same register.

Transitional Housing in Tāmaki Makaurau⁷

Transitional housing provides housing and support to vulnerable households, and support to transition to long-term housing. The specific nature of this support varies according to household needs, and can include newly built properties, re-purposed properties and properties leased from the private market. Households stay in transition housing for an average of 12 weeks. In most cases, they receive a further 12 weeks support once they've found a more permanent place to live. As at March 2022 there were 2,325 Transitional Housing Places in Tāmaki Makaurau and increase from 1,182 in March 2020.

Housing applicants faced longer wait times for public housing.⁸

On average, a housing applicant waited for public housing 242 days in March 2022. This is 55 days longer than last quarter.

A disproportionate number of housing applicants were of Māori ethnicity.⁹

In March 2022, 50% of housing applicants in New Zealand identified themselves as Māori. This number is significant considering that only 16.5% of the general population are considered of Māori descent according to the 2018 census.

⁴ Demographia International Housing Affordability, 2022 Edition. Presented by the Urban Reform Institute and the Frontier Centre for Public Policy. [Demographia International Housing Affordability, 2022 Edition](#)

⁵ Ministry of Housing and Urban Development [Housing Quarterly Report – March 2022 \(hud.govt.nz\)](#)

⁶ Ministry of Housing and Urban Development [Housing Quarterly Report – March 2022 \(hud.govt.nz\)](#)

⁷ Ministry of Housing and Urban Development [Housing Quarterly Report – March 2022 \(hud.govt.nz\)](#)

⁸ Ministry of Housing and Urban Development [Housing Quarterly Report – March 2022 \(hud.govt.nz\)](#)

⁹ Ministry of Housing and Urban Development [Housing Quarterly Report – March 2022 \(hud.govt.nz\)](#)



3 Marae in Tāmaki Makaurau ¹⁰

There are more than 80 marae located within Auckland Council boundaries. Marae are institutions vital to Māori culture. They are used for tangihanga, hui, and wānanga as well as civic events, welcoming visiting dignitaries, celebrations and commemorations, legal and state hearings, and tourism. Iwi and hapū have well-established marae on their lands within the region while other marae are built in schools, tertiary education institutions, a naval base, and local communities.

The significance of marae to the Tāmaki Makaurau region is evident in the Auckland Plan, it seeks 'A Māori identity that is Auckland's point of difference in the world', through a number of 'transformational shifts' including: 'Enable Māori aspirations for thriving and self-sustaining marae.' There is a clear role for local government to be involved in supporting initiatives by marae, including those that involve the provision of emergency accommodation.

3.1 Mana Whenua Marae in Tāmaki Makaurau

These marae are linked to iwi/hapū/whānau through whakapapa. The following are Iwi who have approached a local authority, in this case, Auckland Council and advised that they have an interest in that local authority's boundaries, also listed are their Marae located within Auckland Council boundaries.

Iwi	Marae	Location
Ngāi Tai ki Tāmaki ¹¹	Umupuia	163 Maraetai Coast Road, Clevedon
	Whātāpaka	Whatapaka Road, Karaka
Ngāti Manuhiri Ngāti Rehua	Ōmaha	Ōmaha Block Access Road, Leigh
	Kawa	Kawa Road, Kawa Bay, Aotea/Great Barrier Island
Ngāti Tamaoho ¹²	Motairehe	Motairehe Road, Aotea/Great Barrier Island
	Ngā Hau e Whā	88 Betty Road, Pukekohe
Ngāti Te Ata Ngāti Whanaunga ¹³ Ngāti Whātua ¹⁴ Ngāti Whātua o Kaipara	Whātāpaka	Whatapaka Road, Karaka
	Tāhuna	Tāhuna Pā Road, Waiuku
Ngāti Whātua o Ōrākei Ngātiwai ¹⁵	Wharekawa	1237 East Coast Road, Kaiāua
	Ōrākei	59A Kitemoana Street, Ōrākei
Te Ākitai Waiohua Te Kawerau a Maki Waikato-Tainui ¹⁶	Puatahi	3485 SH16, Glorit
	Araparera (Te Aroha Pā)	2558 SH16, Araparera
Te Ākitai Waiohua Te Kawerau a Maki Waikato-Tainui ¹⁶	Kakanui	2759 SH16, Kākānui
	Haranui (Otakanini)	64 Haranui Road, Parakai
Te Ākitai Waiohua Te Kawerau a Maki Waikato-Tainui ¹⁶	Reweti	1283 SH16, Reweti
	Ōrākei	59A Kitemoana Street, Ōrākei
Te Ākitai Waiohua Te Kawerau a Maki Waikato-Tainui ¹⁶	Ōmaha	Ōmaha Block Access Road, Leigh
	Kawa	Kawa Road, Kawa Bay, Aotea/Great Barrier Island
Te Ākitai Waiohua Te Kawerau a Maki Waikato-Tainui ¹⁶	Motairehe	Motairehe Road, Aotea/Great Barrier Island
	Pūkaki	161A Pūkaki Road Extension, Māngere
Te Ākitai Waiohua Te Kawerau a Maki Waikato-Tainui ¹⁶	Te Henga	Bethels Beach, Auckland
	Umupuia	163 Maraetai Coast Road, Clevedon

¹⁰Sourced from Te Kāhui Māngai (Directory of Iwi and Māori Organisations). Te Kāhui Māngai is a useful tool for anyone to find out basic information about iwi, hapū and marae. Te Kāhui Māngai assists the Crown in meeting its obligations to local authorities under section 35A of the Resource Management Act 1991. Te Kāhui Māngai gives information on iwi identified in the Māori Fisheries Act 2004, and those iwi/hapū that have begun the process of negotiating settlement of their historical Treaty of Waitangi claims; this includes their rohe, hapū, marae, and the organisations whose mandates to represent these iwi/hapū have been recognised by the New Zealand Government. These representative organisations are: Mandated Iwi Organisations and Recognised Iwi Organisations in the Māori Fisheries Act 2004; and Mandated bodies recognised for Treaty of Waitangi settlement purposes, including Treaty negotiations and post-settlement governance entities; Te Kāhui Māngai also includes: Iwi authorities and Groups that represent hapū for the purposes of the Resource Management Act 1991; National and Urban Māori organisations that have statutory associations with representative iwi organisations ("Other Organisations"); and Urban/Community marae and Institutional marae.

¹¹Ngāi Tai ki Tāmaki also exercises kaitiakitanga alongside other Iwi in rohe within Waikato Regional Council, Thames-Coromandel District Council and Hauraki District Council

¹²Ngāti Tamaoho rohe and marae also extend into Waikato Regional Council

¹³Ngāti Whanaunga rohe also extends into Waikato Regional Council boundaries

¹⁴Ngāti Whātua rohe and marae also extend into Northland Regional Council boundaries

¹⁵Ngātiwai rohe and marae also extend into Northland Regional Council boundaries

¹⁶Waikato-Tainui rohe and marae also extend into Waikato Regional Council boundaries

	Te Puea	41 Miro Road, Māngere Bridge
	Makaurau	8 Ruaiti Road, Māngere
	Pūkaki	161A Pūkaki Road Extension, Māngere
	Whātāpaka	Whatapaka Road, Karaka
	Tāhunakaitoto (Tāhuna)	Tāhuna Pā Road, Waiuku
	Rereteewhioi	83 Tahurangatira Road, Waiuku
	Nga-Hau-e-Wha	88 Beatty Road, Pukekohe

3.2 Urban/Community Marae in Tāmaki Makaurau

These marae are not based on whakapapa. Urban/Community Marae are typically pan-tribal and serve the wider community.

Marae	Whareniui	Location
Awataha	Tāne Whakapiripiri	58 Akoranga Drive, Northcote
Hoani Waititi	Ko Ngā Tūmanako	451 West Coast Road, Glen Eden
Kōkiri ki Maungarei		Homestead Drive, Mt. Wellington
Manurewa	Matukuturua	81 Finlayson Avenue, Manurewa
Mātaatua (Ngāti Awa)	Awanuiarangi	17 Killington Crescent, Māngere
Ngā Whare Waatea	Tangaroa; Rongomatane	31 Calthorp Close, Māngere
Ngāti Kōhua	Ngāti Kōhua	877 Clevedon-Kawakawa Road, Clevedon
Ngāti Ōtara	Te Rongonui o Naki	100A Ōtara Road, Ōtara
Ōtara	Ngā Kete o Te Aroha	Sir Edmund Hillary Collegiate, 2 Franklyne Road, Ōtara
Papakura	Te Ngira	29A Hunua Road, Papakura
Papatuanuku Kōkiri	Papatuanuku	141 Robertson Road, Māngere
Piritahi	Piritahi	53 Tahatai Road, Waiheke Island
Point Chevalier (Te Mahurehure)	Kuīawai	73 Premier Avenue, Auckland
Ruapotaka	Awhina Tangata	106 Line Road, Glen Innes
Tātai Hono	Manutuke	10 Burleigh Street, Auckland
Te Hana - Te Ao Marama		311 SH1, Te Hana
Te Herenga Waka o Orewa	Whakapuaretanga	2 Blue Gum Avenue, Silverdale
Te Piringatahi o Te Maungarongo	Te Haumoana	17-19 Luckens Road, Massey
Te Tira Hou	Te Tatau Pounamu	2A Caen Road, Panmure
Te Whare Wānanga o Owairoa	Matariki	37 Uxbridge Road, Howick



3.3 Institutional Marae in Tāmaki Makaurau

Institutional Marae are specifically associated with a local school, polytechnic, university, church, branch of the armed forces, social service provider, or other institution.

Marae	Wharenui	Location
Alfriston College		550 Porchester Road, Auckland
Auckland Airport / Te Manukanuka o Hotoiroa	Kahupaake	Uenuku Way, Māngere
Auckland Girls Grammar School	Kahurangi ki Maungawhau	16 Howe Street, Auckland
AU Technology / Ngā Wai o Horotiu	Te Purengi	Cnr. St. Paul Street and Wellesley Street, Auckland
Birkenhead College	Nga Pihl o Te Purapura Pal	140 Birkenhead Road, Birkenhead
Devonport Naval Base / Te Taua Moana	Whetū Moana	Ngataranga Bay Access Road, Devonport
Edgewater College / Te Tahewai	Te Wai o Paoa	32 Edgewater Drive, Pakuranga
Green Bay High School / Te Roopu o Kakariki	Te Tiki a Taranga	143-161 Godley Road, Green Bay
Hato Petera College	Te Kamaka	103 College Road, Northcote
Henderson High School / Panuku	Te Puawai Rangatahi	21 Henderson Valley Road, Henderson
Homai School for the Blind (BLENNZ)		Browns Road, Auckland
Hotunui	Hotunui	Auckland Museum, Auckland
James Cook High School	Te Pou Herenga Waka	18 Dr Pickering Avenue, Manurewa
Kelston Deaf Education Centre	Ruamoko	38 Lynwood Road, Kelston
Kelston Girls High School	Auhia Kia Mohio Kia Rangatira	1 Archibald Road, Kelston
Kia Aroha College	Kia Aroha	51 Othello Drive, Ōtara
Lynfield College		191 White Swan Road, Mt. Roskill
Manukau Institute of Technology / Ngā Kete Wananga	Te Kete Uru-uru Matua	Gate 12, Ōtara Road, Ōtara
Massey High School	Te Mahanahena	274 Don Buck Road, Massey
Mount Roskill Grammar		Frost Road, Mt. Roskill
Ngā Tapuwae College / Ngā Tapuwae o Mataaho	Te Whare Wananga Pūpuri Kōrero	253 Buckland Road West, Māngere
Ōtara	Ngā Kete o Te Aroha	Sir Edmund Hillary Collegiate, 2 Franklyne Road, Ōtara
Papakura High School	Te Kahurangi	Willis Road, Papakura
Rutherford College / Kotuku	Kotuku	18-20 Kotuku Street, Te Atatu North
Tāmaki College	Te Poho o Tamaki	Elstree Avenue, Glen Innes
Tātai Hono	Manutuke	10 Burlaigh Street, Auckland
Te Karaiti Te Pou Herenga Waka (Anglican)	Te Karaiti Te Pou Herenga Waka	Cnr. Orly Avenue and Cape Road, Māngere
Te Unga Waka (Roman Catholic)		1 Clyde Street, Epsom
Tuakau College	Te Ata Rua	Elizabeth Street, Tuakau
Uni of Auckland, Education Faculty / Te Aka Matua ki te Pou Hawaiki	Tūtahi Tōnu	Gate 3, 74 Epsom Avenue, Epsom
Unitec / Te Noho Kotahitanga	Ngākau Māhaki	Gate 3, Carrington Road, Mt. Albert
University of Auckland / Waipapa	Tānōnuiarangi	16 Wynyard Street, Auckland
Western Springs College		100 Motions Road, Western Springs
Whāiora (Catholic Māori Centre)	Te Wai Ariki	14A Ōtara Road, Ōtara

3.4 Marae and Te Ao Māori

Marae are central institutions within te ao Māori, they are considered the most central of all Maori institutions. Marae encapsulate and extend the social and spiritual values. The marae provides a site for the maintenance of whakapapa and tikanga. Marae are “expressions of tino rangatiratanga, as represented by the concept ‘kāinga’ in Article II of Te Tiriti o Waitangi”.¹⁷

Traditionally, the marae refers to the open space on a papakāinga that is directly in front of the wharenui and other main buildings. However, the modern meaning of marae has seen the term come to be synonymous with papakāinga, including the whole complex of buildings, rather than one space in particular. The marae is often the centre of a Māori community, where Māori regularly gather. Historically this was a kin-based community, but more recently marae have emerged in universities, museums, urban areas, in Australia and even online. Any place where Māori congregate has the potential to be considered a marae.¹⁸

Marae are much more than a series of buildings where social activity takes place. Rather, marae are “a dynamic, Māori-ordered, metaphysical space” structured by whakapapa and

¹⁷ Tapsell, P. January 2014, *Tribal Marae: Crisis? What Crisis?*

¹⁸ Greenwood, J., Te Aika, L. H. and Davis, N. 2010. *Creating Virtual Marae: An Examination of How Digital Technologies have been Adopted by Maori in Aotearoa New Zealand.*

tikanga. For many, values of whakapapa and tikanga encapsulate what it means to be Māori. Whakapapa refers to the way in which kinship-links generate a community, and that such links are essential to the identity and wellbeing of the individual and the marae. These links are registered in the buildings themselves, which may be named after, or, have taonga whakairo that represent ancestors or important events.¹⁹

3.5 Marae in Urban Areas

The evolution of marae has been particularly pronounced with the rise of urban migration. In this context, marae have emerged as essential to enabling and supporting Māori life in the growing urban areas of New Zealand cities, while folding te ao Māori into contemporary life. The role of marae in maintaining and extending te ao Māori into urban areas has been a key contribution to urban life in Tāmaki Makaurau.²⁰

Marae in Urban Areas have always been dynamic, evolving spaces, during the rapid rural to urban migration, Māori began to “manage their affairs in a Māori way in an urban environment”. The emergence of marae in urban areas was an example and extension of traditional place-based community development approaches. The Waitangi Tribunal documents the “social disruption” that emerged for Māori from the move to the city including financial responsibilities, the loss of whanau support, loneliness, and over-crowding. In response Māori established committees under the Māori Welfare Act 1962 that enabled a coordinated response, to their estrangement from their traditional communities and whakapapa links. Urban Marae provided family group conferences and initiatives that promoted Tikanga Māori, Te Reo, business support, horticulture, health services, education services, and other social needs.²¹

4 Marae and Emergency Accommodation in Tāmaki Makaurau

In Tāmaki Makaurau and other urban areas, marae have also come to play a central role in the life-crises of many individuals and whānau. Marae have come to maintain and extend te ao Māori, and provide support to their communities. Including marae opening their doors to provide emergency accommodation to those unable to find housing in Tāmaki Makaurau. In Tāmaki Makaurau, the contribution that marae make to urban life has become prominent due to their role in helping to mitigate some of the worst impacts of Tāmaki Makaurau’s housing crisis. Marae have been providing accommodation to tourists unable to find hotels and motels, and they have provided emergency accommodation to vulnerable groups struggling to find adequate housing.²²

Marae providing emergency accommodation in response to Tāmaki Makaurau’s housing and rental crisis is an indication of the extent and severity of impact of the crisis on Māori in Tāmaki Makaurau. The impacts of Tāmaki Makaurau’s housing and rental crisis are consistent with those of a natural disaster; many people homeless, lacking in food and other sundries, vulnerable people have been adversely and disproportionately impacted.

4.1 Te Puea Memorial Marae, Māngere

On 18 May, 2016, Te Puea Memorial Marae in Māngere launched Manaaki Tangata, a programme where the marae opened its doors to provide shelter and support to people who required emergency accommodation. At the time, Te Puea Marae spokesperson Hurimoana

¹⁹ Tapsell, P. 2002. *Marae and tribal identity in urban Aotearoa/New Zealand*.

²⁰ Salmond, A. 2009. *Hui: A Study of Māori Ceremonial Gatherings*.

²¹ Waitangi Tribunal, 1998. *Te Whanau o Waipareira Report*.

²² Collins, S. 2017. *Auckland’s full! US tourists bed down at marae*. NZ Herald.



Dennis linked the actions of the marae to their namesake: “For our Te Puea family, we follow the wishes of our leader Te Puea Herangi. She cared for everyone no matter where they were from” (Clarke, 2016b). Te Kirihaehae Te Puea Herangi (1883-1952) was the granddaughter of the second Māori king Tawhiao Te Wherowhero (Ngāti Mahuta).

Te Puea Herangi left a legacy that involved, through many notable actions, rebuilding the social and economic base of her people. The construction of Te Puea Marae began in 1965, and was guided by Te Puea Herangi’s niece, Te Atairangikaahu. The marae is built on the pa site of Te Wherowhero, who settled there in the 1840s at the request of Governor Grey in order to provide protection to the Tāmaki Makaurau region from Ngāpuhi raids.²³

Te Puea Memorial Marae’s Manaaki Tangata programme saw the marae open its doors to provide support to those who are unable to find housing. According to a spokesperson at the time Tuku Morgan, “The marae is opening its gates to all race and creed. Poverty has no division. Poverty is colour blind and the gates of this marae are open to all families whoever they are”.²⁴

The marae began accepting public donations on May 24, and news and media outlets began to give them a strong public profile. Te Puea Marae set up a Facebook page for its initiative and this provided a regular connection for its community to the programme.²⁵ Their Facebook page provided a channel of communication for them to make requests of the public for financial support and volunteers.

The Manaaki Tangata programme at Te Puea Marae operated by providing homeless households with temporary accommodation, food, and clothing. This was backed up with connects to support services that could provide accommodation and health services. This provided significant respite for whānau from the stress and anxiety of homelessness. It allowed many whānau to move out of their cars and gain shelter. In recognition that some households would be shy to enter the marae, Manaaki Tangata volunteers went onto the streets, attempting to find those living in cars and also provide them with food and clothing.²⁶

The programme was well used, so much so that central and local government agencies also supported the initiative. Auckland Council was involved early in the programme, providing advice regarding consenting of dwellings, financial support, tree removal, road closure, traffic management, and resourcing. Local Boards in the area also donated money to help Te Puea. Central government eventually provided funding in support of the programme. The day-to-day work required to manage the support provided to the homeless and donations stretched the marae to its limits and volunteers were often required to help with the extra workload.

The Manaaki Tangata resource team leader and Te Puea Marae resident Johnboi Kukutai, stated, “We’re just here to support during winter and we’re hoping that the agencies, the government, have opened their eyes by then”.²⁷

Manaaki Tangata was closed at the end of August 2016. By this time, the programme had supported 181 people, including over 100 children. They received support from 1200 volunteers, and sponsorship from more than 30 sponsors and community groups. Te Puea Memorial Marae went on to receive a number of awards and recognition for the Manaaki Tangata programme.

Te Puea Memorial Marae approached the Ministry of Social Development (MSD) for support late 2016 asking for a case manager to be based on the marae. At first, MSD wanted to provide housing support from its local offices, however, MSD eventually agreed and shifted from providing only office-based services to exploring how co-location might work.

²³ Waitangi Tribunal, 1985, Report of the Waitangi Tribunal on the Manukau Claim (Wai-8)

²⁴ Vezich, 2016, Auckland marae to house homeless [Online]. Newshub. Available: <http://www.newshub.co.nz/home/new-zealand/2016/05/auckland-marae-to-house-homeless.html>

²⁵ <https://www.facebook.com/TePueaMaraeManaakiTangata>

²⁶ Haunui-Thompson, 2016. Second marae steps up to help homeless [Online]. Radio NZ. Available: <http://www.radionz.co.nz/news/te-manukorihi/305558/second-marae-steps-up-to-help-homeless>

Haunui-Thompson, S. 2016. Social workers go to marae for help [Online]. RadioNZ. Available: <http://www.radionz.co.nz/news/te-manu-korihi/305224/socialworkers-go-to-marae-for-help>

²⁷ Chapman, 2016. He Tangata, He Tangata, He Tangata. Mana. Kowhai Media.

A staff member was located on-site at the marae to see how MSD could provide support. MSD said the staff arrived with no preconceived ideas or expectations, and to learn about the Te Puea Memorial Marae model of care. “We were just here, watching how everyone was working... and I was absolutely floored, I thought ‘wow’, this is why I do what I do.” This was the start of the shift to MSD being co-located on marae alongside kaimahi (employees). Having the case manager on site provides real time support and an understanding of the complexity of whānau issues. The relationship has continued to develop over time. There was also an opportunity to better understand how the two organisations could work together, “in our structural government world and in a Māori world.”

This included developing a mutual understanding about different operating styles and government agency restrictions. Both Te Puea Memorial Marae and MSD now understand that their intentions to improve outcomes for Māori are similar but that there were different ways to achieve this outcome. Te Puea Memorial Marae developed a model to meet the needs of homeless whānau.

Manaaki Tangata E Rua, has Te Puea Memorial Marae focusing their support towards whānau and single parents, rather than all homeless people. The programme provides comprehensive support to whānau in many areas, including housing. The marae chair says finding the house is the easy part. MSD formally refers whānau to the Manaaki Tangata E Rua programme from emergency accommodation. Te Puea Memorial Marae then works with these whānau supporting them into homes and for some time afterwards to ensure they successfully settle.

Te Puea Memorial Marae has extended the co-location model to other agencies including Kainga Ora but kept at its core the concept of a wraparound service for whānau at the marae. MSD has taken the learnings from its approach at Te Puea Memorial Marae and expanded the co-location model to other Auckland marae. The approach for each marae is tailored and is very much based on a joint conversation about what each community needs (not all addressing homelessness). This might mean supporting rangatahi into employment or supporting young mothers. An MSD staff member said the co-location model was evolutionary with the dialogue being open and ongoing about the needs in each place. MSD co-location was at Te Whānau o Waipareira, Ngāti Whātua ki Orakei, Manurewa Marae, Turuki Healthcare, Manukau Urban Maori Authority, Papakura Marae and Huakina Development Trust.

Because of the close relationship between MSD and Te Puea Memorial Marae, MSD staff said their ability to meet the needs of homeless whānau during Covid-19 lockdowns was made easier. MSD was also able to make support available quickly. This was enhanced by the good ongoing working relationships between MSD and the marae. When Covid-19 Levels 2, 3 and 4 were in place, the co-location model was scaled back but MSD services were still provided to the wider community.²⁸

4.2 Other Marae also responded

Manurewa Marae also provided a support programme for the homeless. Whakapiki Ora began in August 2016, the programme, with the advice and support of Te Puea Marae, assisted 72 families made up of 112 adults and 133 children. 16 whānau were housed. Of the families given assistance, 55 were Maori, 11 Samoan, three European, two Cook Island and one Tongan. The marae provided the programme for three months. Funding for the programme was provided by the Ministry of Social Development, Manurewa Local Board, Wiri Licensing Trust, Te Puni Kōkiri and Counties Manukau District Health Board.²⁹

²⁸ Te Puni Kōkiri 2021, Case Study: Working with Te Puea Memorial Marae – to support homeless whānau. [tpk-tepuea-msd- casestudy-2021.pdf](https://www.tepuea-msd-casestudy-2021.pdf)

²⁹ Haunui-Thompson, S. 2016a. Second marae steps up to help homeless [Online]. Radio NZ. Available: <http://www.radionz.co.nz/news/te-manukorihi/305558/second-marae-steps-up-to-help-homeless>



Despite efforts by Manurewa Marae to keep their Whakapiki Ora homeless programme going, the initiative ended on November 9 2016 when funding ran out and significant implications were experienced by the marae which made it difficult to continue the pilot or operate under its main contract agreement with the Ministry of Social Development. Three Ministry of Social Development staff were working at the marae to assist families with their employment and financial needs, as well as with housing support.

Accommodation was provided in the marae wharenuī, or meeting house, and five portacombs. The families staying in the wharenuī were only able to do so Monday to Thursday, having to stay in motels when the wharenuī closed, as well as closing each weekend, the marae had unscheduled closures for tangi and other events, which, it could be argued, added further strain to families already under heavy pressure.

Subsequently MSD's co-location model – which can include providing services addressing homelessness has expanded to include Manurewa Marae, Papakura Marae.

5 Requirements/Criteria to enable

There has been a growing body of evidence that proves Māori-led solutions are more effectual than government driven services and programmes³⁰. In particular, during Covid-19 researchers provided clear evidence that Māori-led solutions were effective in meeting the various complex needs of Māori communities. Learnings during the Covid-19 crisis strongly suggest that there are important elements to a successful social issue response, programme or service that should be incorporated into any homelessness response, these include:

- Building on existing iwi, hapū, whanau, marae and Māori organisations strengths, such as knowledge, networks and resources
- Enabling iwi, marae and Māori organisations to design, develop and deliver local solutions
- Responses should support Māori-led³¹ decision-making, leadership and capacity³²

5.1 Barriers to Marae-led emergency accommodation

The experiences of previous Marae responses to homelessness have highlighted some clear barriers, these can include:

Traditional uses of Marae

A Marae's paramount function is to enable critical elements of cultural practise, such as Tangihanga. Marae may not have the capacity to provide emergency accommodation and carryout tangihanga and other critical cultural practises at the same time. Tangihanga cannot be planned for and their cultural importance supersedes other uses of the marae.

Funding/contracting

Traditional central and local government contracting and funding processes can be inflexible and limiting for Marae. Potential partners need to investigate ways to provide financial support in more flexible, responsive ways that better meets the needs of marae.

Agency inflexibility

Agencies inflexibility to try different approaches to providing clients services and programmes were a consistent barrier for Marae, it wasn't until agencies like MSD became open to trying different approaches that some success occurred. There should be an acknowledgement that there is no one-size-fits-all model for Māori or homelessness. In the Te Paea Memorial Marae response MSD invested time to work with the marae, to understand the programme and explore ways of supporting the marae.

5.2 Enablers to Marae-led emergency accommodation

Intentional Māori led-design

Potential partners should intentionally enable Māori-led design, enabling marae themselves to lead the process, identify the needs of their community, develop responsive solutions to those needs, and identify the partners they want to work with or co-deliver with.

Partner meaningfully

³⁰The Treasury, New Zealand Treasury Discussion Paper 20/02 July 2020, Diana Cook, Phil Evans, Hana ihaka-McLeod, Kara Nepe-Apatu, Jez Tavita and Tim Hughes.

³¹ Māori-led is defined as enabling local Māori to develop and implement their own solutions.

³² The Treasury, New Zealand Treasury Discussion Paper 20/02 July 2020, Diana Cook, Phil Evans, Hana ihaka-McLeod, Kara Nepe-Apatu, Jez Tavita and Tim Hughes. Amanda Kvalsig & Michael G Baker (2021) How Aotearoa New Zealand rapidly revised its Covid-19 response strategy: lessons for the next pandemic plan, Journal of the Royal Society of New Zealand, 51:sup1, S143-S166, DOI:10.1080/03036758.20221.1891943. The impacts of Covid-19 on Māori in Tāmaki Makaurau, commissioned by the Independent Māori Statutory Board authored by Sapere.



Partnering with marae is about first building a meaningful relationship and finding common ground to achieve joint objectives. It should not be a contractual relationship but instead one in which each party learns to understand each other and strengthen their relationship based on this understanding. For example, by placing a staff member at Te Puea Memorial Marae, MSD was able to gain a better understanding of the work of the marae before determining what its service provision might look like.

Transform organisational culture to be more supportive, inclusive, and equitable

Potential partners should develop a culture that supports all staff to develop their understanding of how they can more effectively meet Māori needs. Again in the Te Puea Memorial Marae example, MSD staff take part in training developed by Te Puea Memorial Marae and are then placed on six monthly rotations on marae and then return to their office to bring that knowledge back to the organisation.

Learning and being open to sharing resources

A learning organisation is continually monitoring and evaluating what it does and making improvements based on this information. After MSD saw the positive outcomes from the Te Puea Memorial Marae model in helping homeless whānau, it worked with the marae to develop a contract to meet their particular needs.

6 Marae-led pilot

Given the success of programmes of support like Manaaki Tangata and Manaaki Tangata E Rua, and with homelessness in Tāmaki Makaurau continuing to increase, there is interest in supporting Marae-led responses to address homelessness. Te Puea Marae’s response to homelessness provides a good example of how a Marae-led approach can be effective in addressing homelessness.

Data indicates that the greatest need is in south and west Tāmaki Makaurau, more specifically Māngere-Ōtāhuhu, Ōtara-Papatoetoe and Manurewa, a Mārae-led pilot would have the greatest impact if it were to be piloted by one of the following Marae:

- Manurewa marae, Manurewa
- Makaurau marae, Māngere
- Pūkaki marae, Māngere
- Te Puea Memorial marae, Māngere Bridge
- Mātaatua marae, Māngere
- Papatuanuku Kōkiri marae, Māngere
- Ngā Whare Waatea marae, Māngere
- Ngati Otara marae, Ōtara
- Ōtara marae, Ōtara

It is important to note that some of these marae, like Te Puea and Manurewa may already have homelessness responses in place and rather than be a pilot, may prefer support in expanding their already well trialled initiatives.

The essential element in any pilot provision of emergency accommodation is that it is Māori-led. Marae themselves need to lead the process, identify the needs of their community, develop responsive solutions to those needs, and identify the partners they want to work with or co-deliver with. It will be Auckland Councils and any other potential partners role to support and enable their solutions. Auckland Council should, however, develop relationships with these Marae and communicate clearly the support they could provide to enable a Marae-led pilot response.



6.1 Key partners in developing marae-led pilot

Previous marae-led responses to homelessness have incorporated partnerships and co-delivery. Marae may look for various partners to both fund and deliver support programmes, including Auckland Council and central government.

6.1.1 Auckland Council funding

Auckland Council's Long Term Plan included the allocation of the \$150 million over 10 years towards the achievement of Māori outcomes. The \$150 million is held in a centralised fund and supports projects and programmes across the council group. The fund is administered by the Māori Outcomes Steering Group, which considers applications and assesses them against the priorities for Māori outcomes. The steering group includes representation across Auckland Council directorates, as well as Council Controlled Organisations (CCOs), the Mayor's Office, as well as the secretariats for the Independent Māori Statutory Board, and the Tāmaki Makaurau Mana Whenua Forum.

In 2020-21 the Māori Outcomes Fund achieved its highest ever spend, of approximately \$17.6 million.³³ In the 2021 financial year the outcome most invested in by Auckland Council was 'Kia ora te marae, Marae development' with an allocation of \$9,183,000. This investment represented more than 41 percent of Auckland Councils total allocation of the Māori Outcomes Fund. The investment included supporting Auckland Transport to expand its marae programme, providing marae with financial support for maintenance, renewals, governance and consent-related costs, providing new marae with support for business cases, feasibility and master planning and also supporting marae infrastructure through maintenance and renewals.

A 13 percent investment was made in the 'Kia ora te Whānau, Whānau and tamariki wellbeing outcome'. More specifically, in the 2020 -21 financial year Auckland Council responded to the Covid-19 crisis, creating an Emergency Budget in response. One of the initiatives to come from the Emergency Budget response was the Manaaki Fund, a one-off recovery and resilience grant to support Auckland Council's Māori partners as they responded to, aided recovery from, and built resilience from the impacts of Covid-19. The Manaaki fund was allocated \$2,869,846. The following table³⁴ provides some detail about the types of initiatives approved through the Manaaki fund, led by 36 Māori partner entities:

³³ Please note in the published Auckland Council Group Māori Outcomes Report 2020-21 an error was reported for the Manaaki fund allocation. This error has been corrected in this reporting.

³⁴ Note table includes amount of allocated funds.

ENTITY	AMOUNT
Ngāti Paoa Iwi Trust Development of recovery plan, employment pathway, skills & business network	\$100,000
Ngātiwai Trust Board Basic needs; 'Manaaki' packages, helpline operators, sustainable gardens, and irrigation	\$99,977
Huakina Development Trust Kaumātua support via a kaumātua hub	\$80,000
Manukau Urban Māori Authority Shelter facility for kai packages programme and trialling māra kai market garden	\$63,082
Ngāti Whātua Ōrākei Whai Māia Kai and hygiene packs, building economic recovery focusing on employment.	\$100,000
Te Whānau o Waipareira Trust Free pop-up medical clinic and mobile nursing service, aligned with Whānau Ora	\$89,063
Ngāi Tai ki Tāmaki Communications infrastructure and strategy, kai sovereignty via Motutapu nursery	\$100,000
Te Māhurehure Cultural Marae Society Inc Kai hampers and needs assessment of whānau on existing database	\$77,200
Papakura Kootuitui Trust Support of a rangatahi health service, provide essentials and upskill whānau	\$100,000
Te Uri o Hau Settlement Trust Training and employment programme run by Ngā Uri o Hau Native Nursery	\$100,000
Turuki Health Care Charitable Trust Purchase and fitout of mobile clinic	\$100,000
Kāhui Tū Kaha Contact people in quarantine, supported to connect with whānau and community	\$42,000
Ruapōtaka Marae Social supermarket, mobile food service	\$100,000
Ngāti Maru Rūnanga Supporting Māori to transition back into employment, 1x FTE	\$82,000
Piritahi Marae Kai sovereignty and employment, rangatahi programme, mental health	\$96,960



Manurewa Marae Kaumātua led cultural support base, rangatahi, permanent foodbank at marae	\$100,000
Te Hana Marae Kai packages, emergency accommodation	\$45,997
Ngāti Manuhiri Manaaki to vulnerable kaumātua/whānau, strategy and website, kaiakitanga	\$100,000
Papatūānuku Kōkiri Marae Kai sovereignty, 'garden-to-table' - teaching whānau to grow/prepare kai, website	\$73,546
Te Atatū Māori Womens Welfare League Kaumātua and kuia support, needs assessment	\$5,000
Ngātiwai o Aotea Kawa Marae Trust (Kawa Marae) Employment, renovation for employee accommodation, māra kai market garden	\$100,000
Ngāti Tamaterā Recovery/resiliency, whānau needs assessment, collective iwi plan	\$100,000
Te Taki Tū Charitable Trust Rangatahi programme, employment skills, training, health and wellbeing	\$24,000
Te Pū-a-ngā Maara (Time 2 Train) Rangatahi, education packages, innovation hub, reo resource development	\$90,000
Te Ara Rangatū o Te Iwi o Ngāti Te Ata - Waiohua Tribal resilience and regeneration strategy, website	\$60,000
Ngāti Rehua - Ngāti Wai Ki Aotea Essential needs, food and fuel support, kai packages	\$43,000
Te Roopu Waiora Employment opportunities, training and skills development, educational resources	\$100,000
Ngaati Whanaunga Needs assessment, iwi recovery and resiliency strategy, te reo Māori	\$100,000
Te Akitai Waiohua Settlement Trust Essential needs, employment coordinator, needs assessment and distribution	\$98,272
Health through the Marae (Tahuna Pā) Wellbeing, physical activity, te reo Māori, rangatahi	\$100,000
Ngāti Tamaoho Wellbeing, communications, preparedness, website, community events, training	\$100,000
Hoani Waititi Marae Trust Resilience and wellbeing strategy, empower economic growth	\$100,000
Ngā Maunga Whakahii o Kaipara Supermarket vouchers, community and whānau facilitator	\$100,000
Mataatua Marae Kaumātua Ora programme, access to healthy food, contact, mobile service	\$62,350
Te Rūnanga o Ngāti Whātua Deployment of iwi representatives at Te Hana checkpoint, training	\$38,829.12
Motairehe Marae Mental health, prevention strategy and plan, wānanga	\$96,000

The Manaaki Fund supported Māori-led active responses to Covid-19, especially initiatives that supported whānau and rangatahi wellbeing, Māori employment and business and sustainable solutions for Māori communities. Through the fund Māori partners provided immediate support to Māori communities in Auckland providing much needed Covid-19 recovery and impact mitigation including food and fuel support, mobile food services, employment coordinators, training and skills development, education packages, manaaki for

vulnerable whānau and kaumātua, a pop-up medical clinic and mobile nursing services. As at 31st December 2021, \$2,210,844 of the allocation for the Manaaki fund have been spent.

The Manaaki Fund and more specifically the future spend allocated to the Kia ora te whānau outcome could be directed towards financially supporting a Marae-led pilot.

6.1.2 Central government

Te Puni Kōkiri

Te Puni Kōkiri is the Ministry of Māori Development. Te Puni Kōkiri supports individuals, whānau, hapū, iwi and rōpū with funding, information, advice and practical support to achieve their housing aspirations.

Te Pūni Kōkiri manages government funding for Māori housing projects and works with other agencies and organisations on a co-ordinated approach to improve Māori housing, however, the role of Te Puni Kōkiri is facilitative rather than investment focused; Te Puni Kōkiri's core support is largely for kaupapa-based small-scale papakāinga. Emergency or transitional housing solutions by Marae or iwi align better with products offered by Ministry of Housing and Urban Development.

Kāinga Ora

Kāinga Ora places people from the Housing Register into state owned homes, providing tenancy services to public housing tenants, and maintains and develops public houses. Kāinga Ora also provide home ownership products and other services. They are charged with delivering more public, transitional and affordable housing to help meet supply and leading and coordinating urban development projects.

One of their key functions is to understand, support and enable Māori aspirations for urban development. This means operating in a way that provides for early and meaningful engagement with Māori when doing urban development, understanding Māori perspectives and the active pursuit of opportunities for Māori to participate in urban development.

The Kāinga Whenua Loan Scheme is an initiative between Kāinga Ora and Kiwibank to help Māori achieve home ownership on their multiple-owned land. The loans are available for both Māori land trusts, and individuals with a right to occupy their multiple-owned Māori land. A Kāinga Whenua loan is secured only against the house, not against the house and land as with most home loans. Kiwibank approves and provides the loan, and then borrowers need to meet standard lending criteria as well as the Kāinga Whenua criteria. Kāinga Ora provides lenders' mortgage insurance for the loan. A Kāinga Whenua loan also puts limits on the type of house that can be built, purchase or relocate to the land. It must be a one-storey house of at least 50 sqm, on piles, and with reasonable road access. It must be located on the mainland North or South islands.

Kāinga Ora works closely with the Ministry of Social Development, which is responsible for working with people who need housing, income and employment support and helping people access and sustain long-term accommodation, and help meet the cost of short-term, emergency accommodation.

Ministry of Housing and Urban Development

The Ministry of Housing and Urban Development (HUD) is responsible for strategy, policy, funding, monitoring and regulation of New Zealand's housing and urban development system. It works to deliver more public housing, transitional housing, and services to tackle homelessness in New Zealand. HUD also monitors community housing providers.



HUD recognise that Māori are disproportionately affected by the housing crisis. Te MAIHI o te Whare Māori - Māori and Iwi Housing Innovation (MAIHI) is a framework and strategy, created by HUD in partnership with Māori, to reset the housing system so it delivers better solutions for Māori.

MAIHI's vision is that all whānau have:

- access to warm, dry and safe homes, with the security of being able to stay in them for as long as is appropriate for their circumstances
- connections to the services they need to be able to sustain their housing
- opportunities to fully participate in their communities.

Providing transitional housing falls under one of MAIHI's key workstreams, which is responding quickly to the immediate and urgent needs of whānau who are experiencing homelessness and housing stress.

The MAIHI Partnership Programme makes it easier for hapū, iwi, and Māori housing providers to find and access the support that's available from different government agencies for Māori-led housing projects. The MAIHI Partnership Programme makes it easier to navigate the various funding and support available for Māori-led housing projects from different government agencies. The programme takes a 'no wrong door' approach, which means funding and support can be accessed in a number of ways.³⁵

Whai Kāinga Whai Oranga is a four-year, \$730 million commitment to speed up the delivery of Māori-led housing. It funds both small-scale Māori housing projects and larger developments, from repairing existing homes to building new ones.³⁶

The He Taupae fund³⁷, funds projects that increase the technical skills and resources of Māori organisations to build housing on their whenua. The types of projects that may be funded through He Taupae include:

- geotechnical investigations
- master planning
- infrastructure reports
- planning advice
- contamination reports
- traffic assessments
- development management and feasibility
- resource and building consents.

Projects funded through He Taupae have included emergency funding to support the Matauri Bay Homelessness Project - construction of eight houses to accommodate whānau facing homelessness.³⁸

³⁵ You can contact the MAIHI Partnership Programme directly, by emailing WKWO@HUD.govt.nz.

³⁶ Whai Kāinga Whai Oranga can provide funding to: repair whānau Māori-owned homes and improve the quality of existing houses, build more houses for Māori, including new homes on papakāinga, boost skills and resources so organisations can deliver Māori-led housing solutions, deliver new or upgraded enabling infrastructure e.g. transport (including local roading, state highways, public transport infrastructure, footpaths and cycleways), three waters (water supply, wastewater and stormwater) and flood management infrastructure, deliver new or upgraded onsite infrastructure e.g. site remediation, foundations, onsite three waters including septic tanks, and onsite telecommunications infrastructure costs that won't be met by utility companies. To be eligible, you have to be an: iwi, hapū, Māori entity e.g. a registered business with a minimum of 50 percent Māori ownership, or a Māori Authority.³⁶ If you're a Māori entity, you can choose to partner with other groups, including city or district councils. You can't apply for funding if your proposed project, or the part of the project which you're seeking funding for, is going to be exclusively used for commercial purposes.

³⁷ Applicants must: be a hapū, iwi, Māori housing provider or Māori entity (Māori entities are registered businesses with a minimum of 50 percent Māori ownership or are a Māori Authority), have authority to build on the identified site, which is Māori owned (including general title and Māori freehold land), demonstrate a clear pathway to build on their land within two to three years. Applications need to show that: the proposed houses are intended for whānau Māori, including kaumātua or individuals, the housing development is non-commercial, the land is zoned correctly for the size and scale of the build, they've analysed the type of land they propose building on, what kind of housing is needed on the land e.g. public housing, affordable rentals, home ownership and what the affected whānau want and need, they have a clear strategy in place, they have a business case that includes strategic objectives, an options analysis, cost-benefit analysis and risk assessment.

³⁸ Te Rūnganga o Whaingāroa Inc

Ministry of Social Development

The Ministry of Social Development (MSD) works with people who need housing, income and employment support. MSD assesses eligibility for and manages applications on the Public Housing Register and calculates Income-Related Rents for Public Housing Tenants. MSD also provides financial assistance to help people access and sustain long-term accommodation and administers the Emergency Housing Special Needs Grant to help individuals and whanau meet the cost of short-term, emergency accommodation.

MSD partners with suppliers of services and products, including Emergency accommodation suppliers and then people can get help from MSD to pay for the accommodation from those registered providers. While MSD clients are in emergency accommodation, MSD will typically make sure they have access to support from a case manager, navigator or social services.



7 Conclusion

A truly Māori-led or Marae-led emergency accommodation response should entail, in many respects stepping away from determining if individual Marae have the capability to carry-out an emergency accommodation response and instead focus on enabling marae themselves to lead the process, identify the needs of their community, develop the design of their solutions to those needs, and identify the partners they want to work with or co-deliver with.

Given the current inflation crisis, cost of living increases and predicted possible recession, we could expect homelessness numbers to increase, given previous trends there will likely be increased need in Māngere-Ōtāhuhu, Ōtara-Papatoetoe and Manurewa. Auckland Council could select a pilot marae from those identified in section 6³⁹ that Auckland Council already has strong and enduring relationships with and propose to enable a Marae-led response, at the same time also build relationships with other potential partners, particularly the Ministry of Social Development (Auckland Region) Te Puni Kōkiri (Tāmaki Makaurau) and the Ministry of Housing and Urban Development so that a Marae-led response is enabled now and ready to respond as demand increases.

³⁹ Manurewa marae, Makaurau marae, Pūkaki marae, Te Puea Memorial marae, Mātaatua marae, Papatuanuku Kōkiri marae, Ngā Whare Waatea marae, Ngati Otara marae, Ōtara marae

8 Appendix One

Sourced from: Te Pūrongo a Te Kaunihera o Tāmaki Makaurau Ngā Huanga Māori 2020-2021, Auckland Council Group Māori Outcomes Report 2020-2021

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia ora te umanga Māori business, tourism, and employment	2021 ATEED Work Programme		\$935,000	\$935,000
	Amotai	Amotai is a procurement strategy to advance Māori social and economic well-being.	\$1,169,350	\$1,198,115
	Te Herenga Waka Festival	Showcasing Māori culture to the world.	\$500,000	\$500,000
	Whāriki Māori Business Network	Supporting the Māori business network in Tāmaki.	\$433,000	\$433,000
Sub-total: Allocation and spend for Kia ora te Umanga			\$3,037,350	\$3,066,115

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia ora te marae Marae development	AT Road Safety Programme	Supporting Auckland Transport to expand its marae programme.	\$1,140,000	\$951,898
	Cultural Initiatives Fund (CIF)	Provides the 32 marae with financial support for maintenance, renewals, governance, and consent-related costs. Provides new marae support for business cases, feasibility and master planning.	\$1,043,000	\$1,029,000
	Marae Infrastructure Programme	Supports marae infrastructure through maintenance and renewals.	\$7,000,000	\$4,406,875
Sub-total: Allocation and spend for Kia ora te Marae			\$9,183,000	\$6,387,773



OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia ora te taiao Kaitiakitanga	Western Kiosk	Partnering with Mana whenua to develop a cultural and marine education space, providing information about water quality, the environment and the taonga of the Hauraki Gulf / Tikapa Moana / Te Moananui ā Toi.	\$420,000	\$172,000
	Ngā Punawai - Waterfront Development	Installation of Mana whenua designed water fountains in the CBD.	\$140,000	\$0
	Te Whakaoratanga i Te Puhinui" (Puhinui Regeneration Programme)	Support Te Waiohūa Iwi (Ngaati Te Ata, Ngaati Tamaoho, Te Akitai o Waiohūa) to develop projects in line with their Kaitiakitanga and Manaakitanga in the Puhinui catchment.	\$135,000	\$119,571
	He Tūranga Whetū (Reaching for the Stars)	Design and consenting for the potential creation of a Māori star compass.	-	\$400
Sub-total: Allocation and spend for Kia ora te Taiao			\$695,000	\$291,971

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia ora te kāinga Papakāinga & Māori housing	Housing & Papakāinga (CIF)	Portion of the Cultural Initiatives Fund (CIF) allocated towards the creation of papakāinga housing.	\$156,000	\$170,000
Sub-total: Allocation and spend for Kia ora te Kāinga			\$156,000	\$170,000

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia hāngai te kaunihera An empowered organisation	MAHI Work Programme	A programme of work for the next three years (FY19/20 to FY21/22).	\$254,000	\$154,075
	Ngā Kete Akoranga	Develops a knowledgeable and thriving workforce.	\$255,000	\$241,300
	Programme delivery budget (Effectiveness for Māori)	Programme delivery budget in FY21. Previously named "Effectiveness for Māori".	\$350,000	-\$123,410
Sub-total: Allocation and spend for Kia Hāngai te Kaunihera			\$859,000	\$271,965

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia ora te rangatahi Realising rangatahi potential	Rangatahi engagement		-	-
Sub-total: Allocation and spend for Kia ora te Rangatahi			\$0	\$0

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia ora te ahurea Māori identity and culture	Toi Tū Toi Ora	Range of supplementary activity in support of an exhibition of Māori artworks including a feature length documentary and virtual reality tours.	\$850,000	\$850,000
	Te Motu a Hiaroa master plan	Development of master plan for Te Motu a Hiaroa (Puketutu Island) in partnership with Te Motu a Hiaroa Trust.	\$65,000	\$65,000
	Pūhoi to Pakiri Trail Development Programme	Supporting Ngāti Manuhiri to realise cultural and economic outcomes.	\$70,000	\$0 ²
	Tūpuna Maunga Education Strategies	Range of activations across the maunga during the 36th America's Cup, including a series of educational resources to highlight the importance of the maunga to the identity of Tāmaki Makaurau.	\$374,600	\$355,924
	Puhinui Jetty waka ama facility	Design, consent and construction of a jetty adjacent to the Manurewa Marae to support waka ama and community access to the harbour.	\$100,000	\$0 ¹
	Ngāti Ōtara Multi-sport Facility	Incorporation of cultural narrative into the design of the Ngāti Ōtara Multi-sport facility development.	\$194,000	\$194,000
	Māori Sites of Significance	Māori Cultural Heritage programme - partnership with mana whenua, council departments and local boards to identify and protect sites of significance to mana whenua.	\$779,424	\$911,758
	Corban Estate – Building Consent Fees	Supporting Te Pou via building consent fees for Corban Estate.	-	\$9,000
Sub-total: Allocation and spend for Kia ora te Ahurea			\$2,433,024	\$2,385,682



OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia ora te whānau Whānau and tamariki wellbeing	Te Whai Oranga	Development of Māori sport and recreation plan.	\$121,450	\$0 ⁴
	Manaaki Fund for COVID-19 Response and Recovery			\$1,961,906
Sub-total: Allocation and spend for Kia ora te Whānau			\$121,450	\$1,961,906

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia ora te reo Te reo Māori	Kura Māori Connect	Ensuring rangatahi Māori and their whānau are connected to a council facility from an ao Māori perspective.	\$165,000	\$103,202
	Reo programme	Council-wide programme based on the Te Reo Māori Action Plan 2020-2023, addressing council capacity needs and delivering outputs in the community.	\$392,481	\$36,988
	Te Kete Rukuruku	Capture & storage of unique mana whenua stories. Māori names of local parks.	\$975,116	\$687,913
	Te Matatini 2021 Phase One	Supporting the council group to collaborate with other agencies to successfully deliver Te Matatini 2022 Festival.	\$65,344	\$126,523
Sub-total: Allocation and spend for Kia ora te Reo			\$1,597,941	\$954,625

OUTCOME	INITIATIVES / PROGRAMMES	DESCRIPTION	FY21	
			ALLOCATED	SPEND (YTD)
Kia ora te hononga Effective Māori participation	Capacity Contracts	Contracts with iwi to enable mana whenua capacity to build relationships with council and contribute to decision-making processes.	\$1,000,000	\$870,000
	CVA Improvements to Effectiveness	Participation in the Consenting Process Programme (mana whakahono ā rohe response) - Cultural Value Assessment (CVA).	\$944,040	\$348,221
	Tāmaki Makaurau Mana Whenua Forum	Enhancing mana whenua engagement with council and supporting them to give effect to their responsibilities as Kaitiaki in an effective manner.	\$1,276,664	\$572,238
	Te Hōanga	To undertake a structural review and collaboratively: <ul style="list-style-type: none"> Identify a structure by which group engagement can become more effective and efficient for mana whenua entities and the council group. Agree resourcing and implementation that enables success for mana whenua entities and the council group. 	\$130,000	-\$19,053 ⁵
	Te Mātāpuna 2	External platform to support Māori engagement in local government and resource management processes.	\$725,000	\$340,960
	Te Mātāpuna	Auckland Council's primary internal resource to support staff working with and for Māori including information on Auckland Council's legal obligations.	-	-\$14,000 ⁶
	Mataawaka engagement partnership programme	Engagement partnership contracts, capability building, and engagement on matters of significance to Māori.	-	-\$29,900 ⁷
Sub-total: Allocation and spend for Kia ora te Hononga			\$4,075,704	\$2,068,466

*Total allocated funding vs spend	\$22,158,469⁸	\$17,558,503
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Environment Update

File No.: CP2022/15596

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Environment Update report.

Te take mō te pūrongo Purpose of the report

1. The purpose of this report is to update the Independent Māori Statutory Board (the Board) on the environment priority that is part of the Board's work programme.

Whakarāpopototanga matua Executive summary

2. The Secretariat will utilise opportunities across their respective work programmes to address the Board's environment priority.
3. Within the environment priority there are four key focus areas of the Board's Issues of Significance (IoS) and each area has a corresponding action.
4. The key focus areas are:
 - Sites of Significance – Monitor the Māori provisions of the Unitary Plan to ensure Kaupapa such as wāhi tapu are protected and other relevant outcomes are monitored and reported by Council.
 - Customary Rights – Support the development, use and integration of iwi management plans into Council group activities and monitor reports.
 - CCO Water (Watercare) – Determine a water position to advocate to Council group on the importance of water to Māori in Tāmaki Makaurau.
 - Climate Change – Monitor the implementation of Te Tāruke-a-Tāwhiri: Auckland's Climate Plan on climate change and prioritise Māori in decision making.

Horopaki Context

Sites of Significance

Māori Cultural Heritage Programme

5. Auckland Council's Māori Heritage Team are continuing to progress the second tranche of sites of significance (approximately 20 sites). Public notification has been delayed until early next year. This delay is due to the complexities of some of the sites being assessed and the timing of local government elections and the reforming of Council Committees and Local Boards.
6. Discussions with individual mana whenua about nominations for the third tranche of sites of significance are progressing and a collective governance hui took place in September 2022. The Māori Heritage Team are continuing to develop and refine tools to ensure efficiency and effectiveness of the programme, such as the inclusion of the Māori Heritage Alert Layer data within council's mana whenua engagement platform Te Mātāpuna mo ngā Hapori.

Filming activities on sites and areas of significance to mana whenua

7. A significant number of popular filming sites in Auckland are sites of significance. Under the Auckland Unitary Plan all temporary filming activities on scheduled sites of significance (scheduled via a plan change through the Māori Cultural Heritage Programme) are required to progress through the resource consenting process.
8. Tātaki Auckland Unlimited and representatives from the Screen Industry are progressing discussions with mana whenua about unintended impacts of resource consenting requirements on the viability of Auckland as a screen production destination. Due to the costs, lengthy timeframes and uncertainties associated with preparing and obtaining a resource consent there is a risk that filming projects will be moved outside of Auckland and small film projects could become untenable.
9. Tātaki Auckland Unlimited have facilitated a series of face-to-face hui with representatives from 11 mana whenua entities. A presentation was made to the Tāmaki Makaurau Mana Whenua Forum and also to the forum's Pou Taiao subcommittee. Feedback has identified opportunities to build on existing relationships with iwi and the Screen Industry. There has been a lack of opposition to changing the current Auckland Unitary Plan mechanisms associated with filming activities on sites of significance.
10. Tātaki Auckland Unlimited are preparing a technical report with detailed findings and will present this to a future meeting of the Planning, Environment and Parks Committee. The Secretariat will provide updates to the Board via committee briefings and regular Environmental Pou reporting.

Auckland Unitary Plan monitoring

11. Section 35(2)(b) of the Resource Management Act 1991 requires every local authority to:
 - monitor the efficiency and effectiveness of policies, rules or other methods in its policy statement or its plan
 - make available the results of this monitoring at intervals of not more than five years.
12. The Auckland Unitary Plan Monitoring Programme is underway and has been structured by topic section of the Regional Policy Statement. A total of 34 topics will be monitored with reports to be completed in four tranches from 2022 to 2024. To date there have been four reports finalised and published.
13. Tranche two topics are due to be progressed in 2022 – 2023. These include several topics of high interest to the Board:
 - B6.2 Recognition of Treaty of Waitangi/Te Tiriti o Waitangi partnerships and participation
 - B6.3 Recognising Mana Whenua values
 - B6.4 Māori economic, social and cultural development
 - B6.5 Protection of Mana Whenua cultural heritage
 - B7.2 Indigenous biodiversity.
14. Auckland Council staff will prepare a technical report on each topic. Due to internal resourcing constraints the monitoring programme is running behind schedule. A report on topic B6.5 Protection of Mana Whenua cultural heritage is due to be published in the second quarter of 2023.

National Policy Statement on Urban Development

15. In September 2022 the Board made a submission on Auckland Council's proposed plan change that responds to the National Policy Statement on Urban Development and requirements of the Resource Management Act. The Board was broadly supportive of the provisions that address the relationship of Māori with their ancestral lands, water, sites, wāhi tapu and other taonga.



16. Submissions closed on 29 September and over 2500 submissions were received. Auckland Council staff have analysed and reviewed the submissions, identified key themes and are preparing reports and evidence for the next stages of the plan change process.
17. An independent hearings process is due to take place from February – October 2023. In its submission to PC78, the Board requested it be heard in support of its submission during this hearings process. The Board's expert legal advisors will support this submission process.

Customary Rights

Resource management reform

18. The Government is progressing its comprehensive reform of the resource management system and intends to repeal the current Resource Management Act and enact the Natural and Built Environments Act (NBA), the Spatial Planning Act (SPA) and the Climate Adaptation Act (CAA).
19. On 15 November 2022 two pieces of new legislation were introduced to Parliament. The NBA Bill and the SPA Bill will now go through a full select committee process. The Government aims to pass these Bills into law before the end of this parliamentary term. The CAA is the third piece of legislation and the Government plans to introduce this in the next parliamentary term.

Iwi management plans

20. The Secretariat has requested updates from the Council on the status of iwi management plans and progress on Mana Whakahono ā Rohe agreements (of which three iwi have made requests to Council to develop an agreement). To date, no updates have been made available to the Secretariat.

CCO – Water (Watercare)

Three waters reform

21. The Government is continuing to progress a series of reforms to improve water services infrastructure and has put forward legislation that will replace current water services with four new publicly owned water entities. To support the Board in its advocacy on the reform a draft position paper on the three waters reform has been prepared and is contained within this Board agenda pack.
22. On 11 November 2022 Parliament's cross-party Finance and Expenditure Committee issued its report on the Water Services Entities Bill. The committee agreed to approximately 130 amendments to the Bill. The Department of Internal Affairs has considered recommendations of the committee and the Auditor General and in response has proposed changes to the Bill.
23. The amendments to the legislation are extensive and aimed at improving accountability measures, including strengthened reporting lines and obligations as well as increase audit scrutiny. The co-governance aspect of the bill has been retained with territorial authorities and mana whenua having equal representation managing the entities.
24. Watercare's Māori Outcomes Team, Te Rua Whetū, have been seconded to the Department of Internal Affairs three days a week to support the National Transition Unit's Māori engagement work programme across Aotearoa for the three waters reform. Te Rua Whetū are providing regular updates to the Secretariat and would welcome the opportunity to present an update on three waters reform directly to the Board.

National Policy Statement for Freshwater Management

25. The National Policy Statement for Freshwater Management 2020 (NPSFM) is a government policy that sets the direction on how freshwater should be managed in Aotearoa New Zealand. This direction applies to all freshwater bodies including rivers, streams, lakes, wetlands, aquifers, springs and groundwater. Auckland Council is required to notify a plan

change to the Auckland Unitary Plan (AUP) to give effect to the NPSFM including Te Mana o te Wai by December 2024.

26. The fundamental concept of the NPSFM is Te Mana o te Wai and it prioritises the health and wellbeing of waterbodies and freshwater ecosystems over all other priorities. Second is the health and needs for people (such as drinking water) and third is the ability of people and communities to provide for their social, economic and cultural wellbeing.
27. Council staff are undertaking a considerable engagement programme with the 19 mana whenua entities of Tāmaki Makaurau and will continue to resource and support iwi to participate in the process throughout the development of the proposed plan change. Engagement with mātāwaka is underway and will be progressed alongside stakeholder and community engagement.

Climate Change

Auckland Climate Grant

28. Auckland Council's Climate Grant is a targeted grant programme aimed at community-based climate actions that support Māori-led responses to climate change, build community resilience and reduce greenhouse gas emissions. The programme will be delivered through three funding rounds within the 2022-2023 financial year.
29. Applications for the first funding round closed on 31 October 2022 and are currently being assessed. Approximately 80 applications were received with several of these from Māori-led groups. Any applicants not successful in this funding round will be either connected to other grant options or non-contestable funding sources or provided targeted advice to strengthen their application to a future funding round of the Climate Grant. The next funding round is in February 2023.

Climate Action Targeted Rate

30. The Climate Action Targeted Rate work programme is continuing to progress based on direction provided by the political oversight group in September 2022. At that hui former Board Member Wilson raised a concern regarding the proposed governance structure for the targeted rate which reports directly to the Governing Body.
31. This structure does not provide any role for mana whenua and mātāwaka and limits the role of the Board in committee decision-making. Council's governance staff are exploring the opportunity for a Board member to attend the relevant item at a Governing Body meeting. Membership of the political oversight group will be confirmed by the Council prior to the next meeting in March 2023.

Delivery of Te Tāruke-a-Tāwhiri: Auckland's Climate Plan

32. The Council's Chief Sustainability Office is progressing with recruitment of a Māori specialist climate advisor to support the delivery of the climate plan priority Te Puāwaitanga o te Tātai and to focus on how te ao Māori can better inform Council's climate action responses. The Council's recruitment review panel will need to approve this budget before the recruitment process can proceed.
33. The resilient marae climate action programme is being progressed by Council's Senior Climate Advisor (Māori and Community) and several marae have expressed interest in participating in the programme. Due to Council's current workforce challenges the forecast recruitment of an additional Climate Advisor (Māori and Community) is on hold. This means the programme will be restricted to four-five marae to ensure Council's limited staffing resource is able to deliver quality support to those marae. Council staff are working on putting forward an application to the Māori Outcomes Fund to enable more marae to participate in the programme for years 2023/24 and 2025/26.

Ngā koringa ā-muri

Next steps

34. The Secretariat will continue to seek progress updates from the Council on iwi management plans and Mana Whakahono ā Rohe agreements.



35. Subject to feedback from the Board, the Secretariat will work with Te Rua Whetū to schedule a presentation to the Board on three waters reform.

Ngā tāpirihanga Attachments

There are no attachments for this report.

Ngā kaihaina Signatories

Authors	Miriana Knox - Principal Advisor Environmental Outcomes
Authorisers	Theresa Roigard - General Manager Advisory & Performance



Appointment of a Board member to the District Licensing Committee selection panel

File No.: CP2022/16254

Item 12

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) appoint a Board member to Auckland Council's District Licensing Committee selection panel to assist with the recruitment of 12 to 15 District Licensing Committee chairs and members by 30 June 2023.

Te take mō te pūrongo Purpose of the report

1. To approve the appointment of a Board member to Auckland Council's District Licensing Committee selection panel to assist with the recruitment of 12 to 15 District Licensing Committee chairs and members by 30 June 2023.

Whakarāpopototanga matua Executive summary

2. Auckland Council contracts District Licensing Committee (DLC) chairs and members to hear and make decisions on applications for alcohol licenses and managers' certificates as required by the Sale and Supply of Alcohol Act 2012.
3. The contracts for the current DLC chairs and members expire on 30 June 2023. Auckland Council are seeking to commence the recruitment process of DLC chairs and members for the 2023-2026 term. The recommended recruitment process is robust and therefore lengthy (approximately six months).
4. On 17 November 2022 the Auckland Council Governing Body approved (GB/2022/116) a process for recruiting approximately 12 to 15 DLC chairs and members by 30 June 2022. The recommended DLC structure is for five – six chairs and seven – nine members which is similar to the current structure.
5. The recruitment process includes using a selection panel to shortlist and interview candidates and make recommendations to Council's Regulatory and Safety Committee for final appointments.
6. The selection panel is to be comprised of the following:
 - an Independent Māori Statutory Board member
 - Councillor Alf Filipaina
 - Councillor Ken Turner (alternate)
 - Auckland Council's Hearings Manger Democracy and Engagement
 - Auckland Council's Manger Public Law
 - a District Licensing Committee chair from another council (for example a chair of the DLC at Hamilton City Council has provided the panel with independent subject matter expertise in the previous recruitment process).
7. The proposed timeline for the DLC recruitment process is outlined in the table below.

8. Most of the time commitment will be interviews in February 2023. Based on the previous recruitment process there could be approximately 23 interviews in total and the Board member on the selection panel would be required to attend all of these interviews.
9. The roles for DLC chairs and members were advertised on Friday 18 November and applications closed on Sunday 4 December.

Table 1: Recruitment timeline

What	Who	When
Approve recruitment process and establishment of selection panel	Governing Body	17 November 2022
Agree criteria for DLC candidate selection	Selection panel Relevant staff	Nov / Dec 2022
Advertise for DLC applications	Relevant staff	December 2022
Shortlist applications	Selection panel	December 2022
Interview candidates	Selection panel	February 2023
Finalise recommendations for appointment	Selection panel	March 2023
Approve appointments	Regulatory Committee (or its equivalent) Chief Executive	April 2023
Offer and award contracts	Relevant staff	May-June 2023
New contracts commence	DLC chairs and members	1 July 2023
Induction and training occur	Relevant staff DLC chairs and members	July-August 2023

Ngā koringa ā-muri

Next steps

10. Subject to the Board approving the appointment of a Board member to the DLC selection panel, the Secretariat will liaise with Auckland Council's Hearings Manager Democracy and Engagement to confirm the appointment and confirm next steps for the selection panel.
11. The Selection Panel is due to meet during the week commencing 12 December to review the candidate applications resulting from the recent recruitment process.

Ngā tāpirihanga

Attachments

There are no attachments for this report.

Ngā kaihaina

Signatories

Authors	Miriana Knox - Principal Advisor
Authorisers	Theresa Roigard - General Manager Advisory & Performance



Exclusion of the Public: Local Government Official Information and Meetings Act 1987

That the **Independent Māori Statutory Board**

a) exclude the public from the following part(s) of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution follows.

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 6 or section 7 of that Act which would be prejudiced by the holding of the whole or relevant part of the proceedings of the meeting in public, as follows:

C1 Annual Report 2021/2022

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(f)(ii) - The withholding of the information is necessary to maintain the effective conduct of public affairs through the protection of such members, officers, employees and persons from improper pressure or harassment. In particular, the report contains information that needs to be approved and feedback provided.	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.

C2 Interim Committee Allocations

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(f)(ii) - The withholding of the information is necessary to maintain the effective conduct of public affairs through the protection of such members, officers, employees and persons from improper pressure or harassment. In particular, the report contains information that requires deliberation.	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.