

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

Date: Monday, 7 September 2020
Time: 11.00am
Meeting Room: Ground Floor
Venue: 16 Viaduct Harbour Avenue
Auckland



Independent Māori Statutory Board

OPEN AGENDA

MEMBERSHIP

Chairperson

David Taipari

Deputy Chairperson

Hon Tau Henare

Members

IMSB Member Renata Blair

IMSB Member Mr Terrence Hohneck

IMSB Member Tony Kake

IMSB Member Liane Ngamane

IMSB Member Josie Smith

IMSB Member Glenn Wilcox

IMSB Member Karen Wilson

(Quorum members)

David Taipari
Chairperson

07 September 2020

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

TERMS OF REFERENCE



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1 Apologies

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

2 Declaration of Interest

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

3 Confirmation of Minutes

That the Independent Māori Statutory Board:

- a) confirm the ordinary minutes of its meeting, held on Monday, 3 August 2020, including the confidential section, as a true and correct record.

4 Extraordinary Business

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

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

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

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

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

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



Financial Report July 2020

File No.: CP2020/11714

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Financial Report for July 2020.

Te take mō te pūrongo Purpose of the report

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

Whakarāpopototanga matua Executive summary

2. The figures presented are exclusive of GST. The Full Year Budget (\$3,025,621) has been phased evenly (\$252,000) over 12 months.
3. August's expenditure of \$101,000 is significantly under the forecast of \$252,000. This is in part a result of reversed accruals (\$38,000) yet to be processed that will be reversed in future months. There are also some payments yet to be processed.
4. The budget outcome mostly reflects the standard Board and its secretariat costs. As yet there has been limited commitments for professional services to support the Board work programme and these will be phased over the next 2-3 months. In addition, there has been limited training and travel expenses, and this will continue for some time.
5. I expect that the 1st quarter report will show more detail on budget expenses and forward commitments.

Ngā tāpirihanga Attachments

No.	Title	Page
A	Board Financial Report July 2020	9

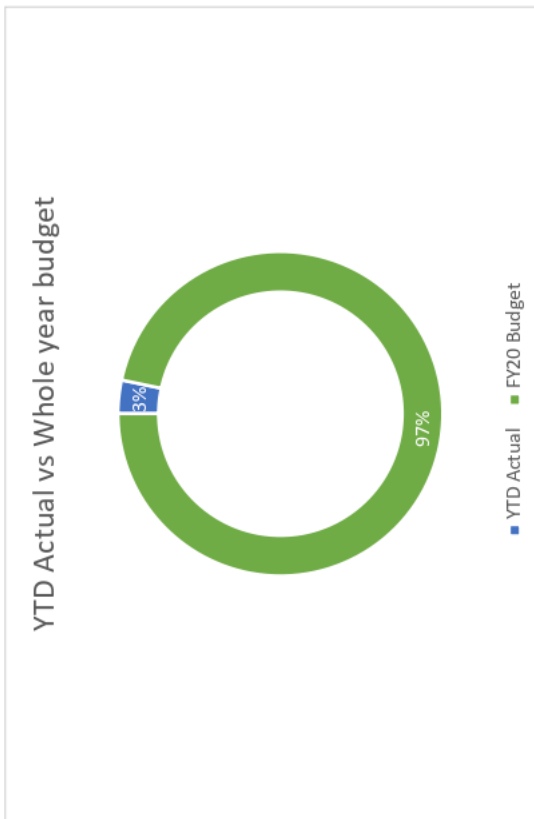
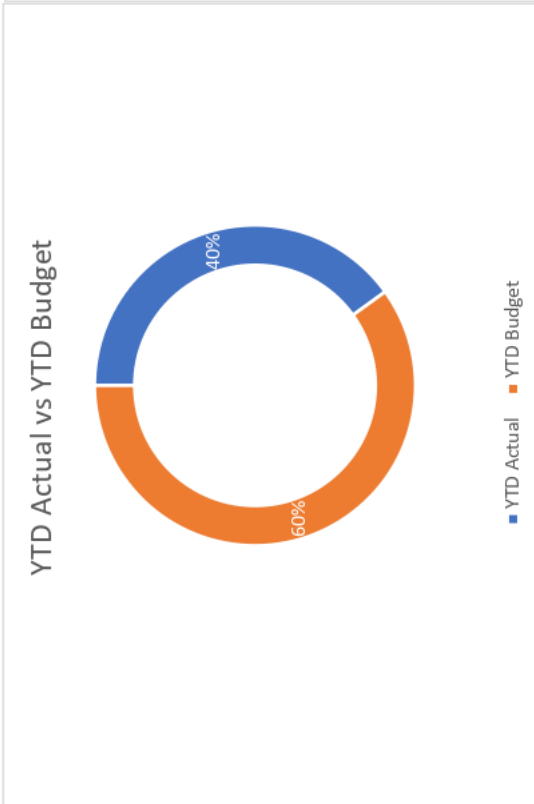
Ngā kaihaina Signatories

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



FINANCIAL REPORT FOR 30 JULY 2020

COSTS	YTD	Jul-20
Board Costs	68	68
Staff Costs	57	57
Professional Services	-38	-38
Other Costs	15	15
TOTALS COSTS	101	101
BUDGET	252	252
VARIANCE	151	151





Board Strategic Priorities Progress Report

File No.: CP2020/11464

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the Board Strategic Priorities Progress Report for September 2020.

Te take mō te pūrongo Purpose of the report

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

Whakarāpopototanga matua Executive summary

2. For 2020, this report has been organised with the Board's key documents. Board secretariat staff will utilise opportunities across each of their respective work programmes to address a number of Board strategic priority outcomes in a pragmatic and collaborative way.

Ngā tāpirihanga Attachments

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A	Board Strategic Priorities Progress Report	13

Ngā kaihaina Signatories

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



Update Board Strategic Work Priorities for 7 September (2019/2022)

Priorities	Update: Milestones and Forward Opportunities
ECONOMIC DEVELOPMENT	
<p>Māori and Tāmaki Makaurau Economy</p> <ul style="list-style-type: none"> • Māori actively supported in tourism, Trade delegations, foreign direct investment and innovation in key sectors • Increasing participation of Māori in Business Ecosystem • a Māori Entrepreneur Fund to co-design and implement a Māori enterprise centric accelerator/innovation lab and eco-system connector (Business Case) 	<p>On 8 July discussions were held with ATEED about a key difference between its 2019-2022 SOI and draft 2020-2023 as the earlier SOI had an action to prepare a 3-Year Māori Economic Development Strategy which was excluded from the updated draft 2020-2023 SOI.</p> <p>On 3 August the Board resolved (IMSB/2020/41) that it approve the Board's Economic Development advocacy position which included an action to advocate to ATEED to reinstate from its previous SOI, an action to prepare a Māori Economic Development Strategy.</p> <p>On 11 August ATEED advised the request to reinstate the preparation of 3-Year Māori Economic Development Strategy has come too late. It may be able to initiate preparation for one at the end of the year.</p> <p>ATEED has been working towards:</p> <ol style="list-style-type: none"> 1) Analysis and finalising Māori economy in Tāmaki Makaurau research (Aug/Sept) 2) ATEED to facilitate a Māori Economic Summit, in partnership with Mana Whenua, the whaariki network and key stakeholders (late October) 3) Actions from Economic Summit and next steps (Nov) <p>Continue to monitor and engage with ATEED.</p> <ul style="list-style-type: none"> • aim to elevate the commitments to ToW objectives from the current Māori Responsiveness Plans to the ATEED SOI and reporting section of its annual reports.
MĀORI IDENTITY AND WELLBEING	
<p>Embed Te Reo</p> <ul style="list-style-type: none"> • Te Reo on public transport announcement systems • Bilingual signage 	<p>At present the Board secretariat is engaging with key people in Council to progress Te Reo outcomes as outlined in the Boards Te Reo Position Paper.</p> <p>Meetings have been held with different Council departments. Libraries have put place some positive</p>



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Attachment A

Update Board Strategic Work Priorities for 7 September (2019/2022)	
Priorities	Update: Milestones and Forward Opportunities
<ul style="list-style-type: none"> Implementation and funding by Council Group of the Māori Language Strategy 	<p>Te Reo Implementation strategies. These use little budget to reach these outcomes but key leadership and staff roles specific to Te Reo are contributing to their success.</p> <p>A meeting was held with General Manager Kaupapa Māori for Regional Facilities who expressed motivation to utilise our advice within Regional Facilities. We are currently reviewing their Regional Facilities Māori Responsiveness plan.</p> <p>Discussions with Community Facilities focussed on signage and although (from a council perspective) signage is seen as a complex area, bilingual signage remains a key focus area for the Board and there is a significant need to understand how it is operationalised (its end to end process and setting out roles and responsibilities). Essentially a clear bilingual signage policy and operational strategy is sought.</p> <p>On the 6th of August a meeting was held with Te Reo project manager and key staff from Ngā Mātārae. They stated there a budget and we will request more budget details. They advised of some Te Reo measures in the draft Māori outcome framework.</p> <p>Over the next month there will be a focus on CCO teams to understand their Te Reo Strategy and programmes and also make a concerted effort to understand their operationalization of signage. This will inform future specific advocacy.</p>
<p>Marae Development</p> <ul style="list-style-type: none"> Recognise and enable relationships with marae Marae supported to develop marae plans and obtain specialised advice Meet regulatory requirements and food safety ratings 	<p>We shared our recent Marae advocacy strategy with the Project Manager for Marae Development and other key members of Ngā Mātārae.</p> <p>We will advocate for some assessment Manaaki Fund including the views of participating marae. We have asked that this be an agenda item for the next meeting of the Board and the Governing Body.</p>



Update Board Strategic Work Priorities for 7 September (2019/2022)

Priorities	Update: Milestones and Forward Opportunities
<ul style="list-style-type: none"> • Have necessary infrastructure • Plan and prepare for climate change • Enabled to develop papakāinga 	
ENVIRONMENT AND CLIMATE CHANGE	
<p>Affirm rangatiratanga as well as kaitiakitanga in regional planning and developments, use of co-governance and partnerships in planning)</p> <ul style="list-style-type: none"> • Increased Māori measures in spatial plans 	<p>Te Tāruke ā Tāwhiri which is now in place as a digital plan across Council. Meetings have been held with Council staff and ongoing liaison with the Chief Sustainability Officer around the consideration of climate change as part of Long-term Plan process.</p> <p>We have had input into the Impact Assessment Workbook that requires all projects that bid for LTP funding to be assessed against. There is reference to Te Tiriti in the workbook as well as a dedicated area to work through Māori outcomes. In addition, the projects that identify Māori outcomes are peer reviewed by the Māori outcomes lead. There are currently 39 projects for LTP bids.</p> <p>The Board secretariat are currently reviewing the plan going forward (and governance of the plan and input by Mana Whenua). We have also advised the Chief Sustainability Officer to continue partnership with Mana Whenua chairs as best practice and discussions have been held about how the Council can enable iwi and Marae which is positive.</p>
<p>Enable development and use of Iwi Management Plans (increased funding)</p> <ul style="list-style-type: none"> • Council Group validates their use of IMPs in their plans and budgets 	<p>The Māori Heritage Team are continuing to investigate opportunities to support iwi in preparing Iwi Management Plans.</p>
<p>Māori as partners participate in coast, land, air and water planning in the</p>	<p>The Board have provided advice to council staff working on plan changes and proposed plan changes including for the current water campaign and updates to the Auckland Unitary Plan.</p>



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Update Board Strategic Work Priorities for 7 September (2019/2022)	
Priorities	Update: Milestones and Forward Opportunities
development of Auckland Advocacy for freshwater	<p>We note that the Tūwharetoa Māori Trust Board could be the first iwi authority to have functions transferred from a council, under a new proposal by the Waikato Regional Council to transfer monitoring of summer bathing beaches, regional rivers, rainfall and groundwater quality within the Lake Taupō catchment to the board.</p> <p>Councillors voted unanimously in favour of releasing the statement of proposal for public feedback. We will monitor this development and consider future opportunities of transfer of powers for Tāmaki Makaurau.</p>
Implementation of Council's climate change strategy	In development
Implementation and monitoring of Auckland Unitary Plan and use by Māori	As of mid-July, all the 36 Auckland Unitary Plan RPS topics have completed (or nearly completed) their Project Plans and list of Indicators. Over the next couple of months these will be reviewed, and indicators refined by council. The Board will be updated on the progress of the s35 monitoring programme.
Environmental capacity building and funding for Māori (participate in RMA processes)	No further update
Statements of Intent <ul style="list-style-type: none"> • Measurement • Adequate resourcing for Māori outcomes • Collaboration across Council Group to achieve Māori outcomes 	<p>CCO Final Sols were due to be received by the council early August and should be reported to the CCO Oversight Committee (or Governing Body) late August. ATEED's final Sol will be of interest to the Board to see if it has improved content in relation to Māori economic development.</p> <p>The CCO Review report was also considered at a Confidential Governing Body workshop on 11 August, and if it leads to changes to the CCO's during 2020/21, it will likely that the affected Sols will need to be revised.</p>



Update Board Strategic Work Priorities for 7 September (2019/2022)

Priorities	Update: Milestones and Forward Opportunities
TRANSPORT	
Transport infrastructure costs and benefits for Māori, particularly in the South and West	<p>As the Council agreed to an overall 3.5% increase in rates revenue the final Annual Budget 2020/21 (adopted late July 2020) will have less serious implications for Auckland Transport's services and charges compared to some of the options consulted on in the draft Budget.</p> <p>Specific changes in public transport services/fares, road safety, and cycling and walking projects in the south and the west, will be assessed in due course as part of reviewing AT's final Sol (when available) and included in briefings to Board members as relevant, with advocacy positions recommended if necessary.</p> <p>There are gaps in Auckland Transport (AT) information in respect of Māori walking and cycling and Māori public transport usage. Efforts are being made to close these data gaps by engaging with the AT CEO to develop a scope of work to address these.</p>
HOUSING	
<p>Promote the implementation of the Strategic Kāinga Action Plan in Tāmaki</p> <ul style="list-style-type: none"> • Relationships with partners, NGOs and local and central government • Central Government Housing Budgets. 	<p>The Board secretariat is currently focusing on some key priority areas, these areas have been identified mainly because of COVID 19:</p> <ul style="list-style-type: none"> • Homelessness, emergency housing and transitional housing. \$337m will be used to support the Aotearoa National Homelessness Action Plan, the Ministry of Housing and Urban Development (HUD) is responsible for the delivery of the plan's objectives. \$175m has been set aside to build 1000 additional transitional homes by the end of 2020. Although exact numbers earmarked for Tāmaki Makaurau are not available, Tāmaki Makaurau has been identified as an area of priority. • In February 2019, HUD established the Inner-City Auckland Homelessness Initiative



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Update Board Strategic Work Priorities for 7 September (2019/2022)	
Priorities	Update: Milestones and Forward Opportunities
	<p>(ICAH). A proposal was submitted to the Auckland Social Sector Leaders Group who supported the initiative, it will also complement Councils regional cross-sectorial homelessness plan, He Whai Kainga Tatou Katoa (HWKTK). The Board secretariat has taken up a position on the ICAHI steering group and continues to provide advocacy and advice to Council's Chief Planning Office in the development of HWKTK.</p> <ul style="list-style-type: none"> • There are three newly released crown appropriated funds designed to support Māori Housing Provider growth. HUD administer two and MSD one, the funds will be used to address homelessness, emergency housing, transitional housing: <ul style="list-style-type: none"> He Taupua Fund - https://www.hud.govt.nz/community-and-public-housing/partnerships-and-funding/he-taupua-fund/ Māori and Iwi Housing Innovation (MAIHI) ud.govt.nz/assets/News-and-Resources/Proactive-Releases/Cabinet-Paper-Te-Maihi-o-te-Whare-Māori-the-Māori-and-Iwi-Housing-Innovation-MAIHI-Framework-for-Action.pdf Community and Capability Resilience Fund https://www.msd.govt.nz/what-we-can-do/community/community-capability-and-resilience-fund/index.html • Councils regional response to Homelessness/emergency/transitional housing, Kia Whai Kainga Tatou Katoa is currently in draft. The draft plan is being submitted to the Parks Arts Community and Events Committee for signoff on 20th August, and the Board is working closely with Council on the regional approach, • Progressive Home Ownership (PHO) - The PHO is in the final stages of completing their



Update Board Strategic Work Priorities for 7 September (2019/2022)

Priorities	Update: Milestones and Forward Opportunities
	<p>investment framework. The framework will communicate the Iwi and Māori Pathway and the Ministers intent for the fund. The Board secretariat is part of the steering committee and attends all meetings</p> <ul style="list-style-type: none"> • Community Housing Provider Accreditation – The Board secretariat is working with the Community Housing Regulatory Authority, to address Māori concerns regarding the accreditation process.
BOARD'S DATA STRATEGY AND IMPLEMENTATION	
<p>Promotion of the Māori Values Report for Tāmaki Makaurau</p>	<p>Dissemination of the Māori Value reports continues across Council, with noted uptake of and interest in the indicators, especially in the environmental space and for selected outcome areas in the Māori Outcomes Framework.</p> <p>A range of collaborations in the measurement space has been initiated as a follow up to the Board secretariat's meetings with Council staff.</p>
<p>Update on the Māori Report</p>	<p>We are working with MartinJenkins and Cactuslab on publishing the revised Māori Report 2020 on the Board website (replacing the former paper report). Design of website has progressed to a draft design proposal for website and mobile interface.</p>
<p>Data Issues Implementation</p> <ul style="list-style-type: none"> • Requests • Deep dive data reports 	<p>Data for the updated Māori Report 2020 will be delivered as scheduled by Stats NZ and other data providers. We are working with Professor Tahu Kukutai on scoping and outlining an article on Indigenous and Māori data issues for publication in an international academic journal (2021).</p>
<p>Council Committee Data Opportunities and Advice (previous month and</p>	<p>The review of the Board's instruments (see current September Board report) has given some direction as to what areas of strength the Board can develop further to achieve greater impact with</p>



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Update Board Strategic Work Priorities for 7 September (2019/2022)	
Priorities	Update: Milestones and Forward Opportunities
pending)	Council with regards to data and measurement issues. These aspects could be explored further in the proposed scoping of a review of the Issues of Significance.
Planning Treaty Audit 2020	PwC has undertaken some initial investigation of future approaches to Treaty Audits. The views of Council officers have been sought and a report will be submitted to the Board.
Council Treaty Audit Response Programme MRPs	There will be two Council reports to the 24 August meeting of the Audit and Risk Committee which at present includes conclusions that: <ul style="list-style-type: none"> of the 80 Treaty Audit recommendations, 14 were reported as still open at February 2020. Five recommendations have since been closed. of the nine open recommendations, six are being substantially progressed, and will be put forward to the Waharoa for formal closure in the next two months.
Council Capability and Capacity <ul style="list-style-type: none"> Increase number of Māori Senior Executives in the Auckland Council Group (MAHI Programme) Internship programmes 	We have been advised of Council's commitment that no Māori staff will lose their roles and that Ngā Mātarae is monitoring the Council restructure/downsize process. The Board has requested a report on Council's Māori employment strategy, the Mahi Strategy for the November Joint Meeting.
Te Toa Takitini Programme / MOSG Including issues for LTP	The Māori Outcomes portfolio and budget in the 2020/21 Budget was finalised in August. While the baseline \$18.3m remained intact, there were several new initiatives seeking funding on top of this amount which were subject to detailed assessment by the Māori Outcomes Steering Group. The budget may end up being 'overallocated' by drawing down a portion of the 2021/22 Budget in advance.



Update Board Strategic Work Priorities for 7 September (2019/2022)

Priorities	Update: Milestones and Forward Opportunities
	<p>The LTP 2021-31 process is commencing with Finance and Performance Committee workshops regarding process/content/policies scheduled in September 2020. The LTP will be on the agenda for the joint Board/Governing Body meeting on 21 September. A Board report will be prepared for this meeting that assesses the current Māori Outcomes baseline of projects against the Board's priorities, to support a Board position on the LTP, and to input to the Mayoral Proposal (likely to be issued late September or early October).</p>
Input to Council Submissions	<p>The select committee report back on the LG Rating Act (Whenua Māori) is out: http://www.legislation.govt.nz/bill/government/2020/0226/latest/whole.html#LMS290544</p> <p>Unfortunately, it does not recommend exclusion of Māori Freehold Land from rates, as submitted by the Board. It does suggest some amendments to improve the Bill e.g. in respect to separating land areas out with houses or other uses to be rated apart from unused land (but Auckland Council already provides for that). It keeps the ability for land being developed for other purposes to be subject to rates remissions (which Auckland Council doesn't do now).</p> <p>Will have to wait to see what the next Parliament does with it.</p>

Communications Report	
Website and Social	<p>Website Web traffic increased significantly in the last month, with around 1,900 users over 2,500 sessions during this period. Over 1,700 of these users were identified as new to the Board website. By far the majority of visits (1,450) were to the Values Reports' pages, linking directly to those pages, reflecting the promotion of the refreshed Values Reports content on the website.</p> <p>TinoAKL</p>



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	<p>The site membership remains steady in the last month, with 1,564 active followers, slightly down on the last report. In the past month, we have been reviewing the content for TinoAKL and setting up processes for more original content that connects followers with the unique Māori identity of Tāmaki Makaurau. This has included a new sign-off procedure internally.</p> <p>During last 28 days, we have maintained postings to sustain membership. The reset for TinoAKL is now underway to include more original content linked to the Board's work programme.</p>
<p>The Māori Report for Tāmaki Makaurau</p>	<p>Communication activity for the reporting period was largely in planning and initiating the work associated with the Board's 10-year history publication. The content for the publication is scoped and interviews began in August to provide the content. The document is planned to be finalised in November.</p>

Attachment A

Risk Register									
Health and Safety June Update	Description of hazard	Location or task	Potential Harm	Risk Rating	Significant Hazard	Control method E & M	Controls applied	Frequency of monitoring	Person Responsible
	Change of floor levels in the entrance to tenancy		Possibility of slip / trip / fall		Y	M	Hazard Sign posted at front door Report lodged on Council system Vault 6/5/2016 ID18728 requested assessment & mitigation	Weekly	Norelle Parker
	Change of floor levels from tiled		Possibility of slip / trip /fall			M	Report lodged on Council system Vault 6/5/2016	Weekly	Norelle Parker



area (outside kitchen) to carpeted area (resource / hallway)						ID18728 requested assessment & mitigation		
Hot water tap	Kitchen	Burns		Y	M	Hazard sign posted in kitchen above sink	Weekly	Norelle Parker
Doors to toilets – heavy to manage	Toilets	For small children/seniors					Weekly	Norelle Parker
Office Status Update								
Incident Injury Report	New Hazards	First Aid course for staff completed. Workplace assessments for all staff have been completed.			The Health and Safety e-module has been completed successfully by all staff.			
	Nil							

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



Housing Advocacy Board Position

File No.: CP2020/09751

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) approve the Advocacy Position Paper on Progressing the Kāinga Strategic Action Plan.

Te take mō te pūrongo Purpose of the report

1. The report sets out proposed areas of focus and advocacy in the Kāinga Strategic Action Plan and in response to recent changes in government policy. It also provides some analysis of the options for a Waitangi Tribunal housing claim as part of this position.

Whakarāpopototanga matua Executive summary

2. Set out below is a summary of the Board position:

POSITION SUMMARY:

a. A Board outcome is to achieve measurable progress on the Kāinga Strategic Action Plan and related opportunities in the next two years

b. Approve action(s):

a. That the Board focus on progressing the following priority actions:

i. Providing up to date information and advice on Māori housing outcomes in Tāmaki Makaurau

ii. Ensuring the Government Policy Statement on urban development and housing promotes the interests of Tāmaki Māori

iii. An Auckland Unitary Plan “inclusionary zoning” requirement that developers provide affordable housing, land or finance to community and Māori housing providers

iv. Expansion of the Healthy Homes Initiative in Auckland

v. Removal of Community Housing Regulatory Authority barriers to iwi and Māori housing providers in Tāmaki Makaurau accessing land, funding and partnerships

vi. Government support to build capability and capacity of iwi and



Māori housing providers in Tāmaki Makaurau

vii. Pānuku land or partnerships with iwi and Māori housing providers

viii. The transfer of some Kāinga Ora Auckland Housing programme social and affordable homes to iwi and Māori housing providers.

b. That the Board progress these actions through:

i. Auckland Council committees and work programmes

ii. The joint Government-Auckland Council Housing and Urban Growth work programme

iii. Government's engagements on housing with Māori

iv. Supporting a claim/s already lodged with the Waitangi Tribunal and aggregated into the Tribunal's Housing inquiry

c. Benefits for Māori and Aucklanders are improved whānau wellbeing and resilience through improved housing affordability, increased home ownership opportunities, more/larger Māori housing providers providing kāinga for Māori including more papakāinga, and public and emergency housing that meets those with the greatest need for shelter.

d. The Board secretariat will monitor progress and report back to the Board six monthly.

Horopaki Context

3. The Independent Māori Statutory Board identified the following objectives in its *Issues of Significance to Māori in Tāmaki Makaurau*:
 - Affordable and improved quality housing is a priority for increasing the standard of living and quality of life of Māori
 - Māori have access to papakāinga housing and are supported to develop papakainga housing initiatives.
4. The Board has published the Kāinga Strategic Action Plan with action areas for central government, the Auckland Council, community housing providers, iwi and Māori organisations to lift housing outcomes for Māori in Tāmaki Makaurau. It held two summits to develop and seek endorsement to this Plan. Government and Auckland Council decisions and initiatives mean that some actions in the plan have been achieved and some new opportunities have opened-up.



5. In response to Board contracted research into Māori housing and the Board noted the limited progress by Māori for several decades. Board members concluded that consideration of using a Waitangi Claim vehicle for their advocacy was appropriate.

Tātaritanga me ngā tohutohu

Analysis and advice

6. Set out below are two options for using the Treaty of Waitangi vehicle- either as working with an existing claim or some Board members initiating a claim.



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<ul style="list-style-type: none"> OPTIONS FOR THE BOARD TO PARTICIPATE IN THE WAITANGI TRIBUNAL'S HOUSING INQUIRY 		
	<ul style="list-style-type: none"> Members make a new claim on behalf of the Board, as Tāmaki Māori 	Board supports one or more existing claims with information about impact on housing outcomes of Tāmaki Māori
<p>Fit with Board purpose to help Auckland Council make decisions, perform functions and exercise powers by</p> <ul style="list-style-type: none"> promoting cultural, economic, environmental and social issues of significance for Tāmaki Makaurau mana whenua and mataawaka ensuring council acts in accordance with statutory provisions referring to Te Tiriti o Waitangi. 	<ul style="list-style-type: none"> When representing the IMSB, members must act in the interests of the board's purpose and in no other interest. Not clear how a direct claim by members to the Waitangi Tribunal would contribute to this purpose. 	As neither the Board nor its members would make the claim, this option is not as much of a departure from the Board's purpose.
Accountability to Board	<ul style="list-style-type: none"> Board would agree content of the claim. But current members would continue as claimants even if no longer Board members in future. 	Staff accountable to Board for information provided in claim. But existing claimant/s would have to agree to this and are not accountable to the Board.
Ability to speak for Māori in Tāmaki Makaurau	<ul style="list-style-type: none"> The requirement and focus of the claim is on the Board and Board members would need to show "prejudicial effect" on themselves as individuals and a Board. 	Depends on existing claimant and the potential to expand claim to speak for more Tāmaki Māori.
Cost in staff time	<ul style="list-style-type: none"> Staff will need to undertake research to prepare all material for full claim. 	Probably less time required to prepare material to add to a claim. But staff will also need to negotiate with existing claimant/s over this material.
Timeline	<ul style="list-style-type: none"> Cannot join process until submission has been prepared, accepted and registered by Tribunal (which might first request further information). 	Can participate in process as soon as existing claimant agrees to be supported; registered claims can be amended at any time.



- **OPTIONS FOR THE BOARD TO PARTICIPATE IN THE WAITANGI TRIBUNAL'S HOUSING INQUIRY**

Ngā koringa ā-muri

Next steps

7. A more detailed work plan with communications will be developed.

Ngā tāpirihanga

Attachments

No.	Title	Page
A	Advocacy Position on Progressing the Kainga Strategic Action Plan	31
B	Kāinga Strategic Action Plan	455

Ngā kaihaina

Signatories

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INDEPENDENT MĀORI STATUTORY BOARD	ADVOCACY POSITION PAPER ON Progressing the Kāinga strategic action plan
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Item 7

POSITION SUMMARY:

- a. A Board outcome is to achieve measurable progress on the Kāinga Strategic Action Plan and related opportunities in the next two years**
- b. Approve action(s):**
 - a. That the Board focus on progressing the following priority actions:**
 - i. Providing up to date information and advice on Māori housing outcomes in Tāmaki Makaurau**
 - ii. Ensuring the Government Policy Statement on urban development and housing promotes the interests of Tāmaki Māori**
 - iii. An Auckland Unitary Plan “inclusionary zoning” requirement that developers provide affordable housing, land or finance to community and Māori housing providers**
 - iv. Expansion of the Healthy Homes Initiative in Auckland**
 - v. Removal of Community Housing Regulatory Authority barriers to iwi and Māori housing providers in Tāmaki Makaurau accessing land, funding and partnerships**
 - vi. Government support to build capability and capacity of iwi and Māori housing providers in Tāmaki Makaurau**
 - vii. Panuku land or partnerships with iwi and Māori housing providers**
 - viii. The transfer of some Kāinga Ora Auckland Housing programme social and affordable homes to iwi and Māori housing providers.**
 - b. That the Board progress these actions through:**
 - i. Auckland Council committees and work programmes**
 - ii. The joint Government-Auckland Council Housing and Urban Growth work programme**
 - iii. Government’s engagements on housing with Māori**
 - iv. Supporting a claim/s already lodged with the Wāitangi Tribunal and aggregated into the Tribunal’s Housing inquiry**
- c. Benefits for Māori and Aucklanders are improved whānau wellbeing and resilience through improved housing affordability, increased home ownership opportunities, more/larger Māori housing providers providing kāinga for Māori including more papakāinga, and public and emergency housing that meets those with the greatest need for shelter.**

Attachment A



d. The secretariat will monitor progress and report back to the Board six monthly.

Item 7

Board Interest and Outcomes

The Independent Māori Statutory Board identified the following objectives in its *Issues of significance to Māori in Tāmaki Makaurau*:

- Affordable and improved quality housing is a priority for increasing the standard of living and quality of life of Māori
- Māori have access to papakāinga housing and are supported to develop papakainga housing initiatives.

The Board also outlined the following actions for Auckland Council to contribute to these objectives:

- Undertake additional work on options to increase the supply of affordable housing such as use of council land, capital grants, regulation, advocacy and establishment of an Affordable Housing Association.
- Report on the level and location of affordable housing in Tāmaki Makaurau including affordable housing provided by the Housing Accord.
- Advocate to partners further work and investment in: a) Providing housing for low income and older people; b) Providing input and comment into planning and regulatory work; and c) Promoting partnerships and relationships with government and non-government agencies such as Housing Corporation New Zealand's community renewal programmes.
- Identify and support the promotion of existing home ownership programmes, to raise awareness of support programmes within Māori communities.
- Support a promotional campaign with the Energy Conservation Authority to advocate for home insulation for Māori homes.
- Review the policy and processes for Council's Cultural Initiatives Fund to address the challenges for papakāinga planning and to prepare for Long-term Plan capex investment available for supporting papakāinga development from 2018 onwards.
- Support papakāinga workshops with Mana Whenua (ongoing) that will assist developing policy and a long-term programme and funding for papakāinga developments.
- Address the outstanding constraints for the provision of papakāinga developments in rural Tāmaki Makaurau.

The Council has undertaken some of these actions. Some actions have been overtaken by recent events.

The Board also has an interest in the actions of other parties, particularly central government as the primary regulator, funder and provider of housing in Tāmaki Mākaaurau and as Treaty partner. Reflecting this broader interest the Board hosted Auckland Māori Housing Summits with Government ministers and others in 2018 and 2019. It resourced the collaborative development of the Kāinga Strategic Action Plan with actions for central government, the Auckland Council, community housing organisations and iwi/Māori advocates or organisations (see Appendix 1).

Detailed Context

Attachment A



A Te Ao Māori lens

“It’s not about walls and beams; it’s about hopes and dreams.

It’s about our hopes and dreams for our whānau, starting with a roof over our heads”

– Tony Kake, Independent Māori Statutory Board Member and CEO Papakura Marae, speaking at the 2018 Auckland Māori Housing Summit.

“...kāinga gives you a sense of place and a sense of belonging ...it also connects to who we are as people”

– Hon Nanaia Mahuta, at the Summit.

In Te Ao Māori, Kāinga has a human and social function. The Board’s Māori value reports identify that affordable housing contributes to the economic dimensions of Manaakitanga, or well-being. Papakāinga contributes to the social aspects of kaitiakitanga, or whānau wellbeing and resilience.

The Kāinga Strategic Action Plan uses the dual lens of Kāinga and Te Tiriti Waitangi. Its objective is *“to improve housing outcomes for Māori in Auckland, focusing on supporting ngā iwi and hapū o Tāmaki Makaurau in their housing aspirations, and whānau with the highest need for shelter and/or effective, targeted, support and services based on kāinga”*.

Māori housing outcomes in Tāmaki Makaurau

Processes of land alienation and urbanisation mean that about one percent of the total land area of Tāmaki Makaurau is Māori Land, while some 10 percent of the Māori population identify with mana whenua, the rest being mataawaka.

The Kāinga Strategic Action Plan was developed against this background and following two decades of deteriorating housing outcomes. The *Manaakitanga Report for Tāmaki Makaurau 2019* includes indicators of falling rates of home ownership since 2001, and high costs of home ownership and rent relative to incomes for Māori. This is the experience for a growing number of Aucklanders, but Māori are amongst the worst off.

The latest information from the Census 2018 (augmented to mitigate a low response rate¹) was released on 29 June 2020. This shows that housing outcomes for Māori in Tāmaki Makaurau have continued to decline since the last Census, are worse than for Aotearoa as a whole, and also relative to non-Māori. Home ownership rates are lower and the homes Māori live in are more likely to be damp and mouldy:

- Household home ownership rates in Tāmaki Makaurau have declined from 61.5 percent in 2013 to 59.4 percent in 2018 (compared with 65 percent nationwide). Comparable figures for Auckland Māori are still not available for 2018, but in 2013 40.2 percent of whanau owned their home².
- More than half of Māori in Tāmaki Makaurau reported living in damp homes (compared with 34 percent of all Aucklanders and 31 percent of all New Zealanders). Damp homes are a particular problem in the Ōtara-Papatoetoe, Maungakiekie-Tāmaki, Manurewa, Māngere-Ōtāhuhu and Puketāpapa board areas.

¹ Only 68 percent of Māori participated in the 2018 Census, 20 percent less than the previous Census. The resulting data has some bias toward home-owners, and it doesn’t fully represent the characteristics of renters. To address this Statistics New Zealand used alternative data sources (the 2013 Census, administrative data from the Integrated Data Infrastructure (IDI), or imputation) in place of missing census responses for select indicators, which it rates as of “moderate quality”.

² Ngai Tahu Research Centre (2020) *The Impact of Housing Policy of Māori in Tāmaki Makaurau*



- 45 percent of Māori reported mould in their homes (compared to 31 percent of all Aucklanders and 25 percent of all New Zealanders).
- Auckland Council commissioned work last year that documented how, as the supply of new homes has lagged behind growth demand and housing has become increasingly less affordable, Aucklanders have been pushed down the housing ladder³. Whānau that once would have owned their home are renting, renters are settling for poorer quality or more crowded homes, there are more people on the waiting list for social housing, and more people are homeless.
- Figure 1 shows housing tenure and affordability along a continuum:

Figure 1: Housing Continuum

Homeless	Social renters*	Private renters					Owner occupiers
		Not in work	In work				
			Unable to affordably			Able to affordably buy at median house sale price	
			Pay rent at the		Buy at		
		Lower quartile	Median	Upper quartile	Lower quartile house price	Median house price	
Homeless, emergency, transitional	Social renters*	Not working private renters**	The intermediate housing market**			Relatively well-off private sector renters	Owner occupiers

Note: This diagram is not to scale and does not represent the relative size of each group.

*Social and emergency renters are in housing funded via the Government's Income Related Rent Subsidy

**Includes households receiving the Government's Accommodation Supplement. The intermediate housing market is defined as "private renter households with at least one person in paid employment, unable to affordably purchase a house at the lower quartile house sale price for the local authority area at standard bank lending conditions"

- We don't have recent data to show where Auckland Māori sit along this continuum at the moment (this would be useful for the Board to commission). But in 2013, approximately 40 percent of whanau owned their home and 60 percent rented.
-
- The combined effect of declining home ownership and constraints on social housing has been that an increasing proportion of Aucklanders, and particularly Māori, have been squeezed into private rentals. The share of working rental households who don't qualify for social housing and can't afford to buy a low-cost home – the "intermediate market" – has increased, to a quarter of all Māori households in Tāmaki Makaurau 2013 (see Table 1). These people are particularly vulnerable to rent increases, poor quality and insecure housing.

Table 1: Intermediate households as a proportion of all households by the ethnicity of the reference person, 2001 - 2013

	2001	2006	2013
Māori	18%	24%	25%
All Aucklanders	11%	16%	15%

- A further 25 percent of Māori households in Tāmaki Makaurau were likely in social housing in 2013. We also know that Māori are over-represented in the homelessness statistics, comprising 43 percent of Auckland's Homelessness Point in Time count last September.

³ Livingston and Associates (2019) *Intermediate housing market and housing affordability trends in Auckland*



- The Kāinga Strategic Action Plan includes actions targeted at all parts of the housing continuum, including:

- Overarching systemic reforms to governance and the capability of central government agencies and Māori housing providers
- Land and financial instruments for Kāinga including Papakāinga and shared equity homes
- State housing management improvements
- Support for emergency and transitional housing social services.

Auckland Council's and central government role, policies, programme and measures

Central government is the primary legislator, funder and provider of housing in Aotearoa. Most of its housing budget is spent on social housing and income support for private renters. The key agencies are:

- The Ministry of Housing and Urban Development (HUD) which is responsible for strategy, policy, regulation, monitoring and funding (including income related rent subsidies for public housing) for the whole urban and housing system. The Community Housing Regulatory Authority is part of HUD.
- Kāinga Ora, which is Aotearoa's public housing landlord and largest developer of social, "affordable" and market houses (eg the Auckland Housing Programme).
- The Ministry of Social Development, which administers the Accommodation Supplement, emergency housing special needs grant and public housing waiting list
- Te Puni Kokiri, which supports whānau, hapū and iwi to plan, fund and build kāinga including papakāinga.

Auckland Council influences overall housing affordability and other outcomes through its core responsibilities for regulating land use in the Unitary Plan, and providing infrastructure. It sets the frame for the supply and cost of development opportunities, including whether papakāinga can be developed. The Council can also choose to monitor housing outcomes, advocate to central government, coordinate community organisations, provide funding assistance, and provide social housing (directly or indirectly).

Community, iwi and Māori organisations have become increasingly active in providing subsidised homes and wrap around services to whānau across the housing continuum.

The decline in housing affordability is, in part, a global problem with some global causes that are outside the control of New Zealand's Government or Auckland Council. However, the Board recently received a report⁴ about the negative impact of Government housing policies on Māori housing outcomes in Tāmaki Makaurau since the 1990s. It highlights:

- The removal of capital assistance⁵ to new houses, causing low cost new builds - which had previously dominated the market - to dry up
- The requirement that Housing New Zealand return a profit, and constant restructuring which destroyed institutional knowledge, momentum and accountability
- Cuts to state house construction, and the failure to maintain stock

⁴ Ngai Tahu Research Centre (2020) *The Impact of Housing Policy on Māori in Tāmaki Makaurau*

⁵ Eg, State advances, family benefit capitalization etc.



- Shifting of responsibility for provision to community housing providers, which produce good niche outcomes but lack the scale to address significant structural problems
- Introduction of full market rents for state houses, along with the income related rent subsidy and accommodation supplement
- Withdrawal of the “state house for life” practice.

The report notes that Auckland City Council sold its social housing (while Christchurch and Wellington City continued provision). Further, the report says: “*Successive amalgamations of Auckland local governance have failed to deliver any tangible benefits to Māori in Auckland and the housing situation has become increasingly dire during this period*”.

Specific areas of focus - opportunities for Māori

The Kāinga Strategic Action Plan contains 18 actions for central government, seven for Auckland Council, two for the community sector and seven for iwi and Māori advocates or organisations. Neither Government nor the council have formally endorsed the plan in its entirety. Nevertheless since the plan was released the parties have partly or fully progressed 13 of its actions, with Government in particular introducing significant housing initiatives:

Table 2: Kāinga Strategic Action Plan actions completed or underway

Central Government	<ul style="list-style-type: none"> • Associate Minister of Housing (Māori) • Māori Housing Unit in HUD • Agree public housing should meet Te Tiriti and human rights, cease deferred maintenance & better measure & plan for demand (<i>Reflected in legislation establishing Kāinga Ora</i>) • Promote role of ngā iwi and hapū in development & as kaitiaki (<i>Reflected in a new Māori and Iwi Housing Innovation framework</i>) • Co-governance & Māori participation in the Auckland Housing Programme (<i>Māori participation required of Kāinga Ora</i>) • Kaupapa Kāinga protocols for emergency & transitional housing by Māori providers (<i>being designed with Te Mataphi</i>) • Hubs of wrap-around emergency, transitional & public housing services (<i>being designed with Te Mataphi</i>)
Auckland Council	<ul style="list-style-type: none"> • Auckland Unitary Plan provisions for papakāinga on general land • Support regional cross-sectoral homelessness action plan
Community organisations	<ul style="list-style-type: none"> • Support registration of 3 more Māori housing providers • With government create integrated & viable communities with mixed housing tenure & quality in future developments; & monitor Māori outcomes
Iwi and Māori advocates or organisations	<ul style="list-style-type: none"> • Support increased Māori expertise in HUD • Advocate for wrap-around emergency, transitional & social housing services hubs

There is still a long list of actions remaining.

Table 3: Kāinga Strategic Action Plan Actions remaining



Central Government	<ul style="list-style-type: none"> • National Housing Agenda • National Housing Strategy • Māori Housing Commission • Māori housing outcome KPIs for Government CEs • Co-governance of Urban Development Authority/ies • Housing training curriculum & brokers in Māori NGOs • Review Community Housing Regulatory Authority registration requirements for Māori housing providers • Research on community housing delivery future & potential of Māori freehold properties to develop kāinga in Auckland • Transfer some Auckland Housing Programme houses to ngā iwi & hapū, Māori entities, marae & community housing providers • Support intergenerational state housing tenants to own their home
Auckland Council	<ul style="list-style-type: none"> • Regular reporting on housing outcomes for Māori in Auckland • Better, faster consenting & support for community & affordable housing • Land for Māori housing providers • Enable marae control & management of adjoined reserves • Enable use & occupation of Council's empty houses before development
Iwi and Māori advocates or organisations	<ul style="list-style-type: none"> • Consider function & form of a Māori housing entity • Advise Government on Māori housing outcomes, & monitor these • Support housing training curriculum & brokers in Māori NGOs • Scope & promote opportunities for kāinga development on reserves • Manage allocated social housing in the Mangere development

Government and Auckland Council decisions made since the Plan was released mean that some new opportunities (and challenges) have also opened up:

Table 4: New opportunities (and challenges)

Central Government	<ul style="list-style-type: none"> • Government Policy Statement on urban development & housing being developed • Kāinga Ora established; will be given new powers & responsibilities for Māori in Urban Development Authorities legislation • Māori & Iwi Housing Innovation (MAIHI) framework and \$40m fund • Additional 6000 public & 2000 transitional houses (\$5b + \$570m pa) • Progressive home ownership programme (\$414m) • Homelessness action plan (\$400m)
Auckland Council	<ul style="list-style-type: none"> • Affordable housing initiatives (going to the Planning Committee in September): <ul style="list-style-type: none"> ○ Unitary plan inclusionary zoning policy ○ Concessions/grants for community housing providers ○ Supporting growth in number, size & capability of Māori housing providers • <i>Emergency budget cuts to offset \$525b losses</i>



What is working on the ground

According to the Board's *Kaitiakitanga Report for Tāmaki Makaurau 2019*, Auckland Council-assisted papakāinga increased from three in 2012 to seven in 2018. The number of Māori organisations and trustees supported to achieve Māori housing and papakāinga development increased from 12 in 2015/16 to 17 in 2017/18.

Information presented to the Wāitangi Tribunal in April⁶ showed that of 52 community housing providers (registered by the Community Housing Regulatory Authority) in Aotearoa, 15 identified as Māori, four in Tāmaki Makaurau:

- Kāhui Tū Kaha Limited
- Mahitahi Kāinga Trust
- Te Whānau o Waipareira Trust
- Whai Maia Charitable Trust 1

Nationwide, Māori providers had less than 4 percent of the public housing held by community housing providers and funded by the Government's Income Related Rent Subsidy (IRRS). Together, Kāhui Tū Kaha Limited and Whai Maia Charitable Trust 1 hold most of this (330 houses out of the total of 463 held by registered Māori housing providers in New Zealand). There would appear to be significant scope to build on this despite whenua Māori comprising a small share of Auckland land.

It would be useful for the Board to improve information available about the number and scale of current and potential Māori housing providers in Tāmaki Makaurau, and their projects, assets, aspirations and barriers. This would help direct future actions.

Board Rationale and Actions

The Board has published the Kāinga Strategic Action Plan with action areas for central government, the Auckland Council, community housing providers, iwi and Māori organisations to lift housing outcomes for Māori in Tāmaki Makaurau. It held two summits to develop and seek endorsement to this Plan. Government and Auckland Council decisions and initiatives mean that some actions in the plan have been achieved and some new opportunities have opened up.

To progress things, this paper recommends the Board now:

- Prioritise a subset of the action areas and new opportunities for the Board to focus on over the next two years
- Use a range of tools at the Board's disposal to progress these priority actions, including several avenues for advocating to Auckland Council and Government
- Monitor achievement.

To assist the Board this paper proposes criteria for prioritisation and suggests specific actions and advocacy avenues for the Board's consideration.

⁶ Ministry of Housing and Urban Development (2020), *Public Housing Report: Snapshot for whānau māori*. Prepared for Wai 2750.



Criteria to evaluate best fit actions

- The proposal is that the Board prioritise actions:
 - Where it can most add value
 - That either
 - would improve outcomes for Auckland Māori across the whole housing continuum, by improving decision-making, supporting Māori & iwi housing provision or increasing the supply of kāinga
 - OR
 - are quick wins targeted at parts of the housing continuum that would make a demonstrable difference and could be scaled up
 - Which take advantage of an existing opportunity, increasing the likelihood of achievement.

Proposed priority actions for the Board

- Applying these criteria suggests the Board should place priority on the following:
- Decision-making that improves housing outcomes for Māori in Tāmaki Makaurau
- 1. *Regular reporting on affordable housing outcomes for Māori in Auckland and Advise Government on Māori housing outcomes, & monitor these* (current Kāinga Strategic Action Plan actions). The Board is arguably best placed to fill the gap in information about Māori in Tāmaki Makaurau since the 2013 Census, and this would strengthen Government and Auckland Council policies across the housing continuum. The Board could commission a report to use in various advocacy and communications efforts, that provides up-to-date Tāmaki information on:
 - a. How Māori are distributed along the housing continuum from home ownership to homelessness (this would need to be estimated via a modelling exercise)
 - b. Housing quality, security of tenure and related outcomes
 - c. The number and scale of Māori housing providers, their projects, assets, aspirations and barriers.
- 2. *National housing agenda and national housing strategy* (current Kāinga Strategic Action Plan actions). The Government is developing a Government Policy Statement (GPS) as its overarching strategic document and investment framework for housing and urban development. It will contain the Government's outcomes, priorities and work programme, directions to Kāinga Ora, and actions that support iwi, local government and the development sector. Consultation is being planned in August and then again on a draft GPS next year. This would appear to be an opportunity for the Board to exercise voice for Tāmaki Māori at the highest level of the system. The Board could press for Government commitments to funding iwi and Māori housing provider capability building, public housing, rental support, homelessness, progressive home ownership and papakāinga for Tāmaki Māori.
- Increasing the supply of affordable, quality Kāinga for Māori in Tāmaki Makaurau
- 3. *Auckland Council's Affordable housing initiatives including Unitary Plan inclusionary zoning policy* (new action). As outlined above the Council's planning sets the scene for market housing supply, prices and rents, affecting people across the whole housing continuum. An inclusionary zoning policy in the Unitary Plan would require developers to provide a proportion of new affordable homes or potentially land or money to be held by community, iwi & Māori



housing providers. Although it would take some time to go through Resource Management Act processes, if well designed such a policy could:

- a. Put downward pressure on land and house prices across Auckland
- b. Increase the supply of lower cost, assisted rental and assisted ownership homes
- c. Encourage mixed tenure communities
- d. Provide iwi & Māori organisations with much needed land, finance or kāinga⁷.

The Board could advocate for and input to the design of this policy. An update is scheduled to be reported to the Planning Committee in September this year.

4. *Expansion of the Healthy Homes Initiative in Auckland (new action)*. The Healthy Homes Initiative helps low income families living in crowded situations and areas with a high incidence of Rheumatic Fever to create warmer, dryer and healthier homes. It sits alongside the healthy homes standards requirements recently introduced by Government. The initiative involves an assessment of the home and help with getting curtains, beds, bedding, minor repairs, floor coverings, ventilation, heating sources, entitlement assessments through Work and Income, support with power bills, and finding alternative accommodation as needed. The programme has been provided in partnership by the Waitemata, Central Auckland and Counties Manukau health boards, Habitat for Humanity and the Council's The Southern Initiative. It was introduced to Auckland in 2013 and then expanded to other parts of New Zealand in 2015, operating as somewhat of a trial. Evaluations show the programme has reduced GP visits, prescriptions and hospitalisations, and the return on investment is less than two years (in reduced health costs). A final evaluation is due at the end of this year. After this, there is an opportunity for the Council to advocate to central government for increased funding, and perhaps increase its own contribution also. This would provide a quick win, targeted at those Māori whānau along the housing spectrum who get the least assistance: rental households who aren't eligible for public housing and can't afford to buy.

- Supporting iwi and Māori housing providers in Tāmaki Makaurau

5. *Review of Community Housing Regulatory Authority registration requirements for Māori housing providers (current Kāinga Strategic Action Plan action)*. Iwi and Māori organisations are becoming more interested in providing housing for their people – including public housing. However, they must be registered as “Community Housing Providers” (CHPs) in order to receive the Government's Income Related Rent Subsidy (IRRS), which funds public housing. Registration requirements⁸ are costly and time-consuming and do not reflect a Kaupapa Māori approach, presenting a barrier to often small-scale Māori housing providers or potential providers. Currently, registered Māori community housing providers have less than 4% of the total public housing stock and IRRS tenancies held by CHPs. This is a significant lost opportunity at a time when the Government has embarked on a major public housing construction programme (especially in Auckland), with CHPs providing a significant share of the new homes.⁹ Not having registered CHP status may constrain Māori housing providers from delivering on other parts of the housing spectrum as well, including via partnerships with Kāinga Ora or Panuku. The Board could advocate to Government for changes to the CHP regulations and registration processes that make it easier for small scale and Māori providers, or it could push for an alternative pathway for such providers.

⁷ The Queenstown Lakes District Council used an inclusionary zoning requirement in its District Plan to provide 300 sites to its community housing trust.

⁸ Community Housing Provider regulations require providers to meet governance, management, financial, tenancy management, property and asset management standards, and to report detailed information.

⁹ The Government announced an additional 6000 public housing places in Budget 2020. This is on top of the Public Housing Plan to add 6400 places between 2018 and 2022 (half of which were to be in Auckland). The Government's target was for CHPs to provide 30 percent of these places.



6. *Seek Government support for building the capability and capacity of Māori housing providers* (new action). Budget 2020 included a \$40m Māori and Iwi Housing Innovation (MAIHI) fund. The Government's press release elaborated that the funding was to "...enable iwi and Māori housing providers to create solutions to the housing crisis beyond the Covid-19 pandemic", with "iwi and Māori organisations ready and able to deliver housing solutions with some crown support." HUD is engaging on the design of this fund right now. It could be an opportunity to advance the ideas of a *housing training curriculum and navigators and brokers in Māori NGOs*, identified in the Kāinga strategic action plan action. Alternatively it could help build the governance, management, financial, tenancy management, property development and management skills of Māori housing providers so that they can meet the performance standards required to be registered as a CHP and provide public housing, and so that they are better positioned to partner with Kāinga Ora or Panuku or to make use of land, finance or homes. The Board could engage in the process of designing the fund to ensure it is well designed and some of it supports iwi and Māori providers in Tāmaki Makaurau.
7. *Land for Māori housing providers* (current Kāinga Strategic Action Plan action). Panuku must provide a commercial return to the Council and affordable housing isn't part of its mandate. However, it does have some ability to pursue social objectives through partnerships with others including community, iwi and Māori housing providers. It currently informs the Board and Auckland mana whenua forum about land sales and disposals. However to date this hasn't resulted in land transfers, and neither has Panuku partnered with iwi or Māori housing providers¹⁰. The Board is well placed to advocate to Council for changes to Panuku's statement of intent, or it could advocate to Panuku to develop more proactive processes to lease-back, sell &/or transfer land to; &/or partner with Māori & iwi housing providers.
8. *Transfer some Auckland Housing Programme houses to ngā iwi & hapū, Māori entities, marae & community housing providers* (current Kāinga Strategic Action Plan action). This could be an achievable aspiration over time as iwi and Māori organisations in Tāmaki Makaurau build capacity. Kāinga Ora's Auckland Housing Programme comprises some \$billions of investment in urban regeneration and over twenty thousand new public, affordable and market homes in Northcote, Roskill, Mangere, Oranga and Hobsonville Point over the next 2-15 years. Kāinga Ora will also be given new powers of land acquisition and to lead new developments with the impending passage of the Urban Development Authorities legislation. This legislation will strengthen Kāinga Ora's obligations to engage with Māori and consider their interests and aspirations, including offering Māori opportunities to participate in development processes as potential development partners. The Board could maintain an ongoing relationship with Kāinga Ora alongside Auckland Council and Panuku, and encourage it to give effect to these obligations proactively.

Several actions in the Kāinga Strategic Action Plan aren't proposed as priorities for the Board right now.

Some were national in their breadth rather than being focused on Māori in Tāmaki Makaurau. For example:

- the Māori Housing Commission,
- Māori housing outcome KPIs for Government CEs,
- Co-governance of Urban Development Authority/ies
- Support for intergenerational state housing tenants to own their home.

It isn't clear that the Board would add anything to the advocacy already being undertaken by Te Matapihi and others on these actions.

Some other actions were very specific and may have less impact on Māori housing outcomes than the actions suggested for the Board's prioritisation. These include:

¹⁰ Panuku's perception is that there isn't a Tāmaki Māori housing provider of scale to partner with.



- Research on the future of community housing delivery future and potential of Māori freehold properties to develop kāinga in Auckland
- Faster consenting and support for community and affordable housing by Council
- Council enablement of marae control/management of adjoined reserves, and iwi and Māori organisations scoping opportunities for kāinga development on reserves.

Types of intervention

A range of interventions are available to the Board to progress the Kāinga Strategic Action Plan, including:

- *Another Māori housing summit.* The previous two summits sought input to, and endorsement of, the Kāinga strategic housing action plan. They provided a platform for Auckland Māori to have broad-ranging dialogue with ministers. However, it isn't clear that holding another event now would be the most effective way to for the Board to progress actions to improve housing outcomes.
- *A full review of the Strategic Action Plan* to update it, agree priorities, make the actions more measurable and get greater endorsement from Government and Auckland Council. This would necessarily require a collaborative process with iwi and Māori organisations as well as the Council, Government and community providers. It may prevent the Board from taking advantage of current opportunities and achieving anything tangible in the meantime.
- *Research to update information about housing outcomes for Māori in Tāmaki Makaurau.* The Board could get on with progressing the action plan without this information, but it would definitely strengthen the Board's advocacy and its "point of difference" with central government. Unless other agencies are planning to undertake this work, information based on 2013 Census data will not be updated until the results from the next Census come out (after 2023). The Board could work with the Council's Research, Information and Monitoring Unit (RIMU) to fill this gap. However it would probably need to commission external help to estimate where Māori are on the housing continuum, and to do a stocktake of current iwi and Māori housing providers.
- *Input to Government and Auckland Council policies,* including the Government Policy Statement on Housing and Urban Development, the Auckland Unitary Plan inclusionary zoning policy, a review of the Community Housing Regulatory Authority registration requirements and the Government's MAIHI budget.
- *Increased funding or increased council level of service.* This is extremely unlikely right now with Council having cut its budget to save around half a billion dollars in lost revenue.
- *Advocacy.* This will be essential to progress the Kāinga Strategic Action Plan: there are several options available to the Board.

Board advocacy vehicles

- The proposal is to use a range of vehicles for the Board to most effectively progress the priority actions.

- *The Board's interactions with Auckland Council.* The IMSB's purpose is to assist the Auckland Council to promote the interests of Māori in Tāmaki Makaurau, and it needs to impress upon the Council the importance of using its core planning and infrastructure



functions to stimulate much more housing development and affordability. The Board should use the various avenues available to it including Council Committees, input to Panuku's statement of intent, and working with staff.

- *The Auckland Council-Government housing and urban growth work programme.* This programme is coordinating the development of the GPS on urban development and housing, Kāinga Ora's Auckland Housing Programme and key Council planning and transport programmes. The Board's secretariat should ensure that the voice of Māori is loud and clear in this mahi.
- *Government engagements on housing with Māori.* Several new opportunities have opened up to influence the design of policy and programmes and the allocation of funding. Representatives of the Board should provide a Tāmaki voice alongside Te Matapihi in engagements on:
 - The Māori and Iwi Housing Innovation (MAIHI) framework and funding for capability building/innovation, underway now
 - Consultation on the GPS on urban development and housing (planned for August and then later next year)
 - The Progressive Home Ownership programme, underway now
 - Implementation of the Homelessness Action Plan, underway now.
- *Supporting a claim to the Waitangi Tribunal's inquiry into housing.* Claims can be made by Māori claimant(s) that policies, actions (or omissions) of the Crown since September 1992 have breached the Treaty of Waitangi and that Māori have suffered harm as a result. Claims can be amended at any time. The Waitangi Tribunal has aggregated various claims on housing into a Housing Policy and Services Inquiry (Wai 2750), underway right now. The IMSB could join another claim or claims that has already been registered. It could provide additional information to such claims that tell the story of all Māori in Tāmaki Makaurau (which might not otherwise be conveyed), and to advocate for the Kāinga strategic action plan.

Implementation/ Risks – Next steps

Implementation of the recommendations in this report will require resources to be allocated and progress to be measured and reported to the Board. It is proposed that the secretariat develop measures for the actions the Board agrees, and then report on these every six months.

Next steps for the Board

This section brings together the proposed priority action areas and advocacy vehicles in a list of specific next steps for the Board.

- Compile advocacy content



Item 7

1. Commission a report to use in various advocacy and communications efforts, that presents the latest Tāmaki information on:
 - a. How Māori are distributed along the housing continuum from home ownership to homelessness
 - b. Housing quality, security of tenure and related outcomes
 - c. The number and scale of Māori housing providers, their projects, assets, aspirations and barriers.

- **Assist Auckland Council to make a difference**

2. Input to the design of the inclusionary zoning policy in the Auckland Unitary Plan, requiring developers to provide a proportion of affordable homes, land or money to be held by community, iwi and Māori housing providers
3. Advocate for changes to Panuku's statement of intent and/or processes to proactively lease-back, sell and/or transfer land to; and/or partner with Māori & iwi housing providers
4. Ask Council to advocate for expansion of the Healthy Homes Initiative (delivered by a partnership of the district health boards, Habitat for Humanity and The Southern Initiative).

- **Ensure the voice of Tāmaki Māori is loud and clear in the Auckland-Government joint housing and urban growth work programme**

5. Input to planning of Kāinga Ora's Auckland housing programme developments, including advocating for the transfer of some public and affordable homes to iwi and Māori housing providers.

Input to Government engagements with Māori on the GPS on urban development and housing, the MAIHI framework and budget, progressive home ownership and homelessness action plan, alongside Te Matapihi

6. Ensure the *Government Policy Statement on housing and urban development* promotes the interests of Māori in Tāmaki Makaurau
7. Seek a review of community housing regulatory authority processes to remove barriers to iwi and Māori housing providers accessing public housing & funding
8. Seek support for building the capability and capacity of iwi and Māori housing providers, including in Tāmaki Makaurau.

- **At the Waitangi Tribunal**

9. Support an existing claim to the Tribunal's housing inquiry using information from the above report and *The Impact of Housing Policy on Māori in Tāmaki Makaurau* report.

Attachment A

Communications

There is a small window of opportunity for the Board to issue pre-election statements about Māori housing outcomes in Tāmaki Makaurau. Should it wish to do so, the Secretariat will prepare a communications plan.

Appendices

Full Kāinga Strategic Action Plan.



KĀINGA STRATEGIC ACTION PLAN – a plan to improve housing outcomes for Māori in Tāmaki Makaurau

1. Introduction: He Kōrero Whakataki
2. Structure of this plan
3. Key targeted directions
4. Headline outcomes
5. Strategic action plan

1. INTRODUCTION: HE KŌRERO WHAKATAKI

Ehara i te mea ko ngā pātū me ngā paepae ngā mea hanga ai te kāinga, engari ko ngā tūmanako me ngā moemoeā o te iwi

Ko tēnei mea te kāinga, ehara i te whare noa iho

He ruruhau; he manaaki tāngata; he mana motuhake, kōia tēnei ko te kāinga

“It’s not about walls and beams; it’s about hopes and dreams.

It’s about our hopes and dreams for our whānau, starting with a roof over our heads”

– Tony Kake, Independent Māori Statutory Board Member and CEO Papakura Marae, speaking at the Auckland Māori Housing Summit.

The Hon Phil Twyford and the Hon Nanaia Mahuta also said at the Auckland Māori Housing Summit:

“(The importance of housing is) Not only the shelter of a house, not only the walls and the beams,
... but the certainty of belonging that comes with stability and a place you can call your own”

- Hon Phil Twyford



“(we are) talking about *housing* rather than bricks and mortar, as *kāinga*... *kāinga* gives you a sense of place and a sense of belonging
...it also connects to who we are as people because we know more than ever before, if we take *kāinga* as the reference point...that
gives us a sense of identity and belonging”

– Hon Nanaia Mahuta

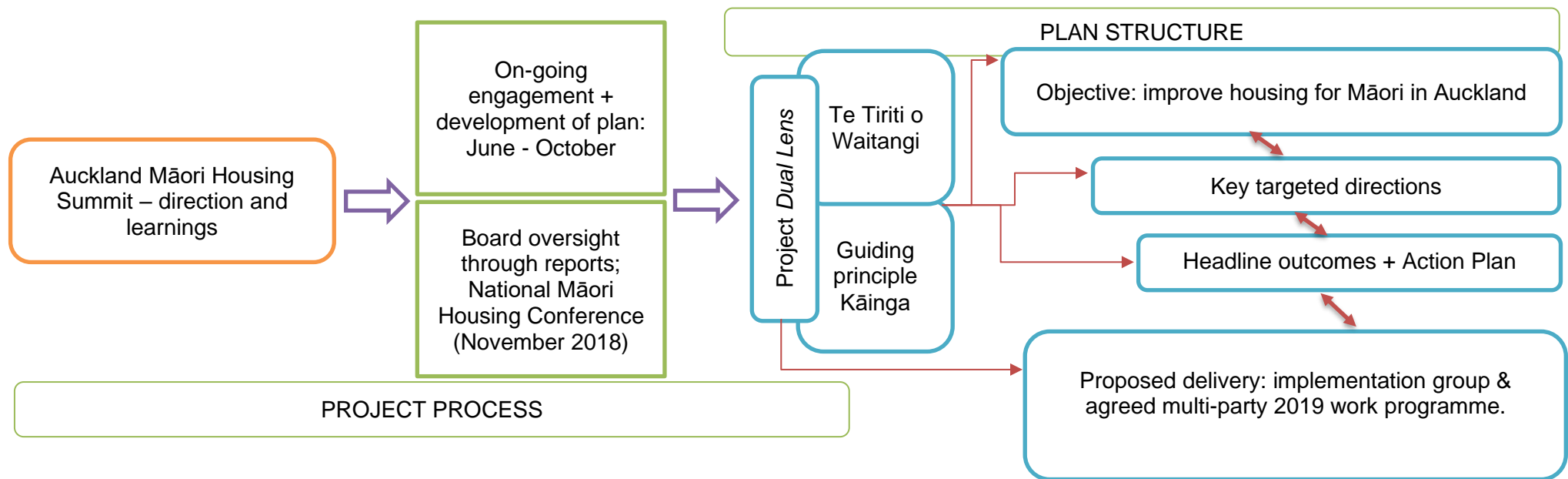


2. STRUCTURE OF THIS PLAN

Context

This strategic action plan has been developed in response to the Auckland Māori Housing Summit, where there was a call for an action plan to improve housing outcomes for Māori in Auckland. Development of this plan has been led by the independent Māori Statutory Board (Board, IMSB) with the key support of Te Matapihi, and in collaboration with a range of stakeholders including whānau and community. It proposes a range of actions and suggests action holders from community to government, based on existing roles and responsibilities.

Project process and plan structure





Dual lens: Te Tiriti o Waitangi and Kāinga

Te Tiriti o Waitangi provides a political and analytic framework for the Kāinga strategic action plan, while the principle of *kāinga* provides an operational focus for the plan. In many cases they overlap, where services reflecting the *kāinga* principle, for example, are advocated for on the basis of Te Tiriti through structural change or political decision making.

Te Tiriti o Waitangi – the benchmark for Māori outcomes Te Tiriti sets a benchmark for the relationship between Māori (ngā iwi and hapū) and the Crown. The principles of Te Tiriti established through the Waitangi Tribunal and the courts are a modern tool kit for understanding the implications of Te Tiriti and reflecting and upholding it in modern New Zealand. Te Tiriti has some key meanings and implications for this plan.

Ngā iwi and hapū and the Crown as Te Tiriti partners

Te Tiriti creates a partnership in the governance of New Zealand between ngā iwi and hapū and the Crown by assuring both sides of a governance role in New Zealand's future: Rangatiratanga guaranteed to ngā iwi and hapū and Kāwanatanga guaranteed to the Crown. Partnership in accordance with and expressing Te Tiriti are a touchstone for this plan and the analysis underlying it, and this plan promotes it in a range of ways.

Kāinga – the guiding principle of this plan The guiding principle of this plan is *kāinga*. This retains our focus on kaupapa Māori, the social function of housing, and recognition of the need to understand housing outcomes for Māori through a Māori lens in reference to Māori values. It also recollects Te Tiriti, its terms, and vision for Aotearoa.

This grounding in human values as housing outcomes, and the social function of housing is pertinent and timely for New Zealand as we enter a period of high state investment in housing. It is also enabling for the wider housing system, for all New Zealanders.

Project objective The objective of this project offers a quick view through this *dual lens*: [to improve housing outcomes for Māori in Auckland, focusing on supporting ngā iwi and hapū o Tāmaki Makaurau in their housing aspirations, and whānau with the highest need for shelter and/or effective, targeted, support and services based on *kāinga*.](#)

Project and action ownership

This plan reflects and promotes community and whānau outcomes, and will be collectively owned by parties who agree to be accountable to it.

Government response: it is proposed that part of the government's commitment is participation in an implementation group working to an agreed 2019 work programme (this may be coordinated by a government agency). This group will oversee action on government commitments in 2019 and beyond. Delivery can also be supported/monitored by other groups and means as required, in particular if delivery is not adequate.

Auckland Council response: this is treated differently as council actions rely more on alignment, with fewer levers around Te Tiriti and *kāinga*.

This plan does not set out to create obligations or accountability for iwi, hapū, marae, NGOs, community, or whanau, but to create opportunities



for these entities to participate in this plan's future with other stakeholders.

Project timing Delivering this project in time for the action plan to be discussed at the National Māori Housing Conference (November) was proposed at the Auckland Māori Housing Summit, setting the project

timelines. The plan will be presented at the national conference and endorsement is being targeted in December.

This enables the implementation group to be convened during 2018 with a view to agreeing a work programme and meeting schedule for 2019. Action ownership remains unconfirmed or agreed at this time (Nov 2018).

3. KEY TARGETED DIRECTIONS

To promote housing outcomes for Māori this strategic action plan has identified the following key target directions:

1. Reflecting Te Tiriti and expressing partnership with ngā iwi and hapū and with Māori

- Structures, systems, policies and outcomes that reflect and express Te Tiriti

2. Whānau focused strategies, navigators and brokers promoting *kāinga* outcomes

- Services to support whānau, navigate systems and process, and access resources in accordance with *kāinga*

3. End homelessness as a critical *kāinga* outcome

- Ending inequity in inadequate housing outcomes and Māori over-representation in homelessness, based on a Te Tiriti o Waitangi and human rights based approach to strategy and related approaches, and reflecting the principle of *kāinga*

4. Skilled professionals with expertise in facilitating and achieving housing outcomes for Māori



- Supporting iwi and whānau and others through professional standards and a training curriculum relating to housing and housing outcomes for Māori

5. Tailored housing and finance products meeting the needs of Māori whānau

- Shared equity, progressive ownership models resourced and fit for purpose for Māori

6. More Auckland Council land and Crown land for *kāinga* opportunities

- Utilised for quality and accessible affordable housing in which whānau experiences of *kāinga* can be promoted

4. HEADLINE OUTCOMES

These headline outcomes were identified in July, mid-way through the development this action plan. They represent a collation of direction setting at the summit, and direction setting with stakeholders during our exploration of the potential and potential impact areas of this project. In a sense the headline outcomes are answers to the question ‘what do we really want/what do we see making a real difference?’ The headline outcomes are the pivot point into developing the actions in the action plan, but further work using this as an input is required to develop an outcomes and/or measurement framework for future work against this plan.

<i>Iwi, Māori, community focused and facing headlines</i>	
1	Te Tiriti o Waitangi: recognise and promote Te Tiriti and its role in driving improved housing outcomes for all Māori
2	Ngā iwi and hapū o Tāmaki Makaurau (Mana Whenua) interests, investment and development: Support and empower ngā iwi and hapū . Consider ways to promote partnership with ngā iwi and hapū in strategy, policy, governance and co-governance, and housing development and services
3	Whānau focused strategies: Identify ways to communicate better with whānau and support whānau better through housing information and experiences
4	Housing navigators and brokers: Establish navigators/brokers able and empowered to promote housing outcomes for Māori, and support Māori at any stage of housing need or aspirations



	<ul style="list-style-type: none"> • curriculum: establish a curriculum/training programme to develop navigators/brokers; trained experts to guide Māori in achieving their housing aspirations • location: ensure this expertise is located in the community, with iwi, marae and NGOs, and there is corresponding expertise and experience within government agencies and advising them at a senior level • cooperation: provide for sharing and development of this expertise through secondment and professional development opportunities to create a viable recognized community of practice
5	<p>Homelessness: Continue to identify and grow funding and programme delivery options and opportunities to better serve Māori and whānau in need</p> <ul style="list-style-type: none"> • align with and promote <i>Kia Whai Kāinga Tātou Katoa</i> Auckland Council's cross sector homelessness planning
6	<p>Leveraging expertise: Increase housing expertise and capability across and within the Crown (including the new Ministry of Housing and Urban Development), Auckland Council and Māori entities by seconding staff/officials to and from such organisations</p>
7	<p>Papakāinga: Continue work to better understand and communicate about papakāinga opportunities in Auckland</p>
8	<p>Community housing: Māori supporting and participating in the future of community housing delivery in Aotearoa; lower barriers to registration Community Housing Regulatory Authority (CHRA); consider a purpose designed Māori Housing Regulatory Authority (MHRA); increase number of registered Māori Community Housing Providers in Auckland; shared equity – products which appeal and are more accessible to Māori</p>
<p><i>Shared headlines</i></p>	
9	<p>Human rights: Develop a shared approach to housing and housing advocacy based on human rights standards and obligations</p>
<p><i>Crown and government focused headlines (service and construction oriented)</i></p>	
10	<p>Ministerial and Crown agency accountability: Require measurable housing outcomes for Māori to be included in KPIs for leaders of relevant Crown entities</p> <ul style="list-style-type: none"> • Ensure Māori capability in Ministry of Housing and Urban Development • Establish a measure of housing outcomes for Māori (<i>Government kāinga performance measure</i>) to enable measurement and help define success • Government commitments to service development, responsiveness and growth (to be specified) • Iwi and hapū able to utilise these measures in auditing Crown treaty compliance in housing provision
11	<p>State housing: Identify opportunities including:</p> <ul style="list-style-type: none"> • supporting intergenerational tenants in empowering ways • target, plan for and achieve real sustainability of state housing stock through maintenance and adequate development to meet human rights obligations



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	<ul style="list-style-type: none"> • sale or transfer to iwi, providers, and other entities; and • design and build of Māori friendly housing
12	Auckland Housing Programme portfolio: Influence and shape Housing New Zealand Corporation (HNZC) and government policy that guides or directs HLC and new Urban Development Authority master-planning approach, and explore opportunities to increase, capture and highlight Māori outcomes opportunities
13	Urban Development Authorities (Housing Commission): Promote effective decision-making and progress reflecting Māori aspirations
14	Procurement: Explore options and opportunities relating to Crown and Auckland Council procurement in housing development and housing related services
<i>Development and planning focused</i>	
15	Legislative settings and policy: Ensure that relevant legislation is enabling and identify policy setting tweaks including through a legal opinion/review
16	Māori housing development on general land: Apply papakāinga provisions to general land owned by Māori (include general land not owned by Māori)
17	Reserves and marae: Opportunities to utilise reserves where marae are located and adjoined to marae. Enable housing development including, as/if necessary, establishing workable co-governance arrangements between the council/Māori and Crown/Māori
18	Accelerating development: Bring more funders to the table quickly (including shared equity), Unitary Plan variations, and prefabrication as an <i>accelerator</i>
19	Financial leverage: Commission research/ <i>paint the picture</i> of Māori-owned freehold properties in Auckland to illustrate the leverage potential of Māori

Attachment B

5. ACTION PLAN

Crown Entities and Government Agencies (action owners remain subject to final endorsement):

Action	Action owner	Collaboration Partner(s)
SERVICES: Promoting whānau outcomes through improvements to services and systems		
1. Include measurable housing outcomes for Māori amongst the key performances indicators (KPIs) for Chief Executives of all relevant Crown entities and Government agencies to drive improvements to service delivery for outcomes for Māori, including but not limited to: a) Treasury	State Services Commission	HUD, Te Puni Kōkiri (TPK), Te Matapihi



Action	Action owner	Collaboration Partner(s)
<p>b) Housing NZ (HNZC); and by connection c) Homes. Lands. Community. (HLC) d) Ministry of Housing and Urban Development (HUD) e) Ministry of Social Development (MSD) f) Ministry of Business, Innovation and Employment (MBIE) g) Te Puni Kōkiri (TPK) h) Any future Urban Development Authorities (UDA)</p> <p>The KPIs will include measures that demonstrate how government perspectives on housing are shifted from viewing housing/kāinga as a capital value to a social function, highlighting:</p> <ul style="list-style-type: none"> • Te Tiriti o Waitangi as a framework to understand the provision of adequate housing to Māori on an equitable basis; • United Nations declarations and New Zealand commitments regarding the rights of indigenous peoples, the right to adequate housing, and UN advice to the government of New Zealand. 		
<p>2. Establish a new Associate Minister of Housing (Māori) role as the principal government role overseeing and promoting housing outcomes for Māori, with specialized ring-fenced capacity and resources.</p>	Cabinet	State Services Commissioner, Te Puni Kōkiri (TPK), Te Matapihi
<p>3. Establish co-governance as the basis for structuring and mandating UDAs in New Zealand. Establish co-governance based Urban Development Authority or authorities (UDA) reflecting Te Tiriti and actions above, and enabling land to be aggregated, infrastructure to be optimized and provided, and development to occur at appropriate and sufficient scale</p> <p>In addition to co-governance of the UDA(s) ensure ngā iwi and hapū are included in planning and implementation, and enabled to participate in the UDA in a range of ways including commercial opportunities (procurement), and continue to have rights to input and respond to plans and consenting in accordance with current rights, and Te Tiriti o Waitangi</p>	Ministry of Housing and Urban Development (HUD)	Ngā iwi and hapū o Tāmaki Makaurau, Te Matapihi, TPK
<p>4. Ensure that Ministry of Housing and Urban Development is skilled in housing outcomes for Māori and has the capacity to become the recognised leader in government on housing outcomes for Māori, housing development for Māori (including papakāinga), services, and issues. HUD to:</p> <p>Second expertise in housing outcomes for Māori into HUD's leadership structure including, for instance, from Te Matapihi</p>	Minister and Ministry CEO	HUD, Te Matapihi



Action	Action owner	Collaboration Partner(s)
Establish a unit in HUD ¹¹ with expertise, relationships and experience to deliver housing outcomes for Māori within the role of a Māori Housing Unit		
<p>5. Establish a Housing Commission to pursue, improve and achieve housing outcomes for Māori in Auckland including:</p> <ul style="list-style-type: none"> a) A mandated role working with Auckland Housing Programme (AHP), HUD, HNZA and HLC b) A mandated role to work on behalf of iwi in Auckland and for the benefit of Māori c) Supporting and identifying service requirements in Auckland d) The role of developing and providing affordable housing options for Māori in Auckland e) The power to aggregate land and undertake development through either a direct negotiating mandate or UDA legislation f) The opportunity to catch land and development opportunities relating to Council land from Panuku, Crown land not purchased through the Tamaki Collective carousel, and other Crown and Council land identified as non-service or surplus, on behalf of Auckland Māori g) Leveraging Crown financing and funding opportunities such as the sale of Crown land directly for Māori outcomes and build and extract value for Māori and for whānau outcomes (including papakāinga) h) Accessing, holding and facilitating access for Māori to Auckland KiwiBuild properties to ensure KiwiBuild delivers housing outcomes for Māori, and negotiating such terms i) Acting as a regional one stop shop on housing outcomes for Māori (including papakāinga) and linking closely with HUD and TPK housing resources and capacity j) Providing a location for expertise in housing outcomes for Māori (including papakāinga) k) Authority to deliver the newly developed curriculum to develop expertise in housing outcomes for Māori l) Enabling the provisions of the Māori Housing Act 1935 m) Direct advocacy to government and council on housing outcomes and issues for Māori (including papakāinga); and 	Cabinet, HUD	Iwi and hapū, AHP, Māori providers, Te Matapihi, Auckland Council, Māori NGOs

¹¹ The scope and role of this unit to be proposed in this action plan may be informed by the Ernst and Young (EY Tahī) Māori Housing Finance Options (August 2018) policy paper



Action	Action owner	Collaboration Partner(s)
<p>n) Operates as a Māori Housing Centre for Auckland which:</p> <ul style="list-style-type: none"> i. Supports the Housing Commission ii. Assists Māori to navigate housing support and development opportunities (including papakāinga). iii. Enables and supports Māori NGOs to provide housing broker services iv. Acts as a single regional point of contact for Māori wanting to build kāinga on their land (papakāinga), or explore and achieve other housing outcomes v. Develops and advocates policy solutions to increase the rate of kāinga development and other housing outcomes for Māori vi. Works with Te Matapihi, HNZC, HLC, developers, communities and other stakeholders to realise Māori aspirations for affordable and social housing (including papakāinga) and to support the delivery of <i>kāinga</i> housing outcomes for Māori through the Auckland Housing Programme vii. Provides financial literacy services relating to housing 		
<p>6. Establish and resource a curriculum and training programme to develop brokers to guide Māori establishing kāinga and papakāinga and fund the establishment of housing brokers in Māori NGOs.</p>	HUD	Industry Training Federation or Tertiary Education Commission, CHA, Māori NGOs, Māori Land Court, Te Matapihi, Te Tumu Kāinga
<p>7. Establish <i>Kāinga Ora</i>¹² service hubs of wrap-around social services for emergency, transitional and social housing developments including on marae.</p>	MSD	Iwi and hapū, Māori providers, marae, NGOs
<p>8. Research and develop measures and services to support intergenerational tenants of state housing to establish their tenure in their home as <i>kāinga</i> consistent with the recent progressive home ownership consultation advice.</p>	HUD	Te Matapihi, TPK

¹² *Kāinga Ora* is a suite of social services provided by MSD-accredited social services providers designed and delivered around the concept of *kāinga*.



Action	Action owner	Collaboration Partner(s)
<p>9. Establish agreed protocols for the provision of emergency housing and transitional housing by ngā iwi and hapū and Māori providers, as appropriate, that are consistent with the kaupapa <i>kāinga</i>.</p> <ul style="list-style-type: none"> Review the definition of homelessness in regard to related services to ensure the definition and its implications are fit for purpose for service providers. 	HNZC, MSD	Iwi and hapū, HLC, Community Housing Aotearoa (CHA), Māori providers
<p>10. Develop, implement and circulate a work programme to respond to the policy paper on financial instruments for development on Māori land (2018).</p>	HUD, MBIE, TPK	TPK
<p>11. Review the Community Housing Regulatory Authority (CHRA) registration requirements and process identified as barriers for Māori organisations, and amend to ensure they are fit for purpose for ngā iwi and hapū, other Māori and Māori organisations.</p> <p>a) Support the development to the stage of registration of an additional three Māori organisations in Auckland as Class 1: Social Landlord social housing providers during 2019.</p>	HUD, CHRA, Te Matapihi	CHRA, Te Matapihi, Māori NGOs, CHA
MINDSET CHANGE: Driving outcomes change through strategic planning, actions and transparency		
<p>12. Develop and consult on an effective National Housing Agenda to set the agenda for housing aspirations and direction, provides a context for identifying, evaluating, understanding New Zealand's Housing System.</p> <p>a) the Housing Agenda provides an agreed set of national expectations for housing provision and the housing system at large.</p> <p>b) investigate and illustrate the New Zealand Housing System, which acts as both a service and delivery identification model, and a gap analysis.</p>	Cabinet	Public sector
<p>13. Develop a public National Housing Strategy with Te Tiriti and the human right to adequate housing at its centre and a clear identification of and response to the housing needs and aspirations of Māori;</p> <p>a) ensure all agencies with housing responsibilities have a public 'sub-strategy' which, demonstrates clear links to the national strategy and guides their internal responsibilities and activities</p> <p>b) establish a process for regular and timely public review led by an independent panel of the National Housing Strategy including against outcomes achieved and significant changes in the housing system or market</p>	Cabinet, HUD, and agencies with housing responsibilities	Public, State Services Commission, Te Puni Kōkiri (TPK), Te Matapihi



Action	Action owner	Collaboration Partner(s)
<p>14. Promulgate an agreement which promotes the future of social housing in New Zealand in accordance with a National Housing Strategy and the role identified for social housing in meeting our Te Tiriti and human rights obligations by:</p> <ul style="list-style-type: none"> a) ceasing the application and use by HNZC of deferred maintenance as a tool relating to the management of national social housing stock, to ensure our housing stock occupied by our most vulnerable citizens is properly maintained in perpetuity; and b) requiring on-going development of effective measurement of current demand for social housing, and estimation of future demand, which is demonstrably planned for in a robust targeted development programme. 	Cabinet	HUD, HNZC, TPK
<p>15. Commission research on:</p> <ul style="list-style-type: none"> a) the future of community housing delivery in a manner consistent with <i>kāinga</i>, and in a way that provides an opportunity to ngā iwi and hapū to express their aspirations. b) The number of Māori-owned freehold properties in Auckland to illustrate the leverage potential of Māori to develop kāinga and papakāinga 	HUD	Iwi and hapū, Te Matapihi, CHA, IMSB
DEVELOPMENT - bricks and mortar		
<p>16. Recognise and promote the role of ngā iwi and hapū of Auckland in the long-term housing picture, in development, as kaitiaki, and as ngā iwi and hapū of Auckland.</p>	Cabinet, Crown-Māori Relations	Iwi and hapū, HUD, HNZC, HLC.
<p>17. Leverage the Auckland Housing Programme (AHP) and the capital release from Crown land holdings in Auckland to achieve housing outcomes for Māori including through:</p> <ul style="list-style-type: none"> a) enshrining co-governance of the programme b) ensuring Māori participation at all stages and levels of development c) ensuring that the contribution of community housing providers to housing outcomes of Māori and of low-income whānau is recognised through real and agreed opportunities to expand and participate in the AHP and the process and outcomes it involves. 	HUD, future Urban Development Authority and any pre-cursor entities (UDA)	Iwi and hapū, HNZC, HLC
<p>18. Establish agreed mechanisms to enable the transfer of and/or partnership in regard to AHP houses to ngā iwi and hapū, Māori entities, marae and community housing providers as construction is completed. In particular, consider the inherent opportunities in transferring housing stock to marae and Māori providers within the neighborhoods in which they operate. To:</p> <ul style="list-style-type: none"> a) Review and ensure the governance structure and the governance of the AHP in practice reflect Māori aspirations and co-governance 	HUD, UDA, HNZC	Iwi and hapū, HLC, CHA, Māori providers



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Action	Action owner	Collaboration Partner(s)
b) promote iwi roles and participation, and other outcomes deriving from Te Tiriti.		

Auckland Council (action owners remain subject to final endorsement):

Action	Action owner	Collaboration Partner(s)
19. Develop and improve provisions in the Unitary Plan to enable papakāinga on general land and other otherwise viable Māori housing outcomes.	Auckland Council	Te Matapihi, IMSB
20. Enable marae control and management of associated and adjoining reserves and provide for housing on these reserves under the Reserves Act or as a permitted or controlled activity under the Unitary Plan.	Auckland Council	Crown, respective marae trustees
21. Continue to support and coordinate the <i>Kia Whai Kāinga Tatou Katoa</i> regional cross-sectoral homelessness plan, clarify Auckland Council's role and fully resource and support this role internally.	Auckland Council to maintain existing support and role	Sector leaders group
22. Utilise Auckland Council public land for housing, providing opportunities for Māori organisations, ngā iwi and hapū and whānau, in accordance with Panuku's relevant strategic documents.	Auckland Council, Panuku	Iwi and hapū, Te Matapihi, Auckland Community Housing Providers Network, CHA
23. Embed better and faster consenting to provide more security to developers, and consider ways to support community housing and affordable housing outcomes through prioritization.	Auckland Council	Iwi and hapū, CHA, Te Matapihi
24. Consistently report against affordable housing progress and housing outcomes for Māori in Auckland including those relating to LTP Māori housing and papakāinga funding.	Auckland Council	Auckland Council
25. Enable the use and occupation of empty housing acquired by the Council for development purposes, before they are required for development.	Auckland Council, Panuku	Iwi and hapū, CHA, Te Matapihi, ACHPN

Community Sector:

Attachment B



Action	Possible lead Partner(s)	Collaboration Partner(s)
26. Support the development and registration of an additional three Māori organisations in Auckland as Class 1: Social Landlord social housing providers during 2019.	Te Matapihi, CHA	Māori NGOs
27. Work with and support the Auckland Housing Programme, HUD, HNZC, HLC others to help realise the imperative of creating integrated, viable and diverse communities in future developments by, amongst other things, supporting the monitoring of KPIs and Māori outcome expectations from a community perspective, supporting and informing the dis-aggregation of housing tenure types (social, affordable, and open market) , and supporting and monitoring for universal standards for design, quality and housing amenity within planned developments.	CHA, Te Matapihi	HUD, UDA, HNZC, HLC, ACHPN

Iwi, Māori Advocates and Māori Organisations:

Action	Possible lead Partner(s)	Collaboration Partner(s)
28. Consider the potential form and function of a collective entity designed to gather together opportunities to promote housing outcomes for Māori – such as surplus Auckland Council land not sought by any particular iwi or rūpū, along with the functions set out in action 4 above. a) Consider the potential role of an entity established to provide regional housing related advocacy and services, along with the functions set out in action 6 above.	Iwi	Marae and other entities
29. Support the injection of Māori expertise into MHUD's leadership structure by supporting the secondments or otherwise providing to the Ministry expertise on housing outcomes for Māori.	Te Matapihi	HUD, TPK
30. Monitor and report on performance against KPIs for Chief Executives of relevant Crown entities against KPIs relating to housing outcomes for Māori. a) Provide ongoing advice to the Crown, government agencies and Auckland Council on <i>kāinga</i> b) Provide advice to and support HNZC and HLC to realise HNZC's imperative of creating integrated, viable and diverse communities in major upcoming developments c) Promote coherent regulatory and legislative review across relevant Ministries and portfolios to promote housing outcomes for Māori.	Stakeholders, Te Matapihi	HNZC, HLC
31. Manage any agreed allocated social housing within the upcoming Mangere development, in accordance current kaupapa Māori practices and principles and giving effect to the concept of	Marae, Māori organisations	HNZC, MSD, MBIE



Action	Possible lead Partner(s)	Collaboration Partner(s)
<i>kāinga</i> .		
32. Scope and promote 'on the ground' opportunities for <i>kāinga</i> development of reserves on which marae are sited and reserves adjoining marae.	Te Matapihi, marae trustees	Auckland Council
33. Lead discussions with government agencies on the establishment of <i>Kāinga Ora</i> hubs of wrap-around social services for emergency, transitional and social housing developments.	Māori organisations	MSD, Māori social services providers
34. Support the development of a training programme for <i>kāinga</i> brokers/navigators, deliver training programmes for <i>kāinga</i> brokers/navigators (in accordance with funding and resources), and incorporate this as a service provision where appropriate.	Māori NGOs	HUD, Relevant Industry Training Organisation(s),

Glossary

In this document the words *Māori*, *ngā iwi and hapū*, and *whānau* are all used with the intended meaning they have in te reo Māori. *Māori* is used to refer to all Māori, *ngā iwi and hapū* is used to refer to iwi and hapū entities with mana whenua claims or rights in Tāmaki Makaurau, and *whānau* is used to refer to whānau living and experiencing the outcomes this plan seeks to improve, the *kāinga* outcomes this plan seeks to promote, and /or the services this plan promotes.

The words *marae* and *Māori NGO* are also used to recognise their differences from each other and from *ngā iwi and hapū*.

- *Ngā iwi and hapū o Tāmaki Makaurau (ngā iwi and hapū)* – refers to iwi and hapū entities with Mana Whenua claims or rights in Tāmaki Makaurau
- *NGO(s)* – refers to Non-Government Organisation(s)

Parties and acronyms

Name	Description or acronym	Name	Description or acronym
Te Matapihi he tirohanga mō te iwi Trust	Te Matapihi. National peak Māori housing advocacy group	Ministry of Housing and Urban Development	HUD
Independent Māori Statutory Board	Board/IMSB	Ministry of Business, Innovation, and Employment	MBIE
Community Housing Aotearoa	CHA	Ministry of Social Development	MSD
Auckland Community Housing	ACHPN	Housing New Zealand Corporation	HNZC



Providers Network			
Industry Training Federation		Homes. Land. Community	HLC
Te Tumu Kāinga		Auckland Housing Programme	AHP – major programme of housing development work on HNZN land, delivering KiwiBuild and other outcomes
Māori Land Court		Urban Development Authority	UDA – a form of urban development entity which can hold certain powers to undertake development. Legislation to establish a UDA is likely to be introduced to Parliament in late 2018.
Auckland Council	Council	Te Puni Kokiri	TPK
Panuku	Auckland Council Controlled Organisation (CCO)	Crown-Māori Relations	Crown-Māori Relations (Crown agency)



Review of Board Instruments

File No.: CP2020/11136

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the report on the Review of the Board instruments
- b) note that a detailed report will be provided on responding to all the recommendations of the Review of the Board instruments
- c) agree that a scope be prepared for the future update of the Schedule of Issues of Significance.

Te take mō te pūrongo Purpose of the report

1. To update the Board on the results of the review of the Board instruments.
2. To advise on the need for further scoping of a review of the Schedule of Issues of Significance.

Whakarāpopototanga matua Executive summary

3. MartinJenkins was engaged to review the Board's key documents (instruments) with a focus on their strategic alignment, approach and deployment, to identify interlinkages, strengths and weaknesses with regards to how the instruments operate and are used by the Board and within Auckland Council.
4. The following instruments were reviewed:
 - The Schedule of Issues of Significance
 - The Māori Plan with the Māori Report and Value Reports
 - Te Tiriti o Waitangi Audits
 - Expenditure Reviews
5. Key findings were:
 - the instruments are strategically aligned internally with regards to the Board's work and take a range of approaches to affect change
 - the interlinkages between the instruments are clearly visible, but the multiplicity of Board instruments is confusing to Council staff
 - the instruments that have the highest visibility and that do the heavy lifting are the Māori Plan, the Treaty audits, and the Expenditure reviews
 - The Issues of Significance are seen as a "catch-all", are not well known and are seen to be lacking in prioritisation
 - documents that fit in with existing Council tools, processes and decision-making structures have the best uptake (such as the LTP Business cases); and
 - the instruments have not kept pace with an evolving Auckland Council.



6. Recommendations in the report based on key findings:
 - it is crucial for the Board to influence the content of the Auckland Plan, the Long Term Plan (LTP) and the Māori Outcomes framework, because Auckland Council views these documents as sitting in the middle between the Māori Plan and Schedule Issues of Significance, and all other Auckland Council plans on the other.
 - based on the report's observations, it will be of importance to increase in particular the effectiveness of the Schedule of Issues of Significance.

Horopaki Context

7. The Local Government (Auckland Council) Amendment Act 2010 (the Act) provides flexibility for how the Board will deliver its purpose. Only one of the Board's instruments is specified in its legislation - the Schedule of Issues of Significance (IoS). This was the first document to be developed for the purposes of the Board's work.
8. The Issues of Significance were followed by extensive consultation with Mana Whenua and Mataawaka groups leading to the development of the Māori Plan (2012). The Māori Plan was complemented with specific Actions and was later merged into one document with the Schedule of Issues of Significance (2017).
9. The remaining Board instruments have been designed by the Board to leverage its powers, deliver all its functions and to harness Auckland Council's duties as set out in the Act.
10. Ten years post the Board's establishment it is timely to review the Board's instruments, and to consider how they could be improved to work more effectively together to achieve the Board's purpose, including influencing the content and measurement of Auckland Council planning, budgeting and reporting tools.
11. MartinJenkins undertook an independent review in June and July 2020. It built on in-depth assessment of Board and secretariat documentation, including documents relating to the instruments and how they have been deployed with Auckland Council (the Governing Body and Auckland Council organisation).
12. As a starting point this review focused on the executive rather than the governance level and did not include interviews with Board members or Councillors. You may wish to address this as part of a proposed next phase of work when the Board updates its Schedule of Issues of Significance.
13. There were 12 targeted interviews with Council staff that have had close contact with the Board's instruments and/or the Board Secretariat.

Ngā koringa ā-muri Next steps

14. There had been an expectation that this Board would update its Schedule of Issues of Significance and this report was undertaken to provide independent advice to inform this process. The main conclusion of the MJ report is that it is timely to increase the profile and use by Council of the Schedule of Issues of Significance
15. It is proposed that the Board secretariat progress a scope for updating the Issues of Significance and improving its profile and use by the Auckland Council Group. This may include updating and prioritising actions, assessing stronger alignment with existing Council priorities; and pointing out clearer links from each action to ownership and accountability by Council.
16. A report to the Board on the scope for updating the Issues of Significance and the process for engaging with Council will be provided for the November Board meeting.



Ngā tāpirihanga Attachments

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Ngā kaihaina Signatories

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



**MARTIN
JENKINS**

REVIEW OF BOARD INSTRUMENTS

Final Draft Report

**Review for the Independent Maori Statutory
Board**

14 August 2020





Item 8

Attachment A



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Item 8

Attachment A



PREFACE

This report has been prepared for the Independent Māori Statutory Board by Penny Fitzpatrick from MartinJenkins (Martin, Jenkins & Associates Limited). MartinJenkins advises clients in the public, private and not-for-profit sectors. Our work in the public sector spans a wide range of central and local government agencies. We provide advice and support to clients in the following areas:

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

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





Item 8

Attachment A



INTRODUCTION

Background and project brief

The Independent Māori Statutory Board (the Board) was established through legislation with the purpose to “assist the Auckland Council to make decisions, perform functions, and exercise powers by—

“(a) promoting cultural, economic, environmental, and social issues of significance for—

“(i) mana whenua groups; and

“(ii) mataawaka of Tamaki Makaurau; and

“(b) ensuring that the Council acts in accordance with statutory provisions referring to the Treaty of Waitangi.”¹

Since its commencement in 2010, the Board has provided independent advice on issues of significance for Mana Whenua and Mataawaka of Tamaki Makaurau through participating in Council committee decision-making and their delegated functions. It has also created a number of instruments to support delivery of its purpose.

Specifically, the Board’s instruments include eight published documents:

The Māori Plan with its Māori Report and Values Reports

- The Schedule of Issues of Significance
- Te Tiriti o Waitangi Audits
- Expenditure Reviews

¹ Local Government (Auckland Council) Amendment Act 2010, Part 7





- interviews with ten external stakeholders that have had close contact with the Board's instruments and/or the Board secretariat, mostly from within Auckland Council organisation (eight of the interviewees).

Interviewees provided divergent views and opinions, reflecting their varied roles and engagement with the Board, the Board secretariat and the Board's instruments. While the opinions expressed cannot necessarily be generalised to all Auckland Council staff – because interviewees were not randomly selected and numbers of interviewees were small – their views provide valuable insights about the strengths and weaknesses of the Board's instruments and the range of ways that the instruments have been used.

The review looked at the strategic alignment, approach and deployment arrangements of the instruments, to identify their interlinkages, strengths and weaknesses. We also looked at the context in which the instruments operate and how they are received and used within Auckland Council.





REVIEW FINDINGS

In this section we summarise the key findings from the review, grouped in four parts:

- Overview of the Board's instruments and how they work together
- Feedback on specific instruments
- Impact of the instruments
- How the instruments respond to a changing context.

Overview of the instruments and how they work together²

The Local Government (Auckland Council) Amendment Act 2010 (the Act) provides considerable flexibility for how the Board will deliver its purpose. Only one of the Board's instruments is specified in its functions: the Schedule of Issues of Significance.

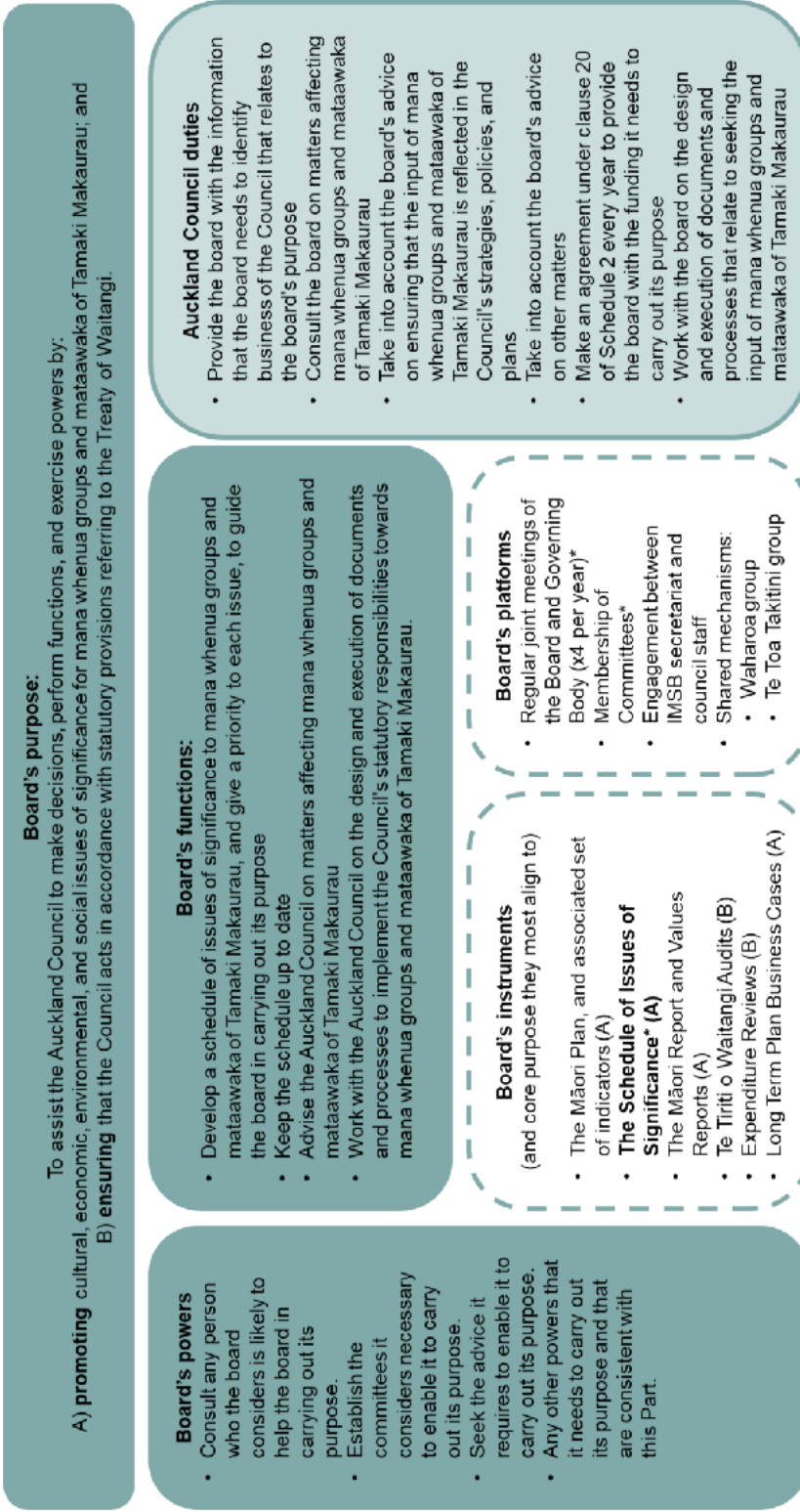
The remaining instruments have been designed by the Board to leverage its powers, delivers its less specific functions (to 'advise' and 'work with' Auckland Council) and to harness Auckland Council's duties as set out in the Act (Figure 1, over page).

² A detailed summary of each instrument, including its strengths, weaknesses and interlinkages with other instruments, is contained at Appendix x. Below we summarise key cross-cutting points from our review.





Figure 1: Overview of Board instruments



* Defined in legislation. Other instruments and platforms have been developed by the Board to give effect to its powers and deliver its functions and purpose



The instruments are strategically aligned

All of the reviewed instruments are designed to support delivery of one of the Board's core purposes - a) promoting issues of significance and b) ensuring Auckland Council acts in accordance with its statutory provisions (Table 1).

The table shows the instruments are focused primarily on *promoting* issues of significance (six out of eight of the reviewed instruments), and while there is a small amount of crossover, the instruments are for the most part focused on one purpose or the other.

The Board secretariat reported monthly to the Board against the Maori Plan Actions and these were later included in the Issues of Significance Schedule. These Issues of Significance were addressed in the briefings to Board members on Council Committees. The Board did consider an approach to Monitoring and Evaluation but did not progress this.

Table 1: Strategic Alignment of the Board's instruments

	Strategic alignment to Board's purpose	
	Promote IOS to Mana Whenua groups and Mataawaka of Tamaki Makaurau	Ensure that the Auckland Council acts in accordance with statutory provisions referring to the Treaty of Waitangi
Māori Plan, and its associated set of indicators	✓✓✓	✓
Schedule of Issues of Significance	✓✓✓	
Māori Report	✓✓✓	
Values Reports	✓✓✓	
Te Tiriti o Waitangi Audits	✓	✓✓✓
Expenditure Reviews		✓✓✓
LTP Business cases	✓✓✓	

Despite the greater number of instruments that are focused on promoting issues of significance, stakeholder interviews suggest that the Board and secretariat may be better known for their work to ensure Auckland Council acts in accordance with its statutory provisions – underpinned by two instruments: Te Tiriti of Waitangi Audits and Expenditure Reviews. This is likely due to the processes that have been established around Audit and Expenditure Reviews – involving Auckland Council in scoping, agreeing actions and monitoring delivery of actions.





The instruments take a range of approaches to affect change

Table 2 (over page) shows the different approaches used by the instruments to affect change, from direction setting through to oversight.

Table 2: Approaches to Influence of the Board's Instruments

	APPROACHES TO AFFECTING CHANGE			
	DIRECTION SETTING	←	→	OVERSIGHT
	Thought leadership and agenda setting for Māori wellbeing	Advocating for targeted actions and investment	Increasing the knowledge and evidence base	Indirect accountability: Hold Auckland Council to account for outcomes (things Auckland Council is indirectly accountable for, or not accountable for alone)
				Hold Auckland Council to account for performance (things Auckland Council is directly accountable for)
Māori Plan, and its associated set of indicators	✓✓✓	✓	✓✓✓	✓✓✓
Schedule of Issues of Significance	✓✓✓	✓✓✓		
Māori Report			✓✓✓	✓
Values Reports			✓✓✓	✓
Te Tiriti o Waitangi Audits		✓ (recs)		✓✓✓ (assessment)
Expenditure reviews		✓ (recs)		✓ (for measurement of outcomes) ✓✓✓ (assessment)
LTP Business cases		✓✓✓	✓✓✓	





Reflecting on the different approaches of the instruments, and their interaction and familiarity with them, interviewees identified a range of different roles or perceptions of the Board and secretariat, seeing them as one or more of the following.

- Ally – recognised for championing a common cause and securing funding from which the stakeholder had benefited and that would not have otherwise been available. As such they are trusted and readily engaged with for advice and collaboration.
- Critical friend – recognised for their expert knowledge and valuable insights. Engaged for check and challenge, and technical input to improve processes and plans.
- Auditor and enforcer – recognised for their independence. To be engaged with reactively, through the audit process and post-audit monitoring of action implementation.
- Decision maker – recognised for their ability to influence committee decisions. To be engaged proactively to smooth the path through committee (rather than for their knowledge or insights on an issue).

These views give an indication of both: which of the Board's instruments individuals have had the most contact with, and what expectations they will bring to any contact they have with the Board's instruments in the future.

As the approaches draw from different types of 'power', they can get different types of results from stakeholders depending on the context and the way that they are deployed – including commitment/ownership, compliance, or resistance (see Appendix 2 for more on the types of power and their likely results).

Clearly, resistance is usually to be avoided, but there may be good reasons for the Board to be aiming for compliance or commitment/ownership from Auckland Council staff in different situations, which means collectively the instruments provide a diverse toolkit for affecting change.



The challenge, however, is in marrying the approaches together as they set up different types of relationships with Auckland Council staff that can be difficult to traverse, which may undermine the effectiveness of the toolkit overall.

For example, individuals and teams that have primarily interacted with the Board and secretariat through Treaty Audits may be more likely to view them as an auditor and enforcer and be less likely to engage proactively to gain support, advice and insights from Board secretariat staff or the Board's agenda setting instruments. This is an inherent challenge for agencies that have both leadership and oversight/enforcement responsibilities.

Interlinkages between the instruments are visible

We identified a number of examples of the instruments informing each other, but for the most part these are *within* rather than across the two streams of the Board's purposes. For example:

- There are clear interlinkages between the Māori Plan and the Schedule of Issues of Significance, the Māori Report and the Values Reports. The Māori Plan sets the conceptual framework on which these other instruments are built. All of these instruments are primarily focused on promoting issues of significance.
- The Te Tiriti o Waitangi Audit makes reference to considering the Schedule of Issues of Significance in its scoping, but beyond this the alignment is less clear. These two instruments are each primarily focused on a different purpose of the Board.

Multiplicity of instruments is confusing

Interviewees had mixed levels of awareness and understanding of the Board's instruments, their purposes and content AND how the instruments



align to the Auckland Council's own tools (including the Auckland Plan, Long Term Plan, and advice of Ngā Mātārae).

This is not surprising given the different focus of interviewees' roles (eg policy versus operations) and the sheer number of instruments that exist across the two agencies and their different purposes, timeframes and degrees of specialisation.

While there is clearly an opportunity for clarification, in most cases it will be more practical for the Board and its secretariat to focus on ensuring key Auckland Council staff are aware of the *content* that relates to their area of work, rather than how the tools fit together. The exception will be for Auckland Council staff in strategy roles that cut across all of Auckland Council.

Feedback on specific instruments

There are many strengths to build on

The Māori Plan, Te Tiriti o Waitangi Audits and Expenditure Reviews are doing the heavy lifting, but in different ways.

- The Māori Plan forms the foundation for the majority of the Board's instruments; it has a **high profile** and seems to be better understood than the schedule of Issues of Significance; it is recognised as being the '**voice of Māori**' and gains respect through the **wide engagement** on which it is built and the **thought leadership** it provides through its conceptual framework for understanding Māori outcomes. The **enduring nature** of the plan is also a source of strength, as stakeholders can rely on it not changing frequently.

- The key limitation for the Māori Plan is the fact that while it has been received by Auckland Council, it has not been formally

adopted by Auckland Council, which limits its perceived directive power with Auckland Council staff.

- Te Tiriti o Waitangi Audits have an established process that involves Auckland Council in scoping the focus of the Audit, agreeing responses to recommendations and monitoring delivery of agreed actions. Recommendations are **succinct and focused** and there is therefore **buy-in** from Auckland Council to the resulting actions, which smooths the way for the Board to hold Auckland Council to account for delivery of those actions. The Waharoa group provides a **mechanism** for overseeing delivery of the actions. While this group has lost some momentum, its existence provides an **agreed infrastructure for engaging Auckland Council** in committing to and reporting on actions, and the **predictable schedule** of Treaty Audits (every three years) maintains a degree of urgency for their completion.

- While the audit approach has gained significant traction, on the downside, the relationship dynamic that audit fosters and the directive nature of the resulting actions may promote *compliance* rather than *ownership* among (some) Auckland Council staff.

- The Expenditure Reviews have similar strengths and weaknesses to the Te Tiriti o Waitangi Audits, with regard to Auckland Council buy-in and established monitoring mechanisms. An additional strength lies in the **clear link to Auckland Council's own tools** that provide direction for Auckland Council staff, namely the Long-Term Plan.

The strengths of these instruments provide a good basis for considering options for improving effectiveness of the instruments overall. Other strengths to consider include:

- The Long-Term Plan Business Cases provide very direct and targeted information and advice that interviewees reported had been influential in securing investment through previous rounds of LTP refresh. The strengths of the Business cases lie in their comparatively narrow **focus**,





harnessing an opportunity within Auckland Council's own structured processes (the LTP refresh) and **proposing a solution** (ie regarding specific levels and areas for investment) with a **clear rationale**. This sort of input is seen by some interviewees to be particularly constructive.

- Interviewees were positive about the potential contribution of the Values Reports, although for the most part they said they hadn't had a chance to use them yet. The strengths of the Values Reports are in recent **engagement** that informs them, their **deep focus** and the **range of data** that they present (including case studies).
- The Māori Report is recognised for the thought leadership it brings to measurement of Māori outcomes. Its strengths are in the **rigour** applied to identifying the indicators and the **calibre of the experts** that were part of that process. Accessing quality data remains a challenge and as time passes the Report becomes less up-to-date.

The Schedule of Issues of Significance could be delivering more

The Schedule of Issues of Significance guides the Board's strategic work programme, and is referred to frequently in Board papers, both as a guiding rationale for advocacy actions and for reporting activities and progress. Despite it being a publicly available document, and the instrument that is most clearly defined in legislation, very few interviewees were familiar with its content, even as it relates to their area of work, and some were not aware of it at all or did not distinguish between it and the Māori Plan.

³ The Issues of Significance does not have any measurement and the statement of 78 actions signals what the Board will advocate to Auckland Council but has not gone through any structured negotiation process. There is no further prioritization within the Issues.



The strengths of the Schedule of Issues of Significance are its foundation in the engagement that underpins the Māori Plan and its potential to be updated more regularly and therefore be more agile than the Māori Plan.

The weaknesses are its lengthy content and perceived lack of prioritisation (it is seen by some to *catch all*),³ the lack of clear endorsement from Auckland Council for the actions that it contains, and lack of mechanism for monitoring progress against those actions.

As a key instrument of the Board, more could be done to build on the approaches that have been successful for the Board's other instruments to improve the impact of the Schedule of Issues of Significance. For example, by getting greater buy-in from Auckland Council to the identified actions and agreed monitoring mechanisms. The Board could take more of an audit (do to) or collaboration (do with) approach, which will likely achieve different results. Improvements are discussed further in the looking ahead section of this report.

Impacts of the instruments

The Board's instruments have had impact, but impacts are not well captured

Since its inception, the Board has done a lot to assist the Auckland Council to *make decisions, perform functions, and exercise powers*⁴ in the interests of Māori of Tamaki Makaurau.

⁴ Local Government (Auckland Council) Amendment Act 2010, Part 7



<p>There are many examples of the Board successfully influencing Auckland Council policies and practices through its instruments and its key platforms for deploying them:</p> <ul style="list-style-type: none"> • Regular joint meetings of the Board and Governing Body • Board members' membership of Auckland Council Committees • Engagement between Board secretariat and Auckland Council staff • Membership of Auckland Council's Waharoa group (specifically focused on agreeing and tracking delivery of council responses to Te Tiriti o Waitangi Audit recommendations) • Membership of Auckland Council's Te Toa Takitini group and Māori Outcomes Steering Group (specifically focused on tracking investment in Māori Outcomes). <p>Successes include, but are by no means limited to influencing Auckland Council to:</p> <ul style="list-style-type: none"> • Increase its investment in Te Toa Takitini through the Long-Term Plan (2018-28) from \$11.1m to \$150m over ten years • Reallocate \$770k of resources to support an approach and scheduling of sites of significance • Propose plan changes to the Auckland Unitary Plan (Operative in Part) to amend schedule 12 of the plan to include Sites and Places of Significance to Mana Whenua • Improve processes for responding on Te Tiriti o Waitangi Audit recommendations – and increasing in the number of actions being 'closed' between audits • Commit to improve engagement with Māori by reviewing and amending processes and setting up new initiatives (e.g. Guidelines and practice notes to the plan change process include engagement with iwi management plans; Plan Change process includes Auckland Council 	<p>will provide a copy of the drafted section 32 report to Mana Whenua to inform them of how their feedback and views were considered in the report; Practice guidance on documents that inform planners about cultural landscapes; Training sessions on promoting the use of iwi management plans; Developing resources for Mana Whenua and Auckland Council staff on implementing the Auckland Unitary Plan that is based on some initial work by the Board).</p> <ul style="list-style-type: none"> • Improve project planning that may address the ongoing under-expenditure of the Marae Development programme • Undertake a broad evaluation into the Mana Whenua cultural value assessments process surrounding consents • Pass a resolution for Auckland Council staff to investigate options for retaining papakāinga as a discretionary activity in rural zones • Increase in Te Reo signage and train service announcements • Change a Māori Identity and Wellbeing outcome measure in the Auckland Plan 2050 <p>We also heard reports of:</p> <ul style="list-style-type: none"> • Increased awareness among Auckland Council staff of the importance of engaging Māori • Increased understanding among Auckland Council staff of Māori values and aspirational outcomes, and enthusiasm to learn more <p>It is beyond the scope of this review to capture all of the Board's impacts, or to track the contribution of the Board's instruments to the impacts that are listed.</p> <p>The Board does not have an alternative system in place to fully capture the impacts of its influence work (either at Board or secretariat level), including incremental changes in knowledge, attitudes, skills and confidence of Auckland Council staff or how the instruments have led to changes in</p>
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behaviour (represented through investment decisions, policies and plans). This may limit the Board's and the Secretariat's ability to promote and learn from successes and to be systematic in adapting its approaches to best suit the context of each campaign.

How the instruments respond to a changing context

The instruments have not kept pace with the evolving context

As would be expected, the context for the Board's work has evolved. Key changes (discussed below) reflect a maturing environment, as both the Auckland Council and the Board have worked through the initiation, establishment and stabilising phases of an organisation lifecycle, and as the Board's influence has brought about change.

This review is therefore timely, as it appears that the instruments may not have kept pace with the changes that have occurred.

A maturing environment

When the Board commenced, Auckland Council was a newly established organisation, endeavouring to amalgamate the functions, roles, staff and responsibilities of four Councils and to set up functioning relationships with a number of Council Controlled Organisations (CCOs). There was no blueprint in New Zealand for the task that was ahead.

The Auckland Council is no longer in its initiation and establishment phase. It has published a range of instruments that promote outcomes for Māori, internally (eg Māori Responsiveness Framework/Plans) and externally (eg Auckland Plan, Unitary Plan, LTP, Local Board Plans). Many of the Auckland Council's key plans are entering their second or third cycle of

refresh/review. As such, the development processes are more predictable but perhaps the content is less open to change.

Figure 2, over page, provides Auckland Council's view of how the Māori Plan and Schedule of Issues of Significance relate to the Auckland Plan and the Auckland Council's Māori Outcomes Framework, and Appendix 3 shows the vast array of other plans and strategies that are also informed by the Auckland Plan.

The diagrams show how important it is for the Board to influence the content of the Auckland Plan, the Long Term Plan (LTP) and the work programme for the Māori Outcomes framework, because in Auckland Council's view these documents sit between the Māori Plan and Schedule Issues of Significance and all other Auckland Council plans and strategies.





Figure 2: Auckland Council view of the relationship between the Māori Plan and Schedule of IOS and its key plans and strategies
SOURCE: Auckland Council. NOTE: The diagram represents Auckland Council view, not necessarily the Board's view of the relationship

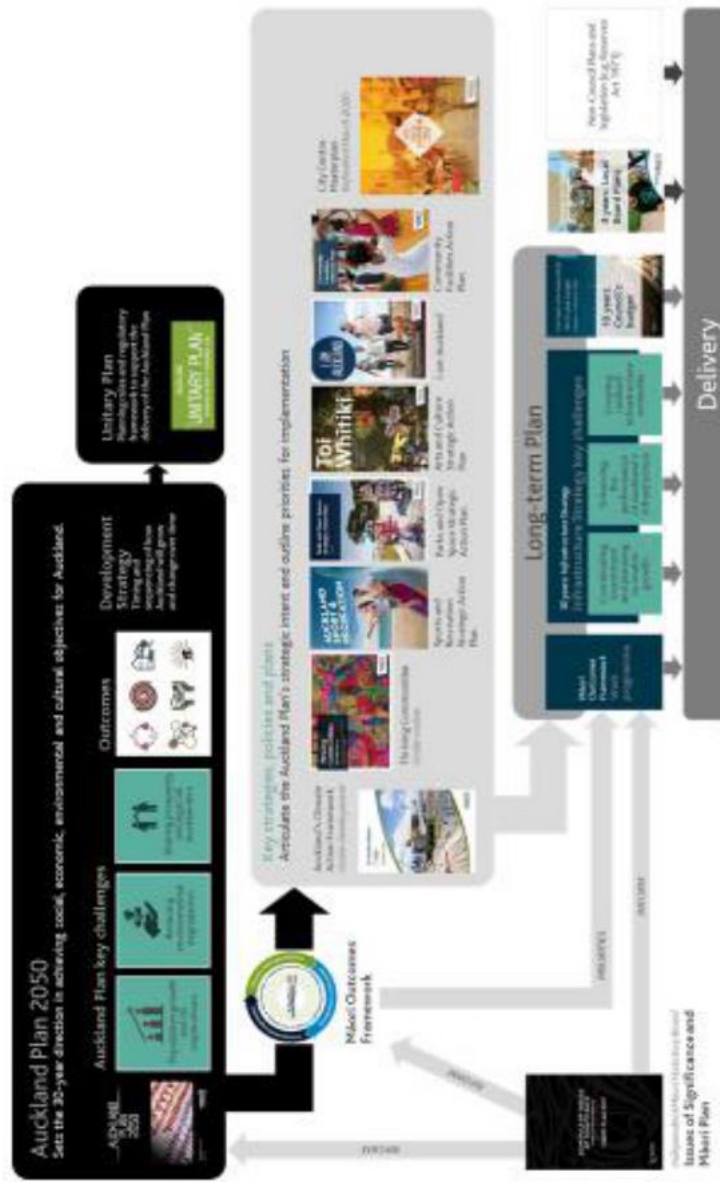
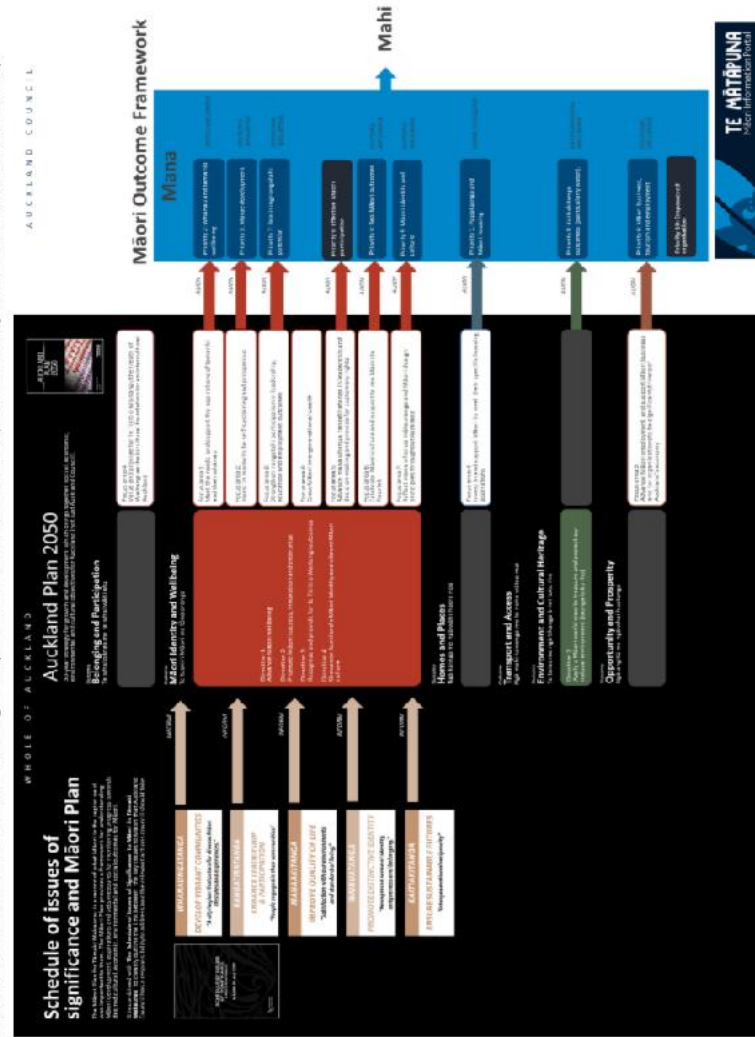




Figure 3: Auckland Council view of the relationship between the Māori Plan and Schedule of IOS and its Māori Outcome Framework
SOURCE: Auckland Council. NOTE: The diagram represents Auckland Council view, not necessarily the Board's view of the relationship





A 'noisier' environment

There is a perception among some interviewed stakeholders that there are more 'voices' in the Māori outcomes space than there were when the Board was established. For example, voices are heard through co-governance authorities and boards newly established through treaty settlements and through relationship agreements with Mana Whenua.

We also heard that in many cases Auckland Council actively engage with Iwi, Mana Whenua, Mataawaka and Kaitiaki in relation to specific issues, plans or policies. We note that the Council has a range of legislative responsibilities to enable and engage with Māori across a range of activities.

Some interviewees suggested that this means they rely less on insights provided by the Board and their instruments and, the Board secretariat. As such, some interviewed stakeholders seem to be less clear about the unique value the Board's instruments in promoting issues of significance for Māori. The Values Reports were noted for their contribution to "keeping the Māori Plan alive" and demonstrating the Board's continued role in this space.

Lack of clarity about roles

Auckland Council has also refashioned its internal Māori focused department to be more active in promoting outcomes for Māori.⁵ Some interviewees report a lack of clarity about the distinction of roles between the Board, and its secretariat, and Ngā Mātārae, and some stakeholders perceive the two parties to be in competition. Some stakeholders reported getting conflicting advice from Ngā Mātārae and the Board secretariat. The confusion and perceived competition may be hindering use and effectiveness of the Board's instruments.

⁵ "The role of Ngā Mātārae is to drive outcomes with and for Māori and better enable us to contribute to Māori wellbeing. The Māori Responsiveness Framework, that we adopted in 2012, guides this work across the council family." AC website

Changing needs, new 'gaps' and opportunities

Some stakeholders believe that significant progress has been made in agreeing the outcomes sought by Māori (albeit phrased differently across different documents) – in a large part due to the Māori Plan and other work of the Board.

I don't see the gap in the outcomes space (Auckland Council staff interviewee)

They see new needs and opportunities emerging for thought leadership and agenda setting with a focus on:

- how to achieve those outcomes – including, how to achieve the kind of culture change required to fully enact the Māori Responsiveness Plans, and
- how to map out and measure the short- and medium-term outcomes that connect actions to impacts, which is recognised to be a gap in many areas that Auckland Council deals with, not just Māori outcomes.

Some of the Board's instruments begin to look at *how*, for example through the case studies that are showcased in the Values Reports and the actions identified in the Schedule of Issues of Significance (albeit the latter at a high level). There may be an opportunity for the Board to do more to collaborate or convene contributors in both of these spaces with the goal of advancing knowledge and practice, although some interviewed stakeholders think it would be challenging for the Board to balance this kind of design role alongside its role as an auditor. This may be mitigated through the Board contracting out audits to a consultancy firm, although some interviewees don't seem to perceive this distinction.





Maturing knowledge of Auckland Council staff

There are many examples of individuals and teams within Auckland Council improving their knowledge, skills and confidence and changing their attitudes with regard to achieving Māori outcomes. Feedback suggests that progress has not been universal, and Board campaigns could deploy the instruments in more nuanced ways depending on the different starting points of relevant Auckland Council staff. The work the Board secretariat is undertaking to consider different ways to deploy its Te Tiriti o Waitangi Audit is a good example of keeping up with this change – taking a 'do to' or a 'do with' approach depending on the progress staff have made in a particular area. Similar consideration could be given to how the Board secretariat approaches its campaigns on different issues, ie driven by the context rather than the tool.

Changing structures and personnel

Historically, the Board secretariat have built a working understanding of Auckland Council staff through their existing knowledge, strong personal connections and working relationships they have built in key teams. There is a perception among some interviewed stakeholders that this institutional knowledge may have weakened over time with staff turnover and other changes on both sides.

The Board secretariat does not have a systematic approach for stakeholder management to guide its work with Auckland Council, which may limit their ability to remain abreast of changes in structure and personnel, and to ensure seamless handover of relationships.





LOOKING AHEAD

In this section we summarise the key opportunities we have identified for improving the instruments and make recommendations for deploying them to greater effect in influencing the content and measurement of Auckland Council's own tools.

There is a greater focus on the Schedule of Issues of Significance, reflecting its statutory status and the upcoming refresh. We also think this will be an important vehicle for influencing the LTP.

Opportunities for improvement

Increase the effectiveness of the Schedule of Issues of Significance

The Schedule of Issues of Significance is a key instrument for the Board, which is currently being under-utilised. There are opportunities to leverage its statutory status to:

- deploy it into the LTP process, to ensure the Board's priorities for the LTP are known
- better direct the focus of the secretariat work (within the LTP development process and beyond)
- get better engagement from Auckland Council in reporting on progress.

The Board has choice about the type of approach it wishes to take when it engages with Auckland Council regarding its delivery around the Schedule of Issues of Significance: 'do to' vs 'do with'. Each approach has advantages

and disadvantages, and is likely to gain different degrees of compliance vs commitment/ownership.

Maintaining the independence of the Board, and its instruments, is important and we do not recommend a full alignment of the Board's instruments to Auckland Council structures, plans and processes. We think the Schedule of Issues of Significance can be better deployed into Auckland Council opportunities (eg through aligning the refresh to the LTP timeline) without giving up that independence (eg still promoting issues directly into lower level plans as they are refreshed/developed).

Harness emerging opportunities

In the previous section we talked about the changes in the Board's operating context and the opportunities this presents for the Board to continue to add value through its instruments. There is specifically an opportunity to contribute thought leadership through research, evaluation, collaboration, co-design, piloting and/or convening expert thinkers to advance knowledge about *how* to achieve outcomes for Māori.

The Schedule of Issues of Significance could provide a backbone for developing a programme of research and evaluation shared with Auckland Council that unpacks *how* to affect change and measures the effectiveness of key approaches. This would be best achieved through a 'do with' rather than a 'do to' approach.

While we acknowledge interviewees confusion about the Board's instruments and their relative roles we see it as more pragmatic for the Board to focus its efforts on ensuring it is targeting its messages to the right people at the right time, rather than trying to increase awareness and understanding of its tools overall.





Improve systems for tracking and managing relationships with Auckland Council staff and impact

There is an opportunity for the Board secretariat to take a more systematic approach to stakeholder management with Auckland Council staff, particularly in priority areas for the Board. This should have operational benefits – in terms of managing and handing over relationships – as well as strategic benefits – in terms of tailoring communications to ensure the right people get the right message at the right time and tailoring the way the Board deploys its instruments in different campaigns depending on the starting point of the staff members who are working on that issue.

In areas of greatest priority, the Board secretariat could undertake stakeholder analysis exercises to map the opportunities, 'actors' and their influences with regard to priority issues of the Board.⁶ This type of work may signal other opportunities for Board to use 'indirect' approaches to influence Auckland Council through the frameworks and directives staff refer to – for example, Auckland Council must adhere to the RMA and National Policy Statements. One interviewee suggested there may be an opportunity to influence National Policy Statements at the national level which would have a trickle-down effect to influence Auckland Council.

The existing Māori Plan M&E Framework contains two actions that the secretariat could consider adapting to reflect on and improve its own engagement with Auckland Council staff:

- stakeholder research – which could be adapted to focus on Auckland Council staff and their knowledge, skills, confidence, attitudes, and behaviour towards achieving Māori outcomes

- self-reflection – to capture lessons about approaches they have taken that have been most effective with influencing Auckland Council, and what is effective in what circumstances.

This sort of work would provide Board secretariat staff with a better understanding about pockets of good practice in Auckland Council and where there are high levels of commitment that can be leveraged, and areas where commitment is an obstacle to progress, for example.

The Board could put in place a M&E framework to:

- include in the intervention logic model the full suite of the Board's instruments for influence and develop a more detailed set of indicators/progress markers for the incremental changes the Board expects to see
- bring together in one place a schedule of the monitoring mechanisms that relate to each of those instruments and Auckland Council plans – ie how actions are monitored, by whom, and how actions are expected to contribute to outcomes
- remove activities that focus on the Board's effectiveness (and relocate to an internally focused learning mechanism)
- get better buy in from Auckland Council to implementation of the updated framework.

⁶ Appendix x contains a basic overview of stakeholder analysis.





Recommendations

We recommend that the Board:

Increase the effectiveness of the Schedule of Issues of Significance

- 1 **Prioritise the Issues within the Schedule of Issues of Significance**, in the context of the current situation for Māori in Tāmaki Makarau (in light of COVID and the associated economic downturn), and the Auckland Council's emergency budget. The prioritisation does not necessarily need to 'drop' any issues (for example, it could spread the existing issues over horizons or 'levels').

The prioritised Schedule of Issues of Significance should

- a Be promoted overall, perhaps through a statement from the Board presenting their expectations for the LTP, alongside the statement of the Mayors intent
- b Inform where secretariat staff focus their in-depth work with Auckland Council groups developing components of the LTP

Beyond the LTP, the prioritised schedule should direct Board secretariat to address Auckland Council staff with the issues that they could focus more deeply on, to ensure that the LTP does not act as a 'gatekeeper' between the Schedule of Issues of Significance and other Auckland Council plans.

- 2 **Work with Auckland Council to identify and agree**

- a The actions Auckland Council will take related to all of the issues of significance, but particularly the priority issues – this could be through a collaborative process ('do with') or a negotiation of actions proposed by either party ('do to')

- b a joint-mechanism to monitor delivery of those actions – this could be in the style of the Waharoa or Te Toa Takitini ('do to') or a different approach
- c a subset of high priority actions that will be the focus of deeper review – the Board secretariat would work together with the relevant Auckland Council teams to articulate a more detailed intervention logic and design an associated set of indicators for these actions. This would enable better monitoring and learning about *how* to affect change

- 3 **Consider aligning future refresh of the schedule of Issues of Significance to inform the LTP development process**

Harness emerging opportunities

- 4 **Work with Auckland Council to develop a knowledge base that will enhance 'know-how' about achievement of outcomes for Māori**
This should be focused on understanding the results of actions and what works to achieve outcomes, rather than monitoring delivery of outputs/actions, and could include tools such as:

- a Reviews of high priority issues for the Board, eg Bilingual Signage; Quality of relationships with Mana Whenua and Mataawaka
- b Co-design and piloting with partners around innovative approaches, eg for achieving culture change that will give effect to the Māori Responsiveness Plans and the Te Ao Māori-based perspectives as presented in the Māori Value Reports.

- 5 **Request clarification from Auckland Council on how Ngā Mātārae operationally interrelates with the Board secretariat.** Clarity will help wider Auckland Council staff to understand the respective value that each party brings to achieving outcomes for Māori.





Improve systems for tracking and managing relationships with Auckland Council staff, and measuring success

6 Develop a more systematic approach to stakeholder management for use with Auckland Council staff and deploy it to

- a Better manage individual and team relationships, especially in priority areas

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- b Provide targeted communications about priority issues for the Board
 - c Develop targeted influence campaigns in priority areas for the Board.
- Establish a M&E framework** to incorporate all the Board's instruments and to bring together in one place a view of the mechanisms for monitoring Auckland Council actions and outcomes. The update should be undertaken in collaboration with Auckland Council staff, and ideally should be adopted as a shared framework.



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APPENDIX 1: DETAILED ASSESSMENT OF THE BOARD'S INSTRUMENTS

The Māori Plan and its associated set of indicators⁷

The Māori Plan for Tāmaki Makaurau is a record of what Māori in the region said was important to them. It takes a long-term view with a 30-year horizon.

The Māori Plan provides a framework for understanding Māori development aspirations and sets measures for monitoring progress towards desired cultural, economic, environmental and social outcomes for Māori (the four pou). The Māori Plan includes 49 focus areas and 111 indicators aligned to values the four wellbeing areas or pou. The existing Maori Plan and its measurement framework focusses on wellbeing outcome indicators (not strategy or budget measures).

The first Māori Plan was launched in September 2012, following extensive engagement with Mana Whenua, Mataawaka and rangatahi Māori. In 2017, the Board reviewed and updated the Maori Plan and combined it with The Schedule of Issues of Significance to Māori in Tāmaki Makaurau.

While the Māori Plan is not *required* in statute or formally adopted by Auckland Council, it is a key instrument through which the Board delivers its function to advise the Auckland Council on matters affecting Mana Whenua groups and Mataawaka of Tamaki Makaurau.

The Māori plan forms a long-range foundation for the Board's other instruments. The Māori Plan is 'doing the heavy lifting' in a lot of ways.

- The schedule of Issues of Significance was the first Board instrument that was amended to incorporate the outcomes/ values of the Māori Plan
- The Māori Report and Māori Values Reports take the Māori Plan as their jumping off point, both conceptually and for defining indicators

Table 3: Instrument Summary: Māori Plan

Feature	Comment
Description	Long term plan – 30-year horizon Provides a Te Ao Māori framework for understanding Māori Wellbeing, aspirational outcomes and identifies associated indicators Not a statutory document
Strategic alignment	Aligns to Board's purpose: a) promote issues of significance
Core influence approach	Thought leadership and agenda setting

⁷ Key references: The Act, Memo to Auckland Council Governing Body 20 December 2012, Item 18, File No: CP2012/24116, The Integrated Issues of Significance and Māori Plan – Technical Report

(2017), IMSB website and Schedule of Issues of Significance to Māori in Tāmaki Makaurau and Māori Plan 2017





Feature	Comment
Interlinkages	<p>Forms a foundation on which most of the Board's other instruments are built</p> <ul style="list-style-type: none"> The schedule of Issues of Significance has been amended to include framework presented in the Māori Plan The Māori Report and Māori Values Reports take the Māori Plan as their jumping off point, both conceptually and for defining indicators The Board's strategic work priorities refer back to the issues of Significance
Strengths	<p>High profile across Auckland Council - interviewees report being familiar with the Māori Plan and referring to it for guidance about what matters to Māori in Tāmaki Makaurau</p> <p>Draws legitimacy from the extensive consultation that went into the first Māori plan and the mana of the Board</p> <p>Contributes unique expert knowledge, which is 'kept alive' by reports such as the values report</p> <p>Endurance – the framework, and to a large extent the content, are seen to be stable and when drawing direction from the Māori Plan, readers can have a high level of confidence that it will not change significantly in the short term</p>
Weaknesses	<p>received but not formally adopted by Auckland Council</p> <p>Confusion about the distinction between the Māori Plan and the IOS (more detrimental to the IOS than to the Māori Plan)</p> <p>Legitimacy may be diminishing as more time passes since the consultation was undertaken</p>

The Schedule of Issues of Significance (IOS)⁸

The IOS is a guide for the Board in carrying out its purpose and functions; it is therefore a critical instrument to the work of the IMSB. At the core the IOS must:

⁸ Key references: The Act, The Integrated Issues of Significance and Māori Plan – Technical Report (2017) and IMSB website



- Address the four well-being areas, social, cultural, environmental and economic
- Record issues of significance to Mana Whenua and Mataawaka
- Reflect the views of Mana Whenua and Mataawaka groups.

There is no prescribed process of how the IOS is to be developed or maintained. This is at the discretion of the Board.

As a guiding document, there remains discretion for the Board to depart from the IOS where there is a good reason to do so. The IOS is to be the focus of the Board's work programme, as it provides a platform for the advocacy role to Auckland Council and enables them to prioritise issues and promote opportunities that support the development of robust partnerships between Mana Whenua, Mataawaka and local government in Auckland.

Each new Board confirms its updated Schedule of Issues of Significance to Mana Whenua and Mataawaka in Tāmaki Makaurau and communicates this to Auckland Council.

- The first schedule clustered issues around Treaty Principles their outcomes and statements of what Auckland Council should do
- The second and third schedules referred to Treaty Principles up front and issues were then structured using the Maori Plan wellbeing / values and including more specific actions (transferred from the Maori Plan Advancement Actions Plans).

The most recent version was integrated with the Māori Plan as a single published document.

The current IOS contains 29 Issues of Significance. The Issues are organised through the wellbeing framework presented in the Māori Plan



(through five Māori values and four wellbeing pou), and Māori Plan actions are also aligned to each Issue. The Issues of Significance does not have any measurement and the statement of 78 actions signals what the Board will advocate to Auckland Council but has not gone through any structured negotiation process.

There is no further prioritisation within the Issues.

Table 4: Instrument Summary: Schedule of Issues of Significance

Feature	Comment
Description	Statutory document prepared by the Board to guide the Board in carrying out its functions Must address the four wellbeing areas, record issues of significance to Mana Whenua and Matawaka and reflect the views of Mana Whenua and Matawaka <ul style="list-style-type: none"> current version is combined with the Māori Plan and identifies 29 issues and 78 actions for the Auckland Council organised around the Māori wellbeing framework Must be kept up to date current practice has been to update each term of the Board
Strategic alignment	Aligns to Board's purpose: a) promote issues of significance
Core influence approach	Advocating for targeted actions and investment
Interlinkages	Integrated with the Māori Plan and structured to reinforce the Māori wellbeing framework Guides the Board's strategic work programme IOS are considered when developing scope of Te Tiriti o Waitangi Audits
Strengths	Statutorily mandated Also draws legitimacy from the consultation that went into the Māori Plan and the mana of the Board Regular updates (every term) provides opportunity to respond to changing context

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Feature	Comment
Weaknesses	Low profile in Auckland Council Confusion about the distinction between the Māori Plan and the IOS in Auckland Council; and about how the IOS aligns to Key Auckland Council Plans and strategies No (externally visible) prioritisation within the IOS – although internal) Current IOS precedes COVID-19 and the associated economic downturn – as such, may not be cognisant of emerging priority issues for Māori and responsive to the changed Auckland Council context (in particular, the reduced budget) Lack of clarity about how/why these issues are identified (and not others) Actions for Auckland Council not negotiated with Auckland Council; lack of clarity about the theory of change for these actions Monitoring Board progress promoting the IOS: <ul style="list-style-type: none"> There is regular reporting to the Board of activity and progress against the subset that are in the Board's work programme (narrative reporting, but no targets or quantified/RAG progress markers) Monitoring Auckland Council delivery of the IOS <ul style="list-style-type: none"> No framework for monitoring and reporting Auckland Council delivery of actions identified in the IOS and/or other activities to deliver issues; or for holding Auckland Council to account for their delivery Monitoring success of the IOS <ul style="list-style-type: none"> There are no targets/measures for each issue – although there is general alignment to wellbeing outcomes and associated indicators in the Māori Plan's wellbeing framework (the Māori Plan set of indicators)





Te Tiriti o Waitangi Audits

Every three years the Board conducts Te Tiriti o Waitangi Audit to assess the Auckland Council group's performance in acting in accordance with statutory references to Te Tiriti o Waitangi and statutory responsibilities to Māori in Tamaki Makaurau.

The audit process enables the Board to provide guidance on what is required of Auckland Council and Auckland Council organisations and how to achieve those requirements.

The Board undertook the first Te Tiriti o Waitangi Audit in 2011, published in 2012. The second Te Tiriti o Waitangi Audit was carried out in 2014/15. The third Te Tiriti o Waitangi Audit was undertaken in early 2018 and completed mid-year. Each subsequent Audit has followed up on recommendations from previous reports, seeks opportunities for improvement and assesses Auckland Council's responses to new and amended statutes.

While the Board consults with Auckland Council in the scoping phase, to canvas areas where the Auckland Council might value feedback and to ensure a no-surprises-approach, a key feature of Te Tiriti o Waitangi Audits is the independence with which they are conducted. The Board also has an active role in working with Auckland Council to negotiate its response to Audit recommendations and to monitor Auckland Council delivery of those recommendations in out-years.

The scope of each Audit is determined in the lead up to that Audit. Alongside other factors, the 2014 Audit⁹ framework explicitly built on the IMSB's IOS to determine scope and the 2018 Audit¹⁰ drew on the IOS to determine the selection of action groups to follow up. The Audits focus on compliance with policies, capability and systems and do not have a measurement focus.

The most recent Te Tiriti o Waitangi Audit provides prioritised areas for follow up.

While the audit method¹¹ is not required in statute, Te Tiriti o Waitangi Audits are a key instrument through which the Board fulfils its purpose.

Table 5: Instrument Summary: Te Tiriti o Waitangi Audits

Feature	Comment
Description	Independent audit of the Auckland Council's performance in accordance with statutory provisions referring to the Treaty of Waitangi Three Audits completed to date The most recent audit contained 13 recommendations Not a statutory document
Strategic alignment	Aligns to Board's purpose: b) ensure Auckland Council acts in accordance with statutory provisions referring to the Treaty of Waitangi
Core influence approach	Holding Auckland Council to account for performance
Interlinkages	Te Tiriti o Waitangi Audits consider the IOS when establishing scope

⁹ In 2014, the audit approach included: Auditing against high priority legislative requirements with consideration given to: Recommendations identified in the first audit report and: Broad strategic priorities and issues of significance. AND Considering other areas including overarching issues and council mechanisms for delivering on legislative obligations.

¹⁰ In 2018, the IOS was one of four drivers that supported selection: 1. The high priority legislative requirements 2. The Schedule of Issues of Significance to Māori in Tamaki Makaurau – as a more detailed lens for prioritisation of follow up 3. The time taken to address recommendations – many recommendations that originated in the inaugural Te Tiriti o Waitangi Audit Report in 2012 remain open, and there is an expectation that more of these should be complete 4. The more critical action

¹¹ groups/recommendations that, once addressed and operating effectively, will support the completion of other action groups/recommendations
In theory, other approaches could be taken to discharge the Board's responsibility for ensuring Auckland Council acts in accordance with statutory provisions referring to the Treaty of Waitangi – such as facilitated self-review, evaluation, peer review, standard setting, a model of inquiry. There may be good reasons why alternative approaches would not be suitable or effective in practice.





Feature	Comment
Strengths	<p>Strategically aligned to Board's purpose</p> <p>While Te Tiriti o Waitangi audits are not mandated in statute, there is a clear link to IMSB purpose</p> <p>Instrument draws legitimacy from the link to legislated purpose, independence, collaborative/no surprise approach to scoping and processes set up to gain Auckland Council buy-in to report findings</p> <p>Provides clear recommendations, that are contained and can be (easily) enacted</p> <p>Actions responding to the recommendations are negotiated and agreed with Auckland Council. Provides a firm basis for monitoring delivery and holding to account</p> <p>The process for scoping and undertaking the audit and holding Auckland Council to account for responding to the recommendations is well established.</p> <p>Processes are in place for Auckland Council to oversee delivery of its response to Audit recommendations, and report on progress to the Audit and Risk Committee</p> <p>Predictable schedule of Audits provides an element of 'urgency' for resolving actions</p>
Weaknesses	<p>Lower than ideal engagement from senior leaders in overseeing Auckland Council response to recommendations</p> <p>Responsibility for overseeing Auckland Council response sits with Nga Mātārae rather than internal audit, which has potential to</p> <p>Potential to lose momentum in between audits</p>

Expenditure Reviews

Expenditure Reviews are carried out on behalf of the Board to consider the effectiveness of expenditure incurred by Auckland Council on projects to deliver Māori outcomes in past years, as well a 'forward thinking' assessment of project initiation and management processes.

In essence, the Expenditure Reviews seek to draw a line of sight between what Auckland Council does and funds, and Māori outcomes (as set out in the Māori Plan, IOS and Auckland Council's own strategies and plans).

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Two Expenditure Reviews have been conducted (in 2014 and 2017), with the objectives of the most recent assessment being to:

- examine the reported expenditure on projects to achieve Māori outcomes against Auckland Council records, approved plans and budget
- assess the effectiveness of portfolio management and project initiation processes (in CCOs and Auckland Council) to plan, approve and measure value for money projects that deliver direct/indirect Māori outcomes
- assess the effectiveness, capability, commitment and sustainability of project management processes, Auckland Council systems and capability to manage the delivery of Māori outcomes and value for money on an ongoing basis.

Te Toa Takitini, an Auckland Council top management group, was established in response to the 2014 assessment to lead and influence better outcomes with Māori and embed a top-down Auckland Council family approach to overseeing delivery on commitments to significantly uplift Māori economic, social and cultural well-being.

Table 6: Instrument Summary: Expenditure Reviews

Feature	Comment
Description	<p>Review of Auckland Council performance in delivering Māori outcomes through a lens of expenditure</p> <p>Two reviews carried out to date</p> <p>Not a statutory document</p>
Strategic alignment	<p>Aligns to Board's purpose b) ensure Auckland Council acts in accordance with statutory provisions referring to the Treaty of Waitangi</p> <p>And also, but less so a) promote issues of significance</p>
Core influence approach	<p>Holding Auckland Council to account for performance</p>





Feature	Comment
Interlinkages	Explores connection between the Māori Plan and IOS and Auckland Council outcomes for Māori
Strengths	While Expenditure Reviews are not mandated in statute, there is a clear link to IMSB purpose Te Toa Takitini group provides a clear line of sight for enacting recommendations and monitoring their delivery Alignment to the Auckland Council's own tools (LTP)
Weaknesses	Limited to the Auckland Council's areas of control

Māori Report and Māori Value reports

The Māori Report, published in 2016, presents progress against the outcomes in the Māori Plan for Tāmaki Makaurau (2012) as a set of 22 headline indicators, each supported by detailed data and case studies. While the Māori Report is the Board's report, it is the result of collaboration with many people and agencies, including Auckland Council. It was overseen by the Board's Data Strategy Expert Panel chaired by Mason Durie and including the Chief Statistician and Māori data experts.

The Māori Report reinforces the Māori wellbeing framework of the Māori Plan, and while not a statutory document it is clearly linked to the Board's purpose of promoting issues of significance for Mana Whenua groups and Mataawaka of Tāmaki Makaurau.

There are five Māori Value reports. Each report represents a Māori value, following the framework set out in the Māori Plan and the Schedule of Issues of Significance: Rangatiratanga, Manaakitanga, Kaitiakitanga, Whanaungatanga, Wairuatanga.

The reports measure Māori wellbeing using Māori concepts and worldviews by taking a strengths-based approach to Māori aspirations, activities and achievements. The purpose of the reports is to increase Auckland Council

and central government understanding of using a Māori values approach to positively impact on Māori wellbeing.

Each report presents data (where it is available) for relevant indicators identified in the Māori Plan, and beyond.

The first set of reports was released in 2020.

Table 7: Instrument Summary: Māori Report and Values Reports

Feature	Comment
Description	Detailed reports that present wide-reaching data, case studies and insights Not mandated in statute
Strategic alignment	Aligns to Board's purpose: a) promote issues of significance
Core influence approach	Increasing the knowledge and evidence base
Interlinkages	Closest link is to the Māori Plan, which provides the foundation conceptual structure for the reports
Strengths	Contributes expert knowledge and fills information gaps Māori Report indicators identified through rigorous process, by esteemed experts Values Reports present a range of data (including quantitative and qualitative) and provide a deep look at outcomes Values Reports draw on fresh engagement
Weaknesses	Māori Report is becoming less up-to-date as time passes Limited by the poor data availability

LTP Business cases

The IMSB Business Cases signal to the Auckland Council where it should focus to deliver on its strategy for Māori and how it can turn the strategic





intent into action and deliver on outcomes that are fundamental to the success of the city.

The 2017 IMSB Business Cases document was prepared to align with the Auckland Council's planning cycle and input into the Long-term Plan. The indicative Business Cases were prepared at a high level to enable the next steps that are expected to include consultation and detailed business cases.

Table 8: Instrument Summary: LTP Business Cases

Feature	Comment
Description	Aligns to Board's purpose: a) promote issues of significance
Strategic alignment	Aligns to Board's purpose: a) promote issues of significance
Core influence approach	Advocating for targeted actions and investment and increasing the knowledge and evidence base
Interlinkages	Aligns to Expenditure reviews Should highlight key foci of the Schedule of Issues of Significance
Strengths	Very clear alignment to Auckland Auckland Council tools (LTP) Targeted and solution-focused content
Weaknesses	Interviewees report they were developed under time pressure (although no feedback suggests that reduced their effectiveness)

Significant platforms through which the instruments are deployed

In addition to the instruments described above, there are five platforms that are key to IMSB delivery of its purpose:

- **Regular joint meetings of the Board and Governing Body**
The Board and Governing Body must meet at least 4 times each financial year, to discuss the Board's performance of its functions and

the Auckland Council's performance of its duties (in legislation). The meetings provide a platform for the Board to deliver both its purposes; promote issues of significance and ensure that the Auckland Council acts in accordance with statutory provisions referring to the Treaty of Waitangi.

- **Membership of Committees**

The Board must appoint a maximum of 2 persons to sit as members on each of the Auckland Council's committees that deal with the management and stewardship of natural and physical resources. Board appointees are voting members, committee membership provides a mechanism for the Board to stay abreast of Auckland Council activities, and to deliver both its purposes, in particular to promote issues of significance.

- **Engagement between Board secretariat and Auckland Council staff**

Board secretariat staff engage with Auckland Council staff proactively and reactively, in delivery of the instruments (eg to scope, conduct and monitor Te Tiriti o Waitangi Audit) and for more general delivery of the Board's purpose. The relationships that secretariat staff build with Auckland Council provide a platform for influence. Stakeholder interviews indicate that relationships between Board secretariat staff and Auckland Council staff range from a more distant auditor-auditee dynamic through to more collaborative 'critical friend' dynamic.

- **Membership of Auckland Council's Waharoa group**

The Waharoa Group (a committee comprised of staff Auckland Council's Te Waka Anga Mua ki Uta – now Ngā Mātārae, Internal Audit department and a member of the Board Secretariat) was established in 2015 to monitor the progress made in delivering the Treaty Audit Response Work Programme. Progress is reported six-monthly to the Audit and Risk Committee. In addition, a summary table and





commentary on actions completed is reported to the Finance and Performance Committee as part of the wider Te Toa Takitini report.

- **Membership of Auckland Council's Te Toa Takitini group**
Established, following the 2014 Expenditure Review, to lead and influence better outcomes with Māori and embed a top-down Auckland Auckland Council family approach to overseeing delivery on commitments to significantly uplift Māori economic, social and cultural well-being.





APPENDIX 2: POWER TYPES AND THEIR LIKELY RESULTS

Power type	Comment re availability to IMSB	Likely results		
		Effectiveness in harnessing ownership and commitment	Effectiveness in achieving compliance	Likelihood of provoking resistance
	This is the end goal	Helpful but not the end goal	Ultimately to be avoided	
Expert Power - Power of knowledge, insight, understanding and ability to impart this	Available to IMSB through experience and mana of Board members, engagements they have undertaken with Māori and track record of publishing useful and insightful documents/research	LIKELY If advice is persuasive and is important to achieving decision makers' goals	POSSIBLE If advice is persuasive but not seen to be important to decision makers' goals	POSSIBLE If advice is delivered in a way that is not seen to be mana enhancing and if the subject is not seen to be important to achieving decision makers' goals
Referential Power - Ability to impact others or affect change based on the strength of the relationship (not status)	Available to IMSB through the personal and professional relationships it builds at Board and secretariat levels.	LIKELY If advice is seen to be appropriate and important to achieving decision makers' goals	POSSIBLE If advice is seen to be low effort and not adverse decision makers' goals	POSSIBLE If advice is seen to be high effort and/or acting on it is seen to detract from decision makers' goals
Status Power - Status and position backed power, usually official	Available to IMSB through: - Board member selection process - IMSB and its purpose established in statute, as well as some of the instruments - Auckland Council endorsement of actions and established mechanisms Weakened by instruments not being formally adopted by Auckland Council	POSSIBLE If advice/directive is respectful, appropriate, and important to achieving decision makers' goals	LIKELY If advice/directive is seen as appropriate	POSSIBLE If advice/directive is delivered in a way that is seen to not be mana enhancing and/or if the subject is not seen to be within remit, and/or acting on it is seen to detract from decision makers' goals





<p>Reward Power (carrot) - Potential to impact others based on control over the distribution of rewards and desired resources</p>	<p>Not officially available to IMSB, as they do not control a lot of resources Unofficially available as they can publicly praise Auckland Council and its activities; decide where to place their efforts to support Auckland Council work</p>	<p>POSSIBLE If used in a subtle, very personal way</p>	<p>LIKELY If used in a routine, impersonal way</p>	<p>POSSIBLE If used in a way that is not mana enhancing</p>
<p>Coercive Power (stick) - Potential to impact others or affect change through the administration of negative sanctions</p>	<p>Available to IMSB through its mandate to 'ensure' Auckland Council acts in adherence Unofficially available as IMSB can hold Auckland Council to account through legal action, negative public comment</p>	<p>VERY UNLIKELY Regardless of how it is done</p>	<p>POSSIBLE If used in a helpful, non-punitive way</p>	<p>LIKELY If overused or used in a way that is not mana enhancing, or is manipulative/hostile</p>

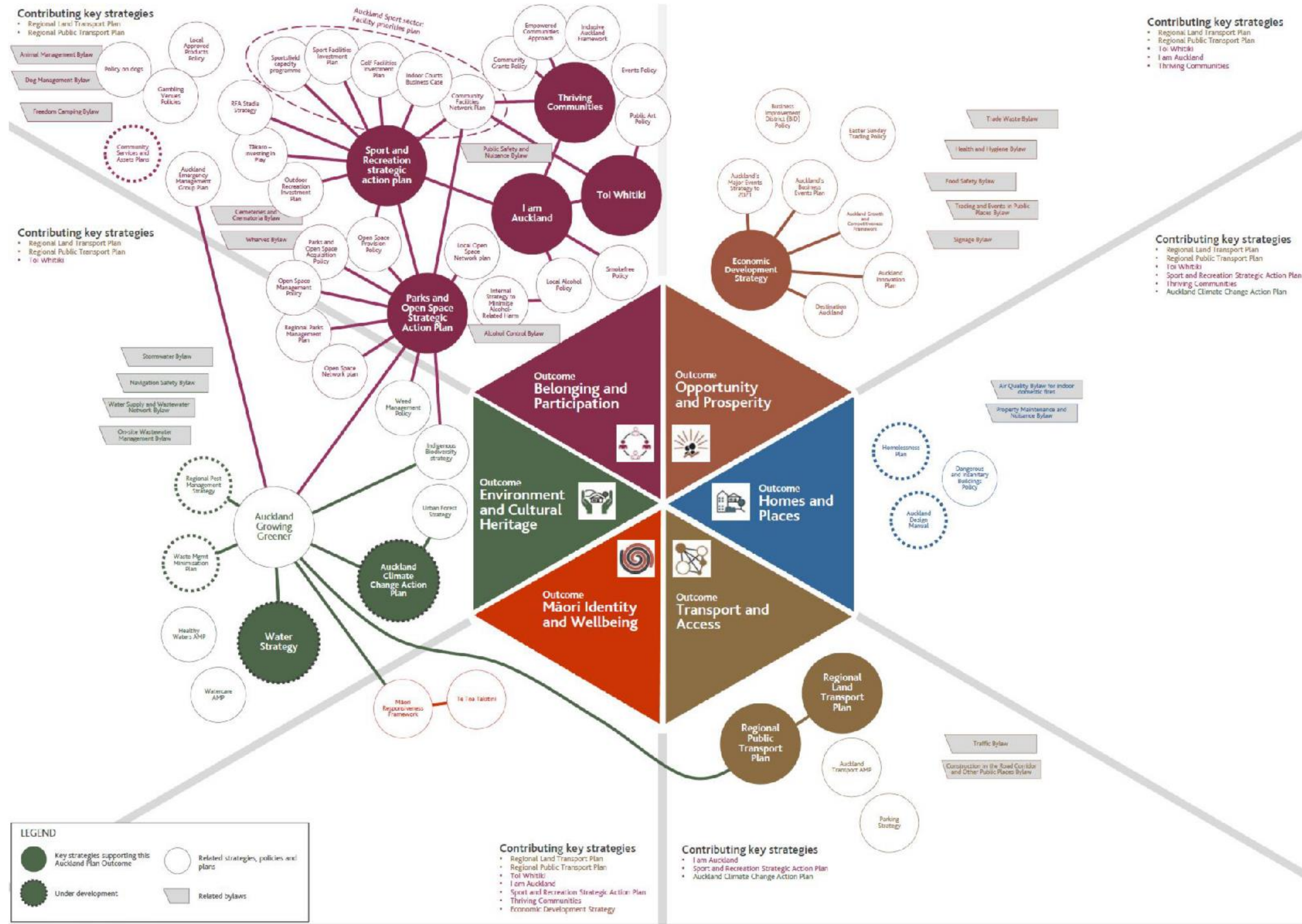
Adapted from leadership theory and the work of social psychologists John R. P. French and Bertram H. Raven.





APPENDIX 3: AUCKLAND COUNCIL'S MAP OF PLANS AND STRATEGIES ALIGNED TO AUCKLAND PLAN OUTCOMES





AUCKLAND PLAN 2050
Alignment of strategies, plans, policies and bylaws (Sept 2018)
Auckland Council logo





APPENDIX 4: OVERVIEW OF STAKEHOLDER ANALYSIS FOR THE PURPOSES OF THE SECRETARIAT

Stakeholder analysis means many things to different people. Simply, *stakeholders* are individuals, groups and organisations that can affect, and/or will be affected by, the actions of a project, policy or reform¹² and *stakeholder analysis* is a process for providing insights into, and understanding of, the interactions between a project, policy or reform and its stakeholders (Grimble & Wellard, 1996).

Ultimately, the goal of most stakeholder analysis is to develop a strategic view of the human and organisational landscape, and the relationships between the different stakeholders and the issues they care about (Golder and Gawler, 2005). While stakeholder analysis originated from the business sciences (Reed et al, 2009), it is now commonly used across a range of policy and commercial sectors by government and non-government agencies alike, including in the pursuit of solutions to challenges that require long-term and multiparty commitment, such as the context in which the Board works.

As the practice of stakeholder analysis has grown, so has the multitude of methods and approaches used in different fields for different purposes (Reed et al, 2009). This means that rather than being a single process, stakeholder analysis refers to a range of techniques (Buse et al, 2005) that seek to identify, understand and classify individuals or groups of individuals according to dimensions of interest.

Stakeholder Analysis can be undertaken as a once-off activity (commonly at the early stages of a programme design or policy implementation), as a

repeated activity (at regular intervals or aligned with specific pivot points in a programme cycle) or continuously (as an embedded way of working that enables real-time adjustments to relationship management and engagement approaches).

Key stages of a Stakeholder Analysis

There are typically three phases when undertaking stakeholder analysis:

- **Planning and definition phase:** set out a clear definition of the policy or project at the centre of the enquiry; define and prioritise the purposes of the analysis (such as engagement for communication, consultation or influence, for example); set questions for stakeholder analysis to answer that will support the purposes (such as: who are the people with greatest influence among the population of interest? What is their disposition towards our agenda?); establish boundaries for the stakeholder analysis (such as a geographical focus, a sector focus, or a level of power focus, for example); and assign roles and resources.

- **Data gathering and analysis:** create a framework that sets out the specific knowledge that will be gathered (For example the World Bank¹³ refers to four major attributes that are important for Stakeholder Analysis: the stakeholders' **position** on the reform issue, the level of **influence** (power) they hold, the level of **interest** they have in the specific reform, and the **group/coalition** to which they belong or can reasonably be associated with), and decide how data will be stored and the data collection tools that will be used. Analyse the collected data,

¹² See Freeman's influential work (1984) for a fuller discussion of stakeholders

¹³ <http://www1.worldbank.org/publicsector/antitcorrupt/PoliticalEconomy/stakeholderanalysis.htm>





through filtering, categorisation and observation of themes, patterns and outliers to answer the core questions that are driving the study. This step is critically important for translating information into useful insights that enable action, and many frameworks and approaches are available to support analysis (such as game theory to anticipate behaviours of particular groups).

- **Data use and review:** assess the implications of the stakeholder analysis in relation to the purpose (for engagement activities and policy decisions, for example). Design and refine decisions and planned activities as required. Set a schedule for continuously updating and formally reviewing the stakeholder analysis to ensure it remains up to date, or decide when the analysis will no-longer be referred to because it is out of date (for example, events such as an election may significantly change the landscape of stakeholders for a project).

In the context of the Boards work, the Board secretariat could draw lessons from the field of stakeholder analysis to better monitor and manage its relationships in key teams and departments of Auckland Council, focused on priority issues for the Board. This would help with nuanced deployment of the instruments in different campaigns.





Appointments to Planning Committee

File No.: CP2020/11668

Ngā tūtohunga Recommendation/s

That the Independent Māori Statutory Board:

- a) appoint a Board member to join the Chair and the Deputy Chair of the Planning Committee to approve the notification of an enabling Rainwater Tanks Plan Change to the Auckland Unitary Plan (Operative in part) and Auckland District Plan (Hauraki Gulf Islands Section).
- b) appoint a Board member to join the Chair and Deputy Chair of the Planning Committee to determine council's position in response to appeals on council and private plan changes to the Auckland Unitary Plan beyond the authority delegated to the Tier 3 Manager in the Plans and Places Department where an urgent decision is required.
- c) note that the Planning Committee delegated responsibilities, duties and powers in relation to Fast-track Consenting Act- Resource consent applications and notices of requirement to the Tier 3 manager in the Resource Consents department (in relation to Resource consents) and the Tier 3 manager in Plans and Places (in relation to notice of requirements), in consultation with the Mayor's Office, subject to:

- i) compliance with the red flag process

The "red flag" process will be used for any applications that are contrary to the Auckland Unitary Plan, Auckland Plan 2050, Auckland Plan Development Strategy and Future Urban Land Supply Strategy. Where an application is 'red flagged' notification is made immediately to the Chair of the Planning Committee, Chair of the Regulatory Committee, a Member of the Independent Māori Statutory Board and the relevant Ward Councillor(s) and all members of the relevant local board(s). Comments received from those members will be used to inform the council's comment on whether an application should be referred to the Expert Consenting Panel. Local board feedback will also be included as part of the council's comment.

Te take mō te pūrongo Purpose of the report

1. To appoint Board member/s to two groups with delegated authority; and note a third group that will require future appointments as recommended in the Planning Committee meeting held on 13 August 2020.

Whakarāpopototanga matua Executive summary

2. At the Planning Committee meeting held on 13 August 2020 recommendations to delegate authority to three items on the agenda was accepted by the committee. Each of the recommendations included the appointment of an Independent Māori Statutory Board Member. The three items are as follows:
 - Plan Change to the Auckland Unitary Plan – Rainwater Tanks
 - Auckland Unitary Plan – Delegations for Appeals and Declaration Proceedings



- COVID-19 Recovery (Fast-track Consenting) Act – establishing delegations

Item 9

Horopaki Context

3. Plan Change to the Auckland Unitary Plan – Rainwater Tanks

A plan change is being proposed to mitigate the impact of water shortages on Auckland communities. Council's preferred approach is to exclude rainwater tanks from the definition of a "building" and introduce a new definition of "rainwater tank". Rainwater tanks will be included in activity tables with customised standards. Rainwater tanks will have permitted activity status for residential and rural zones and within the special character overlay. In the Auckland District Plan (Hauraki Gulf Islands Section) the preferred approach by council is to exclude rainwater tanks from the definition of "building". The delegated group have the authority to approve the notification of an enabling Rainwater Tanks Plan Change to the Auckland Unitary Plan (Operative in part) and Auckland District Plan (Hauraki Gulf Islands Section).

4. Auckland Unitary Plan – Delegations for Appeals and Declaration Proceedings

The delegations are recommended to deal with changes to council's Regulatory Committee Policy that resulted in the Planning Committee now being fully responsible for managing all appeals on council and private plan change decisions and declaration proceedings regarding the interpretation of the Auckland Unitary Plan. The delegated group have authority to determine council's position in response to appeals on council and private plan changes to the Auckland Unitary Plan beyond the authority delegated to the Tier 3 Manager in the Plans and Places Department where an urgent decision is required.

5. COVID-19 Recovery (Fast-track Consenting) Act – establishing delegations

The COVID-19 Recovery (Fast-track Consenting) Act 2020 (the Act) enables a fast track alternative to the RMA process for consenting eligible development and infrastructure projects. The Act commenced on 9 July 2020 and will be repealed in two years

The Act confers a number of powers and functions on Auckland Council, the powers were being considered in the report for delegation by the committee. A "red flag" process will be used for any applications that are contrary to the Auckland Unitary Plan, Auckland Plan 2050, Auckland Plan Development Strategy and Future Urban Land Supply Strategy. The "red flag" process will require the appointment of an Independent Māori Statutory Board member/s.

This delegated role is separate from the Act provisions related to Mana Whenua participation in the fast-track consenting processes.

Ngā tāpirihanga Attachments

There are no attachments for this report.

Ngā kaihaina Signatories

Authors	Beth Tauroa - Principal Advisor
Authorisers	Catherine Taylor - Independent Māori Statutory Board CEO