

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

**Date:** Monday, 8 June 2020  
**Time:** 11.00am  
**Meeting Room:** Zoom  
**Venue:**

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## Independent Māori Statutory Board

### OPEN AGENDA

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#### MEMBERSHIP

<b>Chairperson</b>	David Taipari
<b>Deputy Chairperson</b>	IMSB Member Hon Tau Henare
<b>Members</b>	IMSB Member Renata Blair
	IMSB Member Mr Terrence Hohneck
	IMSB Member Tony Kake
	IMSB Member Liane Ngamane
	IMSB Member Josie Smith
	IMSB Member Karen Wilson
	IMSB Member Glenn Wilcox

(Quorum members)

**David Taipari**  
**Chairperson**

**8 June 2020**

Contact Telephone: 021 689 339  
Email: [catherine.taylor@imsb.maori.nz](mailto:catherine.taylor@imsb.maori.nz)  
Website: [www.imsb.maori.nz](http://www.imsb.maori.nz)

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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.

## TERMS OF REFERENCE



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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 Monday, 4 May 2020, 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.”





## Financial Management Report for March to April 2020

File No.: CP2020/07033

### Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Financial Report for March to 30 April 2020.

### Te take mō te pūrongo Purpose of the report

1. The purpose of this report is to present the Independent Māori Statutory Board's (the Board) financial position as at 30 April 2020.

### Whakarāpopototanga matua Executive summary

2. The figures presented are exclusive of GST. The Full Year Budget (\$3,025,621) has been phased evenly (\$252,000) over 12 months.
3. April's expenditure is at 82% of the Year to Date budget and which is also under the monthly forecast.
4. The variance for year to date is a result of some delays in work (impact Covid19) and some outstanding issues in financial processing. All these issues have been addressed and will be worked through for the May report.
5. For example, the negative figures reflect accruals that have been reversed for the month and will be netted of when payment is made in May. In other words, this reflects a timing difference in processing.
6. There will be a fuller updated financial report for 2020-21 period.

### Ngā tāpirihanga Attachments

No.	Title	Page
A	Financial Management Report for 30 April 2020	9



## Ngā kaihaina Signatories

Item 5

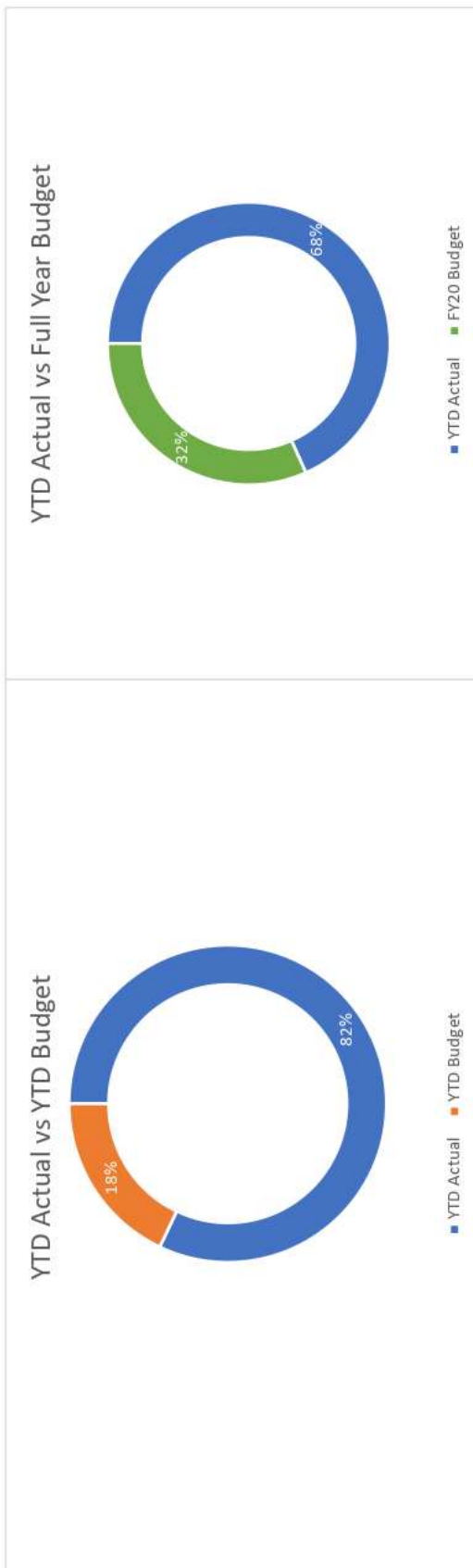
Authors	Catherine Taylor - Independent Māori Statutory CEO
Authorisers	Catherine Taylor - Independent Māori Statutory CEO





### FINANCIAL REPORT FOR 30 APRIL 2020

	Full Year	YTD	Apr-20	Mar-20	Feb-20	Jan-20	Dec-19	Nov-19	Oct-19	Sep-19	Aug-19	Jul-19
<b>COSTS</b>												
Board Costs	637	637	63	67	58	69	65	64	72	67	69	43
Staff Costs	1,038	1,038	121	135	120	61	66	89	159	124	76	87
Professional Services	270	270	-14	80	-5	40	4	55	61	12	39	-2
Other Costs	124	124	13	27	54	-21	6	22	18	18	25	-38
<b>TOTALS COSTS</b>	<b>2,069</b>	<b>2,069</b>	<b>183</b>	<b>309</b>	<b>226</b>	<b>149</b>	<b>142</b>	<b>230</b>	<b>311</b>	<b>221</b>	<b>209</b>	<b>89</b>
<b>BUDGET</b>	<b>3,026</b>	<b>2,521</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>	<b>252</b>
<b>VARIANCE</b>	<b>957</b>	<b>452</b>	<b>69</b>	<b>-57</b>	<b>26</b>	<b>103</b>	<b>110</b>	<b>22</b>	<b>-59</b>	<b>31</b>	<b>43</b>	<b>163</b>







## Preparing for a Safe Work Environment and Boardroom

File No.: CP2020/06326

### Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the report on Preparing for a Safe Work Environment and Boardroom.

### Te take mō te pūrongo Purpose of the report

1. To advise the Board on the measures and procedures that will take place as the Board secretariat return to the office, as well as the safe use of the Boardroom for Board meetings and for visitors.

### Whakarāpopototanga matua Executive summary

#### Safety in the Office

2. The Board secretariat has been working from home since the 25 March 2020 and will continue to do so through the month of May.
3. As the Board secretariat, contractors and Board return to business as usual at the office, there are some safety measures and precautions that need to be implemented to ensure everyone continues to stay safe.
4. There will be specific distances in the Board-room – with one entry and exit; and a designated areas for visitors and presenters.
5. There are two attachments provided one is the Return to Work Guide provided by Bayleys for the entire building. The other is the procedures for the secretariat staff whilst working from home and as they return to working in the office.

#### Council Committee Meetings

6. The final meeting of the Emergency Committee was 28 May 2020. The return to normal committee structure will begin in August after the adoption of the Annual Plan.
7. Over June and July and with a focus on COVID recovery and Annual Planning- only existing work requiring decisions will be reported. Workshops will be limited to prioritise Annual Plan work and for topics that require decisions. Any urgent or important work will be by reporting committee such as Value for Money will be undertaken by the parent Committee of the Whole or Governing Body.
8. The Board secretariat will provide briefing to Board members on these committees of the whole.

#### Board secretariat

9. The Council intranet has an extensive range of guides and advice for working remotely and online learning services including Te Reo Māori. Work arrangements for the Board secretariat over May have worked successfully, and we will continue these in part over June.



10. The CEO will consult with all staff members to assess how their specific safety concerns can be met over June. Over June I expect that that we have a skeleton team in the office that will increase over the month. We will organise specific face to face meetings in the office as required.

## Ngā tāpirihanga Attachments

No.	Title	Page
A	Bayleys Return to Work Guide	13
B	Office Health and Safety During COVID	19

## Ngā kaihaina Signatories

Authors	Norelle Parker - Executive Assistant
Authorisers	Catherine Taylor - Independent Māori Statutory CEO



# Return to Work Guide Alert Level 2

Prepared by Bayleys Property Services  
For *16 Viaduct Harbour Avenue*





## Overview

- The health and wellbeing of our tenants, their employees and visitors and our contractors is our top priority. The following document outlines the response plan to ensure continuity of operational management and building services during the transition to and operation under COVID-19 Alert Level 2
- The government has announced New Zealand will move out of Alert Level 3 to Alert Level 2 meaning most business premises can be open for staff and customers with appropriate safety measures in place
- As most businesses prepare for the return to their working environments, the health and safety of our tenants, staff, contractors and visitors is a top priority. We will continually update and adapt our plans ensuring each building we manage remains operational and safe throughout Alert Level 2
- With that in mind, we wanted to keep you informed of the key health and safety measures we have already and will be implementing within the building. These align with the current industry best practices and the NZ Government guidelines

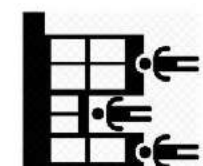
**Unite  
against  
COVID-19**





## Measures Being Taken

### Entrances and Exits



As we move to Alert Level 2 all landlord-controlled access to buildings will be returned to a normal operating procedure and open for public access during business hours. Clear signage will be displayed at all entrances and exits requiring everyone to not enter if they are feeling unwell, observe social distancing protocols and to ensure they follow the appropriate hygiene processes.

### Cleaning



High touch surfaces within common areas will continue to be regularly cleaned each day and overnight including door handles, push plates, lift buttons, handrails, toilet seats, flushing mechanisms and tapware. Additional cleaning and hygiene products will be kept on-hand and regular supply checks will be conducted. Prior to re-occupancy we will undertake a deep clean of all common areas.

### Hygiene



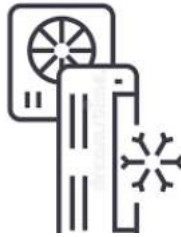
Hand sanitiser dispensers will be installed in all lift lobbies and entrances. Hand hygiene posters will be installed in all common area toilets. Please reiterate to all employees that they should sanitise their hands upon entry and exit of the building and wash their hands with soap, for a minimum of 20 seconds, regularly throughout the day.

## Measures Being Taken

### Air Conditioning

Current medical advice from the World Health Organisation (WHO) indicates that COVID-19 is not an airborne virus. As such, the WHO do not consider air conditioning to be a factor in spreading COVID-19 at this time.

Notwithstanding, we will be reactivating the air conditioning system to the standard operating mode prior to Alert Level 2 ensuring normal service levels resume once the building is re-occupied. Routine maintenance practices will of course continue.



We are also reviewing possible modifications to the air conditioning systems to allow a higher percentage of fresh air intake and increase filtration maintenance. A decision to implement these will depend on the mitigation of risk outweighing the additional costs.

Where tenants have supplementary air conditioning units, it is recommended that the maintenance of filters be checked by your service provider prior to re-occupation.

We have also re-started and treated water within any cooling towers in line with our monthly cycle.





## Measures Being Taken

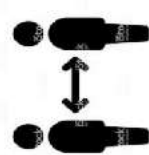
### Lifts



Signage will be displayed in all lift lobbies and lift cars requesting everyone to observe social distancing at all times. Due to ongoing social distancing protocols, we expect that lifts may be busy at peak times of the day when everyone is entering and exiting the building.

Please consider staggering your employee's arrival and departure times and we request that everyone use lifts as little as possible during the business day.

### Social Distancing



A key part of the 'stay it safe' message being delivered by the NZ Government is everyone ensuring they maintain the appropriate physical distancing. We will be reinforcing this message through signage displayed at entrances, in lift lobbies and in other common areas.

It is the responsibility of every individual to observe this government directive and we recommend a COVID-19 Safety Plan be established for your tenancy to give your employees clear instructions on how to work safely within the office environment.





## Measures Being Taken

### Visitor Temperature Testing



Temperature testing has not been mandated by the NZ Government at this time as in some other countries. We will continue to assess the requirement for temperature testing but at this stage we will not be implementing this in any of our common area lobbies.

### Contact Tracing



As per the NZ Government requirements all business are required to ensure they have good contact registers, or contact tracing records during Alter Level 2. We have a system in place to capture all service contractor movement and ask all our tenants and contractors to ensure they have a system in place to capture movements of staff and visitors.

### Reporting



Should one of your employees test positive for COVID-19, it is imperative that you communicate this to your property manager as soon as possible. Whilst unintended breaches of social distancing protocols may occur from time to time, it is incumbent on all members of the tenant community to use best endeavours to comply with this government directive.



## Independent Māori Statutory Board

### Health and Safety in the Office

As we head back to mahi to the office there are a few things we should be looking out for. The first thing that we should be conscious of is our health; if **we are not feeling well at all please stay home.**

Below are a few things the Ministry of Health have suggested and some procedures for the Board and the Board secretariat. It is crucial that we are:

- supporting people with flu-like symptoms to stay home
- ensuring the appropriate physical distancing
- frequently cleaning and disinfecting surfaces
- maintaining good hygiene, including encouraging you to have good hand hygiene and cough/sneeze etiquette
- keeping records to facilitate contact tracing.

#### Procedure for Board members:

- As members if you can let Norelle know that you are coming into the office via text or email this will help to make sure that we are aware of who is in the office at all times. If you are unable to get hold of Board Secretary, Norelle – please contact Catherine (021689339) to ensure that you are safe as well as the Board secretariat.
- Please make sure to sanitize before entering the office with sanitizer in the main hall entry or the foyer.
- The boardroom has been set up to have each of you at a 2 metre distance. When a board meeting is set, the room will be cleaned and set out, ensuring that the tables and chairs are sanitized.
- There will be sanitizer, gloves and masks available to each of you whilst in the office and as you leave.
- Signs reminding you to sanitize and wash hands will be located around the office.
- REMEMBER THE SOCIAL DISTANCING RULE WILL APPLY.

#### Procedure for Board secretariat working from home:

- If we are going into the office, please let everyone know via email (date and the time)
- If you are going in, please remember to wipe down the door handles you have touched on the way in. (there are wipes and surface sprays located as you enter the foyer. We will also have gloves in the foyer before entering and throughout the office).
- If you have been in the kitchen remember to wipe down surfaces. As well as the doors and handles we have touched.



Item 6

- Signs reminding you to sanitize and wash hands will be located around the office.
- Once you have left the office please email all the staff that you have left.
- If you have any queries or are wanting specific products, please get in touch with Norelle.
- Please acquaint yourself also with some of the Auckland Council helpful guidance on their intranet News Articles>COVID-19 update (coronavirus).
- **REMEMBER THE SOCIAL DISTANCING RULE WILL APPLY.**

**Procedure for returning to the office:**

- Please make sure to sanitize before entering the office with sanitizer in the main hall entry or the foyer.
- Whilst working in the office remember to wipe down surfaces that you are using regularly (there are wipes and surface sprays located as you enter the foyer. We will also have gloves in the foyer before entering and throughout the office).
- If you have been in the kitchen remember to wipe down surfaces. As well as the doors and handles we have touched.
- Signs reminding you to sanitize and wash hands will be located around the office.
- Don't forget to apply these procedures in the car park too

Attachment B



## Board Strategic Priorities Progress Report

File No.: CP2020/06636

### Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Board Strategic Priorities Progress Report for June.

### Te take mō te pūrongo Purpose of the report

1. The purpose of this update report is to update the Independent Māori Statutory Board (the Board) on its strategic work priorities.

### Horopaki Context

2. For 2020, this report has been organised to correlate with the Board's key documents. Board secretariat staff will utilise opportunities across each of their respective work programmes to address a number of Board strategic priority outcomes in a pragmatic and collaborative way.
3. Progress in some areas has been inevitably delayed due impacts of working remotely and some Council staff directing their efforts in emergency management. For example our programme of socialising the Value Reports by way of face to face meetings with Council departments has been delayed. Similarly the Treaty Audit Response Programme has slowed.
4. In light of Board feedback will make some adjustments to the reporting format for 2020-21.

### Ngā tāpirihanga Attachments

No.	Title	Page
A	Update Board Strategic Priorities June 2020	23

### Ngā kaihaina Signatories

Authors	Catherine Taylor - Independent Māori Statutory CEO
Authorisers	Catherine Taylor - Independent Māori Statutory CEO





## Update Board Strategic Work Priorities for 8 June (2019/2022)

Priorities

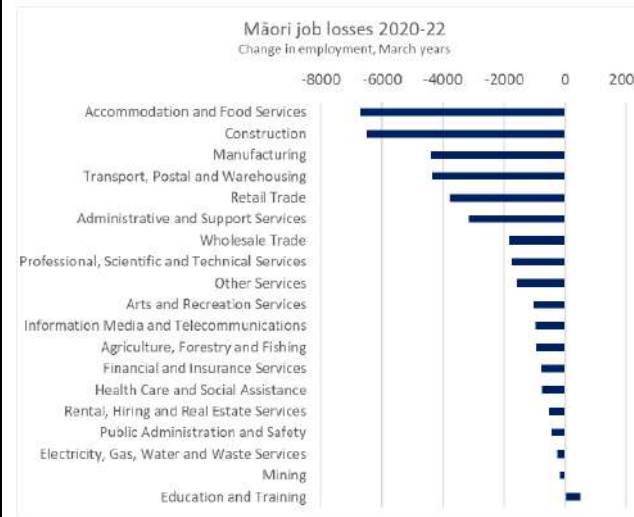
Update: Milestones and Forward Opportunities

### ECONOMIC DEVELOPMENT

Māori and Tāmaki Makaurau Economy

- Māori actively supported in tourism, Trade delegations, foreign direct investment and innovation in key sectors
- Increasing participation of Māori in Business Ecosystem
- a Māori Entrepreneur Fund to co-design and implement a Māori enterprise centric accelerator/innovation lab and eco-system connector (Business Case)

The impact to Māori and employment from Covid-19 is likely to be significant. Māori unemployment is projected to range between 14% to 26% (NZ Treasury). The Māori Council estimates it could reach as high as 30%. Infometrics estimate of job losses is set out below.



The Board is working in a number of areas:

- improving access to and monitoring and evaluation of social procurement opportunities
- requesting tighter monitoring and evaluation of ATEED's Māori performance objectives against the Auckland Plan 2050 and evidence of effectiveness against its Te Toa Takitini funding
- requesting evidence from Auckland Transport regarding its delivery of Māori outcomes within its Statement of Intent
- advocating to the TSI and WSI for greater focus on diversifying its service delivery to NEETs

Item 7

Attachment A



Item 7

Attachment A

Update Board Strategic Work Priorities for 8 June (2019/2022)	
Priorities	Update: Milestones and Forward Opportunities
<b>MĀORI IDENTITY AND WELLBEING</b>	
<b>Embed Te Reo</b> <ul style="list-style-type: none"> <li>Te Reo on public transport announcement systems</li> <li>Bilingual signage</li> <li>Implementation and funding by Council Group of the Māori Language Strategy</li> </ul>	The updated Te Reo position paper is on the Board's agenda.
<b>Marae Development</b> <ul style="list-style-type: none"> <li>Recognise and enable relationships with marae</li> <li>Marae supported to develop marae plans and obtain specialised advice</li> <li>Meet regulatory requirements and food safety ratings</li> <li>Have necessary infrastructure</li> <li>Plan and prepare for climate change</li> <li>Enabled to develop papakāinga</li> </ul>	<p>The Board has concentrated its advocacy for Marae in two areas:</p> <p><b>1. Civil Defence and Emergency Management (CDEM)</b> The National State of Emergency expired on 13/05/2020. A National Transition Period is now in force and expires on 10/08/2020, unless extended or terminated earlier. The Board is monitoring the Councils CDEM response to support Marae. (The Group Controller is sending through weekly reports).</p> <ul style="list-style-type: none"> <li>The Council's weekly reports indicate that some resources and support have been provided to marae including kai and people resources.</li> <li>A new Manaaki fund is available (it utilises the \$4.3 million dollar underspend from Māori Outcomes Budget 2019/20) which will allow Council partners including marae to have access to funding to support the Māori community. There is a need to monitor 'equity' of distribution of resources to marae. The Board will continue to monitor and ascertain whether and how Māori are enabled and encouraged to partner with Council to access the fund. We want to support all marae to have access to council support. The ongoing under-expenditure of the Māori Outcomes Budget 2019/20 if of concern.</li> </ul> <p><b>2. Current funding and support for Marae</b></p>





## Update Board Strategic Work Priorities for 8 June (2019/2022)

Priorities	Update: Milestones and Forward Opportunities
	<ul style="list-style-type: none"> <li>The Board has made significant requests for information in relation to the current Marae funding and support from Council which they have provided. An analysis is currently underway to inform the Board's understanding on Auckland Council Group's policy, funding and relationships with Marae and to advise them accordingly.</li> </ul>
<b>COMMUNITIES</b>	
<p>Māori Representation</p> <ul style="list-style-type: none"> <li>Elections</li> <li>Increased capacity to be involved in community and council leadership</li> <li>Directorships</li> </ul>	No update for this report- but refer to the Board report on the MAHI Strategy.
<b>ENVIRONMENT AND CLIMATE CHANGE</b>	
<p>Affirm rangatiratanga as well as kaitiakitanga in regional planning and developments, use of co-governance and partnerships in planning)</p> <ul style="list-style-type: none"> <li>Increased Māori measures in spatial plans</li> <li>Māori Spatial Plan</li> </ul>	<p>Māori interests, aspirations and values identified in Board plans, iwi management plans and Council documents are being consulted to inform the development of a Māori spatial planning concept paper for the Board.</p> <p>The Board is advising Council on how best it can engage with Mana Whenua in various spatial plans, using the concept that Mana Whenua have their own spatial interests in their rohe.</p> <p>The report is being prepared to be presented to the Board in July.</p>
<p>Enable development and use of Iwi Management Plans (increased funding)</p> <ul style="list-style-type: none"> <li>Council Group validates their use of IMPs in their plans and</li> </ul>	The Māori Heritage Team are investigating opportunities to support iwi in preparing Iwi Management Plans.



Item 7

Attachment A

Update Board Strategic Work Priorities for 8 June (2019/2022)	
Priorities	Update: Milestones and Forward Opportunities
budgets	
Encourage the recognition and use of Mātauranga Māori	Council have included input for recognition and use of Mātauranga in various central government submissions.
Māori as partners participate in coast, land, air and water planning in the development of Auckland  Advocacy for freshwater	<p>Based on initial research into the proposed National Freshwater (FW) Policy Reforms and a previous research provided by the Board from Enfocus, the Board is developing advocacy positions to Auckland Council in the following areas:</p> <ul style="list-style-type: none"> <li>• Mana Whenua and Mataawaka Resourcing for FW Governance and Participation:</li> <li>• Decisions on resource consents that impact on freshwater and ecosystem health/quality</li> <li>• Freshwater Management Unit catchment committees, processes and projects</li> </ul> <p>Applying Kaitiaki Management Principles to FW Management:</p> <ul style="list-style-type: none"> <li>• Te Mana/Mauri o Te Wai (health of water is a priority)</li> <li>• Elevate the status of mahinga kai to a compulsory value</li> <li>• Use of the Wai Ora Wai Māori freshwater assessment tool</li> <li>• How will the mauri of freshwater be maintained or progressively improved?</li> <li>• Prioritise the re-introduction of indigenous flora and fauna in freshwater ecosystem enhancement and restoration projects.</li> </ul> <p>We will pursue these interests in the relevant Council departments and programmes.</p>
Implementation of Council's climate change strategy	<p>Advocacy in this area is based on two areas:</p> <p><b>Central Government</b></p>



## Update Board Strategic Work Priorities for 8 June (2019/2022)

Priorities	Update: Milestones and Forward Opportunities
	<p>Analysis and research have been completed around opportunities that could be utilised between the Board, central government in relation to climate policy. We plan to develop relationships should be formed and that would assist advocating Tamaki Makaurau issues. A report to the Board has been provided.</p> <p><b>Te Tāruke-ā-Tāwhiri</b></p> <p>The Board continues to advocate that Mana Whenua have partnership in the development and implementation of Te Tāruke-ā-Tāwhiri. In the high-level assessment criteria, we are advocating for every climate change response to be considered through equity, Te Tiriti o Waitangi and Te Ora a Tāmaki (the kaitiaki forum response to Te Tāruke-ā-Tāwhiri).</p> <p>We are currently working with council to assess projects for Māori to be included in the Long-Term Plan (LTP). We would especially seek risk identification as one of the key projects that needs to be budgeted for in the LTP.</p>
Implementation and monitoring of Auckland Unitary Plan and use by Māori	<p>The Council's programme and progress is behind schedule and measures have not been confirmed yet. The monitoring programme is an important part of understanding the effectiveness of the policies, objectives and environmental outcomes.</p> <p>The Board will continue to monitor progress on the Unitary Plan implementation and monitoring programme.</p>
Environmental capacity building and funding for Māori (participate in RMA processes)	<p>One iwi authority has engaged the Council to negotiate a Mana Whakahono a Rohe agreement. This will formalise iwi participation in planning processes and opportunities set out under the RMA 1991. The Board supports iwi authorities through the process when requested. and provides advice when requested.</p> <p>The development of relationship agreements between iwi authorities and Council are a priority for</p>



Item 7

Attachment A

Update Board Strategic Work Priorities for 8 June (2019/2022)	
Priorities	Update: Milestones and Forward Opportunities
	the Board. It is anticipated that iwi are resourced to ensure they have capacity to engage effectively in the negotiation and implementation stages of the agreement process.
<b>CCO STRATEGY</b>	
Embed Te Reo  Increased funding and implementation of Te Aranga Design Principles in development and infrastructure	Projects where Te Reo or the design principles have been applied during 2019/20 will not be able to be identified until the Q3 reports from CCO's are reported to the CCO Governance Committee or Emergency Committee in May or June 2020.  Updated Te Reo position paper provided. The Board will focus advocacy around measurements and indicators of success.
Statements of Intent <ul style="list-style-type: none"> <li>• Measurement</li> <li>• Adequate resourcing for Māori outcomes</li> <li>• Collaboration across Council Group to achieve Māori outcomes</li> </ul>	The Board initially provided feedback on draft Sols in late March 2020 (concerning performance measures mainly) but the Sols were subsequently withdrawn due to the Covid-19 situation.  Replacement Sols will follow once the council's draft budget 2020/21 is adopted and will need to be reviewed in June 2020. Significant change to projects and timing of expenditure is likely.
Improved consultation and engagement with Māori	This is an ongoing area of focus.
<b>TRANSPORT</b>	
Transport infrastructure costs and benefits for Māori, particularly in the South and West	Additional Resolution moved by Board Chairman and accepted at Emergency Committee 14 May in relation to ATAP refresh: <b>"ask the Auckland Transport Alignment Project (ATAP) governance group to consider the</b>



Update Board Strategic Work Priorities for 8 June (2019/2022)	
Priorities	Update: Milestones and Forward Opportunities
	<p><b>addition of the chair of the Independent Māori Statutory Board to the political steering group”</b></p> <p>If agreed to by Ministers, the Board Chairman will have oversight of the updated ATAP which could have implications for transport projects planned in the south and the west.</p>
<b>HOUSING</b>	
Promote the implementation of the Strategic Kāinga Action Plan in Tāmaki <ul style="list-style-type: none"> <li>• Kāinga Summit</li> <li>• Relationships with partners, NGOs and local and central government</li> </ul>	With the postponement of the Kāinga Summit and the changes to central government budget and programmes we are reviewing what parts of the Strategic Kāinga Action Plan we should prioritise and where there are gaps.
Monitor and measure the delivery of the Strategic Kāinga Action Plan	The Board secretariat has been engaging with key central government staff and has met with Te Matapihi to address delivery and measurement.
Advocate to Auckland Council to support actions in the Kāinga Action Plan Homelessness	In light of the various local and central government responses to homelessness during the emergency phase -The Board will develop a position to advance homelessness actions in the recovery phase.
<b>BOARD'S DATA STRATEGY IMPLEMENTATION</b>	
Promotion of the Māori Values Report for Tāmaki Makaurau	Meetings underway with a number of Council leadership teams and CCO's throughout May and early June – main purpose is to introduce the Māori Value reports and the Data Issues report and scope current Māori data collection across Council and address the gaps where these are found.



Item 7

Attachment A

Update Board Strategic Work Priorities for 8 June (2019/2022)											
Priorities	Update: Milestones and Forward Opportunities										
Update Māori Report	An update of the headline indicators in the Māori Report is underway; currently awaiting StatsNZ Census data release in July 2020. Currently scoping options for designing an interactive webpage presenting the report indicators in an accessible way, possibly with interactive maps per Local Board area and other features.										
Data Issues Implementation <ul style="list-style-type: none"> <li>• Requests</li> <li>• Deep dive data reports</li> </ul>	See Promotion of Value Reports above.  A general question to add to any item brought to Council's attention could be: "How will you be able to tell if this project/fund/intervention has been successful for / resulted in good outcomes for Māori?"										
Council Committee Data Opportunities and Advice (previous month and pending)	Meeting with Council teams on the Value reports and Data Issues in May – June will help distil a couple of main themes that can be directly tied to the LTP and so can guide the Board's advocacy for funding in these particular areas.  Building connections with iwi around the data issues and opportunities.										
<b>TREATY AUDIT AND COUNCIL GROUP'S MĀORI OUTCOMES</b>											
Planning Treaty Audit 2020	Work has begun to review the scope of the next Treaty Audit.										
Council Treaty Audit Response Programme MRPs	Changes to Māori led organisational structures and Covid-19 has impacted service delivery. A request has been made to ensure a differentiation between Covid-19 impacts and pre-Covid-19 impacts.										
	<p><b>Te Tiriti o Waitangi Audit Rec Status as of August – 2019</b></p> <table border="1"> <thead> <tr> <th>Audit Year</th> <th>Total Number of recs</th> <th>Recs closed to December 2019</th> <th>Total open recs remaining for 2018 - 2021 Work Programme</th> <th>Project Plans</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Audit Year	Total Number of recs	Recs closed to December 2019	Total open recs remaining for 2018 - 2021 Work Programme	Project Plans					
Audit Year	Total Number of recs	Recs closed to December 2019	Total open recs remaining for 2018 - 2021 Work Programme	Project Plans							



## Update Board Strategic Work Priorities for 8 June (2019/2022)

Priorities	Update: Milestones and Forward Opportunities				
	2012 & 2015	67	57	10	4 in development 6 monitoring
	2018	13	9	4	3 in development 1 monitoring
	<p>There has not been any closed actions since December 2019. This has been a result of the Te Waka Angamua restructure and key staff moving to new positions.</p>				
<p>Council Capability and Capacity</p> <ul style="list-style-type: none"> <li>• Increase number of Māori Senior Executives in the Auckland Council Group (MAHI Programme)</li> <li>• Internship programmes</li> </ul>	<p>See report on Board agenda.</p>				
<p>Te Toa Takitini Programme / MOSG Including issues for LTP</p>	<p>The Council is now using the term Māori Outcomes rather than Te Toa Takitini and oversight is mostly provided by a Māori Outcomes Steering Group. This aligns contributions across CCOs and council departments even if they aren't directly responsible for projects budgeted for in the MO portfolio (i.e. but can contribute via business as usual).</p> <p>The Q3 report on Māori Outcomes programmes is expected to be reported to the Emergency Committee in late May. This will provide an update on expenditure against budget up until March 2020 (and prior to the disruption from Covid-19).</p> <p>Amendments have been made to the Cultural Initiatives Fund (CIF) to increase maximum grants to \$170k and simplify the application process as requested by the Board. Note also that the MOSG is also setting up a new 'Covid-19 Manaaki Fund' that can be accessed by Māori entities to support response and recovery initiatives, with a maximum grant of \$100k per applicant.</p>				



Item 7

Update Board Strategic Work Priorities for 8 June (2019/2022)	
Priorities	Update: Milestones and Forward Opportunities
Input to Council Submissions	<p>The Board has submitted on the LGA (Rating of Whenua Māori) Bill in accordance with the Board resolution from 4 May 2020. The Board's submission seeks Māori Freehold Land to be made non-rateable.</p> <p>The Board also inputted to the council's own submission approved by the Emergency Committee on 7 May 2020.</p>

Attachment A

Communications Report	
<b>Media</b>	<p>Media activity for the reporting period has included:</p> <ul style="list-style-type: none"> <li>• A message from the Chairman regarding the Board's concern for the vulnerability and health of Auckland Māori and the need to work closely with Auckland Council on health and economic measures to mitigate COVID-19 for Māori. This was released in early March on LinkedIn, the board Website and Twitter.</li> <li>• A LinkedIn message from the chairman, "<i>We are all in this together</i>", was prepared and posted in mid-March. The message was also posted on the board website.</li> <li>• A special message for Aucklanders in isolation and needing vegetables and food to call an 0800 number, coordinated through NEMA, was posted on the board Facebook, TinoAKL and Twitter during the reporting period.</li> <li>• A U Tube clip, "Tūtahi", urging people to stay home during level 4 lockdown by Māori rangatahi was posted on TinoAKL and Facebook during the reporting period.</li> <li>• The Covid-19 pandemic and Māori vulnerability to the disease and measures to mitigate it during the level 4 and level 3 lockdown periods has been a focus for the Board's communications during the reporting period.</li> </ul>
<b>The Māori Report for Tāmaki</b>	Most communication activity was in support of preparing communication materials and web





*Makaurau*

content for COVID-19, and the Values Reports post launch programme.

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 to tenancy		Possibility of slip / trip / fall		Y	M	Hazard Sign posted at front door Report lodged on Council system Vault 6/5/2016 ID18728 requested assessment & mitigation	Weekly	Kimiora Brown/Norelle Parker	
Change of floor levels from tiled area (outside kitchen) to carpeted area (resource / hallway)		Possibility of slip / trip /fall			M	Report lodged on Council system Vault 6/5/2016 ID18728 requested assessment & mitigation	Weekly	Kimiora Brown/Norelle Parker	
Hotwater tap	Kitchen	Burns		Y	M	Hazard sign posted in kitchen above sink	Weekly	Kimiora Brown/Norelle Parker	
Doors to toilets – heavy to manage	Toilets	For small children/seniors					Weekly	Kimiora Brown/Norelle Parker	
Office Status Update									

Health and Safety June Update

Item 7

Attachment A



**Item 7**

Incident Injury Report	New Hazards	First Aid course for staff completed. Workplace assessments for all staff have been completed.	The Health and Safety e-module has been completed successfully by all staff.
Nil	Nil		

During the Emergency period – focus has been on supporting the team to work remotely and preparing for the return to the Office.

**Attachment A**



## Te Reo Position Paper

File No.: CP2020/06304

### Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the report.
- b) approve the updated attached position paper for Te Reo.

### Te take mō te pūrongo Purpose of the report

1. Provide a Te Reo position paper for consideration and approval

### Horopaki Context

2. In 2016 the Council adopted a Māori Language Policy and the Māori Language Implementation Plan 2016-2019. In December 2019 a draft Te Reo Māori strategy was passed in principle by council's Executive Leadership Group.

### Tātaritanga me ngā tohutohu Analysis and advice

3. Over the last 3 years, the Board Secretariat staff have been monitoring council's Māori Language Policy and the Māori Language Implementation Plan 2016-2019. It is not clear how Council has progressed against the implementation plan since it has been in place.
4. The Board has and will continue to undertake considerable advocacy for Te Reo. It is important that we promote the Board's expectations to Council to progress Te Reo over the next three years and importantly advocate for Council to set clear measures in relation to Te Reo implementation.

### Ngā koringa ā-muri Next steps

5. That the Board develops a three year Te Reo monitoring plan and keep the Board updated on council's implementation progress.



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## Ngā tāpirihanga Attachments

No.	Title	Page
A	Te Reo Position Paper	37

## Ngā kaihaina Signatories

Authors	Reina Penney - Principal Advisor Cultural Outcomes
Authorisers	Catherine Taylor - Independent Māori Statutory CEO



INDEPENDENT MĀORI STATUTORY BOARD	DRAFT POSITION PAPER TE REO
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Background:

In 2016 the Council adopted a Māori Language Policy and the Māori Language Implementation Plan 2016-2019.

It is not clear as to how Council has progressed against the implementation plan over the three years since it has been in place.

In December 2019 a draft Te Reo Māori strategy was passed in principle by the Executive Leadership Group.

The Board has and will continue to advocate strongly for Te Reo in Tāmaki Makaurau.

Research and analysis has been completed that will inform the Board's advocacy for Te Reo over the next three years.

Advocacy Position over the next three years:

- Partnership and engagement
- Bi-lingual communication
- Support for whānau Māori
- Broad use of Te Reo by all in Tāmaki Makaurau
- Consistency across Council and measurements
- Leadership
- Te Reo and economic development



## The BOARD POSITION

The Board has considered the available information and advice on Te Reo and affirms that:

- Ko Te Reo Māori he taonga tuku iho, he taonga whakahirahira whakatinanatia ai Te Ao Māori me ona tini ahuatanga.
- I roto i nga iwi ake rohe, kei a te iwi me ana hapu, marae hoki, i te rangatiratanga o tona ake reo. He mita ano, he tikanga ano hoki to i a iwi, pokeke ki to tena iwi ano, ki to tena ano, ki to tena ano.
- Mana Whenua of Tāmaki Makaurau have Rangatiratanga over Te Reo policy in Tāmaki Makaurau. A Treaty partnership between Council and Mana Whenua in the development, implementation and monitoring of Te Reo Māori Policy, frameworks and initiatives is required. Council also need to evidence how they have helped Mana Whenua maintain the distinctive reo particular to different rohe, iwi and hapu in Tāmaki Makaurau.
- Mataawaka in Tāmaki Makaurau need to be engaged in the implementation of Te Reo policy frameworks and initiatives in Tāmaki Makaurau. An engagement process needs to be evidenced by Council.
- There is an obligation based on Te Tiriti o Waitangi for Council to protect Te Reo Māori as a significant taonga to Iwi/hapu/whānau Māori and to all New Zealanders.<sup>1</sup>
- It is expected that Council supports whānau/hapu/iwi Māori including Marae, kohanga reo, kura kaupapa and other key parts of the Māori community in their continued efforts for Te Reo revitalization in Tāmaki Makaurau.
- The Board expects Council to ensure that there is funding for innovative approaches to Te Reo revitalisation.
- Māori design is a vital component of Te Reo; the Board expects Council to ensure design is part of its Te Reo strategy.
- The Board expects that all Council supported community events criteria are aligned with Te Reo Māori policy.
- It is expected that Council advocates that all schools in Tāmaki Makaurau have compulsory Te Reo Māori in Tāmaki Makaurau.
- The Board expects Council to show commitment to Te Reo by ensuring Tāmaki Makaurau is a bilingual city by 2021. The Board expects quarterly reports towards this goal.
- The Board expects Council to advocate for Te Reo through relationships with the private sector and in procurement of goods and services. The Board expects Council to support Māori business with Te Reo strategies and actively support contractors or sole traders who have tohungatanga in Te Reo.

<sup>1</sup>Council must take into account the relationship of Māori and their culture and traditions with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga (Local Government, 2007, p. 3).



- The Board expects Council to have 100% bilingual signage in Tāmaki Makaurau by 2023. The Board requires a specific budget, bilingual policy and a monitoring framework in order to achieve this goal that spans across all of Council. The Board expects Council to monitor and report on the progress of their bilingual signage quarterly. (Quarterly reporting of progress needs to be completed for each CCO).
- The Board expects Council staff to commit to basic level of Te Reo competency. The Board expects Council staff in senior leadership positions to show commitment in Te Reo and to drive Te Reo policy across the Council.
- The Board demands bold action from Council to enhance Te Reo revitalisation efforts including but not limited to looking at all Council operations to ensure Te Reo Māori budgets are allocated. The Board expects Council CCOs to report on the budgets attached to Te Reo quarterly.
- The Board expects Auckland Council to provide evidence that they have allowed for adequate funding of Te Reo in the Long-Term Plan.
- The wellbeing of whānau /hapu/iwi Māori is affected by the wellbeing of Te Reo. The Board has developed wellness indicators in the Māori Plan, some of these indicators related to Te Reo. The Board requires Council to report on these indicators in their monitoring, planning and strategies.
- In addition to the wellness indicators that the Board has developed, we require Council to effectively engage with Māori communities in Tāmaki Makaurau to work out indicators and measures and data using a Māori values approach.







## Central Government's Climate Change Work Programme and Board Advocacy Points

File No.: CP2020/06642

### Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the report on Central Government's Climate Change Work Programme and Board Advocacy Points
- b) advocate for independent Māori Climate Change research by, with and for Māori in Tāmaki Makaurau on the risks and impacts on Mana Whenua and Mataawaka
- c) note the report on Central Government Climate Change Work Programme Review by MartinJenkins.

### Te take mō te pūrongo Purpose of the report

1. To provide the Independent Māori Statutory Board (the Board) with advocacy points on Central Government's Climate Change programme. This also builds on the advice received from the MartinJenkins report - Central Government Climate Change Work Programme Review (see attachment).

### Whakarāpopototanga matua Executive summary

2. The Climate Change Commission and the Ministry for the Environment (MfE) are responsible for advising on, developing, and implementing the Government's Climate Change Work Programme.
3. The Government acknowledge that climate change may impact disproportionately on Māori. They also recognise that the differential distribution of climate change impacts may exacerbate existing inequities and create new and additional inequities across society and the economy<sup>1 2</sup>.
4. The Government's Climate Change Work Programme has been created at pace with limited time for sustained engagement with non-government groups, including Māori.
5. To date, across Auckland Council there is no plan that adequately accounts for, manages and/or mitigates the impacts of climate change on Māori. We are concerned that, given this gap for Council there is nothing currently that informs national climate change policy on

<sup>1</sup> In the Climate Change Commission Zero Amendment Bill, various sections refer to obligations to Māori including consultation, nominations for the commission, and that national adaption plans must take into account the effects on iwi and Māori (see ss.5G, 5H, 5ZD, 5ZF and 5ZQ).

<sup>2</sup> NCCRA Framework Report (2019 - Final); NCCRA Assessment Report (2020 - Draft); NCCRA Method Report (2020 – Draft); NCCRA Technical Report (Draft 2020).



behalf of Māori in Tāmaki Makaurau. We want to ensure that robust and specific information on the impacts of climate change on Māori in Tāmaki Makaurau are developed and that the research informs both national and local policy. The proposed research will assist both Auckland Council and national research gaps in this area.

6. Without effective and meaningful engagement with Māori across Tāmaki Makaurau, and the generation of information that accurately articulates the risk and impacts of climate change for Māori across Tāmaki Makaurau, the risk of poor and potentially damaging outcomes for Māori from this programme is high.
7. Our advocacy is based on a review of the MartinJenkins Report (attached), and a review of several recent National Climate Change Risk Assessment (NCCRA) reports<sup>2</sup> (not attached) published by MfE. Our advocacy also aligns with the Board's Climate Change Position 2019.

#### **Advocacy Recommendations**

8. Two cross-cutting advocacy strands have been identified. One, relates to the engagement process with Māori in Tāmaki Makaurau, the other concerns ensuring that Māori issues and interests in Tāmaki Makaurau are embedded in national level climate change policy, plans and implementation.
9. We recommend advocacy for independent Māori Climate Change research, specifically research by, with and for Māori in Tāmaki Makaurau on the risks and impacts on Mana Whenua and Mataawaka from climate change. The results of this research can feed into the National Climate Change Adaptation Plan (NCCAP) and the national Emissions Reduction Plan and inform changes to the Emissions Trading Schemes (ETS).

## **Horopaki Context**

10. Over the next 3 years the Government's Climate Change Work Programme focuses on:
  - Preparing the first National Climate Change Risk Assessment (NCCRA)<sup>3</sup>, and from this developing the first National Climate Change Adaptation Plan (NCCAP).
  - Establishing national Emissions Budgets and an Emissions Reduction Plan. The first emissions budget is due in February 2021.
  - Amending the New Zealand Emissions Trading Scheme (NZETS).
11. The NCCRA and NCCAP and the Emissions Budgets and Emissions Reduction Plan will determine where, and on whom, the costs and both the physical impacts of, and action on, climate change will fall.
12. The Climate Change Commission and the MfE are responsible for advising, developing and implementing the Government's Climate Change Work Programme. They acknowledge that climate change and actions resulting from climate change policy may impact differentially and disproportionately on Māori<sup>2</sup>. With Te Puni Kokiri they have responsibilities for ensuring the impacts of climate change and climate change policies on iwi and Māori have been adequately considered<sup>2</sup>.

<sup>3</sup> A draft NCCRA Report was prepared for MfE (by Aecom and associates) and made available for comment in April 2020.



13. Government's Climate Change Work Programme has been created at pace with limited time for sustained engagement with non-government groups, including Māori. MfE say they are working with Māori via the Iwi Chairs Forum and plan to create an Interim Establishment Committee to engage widely and inclusively with Māori on climate policy and the climate change programme<sup>4</sup>.
14. In addition to the Government's Climate Change Work Programme, a cross-agency Community Resilience Group (CRG) has been established. They are responsible for leading a whole-of-Government work programme on natural hazards and climate change adaptation. It is unclear at what stage the CRG is at, however they are supposedly developing an iwi engagement strategy. This is of interest to the Minister for Local Government, who is also the Minister for Māori Development.
15. Based on alignment of the Board's climate change priorities and those of central government over the next three years, MartinJenkins have identified and recommend some potential areas where the IMSB could direct its advocacy.
16. These areas are:
  - **Climate policy hautūtanga**- Government working in partnership with Māori, building a relationship with the Climate Change Commission and undertaking a Treaty Audit on how central government is undertaking its climate policy
  - **Impacts of tangata**- Advocacy on emissions budgets and emission reduction plans, highlighting impacts on Māori, research into impacts of climate change on Māori
  - **Impacts on whenua**- Influencing the National Climate Change Risk Assessment and Adaptation Plan, engaging with the cross-agency Community Resilience Group
  - **Low emissions investment**- Māori Business low-emission network, Māori business low-emission fund,
  - **Measurement and evaluation**- Engagement with Ministry for the Environment and Statistics NZ to develop better reporting, commission a set off Māori specific indicators.
17. Focusing on these areas could assist the Board to be more impactful in its engagement given the importance of these issues to both the Board and the Government. These areas are also highly relevant to Māori in Tāmaki Makaurau.

## Tātaritanga me ngā tohutohu Analysis and advice

18. Government's Climate Change work programme is focused at a national scale and does not explicitly seek to elicit or address the specific risks and impacts of climate change on Māori at a regional level or sub-regional level.
19. This approach does not align with their intention to be guided by Tiriti O Waitangi principles, Te Ao Māori Maturanga Māori (local knowledge and experience) and best practice Māori engagement into their Climate Change programme.

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<sup>4</sup> To date there is no evidence of this committee or its outputs, despite the first NCCRA (draft) having been completed.



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20. This can be seen in the feedback on the first (draft) NCCRA (April 2020) which identifies several process and framework issues. The framework and methodology used and the process of engagement with Māori were considered inadequate, which for some 'participants' restricted their ability to frame risks from a Māori perspective. A parallel Māori climate change risk assessment process to run alongside this NCCRA process was recommended.
21. The impacts of climate change and actions resulting from climate change policy will be complex and range from minor to extreme, short-term to long term and subtle to obvious. This makes the quality of engagement with the many Mana Whenua and Mataawaka groups across Tāmaki Makaurau critical. With poor quality engagement, information that accurately articulates the views, experience and matauranga of Māori will not be generated, resulting in arbitrary and/or potentially damaging outcomes for Māori.
22. If the current and potential climate change risks and impacts on Māori are to be effectively and accurately elicited the process must be underpinned by good quality engagement.
23. The draft NCCRA highlighted that there are 'major consequences' associated with risks of exacerbating existing inequities and creating new and additional inequities due to differential distribution of climate change. It also notes that the risks and impacts of climate change may impact disproportionately on Māori. Furthermore, given that twenty-five percent of the Māori population in Aotearoa reside and work in Tāmaki Makaurau there is a strong case to advocate for a more refined approach that acknowledges and accounts for the diversity of Māori in Tāmaki Makaurau.
24. To date central government has undertaken limited work to measure or manage any of the distributional impacts from policies and measures to reduce emissions. The analysis that has been undertaken is largely at a whole of economic level, as opposed to individual populations.
25. Given the broad approach taken to date, the Government's assessment of risks and impacts of climate change on Māori in Tāmaki Makaurau and the subsequent adaptation plan will not be at scale relevant to the many Mana Whenua or Mataawaka and may lead to poor outcomes.
26. Importantly the draft NCCRA concludes that risks to Māori from Climate Change (i.e. risks that may impact disproportionately on Māori) have the highest research priority. Advice is therefore to strongly advocate for independent Māori Research (i.e. research by, for and with Māori) on the risk and impacts of climate change (i.e. the physical impacts) for Māori in Tāmaki Makaurau.
27. This should also cover the risks and impacts on Māori in Tāmaki Makaurau from the emissions budgets and changes to the ETS. The results of this Māori-centric research can feed in to the NCCAP and Emissions Reduction Plans and inform changes to the ETS.
28. This research would also support the Auckland Council's Climate Change Action Plan, which does not include robust or widespread information on the impacts of climate change on



Māori in Tāmaki Makaurau. As such the ACCCAP is not likely to adequately account for, manage and/or mitigate the impacts of climate change on Māori.

29. A component of this research could include collaborating with Statistics NZ on Māori relevant measures, indicators and reporting frameworks

## Ngā koringa ā-muri Next steps

30. The Board will contact the head of the Climate Change Commission (Rod Carr) to explore how the views, experience, tikanga and Mātauranga of Māori in Tāmaki Makaurau can be effectively included in the outputs of the Government's Climate Change Programme over the next few years.
31. In addition, we will contact the head of the Climate Resilience Group to explore how the views, experience, tikanga and Mātauranga of Māori in Tāmaki Makaurau can be effectively included their programme.

## Ngā tāpirihanga Attachments

No.	Title	Page
A	Attachment A copy of the MartinJenkins Report	47

## Ngā kaihaina Signatories

Authors	Norelle Parker - Executive Assistant
Authorisers	Catherine Taylor - Independent Māori Statutory CEO





**MARTIN  
JENKINS**

**REVIEW OF CENTRAL  
GOVERNMENT'S  
CLIMATE CHANGE  
WORK PROGRAMME**

**Final Report**

An overview for the  
Independent Māori Statutory  
Board

16 March 2020

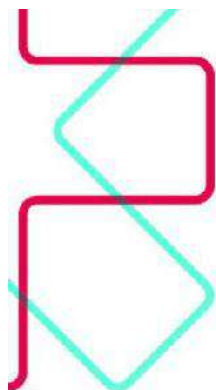




**Item 9**

**Attachment A**





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# FIGURES

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Figure 2: Potential priority areas for IMSB's climate change advocacy	13



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**Item 9**

**Attachment A**



## PREFACE

This report has been prepared for the Independent Māori Statutory Board by Andrew Millar from MartinJenkins (Martin, Jenkins & Associates Limited).

MartinJenkins advises clients in the public, private and not-for-profit sectors. Our work in the public sector spans a wide range of central and local government agencies. We provide advice and support to clients in the following areas:

- public policy
- evaluation and research
- strategy and investment
- performance improvement and monitoring
- business improvement
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- economic development
- financial and economic analysis.

Our aim is to provide an integrated and comprehensive response to client needs – connecting our skill sets and applying fresh thinking to lift performance.

MartinJenkins is a privately owned New Zealand limited liability company. We have offices in Wellington, Auckland and Waikato. The company was established in 1993 and is governed by a Board made up of executive directors Kevin Jenkins, Michael Mills, Nick Davis, Allana Coulon and Richard Tait, plus independent director Sophia Gunn and chair David Prentice.



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**Item 9**

**Attachment A**



# EXECUTIVE SUMMARY

## Climate change will continue to be a significant policy issue for the next 3 years

Climate change has risen in prominence to become a key part of the Government's policy agenda.

The Government has committed to a series of ambitious domestic and international targets for emissions reductions between now and 2050, as part of a long-term transition to a low-emissions future.

### Now a shift in focus to policies and measures

The focus since 2017 has been on setting up systems and institutions to help transition Aotearoa-New Zealand to this new future. The next three years will see a shift towards developing the policies and measures needed to make this transition happen.

The Government is also increasing its focus on adapting to the physical impacts of climate change. These include both long-term incremental changes, such as sea level rise and changing sea and land surface temperatures, and also increasingly frequent extreme weather events such as flooding, storm surges and drought.

### Significant milestones for 2020–22

The next three years will be important for long-term climate policy in New Zealand, as these projected milestones show:

#### 2020

- Climate Change Commission is formally established
- Advice from the Commission to the government on the first three emissions budgets (2022–25, 2026–30, 2031–35) and the corresponding emissions reduction plans
- Final design changes to the New Zealand Emissions Trading Scheme
- Delivery of the first National Climate Change Risk Assessment

#### 2021

- Finalisation of the first three emissions budgets
- Publication of emissions reduction plans to support the first three emissions budgets
- Development of the first National Climate Change Adaptation Plan
- Further development of policies and measures to reduce emissions in key sectors (e.g. transport, industrial energy use, agriculture)

#### 2022

- Review on the progress made on a farm-level emissions pricing scheme under He Waka Eke Noa<sup>1</sup>
- Ministerial report back on progress towards a farm-level pricing scheme
- Publication of the National Climate Change Adaptation Plan.

<sup>1</sup> He Waka Eke Noa is a commitment between the primary sector and the Government to work together to implement an effective programme for farmers and growers to deliver emissions

reductions and offsets while maintaining profitability. If this programme is unsuccessful, Government has signalled its intent to include agricultural emissions in the NZ ETS at a farm level.





### Opportunities for the Independent Māori Statutory Board

The need to reduce emissions and manage the effects of climate change will impact the whole of Aotearoa-New Zealand but will play out differently across the country. It will also affect different groups in different ways.

The impacts of climate policy on Māori in Tāmaki Makaurau are potentially significant given the region is Aotearoa-New Zealand's largest economic centre and is home to the country's largest Māori population.

The Independent Māori Statutory Board (IMSB) is aware of the significance of these impacts. It recognises the fundamental relationship between a healthy taiao in Tāmaki Makaurau and the health and wellbeing of mataawaka and mana whenua in the region.

### Potential priorities for advocacy by IMSB

There is significant alignment between the IMSB's climate change priorities and those of central government for the next three years. Given that, we have identified some potential areas where the IMSB could direct its advocacy.

These areas are:

- Climate policy hauititanga
- Impacts on tangata
- Impacts on whenua
- Innovation and investment
- Measurement and reporting.

Given the importance of these issues to both the Board and the Government, a focus on these areas could help the IMSB have more impact.

This short report discusses these advocacy priority areas in more detail and suggests some specific actions that could sit under each area.





# PURPOSE AND OBJECTIVES OF THIS REVIEW

## Background to the Independent Māori Statutory Board

The IMSB is an independent body corporate of nine members based in Tāmaki Makaurau.

The Board has specific responsibilities and powers under the Local Government (Auckland Council) Act 2009 to promote issues of significance to Māori to the Auckland Council.

The mission of the IMSB is to advance the interests of Māori in Tāmaki Makaurau by:

- helping Auckland Council to make decisions, perform functions and exercise powers that improve outcomes for Māori
- promoting cultural, economic, environmental and social issues of significance to Māori.

While the IMSB has a particular focus on Tāmaki Makaurau, it also seeks opportunities to improve Māori wellbeing and development across all Aotearoa-New Zealand, for the benefit of all New Zealanders.

## Objective of this review

Climate change is an important issue for Māori in Tāmaki Makaurau and across Aotearoa-New Zealand more generally. Reducing greenhouse gas emissions, and adapting to the effects of climate change, will have significant social, economic, environmental and cultural impacts.

Consequently, climate change is an area of focus for the IMSB. The impact of central government policies and measures to reduce emissions may disproportionately affect Māori, given that they are some of the country's most

economically vulnerable people. However, there may also be opportunities for Māori to respond to the challenges of climate change in ways that benefit them.

The IMSB wants to ensure that its climate change engagement is focused, targeted and impactful. This review supports that objective by:

- providing an overview of central government's climate change priorities
- outlining central government's climate change work programme for the next three years
- identifying those areas and organisations where the IMSB could target its engagement to maximise its influence.





# CONTEXT FOR CLIMATE CHANGE POLICY IN NEW ZEALAND

## 2017 was a step change for climate policy

Before 2017, climate policy was not a major priority for government. During that period the focus was mainly on meeting international emissions reduction targets and minimising the cost to the economy of doing this, largely through the use of international carbon units and the planting of trees to store carbon.

In this way Aotearoa-New Zealand can be described as a 'fast follower' in terms of climate policy – keeping up with international obligations but reluctant to take a leadership position.

Although there had been some increased activity in 2008, it was the election of the current Government in 2017 that saw a new approach to climate change in Aotearoa-New Zealand.

## Initial focus on a legal and institutional framework

The initial focus for the Government has been on creating the legal systems and institutions needed to give effect to its long-term climate change objectives and a transition to a sustainable, low-emissions future.

This has included:

- creating a new 2050 target to reduce greenhouse gas emissions to net zero by 1 January 2050 (except for biogenic methane, which will need to be reduced by 24–47% of 2017 levels)
- creating a series of five-yearly emissions budgets to act as interim steps towards the 2050 target
- establishing the Climate Change Commission to provide independent advice to government
- amending the design and operation of the New Zealand Emissions Trading Scheme (ETS) to align with the 2050 targets
- setting out a national approach for a climate change risk assessment and adaptation plan
- taking a 'Just Transitions' approach to economic and environmental change in Taranaki
- launching the Green Investment Fund.

There has also been a focus on ensuring bi-partisan political support for a long-term transition to a low-emissions future.

There has, however, been limited time for sustained engagement with other groups, including Māori, during this initial phase.







### The focus is now turning to policies and measures

Now that a new legislative and institutional framework is largely in place, the focus is turning to developing and implementing the policies and measures that are needed to reduce emissions.

The priority is to complete the work to establish the Climate Change Commission so the Commission can prepare the advice for the necessary emissions budgets, which must be in place by 1 January 2022.

These emissions budgets will help determine how and where (that is, in which sectors) Aotearoa-New Zealand will need to reduce its emissions. Alongside these budgets, programmes of policies and measures to reduce emissions are also being developed. The energy, transport and agricultural sectors are expected to be the main areas of focus for reducing emissions.

### Decisions have been made at pace

Considerable effort has gone into advancing the climate change objectives across the public sector. This work has been done at pace.

This has meant a growth in climate change expertise and interest across both central and local government, as well as in businesses and NGOs.

However, the rapid pace of policy development has created some concern from stakeholders that their views are not being adequately reflected.

Māori have been particularly vocal that not enough time has been spent on collaborating and consulting with them.

### Adaptation is a renewed area of focus

Reducing greenhouse gas emissions – mitigation – has been the main focus for climate policy in New Zealand over the last 10 years, as it has globally.

However, there is increasing concern about the physical impacts of climate change, and how New Zealand will need to prepare for these impacts – that is, adaptation.

Local government has identified climate change adaptation as particularly important. These concerns have been focused by recent high-profile natural disasters at Franz Josef, Mataatā and Edgecumbe.

Adaptation is also an increasing focus for central government climate policy. The first National Climate Change Adaptation Risk Assessment (NCCRA) is currently underway. This will provide the first national picture of adaptation risk across the country.

Adapting to the effects of climate change will require considerable financial investment, and some difficult decisions about the long-term viability of some communities. There are ongoing conversations between central and local government about who should fund this investment.





Item 9

Attachment A

**FAST FOLLOWER**  
**2008-13**

- Kyoto Protocol focus
- 'Moderated' ETS
- Low carbon prices (\$2 – \$5)
- Few non-ETS policies
- Reliance on international units
- Limited focus on adaptation
- Lower planting rates
- Agricultural research

**OVERDUE CHANGE**  
**2014-16**

- Paris Agreement and the 2030 target
- Reviews and changes to the ETS
- Ban on overseas units
- Rising carbon prices (\$10-\$15)
- Early conversations about agriculture

**A NEW APPROACH**  
**2017-19**

- Zero Carbon Bill
- New 2050 target
- Climate Change Commission established
- Renewed focus on adaptation
- Changes to the ETS and higher carbon prices (\$20-\$25)





# CURRENT CLIMATE CHANGE WORK PROGRAMME

The **attached A3 document** provides an overview of central government's work programme for the next three years – 2020, 2021 and 2022.

This period will see both a continued focus on establishing the systems and institutions needed to support the transition to a sustainable, low-emissions future, and a greater focus on implementing the policies and measures needed to reduce emissions.

## Significant milestones 2020–2022

Significant milestones over this period are likely to include the following:

### 2020

- Climate Change Commission is formally established
- Advice from the Commission to the government on the first three emissions budgets (2022–2025, 2026–2030, 2031–2035) and the corresponding emissions reduction plans
- Final design changes to the Emissions Trading Scheme (ETS)
- Delivery of the first National Climate Change Risk Assessment (NCCRA)

### 2021

- Finalisation of the first three emissions budgets
- Publication of emissions reduction plans to support the first three emissions budgets
- Development of the first National Climate Change Adaptation Plan (NCCAP)
- Further development of targeted policies and measures (including funding and direct regulation) to reduce emissions

### 2022

- Review of the progress made on a farm-level pricing scheme under He Waka Eke Noa<sup>2</sup>
- Ministerial report back on progress towards a farm-level pricing scheme
- Publication of the NCCAP.

## The next three years will be important for long-term climate policy in Aotearoa

Decisions made in the next three years will set the speed and trajectory for the long-term transition to a low-emissions future in Aotearoa-New Zealand.

<sup>2</sup> He Waka Eke Noa is a commitment between the primary sector and the Government to work together to implement an effective programme for farmers and growers to deliver emissions reductions and

offsets while maintaining profitability. If this programme is unsuccessful, Government has signalled its intent to include agricultural emissions in the NZ ETS at a farm level.





This next period will also see a process put in place to help communities around the country adapt more successfully to the physical impacts of climate change.

### The Climate Change Commission will provide advice on the pathway to reduce emissions

The main driver of the speed and impact of the transition will be the emissions budgets. These are a key part of Aotearoa-New Zealand's 2050 target.

These budgets will set out the total amount of emissions the country will be allowed to emit for the five-year period of each budget, minus emissions stored in forestry and through any offshore purchasing (if available).

The Climate Change Commission will advise the government of the day on what the level of reduction should be for each period. It will also advise the government on how the emissions reductions for the budget period should be met (including 'by pricing and policy methods'), and what proportion of emissions should be reduced domestically as opposed to through international reductions.

### The government of the day will make the final decision

The Climate Change Commission will advise the government on its proposed emissions budgets, and it will be the government (through the responsible Minister and Cabinet) that ultimately decides them.

The bar for any changes to the Commission's recommendations is deliberately set high, particularly as the Commission is required to consult widely and to carefully consider a range of topics in developing its advice on the emissions budgets.

In setting the budgets, the government must respond publicly to the Climate Change Commission's advice and justify any departure from the Commission's recommendations.

This means the Climate Change Commission will have significant influence on the shape and form of climate policy within Aotearoa-New Zealand.

### Emissions budgets will influence the nature of a low-emissions transition

By setting the level of emissions reduction for each budget period, and also the economic sectors these reductions will come from, the emissions budgets will have an important influence on the costs (and benefits) of this transition and on where and on whom these will fall.

The decisions on the emissions budgets are also likely to drive the setting of domestic mitigation measures, including the NZ ETS and other targeted programmes in energy, transport, waste, agriculture and forestry.

Māori are one group who are likely to be impacted by decisions around these emissions budgets.

In making their recommendations or decisions on emissions budgets, the Climate Change Commission and the Minister for Climate Change must consider:

*'the likely impact of actions taken to achieve an emissions budget and the 2050 target, including on the ability to adapt to climate change' (Climate Change Response Act 2002, s 5ZC(2)(b)(iv))*

and

*'the distribution of those impacts across the regions and communities of New Zealand, and from generation to generation' (s 5ZC(2)(b)(v)).*





### A significant amount of work will need to be done over the next 24 months to put in place these budgets

Developing, testing and finalising the emissions budgets will require a significant amount of work over the next 24 months.

The Climate Change Response Act gives the Climate Change Commission a deadline of 1 February 2021 for advising the government on the first three emissions budgets and the actions needed to achieve them (s 5ZA(4)). This means the Commission will need to consult publicly both on the budgets and on a supporting emissions reduction plan in the second half of 2020.

The government must then set and publish the first three emissions budgets before 1 January 2022 (the start of the first budget period.)

### Adaptation will also be a priority over this period

Climate change adaptation – adapting to the physical impacts of a changing climate – has been less of a focus for central government than climate change mitigation.

Managing the impacts of the increased natural hazard risk caused by climate change (for example, sea level rise, flooding, and more frequent and severe extreme weather events) has largely been left to local government. Central government's role has been limited to providing information about these possible impacts.

This has meant that there is no national view of Aotearoa-New Zealand's vulnerability to climate change beyond a very general level.

Local government, and the communities they represent, are increasingly looking to central government for guidance on adaptation. They are also asking questions about who should fund measures to manage these risks.

The next three years will go some way to address this imbalance. The recent changes to the Climate Change Response Act require the Climate Change Commission to carry out a National Climate Change Risk Assessment (NCCRA) every six years. This will identify at a national level the places, sectors and communities that are most vulnerable to the impacts of climate change.

The first NCCRA is currently being done by the Ministry for the Environment and is expected to be delivered to the Government around the middle of 2020. Subsequent risk assessments will be carried out by the Commission.

The changes to the Climate Change Response Act also require a National Climate Change Adaptation Plan (NCCAP) in response to each Risk Assessment. The NCCAP will set out the government's plan for addressing the risks to vulnerable places, sectors and communities, as identified in the Risk Assessment.

Alongside this, additional information-gathering powers will require central and local government agencies and 'lifeline utility providers' (such as airports and ports) to provide information on climate change adaptation if the government requests it.

While the Risk Assessment and the Adaptation Plan are significant steps to achieving better adaptation outcomes, some challenging adaptation issues will still need to be addressed.

The cross-agency Community Resilience Group (CRG) is one vehicle for advancing work on these issues. Ministers have tasked the CRG with thinking more broadly about how to increase community resilience to natural hazard risks, including risks exacerbated by climate change. Local Government New Zealand is also involved in this group.

Flood risk management is the first issue the CRG is exploring, and it is expected to report back to Ministers with options and recommendations for addressing flood risk by the end of 2020. The options the CRG develops for flood risk are likely to influence how the government thinks about addressing adaptation-related risks more broadly.





Related to the work of the Community Resilience Group, the Minister for Local Government has also asked the Department of Internal Affairs to develop a broader strategy for engaging with Māori on natural hazard risks.

Figure 1: Key climate change focus areas for 2021 to 2022





# IMSB CLIMATE CHANGE PRIORITIES

At a high level, the Independent Māori Statutory Board is aiming to:

**'Plan for and analyse climate change resilience and mitigation in Tāmaki Makaurau, with consideration of Māori interests, outcomes and measures'**

The IMSB's climate change position paper identifies the fundamental relationship between a healthy taiao in Tāmaki Makaurau, and the health and wellbeing of mataawaka and mana whenua in Tāmaki Makaurau.

The paper also affirms the need for Tikanga Māori, Mātauranga Māori and a Treaty framework to form the basis of a meaningful response to climate change for Tāmaki Makaurau.

## Priority areas of climate change interest for the IMSB

The IMSB's climate change position paper identified the following areas as priorities for the Board:

- Māori community response to climate change
- Equity issues
- Resilience to increased severe weather events
- The impacts of water level rise and effects (that is, coastal inundation)
- Importance of whanaungatanga
- Urban design and building
- Self-sustaining marae
- Economic prosperity
- Water quality and water sources.





## POTENTIAL ADVOCACY PRIORITIES

There is significant alignment between the IMSB's climate change priorities and those of central government over the next three years. Given that alignment, we have identified some potential areas where the IMSB could direct its advocacy:

- Climate policy hautūtanga
- Impacts on tangata
- Impacts on whenua
- Innovation and investment
- Measurement and reporting.

Focusing on these areas could help the IMSB to have more impact in its engagement, given their importance to both the Board and the Government. The areas are also highly relevant to Māori in Tamaki Makaurau.

The five priority areas are discussed in more detail in the following pages.







Figure 2: Potential priority areas for IMSB's climate change advocacy





Central government is aware that it needs to improve its engagement with Māori on climate policy. As noted above, the pace at which much climate policy has been delivered since 2017 has meant that in many cases this engagement has not met the needs of Māori.

Through taking a more holistic, Te Ao Māori approach to climate policy, the Government could work in partnership with Māori to ensure positive climate policy outcomes both for Māori and for the country as a whole.

There is an opportunity now for the IMSB to help with resetting and improving engagement with Māori on climate policy.

This includes advocating for greater Māori involvement in climate policy decision making, for the Government to properly consider Māori rights and interests when making climate policy-related decisions, and for a Treaty of Waitangi partnership model to be at the centre of this relationship.

The involvement of the IMSB in this discussion is important given the high proportion of Māori who live and work in Tāmaki Makaurau. It also aligns with the intent of the IMSB to ensure that Tikanga Māori, Mātauranga Māori and a Treaty framework form the basis of thinking about climate change for Tāmaki Makaurau.

The IMSB is also able to draw on its experience working with the Auckland Council to influence decision making to better reflect Māori interests.

Because of their importance to the IMSB, these priority areas could sit above all other priority areas and provide a consistent reference point for all other climate policy advocacy.

### Potential advocacy opportunities

#### Participating in the Māori engagement process led by the Ministry for the Environment

The Ministry for the Environment is currently working with Māori through the Iwi Chairs Forum to co-design a process to achieve better engagement with Māori on climate policy. If this process is successful, it is likely it will become the de facto process used by government to engage more broadly with Māori on climate change.

An Interim Establishment Committee is now being formed to engage widely and inclusively with Māori on this proposed process, and to oversee the establishment phase of the process. The establishment phase is due to run from March to June 2020.





There is an opportunity for the IMSB to engage directly with the Ministry for the Environment, or as part of the Establishment Committee, on the development of this new process. This could help ensure the IMSB is front of mind for the government when engaging with Māori on climate change. It would also help position the IMSB as an influential voice in shaping climate policy.

**Prioritise building a relationship with the Climate Change Commission**

The Climate Change Commission will become increasing influential as the source of advice for the government on climate change policy.

The Commission will have a key role in determining the shape of the country's low-emissions transition through providing advice on emissions budgets and on the emission, reduction plans to support these budgets. The Commission will also be responsible for developing the NCCRA and the NCCAP.

Building an enduring relationship with the Climate Change Commission could benefit the IMSB, particularly as the Commission needs to understand the impacts of climate policy on Māori. This kind of relationship could position the IMSB as a source of advice for the Climate Change Commission as the Commission develops its own advice for government.

**Treaty of Waitangi audit of central government agencies involved in climate change policy**

The IMSB currently carries out a Treaty of Waitangi audit in its work with the Auckland Council, to ensure the Council is meeting its partnership responsibilities.

These audits provide a good platform for identifying where there is effective engagement with Māori in Tāmaki Makaurau across the Council and identifying how that engagement can be extended more broadly.

The IMSB could extend this approach to central government agencies working on climate policy. This could make those agencies more aware of their Treaty of Waitangi obligations, and enhance their engagement with Māori both within and beyond Tāmaki Makaurau.





Tāmaki Makaurau is the largest centre in Aotearoa-New Zealand, and the impacts of climate policy on Māori in the region are potentially significant.

These include direct impacts that affect day-to-day life for Māori as a result of low-emissions policies designed to discourage carbon intensive activities. Examples of these impacts could be better public transport options, or higher transport costs for car owners.

They also include indirect impacts in the form of higher prices for more emissions-intensive goods or services as a result of changes to the New Zealand Emissions Trading Scheme and a rising carbon price.

The effects of climate policy on Māori, particularly Māori in Tāmaki Makaurau, is a key concern for the Independent Māori Statutory Board. While these impacts are necessary for a low-emissions transition (that is, in order to encourage less emissions-intensive activities), there is a risk that some communities will be disproportionately affected and suffer hardship.

Māori are included in some of New Zealand's most economic and socially disadvantaged communities, and Māori may also have specific needs that other populations do not, so it important to consider how climate policy specifically affects them.

Reducing emissions in Tāmaki Makaurau, while also ensuring the continued economic, social and cultural wellbeing of Māori, will be important, and consistent with the Government's approach to a 'just transition'.<sup>3</sup>

Given that the focus for the Government has been on developing the systems and policies to reduce emissions and transition the economy, so far there has been only limited analysis of the distributional impacts of these climate policies.

### Potential advocacy opportunities

#### Influencing the emissions budgets and emissions reduction plans

The Climate Change Commission will have a key role in determining the shape of the country's low-emissions transition through advising on emissions budgets and on the emission, reduction plans that support the budgets.

These budgets will help determine where, and on whom, the costs and impacts of climate change action will fall. The emissions reduction plans will

<sup>3</sup> Although a formal 'just transitions' approach will only apply in Taranaki for the time being.





influence the design of the policies and measures that will give effect to the emissions budgets.

The IMSB could work with the Commission to enhance the Commission's understanding of how these budgets will impact Māori, and to help it manage any equity issues. At the same time, the IMSB could potentially influence how these budgets and the supporting policies give effect to Māori aspirations.

**Working with key central government agencies to highlight potential impacts on Māori**

Several different central government agencies have responsibilities for considering the impact of climate policies on Māori. These include the Climate Change Commission, the Ministry for the Environment and Te Puni Kōkiri.

For example, the Climate Change Response Act requires the Minister for Climate Change to include in an emissions reduction plan 'a strategy to recognise and mitigate the impacts on iwi and Māori of reducing emissions. It also requires the Minister 'to ensure that iwi and Māori have been adequately consulted on the plan' (s 3A(a-d)).

The Climate Change Commission is responsible for preparing this emissions reduction plan, and the Ministry for the Environment will need to advise the Minister for Climate Change on whether these impacts on iwi and Māori have been adequately considered.

The IMSB could play a role in working with these agencies, and others like Te Puni Kōkiri, to ensure that Māori are adequately engaged on policies that may affect them, and that measures are put in place to address any equity issues.

There may also be benefit from engaging with Te Puni Kōkiri on Māori economic aspirations, given TPK's role in supporting Māori economic development.

**Researching the impacts of climate policy on Māori**

To date central government has undertaken only very limited work to measure or manage any of the distributional impacts from policies and measures aimed at reducing emissions. The analysis that has been done was largely at a whole-of-economy level, as opposed to individual populations.

The IMSB could add to this body of knowledge by commissioning independent research into the effects (both positive and negative) of climate policy on Māori, and on Māori in Tāmaki Makaurau specifically. In doing this, the IMSB could potentially partner with universities of other research institutions.

By commissioning this research, the IMSB could help influence the shape of climate policy so that it supports better outcomes for Māori. The research would also provide a useful platform for greater engagement with Ministers and central government agencies.





As noted above, climate change adaptation is becoming an increasingly important part of climate policy.

The potential physical impacts on the country of a changing climate are significant, and will manifest differently throughout the country, depending on the region.

In Tāmaki Makaurau these impacts are particularly important given the size of its population, and the contribution the region makes to the country's economic wellbeing.

There will also be specific cultural impacts for Māori, who have a unique relationship with the physical environment. For example, sea level rise and ocean acidification could adversely impact coastal sites for collecting kai moana in Tāmaki Makaurau.

Coastal marae and urupā sites may also be at risk from sea level rise and coastal erosion. The unique elements of Tāmaki Makaurau's environment, such as the Waitakere Ranges or the Hauraki Gulf islands, could be exposed to new kind of pests.

### Potential advocacy opportunities

#### Influencing the National Climate Change Risk Assessment and Adaptation Plan

The first National Climate Change Risk Assessment (NCCRA) is significant: for the first time, decision makers will have a whole-of-country view of the risk of natural hazards exacerbated by climate change.

The NCCRA will strongly influence all subsequent decision making on how and where to prioritise central government involvement and resources on climate change adaptation. This will include which aspects of climate change adaptation are emphasised in the National Climate Change Adaptation Plan (NCCAP).

The IMSB could seek to influence how the Risk Assessment and the Adaptation Plan understand and assess the physical risks to sites of significance to Māori. By working closely with the Climate Change Commission, the IMSB could help ensure that a Te Ao Māori perspective on climate change risk forms a central part of these tools.

There is also an opportunity to take a Te Ao Māori, strengths-based approach to managing the physical impacts of climate change, and to use that approach to inform how to protect sites of significance. For example, adopting rāhui for particular at-risk areas may help to preserve them.





### **Engaging with the cross-agency Community Resilience Group**

The Department of Internal Affairs and the Ministry for the Environment have joint responsibility for leading the policy work on climate change adaptation and resilience to natural hazards. The cross-agency Community Resilience Group (CRG) is the primary vehicle for considering risk- and resilience-related issues.<sup>4</sup>

The Community Resilience Group is responsible for leading a whole-of-government work programme on natural hazards and climate change adaptation. This covers several different aspects of adaptation, with a current focus on flooding risk.

One area of interest to the IMSB is the work to develop an iwi engagement strategy for community resilience, which is being led by the Department of Internal Affairs. There is an opportunity for the IMSB to influence the shape and form of this strategy. The strategy is of particular interest to the Minister for Local Government, who is also the Minister for Māori Development.

### **Commissioning independent research into climate change impacts**

The Vision Mātauranga programme within the Deep South National Science Challenge is a Māori-led research effort into the implications for Māori of changing climate conditions.

The Vision Mātauranga programme has produced a valuable body of work, but it appears that most of the research projects within it have been completed and have not been recently updated. It is unclear whether this is

because this programme has been completed, or whether a next phase of work is being prepared.

There is an opportunity to add to this body of knowledge about the potential physical impacts of climate change on Māori, either through supporting the Deep South National Science Challenge, or independently.

Potential research topics could include physical and cultural risks to marae, urupā and other coastal sites of significance in Tāmaki Makaurau, as a result of changing climate conditions. Another possible topic is the potential for increased biosecurity risks from new pests and invasive species within the region.

<sup>4</sup> The Community Resilience Group includes the Department of Internal Affairs, the Ministry for the Environment, the Treasury, the Earthquake Commission, and the National Emergency Management Agency. Local Government New Zealand are also part of this group.





The emissions reduction targets for Aotearoa-New Zealand are significant both in the short and long term.

Low-emissions innovation from business and new behaviours from households will be key to helping to meet these ambitious targets. New thinking will be needed to change our current patterns of economic behaviour, and those businesses that are able to navigate this low-emissions future confidently are likely to have a commercial advantage.

Low-emissions innovation will need to be supported by significant public and private investment in order to reach the scale needed to help reduce emissions significantly. The \$100 million allocated to the Green Investment Fund is an example of how this kind of investment is being scaled up.

There could be further opportunities for the IMSB to influence low-emissions investment in Tāmaki Makaurau to the benefit of mana whenua and mataawaka. There are opportunities for Māori business in this environment.

Significant investment from both central and local government will also be needed to enable the region to adapt to the physical impacts of climate change, particularly investment in infrastructure. This includes hard engineering solutions, such as sea walls and more resilient roading, as well as more responsive and adaptable urban planning.

## Potential advocacy opportunities

### Māori business low-emissions network

Using its existing Māori business network, the IMSB could establish a specific business network for Māori business that is targeted at low-emissions innovation and investment.

The purpose of this network would be to share information and expertise, and facilitate collective advocacy directed towards encouraging central and local government to invest more in Māori business.

Māori business also has valuable lessons to share in how to balance environmental and economic outcomes.

There may also be opportunities to partner with large corporations or tertiary institutions in developing this network.

### Māori business low-emissions investment fund

The IMSB could also work with central government to develop a low-emissions investment fund for Māori business.

This fund could help to identify and scale up investment in Māori businesses, particularly those who incorporate Māoritanga into their business practices.







The fund could be resourced from existing central government funding or could form the basis for a future budget bid. The key agencies to engage within developing the fund would be the Science and Innovation Branch of the Ministry of Business, Innovation and Employment, and Te Puni Kōkiri.





The measuring and reporting of climate change impacts is strongly linked with all the other potential advocacy areas.

Accurate data and information are vital for developing sound policy responses to climate change. While the Government has accurate information on greenhouse gas emissions and other measures related to global greenhouse gas accounting, the measurement of Māori-specific data is more limited.

Under the Environmental Reporting Act 2015 the Ministry for the Environment and Statistics New Zealand are required to report regularly on the state of New Zealand's environment through a series of domain reports. Te Ao Māori is one of the categories that each domain report must cover.

This is important, as what gets measured is what is used to inform climate policy-related decisions by Ministers and agencies.

While current reporting from the Ministry for the Environment and Statistics NZ does refer to a Te Ao Māori perspective, the coverage is not comprehensive. To date only limited information has been collected using a framework embedded in a Māori worldview, and no consistent set of indicators has been developed.

If measurement and reporting on climate policy does not incorporate a Te Ao Māori perspective, there is a risk that the impacts of climate policy decisions on Māori wellbeing (both positive and negative) will not be well understood. This is relevant to Māori throughout Aotearoa-New Zealand.

### Potential advocacy opportunities

#### **Prioritising engagement with the Ministry for the Environment and Statistics NZ to develop better reporting**

The Ministry and Statistics New Zealand will continue to have dual responsibility for formal reporting on climate change.

There is an opportunity for the IMSB to work with both agencies to help them develop better national reporting that reflects a Te Ao Māori approach. The IMSB could act as a facilitator to bring relevant parties (such as academics and researchers) together to strengthen this reporting approach.

One option might be to take a location-based perspective and invite the Auckland Council to join with these central agencies to create a reporting model for Tamaki Makaurau.





**Commission a set of Te Ao Māori-specific indicators**

The IMSB could commission its own set of Te Ao Māori indicators for climate change for Tāmaki Makaurau, to supplement the work being done in central government.

This would provide a strong evidence base for the IMSB to engage with central government and help hold it to account.





## APPENDIX 1 – CENTRAL GOVERNMENT CONTACTS

IMSB priority area	Relevant central government partners	Potential contact person
Māori Community response to climate change	Climate Change Commission Ministry for the Environment	Jo Hendy – Chief Executive Janine Smith – Director Climate Change
Equity issues	Climate Change Commission Te Puni Kōkiri	Jo Hendy – Chief Executive Megan Bell – Acting Manager
Resilience to increased severe weather events	Department of Internal Affairs Ministry for the Environment National Emergency Management Agency	Paul Barker – Partnership Director Janine Smith – Director Climate Change Jenna Rogers – Manager Analysis and Planning
The impacts of water level rise and effects		
Importance of whānau tangata	Te Puni Kōkiri	Megan Bell – Acting Manager
Urban design and building	Ministry of Business, Innovation and Employment	Katrina Quickenden – Policy Director
Self-sustaining marae	Te Puni Kōkiri Energy Efficiency and Conservation Authority	Megan Bell – Acting Manager Marcos Pelenur – Group Manager Strategy and Engagement
Economic prosperity	Climate Change Commission Ministry for the Environment	Jo Hendy – Chief Executive Janine Smith – Director Climate Change
Water quality and water sources	Department of Internal Affairs	Allan Prangnell – Acting Deputy Chief Executive Central/Local Government Partnerships









## Impact of Housing Policy on Māori in Tāmaki Makaurau

File No.: CP2020/06509

### Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the report on Impact of Housing Policy in Tāmaki Makaurau (2020).

### Te take mō te pūrongo Purpose of the report

1. To update the Board on the key messages in the report on Impact of housing policy in Tāmaki Makaurau (2020).

### Whakarāpopototanga matua Executive summary

2. The Board has worked with researchers from Ngāi Tahu Research Centre in Canterbury to look into historic and recent developments in the housing market to trace effects for Māori in Tāmaki Makaurau.
3. The learnings and key messages from this work will help inform current policy discussions and assist in developing key advocacy positions for the Board.
4. In light of the recent Covid-19 pandemic, Māori communities are forecast to fare worse than other groups, with unemployment, lack of quality housing and overcrowding and its detrimental effects (family violence, health issues, psychosocial stress) as driving factors for expected increased inequalities in health outcomes and financial hardship.
5. The report concludes that there is strong evidence that the housing policies, programmes and practices from the 1950s to the 1980s drastically improved Māori health, wellbeing, and wealth. Based on historic examples, the authors conclude a need for stronger state intervention in the housing market. It points to periods in the history of Tāmaki Makaurau of significant improvements in Māori access to quality homes and long-term tenure security, and how this is linked to improvements in health, wealth, and wellbeing.

### Horopaki Context

6. 1900-1950: The 1918-1919 influenza pandemic made the link between housing and health explicit. Māori lived in substandard, crowded housing and suffered a death rate seven times higher than non-Māori. Māori housing policy was separate - significantly less was invested in Māori housing initiatives during this period. The health and social outcomes were dire for Māori who lived in slum conditions in central Auckland.



7. 1960-1980: Māori gained access to mainstream state housing and tailored schemes during rapid Māori urbanisation and migration from traditional kāinga to the city and new state housing developments in the south and west. Māori access to quality housing improved rapidly alongside better health and social outcomes. Māori home ownership rates in Tāmaki Makaurau also increased considerably reaching their peak in 1986 (North Auckland, 60%; South Auckland, 58%; and West Auckland, 69%).  
  
However, new Māori-dominant suburbs still dealt with poverty issues and were unfairly labelled ghettos. These suburbs helped give rise to a new pan-Māori urban identity. Underpinning the rapid Māori home ownership increase from the 1960s-1980s were government housing policies that assisted Māori into home ownership (86% of Māori home finance was from state loans during the 1980s).
8. 1990- : From 1990 onwards, both major political parties played a reduced role in the housing sector due to a bipartisan neoliberal consensus. Restructuring of the state housing sector had become increasingly common under this consensus, resulting in a decrease in Māori home ownership since 1986 (down around 35% across Auckland zones) while private landlords have come to dominate the rental sector, relying on market-driven rents while tenure has become increasingly insecure.  
  
Since the 1990s, Māori health and social outcomes related to housing have plateaued or declined. State housing programmes have become increasingly fragmented and there has been increased focus on 'third sector' NGO social housing provision. This shift has resulted in the loss of economies of scale and privatisation of public housing.
9. 2020: The report concludes that there is strong evidence that the housing policies, programmes and practices from the 1950s to the 1980s drastically improved Māori health, wellbeing, and wealth. All the indicators for Māori housing security and health were trending upwards until the neoliberal reforms of the 1990s. While the current situation is far from ideal, the successes of the past should provide a path to future solutions.
10. Based on historic examples, the authors conclude a need for stronger state intervention in the housing market. It points to periods in the history of Tāmaki Makaurau of significant improvements in Māori access to quality homes and long-term tenure security, and how this is linked to improvements in health, wealth, and wellbeing.
11. These improvements are all linked to large and sustained state interventions in the housing market, whereas periods of decline for Māori are linked to neoliberalist ideals of non-intervention in the housing market.
12. The persistent trend of successive New Zealand governments not assuming direct responsibility for housing is a main feature. Although private social housing providers often deliver good outcomes, they do not have economy of scale or the capacity to deal with large structural problems impacting on the whole of society.
13. The quality of housing Māori can afford in Tāmaki, particularly in the city, has declined as prices rise, renters have been forced to accept lower quality housing, those looking to buy have not been able to afford warm and dry housing, and more Māori are homeless or experience housing insecurity.
14. However, alongside KiwiBuild and a policy stopping foreign home buyers, the new Labour Government's focus on retaining and building state houses indicates a shift towards greater state engagement in the housing sector

## Ngā koringa ā-muri

### Next steps

15. In light of impacts and developments arising from Covid19 such as local and central government recovery programmes/ budgets, an update of the emphases in Kāinga Strategic Action Plan will be provided to the Board.





## Ngā tāpirihanga Attachments

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## Ngā kaihaina Signatories

Authors	Johanna Lundberg - Principal Advisor
Authorisers	Catherine Taylor - Independent Māori Statutory CEO

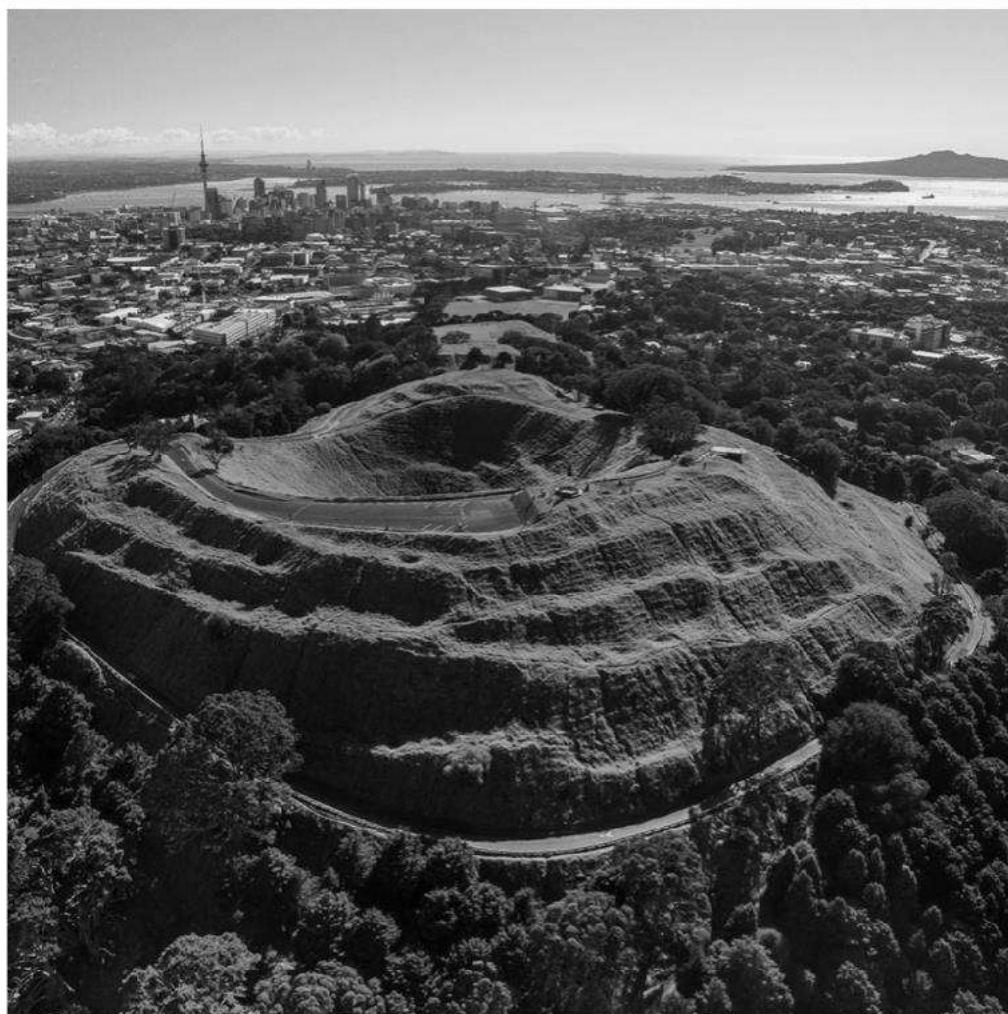




2019

Ngāi Tahu  
Research Centre

## THE IMPACT OF HOUSING POLICY ON MĀORI IN TĀMAKI MAKĀURAU



PRODUCED FOR THE INDEPENDENT MĀORI STATUTORY BOARD BY THE NGAI TAHU  
RESEARCH CENTRE, UNIVERSITY OF CANTERBURY

**BUILDING BETTER  
HOMES, TOWNS  
AND CITIES**

Ko Ngā wā Kāinga hei  
whakamāhorahora

National  
**Science**  
Challenges

Item 10

Attachment A



## EXECUTIVE SUMMARY

This report takes an historical approach, from 1920-2020, to examining Māori housing in Tāmaki Makaurau. This approach helps establish links between housing policy and Māori access to quality housing in the city. Major findings from the project are as follows:

- **1918-1919 influenza pandemic made the link between housing and health explicit. Māori lived in substandard, crowded housing and suffered a death rate seven times higher than non-Māori.**
- **Māori housing policy was separate and more limited from 1935 to the 1950s.** Significantly less was invested in Māori housing initiatives during this period. The health and social outcomes were dire for Māori who lived in slum conditions in central Auckland.
- **From the 1960s-1980s Māori gained access to mainstream state housing whilst able to access tailored schemes.** This coincided with rapid Māori urbanisation and migration from traditional kāinga to Tāmaki Makaurau. Māori relocated from central Auckland to new state housing developments in the south and west. During this period Māori access to quality housing improved rapidly alongside improvements in health and social outcomes.
- **Māori home ownership rates in Tāmaki Makaurau also increased considerably reaching their peak in 1986** (North Auckland, 60%; South Auckland, 58%; and West Auckland, 69%).
- **Through ownership and state rentals, Māori had long-term security of tenure from the 1960s-1980s.**
- **Given the rapid increase in the Māori urban population during the 1960s-1980s the improvements appear remarkable** (nationwide, 13,000 houses were provided to Māori between 1961-1971).
- **However, from the 1960s new Māori-dominant suburbs still dealt with poverty issues and were unfairly labelled ghettos.** These suburbs helped give rise to a new pan-Māori urban identity.
- **Underpinning the rapid Māori home ownership increase from the 1960s-1980s were government housing policies that assisted Māori into home ownership** (86% of Māori home finance was from state loans during the 1980s). Furthermore, Labour and National worked in tandem to improve home ownership – with Labour building homes while National sold them to tenants. We refer to this as the ‘partisan dynamo’.
- **From 1991 both major political parties played a significantly reduced role in the housing sector due to a bipartisan neoliberal consensus.** Restructuring of the state housing sector has become increasingly common under this consensus, resulting in a loss



of institutional knowledge, momentum, and long-term accountability of public sector organisations

- **Māori home ownership has declined rapidly in response since 1986** (down on average 35% across Auckland zones) while private landlords have come to dominate the rental sector and tenure has become increasingly insecure.
- **Since the 1990s health and social outcomes related to housing have plateaued or declined.**
- **State housing programmes have become increasingly fragmented and there has been increased focus on ‘third sector’ NGO social housing provision.** This shift resulted in the loss of economies of scale and privatisation of public housing.

The fundamental conclusion from the project is as follows:

There have been periods in the history of Tāmaki Makaurau where there have been significant improvements in Māori access to quality homes with long-term tenure security – either through ownership or state rental – associated with improvements in health, wealth, and wellbeing. These are linked to very **large and sustained state interventions** in the housing market. Periods of decline for Māori are linked to state non-intervention in the housing market.

For interactive engagement with the findings from this report click the links to go to these websites:

[Timeline](#) of Māori housing in Tāmaki Makaurau

[Tableau](#) presentations of dataset from Census information



## INTRODUCTION

This report takes an historical approach to examining Māori housing in Tāmaki Makaurau. The analysis starts in 1920 and ends in 2020. The purpose of this approach is to establish links between the housing policy environment and Māori access to quality housing in the city. The report examines five periods: 1920 to 1939; 1940 to 1959; 1960 to 1979; 1980 to 1999; and 2000 to 2020. Analysis for each time period first defines the policy conditions of the timeframe, followed by the Māori demographics related to Auckland, the quality, quantity, cost and distribution of housing, and the health and social outcomes related to housing. Through this approach links and correlations can be determined between the policy environment, demographic changes, the state of housing and health and social policy. One caveat, information across time periods is not equally available meaning there are gaps and variations, likewise the Census has changed the way it categorises ‘Māori’ and ‘housing’ numerous times and while the data has been standardised as much as possible these changes are not always surmountable. Also, where not specifically referenced, all data has come from Statistics New Zealand.

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## 1920-1939: AN IMPROVERISHED REMNANT IN URBAN SLUMS

This period can be characterised as one where the small number of Māori living in the city dwelled in urban slums with little to no help from the central or local government with resultant dire health and social outcomes.

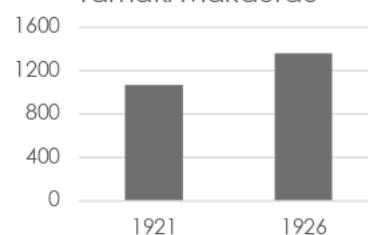
### POLICY CONDITIONS

During this period, Māori housing policy was separate and limited in terms of funding, scope and access. Expenditure on Māori housing throughout this period was far less, proportionally speaking, than on general state housing and was largely focused on rural development.<sup>1</sup> While the first significant state rental housing construction programme began in 1936, Māori had been able to apply for construction loans from the Special Māori Housing Fund since the 1929 Māori Land Settlement scheme and the Native Housing Act passed in 1935.<sup>2</sup> However, there were several issues that limited Māori – and particularly urban Māori – from either of these schemes. From the government side, the criteria meant few Māori qualified, the organisations charged with allocation were discriminatory, and the focus was on rural housing on Māori land.<sup>3</sup> For Māori, many communities resisted government housing schemes, viewing them as another way for the government to alienate land.<sup>4</sup> The Native Housing Act was amended in 1938, with the standard of security dropped, though the onset of World War Two saw house construction slump for the duration of the conflict.<sup>5</sup> By 1940 1,224 houses had been built under the Land Development Scheme and only 368 with funds from the 1935 Act and the 1938 amendment.<sup>6</sup> State rental housing was intended to give “tenants a security of tenure equal to home ownership” though Māori were largely excluded from this security during this period.<sup>7</sup> While the city’s councils were providing housing during this 1920s – but not the 1930s – it was not available for Māori.<sup>8</sup>

### DEMOGRAPHICS

Following the Land Wars, Tāmaki Makaurau essentially became a “European town”, with a small remnant Māori population living in the city centre.<sup>9</sup> The 1921 Census reported 1,067 Māori in the environs of the city, including Waitamata, Eden, and Manukau Counties.<sup>10</sup> In 1929 the Māori population was 805 – Orakei 60, Mangere 41, Pukaki 22, Takapuna 41, and Northcote 18, plus 124 living in the city and 247 in the suburbs, plus 252 “half and quarter-castes, living as Europeans”.<sup>11</sup> In 1938, an Auckland City Council survey noted that most Māori lived in the central city district.<sup>12</sup>

Māori Population in Tāmaki Makaurau



<sup>1</sup> Macrons were not used historically. Unless used in a quote, macrons have been added, original spelling has been retained for all quotes. ‘Māori’ replaced ‘Native’ in the mid-20<sup>th</sup> century, the term used at the time has been retained, though in some cases it is not always clear as often there was retrospective correction and different pieces of legislation and organisations changed at different points in time.

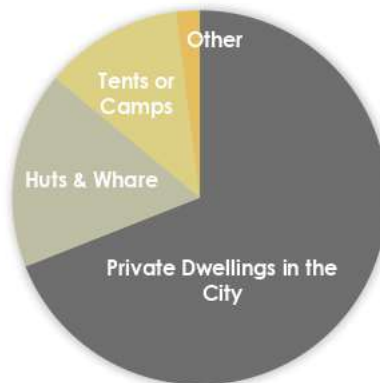


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STATE OF HOUSING

Māori housing in the city during this period was generally extremely poor, the Depression only exacerbated the already problematic conditions.<sup>13</sup> The 1926 Census found that 69% of Māori lived in ‘private dwellings’ in the city, with 17% in ‘huts and whares’, 12% in ‘tents and camps’ and the rest in other dwelling types. The average number of occupants in Māori dwellings was 5.7 compared with an average of 4.2 for European private dwellings. In 1937, an Auckland City Council survey found “a strikingly large number of the inhabitants of Auckland’s slums were Māori”.<sup>14</sup> In response, the Minister of Health suggested providing portable huts as temporary accommodation for “nomadic Māori” in Auckland Central but no action was taken.<sup>15</sup> Another survey by Auckland City Council in 1938 found “a very large number of Maori families occupying houses in an advanced state of decay”, with 85% of Māori houses in Orakei “unfit for habitation” and the remaining 15% requiring “extensive repair”.<sup>16</sup> A government report in 1939 estimated that 50% of the national Māori population were “inadequately housed”, indicating that extremity of conditions in Tāmaki Makaurau.<sup>17</sup> Also in 1939, the MP for Franklin stated that there were “approximately four hundred ‘landless Maori’ who lacked adequate housing in his electorate”.<sup>18</sup> During the 1920s and early 1930s, Ngata opposed improving Māori housing in the Auckland area in the belief that Māori should stay on their tribal land.<sup>19</sup> However, at the end of this timeframe Ngata’s Young Māori Party held a conference on “issues affecting Māori, including housing, especially in Auckland where, as a conference delegate stated, ‘Maori problems were more acute... than anywhere else’”.<sup>20</sup>

MAORI DEWLLINGS 1926



HEALTH OUTCOMES

The 1918-1919 influenza pandemic made the connection between health and housing clear.<sup>21</sup> The Māori death rate was seven times the general population.<sup>22</sup> The pandemic brought government officials into Māori communities. They explicitly linked Māori health to substandard housing, identifying “‘shocking’ living conditions”.<sup>23</sup> Māori houses were “repeatedly described as ‘hovels’ and communities as ‘slums’”.<sup>24</sup> Consequently, a “greater focus on Maori health and housing was forged through the establishment of the Division of Maori Hygiene within the Health Department under the Health Act”.<sup>25</sup> The 1920s saw Health Department-led improvements in Māori housing, particularly sanitation, but the Depression halted these initiatives and conditions deteriorated.<sup>26</sup> A 1936 report found that Māori were “dying twice as fast as the pakehas, that babies up to one year succumbed over three times as frequently, and that tuberculosis claimed over 10 times the number of victims”.<sup>27</sup> Similarly, a high child mortality rate amongst Māori in Tāmaki Makaurau in 1938 was blamed on housing that was “unfit for inhabitation”.<sup>28</sup> In just two months, 17 Māori children in Pukekohe died of “common illnesses, such as measles, bronchitis, pneumonia and tuberculosis”.<sup>29</sup> Concerns about child health, tuberculosis, and other infectious diseases shaped debate about Māori health and its connection to housing during this timeframe, while tangible gains made during the 1920s were lost during the Depression.<sup>30</sup>





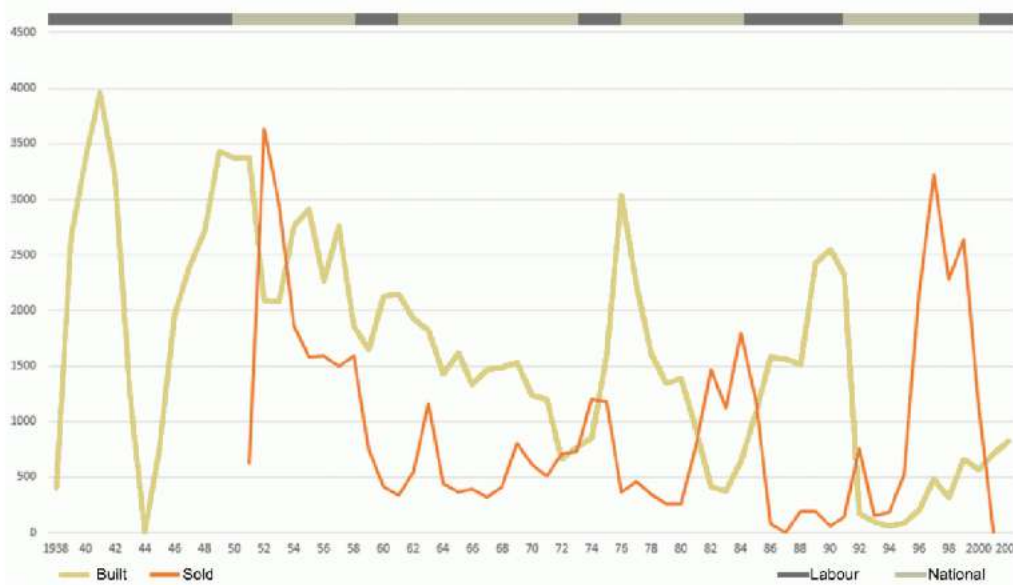
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### 1940-1959: POPULATION GROWTH WITHOUT HOUSING SUPPORT

This period saw a relative growth in the Māori population and while there was some degree of governmental support, it was limited and most Māori in the city lived in desperate conditions. However, by the end of the 1950s this was improving as more Māori accessed state rentals.

### POLICY CONDITIONS

This period saw massive state housing developments beginning in the city, mostly in South Auckland, with the initial phases of Glen Innes and Tāmaki opening in 1946 followed by Oranga in 1947.<sup>31</sup> This was the start of the ‘partisan dynamo’ that built New Zealand’s housing security of the 1960s-1980s.<sup>32</sup> While an unintended outcome of divergent policy approaches, the two political parties operated in tandem for decades: Labour increased state rental housing stock and National supported home ownership by selling state homes to tenants. The shifting policies between successive governments was the engine of increased housing security. This partisan dynamo operated until 1991, after which state homes were sold on the open market. The dynamo can be seen in the following graph of state house construction and sales by government, 1938-2002<sup>2</sup>:



One significant innovation during this period was the creation of the Group Building Scheme in 1952, “which was intended to bring partnerships between private builders and government to deliver private homes in large quantities as an alternative or parallel activity to government house construction”.<sup>33</sup> These public-private partnerships (PPP) would become a powerful driver in the following period. This period saw the first scale up in construction, “a fairly rapid expansion in

<sup>2</sup> Adapted from <https://nzhistory.govt.nz/media/photo/construction-and-sale-of-state-houses-1938-2002>



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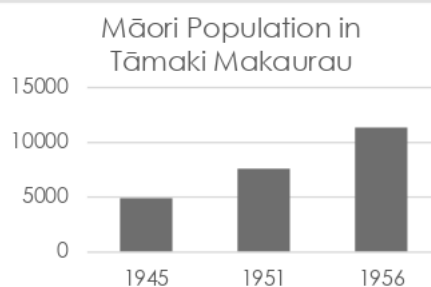
house building from 1945 to 1951”, with 15,800 houses built nationwide in 1950, growing steadily to 19,600 in 1959.<sup>34</sup>

**Māori access to state rentals and loans was largely separate at the start of this period.** As the Waitangi Tribunal notes “[a]lthough Maori theoretically had access to [SAC and Housing Division housing resources] in reality they were effectively excluded in any numbers from mainstream housing assistance until the 1950s”.<sup>35</sup> It “took the intervention of the Department of Māori Affairs in the 1950s to increase the number of houses being built for Māori”.<sup>36</sup> The government created a separate pool of state rentals specifically for Māori in 1944, but very few houses were placed in the pool (only 97 between 1948-1954 nationwide).<sup>37</sup> Also, the problems of the previous period continued: the State Advances Corporation (SAC), charged with managing state housing, was discriminatory and few Māori met the criteria for selection.<sup>38</sup> Māori were incorporated into the wider state housing rental scheme in 1948, though they would not be able to purchase state houses until the next period.<sup>39</sup> The first 60 state rentals were allocated in Tāmaki.<sup>40</sup> Intended to re-house the Panmure population, they “constituted little more than a token gesture”, and only 22 houses had been allocated to Māori by March 1949.<sup>41</sup> The state policy of ‘pepper-potting’, or placing Māori in largely Pākehā neighbourhoods, began in 1948 in Tāmaki.<sup>42</sup> This strategy aimed to encourage assimilation into ‘European’ society and “trapped Māori in poor housing for far longer than Pākehā residents”.<sup>43</sup> **Nevertheless, as more Māori entered state rental housing during this period they experienced the security of tenure that came with a “house for life”.**<sup>44</sup>

The single term Second Labour Government from 1957-1960 – a brief blip in two decades of National rule – saw several policy improvements for Māori, including a no minimum deposit on home construction loans from the Department of Māori Affairs (DMA) and an increase in DMA mortgage duration from 25 to 30 years.<sup>45</sup> Maori were also able access to the Family Benefit capitalisation scheme, which allowed young couples to turn the total amount of benefit paid to mothers with children under 16 into a deposit, which in turn meant more Māori qualified for SAC’s 3% loans.<sup>46</sup> In both 1958 and 1959, the DMA built roughly 500 houses per year for Māori who did not qualify for SAC assistance.<sup>47</sup>

**DEMOGRAPHICS**

There were 4,903 Māori living in the Auckland urban area in 1945, in 1951 this was 7,621 and by 1956 this had risen to 11,361, or 8.9% of total population.<sup>48</sup> In the 1950s many Auckland Māori moved to the Outer Suburbs with this shift being the most predominant of all the intra-urban movement within this period.<sup>49</sup> The baby boom was a largely Pākehā phenomenon, Māori fertility rates were high before the war (averaging six births per woman) and remained high throughout this period.<sup>50</sup> Still, the wider demographic explosion of the post war period put increasing pressure on national housing stock.





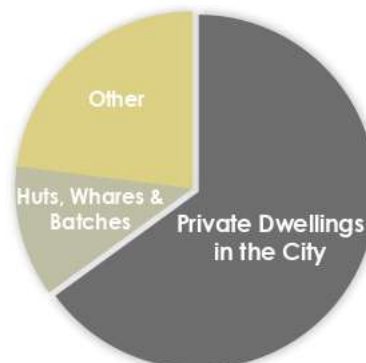
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STATE OF HOUSING

This period was characterised by substandard housing, but also a slight improvement in housing quality and supply at the end. In the 1940s Māori housing quality was dire, but by the late 1950s the state housing estates were coming online and housing conditions were improving, for some. In 1944, Rangi Royal surveyed the inner city slums in Auckland for the DMA, noting they “comprise tents, galvanised iron shacks, portions of stables and manure sheds, and dwellings of packing cases, rough timber and rubberoid”.<sup>51</sup> The 1945 Census found that 65% of Māori lived in ‘private dwellings’ in the city, with 12% in ‘huts, whares and baches’ and 23% in ‘other’ dwelling types. The 1956 Census found the average number of occupants in Māori permanent private dwellings was 5.57 compared with 3.51 for non-Māori and 3.58 for the total population. In 1948 the housing situation in Auckland was so critical Māori Welfare Officers advised Māori to leave the city until good accommodation could be provided.<sup>52</sup> Auckland City Council announced 137ha of Freemans Bay to be felled in a slum-clearance plan in 1951, then in 1952 the Okahu Bay/Bastion Point Māori settlement was cleared and the Ngāti Whātua inhabitants removed.<sup>53</sup> During this period, urbanising Māori experienced increasing discrimination from landlords, resulting in difficulty accessing private housing.<sup>54</sup> The state’s housing provision for Māori “came under intense scrutiny” by the Māori Women’s Welfare League (MWWL), who “took issue with the whole process, from how houses were designed to the way mortgage repayments were structured, and everything in between”.<sup>55</sup> The MWWL began a four month house to house survey of Māori in the city in 1952, then later that year held a conference in Tāmaki Makaurau where housing was identified as the key problem for urban Māori.<sup>56</sup> MWWL head Whina Cooper approached the DMA for assistance after her shock at the living conditions of Māori in Tāmaki Makaurau.<sup>57</sup> The Department told her there was no demand for houses, and that they had only 30 applications for loans or state house tenancies in the whole region – local Māori told her they had given up approaching the DMA.<sup>58</sup> A DMA meeting in Freemans Bay in 1955, organised to promote state-sponsored Māori home ownership, turned “fiery”, with Cooper and Winiata calling for the government to take emergency measures.<sup>59</sup>

“Attitudes towards state housing began to harden after the election of the first National government” in 1949.<sup>60</sup> “National”, Schrader writes, “believed that homeownership was ethically superior to renting. In a society that championed private-property rights, homeowners had higher social status than renters”.<sup>61</sup> The National Government-commissioned 1954 Mazengarb Report on youth behaviour blamed bad parenting and state housing for poor behaviour – state tenants were essentially accused of creating their own problems and the report has been cited as a key reason state housing went from being viewed positively to negatively.<sup>62</sup> Contrary to the Mazengarb Report, an Auckland Māori Welfare Officer noted that in 1957, only 7.5% of the families he dealt with were problematic with the other 92.5%, in a paternalistic parlance, “seized with their civic responsibilities”.<sup>63</sup> Otara was almost immediately criticised as a “piecemeal development” that had been undertaken without proper regard to community needs and generally speaking state housing

MĀORI DWELLINGS 1945





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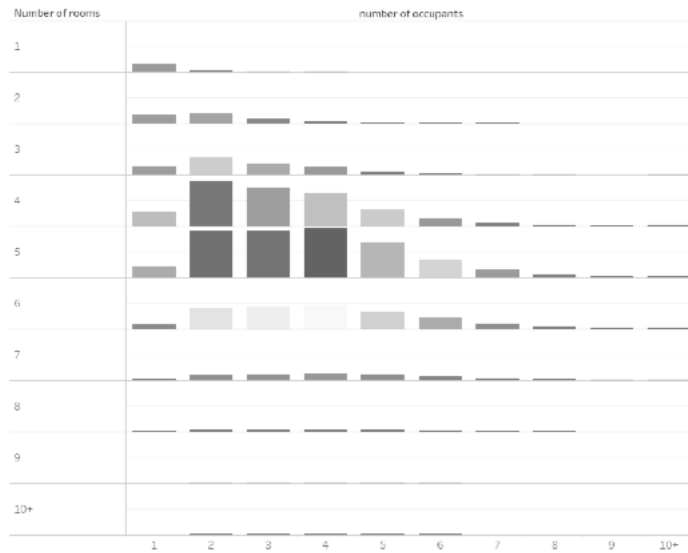
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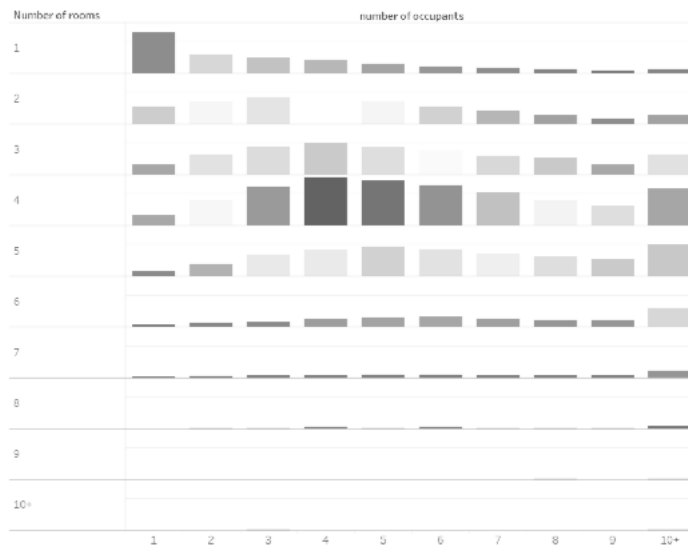
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has always been Eurocentric in design and often constructed with little in the way of amenities or community focus.<sup>64</sup>

Māori occupants by room numbers 1951. *The vertical axis shows how many rooms are in the house, while the horizontal axis shows how many people live in the house.*



Pākēha occupants by room numbers 1951. *The vertical axis shows how many rooms are in the house, while the horizontal axis shows how many people live in the house.*





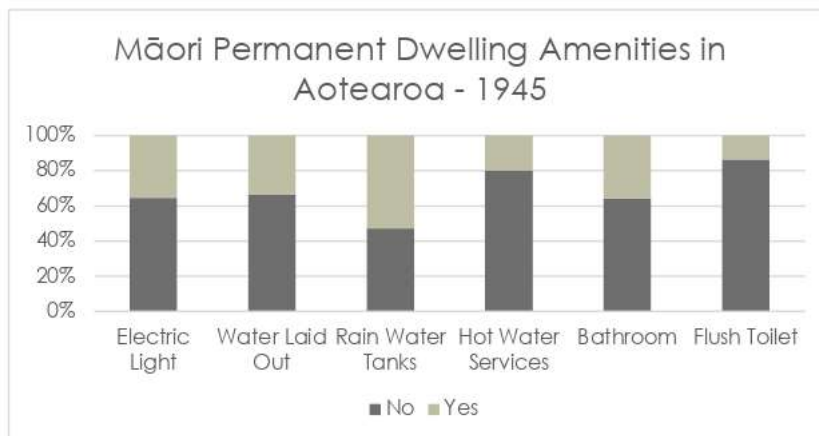
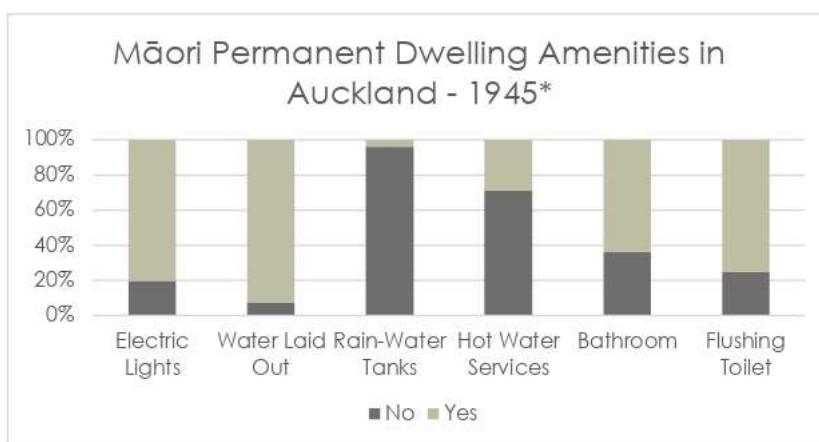
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### HEALTH OUTCOMES

Māori health in relation to housing during this timeframe was poor – infectious diseases were the leading cause of death until the 1950s and Māori suffered 50% higher rates of mortality than their Pākehā neighbours.<sup>65</sup> In his survey of urban slums in Auckland Royal decried how, for Māori, “[o]vercrowding is prevalent and the sanitary arrangements most primitive... Cooking is done... mostly on open fires and in the majority of cases, they sleep, cook, store and eat food in the one room”.<sup>66</sup> In 1945, up to 80% of Māori were living without basic amenities such as hot water, flushing toilets, baths or showers, or electricity.<sup>67</sup> In 1946 the head of Plunket said Māori were “living in appalling conditions, and any health worker faces fearful odds in an attempt to improve matters until such time as the Government sets up the machinery to improve the housing of these people”.<sup>68</sup> The below graphs show dwelling information from the relevant Censuses, though only include permanent dwellings and those who responded, suggesting the actual statistics were worse:

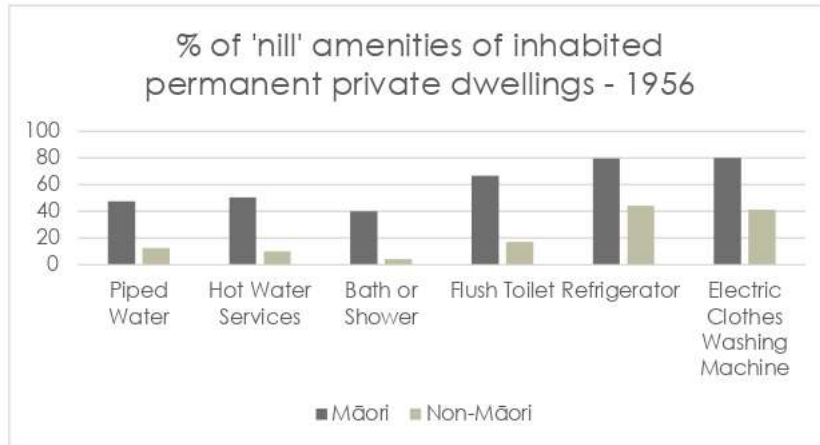




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## 1960-1979: STATE HOUSING BOOM & SHIFT TO OUTER SUBURBS

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During this period, the Māori housing situation improved drastically in the city as the state housing programme broadened in scope and Māori were increasingly incorporated into mainstream state housing rentals and loans.

### POLICY CONDITIONS

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This period saw Māori able to access state loans more easily and able to purchase state houses whilst still served by separate tailored DMA programmes for those who did not meet standard lending criteria. The DMA became more focused on urban Māori in this period, “[b]y 1961, 53% of its building and lending was for housing in the urban area. In effect, [the DMA] was administering a parallel process to that provided by the State Advances Corporation”.<sup>69</sup> The SAC was also focused on urban Māori, by 1961 70% of state rentals allocated for Māori were in the Auckland area.<sup>70</sup> While state houses had been sold to the general population since 1950, sales to Māori only began in 1961.<sup>71</sup> Māori access to the 3% construction loans created by the Labour Government was brief, as the National Government rescinded this in 1963, though it created one of the largest ever increases in Māori homeownership, with 52% of Māori owning their own home in 1976.<sup>72</sup> Government lending peaked in 1961 “when 52% of all residential buildings were funded by the state” – by 1972 it was down to 28%.<sup>73</sup> As the Waitangi Tribunal notes, after “the National government had withdrawn the high level of support for cheap loans the chances of Maori having access to homeownership on any scale had begun to recede”.<sup>74</sup>

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In 1961 the Hunn Report concluded that DMA house construction programme was not keeping up with the demand, and that a major backlog of unsatisfied applicants existed.<sup>75</sup> Furthermore, the figures used by Hunn were out of date, underestimating the problem.<sup>76</sup> In 1966 another report found that for the first time the amount of money spent on Māori housing was actually more proportionally than spent on the total adult population.<sup>77</sup> Then in 1971 the New Zealand Māori Council published a follow up to the Hunn Report.<sup>78</sup> Hunn had estimated the need for 13,000 dwellings between 1961 and 1971, a total of 12,903 houses financed through the DMA during the ten year period (940 from pool of under-utilised state houses, 1,622 from SAC loans, 3,044 rented from SAC with the DMA housing construction programme providing the remainder).<sup>79</sup> In comparison, Holyoake’s National Government (1960–72) built over 10,000 state houses during its tenure.<sup>80</sup> Between 1961 and 1972 SAC provided 5,868 rental properties to Māori, with the resulting security of tenure state rental provided during this period.<sup>81</sup> Over this entire period, the DMA built 14,602 houses for Māori.<sup>82</sup>

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By the 1970s the DMA believed the Māori housing crisis of the previous decades had been overcome. The solution was DMA and SAC coordination, all applicants for DMA loans who qualified for SAC loans were referred there while the DMA developed a number of schemes for those with limited capital.<sup>83</sup> The 1971 *Report of the Commission of Inquiry: Housing in New Zealand* concluded that the dual operation of the DMA and SAC was problematic, noting that their differing allocation policies had resulted in the ‘ethnic concentrations’ in Otara, Mangere, and Porirua.<sup>84</sup> As outlined in the state of housing section below, these concentrations were generally not viewed as a negative by the neighbourhoods themselves. From the 1970s the DMA focused mainly on kaumatua flats, youth hostels and rural housing improvements.<sup>85</sup>



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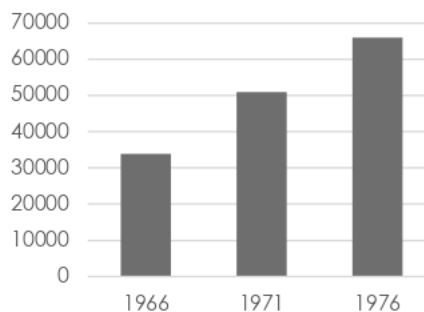
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This period also saw a massive increase in national housing stock, with a rate of construction never seen before or since.<sup>86</sup> In 1960 21,600 houses were built and construction peaked in 1975 at 34,400 homes, with one of the PPP developers constructing 20 houses a week in Auckland that year.<sup>87</sup> This construction boom was driven by state supplied deposits (via the Family Benefit capitalisation scheme) and low mortgage rates (through SAC's 3% loans), both of which could only be used on new builds. In 1959 SAC provided just 1,932 loans, this jumped to 12,015 in 1960 and 11,442 in 1961.<sup>88</sup> Demand, fuelled by tens of thousands of first home buyers with low cost finance and a deposit who could only buy a new house drove supply as "entry-level construction dominated the market".<sup>89</sup> Developers worked closely with SAC and they made arrangements with the Crown, who opened up large areas of leasehold land on the periphery of urban areas.<sup>90</sup> At the start of the period, the end buyer would pay the lease, later "insurance companies became involved, purchasing the leasehold land from the Crown and entering into a commercial arrangement with the intended homeowner".<sup>91</sup> Construction during this period "was performed in a more orderly and efficient manner than before because it was being done on a larger, coordinated scale".<sup>92</sup> New Zealand's "housing stock emerged in the 20th century through a moving array of investment partnerships involving public agencies and the community sector, Government and households seeking to invest in new build and affordable, Government and developer/builders in the development of affordable sections, and between all of those and community housing providers".<sup>93</sup> Two critical changes by the Muldoon Government at the end of the 1970s saw this boom end, lending criteria were changed so only average and below average earners could access state loans and the Family Benefit capitalisation and state loans could be spent on existing houses.<sup>94</sup>

#### DEMOGRAPHICS

By 1966 only 12.4% of the Auckland Māori population remained in central Auckland, there were 12,876 Māori in Manukau City and about 6000 in Otara out of a total population of 33,926 in the urban region.<sup>95</sup> The DMA urban relocation scheme, which had begun in September 1960, saw many Māori move to Tāmaki Makaurau. One set of statistics shows that around 810 whānau moved to the city between 1962-1968, while another explains that the number of individuals moving to Tāmaki Makaurau never went above 50 each year between 1962-1968, with females aged between 16-25 the most common.<sup>96</sup> By 1976 there were 66,045 Māori in the Auckland region.

Māori Population in Tāmaki Makaurau



#### STATE OF HOUSING

During this period because of the construction boom house prices remained stable except for a few years in the early 1970s when inflation and immigration caused a surge.<sup>97</sup> Between 1971 and 1974 real house prices increased by 60% then from 1974 to 1980, house prices fell by around 40% in real terms.<sup>98</sup> By the end of the 1970s houses cost roughly the same as they had at the





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start of the decade. Critically, this timeframe saw the more affordable housing constructed than in any other time in the country's history, with "approximately 30 per cent of all new builds... affordable for low-income families".<sup>99</sup> Throughout this period, the average house cost three years' average wage.<sup>100</sup> This period was characterised by "affordable housing, both in the rental and the owner occupier sectors" and "was well built housing which largely met housing needs in New Zealand".<sup>101</sup>

During this period Māori experienced an increase in housing security through both increased ownership and state rental "houses for life".<sup>102</sup> State rentals had a "policy whereby tenants in good standing have been able to remain in their houses for as long as they desired. The 'house for life' expectation has meant that generally all tenants within the state housing portfolio can choose to remain in their existing house regardless of their changing financial circumstances".<sup>103</sup> As Murphy notes of the period, "[s]tate tenants enjoyed considerable security of tenure and access to a state rental unit was based on a bureaucratic points system".<sup>104</sup>

The late 1960s and 1970s saw state housing areas labelled as "ghettos" and "slums". State rental housing was increasingly becoming a marker of inequality rather than the equalising force it had been originally.<sup>105</sup> However, these new housing developments provided a tangible improvement in housing quality and amenities for many Māori – with a number experiencing internal plumbing, electricity, carpeted floors and other trappings of 'modernity' for the first time.<sup>106</sup> The houses built during this period "were very progressive compared to the bungalows and villas that preceded them", using "largely timber-framed construction... realised using a limited selection of cladding materials (timber weatherboard, brick veneer, stucco or asbestos-cement cladding) and no insulation".<sup>107</sup>

There was poverty and deprivation – for example, in 1967 the Otago Māori Welfare Committee appealed for household implements, furniture, clothes, etc. for 'near-destitute' families in the area's new housing estates.<sup>108</sup> Likewise, Durie notes, "[a]s more and more low-paid workers congregated in the State's new housing areas, so the discontent arose... Jack Hunn ... pointed to a new class of urban dwellers – poor, unhealthy, housed in sub-standard homes, more likely to offend, less likely to succeed at school, and Māori".<sup>109</sup> The negative framing was often veiled racism. As Walker wrote in 1973:

"The [State Advances] Corporation stuffs them willy-nilly into places like Te Atatu, Mangere, Otago and Porirua. It is suburbs like these that are erroneously depicted in the media as ghettos. This of course is a misuse of the term because there are no constraints, other than financial ones, as to where anyone black or white wishes to settle in New Zealand. By the same sort of reasoning one might well argue that an 'executive subdivision' or a housing estate called 'White Acres' in an Auckland suburb are ghettos. Contrary to the expectations of ghetto paranoia, suburbs where there is a high density of Maoris have developed in the direction of greater understanding and harmony rather than increased tension. This is because where there is a sufficient density of Maoris they can to some extent overcome problems of social disorganisation resulting from the loss of their kin group by forming voluntary associations."<sup>110</sup>



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This sentiment is reinforced by Schrader, “[w]hile these areas have been criticised as ghettos, the concentration has helped to foster—through the construction of urban marae and cultural groups—Maori urban communities”.<sup>111</sup> These new concentrations of urban Māori helped give rise to the increasingly common pan-Māori identity.

**HEALTH OUTCOMES**

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**At the outset of this period, health outcomes were still poor.** A 1960 study found the Māori mortality rate was “about twice that of non-Māori, with the greatest gap seen in the years of infancy and childhood”.<sup>112</sup> The 1961 Hunn Report found “Māori life expectancy, university enrolments, housing and employment were lower than Pākehā rates, and in areas like crime and infant mortality Māori rates were higher... infant mortality rate for Māori was twice that for Pākehā, life expectancy roughly ten years lower, and an estimated 30 percent of Māori lived in ‘grossly overcrowded’ conditions”.<sup>113</sup> As housing outcomes improved so too did health, with many of the gains coming from improvements in sanitation, heating and proximity to healthcare.<sup>114</sup> Māori experienced a decline in mortality due to an ‘epidemiological transition’ from diseases affecting the young: infectious, tubercular, respiratory, and diarrhoeal diseases, to diseases affecting older people: long-term conditions, cardio-vascular, cerebro-vascular (strokes), and cancer.<sup>115</sup> During this period, Māori life expectancy increased as well.<sup>116</sup> However, as WAI 2575 notes, while this “better future would come with post-war full employment and access to Māori Affairs housing... it would be a brief reprieve... by the 1970s an economic downturn would herald the beginning of a downward slide for Māori”.<sup>117</sup> **This period marked a high point in Māori wellbeing, aided in large part by increased housing security.** The below graphs show dwelling information from the relevant Censuses, though only included permanent private dwellings and those who responded.

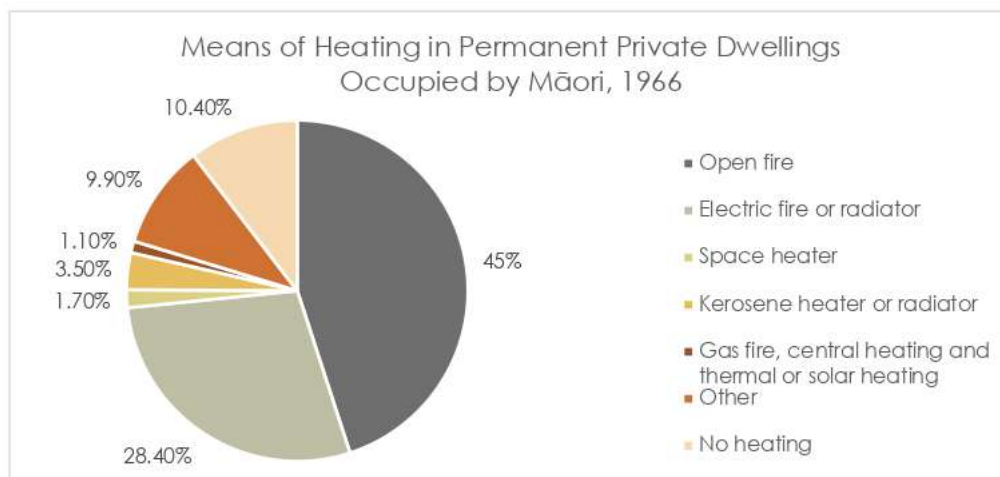
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Attachment A

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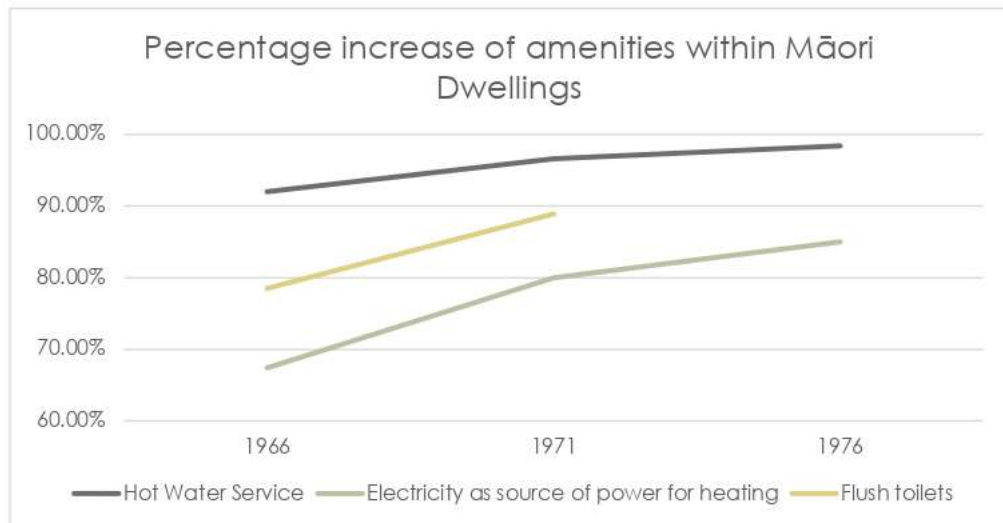
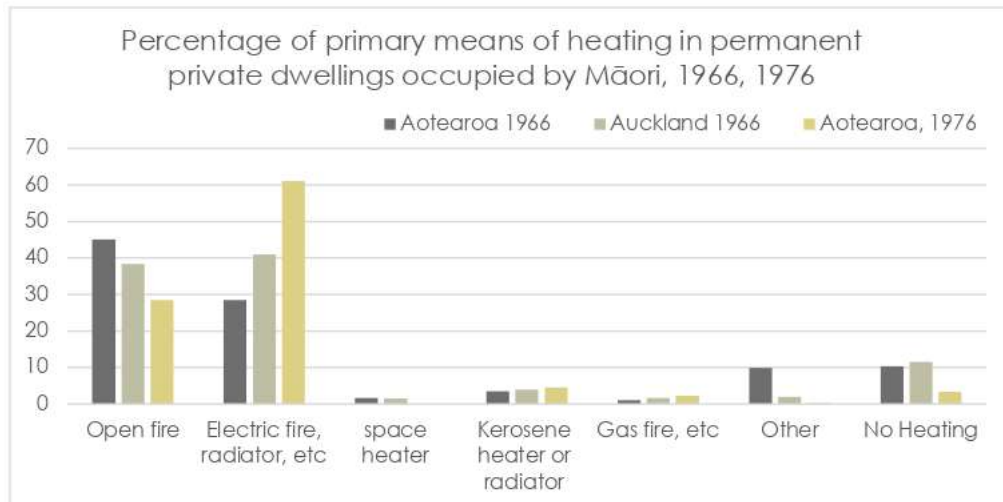
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**1980-1999: PROGRESS FOLLOWED BY DETERIORATION**

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Like the 1940s-1950s this period saw a massive change in outcomes, with Māori housing reaching its peak in Auckland in 1986 before neoliberal reforms were applied to the housing sector, causing a drop in ownership, a rise in rents and resulting housing insecurity.

**POLICY CONDITIONS**

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This period was one of drastic difference, with Māori housing security reaching its highest point in the 1980s and a dramatic decline in security in the 1990s. The 1982 Cornwall Report argued that there was little evidence of ‘special Māori housing needs’, beyond the needs experienced by Pākēha of similar socioeconomic status, except where multiply owned Māori land was concerned.<sup>118</sup> It recommended that the DMA housing section be wound down. The New Zealand Māori Council disagreed, commissioning a report by Professor Whatarangi Winiata, who argued that a special housing programme was vital because of cultural difference, the lower average socioeconomic status of Māori, and overt racism in the housing market.<sup>119</sup> Also reinforcing this position was the 1982 Percy Report, which found that Māori were 4-6 times more likely to be homeless.<sup>120</sup> Ultimately, the DMA would retain its housing section until the early 1990s.

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The 1980s was a period of sustained growth in Māori home ownership nationally, growing 12% over a percentage point per year throughout the decade.<sup>121</sup> During the decade, 86% of finance for Māori mortgages came from the state.<sup>122</sup> Within Auckland, homeownership peaked in 1986 driven by a combination of intensive mainstream state housing policy and the specific DMA schemes.<sup>123</sup> Following 1986 there was a precipitous decline in home ownership (approximately 35%) across most Auckland zones – see below.

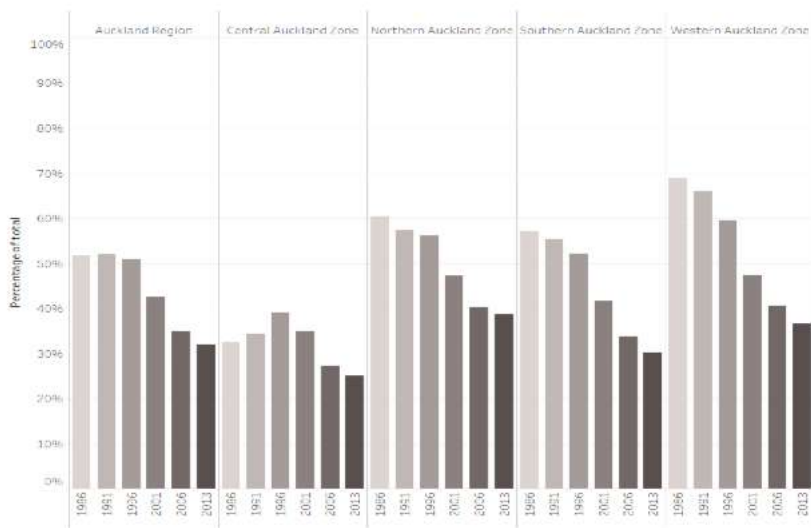
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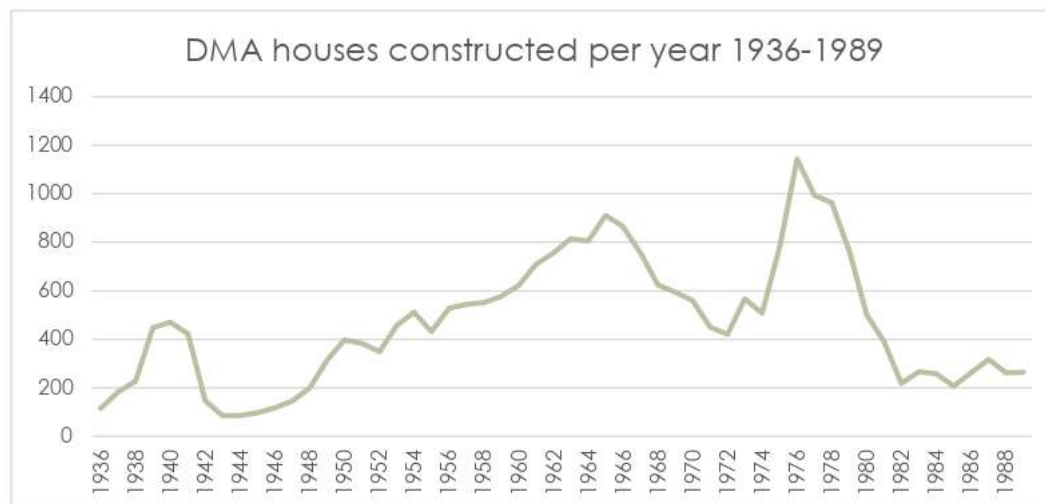


Proportion of Māori homes owned by residents. The chart shows the proportion of home tenure, for a single ethnic group, in a single area, at a single point in time. For example, if a bar shows 50% ownership, that means that the remaining 50% is made up of the other tenure types (renting, Housing New Zealand, etc.)



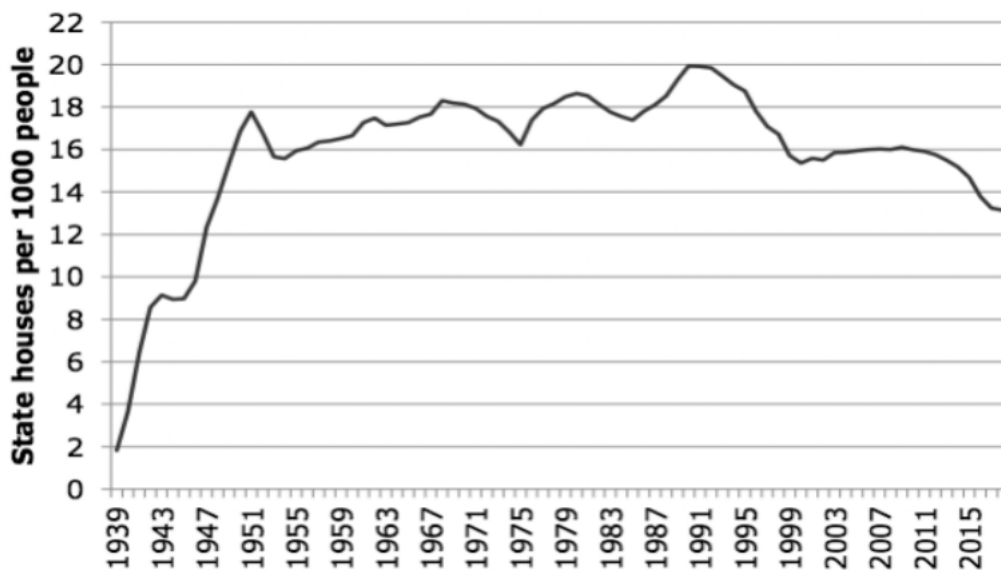
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Despite the impacts of neoliberal reform implemented by the Fourth Labour Government during the 1980s, the decrease in home ownership from 1986 to 1991 was fairly minor, even as the “number of Maori in paid work dropped by 15 per cent between 1986 and 1991 while total unemployment fell just 6 per cent”.<sup>124</sup> The Māori unemployment rate peaked in 1992 at 25%.<sup>125</sup> The DMA was abolished in 1989, causing the “mainstreaming of Māori housing provision”.<sup>126</sup> As shown in the graph below, between 1936-1989 the DMA constructed 25,339 houses<sup>127</sup>:



One critical change to the wider housing sector during the 1980s was the 1986 Residential Tenancies Act. BRANZ notes that the Act “provides some legal protection for tenants and landlords; but it does not address the issue of secure occupancy – or even basic security of tenure for the tenant”.<sup>128</sup> **This marked the beginning of the end of the ‘house for life’, as the state rental housing manager “has the power [to] move tenants out provided that it gives adequate notice under the” Act.**<sup>129</sup>

While Labour implemented neoliberal reforms across much of the political-economy housing was largely protected – Lange even made Helen Clark Minister of Housing in 1987 to prevent the right wing of the party from reforming the housing sector.<sup>130</sup> As Schrader writes “[a]side from the tinkering with rents and the building and selling of more or fewer dwellings, there were few major state-housing policy developments in the 1970s and 1980s. Then came 1991”.<sup>131</sup> **1991 was a watershed year for housing in New Zealand as the National Government made drastic neoliberal reforms to the housing sector.** The reforms included cutting the number of state houses being built, introducing full market rents for state housing, creating the Accommodation Supplement, turning the newly created Housing New Zealand into a State Owned Enterprise required to turn a profit, and selling the government’s mortgage portfolio to the banking sector.<sup>132</sup> State house numbers, relative to population, peaked in 1991, as can be seen in the following graph of estimated total houses managed by the State (incl leases) per 1000 population, from 1939-2018<sup>133</sup>:



This reform process was an “explicit retreat from a long held commitment, on the part of the state, to the provision of public housing”.<sup>134</sup> The reforms were designed to create a “seamless rental market in which the cost of renting in both the public and private sector would be set by market force”.<sup>135</sup> These reforms were criticised as being based on a limited understanding of New Zealand housing sector issues.<sup>136</sup> The UN Rapporteur’s report on housing in New Zealand from 2020 notes that “the crisis has its roots in a historic nearly exclusive focus on homeownership which, in more recent years... has translated into housing having lost its function as a place to live, and instead it has become a speculative asset”.<sup>137</sup> The origins of housing as a speculative asset can be traced back to the late 1980s and early 1990s.

In 1992 the Housing Corporation of New Zealand was split into Housing New Zealand, tasked with managing state rentals, and Ministry of Housing, charged with policy advice, then in early 1998, portions of responsibility of Ministry of Housing were transferred to the Ministry of Social Policy.<sup>138</sup> This would be the first of many significant restructures of the housing sector. Following the neoliberal reforms, in New Zealand restructuring “has become almost an addiction... Restructuring is a symbol and sometimes a substitute for action”.<sup>139</sup> **Restructuring led to a loss of institutional knowledge and momentum, and reduction of long-term accountability of public sector organisations.**

**Local governance also changed significantly with the 1989 Local Government Amendment Act, which saw a wave of council consolidation across Tāmaki Makaurau.** These reforms have been labelled “equally dramatic” to those at the central governmental level in the same period.<sup>140</sup> This Act saw 31 small borough councils across Tāmaki Makaurau collapsed into 8 larger district councils with what some decried as a loss of democratic participation and a failure “to deliver on promises of increased efficiency and effectiveness”.<sup>141</sup> The results of the amalgamations were largely unsatisfactory and were the catalyst for further consolidation in 2010.<sup>142</sup>



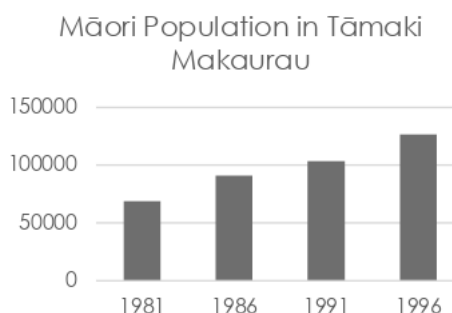
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Attachment A

As well as the central government, councils sought to reduce involvement in housing provision during the 1990s. As early as 1990 Auckland City Council was considering the sale of the council's residential properties, valued at more than \$80 million.<sup>143</sup> While this sale did not go ahead, in 1996 Auckland City Council sold \$25 million worth of housing stock, despite a Race Relations Office investigation into its impact on Māori and Pacific Island tenants.<sup>144</sup> Auckland City Council continued to extricate itself from housing provision. In 2001 it commissioned Bill Birch to examine ways of cutting council costs, with Birch recommending selling pensioner houses as tenants die and raising pensioner rents – by early 2002 pensioner housing rents had been raised.<sup>145</sup>

#### DEMOGRAPHICS

In 1981 69,424 Māori resided across the Auckland Region – making up 8.5% of the Auckland population. The largest proportion lived in Manukau City (24,801) followed by Auckland City (8,496). By 1986, New Zealanders were able to report multiple ethnicities in the census. 63,048 reported their ethnicity as Māori in the Auckland Region. However, including multiple ethnicities, Māori origin was 90,825 making up 11.2% of the Auckland population: 9% in Northern Auckland, 14.5% in Western Auckland, 28.7% in central Auckland and 47.8% in South Auckland. Between 1986 and 1991 the Auckland region had the highest growth rate in New Zealand with a population increase of 8.1%, more than double the national increase rate of 3.4%. Auckland had the highest proportion of Māori reported within New Zealand, with nearly one in every four selecting the Māori ethnic group residing in the Auckland Region. Totalling 103,584 Māori identifying as residing in the Auckland region, this further increased to 126,414 by 1996. Between the 1991 and 1996 Census, the Māori population in Auckland city increased by 16.2% to a total of 31,632. By 1996 6% of Māori in New Zealand lived within Auckland.<sup>146</sup>

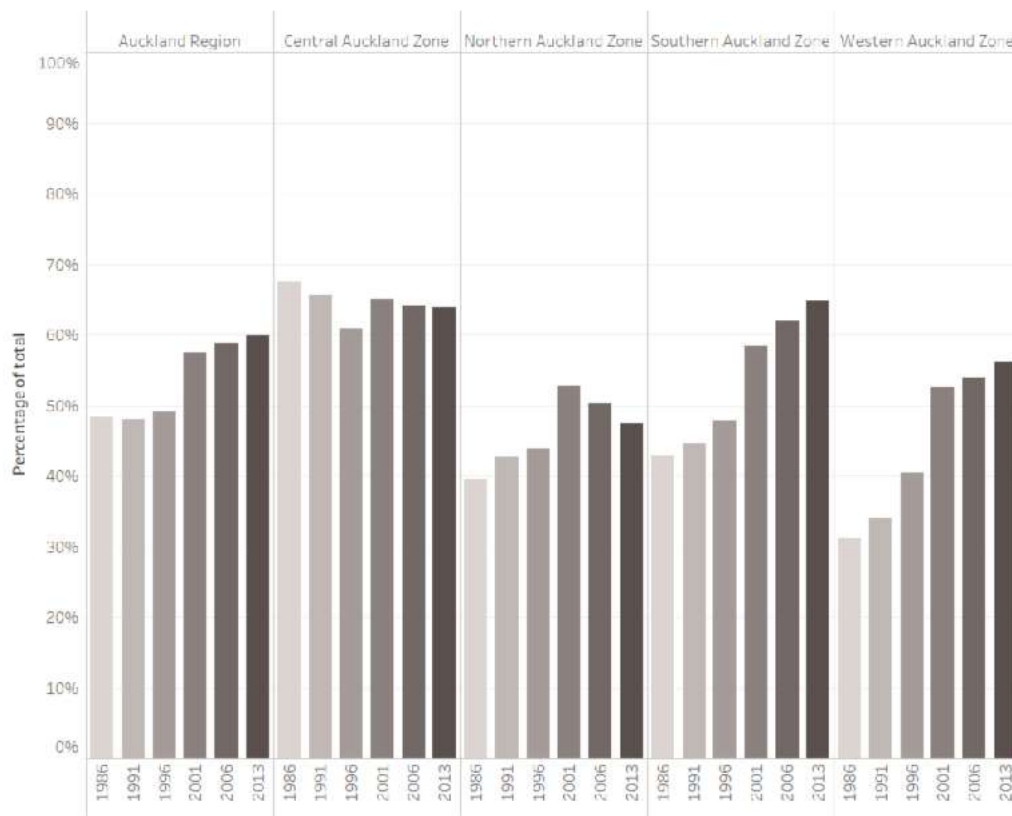


#### STATE OF HOUSING

While new housing had seen an improvement in living conditions for Māori in Tāmaki Makaurau in the previous periods, the 1990s marked a turning point. Housing quality, and particularly state housing quality, declined as housing stock grew older, less was built to replace old stock and people increasingly had to rely on private rentals with landlords who were not incentivised to improve their buildings.<sup>147</sup> State house construction plummeted across New Zealand. The state averaged 6% of all residential consents (1239 in 1991) in the first half of the period, then after 1992 this dropped to almost zero and stayed there for a decade, while in the same year all building permits in Auckland drop by 50%.<sup>148</sup> 1992 was also the year that house prices across Tāmaki Makaurau first increased dramatically in relation to the rest of the country.<sup>149</sup> State house numbers peaked in 1993, at roughly 70,000.<sup>150</sup> A report from 1993 found there was a 36% increase in “serious housing need” in South Auckland over a 17 month period, three times that experienced in Wellington and Christchurch, with Māori accounting for a third of this need or around 2.5 times population percentage at the time.<sup>151</sup> The main reason for this serious housing



need was affordability, which began its trajectory towards its current critical levels during the 1990s.<sup>152</sup> A report in 1992 found Māori households in Auckland averaged 5.69 people versus the national average of 3.42 and that the housing stock in Auckland was in worse condition with ‘people paying more for less’.<sup>153</sup> A 1996 Auckland City Council survey found that rents had increased by between 25-40% in the past two years, with people paying 50% or more of their total income on rent and some as high as 70% compared to the pre-1991 25% limit for state rentals.<sup>154</sup> These rents were increasingly being paid to private landlords – see graph below. In 1997 25,300 state houses in Auckland cost more than \$200 a week to rent, up 46% from a year before.<sup>155</sup>



Proportion of Māori homes **not owned** by residents. *The chart shows the proportion of home tenure, for a single ethnic group, in a single area, at a single point in time. For example, if a bar shows 50% non-ownership, that means that the remaining 50% is made up of the other tenure types (owned, Housing New Zealand, etc.) health outcomes*

While prices grew housing quality in Tāmaki Makaurau dropped, several surveys near the end of the 1990s found that “Auckland houses were generally in the worst condition” and that rental properties in Auckland were “of poorer quality than in most other parts of New Zealand”.<sup>156</sup> Māori still faced discrimination in the growing private rental market, with a Race Relations survey during the period finding that ‘most’ Auckland landlords found Māori “dirtier, less house-proud, and more likely to overcrowd”.<sup>157</sup> In response to the growing problems in Auckland, Housing New Zealand purchased 900 houses to convert to state houses in the late 1990s. This was criticised both





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because these houses were mostly in the south and west, creating more “ghettos”, and because since 1993 Housing New Zealand had divested itself of roughly 1000 state houses in Auckland so this did not even bring numbers back to previous levels.<sup>158</sup> As part of coalition negotiations between National and New Zealand First, state rents were frozen in late 1996 and when this rent freeze ended in mid 1997 emergency housing providers across Auckland experienced a significant increase in demand.<sup>159</sup> Housing New Zealand denied any connection between the end of the rent freeze and increasing housing insecurity.<sup>160</sup>

There was also “an increase in New Zealanders’ residential mobility during the 1990s”.<sup>161</sup> This was most likely caused by the 1986 Residential Tenancies Act and the housing reforms of the 1990s. Auckland saw a greater increase in residential mobility than the national average during the 1990s with 21% of Census respondents having moved in the last year in 1991 and 25.6% in 2001 and the median length of residence dropping over the same period from 3.9 to 3.6 years.<sup>162</sup> By the end of the decade Māori children in Auckland were twice as likely to have moved that year than Pākēha children.<sup>163</sup> Regarding state rentals, Murphy notes that in 1999 “[s]ignificantly, 60% of tenants had a total tenancy history with HNZ of less than 5 years, and surprisingly almost a quarter of tenants had been tenants for less than one year”.<sup>164</sup> **Where the previous period had been characterised by secure tenancy, the 1990s saw a significant decline in tenure security.**

#### HEALTH OUTCOMES

During “the 1980s and into the 1990s Māori remained overrepresented in many measures including crime, health and housing”.<sup>165</sup> In fact, the 1990s was “the only decade of the twentieth century in which the health of Māori [was], by critical measures, not improving and [was] likely to be worsening. Declines in health occurred alongside the decline in incomes and living conditions”.<sup>166</sup> As Anderson noted of Māori in the 1990s, “[p]oor income and living conditions were linked to a range of illnesses, including increased risk of middle-ear infections, especially glue-ear and the loss of hearing that is often associated with that condition”.<sup>167</sup> **While Māori health gains had been made in the previous period, they stalled in this timeframe.**



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### 2000-2020: THE GROWING HOUSING CRISIS

Over this timeframe, Māori would bear the brunt of a growing housing crisis in Tāmaki Makaurau. Successive governments’ policies failed while others ignored the growing crisis, as prices soared, homelessness and housing insecurity increased and housing became more crowded and unhealthy as stock aged.

### POLICY CONDITIONS

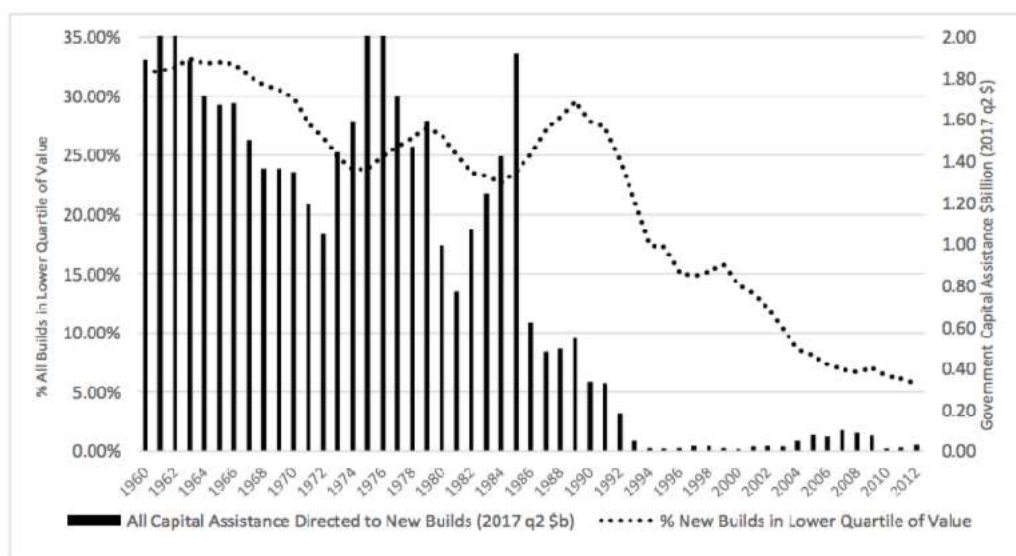
In 2000 the new Clark Government implemented wider housing sector reform, removing Housing New Zealand’s profit motive, reinstating income-related rents, and increasing the numbers of state houses being built, constructing 4,800 between 1999-2005.<sup>168</sup> There was also restructuring of the sector, Housing New Zealand merged with Community Housing (which had been created in 1994) into Housing New Zealand Corporation in 2001 and the Department of Building and Housing was created. The Labour Government also brought an increased focus on niche housing provision, with a far greater reliance on third sector providers.<sup>169</sup> **This continued the trend of successive New Zealand governments not assuming direct responsibility for housing. Although private social housing providers often deliver good outcomes they do not have economy of scale or the capacity to deal with large structural problems impacting the whole of society. Multiple providers also mean increased administration costs and management costs.** Furthermore, as Johnson notes, “While social housing outside of the State has been presented in rosy terms as being locally based and community centred, the government’s move towards the term [social housing] and the policy of social housing is effectively privatisation and is masking a down-grading of state housing”.<sup>170</sup> That said, third sector housing does enable minority groups, such as Māori, with increased ability to take control of their own housing outcomes – though this may still negatively impact the total overall number of houses constructed.<sup>171</sup> From the 2000s on there was an increase in tailored schemes directed at Māori, though many of these were focused on rural and Māori land in particular. However, while Labour did move back towards housing as a public good, it was not a complete return to pre-1991 approaches. It was “a hybrid housing subsidy regime with a mix of supply-side and demand-side programmes”, where two thirds of the total housing assistance budget was spent on the Accommodation Supplement and comparatively small sums being provided to NGO social housing providers.<sup>172</sup>

The Labour Government also bought roughly \$130 million worth of Auckland City Council housing stock in 2003, which the council had been trying to sell for several years.<sup>173</sup> This sale was part of Mayor Banks’ wider decision that housing was not a core function of council and central government should take responsibility.<sup>174</sup> This would mark the end of any substantive housing provision by Auckland City Council while local governments in Christchurch and, to a lesser extent, Wellington would continue to provide housing. While local government provision of housing over the decades had been less substantial than central government in the city, it effectively came to an end during this period.



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The election of the new National Government of 2008 saw the political pendulum swing further towards neoliberal disengagement from housing. State house sales started again.<sup>175</sup> Housing New Zealand Corporation, even though its profit motive was not formally reinstated, started returning money to the state – where in 7 years under Labour the Corporation had a net \$486 million in funds, National made a net \$142 million withdrawal of funds in the first three years.<sup>176</sup> A telling statistic is that the number of dwellings owned or managed by Housing New Zealand peaked in mid-2011 at 69,717 units, falling to 62,917 units in June 2017.<sup>177</sup> Another is that in 2014, only 5% of new house builds were classified as ‘affordable’, compared to 30% in the 1960s-1970s.<sup>178</sup> This graph shows the estimated government capital assistance to new builds and proportion of all new builds delivered in New Zealand in the lower quartile of value from 1960-2013<sup>179</sup>:



National also sought to increase the role of NGOs in housing provision, establishing the Social Housing Fund in 2011 which had by 2013 distributed \$57 million in grants to NGO social housing providers.<sup>180</sup> While National did not completely restructure the housing sector, they did make a number of adjustments to a number of organisations. In 2011, housing policy was relocated from Housing New Zealand Corporation to the Department of Building and Housing and funding for third sector social housing moved to the independent Social Housing Unit with support from the Department of Building and Housing. The Key Government has also been criticised of “subtle privatisation” of housing, with the “redevelopment of Tāmaki... shrouded in commercial secrecy” and “the use of private capital to bankroll so-called community housing initiatives” as the two main mechanisms.<sup>181</sup> National also revoked the ‘house for life’ mandate of Housing New Zealand Corporation, starting with a review in 2010, which noted the policy “reduced the number of levers with which HNZC can manage its business”, and finalising this in 2013.<sup>182</sup> Housing New Zealand Corporation’s mission statement was changed in 2017, with state rentals described as being for the “duration of their need”.<sup>183</sup> As Murphy explains, “successive governments of various political persuasions have constructed state housing as the tenure of last resort”, noting that National’s “reviewable tenancies mark an important moment in the construction of social housing as an ‘ambulance service’”.<sup>184</sup>



Over its nine years in power, National were widely criticised for not doing enough in the housing sector.<sup>185</sup> During this period poorest 40 percent of the population had their housing costs rise substantially, and faster than their incomes, particularly if single, on benefits, or in insecure and poorly-paid work”.<sup>186</sup> Around this time there is also an upsurge in social housing providers, facilitated in part by the 2003 Housing Innovation Fund and the 2011 Social Housing Fund, which together pumped almost \$100 million into the sector.<sup>187</sup> Certainly, Labour had catalysed the third sector shift, but “After the National-led government came to power in 2008, Housing NZ’s role at the heart of social housing development was reduced. Non-governmental housing providers and private-sector developers were invited to step up”.<sup>188</sup> **While previous governments had increased the number of smaller schemes, funds, allowances and initiatives under National this became increasingly dominant.** While some of these initiatives are operated by the government others involve the provision of funding to the ‘third sector’ – NGOs and other entities – and they are focused on narrow areas of need rather than housing as an overarching national issue.

Despite the failure of the amalgamation of the borough councils in 1989, in 2007 the government set up a Royal Commission on Auckland Governance to explore the creation of a ‘super city’.<sup>189</sup> There was a hikoī protesting lack of Māori representation proposed for the super city in mid 2009 and the Independent Māori Statutory Board was created partly as a response to this protest.<sup>190</sup> The Commission supported the creation of an overarching Auckland Council. One of the Auckland Council’s most pressing tasks was housing. The Unitary Plan was not expected to be operative until the late 2010s. In the interim, Auckland Council released its Auckland Plan and Housing Action Plan Stage 1 in December 2012, which identified a shortfall of around 20-30,000 dwellings and identified the need for 13,000 new homes every year for the next 30.<sup>191</sup> Around the same time Auckland Council identified this housing shortfall, there were 33,360 unoccupied private dwellings in the city.<sup>192</sup> The profusion of ‘ghost houses’ would becoming an increasing issue in Auckland’s housing sector, where capital gains were so significant that the investor owners did not think it was worth renting.<sup>193</sup> The Plan also noted that 45% of rental households pay more than 30% of their gross income on housing costs – the level defined as ‘unaffordable’. Auckland Council then signed the Auckland Housing Accord with the government in 2013. The Accord was a three year agreement (extended by seven months) to urgently increase the supply and affordability of housing in Auckland until Auckland Council’s Unitary Plan became fully operative in September 2016, and the government’s Resource Management Act reforms for planning processes took effect.<sup>194</sup> Complementing the Accord was the creation of Special Housing Areas (SHAs), which were zones established across the city intended to fast-track development of housing, including affordable housing.<sup>195</sup> The Accord set a target of 9,000 additional residential houses being consented for in the first year, 13,000 in the second year, and 17,000 in the third year. **Less than 100 affordable homes were built out of a total of 3157 homes over its three years and seven months.**<sup>196</sup> In 2017 the Auckland Council had no mechanism for checking if property developers were meeting their obligations under the Accord.<sup>197</sup>

Coming to power in late 2017, Ardern’s new Labour Government placed housing as a core issue, announcing a range of policies, including the flagship 100,000 home KiwiBuild programme, and establishing working groups to explore options. The 2018 Budget saw 3550 state houses announced for Tāmaki Makaurau while in that same year the shortfall of housing in the city was



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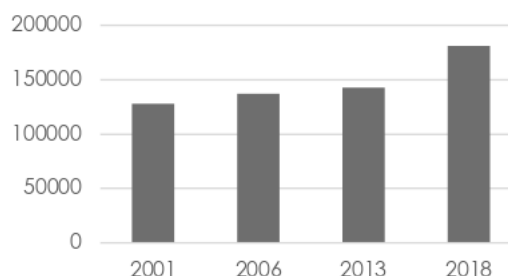
estimated at 45,000 houses and there were almost 40,000 empty private dwellings.<sup>198</sup> State house construction increased nine fold in the three years between 2016-2019.<sup>199</sup> The Labour Government also stopped state house sales in late 2017, with the policy change resulting in the sale of thousands of properties being prevented.<sup>200</sup> **Alongside KiwiBuild and a policy stopping foreign home buyers, the new Labour Government focus on retaining and building state houses indicated a shift towards greater state engagement in the housing sector.**

The new Labour Government also continued the trend of housing sector restructuring, creating the Ministry of Housing and Urban Development in mid 2018, incorporating the only just created KiwiBuild Unit, policy advice from MSD and the monitoring of Housing New Zealand Corporation and TRC from Treasury.<sup>201</sup> A few months later, the government dropped ‘Corporation’ from Housing New Zealand Corporation, “to provide a clear signal to tenants and the public about the change in focus”, reverting back to the name used in 1991, Housing New Zealand.<sup>202</sup> A year later, Housing New Zealand was merged with the KiwiBuild Unit and HLC to form Kāinga Ora, which is charged with being public housing landlord and leading and co-ordinating urban development projects.<sup>203</sup> Then Housing Minister Twyford said, “Kāinga Ora is a new approach”.<sup>204</sup> The creation of Kāinga Ora and specifically its powers to authorise and coordinate large-scale development projects have brought it into conflict with councils as they are concerned they will be excluded from major urban developments.<sup>205</sup>

#### DEMOGRAPHICS

In 2001, the Census recorded 127,629 Māori in the Auckland Region, making up 11% of the total population. 34.7% of Māori in Auckland lived within Manukau City, followed by 22.8% living in Auckland City. By 2006, these numbers had marginally increased, with Māori continuing to make up 11% of the Auckland population and majority remaining in Manukau City (34.5%) and Auckland City (21.8%). By the 2013 Census, the portion of Māori within

Māori Population in Tāmaki Makaurau



Auckland had declined, with 142,770 Māori making up 10.7% of the population, with the highest proportion of Māori (13.4%) living in the Manurewa Area. The current figures of the 2018 Census reported 181,194 Māori lived in Auckland making up 11.5% of the Auckland population. With the highest number of Māori continuing to reside within the Manurewa Local Board Area (13.7%).

#### STATE OF HOUSING

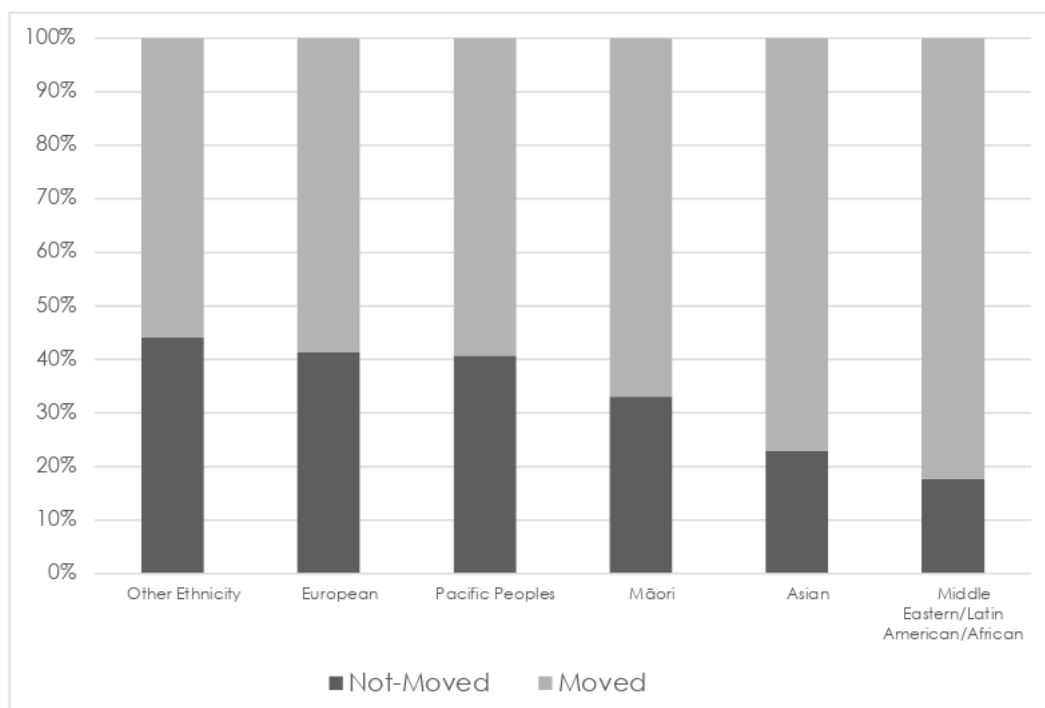
The quality of housing Māori could afford in the city during this period declined as the prices rose, renters have been forced to accept lower quality housing, those looking to buy have not been able to afford warm and dry housing and more Māori are homeless or are experiencing housing insecurity.<sup>206</sup> The housing stock of the city has grown increasingly old, with any homes constructed before the 1990s proving far damper and colder.<sup>207</sup> In 2006, only 22% of housing stock in New Zealand had been built since 1990, with 34% constructed in the 1960s



and 1970s.<sup>208</sup> Across Tāmaki Makaurau, home ownership for the entire population had dropped to 61.5% by 2013, down from 73.9% in 1986, while by 2015 43% of mortgages in the city were going to property investors.<sup>209</sup> The largest decreases in home ownership between 2006 and 2013 occurred in Ōtara-Papatoetoe, Manurewa, Māngere-Ōtāhuhu and Waitemātā which are all areas with sizeable Māori populations.<sup>210</sup> The home ownership rates for Māori in 2013 across the city were 40.2%, down from 42.8% in 2001 and 41.5% in 2006, compared to 69.6% for European/Pākehā and 60.5% for Asian.<sup>211</sup> In 2006, there were 33,333 empty dwellings in Auckland. In 2016, the average price of a house in Tāmaki Makaurau hit \$1 million for the first time and the city’s median price was 10.2 times gross median household income (up from 6.7 times in 2008).<sup>212</sup> In three months during mid 2017 the government spent almost \$13 million on temporary accommodation nationally, with \$18,000 a week on North Shore motels alone.<sup>213</sup> By early 2019, Work and Income staff were turning homeless people away because there was no emergency housing.<sup>214</sup> In 2019, 43% of homeless in Tāmaki Makaurau were Māori.<sup>215</sup>

Residential mobility increased dramatically during this period in Auckland, particularly for Māori, as shown in the graph below:

*Auckland region residents who have moved or not moved from their usual place of residence in the past five years (2006)*



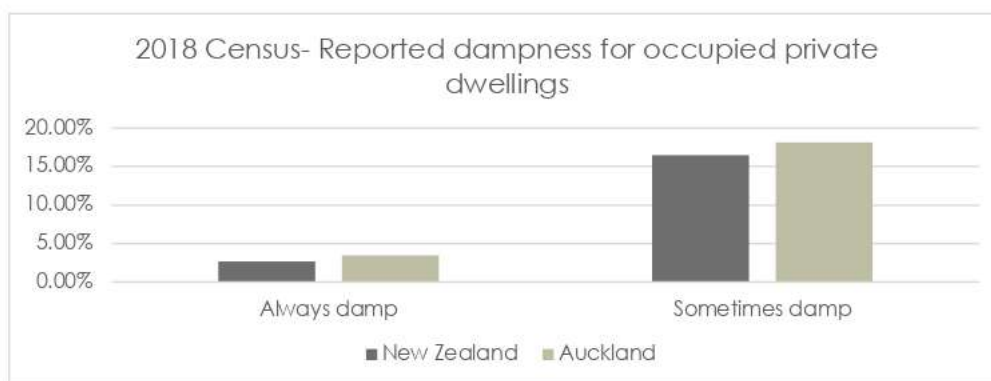
Māori in Tāmaki Makaurau experienced increased residential mobility during this period, driven by rising housing costs and limited tenure security. This increased mobility sees Māori moving into lower quality housing and experiencing more overcrowding.<sup>216</sup> Increased mobility also breaks down communities and negatively impacts educational outcomes.<sup>217</sup>



### HEALTH OUTCOMES

**Māori health suffered due to inadequate housing across this timeframe.** During this period, “many of the problems that had long beset Māori housing remained. Houses where Māori lived were often sub-standard, cold and damp... because it was these dwellings that were the most affordable”.<sup>218</sup> Māori households were more likely to suffer ‘fuel poverty’, meaning they end up living in colder, damper homes.<sup>219</sup> As Auckland Council explains “Māori... children are at significantly greater risk of hospitalisation and death from preventable housing related disease. Rates of hospitalisation for Māori aged 15-29 with bronchiectasis were 14.5 times higher than for non-Māori, Pacific, Asian (MPA) peoples”.<sup>220</sup> A Child Poverty Action Group survey “of South Auckland schools reported accommodation as the most common reason behind 3 high rates of transience”.<sup>221</sup> At the close of this period, Māori children are twice as likely to be “are killed by diseases linked to unhealthy housing”.<sup>222</sup>

The loss of tenure security and increased residential mobility of this period has negative impacts on both physical and psychological wellbeing, with Māori more impacted due to their higher mobility.<sup>223</sup> A report on mobility in New Zealand found that “[c]hildren born to mothers who prioritised their own identity as Māori were more likely to experience residential mobility during infancy than children of European, Pacific or Asian mothers” and that there are “similarities between the characteristics that are associated with residential mobility and those that are most commonly associated with child vulnerability and increased risk of adverse outcomes”.<sup>224</sup> Another study found that “residential mobility to be an important determinant of CVD [cardio-vascular disease] in Auckland”.<sup>225</sup>





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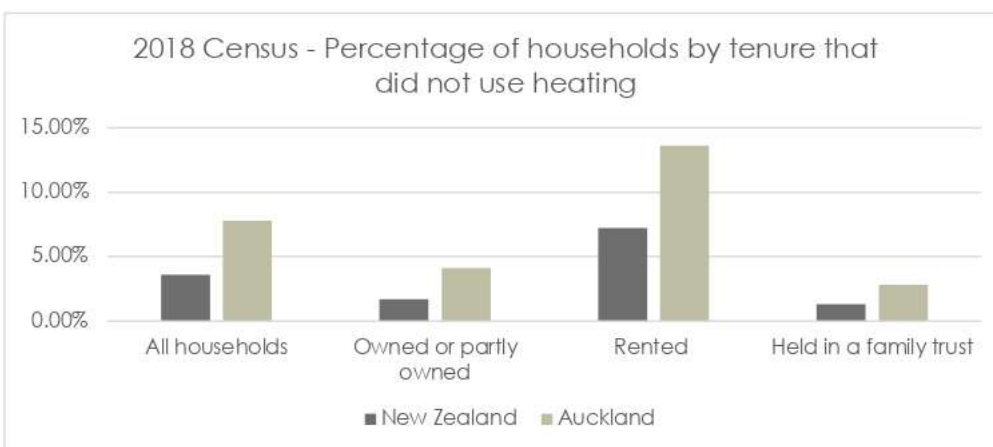
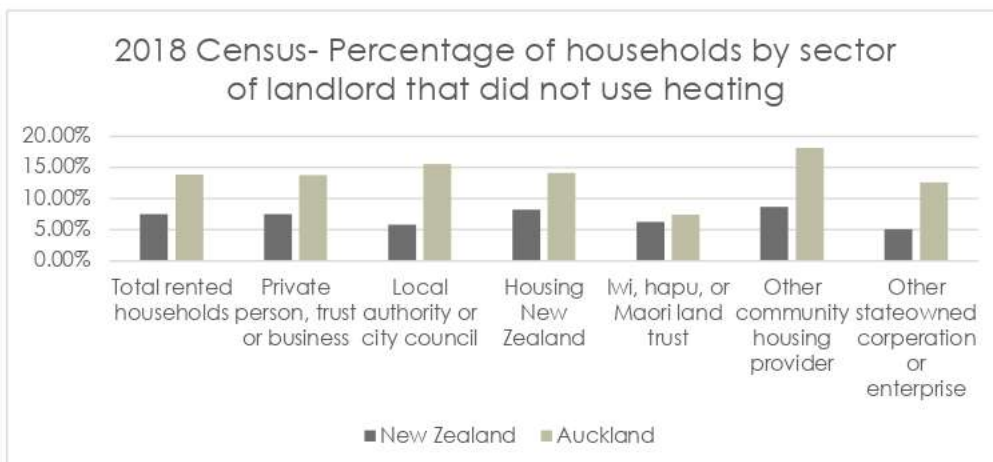
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Attachment A







## CONCLUSION

There are several key themes that can be extracted from this report:

- **Māori have experienced both rapid improvements and rapid declines in access to quality homes over the last 100 years in Auckland. Health outcomes have corresponded with these changes.** In the 1950s to the mid 1980s Māori health and access to quality and affordable homes in Auckland increased rapidly. Māori home ownership peaked in Auckland in 1986 with Māori ownership rates near 70% in some zones. However, from 1991 a serious decline in ownership ensued.
- **Māori separation from and inclusion with the wider state housing sector.** Māori have alternatively been excluded and included in the wider housing sector. During the 1930s-1950s this was problematic as due to systemic discrimination and difficult to meet thresholds, few Māori were able to access any of the government schemes, and the schemes were not designed for urban Māori. From the 1960s to the 1980s, Māori were incorporated into the wider state schemes – with some specialised programmes still running – and Māori housing security and home ownership increased.
- **The partisan dynamo of state house construction by Labour and state house sales to tenants by National, underpinned the rapid supply of quality homes to the market between 1940 and 1980.** This was one of the main forces of house construction in New Zealand and of Māori home ownership. Levels of construction, ownership and wealth have dropped dramatically since the end of this era.
- **The increasingly negative framing of state housing.** In the early years of state housing, it was seen as an equalising project with no shame or denigration attached to living in a state house or neighbourhood. Over time this has changed. State housing has gone from being viewed as a ‘home for life’ and a central function of the state to a short-term service that the state should only provide as a last resort.
- **The neoliberal reforms of the 1980s and 1990s.** Limiting government intervention in the housing markets has caused a significant decline in Māori home ownership, tenure security, and quality of housing. Associated indicators of Māori health have plateaued or declined.
- **Decreasing security of tenure.** Before the 1986 Residential Tenancy Act and the neoliberal reforms tenure security and the concept of a “house for life” were common for both homeowners and tenants of state rentals. Following the Act and reforms, security of tenure has declined, and residential mobility has increased, with associated negative outcomes in terms of housing quality, community cohesiveness and a range of negative health outcomes.
- **The use of smaller, niche funded housing provision, increasingly operated by the third sector.** While the providers themselves are generally effective and motivated, this



trend sees housing sector expenditure fractured, often means doubling up on administration costs and the loss of scales of economy.

- **Increasing local governance consolidation.** Successive amalgamations of Auckland local governance have failed to deliver any tangible benefits to Māori in Auckland and the housing situation has become increasingly dire during this period.
- **The failure of successive housing policies and schemes from the 1990s.** Most recent housing schemes, either at the national or local level, can be considered to have not met their objectives.

There is strong evidence that, while not perfect, the housing policies, programmes and practices from the 1950s to the 1980s drastically improved Māori health, wellbeing, and wealth. All the indicators for Māori housing security and health were trending upwards until the neoliberal reforms of the 1980s. While the current situation is far from ideal, the successes of the past provide a path to future solutions.



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## Update: MAHI Strategy & Māori Staff

File No.: CP2020/06317

### Ngā tūtohunga Recommendation

That the Independent Māori Statutory Board:

- a) receive the Update on Auckland Council's MAHI Strategy (an internal Employment Strategy) and on some data on Māori Staff.

### Te take mō te pūrongo Purpose of the report

1. To update the Independent Māori Statutory Board on some data about Auckland Council Māori Staff and on a review of the Auckland Council's Māori Employment Strategy (2017 – 2020). This is commonly referred to as the MAHI Strategy (Measures and Actions for High Impact).

### Whakarāpopototanga matua Executive summary

2. The purpose of the MAHI Strategy (Strategy), an internal strategy to enable responsiveness to Māori through staff recruitment, training and development, that strengthens the Auckland Council Māori staff workforce and enhances the organisational cultural competence.
3. It also aims to harness the strengths and talents of Te Ao Māori, bring about higher levels of innovation, greater understanding of our communities, and improved policies and programmes that better serve the population of Tāmaki Makaurau. However, it is difficult to find a record documenting where this has occurred.
4. Currently there are a few Māori in the management ranks (only eight Māori that is 1.6% employed on tiers one to three of the organisation) and many Māori staff sit in semi-skilled positions and low pay bands. The number of Māori who are employed at council is (6%) compared to the population of Māori who live and work in Tāmaki Makaurau (11%). This may reflect institutional barriers in recruitment and/ or jobs and a culture that is unattractive to Māori. Council's decreased revenue and likely budget cuts creates a strong risk that Māori staff in certain occupations and pay bands will be impacted and lose their positions.
5. The Strategy is currently under review and there is an opportunity to provide advice as well as advocating for the stronger inclusion of Māori values. Economic forecasts indicate that a recession will deepen and the unemployment statistics for Māori will be high (14% - 26%). It is important that the Strategy Review address the impact this will have on Māori recruitment, development and retention.

### Horopaki Context

6. The Strategy was developed in response to the Treaty of Waitangi Audit 2015. The overall aim of which is to enable responsiveness to Māori through staff recruitment, training and



development, that strengthens the Auckland Council Māori staff workforce and enhances the organisational cultural competence

7. The Strategy also contributes to meeting Auckland Council's statutory obligations to operate a personnel policy specific to Māori.<sup>5</sup> The Strategy has three goals (with associated deliverables, actions and 21 indicators) and planned regular reporting with an annual review. The goals are:
  - i. Develop a workforce that is capable of responding to the needs and aspirations of Māori;
  - ii. Support the career development and progression of Māori and specialist staff; and
  - iii. Provide a culturally responsive and respectful work environment.
8. Seemingly the regular reporting on the Strategy has ceased and recently the Board sought some data on Māori staff.

## Tātaritanga me ngā tohutohu Analysis and advice

9. At a glance the Strategy can appear confusing. The Strategy title signals strongly that it is about Māori, however the first goal (refer above) is a generic organisation wide goal calling for the development of Māori Responsiveness Plans (MRP). Subsequently, Māori who have cultural competence and the ability to successfully implement these MRPs will then be employed.
10. Monitoring, assessment and reporting is supposed to be directed through the Whai Tika Workstream of Te Toa Takitini Committee and also the Māori Responsiveness function of People and Performance (Patricia Reade). Instead there had been reporting to Council's Executive Leadership Team, but this has seemingly stalled. As yet, we have not sighted an annual review the Strategy.
11. Council's People and Performance Department advise that implementation work is being done and also agree there is a need for better and more frequent reporting. A review of the Strategy is currently underway by People and Performance and due for completion by the end of June 2020. It aims to be reported to Ngā Mātārae (formerly Te Waka Angamua Ki Uta), the Director of People and Performance and to the Director of Auckland Council Governance.
12. Amongst other things, an objective of a renewed MAHI Strategy aims to demonstrate closer alignment to the refreshed Draft Māori Outcomes Framework. However, it should be noted that the Board secretariat have expressed concerns regarding this draft and will be providing advice to key senior managers in Finance, Planning and Ngā Mātārae.
13. In March we were advised that Māori in the organisation (interim and preliminary source data) were:
  - 11.5% of the population of Tāmaki Makaurau are Māori. Around 6% of the organisations 7,700 employees are Māori. 68% of whom are wahine and 32% tane.
  - 59% of Māori staff work in the Customer and Communication Services, 15% Regulatory Services.
  - 69% earn more than the Auckland living wage of \$21.15 per hour
  - 16% are on salary Band D - F (\$42,900 - \$88,800), 12% Band G (\$70,300 - \$105,400), 10% Band H (\$83,100 - \$124,700), 8% are earning between Bands I – O (\$96,800 - \$382,000).

<sup>5</sup> Local Government Act 2002, schedule 7, section 36



- It is reported there are eight Māori (1.6%) employed on tiers one to three of the organisation and likely on salary Band H to O.
14. The information provided by People and Capability is the best available at the present time however needs to be considered as interim and preliminary. Māori and employment is an important socio-economic indicator within the Auckland Plan 2050. However, there are threats to Māori employment which will place downward pressure on improving socio-economic circumstances.
  15. There is an inequity between the 11% Māori population of Tāmaki Makaurau when compared to Māori forming 6% of the Auckland Council workforce. As at 6 March 2020 (Pre Covid-19) the Māori unemployment rate was 10.8% whereas the national unemployment rate was 4.9%.<sup>6</sup> An economic forecast highlighting the period post Covid-19 is that New Zealand will be at the early stages of a recession. The unemployment forecast for Māori is estimated to be between 14% - 26%.<sup>7</sup> Māori unemployment is forecast to peak over the two years.<sup>8</sup> It is important that the review of the Strategy develops responses to address these trends.
  16. The motivation for Strategy arising from the 2015 Treaty Audit is well founded. However it is not clear if assessing the success of implementation has occurred as its monitoring and evaluation information is not readily available. Monitoring and evaluation is an important part of a policy and strategy life cycle as it systematically measures and assesses programme activities and results.
  17. A few initial observations of the Strategy are set out below which may help with the review process (but are not limited to):
    - that the review should also include an assessment of the performance indicators to determine the level of success and uptake of each indicator
    - that the review should also be assessed against a set of baseline figures e.g. how many Māori staff at the start of the Strategy and how many now.
    - that the matter of retention of Māori staff appears to be of explicit importance at the time of an exit interview only. Retention of Māori staff should be directly linked to the goals of the Strategy, as well as being used as a tool for process improvement at the time of exit interview
    - the policy does not mention drivers of employment and unemployment. For example how will the Strategy respond to circumstances such as recessionary periods, internal reviews of staffing. Both of these impact Māori to a greater extent than they would others as Māori are employed where cuts are often made.
    - it is not clear how the Strategy links and informs the development and measurement of the Māori Responsiveness Plans (that are also currently being reviewed).

## Ngā koringa ā-muri

### Next steps

18. As part of the discussions on the Independent Māori Statutory Board and Governing Body agenda, we asked for an update on the MAHI Strategy and will seek this for the next meeting.
19. In the context of the Board's instruments such as the Te Tiriti o Waitangi Audit and the Māori Values Reports , the Board will provide advice to the Strategy review, including how it has been implemented across the CCOs and the Local Boards. There will be an update for the next Board's meeting.

<sup>6</sup> <https://www.mbie.govt.nz/business-and-employment/employment-and-skills/labour-market-reports-data-and-analysis/other-labour-market-reports/maori-labour-market-trends/>

<sup>7</sup> <https://treasury.govt.nz/publications/tr/treasury-report-t2020-973-economic-scenarios-13-april-2020>

<sup>8</sup> <https://www.infometrics.co.nz/product/maori-economic-insights/>



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## Ngā tāpirihanga Attachments

No.	Title	Page
A	Auckland Council Māori Mahi Strategy 2017 - 2020	125

## Ngā kaihaina Signatories

Authors	Sam Noon - Principal Advisor Economic Outcomes
Authorisers	Catherine Taylor - Independent Māori Statutory CEO



# Measures and actions for high impact (MAHI)

Auckland Council  
Māori Employment Strategy  
(2017-2020)

## Mahi

1. (verb) (-a,-ngia) to work, do, perform, make, accomplish, practise, raise (money).
2. (noun) work, job, employment, trade (work), practice, occupation, activity, exercise, operation, function.
3. (noun) abundance, lots of, many, heaps of

Find out more: visit [aucklandcouncil.govt.nz](http://aucklandcouncil.govt.nz)





## WHY MAHI?

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One of the gifts of the Te Tiriti o Waitangi – Treaty relationship between Auckland Council and Māori is a shared vision of partnership and co-existence for the mutual benefit of all peoples now and into the future.

Council is committed to growing and developing a talented and thriving Māori workforce and to strengthening this voice at all levels of the organisation. However the latest Te Tiriti o Waitangi audit (2015) undertaken on Auckland Council found that, despite council's high level of interest in fulfilling its obligations to Māori, progress to put in place the necessary plans have been slow, hampered by capacity constraints at the operational and implementation level.

Council's Māori employment strategy, Measures and Actions for High Impact (MAHI) will enable responsiveness to Māori through staff recruitment, training and development that strengthens our Māori workforce and enhances our organisational cultural competence. It addresses both the statutory and strategic commitments of Auckland Council to Māori.

On a statutory level, the Local Government Act 2002, schedule 7, section 36, requires Auckland Council to operate a personnel policy that recognises:

- the aims and aspirations of Māori
- the employment requirements of Māori
- the need for greater involvement of Māori in local government employment.

On a strategic level, MAHI allows the council to leverage the best talent available by attracting Māori staff who are resilient, creative and innovative, whilst making full use of the capabilities of our existing Māori workforce. Our challenge as an organisation is to be able to identify and foster this talent.

Auckland Council is proud to be the first local government body in New Zealand to introduce a Māori employment strategy. By harnessing the strengths and talents of Te Ao Māori, MAHI aims to bring about higher levels of innovation, greater understanding of our communities, and improved policies and programmes that better serve the population of Tāmaki Makaurau, Auckland.

## THE DEVELOPMENT OF THIS STRATEGY HAS INVOLVED:

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1. incorporation of the recommendations from the joint council and Independent Māori Statutory Board (IMSB) research report (2014) "Māori Employment Experiences at Auckland Council"
2. discussions with policy and programme specialists experienced in indigenous employment initiatives
3. a literature review of employment strategies in the public sector to support better indigenous employment outcomes; and
4. consultation with key stakeholders, including Te Waka Angamua (Māori Strategy and Relations Department), the Māori Staff Network, Public Service Association - Te Pūkenga Here Tikanga Mahi (Council staff union), the IMSB, People and Capability Lead Team and staff from all levels of the organisation who participated in a consultation hui held in May 2017.



Auckland Council Māori Employment Strategy (2017 – 2020) | 3

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Attachment A



## MAHI HAS THREE GOALS TO ACHIEVE:

1. DEVELOP A WORKFORCE THAT IS CAPABLE OF RESPONDING TO THE NEEDS AND ASPIRATIONS OF MĀORI
2. SUPPORT THE CAREER DEVELOPMENT AND PROGRESSION OF MĀORI AND SPECIALIST STAFF
3. PROVIDE A CULTURALLY RESPONSIVE AND RESPECTFUL WORK ENVIRONMENT.

1. **Develop a workforce that is capable of responding to the needs and inspirations of Māori**
  - Auckland Council developed Whiria Te Muka Tangata – The Māori Responsiveness Framework to guide the council family in responding to the needs and aspirations of Māori. Subsequently, each council department was tasked with developing an individual Māori Responsiveness Plan (MRP) that details how they will deliver on the council’s commitment to Māori at an operational level.
  - There is currently an organisational capacity gap in developing and implementing these MRPs. This means that our existing Māori employees with knowledge of tikanga and kaupapa Māori are often required to undertake duties which are outside of their role.
  - In order for Auckland Council to fulfil our obligations to Māori, we need to employ staff with Māori cultural competence and the ability to successfully implement these MRPs. By understanding where our capacity gaps lie, we can target our recruitment process to fill the current and emergent staffing needs required to develop and implement these plans.
  - There is also a need to have a better understanding of our current Māori workforce and their capabilities in order to harness our existing talent. This includes identifying the population and spread of Māori staff employed, the number of specialist advisory roles within the organisation, as well as iwi and hapū affiliation.
2. **Support the career development and progression of Māori and specialist staff**
  - Many Māori employees see Auckland Council as a pathway to contribute positively to the development of iwi, hapū, whanau and Māori communities. There is potential for more Māori staff to bring their capabilities to other roles within the council that they may not have previously considered.
  - To harness this potential, we need to use our workforce planning and staff development systems to provide Māori staff with opportunities to grow and develop their careers at Auckland Council. In addition, we need to improve pathways into senior management and executive roles for our Māori staff, as they are still under-represented in leadership roles within the council.





- Māori traditionally value intergenerational relationships between people and the environment. By ensuring Māori leadership principles are accepted and valued by council, we are in a stronger position to meet the current and future challenges that our city faces. We also come closer to supporting the roles of iwi and hapū of Tāmaki Makaurau in the expression and exercise of mana (authority), kaitiakitanga (guardianship) and rangatiratanga (decision-making).
- The senior Māori and Māori specialist roles at the council are an acknowledgement of the tikanga and kaupapa Māori expertise and functions that are essential to council's effective engagement with Māori customers, clients and communities. By supporting and connecting our senior Māori and Māori specialist staff, we encourage best practice and enhance opportunities for collaboration.
- A culturally responsive and respectful work environment for Māori means that Māori staff are connected and supported. They are provided with an environment that develops their rangatiratanga (leadership/sovereignty), acknowledges their whakapapa (genealogy) and supports the use of te reo Māori.
- Māori values such as mānakitanga (hospitality) and whānaukatanga (kinship), processes such as mihi whakatau (welcome speech) and pōwhiri (formal welcome) create a warm, supportive and connected environment for all. By integrating kaupapa and tikanga Māori into the organisational culture, we create a better working environment for everyone.

### 3. Provide a culturally responsive and respectful work environment

- Kaupapa Māori is described as a way of doing things from a Māori perspective, and includes Māori values, knowledge, language, worldviews and cultural protocols. Kaupapa Māori values and processes not only enhance Auckland Council's cultural capacity to successfully liaise with Māori communities, they also provide positive Auckland-wide outcomes. In particular, they help our communities embrace the culture that is Auckland and New Zealand's point of difference in the world.
- By creating an environment conducive to the development of our Māori workforce, we enable Māori aspirations through the recognition of Te Tiriti o Waitangi / the Treaty of Waitangi.





## GOAL 1: DEVELOP A WORKFORCE CAPABLE OF RESPONDING TO THE NEEDS AND ASPIRATIONS OF MĀORI

Key Performance Indicators	Risks
<ul style="list-style-type: none"> <li>• Auckland Council employs an increased number of full-time equivalent (FTEs) staff required for MRP implementation as identified in Capacity Gaps study (beyond 2017 levels).</li> <li>• 100 per cent completion in the review of Auckland Council's 14 MRPs.</li> <li>• Updated organisational employment strategy refers to the implementation of Māori Responsiveness Plans .</li> <li>• Council departments adopt targets and measures to support Māori responsiveness outcomes in their business plans.</li> <li>• The People and Capability Department produces quarterly reports with information on council's Māori workforce statistics.</li> <li>• Council departments undertake annual survey on departmental Māori cultural capacity.</li> </ul>	<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Targeted recruitment process for external candidates may not be successful due to the specific nature of Māori responsiveness and its implementation.</li> <li>• Data on existing Māori workforce may be difficult to collate.</li> </ul> <p><b>Mitigation</b></p> <ul style="list-style-type: none"> <li>• Strengthen the internal capability of council expertise through learning and development programmes and succession planning.</li> <li>• Engage the appropriate groups within council to build and develop the data systems to capture the information more accurately.</li> </ul>



OUTCOMES	DELIVERABLES	ACTIONS	MEASURES & TIMING	RESPONSIBILITY	
1. Auckland Council employs staff with Māori cultural competence and ability to implement its Māori Responsiveness Plans.	a. Identify the organisational skills shortage required to implement Māori Responsiveness Plans.	<ul style="list-style-type: none"> <li>Review Auckland Council's 14 Māori Responsiveness Plans to identify existing and anticipated workforce commitments for implementation of the plans.</li> </ul>	Review to be completed by December 2017.	TWA / P&C / All Departments	
		<ul style="list-style-type: none"> <li>Map skillsets required to implement Māori Responsiveness Plans.</li> </ul>	Mapping to be completed by April 2018.	P&C	
		<ul style="list-style-type: none"> <li>Identify capability gaps in current workforce based on report on skillsets required to implement Māori Responsiveness Plans.</li> </ul>	Capacity gaps study to be completed by June 2018.	P&C	
		<ul style="list-style-type: none"> <li>Share and integrate study recommendations into existing Māori Responsiveness Plans.</li> </ul>	To be completed by June 2018.	TWA / All Departments	
		<ul style="list-style-type: none"> <li>Update Council's Māori Responsiveness Plan Toolkit with guidance on workforce planning for implementation Māori Responsiveness.</li> </ul>	To be completed by June 2018.	TWA	
		b. Develop appropriate recruitment targets and measures to support Māori responsiveness outcomes.	<ul style="list-style-type: none"> <li>Agree on targets and measures.</li> </ul>	To be completed by May 2018.	P&C / All Departments
			<ul style="list-style-type: none"> <li>Ensure these targets and measures are incorporated into departmental business plans.</li> </ul>	Targets and measures to be incorporated into departmental business plans by May 2019.	All Departments
			<ul style="list-style-type: none"> <li>Develop guidance material for use by council's talent and recruitment team and hiring managers.</li> </ul>	Guidance material to be completed and distributed by December 2018.	P&C
			<ul style="list-style-type: none"> <li>Increase coordination of data collection and disseminate data through quarterly report for internal distribution.</li> </ul>	First quarterly report to be distributed from November 2017.	P&C / RIMU
		2. Auckland Council has a better understanding of its current Māori workforce and their capabilities.	a. Collate accurate data on council's Māori workforce including roles, capabilities, aspirations and development needs.	<ul style="list-style-type: none"> <li>Undertake survey of Māori cultural capacity within each department on an annual basis.</li> </ul>	First annual survey to be completed by May 2018.
b. Map existing Māori cultural capacities within the workforce.					



## GOAL 2: SUPPORT THE CAREER DEVELOPMENT AND PROGRESSION OF MĀORI AND SPECIALIST STAFF

Key Performance Indicators	Risks
<ul style="list-style-type: none"> <li>All Māori staff are introduced to the Māori career resource hub.</li> <li>Staff who utilise the Māori career resource hub are satisfied with the resources available.</li> <li>The number of Māori staff undertaking mentoring, job rotations and secondments increase.</li> <li>Māori staff job satisfaction level increases with each Māori engagement survey.</li> </ul>	<ul style="list-style-type: none"> <li>Supporting the career development of Māori staff may be incorrectly perceived as biased treatment of Māori over other staff members.</li> <li>Māori staff may still report low levels of engagement despite additional resources being put in place.</li> <li>Current senior leadership may not appreciate Māori leadership values.</li> </ul>
<ul style="list-style-type: none"> <li>Selected staff who are part of the Māori leadership pilot programme are satisfied with the programme.</li> <li>Māori staff are provided with leadership opportunities.</li> <li>Auckland Council adopts agreed Māori leadership values.</li> </ul>	<p><b>Mitigation</b></p> <ul style="list-style-type: none"> <li>Grow awareness of schedule 7, section 36 of the Local Government Act that requires council to operate a personnel policy responsive to Māori and ensure that these initiatives are understood as being in accordance with existing opportunities for the general staff population.</li> <li>Monitor the results of the engagement survey activities and develop intervention strategies to ensure we attain and maintain good levels of staff engagement and satisfaction.</li> <li>Provide senior leaders in council with access to impactful leaders who model Māori leadership values and can articulate the benefits for local government organisations and leaders.</li> </ul>



OUTCOMES	DELIVERABLES	ACTIONS	MEASURES & TIMING	RESPONSIBILITY
1. Māori staff are given opportunities to grow and develop their careers at Auckland Council.	a. Develop tools and resources to support Māori staff in their career progression, including opportunities for mentoring, job rotations and secondments.	<ul style="list-style-type: none"> <li>Create a Māori career resource hub which includes resources such as CV-writing and interview tips.</li> <li>Identify and develop pathways for Māori staff to undertake opportunities in mentoring, job rotations and secondments.</li> </ul>	Māori resource hub to be set up by March 2018.	P&C
	b. Undertake 6-monthly engagement surveys with Māori staff.	<ul style="list-style-type: none"> <li>Create questionnaire to gauge job satisfaction level of Māori staff and distribute on a 6-monthly basis.</li> </ul>	Report to be completed by January 2018.	P&C
	c. Utilise exit interview information for Māori staff to identify issues and retention barriers.	<ul style="list-style-type: none"> <li>Collate and analyse data.</li> </ul>	Report to be completed by June 2018.	P&C
2. Māori leadership principles are accepted and valued.	a. Develop an organisational Māori leadership programme.	<ul style="list-style-type: none"> <li>Adapt the current Senior Māori Responsiveness Strategic Mind-sets programme.</li> <li>Undertake an assessment of Māori leadership opportunities within the organisation.</li> </ul>	Pilot programme to be developed by December 2017.  Report to be completed by June 2018.	P&C  All Departments
	b. Promote Māori leadership values	<ul style="list-style-type: none"> <li>Actively identify Māori staff to strengthen their leadership capabilities.</li> <li>Define Māori leadership values.</li> </ul>	Establish first intake of selected Māori staff by January 2018 for inclusion into the Māori leadership programme.  Agree on Māori leadership values by December 2017.	P&C / TWA / All Departments  All Departments
3. Senior Māori and Māori specialist staff are supported and connected.	a. Establish and facilitate a regular Māori senior management and specialist forum to enhance collaboration opportunities and career development.	<ul style="list-style-type: none"> <li>Prepare for forum by identifying relevant senior Māori and Māori specialist staff to attend, inviting speakers and advertising event.</li> </ul>	First forum to be set up by September 2017.	All Departments



## GOAL 3: PROVIDE A CULTURALLY RESPONSIVE AND RESPECTFUL WORK ENVIRONMENT

Key Performance Indicators	Risks
<ul style="list-style-type: none"> <li>100 per cent of people leaders have participated in Tiriti and cultural competency training.</li> <li>100 per cent of staff who have direct contact with or whose work impact Māori communities have participated in Tiriti and cultural competency training.</li> <li>All staff are confident in basic pronunciation in te reo.</li> <li>Māori staff report lower levels of discrimination at work.</li> <li>All new position descriptions after December 2018 to include Māori cultural competency expectations.</li> <li>Staff who participate in the Māori staff network conference are satisfied with their experience.</li> <li>At least 80 per cent of Māori-related research within the council is conducted by Māori, with Māori, for Māori.</li> <li>All Māori staff are provided with the opportunity to join Manawa.</li> </ul>	<ul style="list-style-type: none"> <li>Some key staff may feel undermined due to their lack of cultural competence and may leave the organisation.</li> <li>The strategy may become mere lip service if not backed by genuine action.</li> </ul> <p><b>Mitigation</b></p> <ul style="list-style-type: none"> <li>Acknowledge and support the need to grow the confidence and capability of staff across the organisation to have greater cultural competence and provide opportunities for learning and development.</li> <li>Use an evidenced based approach to highlight the benefits of participating in kaupapa Māori driven training for personal and professional development.</li> <li>Ensure that the governance and monitoring mechanisms for MAHI are empowered to make decisions, seek accountability and resource commitment.</li> </ul>



OUTCOMES	DELIVERABLES	ACTIONS	MEASURES & TIMING	RESPONSIBILITY
1. Auckland Council is a workplace that enables Māori aspirations through the recognition of Te Tiriti o Waitangi.	a. Increase opportunities for all staff and people leaders in particular to undertake Treaty and cultural competency training.	<ul style="list-style-type: none"> <li>Provide access to courses in understanding of Te Tiriti and Māori cultural competency, including interactive e-learning modules, face-to-face workshops and post-training assessment.</li> </ul>	All people leaders to undertake Tiriti and Māori cultural competency courses by June 2019.	P&C / All Departments
	b. Increase opportunities to incorporate Māori tikanga, values and te reo Māori into the workplace environment.	<ul style="list-style-type: none"> <li>Provide access to training courses in te reo Māori to correct persistent mispronunciation of te reo.</li> <li>Socialise the use of te reo Māori and Māori tikanga such as mihi whakatau, waiata and karakia in the workplace.</li> </ul>	All people leaders to undertake the 'Tikanga and Te Reo in the Workplace Course' by December 2019 with other staff strongly encouraged to do so.	P&C / All Departments
	c. Incorporate cultural competency expectations into all position descriptions across the organisation.	<ul style="list-style-type: none"> <li>Establish appropriate cultural competency expectations for council staff.</li> <li>Update position descriptions to incorporate cultural competency expectations.</li> </ul>	Report completed and signed off by January 2019. All new position descriptions to incorporate cultural competency expectations by June 2019.	P&C
2. Māori staff are supported and connected.	a. Develop an annual Māori staff support network conference to encourage best practice approaches.	<ul style="list-style-type: none"> <li>Prepare for conference by developing agenda, inviting speakers and advertising event.</li> </ul>	Set up first annual Māori staff support network conference by November 2017.	P&C / TWA
	b. Provide Māori staff with kaupapa Māori support in order to attract and retain specialist and skilled Māori staff.	<ul style="list-style-type: none"> <li>Perform Māori research within council using a kaupapa Māori lens, i.e. by Māori, with Māori, for Māori.</li> <li>Include Māori staff on interview panels where possible, encourage whānau support at interviews, and provide mihi whakatau or pōwhiri for new Māori recruits.</li> <li>Provide resourcing to re-establish network.</li> </ul>	Establish kaupapa Māori research guidelines for Auckland Council staff by June 2018 Establish kaupapa Māori recruitment guidelines for People and Capability by June 2018. Put in place a coordination group for Manawa Network by February 2018.	TWA / RIMU TWA / P&C / All Departments
		<ul style="list-style-type: none"> <li>Generate events and activities to foster whanaungatanga and career development for Māori staff.</li> </ul>	Put in place a 3 year programme of events and activities for Manawa by February 2018 Conduct an annual survey of staff participation and contribution to Manawa from April 2018.	TWA / P&C / All Departments



## FACTORS FOR SUCCESS - GOVERNANCE, MONITORING AND EVALUATION:

### Governance

The Māori Employment Strategy (MAHI), takes place over a three year period and includes design, development monitoring and evaluation phases. Provision for monitoring, assessment and reporting on the strategy will be guided by the Whai Tika Workstream of the Te Toa Takatini Committee and the Māori Responsiveness Function of People and Capability.

- adjust the goals and deliverables as necessary; and
- incorporate findings into the planning, budgetary and review cycle.

### Evaluation

The evaluation of MAHI is critical to provide feedback on Auckland Council's internal processes and outcomes, and to enable continuous improvement of strategies, performance and results.

### Monitoring

The action plan will be monitored and reviewed at least once a year in order to:

- Review performance indicators
- assess areas of success and areas where further work is required







## GLOSSARY OF TERMS

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### **Independent Māori Statutory Board (IMSB)**

The IMSB was established in 2010 to ensure Auckland Council acts in accordance with its statutory obligations under Te Tiriti o Waitangi / the Treaty of Waitangi. It promotes cultural, economic, environmental and social issues of significance for Mana Whenua and Mataawaka of Tāmaki Makaurau

### **Kaupapa Māori**

Kaupapa Māori is described as a way of doing things from a Māori perspective, and includes Māori values, knowledge, language, worldviews and cultural protocols. Kaupapa Māori research and evaluation is done by Māori, with Māori, for Māori.

### **Māori Responsiveness Framework / Whiria Te Muka Tangata**

A framework developed to guide and enhance Auckland Council's commitment to Māori. The framework goals include: effective Māori participation in democracy; an empowered organisation; and strong Māori communities.

### **Māori Responsiveness Plan**

An operational level document produced by Auckland Council departments that details how each department will deliver on the council's commitment to Māori as outlined in the Māori Responsiveness Framework.

### **Te Ao Māori**

Literally "the Māori world" in a Local Government context this term includes the language, customs and values, in addition to areas of cultural, economic and social int

### **Te Tiriti o Waitangi/the Treaty of Waitangi**

New Zealand's founding document and a source of our constitution. The Crown is the primary Tiriti / Treaty partner. However, in delegating responsibilities to the council, Parliament acknowledges the need to ensure local authorities either give effect to or take in account the principles of the Treaty as part of their statutory Māori obligations.

### **Te Toa Takitini**

Auckland Council Māori Responsiveness Leadership team which aims to lead and influence better outcomes for Māori by driving a shift in culture, thinking and practice.

### **Te Whai Tika**

The Māori Effectiveness workstream of Te Toa Takitini is responsible for growing Māori employment and development, Māori responsiveness planning and implementation, delivering on the Te Tiriti Audit Response programme and sharing best practice and organisational learning.

### **Tikanga**

The Māori word tikanga has a wide range of meanings — culture, custom, ethic, etiquette, fashion, formality, lore, manner, meaning, mechanism, method, protocol, style. Generally taken to mean "the Māori way of doing things", tikanga are the customs and traditions that have been handed down through the passages of time. It is derived from the Māori word tika meaning 'right' or 'correct'.



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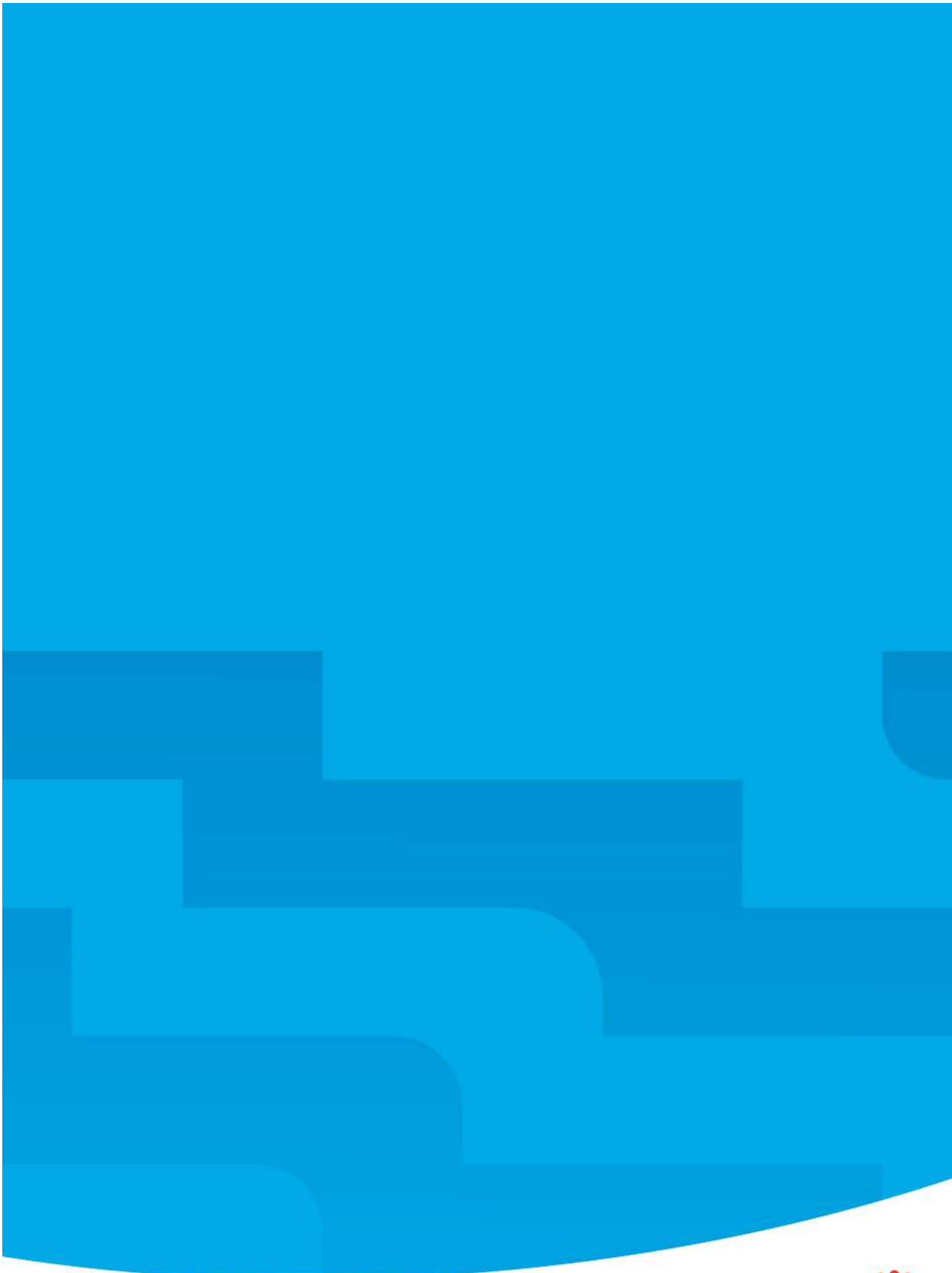
Attachment A

Auckland Council Maori Employment Strategy (2017 - 2020) | 15



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Attachment A



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