

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

Date: Monday, 18 November 2019
Time: 10:00am
Meeting Room: Ground Floor
Venue: 16 Viaduct Harbour Avenue
Auckland



Independent Māori Statutory Board

OPEN AGENDA

MEMBERSHIP

Chairperson	David Taipari
Deputy Chairperson	Hon Tau Henare
Members	Renata Blair
	Terrence (Mook) Hohneck
	Tony Kake
	Liane Ngamane
	Josie Smith
	Glenn Wilcox
	Karen Wilson

(Quorum members)

David Taipari
Chairperson

11 November 2019

Contact Telephone: 021 818 301
Email: brandi.hudson@imsb.maori.nz
Website: www.imsb.maori.nz

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, 7 October 2019 and the extraordinary minutes of its meeting, held on Friday, 1 November 2019, 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 September 2019

File No.: CP2019/18906

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Financial Report to 30th September 2019.

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 30th September 2019.

Whakarāpopototanga matua Executive summary

2. The figures presented are exclusive of GST. The budget has been phased evenly over 12 months to align with the Board's strategic work plan. It is expected that variances may occur depending on the resources required to complete the work. Due to a delay by council's financial processes, some accruals for contractors tagged for this month will be paid in August.
3. This report includes a visual representation of the Month to Date (MTD) spend and Year to Date (YTD) spend against budget.
4. September's expenditure is at 17.7% of the annual budget which is under the monthly forecast. This is largely due to no current spend against monitoring Te Tiriti o Waitangi Audit Implementation, Treaty Audit Assessment of RMA Māori Provisions and Monitoring of Audit Implementation budget lines and minimal spend in the Professional Services budget line.

Ngā tāpirihanga Attachments

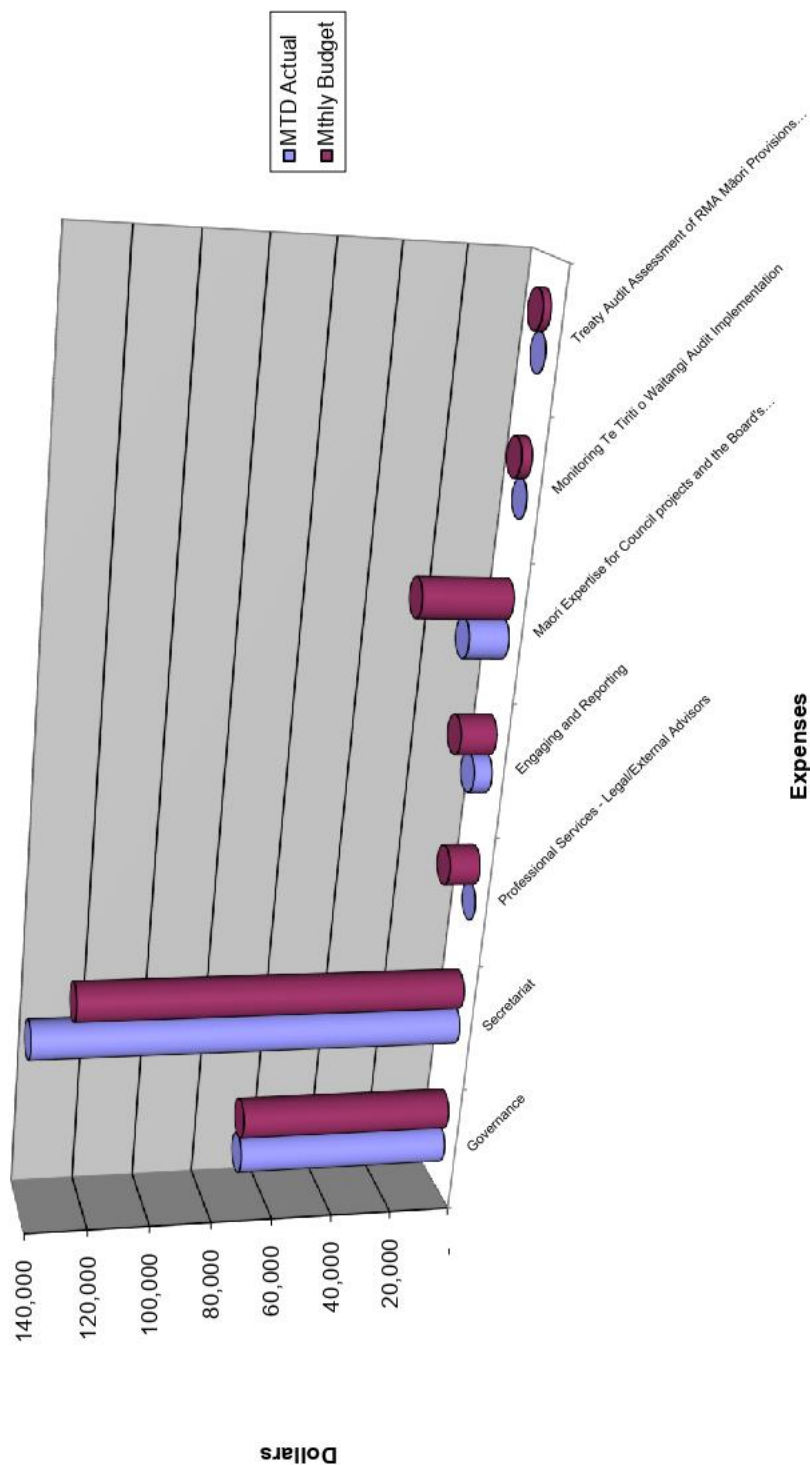
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C	September YTD 2019	13

Ngā kaihaina Signatories

Authors	Kimiora Brown - Executive Finance and Office Manager
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



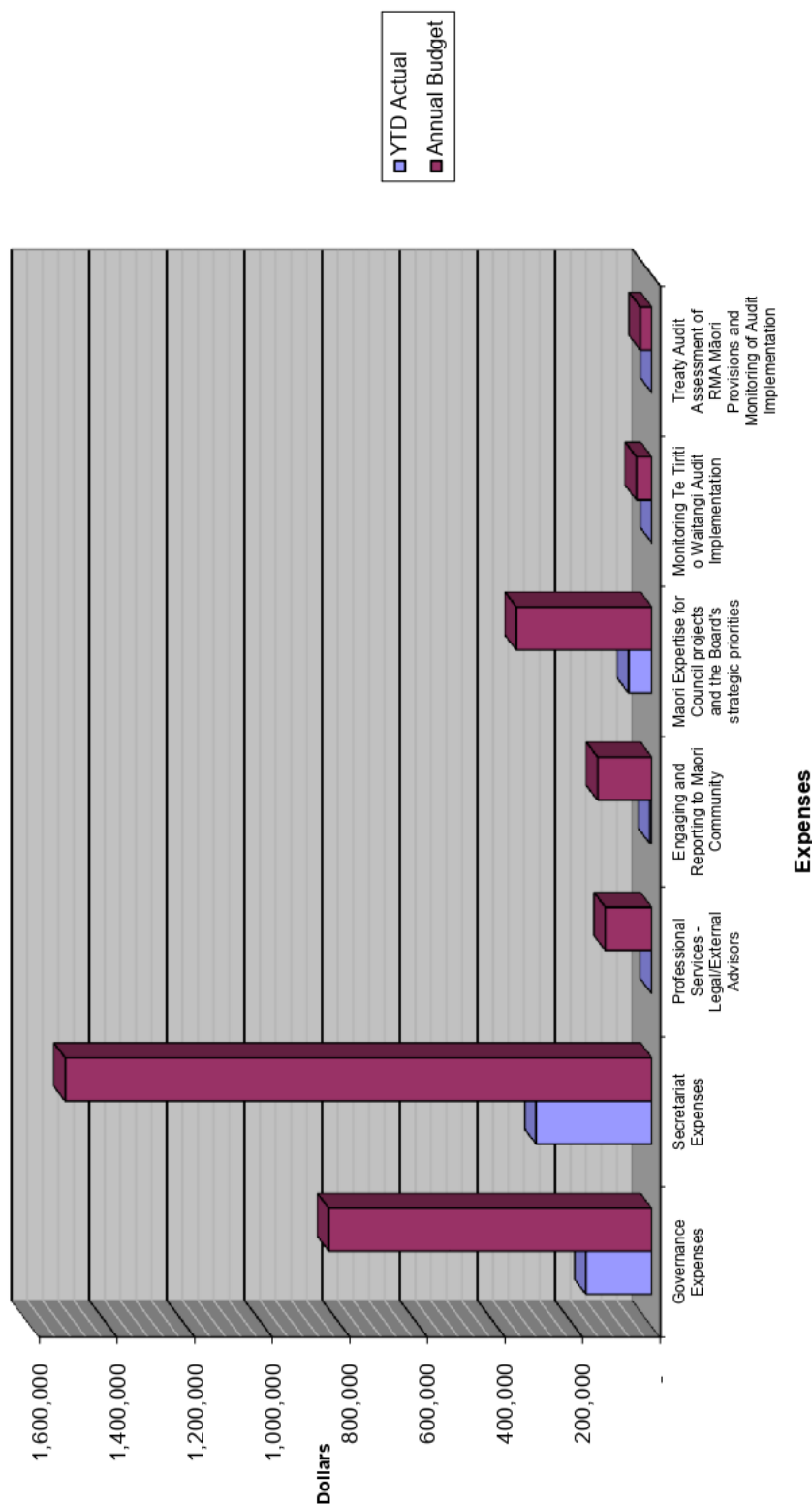
Independent Māori Statutory Board
Month to Date @ 30 September 2019
(FYE June 2020)



Expenses



**Independent Māori Statutory Board
Year to Date @ 30 September 2019**
(FYE June 2020)





Board Issues and Opportunities 2019-22

File No.: CP2019/19054

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the report on Board Issues and Opportunities 2019-22

Te take mō te pūrongo Purpose of the report

1. The purpose of the report is to provide the Board with information to consider their priorities over the next three years. It was presented at the 1 November 2019 so that the Board had time to peruse the content for a discussion at a later date.

Horopaki Context

2. The Board has several instruments to do its job:
 - The Schedule of Issues of Significance to Māori in Tāmaki Makaurau (revised 2017) is a statutory document that outlines the key issues for Māori (across values and wellbeing areas) to help define where the Council and other agencies have responsibility for actions to increase Māori wellbeing.
 - The Māori Plan for Tāmaki Makaurau (Māori Plan, released in 2012 and refreshed in 2017) is a 30-year plan that sets out Māori aspirations and outcome indicators for improving Māori wellbeing and development with a set of outcome indicators to measure wellbeing.
 - The Māori Report for Tāmaki Makaurau 2016 and 2019 (and underpinning Value Reports) provides a baseline for understanding Māori wellbeing based on a set of headline indicators from the Māori Plan.
 - Te Tiriti o Waitangi Audit- sets out an independent view on Auckland Council Group's performance in meeting its statutory obligations to Māori and with recommendations to address gaps.
3. Previous Boards have prioritised their Issues of Significance to focus their effort and advocacy in their work in committees and other political working groups; and shape the Board secretariat work programme. The prioritised Issues of Significance also have been used to develop business cases to advocate for increased funding for activities contributing to Māori outcomes.



Tātaritanga me ngā tohutohu Analysis and advice

4. The Board has a suite of instruments that are updated in a timely way. The existing Schedule of Issues of Significance requires some updating of the actions associated with the issue (for the coming three years) but the issues are reasonably enduring.
5. There is now a suite of Māori Plan Value Reports and an updated Māori Report 2019. These provide snap-shots of Māori experience and wellbeing that will assist in shaping up issue priorities.
6. The practice to date has been to align the Board's priority issue/actions with the Council's priorities, committee work programmes, and forthcoming plans and processes.
7. In the context of Council's activities and budget split. They tend to focus on:
 - Managing growth and strategic land-use planning
 - Transport and infrastructure funding
 - Environment
 - Community facilities and services (arts and culture, parks, pools, community venues and libraries).
8. There is usually a small section in their reports about improving outcomes for Māori.
9. Attached is a table that sets out:
 - a list of the Board's values and key issues of significance
 - a reference to Council's strategic priority
 - relevant Board concerns
 - Council and central government opportunities.
10. In summary the table indicates some areas where the Board may focus its effort. These areas are :
 - **Wairuatanga:** Distinctive identity – Te Reo
 - **Rangatiratanga:** Regional Planning and urban development
 - **Kaitiakitanga:** Climate Change
 - **Manaakitanga:** Housing, Infrastructure and Employment
 - **Kaitiakitanga:** Environment- water quality,
 - **Whanaungatanga:** Relationships with Mana Whenua and relationships with Mataawaka
11. In addition the table indicates some areas where the Board may focus its effort in using its key instruments such as research arising from the Māori Report and data reports, Te Tiriti o Waitangi Audits and business cases.

Ngā koringa ā-muri Next steps

12. Following feedback from this Board agenda item, the Board secretariat will report back on a process for updating the issue of significance actions at the Board's December Meeting.



Ngā tāpirihanga Attachments

No.	Title	Page
A	Issues and Opportunities	19

Ngā kaihaina Signatories

Authors	Catherine Taylor - Manager Policy and Evaluation
Authorisers	Catherine Taylor - Manager Policy and Evaluation Brandi Hudson - Independent Maori Statutory Board CEO



Board Value/ Issue	Council Priority	Board Concerns/Issues	Council Opportunities	Central Government
Wairuatanga Distinctive Identity	Māori Identity and Wellbeing	Fund and affirm the use of Te Reo	Te Toa Takitini Implementation of the Māori Language Strategy and Action Plan Bilingual signage and announcement Council's Corporate Capability in te Reo	Review of national standards UGA
		Māori culture and identity not reflected in the built environment	Māori Urban Design as part of procurement processes	
		Design and development of a Māori Cultural Centre	Work underway by ATEED and Panuku	
Kaitiakitanga Environmental Resilience Protection and Management	Climate Change	Co-governance and use of Matauranga Māori for a Climate change response	Te Tārūke -ā- Tāwhiri Auckland's Climate Change Framework (ACAF) Coastal Compartment Management Plans	
		Support Marae to plan and prepare for climate change	Auckland's Climate Change Budget in LTP	TPK funding of marae in Tamaki
		Build Māori Community Resilience – research socio-economic impacts on Māori	Cultural Initiatives Fund	
		Equity impacts arising from reducing emissions (EVs, road pricing)	Civil Defence and Emergency Road Pricing Low emission mobility options	Road Pricing
		Māori access to green space Protection of Taonga species	Increase green space in the South	

1



Board Value/ Issue	Council Priority	Board Concerns/Issues	Council Opportunities	Central Government
Whanaungatanga Access to Infrastructure Services / development	Transport Choices	Access to transport by Māori – transport choice Increasing deaths and serious injuries Transport affordability	Vision Zero (reduce death and serious injury) ATAP decisions and funding – PT, LTP and RLTS Development Strategy – location of growth	Government Policy on Land Transport 2021
Rangatiratanga Regional Planning and Development	Regional Planning	Limited guidance on Māori participation in spatial planning	Structure Plans, Areas Plans and Panuku Transform and Unlock Plans Passenger Transport Fare policy	Farebox Policy
Manaakitanga Affordable Housing	Housing Infrastructure and Employment	Progress Kainga Action plan with local and central government – monitoring their actions	Unitary Plan Monitoring and Reporting Māori Housing Unit and enabling Papakainga	Kainga Ora Homes and Communities
		Access to employment, particularly at the Airport and South	ATAP decisions and funding – PT, LTP and RLTS	Urban Growth Agenda Building system legislative reform
		Support Māori economy and businesses Rangatahi Skills Development	ATEED Māori Strategy TSI and TWI Monitor Destination Strategy	
		Wai	America's Cup, Te Matatini and APEC 2021	
Manaakitanga	Protect and Restore our		Water Quality Targeted Rate	Freshwater NPS



Board Value/ Issue	Council Priority	Board Concerns/Issues	Council Opportunities	Central Government
Environment Water Quality	Natural Environment		Auckland Water Strategy 2020, governance and implementation Implementation of NPS Freshwater	Resource Management Review
Kaitiakitanga Environmental Resilience Protection and Management Resource Consents	Protect and Restore our Natural Environment	Mana Whenua capacity re short deadlines and multiple demands. Inadequate central government processes Limited use of Mana Whenua documents such as Iwi Management Plans. Poor Council AUP monitoring.	Natural Environment Targeted Rate (NETR) AUP Monitoring and Reporting AUP changes to give effect to new NPS	NPS on Urban Development and Productive Land
		Use of Co-governance and very limited protection of cultural landscapes, sites of significance and value and wahi tapu (in existing AUP and spatial plans)	Council work on sites of significance Cultural Landscapes policy and processes	
Whanaungatanga Community Development Tamariki and Rangatahi Development	Our Communities	Uneven and unclear relationships between Council, Local Boards and Mataawaka Groups and Organisations	Relationship agreements Marae Development and Papakainga	
		Disproportionate impact on growth on Māori-access to Council services and facilities by Māori	Place based innovation in South and West eg He Waka Eke Noa	Social Welfare Reform Health and Disability Review
		Design services and spaces with Mana Whenua Focus on Tamaniki and Rangatahi	Rangatahi Forum	Better Later Life Strategy



Board Instruments	Board Concern/ Issues	Council Opportunities	Central Government Opportunities
Research <ul style="list-style-type: none"> • Māori Report (value reports) • Specific Data Reports 	Need for a Te Ao Māori and strength-based approach to data; limited number of Te Ao Māori data-sets Affirm Māori data sovereignty Quality of policy advice – not adequately addressing equity impacts	Data Strategy RIMU Research Programme LGNZ and SOLGM Policy work	StatsNZ and Te Kupenga Treasury Wellbeing Framework MfE State of the Environment Reporting Key Universities
Te Tiriti o Waitangi – audit and monitoring Deep dive reviews: <ul style="list-style-type: none"> • Expenditure • Capability 	Ongoing issues of Council capacity and capability, particularly CCOs Slow progress in Council developing a measurement framework Consider new approaches for Te Tiriti o Waitangi – audit Te Tiriti o Waitangi Legal framework required updating	Māori Responsiveness Framework Māori Responsiveness Plans Te Toa Takitini Audit and Risk Committee	RM Review UGA TPK monitoring Office for Māori Crown Relations – Te Arawhiti monitoring SSC departmental performance review
Schedule of Issues of Significance	Update of issue actions is required Prioritisation of issues Improved reporting of progress in addressing issue actions	Long-term Plan, Local Board Plans and CCO Sols Council guidance documents Use in Board Committee Briefings	TPK Other Councils
LTP Board Business Cases	These require updating and use for the forthcoming LTP	LTP- Mayoral Proposal	





Auckland Council Māori Outcomes Report 2018-19

File No.: CP2019/19056

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the report on Auckland Council Māori Outcomes Report 2018/19

Te take mō te pūrongo Purpose of the report

1. The purpose of the report is to provide the Board with the information provided by Auckland Council about Māori Outcomes they have achieved over the last financial year.

Horopaki Context

2. The Board Chairman requested that Auckland Council prepare the attached report due to council cancelling the Joint Meeting in September 2019.
3. As outlined in the Executive Summary, the report attached reflects on year one (2018-2019) and finds that:
 - Achieving outcomes for Māori is holistic in nature – as such a non-linear reporting approach is required.
 - Common factors contribute to the success (or by their absence, failure) of initiatives, and therefore delivering outcomes for Māori across Tāmaki Makaurau.
 - The delivery picture consists of multiple activities across the council group - many of these align to the primary priorities and could be scaled up, or accelerated, with support from Te Toa Takitini.
 - Current activities are funded in a variety of ways including Te Toa Takitini/ Māori Outcomes LTP funding and other internal and/or external partnerships.
 - Year one has laid important groundwork for ongoing strategic delivery. It has optimised the executive governance structure and set the foundations for large scale programmes to progress.
 - Learnings from 2018 -2019 are informing ongoing implementation and project planning.

Ngā koringa ā-muri Next steps

4. The Board may consider a response to the report to send to council.



Item 7

Ngā tāpirihanga Attachments

No.	Title	Page
A	Council Māori Outcomes Summary	27
B	Māori Outcomes Report 2018-19	31

Ngā kaihaina Signatories

Authors	Catherine Taylor - Manager Policy and Evaluation
Authorisers	Catherine Taylor - Manager Policy and Evaluation Brandi Hudson - Independent Maori Statutory Board CEO



Māori Outcomes Report 2019 Executive Summary

Background

Auckland Plan 2050 sets the aspirations and strategic outlook to advance Māori social, cultural, economic and environmental wellbeing for Tāmaki Makaurau.

To accelerate the council group's role in advancing Māori wellbeing and identity, four primary priorities have been set to guide progress over the next three years: **Māori economic development, Marae development, Reo Māori and Kaitiakitanga (water).**

These are accompanied by six further priorities of focus. They are all mutually reinforcing with delivery on one supporting delivery across other outcomes and priority areas.

During 2018-2019 we have been collaborating and partnering with mana whenua and Māori communities who are targeting resources towards these priority areas, in addition to our ongoing initiatives and activities.

This report reflects on year one (2018-2019) of this approach and finds that:

1. Achieving outcomes for Māori is holistic in nature – as such a non-linear reporting approach is required.
2. Common factors contribute to the success (or by their absence, failure) of initiatives, and therefore delivering outcomes for Māori across Tāmaki Makaurau.
3. The delivery picture consists of multiple activities across the council group - many of these align to the primary priorities and could be scaled up, or accelerated, with support from Te Toa Takitini.
4. Current activities are funded in a variety of ways including Te Toa Takitini/ Māori Outcomes LTP funding and other internal and/or external partnerships.
5. Year one has laid important groundwork for ongoing strategic delivery. It has optimised the executive governance structure and set the foundations for large scale programmes to progress.
6. Learnings from 2018 -2019 are informing ongoing implementation and project planning.

Key Findings for 2018 – 2019

Māori economic development

Council actively provide economic development opportunities for Māori and supports Māori growth in business, tourism and enterprise. Examples of delivery of Māori outcomes for 2018 – 2019 are:

- **Case study one: Expanding He Waka Eke Noa** – Increasing New Zealand's first sustainable procurement supply pool of Māori businesses in Auckland. The network has over 54 businesses, employing 850 staff and is being developed by the Southern Initiative in partnership with Council and its CCOs. The expansion will see He Waka Eke Noa extending to other service areas and supporting Council to deliver on social procurement targets.
- **Case study two: Growing the Whāriki Business Network** – the current network has a membership of over 1000 and has become the largest and most active Māori business network in New Zealand. It looks to expand its reach, with a particular focus on Māori entrepreneurship and future-proofing business resilience.
- **Case study three: The opening of Te Haa o Manukau** – An innovation hub and co-working site opened in Manukau. It supports South Auckland as a creative hub for Māori and Pasifika. Since opening last year, the space has held numerous Māori enterprise activities hosting over 2,500 people.

Marae development

Council supports Marae to be sustainable cultural hubs for Māori and the wider community. Examples of delivery of Māori outcomes for 2018 – 2019 are:



- **Case study four: Accelerating delivery of the Cultural Initiatives Fund (CIF)** – To date the Council CIF has supported 26 applicants with over half receiving ongoing funding to improve marae and papakāinga social, cultural and economic outcomes. Two Marae, Te Māhurehure and Papatūānuku received grants for 2018 to support facility upgrades.
- **Case study five: The establishment of Te Kotahi a Tāmaki** – 33 marae are represented in this collective and are focused on unlocking opportunities at a local level through marae leadership. The network is currently focused on social procurement opportunities and participation in hosting of Te Matatini. It receives funding support through Te Toa Takitini.
- **Case study six: Parakore ki Tāmaki marae delivers for Tāmaki Makaurau** – a Māori business delivering waste minimization to over 30 Māori organisations, including marae to help divert waste. Parakore leads waste management at council major events and also employees approximately 50 – 100 rangatahi Māori and whānau members at their events. Council has partially funded the group for the past 3 years.

Reo Māori

Council contributes to Te Reo Māori to be seen, heard, spoken and learned throughout council activity.

Examples of delivery of Māori outcomes for 2018 – 2019 are:

- **Case study seven: The inaugural launch of Hīkioia te Kōrero ‘Māori Language Parade’** – over 8,000 Aucklanders attended the 2018 Māori language parades in Auckland’s CBD and Manukau. The parade brought together schools, businesses and community organisation. Council supported through transportation of school groups, sponsorship of regional facilities and funding.
- **Case study eight: Te Kete Rukuruku enables effective mana whenua partnership** – Council is working with mana whenua to reflect the true richness of our heritage by bringing Māori names and narratives to Auckland’s parks and places. Currently there are 53 parks, of which 32% have an agreed Māori name.
- **Case study nine: Reo Māori thrives across Auckland’s libraries** – libraries across Tāmaki Makaurau are hubs for reo Māori. A commitment has been made across Auckland’s 55 libraries, including Māori renaming of facilities, bilingual signage and wayfinding. In 2018, libraries also delivered the regional Māia te Whai (reading programme) in reo Māori.

Kaitiakitanga (water)

Council actively provides for the Māori participation in the management of taonga resources. Council works with mana whenua in the management, restoration and protection of our water resources. Examples of delivery of Māori outcomes for 2018 – 2019 are:

- **Case study 10: Te Māra Hūpara connecting people to traditional play** – is an example of joining up the work council does with mana whenua to manage, restore and protect water resources. The māra hūpara playground uses natural resources to re-establish important cultural play spaces for children to have fun, learn and build their confidence. Several other māra hūpara are planned for Auckland.
- **Case study 11: Te Tāruke-ā-Tāwhiri (Auckland’s Climate Action Framework) rangatahi participation** – A group of rangatahi Māori and Pasifika, supported by council, delivered their own ‘conscious climates summit’ to engage and educate other tamariki and rangatahi about climate change. Over 100 rangatahi Māori and Pasifika participated in the event.

Other priorities

Alongside the four primary priorities four other secondary priorities have been identified to guide council’s approach to delivering Māori outcomes, these include: **Māori housing and papakāinga, Rangatahi potential, Māori identity and culture, Tāmariki and whānau wellbeing, an empowered organisation and effective Māori participation.**

For examples of delivery of Māori outcomes for 2018 – 2019 in the other priority areas, please refer to the full report.



Appendix 1 – Responding to challenges and opportunities for Māori outcomes 2018 – 2019

		Challenges	Opportunities	Response initiatives	
Primary priorities	Māori economic development	While council group can demonstrate it is advancing social procurement through some parts of the group, we are inconsistent in our application of procurement practices. This can lead to some parts of the groups delivering greater outcomes. Success is often driven at an individual project level and requires the good will of certain staff to realising these outcomes.	Council group to make a commitment to advancing social procurement collectively and at an organisational level. Continue to scale up good practice and look to other pathways to introduce diverse application of the social procurement policy and guidelines.	Māori Outcomes funding supporting He Waka Eke Noa expansion and the Whariki Māori Business network growth. Māori Outcomes Steering Group is working with ATEED and other key internal stakeholders to understand the Māori economic development ecosystem and identify gaps and opportunities.	
		Council group's role and mandate is somewhat limited in advancing Māori economic development. While there are 'pockets of success' being delivered, issues persist with scalability of initiatives and ability to demonstrate real impact.	Clarify council group's different roles and mandate in supporting Māori economic development and understand how this relates to government and other sector mandates.		
		The Māori tourism opportunities for Tāmaki Makaurau remain largely unrealised. Parts of council group are delivering similar work to achieve the same outcomes - leading to duplication at a small scale.	Identify council group strategic partnership gaps across council to package similar work to deliver greater impact and maximise collective resource.		
	Marae development	Recognition that marae governance and operational models are diverse and complex across Auckland. This can lead to mixed expectations from both council and marae respectively as to the most effective working model.	Learn from the current pilot approaches working with marae to influence council's ability to apply a dynamic response and process working with marae.	Marae Infrastructure programme has been updated to reflect lessons learnt through the pilot work to date. Opportunities to accelerate delivery will be explored. Māori Outcomes Steering Group is working with key internal stakeholders to understand the Marae development ecosystem and identify gaps and opportunities.	
		Marae are experiencing a wide array of issues affecting them to be healthy, compliant and prosperous. This can impact the speed and approach to problem-solving and the working relationship with council.	Continue to support a cross-council approach to address varying marae needs, Build these commitments, the risks and interdependencies in to forward project and business planning.		
		Where legacy agreements were in place with marae that did not come to fruition after council's amalgamation, a lack of trust and confidence can persist from marae towards council.	Support a rangatira-ki-te-rangatira approach between marae and council leadership to reset the foundations for effective future relationships.		
	Reo Māori	Council group has made significant gains in its commitment to achieving greater reo Māori outcomes. However, the demand for specialist reo expertise is now disproportionate to the support available.	Identify key parts of the council group to resource reo Māori specialist roles to drive consistent application of the reo Māori policy e.g. in the communications department.	TWA is leading the refresh of the Reo policy implementation plan.	
		While council group supports staff to pursue building reo Māori capability at an organisational level. Challenges persist for many people to pursue this when time commitments conflict with their business as usual roles.	Support reo Māori commitment and capabilities at all levels across the council group. Reo Māori could be better supported at individual staff and team levels through building expectations in current professional development pathways.		
		The value of reo Māori expertise is not always recognised across the business in tangible ways. This can lead to lack of incentive of staff to upskill.	Identify opportunities to incentivise reo Māori capabilities, e.g. implementing a benchmark for financial incentive. This is consistent with long standing central government approaches to remunerating reo Māori.		
		Due to the large and complex nature of the council group, reo Māori can be applied inconsistently leading to incorrect and misuse of reo Māori.	Council group to agree to a collective commitment and implementation approach across council.		
	Kaitiakitanga (water)	Recognition that mana whenua are experiencing 'engagement fatigue' from council at multiple levels. Council often tries to engage with iwi in a siloed manner leading to ineffective working relationships.	Council to continue to work with mana whenua to improve engagement processes through diverse relationship models e.g. Te Hōanga project.	Response options still to be determined.	
		It is well understood that both council and mana whenua require ongoing support to build capability and capacity to respond to the relationship.	Council group to work with mana whenua to identify their shared and individual priorities, capability and capacity needs. This could look like a cross-council group capacity model.		
		Legislative requirements can drive how council engages with Māori. This can lead to an 'obligations vs. opportunities' approach which may exclude broader opportunities.	Support council at all levels to understand how different parts of the business need to respond to Māori interests.		
	Secondary priorities	Māori housing & papakāinga	Responding to Auckland's housing challenges is complex. Current Māori housing and papakāinga aspirations for Auckland are largely unrealised. This is influenced by many factors including access to land, capacity and resourcing of Māori.	Continue to progress cross-sector partnerships with central government, private and iwi to identify ways council can continue to support Māori aspirations through its consenting and other processes.	Continue to provide current support through primarily Māori Housing Unit and Regulatory Services.
		Rangatahi potential	Council has consistently had difficulties engaging with rangatahi Māori on council priorities. This can lead to their voices not being represented in decision-making and the way we deliver services that are likely to have an impact on them.	Council group to look at scaling up existing effective rangatahi initiatives that are already being delivered in parts of the business. Where required, look to build in resourcing of specific skills to reach this audience.	Māori Outcomes Steering Group is working with key internal stakeholders to understand the Rangatahi potential ecosystem and identify gaps and opportunities.
		Māori identity & culture	While council has been effective in influencing Māori design outcomes in council-controlled place-making over time, issues persist for appropriate attribution of Māori design and intellectual property, resourcing of Māori in built projects and appropriate use of mana whenua stories.	Parts of council who influence place-making can introduce new processes and systems to support appropriate recognition of Māori design, intellectual property and stories.	Response options still to be determined.
Tamariki & whānau wellbeing		Māori continue to be disproportionately affected when accessing social services. Council group's ability to influence broader improvements to social service outcomes is somewhat limited.	Clarify council group's different roles and mandate in supporting tamariki and whānau wellbeing through social services and understand how this relates to government and other sector mandates.	Response options still to be determined.	
Māori responsiveness goals	Empowered organisation	The Māori workforce across the council group continues to grow. However, there are some parts of council with low Māori representation affecting diversity of thought leaderships, skills and experience that Māori can bring to council.	Continued cross-council support and advocacy for the implementation of council's M.A.H.I strategy and implementation approach. Specific focus can be directed towards council's graduate, intern and Executive Enterprise targets.	Māori Outcomes Steering Group is working with key internal stakeholders to understand the organisational development ecosystem and identify gaps and opportunities.	
		While council continues to introduce Māori capability and development initiatives, these are often not streamlined across the council group leading to varying staff capability, understanding and expectations when working with Māori.	Identify existing and new pathways to streamline baseline Māori capability and development across council e.g. the Ngā Kete Akoranga programme.		
	Effective Māori participation	Council continues to improve its engagement processes with Māori. However, it has been identified that many relationships are held at an individual level. When these staff leave council, the relationships often goes with them requiring continuous establishment of new relationships with Māori. Mana whenua groups, Mataawaka and Māori communities governance and operational working models are diverse in Tāmaki Makaurau. This can lead to mixed expectations and understanding from both council and Māori when working together.	Council to continue to work with Māori to improve engagement processes through diverse relationship models with both mana whenua, mataawaka/Māori communities.	Te Hōanga project will support an improved engagement model.	



Māori Outcomes Report 2018 – 2019



Executive summary

Auckland Plan 2050 sets the aspirations and strategic outlook to advance Māori social, cultural, economic and environmental wellbeing for Tāmaki Makaurau.

To accelerate the council group's role in advancing Māori wellbeing and identity, four primary priorities have been set to guide progress over the next three years:

1. **Māori economic development**
2. **Marae development**
3. **Kaitiakitanga (water)**
4. **Reo Māori**

These are accompanied by six further priorities of focus. They are all mutually reinforcing with delivery on one supporting delivery across other outcomes and priority areas.

During 2018-2019 we have been collaborating and partnering with mana whenua and Māori communities who are targeting resources towards these priority areas, in addition to our ongoing initiatives and activities.

This report reflects on year one (2018-2019) of this approach and finds that:

5. Achieving outcomes for Māori is holistic in nature – as such a non-linear reporting approach is required.
6. Common factors contribute to success (or by their absence, failure) of initiatives, and therefore delivering outcomes for Māori across Tāmaki Makaurau.
7. The delivery picture consists of multiple activities across the council group - many of these align to the priorities and could be scaled up, or accelerated, with support from Te Toa Takitini.
8. Current activities are funded in a variety of ways including Te Toa Takitini and other internal and/or external partnerships.
9. Year one has laid important ground-work for ongoing strategic delivery. It has optimised the executive governance structure and set the foundations for large scale programmes to progress.
10. Learnings from 2018 -2019 can inform ongoing implementation and project planning.



He mihimihi

Ki ngā kārangaranga maunga me ngā awa e tere nei
Ki ngā tini riu o ngā whanga e hora mai nei
Ka oho tōku wairua I tō kura pai
Kō Tāmaki Makaurau ahau
Kō ahau, ko Tāmaki Makaurau.
Ki ngā tini mate e hinga atu nei, e hinga mai rā – haere.
Hīkoitia te ara takahia ai e ō tātou mātua tūpuna, kua whetūrangitia nei.
Nō reira, haere, haere, haere atu rā
Rātou te hunga wairua – rātou ki a rātou, tātou te hunga ora – tātou ki a tātou.
Tihei mauri ora
Maranga mai rā, maranga mai rā.
E te ihi e te tapu o tēnei takiwā, o tēnā takiwā, maranga mai
Ko ngā tini kōrero I waihotia mai e ngā mātua tūpuna o te rohe nei
Kua riro mai, mā tātou te iwi whānui e kawē, e mahi kia eke ki ngā taumata.
Tiakina ngā taonga whakahirahira ā rātou mā
Mā te mahi ngātahi a te Kaunihera me ngā iwi o te rohe nei
Ka tutuki ngā moemoeā, me te whai rawa hoki o Tāmaki
Hei whakamana I tāna tū, hei tauria mō te ao
Mā te titiro whakamuri, e anga whakamua ai tātou
Pai mārire

*To the many mountains and tributaries flowing from them
To the rivers that trickle down into our harbours
My spirits stirs at your exquisite beauty.
For we are Tāmaki Makaurau.
And Tāmaki Makaurau is us.
Our dearly beloved, recently departed from this mortal ambit
Take the trail well-trodden by our forebears, hitherto immortalised in the heavens
Go well, farewell.
They, the immortal spirits will gather, and so do we the living spirits may assemble in their
memory
Behold – let there be life.
Arise, be alert and cautiously brave, with the treasures and the chronicles left to us by the
pioneers of days gone by
We, the people and our communities, have the responsibility as caretakers, kaitiaki of
these treasures.
The dreams and aspirations of Tāmaki can be realised, by the council working as one with
the people.
It shall be an example to the World.
Contemplate the past in order to deliberate our future.
May peace be widespread.*



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Introduction

Māori identity and culture is Auckland's unique point of difference in the world. Māori have occupied these lands for over 1,000 years and this history, and the intergenerational connections between the people of Tāmaki Makaurau, and Tāmaki Makaurau the place continues to shape the way Auckland changes.

A thriving Māori identity is intrinsically linked with Māori wellbeing. This wellbeing means whānau, hapū, iwi and Māori communities lead healthy prosperous lives where their housing, employment, education, health and cultural needs are met.

While there has been some improvement in economic indicators for Māori, they are not benefitting from the region's success to the same degree as other Aucklanders.

In 2018, the Auckland Council group prioritised advancing Māori identity and wellbeing through the [Auckland Plan 2050](#). Council has also prioritised how it delivers on these aspirations through the [Long-Term Plan 2018 – 2028](#) (the LTP). The recent LTP secured additional funding \$3.5m for Māori-specific investment that addressed the Independent Maori Statutory Board business cases. This increased the overarching Māori Outcomes (Te Toa Takitini) fund to \$150 million over 10 years.

Supporting Māori to a more equitable share of the benefits of Auckland's success means Māori identity and wellbeing priorities must be enabled and progressed with others at all levels. Giving whānau, hapū iwi, Māori communities along with private and public sector organisations an opportunity to contribute.

Māori outcomes strategic priorities

To accelerate council's role in advancing Māori identity and wellbeing, four primary strategic priorities have been set for the next 3-years requiring cross-council and sector collaboration to achieve positive outcomes:

1. Māori economic development
2. Marae development
3. Reo Māori
4. Kaitiakitanga (water)

These are accompanied by six secondary priorities (diagram 1). All 10 priorities align to the four-wellbeing's articulated in the Local Government Act 2002. These priorities are interconnected and interdependent on each other to deliver effectively.

During 2018 – 2019 council has been collaborating with Māori to target, communicate and reprioritise our collective resources to support our delivery efforts focused on local communities.



Diagram 1: Māori outcomes and strategic priorities

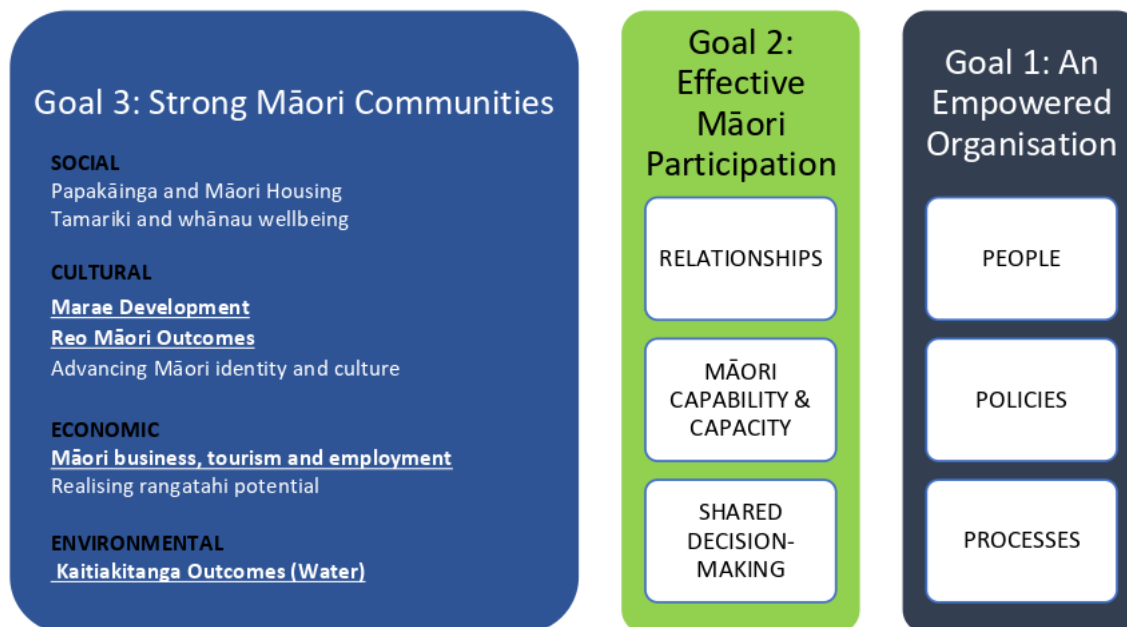
Under the three goals of the maori responsiveness framework, Māori outcomes have been prioritised under four domain areas of Social, Cultural, Economic and Environmental.

The accelerators of this advancement are the first four priorities of:

1. Māori Economic Development
2. Marae Development
3. Reo Māori outcomes and
4. Kaitiakitanga (water).

Four secondary priorities:

1. Papakāinga and Maori housing
2. Tamariki and whanau wellbeing
3. Realising Rangatahi potential and
4. Advancing Māori identity and culture (Auckland Plan outcome)

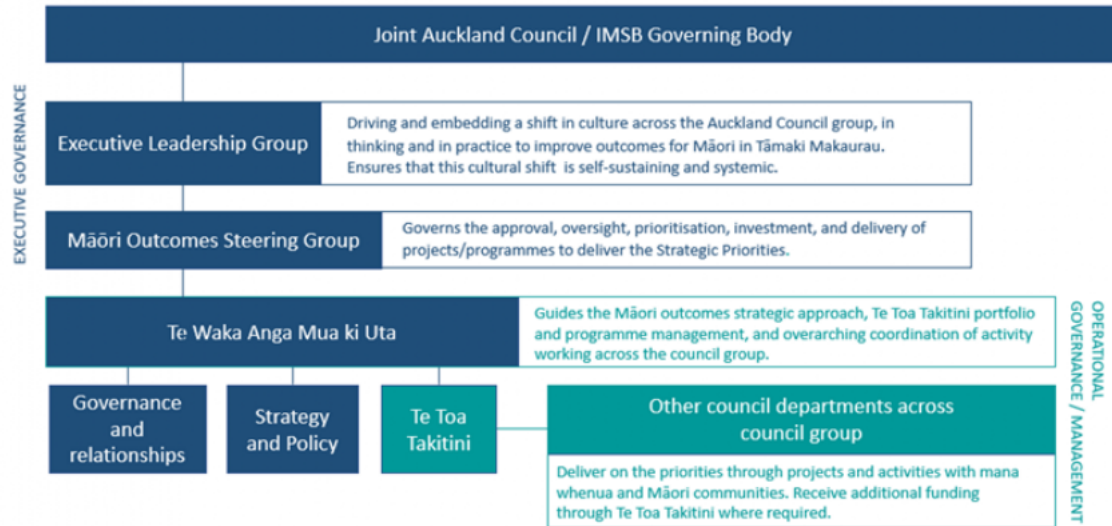




Our Māori outcomes governance and delivery approach

In 2018 council refreshed its governance and delivery model to ensure it delivers more effectively for, and with Māori (diagram 2).

Diagram 2: Māori outcome structure



Māori in Tāmaki Makaurau

In Tāmaki Makaurau, a total of 163,920 people identified as being of Māori descent [year?]. This means a quarter (24.5%) of Māori in Aotearoa, live here, and 11.6% of the total Tāmaki Makaurau population.

By 2036, Māori in Auckland are projected to reach over 200,000. This population is youthful with over half (51.5%) being younger than 25 years in 2013 and nearly a third (32.8%) under 15 years of age. Less than 5% of the population were aged over 65 and over which is in line with national Māori population statistics.

Māori live throughout the region but are concentrated in the south and western areas, with the highest numbers of people of Māori descent located in the Manurewa and Henderson-Massey local board areas.

Mana whenua

Mana whenua are Māori with ancestral relationships in certain areas in Tāmaki Makaurau where they continue to exercise customary authority.

Auckland Council recognises 19 tribal authorities as representing mana whenua interests in Auckland. The council has a complex and multifaceted approach to working with mana whenua - from co-governance and management arrangements, relationship agreements to working with different forums across the council group at both governance and operational levels.

The Mana Whenua Kaitiaki Forum was established in 2017 and is a collective of the 19 hapū and iwi authorities who are independent and work together to promote shared priorities, leadership and advocacy. Council partners with the forum to ensure its strategies, policies and processes actively enable and support the aspirations of mana whenua in its decision-making processes.



Mataawaka

Mataawaka are Māori living in Auckland who are not in a mana whenua group. This includes Māori residents, ratepayers and Māori community groups and service providers. The way mataawaka rights and interests are recognised in Tāmaki Makaurau and by council is complex and dynamic.

Mataawaka organisations include a wide array of agencies, such as Māori health providers, and housing, education and social service providers. In Tāmaki Makaurau, there are several well-known Māori urban authorities who have a key leadership role in advancing Māori identity and culture, including Te Whānau o Waipareira, Manukau Urban Authority, Hāpai Te Hauora and Te Kotahi o Tāmaki.



Enabling mana whenua principles in our mahi

Established in 2017, the Mana Whenua Kaitiaki Forum has 19 iwi and hapū representatives from each of councils recognised mana whenua groups.

Council partners with the forum to ensure its strategies, policies and processes actively enable and support the aspirations of mana whenua in its decision-making processes.

The forum advocates for partnership with the council group to enable the following principles:

1. **Whakamana te Tiriti o Waitangi** – to give authority to Te Tiriti by realising the statutory obligations for council group (kāwanatanga) to mana whenua (exercising tino rangatiratanga and mana motuhake).
2. **Kaitiaki whenua** – recognise the role of iwi and hapū to express kaitiaki i te whenua through the practical expression of individual and collective obligations as kaitiaki of Tāmaki Makaurau.
3. **Manaaki tangata** – supports the demonstration of mana and respect afforded to all manuhiri (visitors) and residents of Tāmaki Makaurau.

These principles are recognised in different ways throughout this report, particularly in guiding how council works with Māori at governance, operational and project levels.



How we deliver outcomes for, and with Maori

He pītau whakareia, wāwahi ngaru, whāia tōna au – bringing this kōrero to life

The following kōrero encapsulates the metaphor of a waka hourua (double hulled vessel) breaking through the waves and leading the way forward. The metaphor is fitting for council's role in contributing to a thriving Māori identity and culture which is underpinned by the concept that *Ngā Waka Anga Mua ki Tai* recognises there are many kaihoe (navigators and contributors) who have a role in supporting Tāmaki Makaurau and its future.

With this metaphor in mind, we apply this kōrero to our aspirations for *leading and influencing better outcomes for Māori*.

Understanding the value our mahi creates

While council has been able to articulate what its strategic priorities are, we have sometimes found it difficult to articulate how we can deliver effectively on these priorities. This is in part due to council's complex governance, delivery and statutory commitments when working with Māori. With this picture in mind, council also has many opportunities for diverse collaboration, access to multiple ways of resourcing delivery as well as a wide array of people to champion Māori outcomes throughout our business.

To help council understand how it creates this value, many forms of integrated reporting were considered to tell an accurate performance story. It has been identified that successful initiatives are built around strong mutually beneficial relationships, intergenerational thinking, specialist Māori expertise and project planning that is agile and works with Māori capacity.

These are crucial contributions that can guide council's relationships and delivery with, and for Māori. In this metaphor of the waka, the priorities are the navigational waypoints – we navigate towards them to guide us on our journey towards thriving Māori identity and wellbeing.

Ngā tohu (our capabilities) approach and application

There are eight tohu that guide the direction of the waka:

- 1. Kaihoe – our people**
People able to be responsive to Māori needs and aspirations
- 2. Pukenga Māori – specialist skills and expertise**
Tikanga and te reo Māori ground the approach
- 3. Tūrangawaewae – place and belonging**
Sense of place and belonging shapes change in Tāmaki Makaurau
- 4. Mātauranga – Māori knowledge and practices**
Appropriate use of, and attribution for, Māori knowledge and values
- 5. Whakapapa – intergenerational thinking**
Decisions are made from an intergenerational perspective (Mai ngā tīpuna ki ngā mokopuna)
- 6. Whakamana Te Tiriti – Reciprocal relationships**
Relationships and partnerships and mutually beneficial and operate with integrity
- 7. Te wā – Māori sense of time**
Ability to be agile to the pace and cycles of Māori needs and aspirations
- 8. Ngā waka – our structure**
Systems, processes policies and strategies allow us to achieve outcomes for Māori with increasing effectiveness



This report demonstrates how the eight tohu can be used as a kāpehu (compass) to guide how council can effectively partner and deliver with, and for Māori as reflected in the case studies identified challenges and future opportunities.



The story so far

Where we've been

The Auckland Council group has responsibilities to act in accordance with the principles of Te Tiriti o Waitangi and under the Local Government, Resource Management, and Land Transport Acts??. ?? what does this mean or link to them. (does this mean this is a digital report?)

[Auckland Plan 2050](#) sets our aspirations and strategic outlook to advance Māori social, cultural, economic and environmental wellbeing for Tāmaki Makaurau.

Given the holistic nature of this aspiration, we updated [te Whiria Te Muka Tangata / the Māori responsiveness framework](#) in 2018 alongside the development of the [Long Term Plan 2018-2028](#). It identifies the nine priorities and the two internal focused goals and a joined-up approach to delivery across the council group. It focuses on specific priorities that fall within the council's remit to deliver.

The [Long Term Plan 2018-2028](#) ring-fenced \$150 million to achieve outcomes for Māori over the next 10 years. The [Independent Māori Statutory Board](#) (IMSB) identified several areas in the form of business cases where additional funding should be applied to improve Māori outcomes.

The council administers the [Māori Outcomes \(Te Toa Takitini\) portfolio](#), across the council group, which focuses on achieving outcomes for Māori through leadership, influence and delivery. Te Toa Takitini Executive Leadership Group has oversight of determining priorities on a three-year basis.

Where we are at

Te Waka Anga Mua ki Uta guides the Māori outcomes strategic approach across the council group. Ngā Waka Anga Mua ki Tai supports the delivery approach across the business with key roles providing leadership at a CCO, divisional and operational level.

In 2018-2019, a significant time commitment has been made at the executive leadership level across the council group. This dedication and commitment optimised the effectiveness of the governance and management of Te Toa Takitini portfolio to achieve outcomes for Māori.

During the past year council has been working in partnership with mana whenua and Māori communities. This has enabled us to:

- provide economic opportunities and support Māori growth in business, tourism and enterprise;
- support marae to be self-sustaining cultural hubs for our communities;
- enable Māori participation in the management of taonga resources;
- progress toward a bilingual Tāmaki Makaurau where Reo Māori is seen, spoken and heard.

The following section explores these priorities in more detail including how council can drive accelerated action, case studies of success, and key challenges and opportunities to help inform the future Māori outcomes delivery picture.



Priority 1 deep dive– Māori economic development

Council actively provides economic development opportunities for Māori and supports Māori growth in business, tourism and enterprise

Why this priority?

Māori economic wellbeing is foundational in supporting Māori to meet their living needs and ensure they can contribute to intergenerational wealth. Māori economic wellbeing comprises outcomes at a collective Māori economy level and at an iwi, hapū whānau and individual level.

Areas of focus for Māori economic wellbeing in Tāmaki Makaurau are:

- accelerating Māori entrepreneurship
- investing regionally and locally in Māori business
- exploring opportunities in tourism to leverage Auckland’s unique Māori identity.

Council’s remit to deliver economic wellbeing can be achieved through several collaborative opportunities in:

- council business procurement
- celebrations and events
- supporting Māori business to engage in council opportunities
- enabling employment opportunities with a focus on rangatahi Māori (under 25 years).

Mana whenua have been partnering with council organisations to leverage iwi procurement opportunities in several major public work projects. These pilot activities will present a future working model for embedding Māori procurement opportunities in council activities.

Driving future delivery

Looking to the future, council can actively provide economic opportunities for Māori and support Māori growth in business, tourism and enterprise by:

- Supporting Māori economic development through council group procurement
- Actively supporting Māori businesses to thrive at global, regional and local contexts
- Prioritising tourism opportunities that promote Auckland’s unique Māori identity.

Examples of success for 2018 – 2019

Case study one – Expanding He Waka Eke Noa

[He Waka Eke Noa](#) (HWEN) is New Zealand’s first sustainable procurement supply chain facilitator which acts as an intermediary that connects Māori and Pasifika-owned business with clients and buyers wanting to purchase goods, services and works. It was established by the Southern Initiative (TSI), Auckland Council and influences procurement across the council group procurement. The network has over 54 business mostly in the construction industry, employing more than 850 staff of whom 80% are Māori and Pasifika.

HWEN enables the council group to create Māori economic development opportunities through its procurement of services. It is a case study that reflects how council group’s existing services can unlock opportunities for Māori employment needs and aspirations. The initiative also supports intergenerational thinking as it aims to build rangatahi capabilities through creating specific employment targets at a procurement contract level as a way of increasing Māori and Pasifika participation into high value employment.



“Embedding this practice into our thinking and more importantly our contracts ensure that greater social and economic value can be delivered back into our communities. For the individuals involved, and for their whānau these sorts of initiatives are truly life-changing” – Shane Ellison (Auckland Transport Chief Executive), [Scoop Story](#).

Case study two – Upsouth delivers for Māori

[Upsouth](#) is an online and interactive community advocacy and employment platform that supports people, particularly young people, to have their say on local priorities in South Auckland. It enables rangatahi to express creativity on issues of importance and supports businesses, agencies and community groups to reach their target audience on initiatives happening locally through raising ‘call ups’. Users are rewarded through micro-payments for their responses and the platform continues to attract over 3500+ users through its outreach into schools’ programme. Upsouth was established by the TSI and won Auckland Council’s 2018 Engagement Awards and has also received overseas recognition.

Throughout 2018 – 2019 Upsouth had several call ups raised by Auckland Council as part of a pilot initiative. The call ups focused on engaging rangatahi Māori in council priorities including water management, local climate impacts and local elections. This pilot initiative had high responses from Māori (150+ responses per call up) particularly on water issues as the issues were conveyed in a way that resonates with young people. The findings contradict the idea that rangatahi are disengaged in civic issues and instead reflects the need for organisations to engage young people in ways that are meaningful to them.

Case study three – The opening of Te Haa o Manukau

In 2018 a new innovation hub and co-working space was opened in the heart of Manukau CBD, [Te Haa o Manukau](#). It supports South Auckland as a creative hub for growing entrepreneurial ventures and prepares young South Aucklanders for future works. This space was created through the TSI, Auckland Tourism, Trade and Economic Development (ATEED) and Ngahere Communities (a local Māori and Pasifika enterprise). Since opening Te Haa has hosted numerous enterprise and development activities with over 2500+ people accessing the site. The space has a focus on unlocking opportunities for Māori and Pasifika. This initiative reflects the importance of cross-sector collaboration with Māori and recognises the need for locally driven Māori innovation.

Other highlights

Other highlights of Māori economic development successes for 2018 – 2019 include:

- [Techweek XLR8](#) - over 1000 rangatahi attended South Auckland’s first youth innovation, technology and enterprise event. It had a specific focus on kura kaupapa, whānau haua (disabilities communities) and marae participation.
- **Māori Wardens on Trains** – an initiative supported by Auckland Transport that provides additional safety to train patrons and enables Māori employment opportunities.
- [Dig My Idea](#) – an innovation challenge that supports Māori business start-ups through unlocking Māori innovation, digital and entrepreneurial ideas.

Challenges for Māori economic development

Lessons learnt from 2018 – 2019 suggests that the key challenges for Māori economic development are:

- While council group can demonstrate it is advancing social procurement through some parts of the group, we are inconsistent in our application of procurement practices. This can lead



to some parts of the groups delivering greater outcomes. Success is often driven at an individual project level and requires the good will of certain staff to realising these outcomes.

- Council group's role and mandate is somewhat limited in advancing Māori economic development. While there are 'pockets of success' being delivered, issues persist with scalability of initiatives and ability to demonstrate real impact.
- The Māori tourism opportunities for Tāmaki Makaurau remain largely unrealised. Parts of council group are delivering similar work to achieve the same outcomes - leading to duplication at a small scale.



Priority 2 Deep dive – Marae development

Supporting Marae to be sustainable cultural hubs for Māori and the wider community

Why this priority?

Marae are cultural hubs for Māori and the wider community. Hapū and iwi marae provide tūrangawaewae for their people. As Māori moved to Auckland from other parts of Aotearoa, New Zealand urban marae were built to meet the cultural and social needs for Māori communities.

There are more than 60 marae across Auckland that include, iwi, hapū, mataawaka, institutional and educational-based marae.

As part of council's 2014 marae needs assessment programme, several major issues were identified for marae, primarily road and access, water building infrastructure and compliance issues. In response to this assessment, council is working collaboratively to address these issues as one of the four primary Māori outcomes priorities to focus on.

Driving future delivery

Looking to the future, council has a role in supporting marae to be sustainable cultural hubs for Māori and the wider community through contributing to:

- Ensure participating marae are prepared to play civil defence roles
- Marae becoming commercially self-sustaining and prosperous
- Marae becoming culturally prosperous
- Supporting marae to be healthy, safe and compliant
- Enabling marae to be exemplars of sustainability.

Examples of success for 2018 – 2019

Case study four – Accelerating delivery of the Cultural Initiatives Fund

Established in 2013, [the Cultural Initiatives Fund](#) has successfully supported marae and papakāinga to meet their built, facilitate and infrastructure upgrade needs. To date 26 applicants have been successful with more than half receiving future funding to improve marae and papakāinga social, cultural and economic wellbeing across Tāmaki Makaurau.

Three marae that have benefited during 2018/2019 include Te Māhurehure in Point Chevalier, South Auckland-based Papatūānuku Kōkiri and Mataatua marae. The versatile use and applications of the grants enable marae to meet their individual and diverse needs from scoping economic development feasibility studies to facility upgrades. This is an important example of council's processes supporting the diverse needs of Māori communities.

"Our marae play such an integral role in our communities, providing services and facilities which benefit a wide range of people, so it's pleasing to be able to see how Auckland Council is helping them make the necessary improvements to their buildings." – Councillor Alf Filipaina, [Our Auckland Story](#)

Case study five – The establishment of Te Kotahi a Tāmaki

Thirty three marae are represented in the collective, [Te Kotahi a Tāmaki](#). It is focused on supporting marae-led advocacy, leadership and innovation across Tāmaki Makaurau. The collective meets



regularly to progress different kaupapa, recently this has included Māori procurement opportunities. In early 2019, the collective came together with council to discuss how marae can participate in business and service procurement in preparation for key Māori events, such as Te Matatini 2021. This is an example of council recognising Māori advocacy and partnership needs to take place at diverse levels, including with hapū and marae.

"This is a game changer for us to be able to grow businesses and not always rely on government grants. That is just marae; whānau businesses, hapū and iwi are still yet to play in this space" Tania Kingi (Chair of Te Kotahi o Tāmaki), [Te Ao Māori Story](#)

Case study six – Parakore ki Tāmaki marae delivers for Tāmaki Makaurau

[Parakore ki Tāmaki](#) are leading waste minimisation in Tāmaki Makaurau working with over 30 organisations, including marae, to help divert waste from landfills. The rōpū (group) works with whānau and marae to understand the effects and threats of plastic pollution, sustainable fisheries and consumer behaviour grounded by a kaupapa-Māori foundation. Council provides ongoing support to the rōpū to work with marae to be champions of para kore (zero waste) movement enabling 'for Māori, by Māori approaches'.

Other highlights

Other highlights of marae development success for 2018 – 2019 include:

- **Marae Infrastructure Programme** – established to support 33 marae across Tāmaki Makaurau to maintain and upgrade infrastructure and renewals. A cross-council group approach was agreed to as part of the initial marae pilots.
- **Te Puanga Māra Collective** – council supported the South Auckland marae-based partnership of three marae to advance positive outcomes for whānau, community and te taiao (the environment) in South Auckland.

Challenges for Marae development

Lessons from 2018 – 2019 suggest the key challenges for marae development are:

- Recognition that marae governance and operational models are diverse and complex across Auckland. This can lead to mixed expectations from both council and marae respectively as to the most effective partnership approach.
- Marae are experiencing a wide array of issues affecting them to be healthy, compliant and prosperous. This can impact the speed and approach to problem-solving and the working relationship with council.
- Where legacy agreements were in place with marae that did not come to fruition after council's amalgamation, a lack of trust and confidence can persist from marae towards council.



Priority 3 Deep dive – Reo Māori

Te Reo Māori is seen, heard, spoken and learned throughout council activity

Why this priority?

An official language of Aotearoa, New Zealand Te reo Māori, the Māori language is fundamental to a thriving Māori identity for Tāmaki Makaurau. Widespread commitment to increase fluency in day to day usage of te reo will ensure this taonga tuku iho (ever-lasting treasure) flourishes for generations to come.

A bilingual Tāmaki can be achieved through efforts that reflect reo Māori to be seen, heard, spoken and celebrated throughout the city and the region.

Commitment to a bilingual Tāmaki Makaurau can be realised through reo in wayfinding, public transport announcements, public buildings and spaces and through art and events.

All council organisations have a role in supporting reo Māori through Māori service design and delivery, publications, communications and engagement activities.

Driving future delivery

Looking to the future, council can actively support reo Māori to be seen, heard, learned and spoken throughout council activity by:

- Actively promoting and using reo Māori in service design and delivery
- Promote and use reo Māori in communications, engagement and publications
- Reo Māori is visible and heard in council controlled placemaking and development
- Being familiar with its Māori Language Policy and engaging in roll out of its Te Reo Implementation Plan

Examples of success for 2018 – 2019

Case study seven – The inaugural launch of Hīkioia te Kōrero – Māori Language Parade

Over 8,000 people came together to celebrate the Māori language in Auckland's CBD and Manukau CBD as part of the inaugural [Hīkioia te Kōrero](#) parades. The parades brought together schools, businesses, community organisations and other participants from across Auckland to Te Wiki o Te Reo Māori regional celebrations.

The hīkoi was supported by the council-group through in-kind sponsorship and resourcing, for example Auckland Transport supported over 1,500 school children to train for free and Regional Facilities Auckland sponsored Aotea Civic where the parade ended. This initiative showed collaboration efforts of the council whānau to be a leading bilingual city in Aotearoa, New Zealand.

Case study eight – Te Kete Rukuruku enables effective mana whenua partnership

[Te Kete Rukuruku](#) is a regional movement to reflect and showcase Māori history and stories of place. Auckland Council is working with mana whenua to reflect the true richness of our heritage by bringing Māori names and narratives to Auckland's parks and places (there are 53 regional parks, of which 32% have an agreed Māori name). Tāmaki Makaurau is filled with beautiful parks but the names by which they are often known don't always recognise the complex past and significance of these spaces to Māori. A partnership approach between iwi and Local Boards are supporting the reconnection of people to place through sharing of mātauranga, storytelling and the gifting of original naming of places.



Te Kete Rukuruku is a long-term partnership programme, agile to the needs and capacity of iwi and hapū. It is in its third year. "Currently, only 9 per cent of Auckland Council parks and places have Māori names, and this programme aims to significantly increase that and provides a platform to reclaim and celebrate our Māori identity", Penny Hulse (Community and Environment Chair), [NZ Herald Story](#).

Case study nine – Reo Māori thrives across Auckland's libraries

Auckland libraries are hubs of growth, learning and have an opportunity to position themselves as leading bilingual naming.

When visiting libraries people see te reo Māori signage. We've increased the use of te reo Māori on the new website; and you can access items in catalogues using Māori subject headings. We offer numerous te reo Māori programmes including Kia Māia te Whai (our summer reading programme), kohanga reo programmes, a waka to kura programme and te reo Māori story times.

[Te Kākano](#) is a free monthly programme for tamariki under five and their whānau, who come along to share seasonal experiences, waiata, stories and kai in nature. Explore natural resources (ngā rawa a Māori) with educators and whānau from Hippy and Kuddles.

Other highlights

Other highlights for Reo Māori success throughout 2018 – 2019 include:

- [Te reo Maori on trains](#) – is Auckland's first public transport reo programme operating across Auckland's regional train network. It demonstrates Auckland Transport's commitment and application of the council-group Reo Māori policy.
- **Giftng of Māori names as part of facilities signage renewal** – Council is committed to the application of Māori names as part of facilities and public space signage renewal including the Māori names for council's two main service building, Te Wharau o Tāmaki and Te Wharau o Horotiu.
- **Launch of the [Kupu App](#)** – Spark launched the app as part of the Hikoia te Korero parade led by council.

Challenges for Reo Māori

Lessons from 2018 – 2019 suggest the key challenges for Reo Māori are:

- Council group has made significant gains in its commitment to achieving greater reo Māori outcomes. However, the demand for specialist reo expertise is now disproportionate to the support available.
- While council group supports staff to pursue building reo Māori capability at an organisational level. Challenges persist for many people to pursue this when time commitments conflict with their business as usual roles.
- The value of reo Māori expertise is often not recognised across the business in tangible ways. This can lead to lack of incentive of staff to upskill.
- Due to the large and complex nature of the council group, reo Māori can be applied inconsistently leading to incorrect and misuse of reo Māori.



Priority 4 Deepdive – Kaitiakitanga (water)

Council actively provides for the Māori participation in the management of taonga resources. Council works with mana whenua in the management, restoration and protection of our water resources.

Why this priority?

The wellbeing of the environment, including the use and management of land, water bodies, soils, significant species, is of importance to Māori. It is intrinsically linked with identity and the wellbeing of iwi, hapū, whānau and Māori communities who are affected by changes to the environment.

The environmental degradation that persists across the region continues to present a significant challenge for Tāmaki Makaurau. Māori leadership and participation in the design, planning and management of natural resources is important for Auckland's future environmental health.

Auckland Council's remit in this area is broad with clear legislative direction on how council is required to meet its Treaty obligations. Alongside continued mana whenua advocacy for the protection and rights and interest of water, council is required to work with Māori in water management through the introduction of the National Policy Statement for Fresh Water and Auckland's Water Strategy.

In addition to water management, climate change and its impacts on Māori community resilience has also been identified as a priority for Māori leadership and participation in Tāmaki Makaurau.

Driving future delivery

Looking to the future, council will actively provide for the Māori participation in the management of taonga resources. Council works with mana whenua in the management, restoration and protection of our water resources by:

- Identifying, funding and progressing with Māori, council initiatives with potential to deliver kaitiakitanga outcomes
- Resourcing mana whenua to participate in the protection and management of water
- Ensuring Mātauranga Māori is applied and contributes to environmental management and monitoring.

Examples of success for 2018 – 2019

Case study 10 – Te Māra Hūpara connecting people to traditional play

[Te Māra Hūpara](#) is an example of joining up the work council does with mana whenua to manage, restore and protect water resources. The māra hūpara playground uses natural resources to re-establish important cultural play spaces for children to have fun, learn and build their confidence. It was created by collaborating with mana whenua, schools, the community and private partners, and was guided by the wisdom of Māori games specialist Harko Brown.

The playground also connects people to the wider values that guide the Te Auaunga (Oakley Creek) project to restore the wairua of Walmsley/Underwood Park reserves and the naturalisation of Te Auaunga Awa.

"A unique community collaboration bringing together a diverse range of natural resources to re-establish important cultural spaces for fun, contemplation and education" – Harko Brown (Designer), [Our Auckland Story](#).



Case study 11 – Te Tāruke-ā-Tāwhiri (Auckland’s Climate Action Framework) rangatahi participation

This approach supports strong rangatahi Māori voices in our climate change decision-making. Guided by the kōrero and mātauranga of kaumatua (elders), a group of rangatahi Māori and Pasifika built up their skills and confidence during 2019. Supported by over 5 different community partners, the rangatahi group organised their own ‘conscious climates summit’ to engage and educate other tamariki and rangatahi about climate change. They used this work to help council write a climate action plan for the region with specific focus on future generations. This would not have been possible without dedicating time for our rangatahi to facilitate whakawhānaungatanga (building relationships) and learn tikanga Māori (protocols) to re-connect with the environment. Marae, community spaces, and the outdoors were critical in shaping and supporting this mahi (work).

Other highlights

Other highlights for kaitiakitanga (water) 2018 – 2019 include:

- **Te Mauri o te Wai** – Increased Māori participation by 18% in the development of Auckland’s Water Strategy discussion document.
- **Tūpuna Maunga Authority** – Expanded the delivery of its educational programme to build public knowledge of the co-governance arrangement, history and pūrakau of Auckland’s maunga.

Challenges for kaitiakitanga (water)

Lessons from 2018 – 2019 suggest the key challenges for Kaitiakitanga (water) are:

- Recognition that mana whenua are experiencing ‘engagement fatigue’ with council at multiple levels. Council can engage with iwi in a silo-manner leading to ineffective working relationships.
- It is well understood that both council and mana whenua require ongoing support to build capability and capacity to respond to the relationship.
- Legislative requirements can drive how council engages with Māori. This can lead to an ‘obligations vs. opportunities’ approach which may exclude broader opportunities.



Other priorities

Alongside the four primary priorities **six** other secondary priorities have been identified to guide council's approach to delivering Māori outcomes; these include:

Māori housing and papakāinga

Enabling the development of Māori housing and papakāinga through funding assistance and improvement of processes and planning.

Why this priority?

To deliver on this priority, a cross-sector approach is required. Council's contribution to housing affordability and quality is through its role in funding infrastructure, effective consenting processes and equitable design and planning.

Driving future delivery

Looking to the future, council can enable the development of Māori housing and papakāinga through funding assistance and improvement of processes and planning which includes:

- Funding and advice to support planning of papakāinga and Māori housing projects
- Ensuring Māori have access to navigate council consenting and can build housing to their specific needs
- Council planning and design processes consider and provide for Māori aspirations.

Case study 11 – Continuing the delivery of Whare for Life

An initiative to recognise the need to provide tailored support to Māori navigating council's housing and consenting. The initiative reflects the importance of ensuring council business capability to respond to the needs and aspirations of whānau Māori.

Rangatahi potential

Council enables rangatahi participation in council activities to support rangatahi in leadership, training and employment.

Why this priority?

More than 50 per cent of Māori in Auckland are aged under 25 years. Council has a role in supporting rangatahi participation in council-decision making processes, supporting them into meaningful employment pathways and identifying intergenerational leadership opportunities. Council can deliver on this priority through various council pathways such as social procurement, trades training, enterprise and participation in local decision-making.

Driving future delivery

Looking to the future, council can enable rangatahi participation in council activities that support rangatahi leadership, training and employment such as:

- Supporting rangatahi Māori into multiple available pathways into high value employment
- Ensure Rangatahi Māori voices are valued in decision-making
- Contribute to rangatahi as future leaders through governance and leadership opportunities.



Case study 12 – Bringing together rangatahi at the Te Mana Rangatahi Summit

The summit was led by a collective of rangatahi and delivered at Ruapotaka marae which brought together over 100 rangatahi on the day and is a true example of a forum that was ‘for rangatahi by rangatahi’.

“Seeing the rangatahi passion for climate change and their willingness and ability to have a voice on this important kaupapa is exciting” – Rereata Makiha, [Our Auckland](#).

Māori identity and culture

Māori identity and culture is advanced through cultural experiences, such as events, and placemaking activities, urban design and the application of Te Aranga design principles in our spaces and places, sites of significance work, and Māori public art.

Why this priority?

The Council-family has a lead role in championing Māori identity and culture with broad opportunities across council to deliver on this priority. There are transformational opportunities for Māori design and planning to be reflected throughout all public development and placemaking with the Auckland Design Office and Panuku taking a lead on this. There are also significant opportunities for organisations such as ATEED to showcase Auckland’s unique Māori identity and culture through Māori specific events and activities.

Driving future delivery

Looking to the future, council can advance Māori cultural experiences, events and place-making by:

- Partnering with Māori to showcase and celebrate culture through Māori events and experiences
- Supporting Māori design, art and culture to be reflected in public spaces and places
- Protecting and enhancing Māori heritage, sites and landscapes
- Featuring Te Aranga design principles in council development and place-making.

Case study 13 – Continuing Auckland’s Māori Heritage programme

The programme supports ongoing partnership with mana whenua to protect Māori cultural heritage across Tāmaki Makaurau. There are 75 sites of significance scheduled with another 400 nominated. The initiative is an important step for resource management in Tāmaki Makaurau and is an effective example of introducing Mātauranga into western planning and decision-making processes.

“The mātauranga Māori is full observational knowledge that was critical to how people survived in the past. So, it makes sense that it is also key to how people can thrive and succeed today” – Nico Donovan-Pereira, [Our Auckland story](#).

Tamariki and whānau wellbeing

Council actively identifies opportunities to remove barriers and collaborate with other partners, including government and Māori providers to enhance tamariki and whānau wellbeing at a regional and local level.



Why this priority?

Investing in the future of our tamariki is vital to advancing Māori wellbeing. Nearly a third of all Māori in Auckland are under the age of 15 years. To make meaningful change in this area, council needs to collaborate across the public sector, with iwi whānau and Māori providers.

Driving future delivery

Council can look to the removing of barriers and collaborating with partners by:

- Supporting activities that increase Māori trust in public institutions that impact tamariki and whānau
- Increasing equitable outcomes for whānau through effective policy and planning
- Removing barriers to tamariki and whānau accessing council services, places and programmes.

Case study 14 – Expanding Kia Maia Te Whai

Kia Maia te Whai is a summer reading programme that introduces reo Māori to tamariki aged five – 13 in a fun and engaging way. The bilingual component of the initiative was introduced to respond to the aspirations of kura kaupapa to enable first language speakers to participate in the local initiative.

Challenges for the other priorities

Lessons from 2018 – 2019 suggest the key challenges for the other priorities include:

- Responding to Auckland’s housing challenges is complex. Current Māori housing and papakāinga aspirations for Auckland are largely unrealised. This has influenced many factors including access to land, capacity and resourcing of Māori.
- Council has consistent difficulties engaging with rangatahi Māori on council priorities. This can lead to their voices not being represented in the way we deliver services and decision-making that is likely to have an impact on them.
- Council has been effective in influencing Māori design outcomes in council-controlled place-making over time. However, issues persist for appropriate attribution of Māori design and intellectual property, resourcing of Māori in built projects and appropriate use of mana whenua stories.



Māori responsiveness goals

To support the effective delivery of the Māori outcomes priorities, two internal goals have been identified as equally important. These goals drive council's approach to working with Māori and ensures council's people, processes and policies enable Māori aspirations.

An empowered organisation

Council will work to ensure staff are enabled to meet obligations under Te Tiriti o Waitangi, through appropriate training. Council will also work to ensure that its policies, processes, plans and strategies are appropriately revised to the other two goals of Whiria Te Muka Tangata (the MRF).

Why this goal?

An empowered organisation requires the council family to look internally to identify what it must do, what it should do, and what it could do to enable better outcomes for Māori.

Driving future delivery

Council will work to ensure staff are enabled to meet Treaty obligations and ensure its policies, processes and plans support Māori outcomes through:

- Supporting staff to have the capability, capacity, confidence, and cultural competence to enable Māori outcomes.
- Our policies effectively consider and support council's obligations and strategic commitments to Māori.
- We have standardised processes that are user-centred and enable Māori to participate in decision-making and contribute to building their own capability and communities.

Case study 15 – Launching Te Whaihanga

Te Whaihanga is a collaboration between Auckland universities and council. It supports new planners and specialists to develop an understanding of Māori perspectives working in the built environment and with iwi and papakāinga developers.

"The programme has recognised an industry gap in understanding the Māori worldview. By being more culturally mindful of Māori traditions and conventions, our industry professionals will be more at ease engaging and building ongoing relationships with Māori" says Council executive Penny Pirrit

Goal 2 – Effective Māori participation

Council work with mana whenua and mataawaka to identify areas that are of value to them and enable opportunities for leadership and influence.

Why this goal?

Effective Māori participation requires the council family to look at its democratic structures and decision-making processes to ensure Māori can effectively participate. In doing so, council services, activities, projects, plans, and policies will enable better outcomes with Māori for all of Auckland. The goal is relevant at both the governance and the operational level across the council group.

Driving future delivery

Council can improve the way it works with mana whenua and mataawaka to identify and enable opportunities for leadership and influence by:

- Building and maintaining relationships with Māori at both governance and operational levels.



- Ensure effective Māori participation in decision-making processes of importance to Māori.
- Create shared decision-making opportunities, such as co-governance, co-management and other participation arrangements.

Case study 16 – Establishment of the Mana Whenua Kaitiaki Forum

Mana whenua have a unique role to play in governance and leadership in Auckland. The forum is a rōpū of 19 hapū and iwi authorities who have shared interest in Auckland. Council works with the forum to advance their strategic priorities including advocacy on council's major strategies and other opportunities such as mana whenua-based procurement arrangements.

This partnership approach with mana whenua recognises the opportunities for diverse Māori participation alongside arrangements such as co-governance, co-management and mana whenua participation at a project level.

Challenges for the implementing the Māori responsiveness goals

Lessons from 2018 – 2019 suggest the key challenges for the other priorities include:

- The Māori workforce across the council group continues to grow. However, there are some parts of council with low Māori representation affecting diversity of thought leadership, skills and experience that Māori can bring to council.
- While council continues to introduce Māori capability and development initiatives, these are often not streamlined across the council group leading to varying staff capability, understanding and expectations when working with Māori.
- Council continues to improve its engagement processes with Māori. However, it has been identified that many relationships are held at an individual level. When these staff leave, the relationships often go with them, requiring continuous establishment of new relationships with Māori. This can affect council's continuity of working with Māori.
- Mana whenua groups, Mataawaka and Māori communities governance and operational working models are diverse in Tāmaki Makaurau. This can lead to mixed expectations and understanding from both council and Māori when working together.



Responding to challenges and opportunities for Māori outcomes 2018 – 2019

		Challenges	Opportunities	Response initiatives
Primary priorities	Māori economic development	While council group can demonstrate it is advancing social procurement through some parts of the group, we are inconsistent in our application of procurement practices. This can lead to some parts of the groups delivering greater outcomes. Success is often driven at an individual project level and requires the good will of certain staff to realising these outcomes.	Council group to make a commitment to advancing social procurement collectively and at an organisational level. Continue to scale up good practice and look to other pathways to introduce diverse application of the social procurement policy and guidelines.	Māori Outcomes funding supporting He Waka Eke Noa expansion and the Whariki Māori Business network growth. Māori Outcomes Steering Group is working with ATEED and other key internal stakeholders to understand the Māori economic development ecosystem and identify gaps and opportunities.
		Council group's role and mandate is somewhat limited in advancing Māori economic development. While there are 'pockets of success' being delivered, issues persist with scalability of initiatives and ability to demonstrate real impact.	Clarify council group's different roles and mandate in supporting Māori economic development and understand how this relates to government and other sector mandates.	
		The Māori tourism opportunities for Tāmaki Makaurau remain largely unrealised. Parts of council group are delivering similar work to achieve the same outcomes - leading to duplication at a small scale.	Identify council group strategic partnership gaps across council to package similar work to deliver greater impact and maximise collective resource.	
	Marae development	Recognition that marae governance and operational models are diverse and complex across Auckland. This can lead to mixed expectations from both council and marae respectively as to the most effective working model.	Learn from the current pilot approaches working with marae to influence council's ability to apply a dynamic response and process working with marae.	Marae Infrastructure programme has been updated to reflect lessons learnt through the pilot work to date. Opportunities to accelerate delivery will be explored. Māori Outcomes Steering Group is working with key internal stakeholders to understand the Marae development ecosystem and identify gaps and opportunities.
		Marae are experiencing a wide array of issues affecting them to be healthy, compliant and prosperous. This can impact the speed and approach to problem-solving and the working relationship with council.	Continue to support a cross-council approach to address varying marae needs, Build these commitments, the risks and interdependencies in to forward project and business planning.	
		Where legacy agreements were in place with marae that did not come to fruition after council's amalgamation, a lack of trust and confidence can persist from marae towards council.	Support a rangatira-ki-te-rangatira approach between marae and council leadership to reset the foundations for effective future relationships.	
	Reo Māori	Council group has made significant gains in its commitment to achieving greater reo Māori outcomes. However, the demand for specialist reo expertise is now disproportionate to the support available.	Identify key parts of the council group to resource reo Māori specialist roles to drive consistent application of the reo Māori policy e.g. in the communications department.	TWA is leading the refresh of the Reo policy implementation plan.
		While council group supports staff to pursue building reo Māori capability at an organisational level. Challenges persist for many people to pursue this when time commitments conflict with their business as usual roles.	Support reo Māori commitment and capabilities at all levels across the council group. Reo Māori could be better supported at individual staff and team levels through building expectations in current professional development pathways.	
		The value of reo Māori expertise is not always recognised across the business in tangible ways. This can lead to lack of incentive of staff to upskill.	Identify opportunities to incentivise reo Māori capabilities, e.g. implementing a benchmark for financial incentive. This is consistent with long standing central government approaches to remunerating reo Māori.	
		Due to the large and complex nature of the council group, reo Māori can be applied inconsistently leading to incorrect and misuse of reo Māori.	Council group to agree to a collective commitment and implementation approach across council.	
	Kaitiakitanga (water)	Recognition that mana whenua are experiencing 'engagement fatigue' from council at multiple levels. Council often tries to engage with iwi in a siloed manner leading to ineffective working relationships.	Council to continue to work with mana whenua to improve engagement processes through diverse relationship models e.g. Te Hōanga project.	Response options still to be determined.
		It is well understood that both council and mana whenua require ongoing support to build capability and capacity to respond to the relationship.	Council group to work with mana whenua to identify their shared and individual priorities, capability and capacity needs. This could look like a cross-council group capacity model.	
Legislative requirements can drive how council engages with Māori. This can lead to an 'obligations vs. opportunities' approach which may exclude broader opportunities.		Support council at all levels to understand how different parts of the business need to respond to Māori interests.		
Secondary priorities	Māori housing & papakāinga	Responding to Auckland's housing challenges is complex. Current Māori housing and papakāinga aspirations for Auckland are largely unrealised. This is influenced by many factors including access to land, capacity and resourcing of Māori.	Continue to progress cross-sector partnerships with central government, private and iwi to identify ways council can continue to support Māori aspirations through its consenting and other processes.	Continue to provide current support through primarily Māori Housing Unit and Regulatory Services.
	Rangatahi potential	Council has consistently had difficulties engaging with rangatahi Māori on council priorities. This can lead to their voices not being represented in decision-making and the way we deliver services that are likely to have an impact on them.	Council group to look at scaling up existing effective rangatahi initiatives that are already being delivered in parts of the business. Where required, look to build in resourcing of specific skills to reach this audience.	Māori Outcomes Steering Group is working with key internal stakeholders to understand the Rangatahi potential ecosystem and identify gaps and opportunities.
	Māori identity & culture	While council has been effective in influencing Māori design outcomes in council-controlled place-making over time, issues persist for appropriate attribution of Māori design and intellectual property, resourcing of Māori in built projects and appropriate use of mana whenua stories.	Parts of council who influence place-making can introduce new processes and systems to support appropriate recognition of Māori design, intellectual property and stories.	Response options still to be determined.
	Tamariki & whānau wellbeing	Māori continue to be disproportionately affected when accessing social services. Council group's ability to influence broader improvements to social service outcomes is somewhat limited.	Clarify council group's different roles and mandate in supporting tamariki and whānau wellbeing through social services and understand how this relates to government and other sector mandates.	Response options still to be determined.
Māori responsiveness goals	Empowered organisation	The Māori workforce across the council group continues to grow. However, there are some parts of council with low Māori representation affecting diversity of thought leaderships, skills and experience that Māori can bring to council.	Continued cross-council support and advocacy for the implementation of council's M.A.H.I strategy and implementation approach. Specific focus can be directed towards council's graduate, intern and Executive Enterprise targets.	Māori Outcomes Steering Group is working with key internal stakeholders to understand the organisational development ecosystem and identify gaps and opportunities.
		While council continues to introduce Māori capability and development initiatives, these are often not streamlined across the council group leading to varying staff capability, understanding and expectations when working with Māori.	Identify existing and new pathways to streamline baseline Māori capability and development across council e.g. the Ngā Kete Akoranga programme.	
	Effective Māori participation	Council continues to improve its engagement processes with Māori. However, it has been identified that many relationships are held at an individual level. When these staff leave council, the relationships often goes with them requiring continuous establishment of new relationships with Māori. This can affect council's continuity working with Māori. Mana whenua groups, Mataawaka and Māori communities governance and operational working models are diverse in Tāmaki Makaurau. This can lead to mixed expectations and understanding from both council and Māori when working together.	Council to continue to work with Māori to improve engagement processes through diverse relationship models with both mana whenua, mataawaka/Māori communities.	Te Hōanga project will support an improved engagement model.

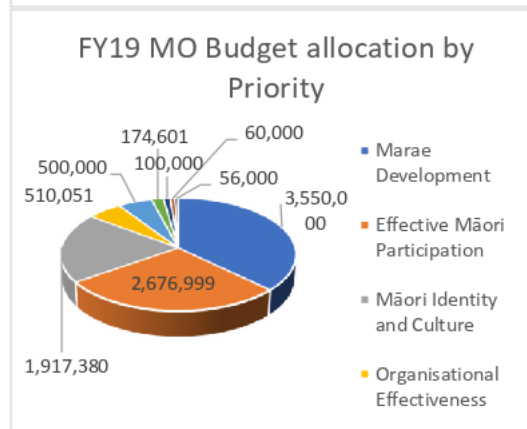
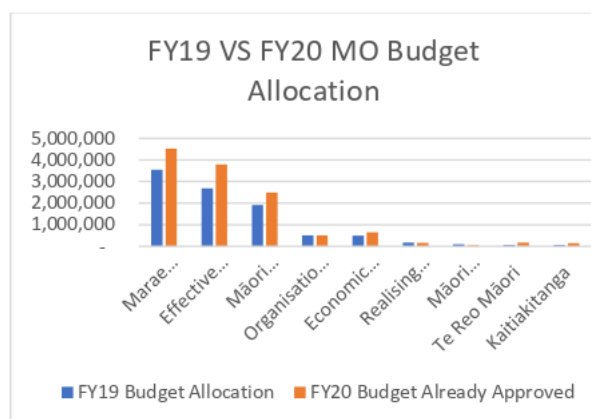
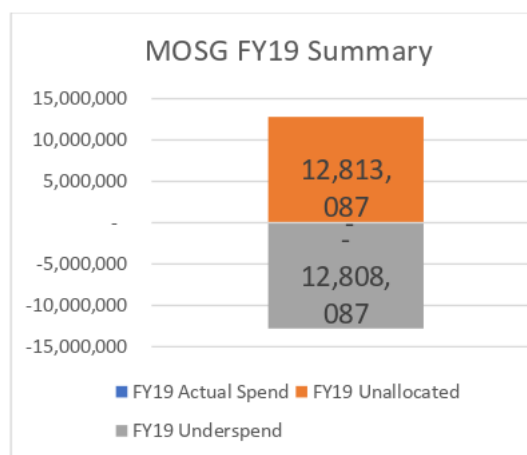


Appendix 1 – Te Toa Takitini financials 2018 – 2019

Summary of high-level findings

- Profiles the Māori outcomes portfolio for 2018 -2019 has invested across the eight priorities and the Māori responsiveness goals.
- Highest spend has supported Effective Participation, Marae Development and Māori Identity and Culture.
- Lowest spend has been delivered in the Rangatahi Potential and Tamariki & Whānau Wellbeing priorities.

Detailed financials





Appendix 2 – Some of the initiatives/activities delivered in 2018 – 2019

Detailed list of initiatives/ activities

This table highlights some of the Council group’s activities, initiatives and projects delivered throughout 2018 – 2019 that contribute to the Māori Outcomes Portfolio, this includes initiatives funded by the portfolio, business as usual and other sources.

Strategic priority	Name
Māori economic development	<ul style="list-style-type: none"> • Māori housing partnership at Barrowcliffe Place • Social Procurement Activities in Major Transport and Infrastructure Projects • Tāmaki Makaurau Ambassador Programme • Māori Wardens on Trains • Project EPIC Māori Economic Development Activities • He Wiki Kiriata (Māori Film Week) • Tripartite Economic Summit • Te Haa o Manukau Activation • He Waka Eke Noa Social Procurement • Dig My Idea • Ngā Puna Pukenga • UpSouth Rangatahi Engagement 2018 – 2019 • Māori Projects and Pasifika Trades Training Programme • Māori Signature Festival – Te Herenga Waka Festival • Te Matatini 2021 Festival • Te Korakora on Federal Festival 2018 • Matariki Festival programme 2018 • Karangasem World Cultural Festival 2018 initiative • Celebrating Māori Modernism project • Māori outcomes in Sea Port Festival • Māori outcomes in Portage Crossing project • Unlock Takapuna
Marae development	<ul style="list-style-type: none"> • Te Kotahi a Tāmaki • Karanga Atu Karanga Mai-Flourishing Te Ao Māori Space • Virtual Marae, Panuku Putney Way • Cultural Initiatives Funds Grants • Marae and Papakāinga Road Safety initiatives • Marae Infrastructure Programme • Marae water improvements activities • Food Act Implementation for marae • Assist various marae with water tank issues • Parakore ki Tāmaki Waste Programme with Marae
Kaitiakitanga (water)	<ul style="list-style-type: none"> • Auckland’s water strategy: Enhancing Te Mauri o Te Wai • Te Tāruke-ā-Tāwhiri ACAF: Māori participation • Ngā Punawai Waterfront Development • Awhata Greenway (Panuku Development Auckland) • Kaitiakitanga outcomes delivered through Development Projects including, Northcote, Awataha Greenway, Manukau Puhinui and Westhaven Mooring • Wai Ora – Healthy Waters Programme to enable kaitiakitanga outcomes • Māori values in Te Auaunga Oakley Creek project • Incorporate MWKF outcomes into City Centre Master Plan • Ngāroto Rrestoration Project • Iwi Management Plan Review Programme • Maramataka outcomes in Puhinui Stream Restoration • Catchment Management for Ngaroto Lakes Monitoring with Mana Whenua • Ngā Maunga Whakahī ō Kaipara Mana Whenua Monitoring with Mana Whenua • Improving Mauri of Ōkahu Bay project • Biodiveristy monitorin of Tamahunga Monitoring with Mana Whenua • Mana Whenua Native Regeneration projects • Restoration Success Monitoring of Whenua Rangatira and Purewa Creek with Mana Whenua • Kauri Die Back Rahui in Waitakere • Māra Hūpara Programme



Reo Maori	<ul style="list-style-type: none"> • Bilingual signage throughout Auckland Libraries programme • Te Reo Māori on Trains • Reo Māori Wayfinding at Auckland Zoo • Ngā Reta Māori project • Waka to Kura project • Libraries Māori Literacy Project • Hikoia Te Korero: Walk the Talk Maori Language Parade • Major publications translated into Te Reo Māori • Nga Kokonga Māori integration into 55 libraries • Takapuna Community Reo Māori Programme
Other Priorities	<p>Māori housing and papakāinga</p> <ul style="list-style-type: none"> • Whare for Life Māori Housing project • Māori housing partnership at Barrowcliffe Place • Māori housing support through Regulatory Services <p>Māori identity and culture</p> <ul style="list-style-type: none"> • Corban Estate Arts Centre upgrade feasibility study • Hawaiki Toa (Iron Māori event) • Maungawhau Kiosk fitout • Nga Pae o Hina Womens Suffrage Exhibition • Te Paparahi, Toi Māori – Walks in the City • Rongoa Gardens at Griffith's Gardens • The Rukuhia Global Leadership Programme • Waterfront Tiramarama Way – Māori design integration • Matariki projections project on to Manukau Civic building • Opanuku Link Bridge project – Māori design integration • Māori Heritage Programme • Cultural Values Assessment project to improve consenting • Pa Rongorongo <p>Rangatahi potential</p> <ul style="list-style-type: none"> • Dig My Idea • Rangatahi into Tech holiday programme • Tāmaki Civic Series project • Te Mana Rangatahi Conscious Climate Summit • Encouraging rangatahi to stand in local elections campaign • Te Kaha o Te Rangatahi voting co-design campaign • Tu Maia Civic Participation Programme • Tuia ki Tāmaki • If Waters Could Talk Water Strategy campaign <p>Tamariki whānau wellbeing</p> <ul style="list-style-type: none"> • Maia te Whai Reading Programme • Māori communities' animal management education sessions at marae • Auckland Art Gallery learning and outreach programmes for tamariki • Maritime educational programme for kura kaupapa Māori • UPtempo • Kotuitui Trust Collaboration
Maori Responsiveness Goals	<p>Effective participation</p> <ul style="list-style-type: none"> • Managere Wasterwater Treatment Plan– Mana whenua participation • Mana Whenua Kaitiaki Forum secretariat support • Māori facing information sharing, including sensitive info • Māori Engagement tools and training • Senior relationship and programme co-ordination • s17a value for money, Māori engagement: including streamlining Forum • Increase Māori Voter Turnout project • Southern Mana Whenua Participation in Local Board Decision-making Forum • Watercare Mana Whenua Relationship Agreements • Mark Ford Ngā Tapuwae Scholarship • Te Haewera Māori Advisory Group • Transform Onehunga Port framework Māori outcomes objectives • Kaitiakitanga of Tāmaki Makaurau Capacity Contracts • Panuku Māori Outcomes Framework development <p>Empowered organisation</p> <ul style="list-style-type: none"> • Ngā Kete Akoranga Programme • Wataka development • Treaty Audit programme • MAHI Strategy Implementation • Te Whaihanga – Engagement Training for Built Environment Professionals • Watercare Reo Māori, Tikanga and Kawa internal training • Reo Māori training for front of house staff initiative



Item 7

Attachment B

	<ul style="list-style-type: none"> • Te Taurawhiri Māori Language Level Finder Exams • Operational Division Reo Māori Programme • The Southern Initiative reo Māori classes • He Papa Tikanga Programme • Libraries Reo Māori Capability Programme • Panuku Māori language classes (Panuku) • Auckland Art Gallery Māori language classes • Kaiarahi Kaupapa Māori Initiative • Parks and Rec Waiata Group • Manawa Māori Staff Network Events and Activities • Te Manawataki Māori Staff Network Events and Activities • CPO Māori graduate placements • Tāmaki Makaurau Story & Treaty of Waitangi • Watercare Māori Values Champions • Regulatory Staff Cultural Values Training • Foundational Treaty Training • RFA Māori Responsiveness Training • Treaty of Waitangi Historical Overview Training • Legislation, Local Govt and Māori Training • Regular marae visits for P&P staff • Development of Māori Careers Hub Project • Managing Māori staff for Council Leader Training • Oranga Mahi Training • Māori Impact Statement Training Pilot • Ngā Waka ki Tai Network Refresh • Ngā Pōito Māori Responsiveness Community of Practice Refresh • AT Internal Reo Māori Framework development • ATEED Māori Economic Development Performance Measurement Framework • Regulatory Services Maori Engagement Strategy • Watercare Mana Whenua Procurement Guidelines development • RFA Māori Responsiveness Skills and Experience Evaluation Project • Introduction of 25% Māori Recruitment Targets Policy • AC36 Māori Outcomes Framework • ATEED Māori Responsiveness Plan • RFA Māori Responsiveness Plan • Te Patatai Māori Responsiveness Plan • Auckland's Māori Economic Research Project • Karanga Atu – Karanga Mai Māori Responsiveness Plan
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Appendix 3 – 10-year timeline in progressing Māori outcomes

<p>June 2019 and moving forward</p>	<ul style="list-style-type: none"> • Karanga Atū Karanga Mai – Flourishing Te Ao Māori Spaces including marae programme of work to be delivered • Iwi Management Plan Review programme to be completed • Te Pai Me Te Whairawa o Ngā Marae o Tāmaki programme of work to be delivered • He Taonga Whetu project to be delivered • Te Matatini 2021 to be delivered • Industry Partnerships and Employment • Restoring the Mauri of the Hauraki Gulf project to be delivered • Auckland 2021 Māori Delivery Package to be delivered • Project EPIC Māori Economic Development programme to be delivered • Build rangatahi Māori skills and training programme to be completed • MAHI programme to be delivered • Ngā Kete e toru o Tāmaki to be completed • AC36 Māori outcomes work programme to be delivered • Marae and papakāinga consents training programme to be delivered • Council Group Performance Measurement Framework to be completed • Mana Whenua Kaitiaki Forum Outcomes framework to be completed • Panuku Māori Outcomes framework to be completed
<p>2015 – 2019</p>	<ul style="list-style-type: none"> • Signing of six Mana Whenua Relationship Agreements • 15 Māori Responsiveness Plans completed • Draft ATEED Performance Measurement Framework developed • Annual Māori outcomes report 2018 – 2019 developed • Draft Council Group Performance Measurement Framework developed • Reprioritisation of the Te Toa Takitini Portfolio – shift to Māori outcomes and priorities model • Long-term Plan 2018 – 2028 Māori strategic priorities and increase to \$150-million fund • Establishment of Māori Outcomes Steering Group • Establishment of the Mana Whenua Kaitiaki forum • Te Tiriti o Waitangi Audit 2018 • Refresh of the Auckland Plan 2050 – Māori identity and wellbeing outcomes and focus areas determined • Establishment of Ngā Waka ki Tai integrated Māori specialist roles across Council • Establishment of Te Toa Takitini Portfolio – Whai model
<p>November 2015 and before</p>	<ul style="list-style-type: none"> • Te Tiriti o Waitangi Audit 2015 • Long-term Plan 2015-25 business case development • Projects contributing to Māori transformational shift activities in 2014/15 - \$5.8 million • Schedule of Issues of Significances and Māori Plan 2014 • Annual Plan 2013/14 – inclusion of Māori specific measures • Te Tiriti o Waitangi Audit 2012 • Development of the Māori Responsiveness Framework 2012 • Long-term Plan 2012-15 – contribution to Māori outcomes • Launch of Auckland Plan 2012 transformational shift targets for Māori • Establishment of the Independent Māori Statutory Board • Auckland Council amalgamation • Individual city council arrangements between mana whenua and mataawaka/ community groups



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

That the Independent Māori Statutory Board

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

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

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

C1 Board Appointments to Council Committees

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(f)(ii) - The withholding of the information is necessary to maintain the effective conduct of public affairs through the protection of such members, officers, employees and persons from improper pressure or harassment. In particular, the report contains s7(2)(f)(i) – The free and frank expression of opinions by or between or to members of officers or employees of any local authority, or any persons to whom section 2 (5) of this act applies, in the course of their duty.	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.

C2 Update on Māori Report and Data Issues of Significance Report

Reason for passing this resolution in relation to each matter	Particular interest(s) protected (where applicable)	Ground(s) under section 48(1) for the passing of this resolution
The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.	s7(2)(f)(ii) - The withholding of the information is necessary to maintain the effective conduct of public affairs through the protection of such members, officers, employees and persons from improper pressure or harassment. In particular, the report contains s7(2)(f)(i) – The free and frank expression of opinions by or between or to members of officers or employees of any local authority, or any persons to whom section 2 (5) of this act applies, in the course of their duty.	s48(1)(a) The public conduct of the part of the meeting would be likely to result in the disclosure of information for which good reason for withholding exists under section 7.