

SCHEDULE OF ISSUES OF SIGNIFICANCE

to Māori in Tāmaki Makaurau

////// AND ////

MĀORI PLAN 2017



Independent Māori
Statutory Board



Independent
Māori Statutory
Board

Meaning behind our tohu

***Ki te kāhore he whakakitenga ka ngaro te iwi.
Without foresight or vision the people will be lost.***

- Kingi Tāwhiao Pōtatau te Wherowhero.

The pieces of this tohu represent the land and islands called Tāmaki Makaurau.

Textural blue symbolises nga moana that bind these pieces together.

Our koru is the unfurling frond symbolising new beginnings. It represents unity and working together.

The centre line (spine) represents the direction or goal that Tāmaki Makaurau is working towards.

The overarching meaning is the moving towards our vision of the future.

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Message from the Chairman

He kupu nā te Heamana

Tāmaki Makaurau

Tāmaki herehere i ngā waka

Tū whakahihī mai rā ngā maunga tūpuna o te rohe.

Titiro iho ki ngā wai rangatira o Te Waitematā, o Te Mānukanuka o Hoturoa e tere nei.

Ka rere ngā mihi maioha ki te iti me te rahi e whai whakaaro nei ki tēnei kāinga whakahirahira e noho nei hei āhuru mōwai mō tātou katoa.

Mokori anō te mihi ki ērā kua whakatangetange riaka i roto i ngā tau kia tū pakari ai te ohu Independent Māori Statutory Board, kia hua anō ai ngā tuhinga mātuatua e noho nei hei kawenata ārahi i te poari, mō Ngāi Māori, mō Tāmaki Makaurau whānui anō te painga.

Tēnā koutou, tēnā koutou, tēnā rā koutou katoa.

The establishment of the Independent Māori Statutory Board in 2010 was a key development in the local government reforms that created the largest council in Aotearoa, the Auckland Council.

The Board has a statutory responsibility to monitor Auckland Council against its Treaty of Waitangi obligations, and promote Issues of Significance to Māori in Tāmaki Makaurau (Auckland), as identified in this document.

Each new Board is committed to updating this document, and in the previous term it was decided to combine two powerful documents developed by the Board in its first term. These were the first Schedule of Issues of Significance to Māori in Tāmaki Makaurau – which succinctly outlines the key issues and helps to define where Auckland Council has a major responsibility for action.

And;

The Māori Plan for Tāmaki Makaurau - this is what Māori in the region said was important to them and provides a framework for understanding Māori development aspirations and monitoring progress towards desired cultural, economic, environmental and social outcomes.

In this iteration, the document has been reviewed and updated to ensure that it continues to provide strong direction and leadership to Auckland Council.

The Schedule of Issues of Significance to Māori in Tāmaki Makaurau is a core publication for the Board, guiding our key partnerships with Auckland Council, other agencies and the private sector, and highlighting the many issues and opportunities to be considered in planning and resourcing by these organisations. It also assists the Board in its advocacy role to address these issues with Auckland Council, and guide the Board in prioritising and using every opportunity to support outcomes for Māori.

The Board is without precedent in central or local government and so presents us with the unique opportunity to lead in the development of a successful partnership with Māori and local government and ensure accountability and transparency in delivering to the Board's legislative requirements.

In closing, I take this moment to acknowledge all those who have contributed to the Board's mission since this journey began in 2010, past and present board members, members of Parliament, Auckland councillors and Auckland Council staff, experts who have assisted us and most certainly Māori of Tāmaki Makaurau.

Tēnā koutou katoa.

David Taipari
Chairman









Preamble

The Schedule of Issues of Significance to Māori in Tāmaki Makaurau (IOS) is a statutory document prepared by the Independent Māori Statutory Board (the Board) to promote and advocate to Auckland Council for and on behalf of Māori in Tāmaki Makaurau.

The Local Government Auckland Council Amendment Act 2010 (the Act) established the Board and Auckland Council.

Section 81- Establishment and purpose of the board

This part establishes a board whose purpose is 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 Tāmaki Makaurau; and
- b) ensuring that the Auckland Council acts in accordance with the statutory provisions referring to the Treaty of Waitangi.

Section 84 - Board's general functions

- 1) The board's general functions are:
 - a) To develop a schedule of issues of significance to mana whenua groups and mataawaka of Tāmaki Makaurau, and give priority to each issue, to guide the board in carrying out its purpose;
 - b) To keep the schedule up to date;

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 Independent Māori Statutory Board. At the core the IOS **must**:

- 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.

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 Auckland Council to prioritise issues and promote opportunities that support the development of robust partnerships between Mana Whenua, Mataawaka and local government in Auckland.

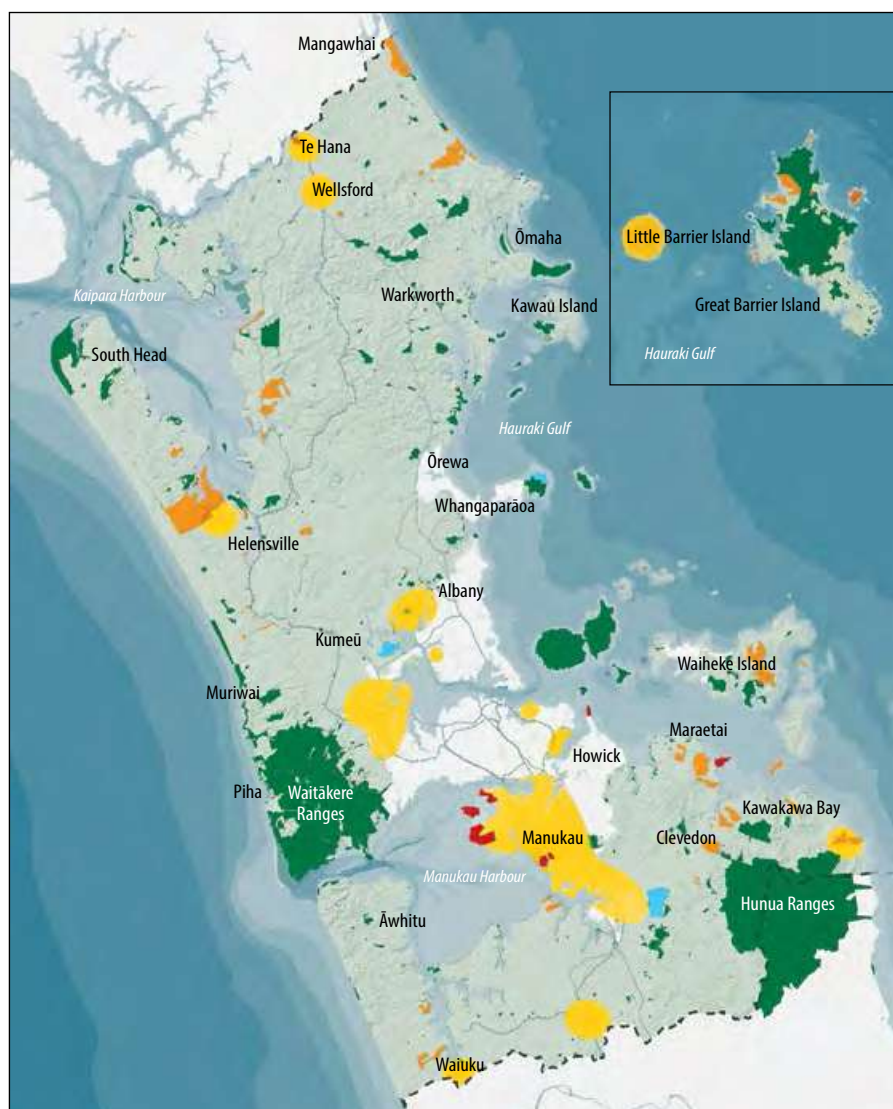
Profiling Mana Whenua and Mataawaka in Tāmaki Makaurau

The Tāmaki Makaurau region, as it relates to the operations of Auckland Council, extends from Te Hana in the north to Waiuku in the south and includes the islands in the Hauraki Gulf. The Auckland Council boundary is an overlay over traditional tribal boundaries.

Understanding the Māori demographics in Tāmaki Makaurau was a key component in developing the Māori Plan. The Māori economy is a crucial driver and with a youthful population that will be entering the work force, Māori 'human capital' is likely to shape and define Tāmaki Makaurau over the coming years.

At the 2013 Census, a total of 163,920 people in Tāmaki Makaurau identified as being of Māori descent. This represents almost a quarter (24.5%) of all those of Māori descent living in Aotearoa, and 11.6% of the total Tāmaki Makaurau population.

The Māori descent population in Tāmaki Makaurau is youthful; over half of the population (51.5%) was younger than 25 years in 2013 and nearly a third (32.8%) under 15 years of age. Less than 5% of the population were aged 65 years or older. This is a similar pattern for the total Māori descent population in Aotearoa.



Source: Adapted from Chapter 2, The Auckland Plan, Auckland Council 2012

Auckland's Māori

- Scheduled wāhi tapu
Note – Most of Auckland contains unregistered wāhi tapu sites. Future investigations in association with iwi will be undertaken to begin mapping and scheduling.
- Public open space
- Defence Land
- Concentration of Māori centres
- Māori freehold land

People of Māori descent live across the wider Auckland region but are concentrated in the south and western urban areas. Six of the 21 local board areas account for nearly half (49.7%) of the Māori descent population in Tāmaki Makaurau. These are Manurewa, Henderson-Massey, Papakura, Ōtara-Papatoetoe, Māngere-Ōtāhuhu and Franklin.

The Manurewa and Henderson-Massey local board areas have the highest numbers of people identifying with Māori descent, 19,314 and 17,487 people respectively. The local boards with the lowest number of Māori are the Great Barrier (168) and Waiheke (1038). The highest proportion of Māori in relation to the total local board area population can be found in Papakura (27.3%) and Manurewa (23.5%).

By 2036, the Māori population in Auckland is projected to reach over 200,000. The number of Māori employed in Auckland is estimated to rise from 58,000 in 2011 to over 72,000 in the next 30 years. Over the next 15 years, Auckland will have approximately 133,000 Māori of the working age population.

Section 7 of the Local Government (Auckland Council) Amendment Act 2010 (Act) defines the terms Mana Whenua and Mataawaka as they relate to the functions and operations under the Act.

Mana Whenua group means an iwi or hapū that:

- a) exercises historical and continuing Mana Whenua in an area wholly or partly located in Auckland; and
- b) is one or more of the following in Auckland;
 - i. a mandated iwi organisation under the Māori Fisheries Act 2004;
 - ii. a body that has been the subject of a settlement of Treaty of Waitangi claims;
 - iii. a body that has been confirmed by the Crown as holding a mandate for the purposes of negotiating Treaty of Waitangi claims and that is currently negotiating with the Crown over the claims.

The Mana Whenua within Tāmaki Makaurau are:

- Ngāi Tai ki Tāmaki
- Ngāti Manuhiri
- Ngāti Maru
- Ngāti Paoa
- Ngāti Rehua
- Ngāti Tamaoho
- Ngāti Tamaterā
- Ngāti Te Ata
- Ngāti Wai
- Ngāti Whātua
- Ngāti Whātua o Kaipara
- Ngāti Whātua o Ōrākei
- Ngāti Whanaunga
- Te Ahiwaru
- Te Ākitai
- Te Kawerau a Maki
- Te Patukirikiri
- Te Uri o Hau
- Waikato-Tainui

The term "Mataawaka" is defined under the Act as Māori who live in Auckland and who are not in a Mana Whenua group.

Updated Schedule of Issues of Significance Framework

The updated Issues of Significance brings together the aspiration of Māori in Tāmaki Makaurau as expressed in the Māori Plan, and the IOS (framed by Te Tiriti o Waitangi Principles) within the first schedule. It enables the Board to develop a framework that is cognisant of the constant evolution of Tāmaki Māori development in Te Ao Hurihuri, but is also enduring in its adherence to the values of Te Ao Māori.

Māori values 'anchor' the Schedule, emphasising the idea that Māori contribute their own worldviews and practices to policies and plans that affect Māori in a way that is meaningful and enduring.

Drawing from the extensive engagement undertaken to develop the foundation for the Māori Plan for Tāmaki Makaurau, and the diligent approach applied to the original Schedule, the Schedule framework is as follows:

- Vision Statement
- Māori Value - Key Direction
- Well-being Areas:
- Aspirational Outcomes
- Issues of Significance
- Actions

a) The Vision

The Vision Statement for the Māori Plan has been adopted and is drawn from the whakatauki;

'Te Pai me te Whai Rawa o te Māori i Tāmaki Makaurau'- Healthy and Prosperous Māori in Tāmaki Makaurau."

b) The Māori Values - Key Directions

The Māori Values - Key Directions emerged from the analysis of the robust engagement hui and key documents developed during the architecture of the Māori Plan. They reflect the overarching goals or aspirations that Mana Whenua and Mataawaka want for their own iwi, organisations and communities. The key directions sit alongside the Māori values to ensure that Māori worldviews are embedded and integral to the IOS. The Māori Values - Key Directions are:

Whanaungatanga

Develop Vibrant Communities
"A City/region that caters for diverse Māori lifestyles and experiences";

Rangatiratanga

Enhance Leadership & Participation
"People engaged in their communities";

Manaakitanga

Improve Quality of Life
"Satisfaction with our environments and standard of living";

Wairuatanga

Promote Distinctive Identity
"Recognised sense of identity, uniqueness and belonging";

Kaitiakitanga

Ensure Sustainable Futures
"Intergenerational Reciprocity".

c) Wellbeing Areas

The wellbeing areas refer to the four pou - social, cultural, economic and environmental - that stem from the Board's purpose which is to assist the Auckland Council to make decisions, perform functions and exercise powers by the promotion of social, cultural, economic and environmental issues.

d) Aspirational Outcomes

Māori outcomes are the high level aspirational outcomes that Māori are seeking, such as 'Māori communities are culturally strong and healthy', and 'Māori businesses are uniquely identifiable, visible and prosperous'. The focus areas contribute to the overall achievement of Māori wellbeing and the vision.

e) Issues of Significance

The issues reflect the wide ranging issues of significance for Māori within the Auckland Council region and covers issues in both central and local government. The Schedule of Issues of Significance is a dynamic document that is responsive to the evolving needs and priorities of Māori within Tāmaki Makaurau.

f) Actions

The actions are derived from the most recent IOS and have been updated. The actions focus on changes to effect better policy, improved processes and specific projects that will have a transformational and enduring impact on Māori outcomes. Most actions are attributed to Auckland Council including all parts of its governance including Local Boards and Council Owned Organisations (CCOs). Where the actions related solely to a part of the Council Group this will be stated by its organisational form or by title, i.e. CCO or ATEED.

g) Evaluation and Monitoring

One of the purposes of the Board is to measure progress or change in Māori wellbeing over time. The Board's Evaluation and Monitoring Framework provides an accountability mechanism to ensure that Auckland Council and other agencies are responsive to Māori issues and deliver actions that make positive change to Māori wellbeing.

Addressing the Schedule of Issues of Significance to Mana Whenua Groups and Mataawaka

The Board will advance the Issues of Significance by providing informed advice to Auckland Council and working with Auckland Council on the design and execution of its documents and processes.

More specifically, the Board undertakes the following activities;

- Engaging with Mana Whenua and Mataawaka on their aspirations and plans; and their experiences with local and central government.
- Advising on Auckland Council's plans, budgets and reports (such as Annual Plan and Annual Report, Statement of Intent, Long-term Plan, Auckland Unitary Plan and Auckland Plan).
- Decision-making on strategies, policies and plans and investments on Auckland Council committee agendas and ensuring that the input of Mana Whenua and Mataawaka has been included.
- Advising and monitoring Auckland Council programmes of action such as Auckland Council's Te Toa Takitini and Te Tiriti o Waitangi Response Programme.
- Meeting with Auckland Council four times a year to discuss Auckland Council's performance of its duties.

The Board uses the Issues of Significance schedule to prioritise its work programme. For 2017–19 it will:

- Present the updated Issues of Significance schedule at its joint meeting with the governing body.
- Monitor and report on its schedule.
- Identify opportunities in the Council Group activities and plans to promote the issues.
- Report with Auckland Council on actions mandated for action by the Council Group (twice yearly to the joint Board/Governing Body meeting). This could include relevant actions being undertaken by central government.

The Board works with the following lead Auckland Council departments and CCO's on:

- The Issues of Significance schedule and its reporting (the Office of the CEO)
- Quality of policy advice and the use of Māori Impact Statements
- Te Toa Takitini Portfolio and the Tiriti o Waitangi Response Programme Audit.

The Board works with Auckland Council at the political and executive leadership levels on:

- Advocating and advancing the Issues of Significance for Mana Whenua and Mataawaka in Tāmaki Makaurau that relate to central government policy and activities to portfolio minister, CEOs and senior officials.

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





How the Māori Plan for Tāmaki Makaurau Was Developed

Background

The Independent Māori Statutory Board's Funding Agreement and Work Programme for 2011/2012 provided for 'researching current Māori wellbeing in Auckland and developing the process for managing and monitoring change'.

In mid-2011, after a limited competitive tender process, the Board commissioned Te Kotahi Research Institute, University of Waikato, to produce a scoping report, including a business case on evaluating Mana Whenua and Mataawaka Wellbeing in Tāmaki Makaurau.

Māori wellbeing frameworks, Auckland Council documents and the views of Mana Whenua and Mataawaka were gathered to complete the brief. A business case

and methodology, *Te Toi Roa: Towards an evaluation methodology for Mana Whenua and Mataawaka* concluded there was no existing Māori wellbeing model that delivered what the Board required. The report recommended that a Māori Wellbeing Plan for Tāmaki Makaurau be developed as a starting point.

In August 2011, a request for proposals to develop a Māori Wellbeing Plan for Tāmaki Makaurau including a monitoring and evaluation framework was advertised through an open tender process. The tenders were assessed by a sub-group of Board members and the Board's Secretariat.

In October 2011, Te Kotahi Research Institute was commissioned by the Board to develop the Māori Wellbeing Plan and monitoring framework. Kaa Te Rama Consultancy Ltd was also commissioned to complete a discreet project on rangatahi Māori aspirations to contribute to the overall Māori Plan.

Between November 2011 and May 2012, significant engagement with Mana Whenua, Mataawaka, and rangatahi Māori was completed. This included twenty three hui with Mana Whenua and Mataawaka, and ten with rangatahi Māori. In addition, a Facebook site, an online survey and community events were also used to gather feedback from rangatahi Māori.



Key Findings

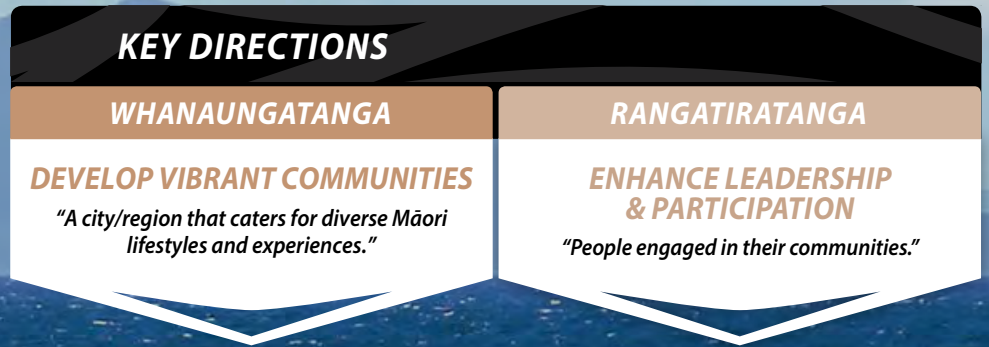
The engagement exercise revealed a wide range of views and opinions about Māori wellbeing in Tāmaki Makaurau and the contributors to improving Māori wellbeing.

In brief:

- Mana Whenua and Mataawaka share many aspirations and understand the unique roles and responsibilities that they play across Tāmaki Makaurau;
- Mana Whenua and Mataawaka aspirations are holistic and cross all of the four domains;
- Māori values are integral to Mana Whenua and Mataawaka aspirations for the future;
- Māori highlighted specific issues and concerns about Auckland Council activities;
- Economic aspirations for Tāmaki Makaurau require further investigation and development;
- There are opportunities to connect and participate globally;
- Greater value to be placed on Māori culture, including marae and te reo Māori;
- There should be greater opportunities for Māori communities to connect with each other, and externally, to provide social cohesion;
- Rangatahi aspirations generally echoed those of Mana Whenua and Mataawaka, with a particular emphasis on rangatahi leadership, Māori identity, te reo, and having a clean, green environment.

The Māori Plan for

Vision: 'Te Pai me te Whai Rawa o te Māori i



CULTURAL	<p>Māori communities are culturally vibrant across Tāmaki Makaurau</p> <p>The use and significance of marae Accessibility to Māori culture</p>	<p>Māori are actively participating and demonstrating leadership in the community</p> <p>Mana Whenua as Treaty partners Mataawaka as Treaty partners Youth participation and leadership</p>
SOCIAL	<p>Māori communities are connected and safe</p> <p>Access to transport and public facilities Safe and connected whānau and communities Participation in communities</p>	<p>Māori are decision-makers in public institutions</p> <p>Māori representation in public institutions Trust in public institutions Participation in elections</p>
ECONOMIC	<p>Māori have the skills to realise economic opportunities</p> <p>Māori in tertiary study Māori workforce capability</p>	<p>Māori are active across all sectors of the economic community</p> <p>Employment across businesses and sectors Māori in management and leadership positions</p>
ENVIRONMENT	<p>Te Taiao is able to support ngā uri whakatipu</p> <p>Mahinga kai and wāhi rongoā Wāhi tapu and wāhi taonga</p>	<p>Māori are actively involved in decision-making and management of natural resources</p> <p>Co-governance of natural resources Resource management planning processes and activities Mātauranga Māori and natural resources</p>

Tāmaki Makaurau

Tāmaki Makaurau' - Healthy and Prosperous Māori in Tāmaki Makaurau."

MANAAKITANGA	WAIRUATANGA	KAITIAKITANGA
<p>IMPROVE QUALITY OF LIFE <i>"Satisfaction with our environments and standard of living."</i></p>	<p>PROMOTE DISTINCTIVE IDENTITY <i>"Recognised sense of identity, uniqueness and belonging."</i></p>	<p>ENSURE SUSTAINABLE FUTURES <i>"Intergenerational reciprocity"</i></p>
<p>Māori communities are culturally strong and healthy The use of te reo Māori Participation in wānanga, kura and kōhanga reo Connection to iwi</p>	<p>Māori heritage of Tāmaki Makaurau is valued and protected Māori cultural values and heritage Sense of pride and belonging</p>	<p>Māori cultural wellbeing is future-proofed Investment in Māori arts and culture Mātauranga Māori and Mātauranga-ā-Iwi</p>
<p>Māori enjoy a high quality of life Health and wellness Access to health services Participation in mainstream education</p>	<p>Māori social institutions and networks thrive Urban Māori authorities and Māori NGOs Sport and leisure</p>	<p>Whānau wellbeing and resilience is strengthened Social equity Whānau wellbeing Papakāinga</p>
<p>Māori are earning income and returns that fulfill their lifestyle expectations Income – individuals and whānau High quality and affordable housing Māori land and assets</p>	<p>Māori businesses are uniquely identifiable, visible and prosperous Māori businesses Māori involvement in networks</p>	<p>Māori businesses are improving and enhancing the quality of their people, asset and resource base Investment in Māori economic development New opportunities and markets</p>
<p>The mauri of Te Taiao in Tāmaki Makaurau is enhanced or restored for all people Access to clean parks and reserves Sustainable energy use Water quality</p>	<p>Taonga Māori are enhanced or restored in urban areas Māori urban design principles Indigenous flora and fauna</p>	<p>Māori are kaitiaki of the environment Investment in Māori environmental projects Capacity of tangata whenua to support the environment</p>

The Māori Plan for Tāmaki Makaurau

How the Plan is Structured

The key findings from the engagement exercise provides the foundation for the Māori Plan for Tāmaki Makaurau. The Māori Plan consists of five elements. These are:

- Māori Values;
- Key Directions;
- Domains and Focus areas;
- Māori outcomes;
- Indicators.

The **Vision Statement** is drawn from the whakataukī 'Te Pai me te Whai Rawa o te Māori i Tāmaki Makaurau'- Healthy and Prosperous Māori in Tāmaki Makaurau."

Māori values underpin the Māori Plan, emphasising the idea that Māori can contribute their own worldviews and practices to policies and plans that affect Māori in a way that is meaningful and constructive to them. The Māori values are:

- Whanaungatanga – relationships;
- Rangatiratanga – autonomy and leadership;
- Manaakitanga – to protect and look after;
- Wairuatanga – spirituality and identity;
- Kaitiakitanga – guardianship.

The **Key Directions** emerged from the analysis of the engagement hui and key documents, and reflect the overarching goals or aspirations that Mana Whenua and Mataawaka want for their own iwi, organisations and communities. The key directions sit alongside the Māori values to ensure that Māori worldviews are embedded and integral to the Māori Plan. The key directions, which are located vertically in the Māori Plan for Tāmaki Makaurau, are:

- Developing Vibrant Communities;
- Enhancing Leadership and Participation;
- Improving Quality of Life;
- Promoting a Distinctive Māori Identity;
- Ensuring Sustainable Futures.

Domains or wellbeing areas refer to the four pou – social, cultural, economic and environmental - that stem from the IMSB's purpose which is to assist the Auckland Council to make decisions, perform functions and exercise powers by the promotion of social, cultural, economic and environmental issues.²

The **Focus Areas** are specific issues, for example papakāinga or marae development, which Mana Whenua and Mataawaka highlighted as being important to them. As the Māori Plan is a holistic plan, a number of the focus areas can be applied in more than one domain. The focus areas therefore are placed in the domain that best represents the focus of the associated indicators. The Māori Plan contains 49 focus areas.

Māori outcomes are the high level outcomes that Māori are seeking, such as 'Māori communities are culturally strong and healthy', and 'Māori businesses are uniquely identifiable, visible and prosperous'. The focus areas contribute to the overall achievement of Māori outcomes.

One of the purposes of the Māori Plan is to measure progress or change in Māori wellbeing over time. The Māori Plan contains 111 'state of wellness' **indicators** that can be used to measure progress or improvement in each domain. They also provide an accountability mechanism to ensure that Auckland Council and other agencies are responsive to Māori issues.

²Section 81, Local Government (Auckland Council) Amendment Act 2012.



Key Personnel

The Māori Plan was prepared by Te Kotahi Research Institute and University of Waikato with the Board. The personnel were: Professor Linda Smith, Dr Tahu Kukutai, Dr Shaun Awatere, Dr Ganesh Nana, Professor Natalie Jackson, Maui Hudson, Lena Henry, Miriame Barbarich, Mihiwira Tawhai, Tuwhakairiora Williams, Waitangi Wood, and Dr John Ryks.

The rangatahi Māori project was completed by Theresa Rongonui and Tuhakia Keepa, Kaa Te Rama Consultancy Limited.

Lisa Davies of Kaipuke Consultants peer-reviewed the indicators.

Reports provided to the Board by the commissioned experts have been utilised in this publication.

ACTIONS FROM THE MĀORI PLAN

The actions that follow in this document remain largely intact from the original Māori Plan. This is expected as it is our 30-year plan. The review of these actions have also highlighted new areas of focus on water quality, climate changes and digital strategy, as a result of council work and global changes.

Whanaungatanga

- Develop Vibrant Communities

"A city/region that caters for diverse Māori lifestyle and experiences"

Cultural

Māori communities are culturally vibrant.

Social

Māori communities are connected and safe.



Economic

Māori have skills to realise economic opportunities.

Environment

Te Taiao is able to support ngā uri whakatipu.

Whanaungatanga - Actions by Auckland Council Group

	<i>Issues of Significance</i>	<i>Actions</i>
Cultural	<p>Marae Development - Māori are enabled to have existing marae developed or new marae created by a Council that respects and genuinely considers the importance of marae to Māori.</p>	<ul style="list-style-type: none"> • Assess how Council policies and procedures for resource and building consents enable marae development. • Review whether the operation of the Cultural Initiatives Fund and Community funding address the Marae Needs Assessment Report (2014), planning for investment in capex in 2018 onwards and including future-proofing marae with digital infrastructure. • Recognise the value that marae contribute to communities by supporting all marae to develop strategic plans to enable cultural capacity development and services. This includes consideration of spatial planning, infrastructure, civil defence or other community matters.
	<p>Community Development - Māori recognised as playing an important role in the development of local communities through the inclusion of Māori in Local Board decision-making.</p>	<ul style="list-style-type: none"> • Report regularly on the implementation of relationship agreements between Local Boards and Mana Whenua and report on improvements. Establish consistent protocols and processes to allow Local Boards to meaningfully engage with and implement Mana Whenua and Mataawaka outcomes through the development of all Local Board Agreements/ Plans and policies.
Social	<p>Access to infrastructure services/ development - Māori receive ongoing access to safe, operational and reasonably-priced infrastructure services. Hapū and whānau are enabled to actively and meaningfully contribute to the decision-making process of future infrastructure projects.</p>	<ul style="list-style-type: none"> • Report to the Board on significant infrastructure developments to ensure planned and existing infrastructure development takes place that is cognisant of the needs of Māori communities and respectful of Māori values and aspirations i.e. Kaitiakitanga. The Board will work with Auckland Council to determine the report structure (ongoing). • Review existing processes to ensure infrastructure planning processes include a meaningful and timely process for Māori to be informed and consulted as to the impact within their communities. This includes but is not limited to Asset Management Plans, Future Urban Zones, Area Planning and Structure Planning.

Issues of Significance

Actions

Economic

Tamariki and Rangatahi Development - Māori are enabled to nurture tamariki and rangatahi to develop to their full potential in a culturally appropriate way.

- Establish clear measures for existing rangatahi and tamariki-focussed programmes and initiatives, assess performance and determine any gaps.
- Following the review of existing rangatahi and tamariki-focussed programmes, develop proposals for reasonably funded rangatahi and tamariki programmes.
- Continue to support and resource a Rangatahi Leadership Forum to advise Auckland Council on policy and strategy development to support rangatahi development and aspirations.
- Work with partners to expand its rangatahi cadet schemes, internships and work opportunities for rangatahi and report on progress as part of the Māori Employment Strategy.
- Continue to promote the wellbeing of tamariki particularly in the South and the West, including:
 - a) Ongoing advocacy to central government on the needs of tamariki;
 - b) Ongoing provision of facilities and services such as libraries, community centres, swimming pools;
 - c) Engaging in partnership with community groups providing services to tamariki using council facilities (holiday programmes, homework centres).

Environment

Sites of Significance - Mana Whenua are enabled to maintain and protect sites of significance to reaffirm connections to the whenua and preserve for future generations.

- Establish a Joint Management Committee and Joint Management Agreements with Mana Whenua over areas of significance.
- Review policy to rename, co-name and create new names for sites to reflect Māori heritage and history.
- Auckland Council and Mana Whenua will review the approach to assessing sites of significance (and sites of value that includes consideration of cultural landscape policy and objectives) and make changes to the approach. Support initiatives with iwi to restore sites and improve accessibility to preserve the site and for the enjoyment of Māori and the wider community.

Rangatiratanga

- Enhance Leadership & Participation

"People engaged in their communities"

Cultural

Māori are actively participating and demonstrating leadership in the community.

Social

Māori are decision-makers in public institutions.



Economic

Māori are active across all sectors of the economic community.

Environment

Māori are actively involved in decision-making and management of natural resources.

Rangatiratanga - Actions by Auckland Council Group

	Issues of Significance	Actions
Cultural	<p>Māori Representation - Māori are enabled to actively and meaningfully contribute to the long-term future of Auckland through representation on Council.</p>	<ul style="list-style-type: none"> • Develop a policy and strategy to enable Māori representation on all Council decision-making bodies.
	<p>Mataawaka - Council recognises the importance of Mataawaka organisations for Māori in Auckland.</p>	<ul style="list-style-type: none"> • Review existing best practice engagement protocols to identify and build working relationships with Mataawaka. This process is to ensure Council is enabled to appropriately and efficiently engage and seek meaningful input for the development of Council policy that may impact upon Mataawaka. • Develop a process with Mataawaka to identify opportunities and programmes to support advocacy for Māori health, wellbeing, education, justice and the economy as a clear and separate community of interest.
	<p>Engagement/Consultation/Inclusion in Decision Making - Māori are empowered to actively and meaningfully contribute to the development of Auckland, through consultation and inclusion in decision-making processes and future plans.</p>	<ul style="list-style-type: none"> • Assess measures for best practice engagement protocols with Māori that that have been communicated and followed consistently across all Council activities. This will ensure engagement with Māori is meaningful by engaging them in the early stages of Council plan development, regulatory processes, consultation and decision-making.
Social	<p>Regional Planning and Development - Māori are recognised as playing an important role in the development of the Auckland region.</p>	<ul style="list-style-type: none"> • Develop processes and guidance that recognise the values, interests and aspirations of Māori in each regional development plan such as the Auckland Plan, Unitary Plan plan changes, Areas Plans, Master Plans, Structure Plans and Precinct Development. Auckland Council and the Board will review progress in the Plan Changes, Auckland Plan and the South Structure Plan.
	<p>Council Controlled Organisations - Council Controlled Organisations recognise the critical role of Māori in making Auckland the world's most "liveable city".</p>	<ul style="list-style-type: none"> • Develop a three-year programme for succession and recruitment of Māori directors onto Council Controlled Organisations (CCO) Boards and Māori being appointed to senior executive positions in CCOs (as part of expanding Council Māori Employment Strategy). • CCOs commit to a number of transformation programmes that achieve the outcome of Māori identify as Auckland's point of difference in the world by integrating Māori culture and Te Reo Māori expression in signage, communication channels, infrastructure, art design and service design. • All CCOs to report on the effectiveness of their relationships with Māori (refer to measure) and progress against their Māori Responsiveness Plans.

Issues of Significance

Actions

Treaty Settlements - Council recognises the importance and value of Treaty settlements and is proactive in engaging with iwi to understand Councils role in fulfilling the objectives of Treaty settlements.

- Documented protocols and processes are in operation between Māori and Council for engagement regarding Treaty Settlements that will ensure any aspects of the negotiated Treaty settlements that require Council action is undertaken in an open, honest and transparent manner as befitting a Treaty partner.
- Auckland Council and post-settlement iwi will define a partnership agreement and protocols to facilitate economic opportunities. This is more than just partnership negotiated directly into the settlement agreements, such as governance provisions, but may include investment of quantum cash to meet the aspirations of iwi settlement. This will be an ongoing process that will be reviewed in each term of the Board.

Economic Development - Māori are a critical and active part in the economic development of a more productive, high value economy for Auckland.

- Develop a policy and process to proactively engage with Māori business interests to facilitate Māori engagement and participation in economic growth activities such as trade delegations, foreign direct investment, innovations and export. This is an ongoing function of Auckland Council that will be reviewed annually by the Board, ATEED and Auckland Council.
- Review its procurement policy, strategy and processes to enable Māori businesses to participate in Auckland Council procurement opportunities, including labour inclusions, supplier diversity, direct contracting, and requests for proposals and tenders to ensure Māori outcomes are included.
- Develop an engagement process to enable Māori to participate in the development of the Economic Development Strategy, ensuring the interests and priorities of Auckland Māori are included.
- Review the need to establish an Employment Forum in partnership with Māori, to develop strategies that address Māori unemployment issues and capacity needs.
- Produce appropriate promotional material and programmes that create the opportunity for Māori Inc. to engage with private sector and visiting international interests.
- Develop or support financial literacy programmes and growing management capability to ensure Māori business success.
- Utilise existing channels (online, events, media) and business events to promote and show-case Māori businesses to a wider audience.

Customary Rights - Hapū and whānau are empowered to exercise a range of customary rights by a Council that understands, respects and genuinely considers the customary rights of hapū and whānau.

- Review existing local regulations and policies to ensure there are adequate processes, policies and training in place to protect:
 - a) customary rights codified in Treaty of Waitangi settlements; and
 - b) future management interests and rights of coastal and maritime areas linked to new marine and coastal legislation under consideration by parliament.

Manaakitanga

- Improve Quality of Life

"Satisfaction with our environments and standard of living"

Cultural

Māori communities are culturally strong and healthy.

Social

Māori enjoy a high quality of life.



Economic

Māori are earning incomes and returns that fulfill their lifestyle expectations.

Environment

The mauri of Te Taiao in Tāmaki Makaurau is enhanced or restored for all people.

Manaakitanga - Actions by Auckland Council Group

	<i>Issues of Significance</i>	<i>Actions</i>
Cultural	<p>Te Reo Māori - Te Reo Māori is recognised as a taonga and an integral part of Māori cultural expression within Tāmaki Makaurau.</p>	<ul style="list-style-type: none"> • Develop naming protocols with Mana Whenua Forum for naming new streets, buildings, spaces and Auckland Council facility rooms. Te Reo Māori to be incorporated into all communication channels. • Advocate for, and grow community support for, compulsory Te Reo Māori in all Auckland Schools. • Establish a Te Reo Māori Working Group and secretarial support to champion and oversee the delivery of Council's Māori Language Policy Implementation Plan.
Social	<p>Access to Justice - Māori have equal, ongoing and speedy access to justice.</p>	<ul style="list-style-type: none"> • Report on how the operation of Auckland Council protocols with New Zealand Police and the Courts identify Council actions to support Māori justice priorities in services and infrastructure. • Build on the relationship with the Police and share research and reports on KPIs to improve social outcomes for Māori e.g., sale of alcohol permitting, safer community programmes and other relevant social harm matters. • Identify key programmes in which to work collaboratively with central government to support effective co-ordination of social and advocacy services to Māori (Ministry of Social Development, Ministry of Justice, Dept. of Corrections, Oranga Tamariki, Te Puni Kōkiri Whānau Ora).
Social	<p>Education - Māori have access to high quality, culturally appropriate, lifelong educational opportunities.</p>	<ul style="list-style-type: none"> • Review education programmes in libraries, and sports and recreation facilities to assess the quality of the engagement, use by and responsiveness to Māori. • Develop with partners a long-term Māori education strategy and plan for Māori in Tāmaki Makaurau. This will include exploring the establishment of a Māori Educational Institutes Committee (kōhanga reo, kura kaupapa Māori and wānanga). • Advocate to central government and other partners for research into and funding of learning programmes targeting Māori in literacy, numeracy and financial literacy in South and West Auckland. • Work in partnerships Mana Whenua, Mataawaka and the private sector to maintain and initiate educational secondment and work experience programmes in engineering, planning, information, other technology and design companies.
Social	<p>Health - Māori have access to high quality healthcare and culturally appropriate resources and practices.</p>	<ul style="list-style-type: none"> • Assess Council health programmes measures and report on how it can increase the quality of the engagement and responsiveness to Māori community needs (sports and recreation facilities, bylaw implementation and monitoring). • Review existing relationships with strategic health forums and agencies to facilitate effective Māori representation and participation in health sector decision-making.

Issues of Significance

Actions

Economic

Rates - Hapū and whānau require a fair and just rating system that recognises and reflects the status of tangata whenua.

- Become a leader in Māori land rating and support by recognising the values and principles associated with Māori land; seeking input from Māori and experts in Māori land; promoting and tracking the uptake of its Māori freehold land rates remission and postponement policies; research on Māori land rating; and advocating to government for enabling provisions for Māori Land and its valuation.
- Addresses impacts (cultural, social and economic) on Māori and Māori businesses in designing and implementing any new funding and rating tools e.g., regional petrol tax , road pricing and targeted levies.

Affordable Housing - Affordable and improved quality housing is a priority for increasing the standard of living and quality of life of Māori.

- 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.

Environment

Water Quality - The mauri of our waterways is restored, maintained and preserved for future generations.

- Review current decision-making policies and processes regarding water quality including reporting on its real time measurement, water management, storm water management and sewerage management to ensure Māori concerns and ongoing engagement with Māori is provided for.
- Support iwi to develop Water Management Plans to inform new and approved resource consents.
- Investigate the quality of water supply for marae to identify and support issues for remediation and the provision of access to clean water.

Kaitiakitanga

- Ensure Sustainable Futures

"Intergenerational reciprocity"

Cultural

Māori cultural well-being
is future proofed.

Social

Whānau well-being
and resilience is
strengthened.



Economic

Māori businesses are improving and enhancing the quality of their people, assets and resource base.

Environment

Māori are kaitiaki of the environment.

Kaitiakitanga - Actions by Auckland Council Group

	Issues of Significance	Actions
Cultural	<p>Arts & Culture - Māori are enabled to continue to practice our unique cultural heritage, to ensure the retention and protection of mātauranga Māori across Tāmaki Makaurau.</p>	<ul style="list-style-type: none"> • Support the provision of an ongoing programme of wānanga with Toi Māori and contemporary Māori arts practitioners that ensures Māori cultural practitioners are enabled to preserve and promote their craft. • Advocate for the development of an iconic cultural arts centre in Tāmaki Makaurau to promote Māori art and culture locally and internationally.
Social	<p>Papakāinga Housing - Māori have access to papakāinga housing and are supported to develop papakainga housing initiatives.</p>	<ul style="list-style-type: none"> • 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.
Economic	<p>Tourism - Māori are actively supported to participate in tourism opportunities and recognised for the unique value-add to the Auckland tourism sector.</p>	<ul style="list-style-type: none"> • Support commissioning and positioning of Māori sculpture, art and taonga in significant places around Auckland, making Māori culture and icons highly visible for international and domestic visitors to experience. • Support Māori businesses to lead the development of a Māori tourism strategy.



Issues of Significance

Actions

Environmental Resilience, Protection and Management

Māori are empowered and treasured in their customary role as kaitiaki over lands, cultural landscapes, sites of significance and wāhi tapu.

- Work with Mana Whenua on collaborative or governance mechanisms such as Kaitiaki Forum, co-governance and co-management agreements over areas of significance to Mana Whenua to ensure the Council policies and practices being developed enable them to fulfil their kaitiaki role, including protection of cultural landscapes, sites of significance and value and wāhi tapu. This will be an ongoing activity that will be reviewed by the Board.
- Deliver a three-year work programme to develop and implement policies and procedures with Mana Whenua to give effect to their Whakahono-ā-Rohe Relationship Agreements (meet RMA statutory requirements) and to report to the Joint Meeting of the Board and the Governing Body.
- Provide adequate funding for training, effective Mana Whenua engagement and consultation on cultural impacts to support consistency in applying the Auckland Unitary Plan rules for sites of significance.
- Develop a three-year properly resourced programme to increase Māori understanding and participation in the use and monitoring of the Unitary Plan Māori provisions, and any other secondary Council environmental plans.
- Auckland Council, Mana Whenua and the Board will undertake further work on sites of value and cultural landscapes policies and rule frameworks so that a Plan change is proposed for 2018/19.
- Plan for and analyse Tāmaki Makaurau's climate resilience and mitigation, with consideration of Māori interests, outcomes and measures.

Resource Consents - Māori actively and meaningfully contribute to the resource consent decision making process that is simple, efficient and value for money.

- Review the impact of a development contributions policy on Mana Whenua.
- Review and develop robust policies around resource consents that include Māori participation at all levels of the process, including reviewing measures for the increased use of Māori Hearings Commissioners.
- Investigate and recommend clear protocols regarding fair compensation for Māori engaging in the resource consent process.
- Review resource consent and decision-making processes to ensure they have the capability to identify relevant hapū and whānau in a timely manner so that their advice can meaningfully inform decision-making on the consent and its outcomes.
- Resource Mana Whenua Kaitiaki roles to respond to Resource Management Act 1991 consents and requests.

Wairuatanga

- Promote Distinctive Identity

"Recognised sense of identity, uniqueness and belonging"

Cultural

Māori heritage of Tāmaki Makaurau is valued and protected.

Social

Māori social institutions and networks thrive.



Economic

Māori businesses are uniquely identifiable, visible and prosperous.

Environment

Taonga Māori are enhanced or restored in urban areas.

Wairuatanga - Actions by Auckland Council Group

	Issues of Significance	Actions
Cultural	<p>Distinctive Identity - Māori retain a sense of place and identity, and the wider community understands the value of diversity and embraces our unique culture.</p>	<ul style="list-style-type: none"> • Support an investigation into the feasibility of a Māori-led international indigenous arts festival in Tāmaki Makaurau.
Social	<p>Cultural & Spiritual Connection - Māori are enabled to maintain a social, cultural and spiritual connection to our uniquely cultural support systems including marae, wānanga and contemporary supports.</p>	<ul style="list-style-type: none"> • Partner with urban Māori authorities and Mataawaka marae to develop strategies and programmes that will increase the capacity of these organisations to engage with whānau Māori to provide more opportunities to participate in culturally supportive activities.
Economic	<p>Thriving Business Networks - Māori business owners are enabled and supported to develop stronger business networks that will facilitate further business growth opportunities and support promotion of Māori businesses to the wider business community.</p>	<ul style="list-style-type: none"> • ATEED will continue to support and facilitate a growing and diverse Māori business network. • Facilitate opportunities for Māori business owners to participate in Major Events, including international events to build exposure and valuable business networks.
Environment	<p>Built Environment - Māori cultural values, history and heritage are reflected within the built environment through design, architecture and the inclusion of uniquely Māori design principles in public spaces.</p>	<ul style="list-style-type: none"> • Develop and adopt a biodiversity policy that includes the relationship with Māori and natural resources. • Work in partnership with Mana Whenua to develop an environmental and/or urban design scholarship and internship programme for rangatahi.



Glossary

Aotearoa	New Zealand
Hapū	Sub-tribe grouping defined by descent from a named ancestor, generally associated with a local district and community
"He Kai Kei Aku Ringa"	The Crown-Māori Economic Growth Partnership - Government strategy and action plan that provides a blueprint for a productive, innovative, and export-orientated Māori economy that will support better paying jobs and higher living standards
Hui	Māori gathering, meeting
Iwi	Tribal group
Kaitiaki	Guard, minder, guardian
Kaitiakitanga	Guardianship/caretaker of places, natural resources and other taonga, and also over the mauri of those places, resources and taonga
Kaupapa Māori	Māori-focused, a Māori way, Māori ideology
Kura Kaupapa Māori	Total immersion language school operating under Māori world view and kaupapa
Kura Teina	Mentored school. Kura kaupapa Māori school communities that have applied to the Ministry of Education to be stand alone primary school
Māra Kai	Community garden
Mahinga Kai	Area set aside for cultivating food
Manaakitanga	Hospitality, caring for the needs of a person or people, care, respect
Mana Whenua	Māori with ancestral relationships in certain areas in Tāmaki Makaurau where they exercise customary authority
Mataawaka	Māori living in the Auckland region whose ancestral links lie outside of the Tāmaki Makaurau region
Mātauranga-ā-Iwi	Māori knowledge specific to each iwi and hapū Māori worldview
Mātauranga Māori	Māori knowledge that originates from a Māori worldview, customs, practices and ancestral teachings
Mauri	Essential life principle specific to a particular entity or class of entities that enables each thing to exist
Ngā uri whakatipu (whakatupu)	The next generation

<i>Papakāinga</i>	Original home, home base, village
<i>Rangatahi</i>	Younger generation, Māori youth
<i>Rangatiratanga</i>	Sovereignty, self-determination, independence, the right to exercise authority
<i>Rohe</i>	Geographical territory of an iwi or hapū
<i>Rongoā</i>	Traditional Māori medicine, treatment
<i>Tāmaki Makaurau</i>	Auckland Region
<i>Tamariki</i>	Children
<i>Taonga</i>	Treasure, prized possessions, asset, valuable
<i>Tauira</i>	Student, apprentice, cadet
<i>Te Taiao</i>	World, earth, environment, nature, country
<i>Tangata whenua</i>	People of the land, Māori people
<i>Te Reo Māori</i>	Māori Language
<i>Tikanga</i>	Māori customary procedures, rules, processes and practices; the correct way of doing things
<i>Tohu</i>	Sign, designate, emblem
<i>Tupuna (tūpuna)</i>	Ancestor, ancestors
<i>Wāhi rongoā</i>	Area set aside for the purpose of producing healing medicines
<i>Wairua</i>	Spirit, spiritual essence
<i>Wairuatanga</i>	Wairua-spirit, hence wairuatanga – spirituality
<i>Wāhi tapu</i>	Special and sacred places
<i>Wānanga</i>	Forum, planning, or learning Māori tertiary academic institution
<i>Whānau</i>	Family, extended family, to give birth, born
<i>Whanaungatanga</i>	Creating and sustaining relationships between relatives and close friends relationship building
<i>Whenua</i>	Land

Appendix

The Māori Plan for Tāmaki Makaurau Indicators

Cultural	
Vibrant communities	<ul style="list-style-type: none">• Percentage who have visited a marae in the last 12 months• Percentage that have provided help, without pay, for a marae, hapū or iwi• Percentage that have either watched a Māori television programme, read a Māori magazine or listened to a Māori radio station in the last 12 months• Percentage who have been to a Māori festival or event in the past 12 months• Percentage that would find it very easy or easy to find someone to help them with cultural practices such as going to tangi, speaking at a hui or blessing a taonga
Leadership and participation	<ul style="list-style-type: none">• Percentage of Māori legislative requirements being met• Number of Māori on governing boards of culture-specific Council Controlled Organisations (eg. museums)• Number of Māori youth on council and Local Board committees
Quality of life	<ul style="list-style-type: none">• Percentage who report being able to speak Māori in day-to-day conversation• Number of taura enrolled in wānanga• Number of Māori students enrolled in kura kaupapa Māori and kura teina• Number of tamariki enrolled in kōhanga reo• Percentage enrolled with an iwi• Percentage who have visited an ancestral marae in the last 12 months
Distinctive identity	<ul style="list-style-type: none">• Percentage of Auckland supported events with a Māori focus• Number of installed tohu tangata whenua (markers) on the regional parks to acknowledge cultural and spiritual links• Number of bilingual/ Māori place names in public areas owned or managed by Auckland Council• Percentage that think it very important or quite important to be involved in things to do with Māori culture• Percentage who agree or strongly agree that they feel a sense of pride in their city's look and feel
Sustainable futures	<ul style="list-style-type: none">• Dollar value of investment in Auckland Council activities contributing to Māori cultural outcomes• Average annual number of wānanga held at Auckland marae in the past year• Percentage of marae with plans for future training• Number of Year 11 and 12 Māori students engaged in Māori focused courses at National Certificate of Educational Achievement Level 1, 2 or 3

Social

Vibrant communities

- Percentage who rate public transport as safe
- Percentage who rate public transport as affordable
- Percentage of Māori who can access at least three public council facilities (e.g. library, pool, sports facility) within 10-15 minutes travel time
- Proportion of respondents to the Quality of Life Survey who rate their feelings of personal safety as safe or very safe
- Contact with whānau and relatives. Percentage reporting regular contact with non resident family and relatives in the last four weeks
- Percentage who strongly agree or agree that they feel a sense of community in their local neighbourhood
- Percentage living in a household with internet access
- Percentage that have worked voluntarily for or through any organisation, group or marae
- Percentage who reported belonging to at least one organised network or group (includes sports clubs, church groups and hobby/interest groups)

Leadership and participation

- Percentage of local authority candidates and elected members who are Māori
- Percentage who feel like they understand how their council makes decisions
- Percentage who agree or strongly agree that they have confidence in council decision making
- Level of trust in the health system to treat people fairly (scale 1-10)
- Level of trust in the police to treat people fairly (scale 1-10)
- Level of trust in the courts to treat people fairly (scale 1-10)
- Percentage of voting-age population who voted in the last general election
- Percentage of voting-age population who voted in a local government election in the last three years

Quality of life

- Percentage reporting their overall quality of life as very good or good
- Percentage rating own health as excellent or very good
- Emotional health limiting/affecting daily activities. Percentage that have accomplished less in the previous four weeks as a result of emotional problems.
- Percentage who wanted to see a General Practitioner in the last twelve months but did not get to
- Disabled persons living in households, whose need for assistance is fully met
- Participation and access to quality, culturally appropriate early childhood learning services for three and four year olds
- Proportion of school leavers who have completed University Entrance qualifications or have National Certificate of Educational Achievement Level 2, by ethnic group and school decile
- Number of Māori students in Years 11-13 enrolled in Science, Technology, Engineering and Mathematics (STEM)

Distinctive identity

- Number utilising a service delivered by an urban Māori authority
- Number of Māori Non Government Organisations registered with District Health Boards and the Association of Non Government Organisations of Aotearoa in Tāmaki Makaurau
- Active participation in sports and recreation
- Numbers of school children and hours participating from schools and sports clubs
- Percentage that attended club or interest group activities, such as kapa haka, at least once a month

Sustainable futures

- Dollar value of investment in Auckland Council activities contributing to Māori social outcomes
- Percentage who think things are getting better for their whānau
- Percentage reporting it very hard or hard to find someone to help in times of need
- Proportion of Māori children with equalised disposable household income < 50% or 60% current median
- Number of papakāinga in the Auckland region
- Number of people living on papakāinga

Appendix *(Continued)*

Economic	
Vibrant communities	<ul style="list-style-type: none"> • Percentage of Māori tertiary student completions • Percentage of tertiary students who go on to enrol in higher-level study • Percentage of Māori tertiary students enrolled in Science, Technology, Engineering and Mathematics (STEM) • Percentage of Māori (15-24 years) Not engaged in Education, Employment or Training (NEET) • Participation in industry training (number)
Leadership and participation	<ul style="list-style-type: none"> • Percentage of Māori employed in top 10 industries of Māori employment • Number of Māori in work and types of work (labour force status) • Number of Māori in senior management positions • Number of Māori in chief executive officer roles and board directorships
Quality of life	<ul style="list-style-type: none"> • Average and median weekly income • Household savings rate • Monitor household expenditure on housing • Numbers and proportions of households that own or rent the dwelling in which they live • Crowding index (ratio) • Auckland Māori asset value by industry • Percentage of Māori land blocks in Tāmaki Makaurau with a management structure • Value of Māori land blocks in Auckland
Distinctive identity	<ul style="list-style-type: none"> • Number of Māori enterprises • The number of employees and geographic units within the creative sector industries • Number of businesses and fulltime employees in tourism sector • Number of Māori entrepreneur initiatives and incubators • Number of Māori members in Chamber of Commerce, Employers' Federation, other business organisations
Sustainable futures	<ul style="list-style-type: none"> • Scholarships funded for Māori to study in Auckland tertiary institutions • Māori apprenticeships funded in Tāmaki Makaurau • Dollar value of investment in Auckland Council activities contributing to Māori economic outcomes • Percentage of Māori enterprises that are engaged in exporting • Dollar value of investment in research and development outcomes for Māori



Appendix (Continued)

Environmental	
Vibrant communities	<ul style="list-style-type: none"> • Number of designated mahinga kai, wāhi taonga sites restored • Percentage of marae that report easy access to traditional wāhi kai for hui • Number of sites of Māori significance including wāhi tapu formally protected or scheduled in the Auckland Unitary Plan • Percentage of Mana Whenua satisfied with the quality of care of the volcanic features
Leadership and participation	<ul style="list-style-type: none"> • Number of co-governance arrangements • Number of co-management arrangements • Percentage of core strategies and plans developed with Māori outcomes and indicators • Council is meeting Māori legislative obligations in relation to Resource Management Act and Public Works Act • Number of iwi/hapū/marae with cultural monitoring systems • Number of iwi management plans in Tāmaki Makaurau
Quality of life	<ul style="list-style-type: none"> • Percentage of electricity generation from renewable resources • Percentage of Māori receiving home insulation subsidy scheme in Auckland • Percentage who said it was very easy or easy to get to a local park or other green space in their local area • Number of beaches and fresh water areas suitable for swimming and contact recreation • Percentage of kaitiaki respondents satisfied with water quality • Marine water quality: Number of sites improving in Water Quality grade • Freshwater quality: Number of sites improving in Water Quality grade
Distinctive identity	<ul style="list-style-type: none"> • Satisfaction with reflection of Māori values and culture in Tāmaki Makaurau's urban design • Number of Māori related environmental programmes led or supported by Māori • Percentage of indigenous ecosystems under active management • Ensure no loss of areas of significant landscapes, natural character and natural features
Sustainable futures	<ul style="list-style-type: none"> • Dollar value of investment in Auckland Council activities contributing to Māori environmental outcomes • Number of marae engaged in at least one Māori environmental restoration project in the past three years • Number of people who can conduct cultural assessments for resource consents • Number of Full Time Equivalents employed by iwi/hapū for resource management



*Mārama te ata i Ururangi
Mārama te ata i Taketake-nui-o-rangi
Ka whakawhenua ngā Hiringa i konei, e tama!
Haramai, e mau tō ringa ki te kete tuauri,
Ki te kete tuatea, ki te kete aronui,
I pikitia e Tāne-nui-a-rangi te ara tauwhāiti,
Ki te Pū-motomoto o Tikitiki-o-rangi...*



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