



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

Date: Monday, 6 August 2018
Time: 10.00
Meeting Room: Ground Floor
Venue: 16 Viaduct Harbour Avenue
Auckland

Independent Māori Statutory Board

OPEN AGENDA

MEMBERSHIP

Chairperson	David Taipari
Deputy Chairperson	Glenn Wilcox
Members	Renata Blair
	James Brown
	Hon Tau Henare
	Terrence Hohneck
	Tony Kake
	Dennis Kirkwood
	Liane Ngamane

(Quorum members)

David Taipari
Chairperson

6 August 2018

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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 Maori Statutory Board:

- a) confirm the ordinary minutes of its meeting, held on Monday, 2 July 2018, 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 to 31 May 2018

File No.: CP2018/13784

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receive the report to 31st May 2018
- b) the purpose of this report is to present the Independent Māori Statutory Board's (the Board) financial position as at 31st May 2018

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 31st May 2018

Whakarāpopototanga matua / Executive summary

2. The figures presented are exclusive of GST. The budget has been phased evenly over 12 months however, as the secretariat schedules the work to meet the Board's work plan, variances may occur. This report includes a visual representation of the Month to Date (MTD) spend and Year to Date (YTD) spend against budget.
3. Auckland Council is working to rectify their payment errors made to the Board's payment of invoices. There was an overspend in the 'Secretariat expenses' and 'Engagement & Reporting to Maori Stakeholders' for this month as we discovered manual accruals from October and November 2017 had not been accounted correctly by council.
4. Total expenditure is at 85%. We anticipate that the full budget will be spent by the end of the Financial year.

Ngā tāpirihanga / Attachments

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A	Financial Management Report, Month to date and Year to Date	7

Ngā kaihaina / Signatories

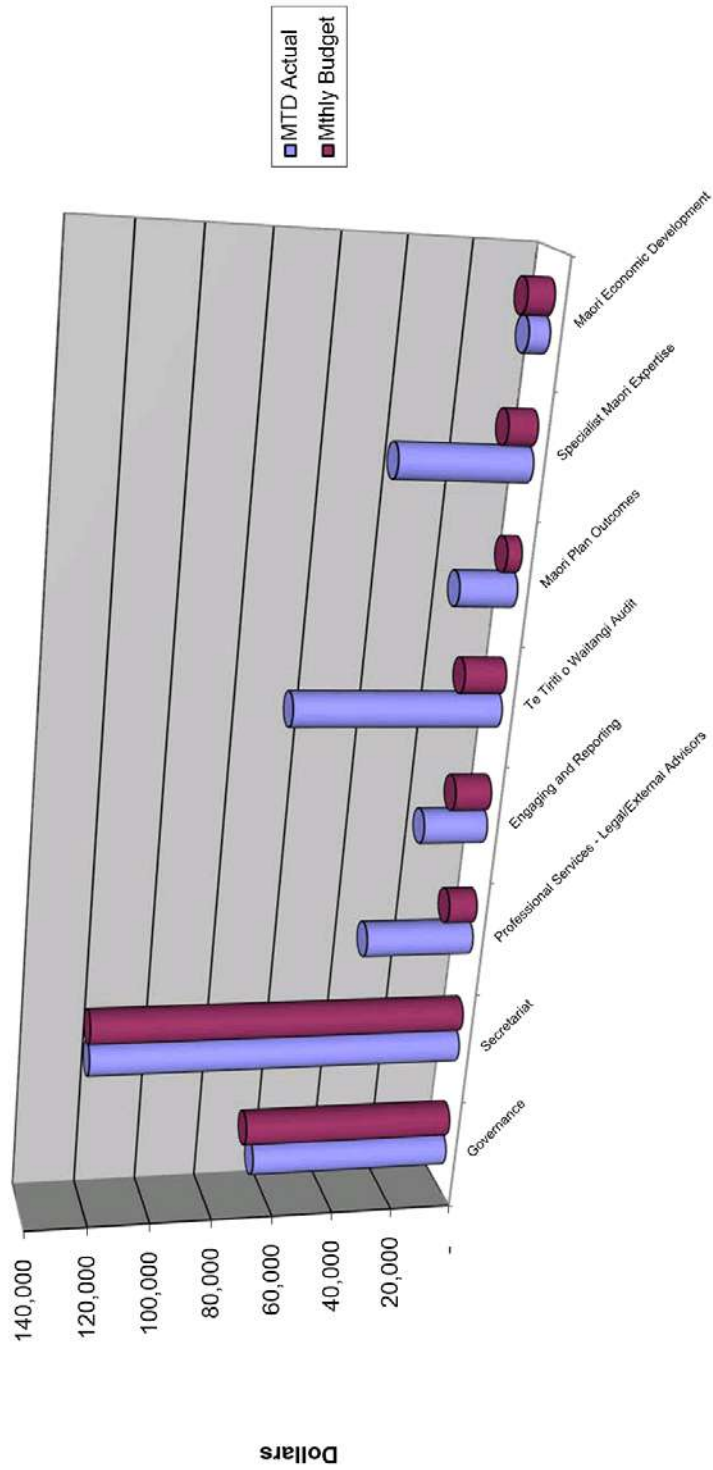
Authors	Kimiora Brown - Executive Finance and Office Manager
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



Financial Report for May 2018									
Notes	Annual Budget Excl GST	Mthly Budget	May Expenses	Variance	% Variance	Previous YTD	Total YTD Jun 2018	Budget Remaining	% total budget
Governance									
Board Remuneration	738,000	61,500	63,969	-2,469	-4.0%	600,756	684,726	73,274	90.1%
Expense Reimbursement	50,000	4,167	1,801	2,565	61.6%	26,428	28,029	21,971	56.1%
Training	38,000	3,000	0	3,000	100.0%	2,330	2,330	33,670	6.5%
Total Governance Expenses	824,000	68,667	65,571	3,096	4.5%	629,514	695,085	128,915	84.4%
Secretariat									
Temporary support			27,600			340,195	367,795		
Salary Expenses			93,456			667,379	760,835		
Totals to be covered by Secretariat Salaries	1,338,000	111,500	121,056	-9,556	-8.6%	1,007,574	1,128,630	209,370	84.4%
Other Expenses	119,000	9,917	11,122	-1,205	-12.2%	75,858	86,960	32,020	73.1%
Total Secretariat Expenses	1,457,000	121,417	132,177	(10,761)	-8.9%	1,083,433	1,215,610	241,390	83.4%
Professional Services									
Legal	60,000	5,000	12,912	(7,912)	-158.2%	9,509	22,421	37,579	37.4%
Contractors/Consultants	50,000	4,167	22,222	(18,055)	-433.3%	33,241	55,463	(5,463)	110.9%
Engagement & Reporting to Maori & Stakeholders	140,000	11,667	20,680	(9,013)	-77.3%	136,343	157,023	(17,023)	112.2%
Total Professional Services	250,000	20,833	55,813	(34,980)	-167.9%	179,093	234,907	15,093	94.0%
Work Program									
Te Tiriti o Waitangi Audit	160,000	13,333	66,336	(53,003)	-397.5%	100,935	187,271	(7,271)	105%
Māori Plan Outcomes	55,000	4,583	18,359	(13,776)	-300.6%	20,671	39,030	15,970	71%
Māori Specialist Expertise for Council Projects	110,000	9,167	41,738	(32,571)	-355.3%	40,320	82,058	27,942	75%
Monitoring & Informing council's Māori Economic Development Strategy	100,000	8,333	6,500	1,833	22.0%	72,500	79,000	21,000	79%
Total Operating Expenditure	2,956,000	246,333	386,494	(140,161)	-56.9%	2,126,467	2,512,961	443,039	85.0%
Notes:	1 Board remuneration subject to any remuneration review as applied to council elected members.								
	2 In addition to the direct funding for Māori Specialist Expertise for Council Projects, \$130,000 will be held within council's budget with an agreed sign-off process between council and the IMSB to ensure there is no duplication of effort between the two organisations.								



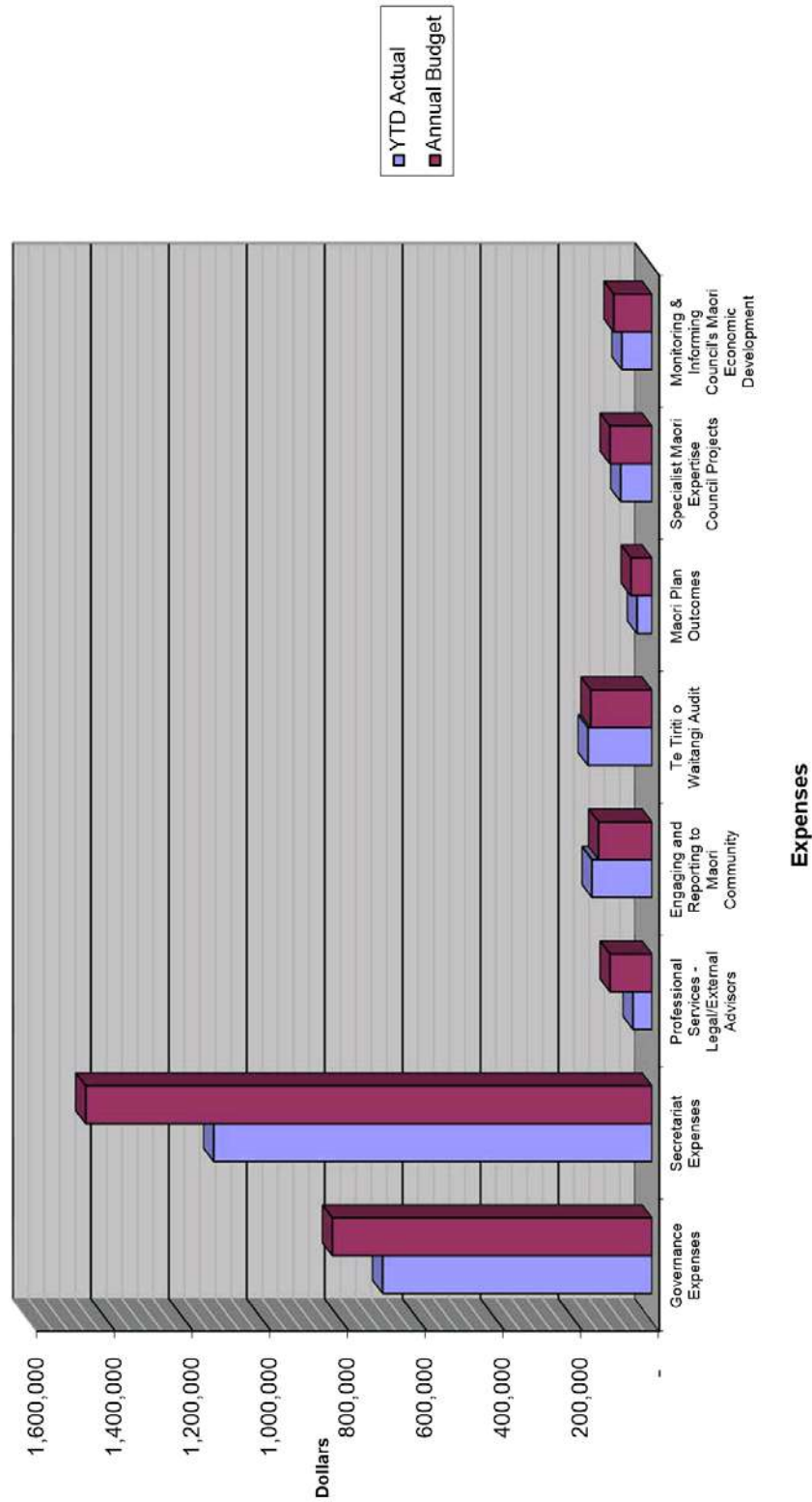
Independent Māori Statutory Board
Month to Date @ 31 May 2018
(FYE June 2018)



Expenses



Independent Māori Statutory Board
Year to Date @ 31 May 2018
(FYE June 2018)





Financial Report to 30 June 2018

File No.: CP2018/13786

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receives the Financial Report to 30th June 2018

Te take mō te pūrongo / Purpose of the report

1. The purpose of this report is to present the Independent Māori Statutory Board's (the Board) financial position as at 30th June 2018

Whakarāpopototanga matua / Executive summary

2. The figures presented are exclusive of GST. The budget has been phased evenly over 12 months however, as the secretariat schedules the work to meet the Board's work plan, variances may occur. This report includes a visual representation of the Month to Date (MTD) spend and Year to Date (YTD) spend against budget.
3. This month's figures show an overspend in the 'Temporary support' and 'Māori Specialists' as it was discovered due to an oversight by Auckland Council's payment staff, two of our contractors had not been paid for three months, creating a spike in the month to date graph.
4. Total expenditure is at 98.5% for the end of the Financial Year.

Ngā tāpirihanga / Attachments

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Ngā kaihaina / Signatories

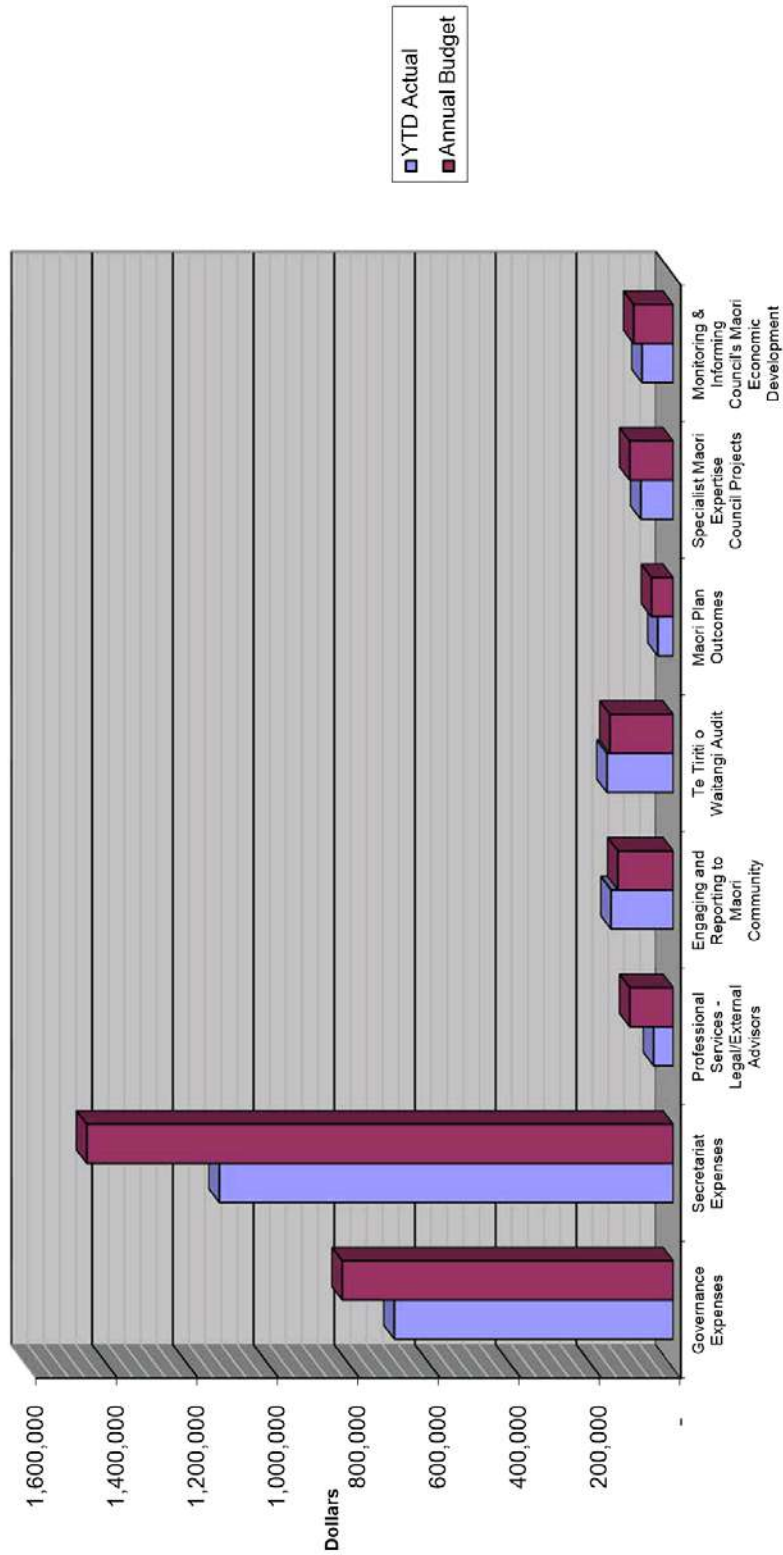
Authors	Kimiora Brown - Executive Finance and Office Manager
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



Financial Report for June 2018									
Notes	Annual Budget Excl GST	Mthly Budget	June Expenses	Variance	% Variance	Previous YTD	Total YTD Jun 2018	Budget Remaining	% total budget
Governance									
Board Remuneration	738,000	61,500	58,407	3,093	5.0%	664,726	723,133	14,867	98.0%
Expense Reimbursement	50,000	4,167	10,252	-6,085	-146.0%	28,029	38,281	11,719	76.6%
Training	38,000	3,000	0	3,000	100.0%	2,330	2,330	33,670	6.5%
Total Governance Expenses	824,000	68,667	68,659	8	0.0%	695,085	763,744	60,256	92.7%
Secretariat									
Temporary support			66,829			367,795	434,624		
Salary Expenses			85,145			760,835	845,980		
Totals to be covered by Secretariat Salaries	1,338,000	111,500	151,975	-40,475	-38.3%	1,128,630	1,280,604	57,396	95.7%
Other Expenses	119,000	9,917	17,178	-7,261	-73.2%	86,980	104,158	14,842	87.5%
Total Secretariat Expenses	1,457,000	121,417	169,153	(47,736)	-39.3%	1,215,610	1,384,763	72,237	95.0%
Professional Services									
Legal	60,000	5,000	-	5,000	100.0%	22,421	22,421	37,579	37.4%
Contractors/Consultants	50,000	4,167	10,930	(6,763)	-162.3%	55,463	66,393	(16,393)	132.8%
Engagement & Reporting to Maori & Stakeholders	140,000	11,667	12,015	(348)	-3.0%	157,023	169,038	(29,038)	120.7%
Total Professional Services	250,000	20,833	22,945	(2,112)	-10.1%	234,907	257,852	(7,852)	103.1%
Work Program									
Te Tiriti o Waitangi Audit	160,000	13,333	61,985	(48,652)	-364.9%	167,271	229,256	(69,256)	143%
Māori Plan Outcomes	55,000	4,583	27,721	(23,138)	-504.8%	39,030	66,751	(11,751)	121%
Māori Specialist Expertise for Council Projects	110,000	9,167	49,117	(39,950)	-435.8%	82,058	131,174	(21,174)	119%
Monitoring & Informing councils Māori Economic Development Strategy	100,000	8,333	-	8,333	100.0%	79,000	79,000	21,000	79%
Total Operating Expenditure	2,956,000	246,333	399,579	(153,246)	-62.2%	2,512,961	2,912,540	43,460	98.5%
Notes:	1 Board remuneration subject to any remuneration review as applied to council elected members.								
	2 In addition to the direct funding for Māori Specialist Expertise for Council Projects, \$130,000 will be held within council's budget with an agreed sign-off process between council and the IMSB to ensure there is no duplication of effort between the two organisations.								



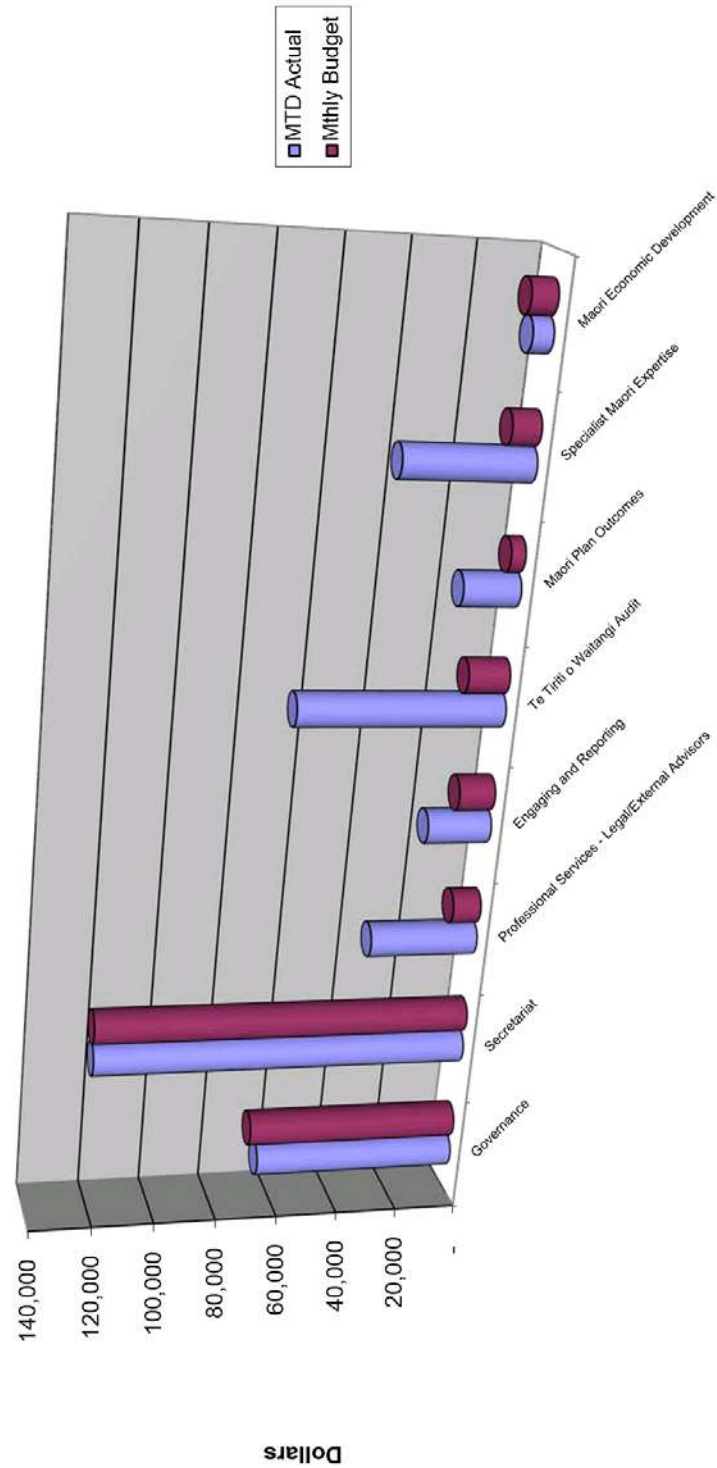
Independent Māori Statutory Board
Year to Date @ 30 April 2018
(FYE June 2018)



Expenses



Independent Māori Statutory Board
Month to Date @ 30 April 2018
(FYE June 2018)



Expenses



Update Board Strategic Priorities Report - August 2018

File No.: CP2018/13531

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receive the Board Strategic Work Priorities Report August 2018

Te take mō te pūrongo / Purpose of the report

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

Horopaki / Context

2. For 2018, this report has been organised to correlate with the Board's Long Term Plan business cases and the Board's key documents. 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

No.	Title	Page
A	Update Board Strategic Priorities Report - August 2018	19

Ngā kaihaina / Signatories

Authors	Awhina Kanohi - Senior Executive Advisor
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



UPDATE BOARD STRATEGIC WORK PRIORITIES AUGUST 2018

Board priorities	Allied Work	Update Deliverables / Upcoming Issues
BUSINESS CASES		
<p>1. Māori Economic Development “establish a Māori Entrepreneur Fund to co-design and implement a Māori enterprise centric accelerator/innovation lab and eco-system connector “</p>	<p>Fund and Lab</p>	<p>The Southern Initiative (TSI) is pleased to announce the upcoming opening of Te Haa o Manukau. Te Haa o Manukau (Haa) is South Auckland’s first Co-work and Makerspace designed to be a home for local ventures to grow and a place for the community to rekindle the passion for making and invention. Te Haa is a flagship initiative of TSI in collaboration with Panuku Development Auckland and Auckland Tourism, Events and Economic Development (ATEED), via GridAKL. The space aims to spark entrepreneurship, grow innovative ventures and equip young people, in particular Māori and Pasifika, with skills needed for the future.</p> <p>Manukau based social enterprise Ngahere Communities Ltd has been appointed as operating partners of the space, who will cultivate a community that enhances creativity and innovation by using collaborative spaces, common values and co-designed programmes.</p> <p>TSI’s Digital Innovation & Technology “Techweek” programme was recently held in South Auckland. Techweek promises to harness the potential of tamariki, rangatahi and whanau in the digital innovation space, as a means to providing an avenue for them to learn, participate and excite them in the digital innovation space. TSI aim to build capacity and capability of Māori communities to manage the next Southtechweek 2019 event with support from ATEED’s MED.</p>
	<p>Increasing participation of Māori in Business Ecosystem</p>	<p>ATEED along with Te Puni Kokiri continue to support the Māori Women’s Development Inc. (MWDI) HineBoss programme in Tāmaki Makaurau. Over 200 hundred wahine have completed the programme in 18 months.</p> <p>The Board secretariat have recommended to ATEED, MWDI and TPK to</p>



Item 7

Attachment A

		<p>consider supporting Māori Businesses in the digital and technology sector and to support Māori businesses needing technology support. A new programme is being developed.</p> <p>Māori Economic Growth Strategy:</p> <p>The secretariat reviewed ATEED's Māori Economic Growth Strategy. ATEED have adopted 5 transformational projects and will work collaboratively with other CCOs to deliver on Māori outcomes. The secretariat will monitor the planning and implementation of these projects:</p> <ul style="list-style-type: none"> • Te Papa North • CCO Procurement • Auckland 2021 • Tāmaki Herenga Waka Festival • Destination strategy activities e.g. Expressing Auckland's unique Māori culture e.g. Te Reo Māori <p>The Western Initiative (TWI) is an extension of TSI's employment and skills work to west Auckland. Funding included in the council's 10-year budget - \$5m to provide life skills and job training in poorer communities and extend on the successful social procurement approach.</p> <p>Auckland Council's Arts and Culture unit (of the Arts Community and Events department) commissioned Morris Hargreaves McIntyre to conduct a phase one research project examining the creative identity of New Zealand Aotearoa and how it may uniquely manifest in Auckland. Mapping Delight – Towards a Creative Identity in Aotearoa is an exemplar document that has the potential to make a significant contribution to advancing the discussion around a creative cultural identity for Auckland.</p> <p>The secretariat has facilitated a meeting between the Arts & Culture unit and ATEED's Māori Economic Development manager, to discuss how they may transform the Te Herenga Waka Festival into a vehicle to</p>
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		develop and profile the Māori creative experience of Tāmaki Makaurau and also to discuss how these activities might inform the identity and 'brand' of Tāmaki Makaurau within ATEED's Destination Management and tourism activities.
2.Unique Māori Identity <i>"co-design a programme with Māori to reflect the dimensions of "Hear, See and Experience"</i>	Embed Te Reo Māori Language Strategy and Implementation	<p>Auckland Transport launched the first Auckland train service to have Te Reo Māori announcements left Britomart Station to Onehunga.</p> <p>All Auckland train services will have Te Reo announcements which has been timed to coincide with Matariki.</p> <p>Media articles reported the Board's Deputy Chairman, Glenn Wilcox as saying that this is a major step towards bringing Te Reo into the everyday lives of Aucklanders. "This is about making sure Te Reo is heard in Auckland, and about encouraging people to learn the language. By hearing their language every day, I am hoping people will seek it out and understand that the reo makes Auckland unique, it is the world's largest Polynesian City. I'm pleased to see that Auckland Transport has taken the step to make this happen."</p>
	Te Kete Rukuruku dual naming of reserves	<p>Dual naming means that where a single Te Reo name for a reserve can be agreed it will be placed on reserve signage along with the existing name. Council have engaged with iwi/ hapu of Tāmaki Makaurau on this and it is well supported.</p> <p>The project team are intentionally starting from a small group of local boards who have volunteered to be part of this programme, and they are not trying to implement dual naming at every reserve or street corner.</p> <p>The project recognises that where there are over-lapping iwi interests it may be hard for iwi/hapu to settle on a single name, and in this case there will be no pressure from Council to resolve disagreements – this</p>



Item 7

		<p>has been agreed directly with iwi/hapu and Council.</p> <p>This will happen within the context of Council's capex funded programmed signage renewal meaning the entire project is basically cost neutral – hence there is limited perceived need for it to be reported.</p> <p>An assurance has been given by council that there is not a future point where local boards will have a yes/no vote on names agreed by iwi and hapu – instead the key local board decision is whether to 'opt in' to the project, and there is then no recourse to object to or oppose the names to be 'gifted'.</p>
	Te Aranga Principles	No update
	Māori Public Art	No update
	Signature Events	ATEED is reviewing the scope and timing of Te Herenga Waka festival.
<p>3. Māori Sites of Significance and cultural landscapes "establish a fund for site infrastructure development"</p>	Māori Cultural Heritage Programme	<p>The Māori Heritage team budget will be underspent for 2017/2018 as a result of the team not being at full complement. Recruitment is underway.</p> <p>We will liaise with Council in regards to the Business Case for restoring, promoting and developing access to sites (this requires Council reallocation of \$250k opex, \$100k capex for 2018/19).</p>
	Restore and enhance/innovative technologies	Council is investigating non-statutory methods to protect sites such as GIS overlay and structure planning. We will engage with this work and report further.
	Implementation of Mana Whenua provisions in the Auckland Unitary Plan	<p>Based on a recent desk-top research, it found that a significant number of applications should have implemented Mana Whenua provisions, and only a small number are doing so.</p> <p>The Board secretariat will work with Council, using existing platforms to agree on an action plan to improve Council practice regarding Mana Whenua provisions.</p>

Attachment A



		<p>RIMU has undertaken research into cultural value assessments and we will provide feedback on the Regulatory Department future work programme.</p>
<p>4. Rangatahi “establish a leadership forum, fund and scale up initiatives”</p>	<p>Digital Technology Sector</p>	<p>Dig My Idea a Māori innovation challenge in its third year was launched in May by ATEED, Ministry Youth Development, He Kai Kei Aku Ringa, and Te Wānanga o Aotearoa.</p> <p>The challenge aimed to attract more Māori throughout NZ into the thriving digital sector by stimulating a culture of innovation and entrepreneurship. Two age categories were targeted 15-24 and 25+ years, compared to 93 entries submitted in 2017 more than 200 entries were received with 80% focused on making a transformative difference to the lives of whanau, hapu and iwi. Two winners were announced in July and receive a business startup and support package worth \$10,000 each.</p> <p>ATEED plans to expand these rangatahi digital tech events in collaboration with TSI and AUT during the school holidays in October called Dig My Idea Māori Co-Starters.</p> <p>UP South is a community empowerment digital platform for rangatahi to respond to local challenges in South Auckland by sharing their creative ideas with the potential to earn money for their input. They have an active digital network of up to 3000 young users and growing. Plans are underway in July to launch an upgrade of the sites technology to enable larger scale of this initiative.</p> <p>UP South have also won the supreme transparency and accessibility award at Auckland Council's Engagement Awards for addressing the challenges facing the communities in South Auckland, as well as being one of four finalists in Asia and Pacific best smart city projects.</p>



Item 7

Attachment A

	Supporting Better Futures for Rangatahi	The Board secretariat has requested from the Community Empowerment (ACE) Youth Connection Manager their restructure document which outlines Councils youth programmes. This was due to be completed in May, however is still currently under review. Findings will be provided to the Board upon receiving the finalised report.
5. Relationship Agreements “ a co-governance work programme , dedicated resourcing/fund , increase council capability, refresh iwi management plans and funding for Whakahono a Rohe Agreements”	Co-governance	Currently there are 9 co-governance and co-management entities as follows: <ol style="list-style-type: none"> 1. Tūpuna Maunga Authority 2. Ngāti Whātua Ōrākei Reserves Board 3. Te Poari o Kaipātiki ki Kaipara (officially the Parakai Recreation Reserve Board) 4. Mutukaroa (Hamlins Hill) Management Trust 5. Te Motu a Hiaroa (Puketutu Island) 6. Pukekiwiriki Pā Joint Management Committee 7. Wai o Manu Pā Kāinga Reserve 8. Te Pūkaki Tapu o Poutukeka Historic Reserve and associated lands co-management Committee 9. Rangihoua and Tawaipareira Management Committee. We plan to investigate any relevant policies and processes to support co-governance (this is a Treaty Audit action).
	Council capability	No update
	Iwi Management Plans	Further work is being undertaken by the secretariat on the concept of the enhanced iwi management plans as suggested in the Waitangi Tribunal Wai 262 Report, <i>Ko Aotearoa Tenei</i> to use as advocacy information to council.
	Whakahono a Rohe Agreements	The Board is investigating guidance on the types of provisions that could be used in such agreements. This may assist the pre-work before iwi apply for an agreement.



6. Empowered Marae and sustainable Papakainga “address needs identified”	Council’s Māori Cultural Initiatives Fund and Marae Development	The secretariat is presently reviewing the draft Cultural Initiatives Fund draft policy, based on Council’s anticipated timeline. A contractor was engaged by Council late in 2017 with an assurance to the Board the work would be completed by the end of 2017 however this timeframe was not met by council.
	Papakainga	The Council’s proposed position on the CIF fund will support Mataawaka access to the papakāinga development funding.
7. Quality Affordable Housing for Māori “a comprehensive intervention for affordable housing, a centre for Affordable Housing Innovation and a Centre of Excellence and Innovation”.	Council’s Māori Housing programme	Innovation (the key theme in the business case) remains a live issue in regard to the government’s forward housing construction programme in Auckland. However, the Housing Taskforce Steering Group chaired by Mayor Goff appears to have stalled and may be discontinued. We expect a decision on this soon. This means that the link between the Board’s business case and the innovation action in the taskforce report will become more difficult to leverage. Innovation was canvassed at the Auckland Māori Housing Summit and there is clearly appetite from the government to investigate and invest in innovation. The Board’s on-going post-summit work (as reported in a separate agenda item) will seek to support and leverage this signal.
	Panuku	The secretariat is working to understand the potential for Panuku to enable the use of houses purchased by Auckland Transport for projects, as emergency housing in the interim before development. There are existing relationships with Housing New Zealand and CORT Community Housing provider for a similar purpose but outcomes achieved through this existing system are not clear, and the basis for Panuku’s engagement with housing providers being so narrow needs further enquiry.



BOARD CORE INSTRUMENTS		
Schedule of Issues of Significance		The Board CEO provided a presentation to the Auckland Policy Office staff (a range of government departments) on the Schedule and the Board work programme.
Treaty Audit 2017-18		<p>The report is now finalised and will be tabled at the Finance and Performance Committee on 24 July 2018.</p> <p>Te Tiriti o Waitangi Report 2018 communications plan is being implemented.</p> <p>At the time of writing the report 16 of the 24 actions groups have been assessed and categorised by the Waharoa Group as closed. We will ensure that these outstanding actions are included in the Te Tiriti o Waitangi Work Programme 2018-21.</p>
Council Treaty Audit Responsiveness Programme	Māori Responsiveness Plans	Auckland Council has agreed to participate in Massey University Research into Māori Responsiveness Plans. The secretariat will monitor this project and review this information.
Monitoring and Evaluation	The Māori Reports for Tāmaki Makaurau 2016	See Update on Rangatiratanga Report in agenda
	Board's Data Strategy Implementation	Requested to Statistics NZ that the Board receive free data to complete the Māori values reports as part of Stats NZs cost assessment trial they are conducting with iwi nationally. Stats NZ have not supported this request due to their cost recovery policy which we consider their CEO should have used her discretion to provide the board with free data given the Board's statutory purpose and function.
COUNCIL PROCESSES AND DOCUMENTS		
Te Toa Takitini		The Board provided comment on the new terms of reference for Te Toa Takitini Executive Leadership Team (ELG) that broadens its scope to cover Māori Responsiveness.



		<p>We recommended that one of its terms of reference address the findings of the PwC's <i>Assessment of expenditure incurred by Auckland Council to deliver Māori outcomes 2017</i>. We will be seeking a programme and timeline for this work at its next meeting. A Steering Group has been set up to drive the programme and support the ELG of which the Board secretariat is a member. The group will meet fortnightly from July to refresh the Te Toa Takitini programme including identifying projects aligned to the Board's business cases (note: subject to a separate report on this agenda).</p> <p>Since early this year Te Waka Angamua has been developing a 10-year Māori Responsiveness programme of work that links to a performance management system (a draft and summary version of this programme was circulated at the last Board and Governing Body joint meeting). This document requires substantive scoping and prioritisation by departments and CCOs and the measures require specification and testing. We will continue to monitor and report on this work that complements the Board's Business Cases.</p>
Auckland Plan		<p>On 5 June 2018, the Planning Committee adopted the Auckland Plan 2050 and it will be launched on the 9 August.</p> <p>Planning is underway on implementation of the plan including the development strategy. The Board will provide input on this and will contribute to further work on measures.</p>
Long-term Plan		<p>The main LTP follow on actions for the Board include the Sapere report on the fuel tax (which is subject to a separate report on this agenda) and the council's forward process for addressing the Board's business cases, requiring an average \$3.5m per annum budget allocation to Māori Outcomes to be reprioritised from council and CCO baseline budgets (also subject to a separate report on this agenda).</p>
CCO Strategy	Council's Statement of Intent and Reporting Cycle	<p>Final Sols were received from all CCOs in mid-July 2018. For the most part they incorporate changes to the drafts requested by the Board (e.g.</p>



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		<p>to explicitly refer to working with the council family to implement responses to the findings of the 2017 PwC report commissioned by the Board, 'Assessment of expenditure incurred by Auckland Council to deliver Māori outcomes, and to implement the findings of the 2018 Treaty of Waitangi Audit. However, while Auckland Transport's Sol recognises its role in Te Toa Takitini it does not include such references – we have followed up with the council CCO team to confirm that AT will commit to play its part in responding to the PwC report and the Treaty Audit.</p>
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Attachment A

<p>Communications Report</p>	
<p>Media</p>	<p>Recent media activity has included:</p> <ul style="list-style-type: none"> • A media statement in support of online voting • Coverage and comment on the Te Reo announcements on trains in news and online media. • Media holding statements and Q&A were prepared for Sapere Report enquiries. This is currently being refreshed for Sapere Report Two. • Some social media comment was also made on the recent Council decision to enable Te Kawerau a Maki to construct a marae.
<p>Website & Social Media</p>	<p>We are now keeping analytics on the web use. At the time of drafting this report, in the six weeks of June to mid-July</p> <ul style="list-style-type: none"> • There were 538 users of the website across 659 sessions. • This equated to over 2000 page views. • People are looking at the website in the course of their work with the majority of views during working hours on week days. • Staff from Auckland Council are the single largest group of users. They are searching for information about the Board's work and its publications. <p>Te Reo translation for website is in progress. This will take some months to complete as the volume of content is significant. As soon as the landing page, Tab of content is translated we will turn on the dual language function.</p>



	<p>More pages of information about the Board's portfolio of work is in progress, in particular updated information about Economic Development, Environment, Housing and Rangatahi.</p> <p>The Tino website refresh is underway with a review of the existing content currently being undertaken by web designers and the Board CEO.</p>
Video	<p>As part of the Tino web refresh and development of further material for the IMSB website, Corporate video assets are being updated for inclusion in both platforms, in particular as they relate to the Māori Report, Data Strategy & the Rangatiratanga report.</p>
Rangatiratanga Report for Tāmaki Makaurau	<p>Comms team has been working on the design layout and editing of the Rangatiratanga Report and preparing materials for publishing on the website with supporting comment on social media.</p>

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Attachment A



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Health and Safety August Update

Risk Register								
Description of hazard	Location or task	Potential Harm	Risk Rating	Significant Hazard	Control method E & M	Controls applied	Frequency of monitoring	Person Responsible
Change of floor levels in the entrance to tenancy		Possibility of slip / trip / fall		Y	M	Hazard Sign posted at front door Report lodged on council system Vault 6/5/2016 ID18728 requested assessment & mitigation	Weekly	Kimiora Brown Brady Parker
Change of floor levels from tiled area (outside kitchen) to carpeted area (resource / hallway)		Possibility of slip / trip /fall			M	Report lodged on council system Vault 6/5/2016 ID18728 requested assessment & mitigation	Weekly	Kimiora Brown Brady Parker
Hotwater tap	Kitchen	Burns		Y	M	Hazard sign posted in kitchen above sink	Weekly	Kimiora Brown Brady Parker
Doors to toilets – heavy to manage	Toilets	For small children/seniors					Weekly	Kimiora Brown Brady Parker
Office Status Update								
Incident Injury Report	New Hazards	First Aid certificate for other staff members - work in progress			The Health and Safety e-module has been completed successfully by all staff.			
Nil	Nil	Workplace assessments for all staff have been completed.						



Final Te Tiriti o Waitangi Audit Report 2018 and Update

File No.: CP2018/13835

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receive the report on the final Te Tiriti o Waitangi Audit Report 2018.

Te take mō te pūrongo / Purpose of the report

1. Provides the final version of Te Tiriti o Waitangi Audit Report and an update.

Horopaki / Context

2. The Te Tiriti o Waitangi Audit Report (the Report) is a key Board work programme that assists the Auckland Council Group to identify areas for improvement in meeting its statutory provisions referring to the Treaty of Waitangi and Māori; and improve its Māori responsiveness. Meeting these legislative requirements and Treaty principles means Council working together with Māori, becomes responsive to their perspectives, values and aspirations and achieving positive outcomes for Māori.
3. The Independent Māori Statutory Board (the Board) approved Te Tiriti o Waitangi Audit Report at its June meeting and agreed that the Council's internal audit should continue to review progress and risks biannually to the Audit and Risk Committee with the Independent Māori Statutory Board Chairman continuing to be an ex-officio member of the Audit and Risk Committee.

Tātaritanga me ngā tohutohu / Analysis and advice

4. The Board expected that it would have received the Council Group response in time for the Joint Meeting of the Independent Māori Statutory Board and the Governing Body on 2 July and had planned to table the Report at that meeting. The Council response was not available with Council advising that it required more time to do a thorough and detailed response.
5. Instead the Board tabled the Report at the Finance and Performance Committee meeting on 24 July 2018 with the final report setting out an introduction and an outline of next steps. It also includes a general management comment from the Chief Executive of the Auckland Council to the Report. He states "It is received positively and with gratitude because it helps us to drive the changes that is still needed in this regard. I commit us to carefully considering all recommendations and responding to them in due course" (page 5 refers).
6. This Finance and Performance Committee has the responsibilities to monitor financial and nonfinancial performance targets of the Council Group and for Te Toa Takitini (of which Te Tiriti o Waitangi Audit Response Programme is a component programme). We expect that a high-level summary report on delivering Te Tiriti o Waitangi Audit Response Programme 2018/19 will continue to be provided to this committee.



Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe / Local impacts and local board views

7. We expect that Council Group will address the Report's recommendations within existing budget and the Board will be working with Council to reallocate resources of \$3.5m pa to deliver aspects of the Board's business cases to contribute to Māori outcomes.

Ngā koringa ā-muri / Next steps

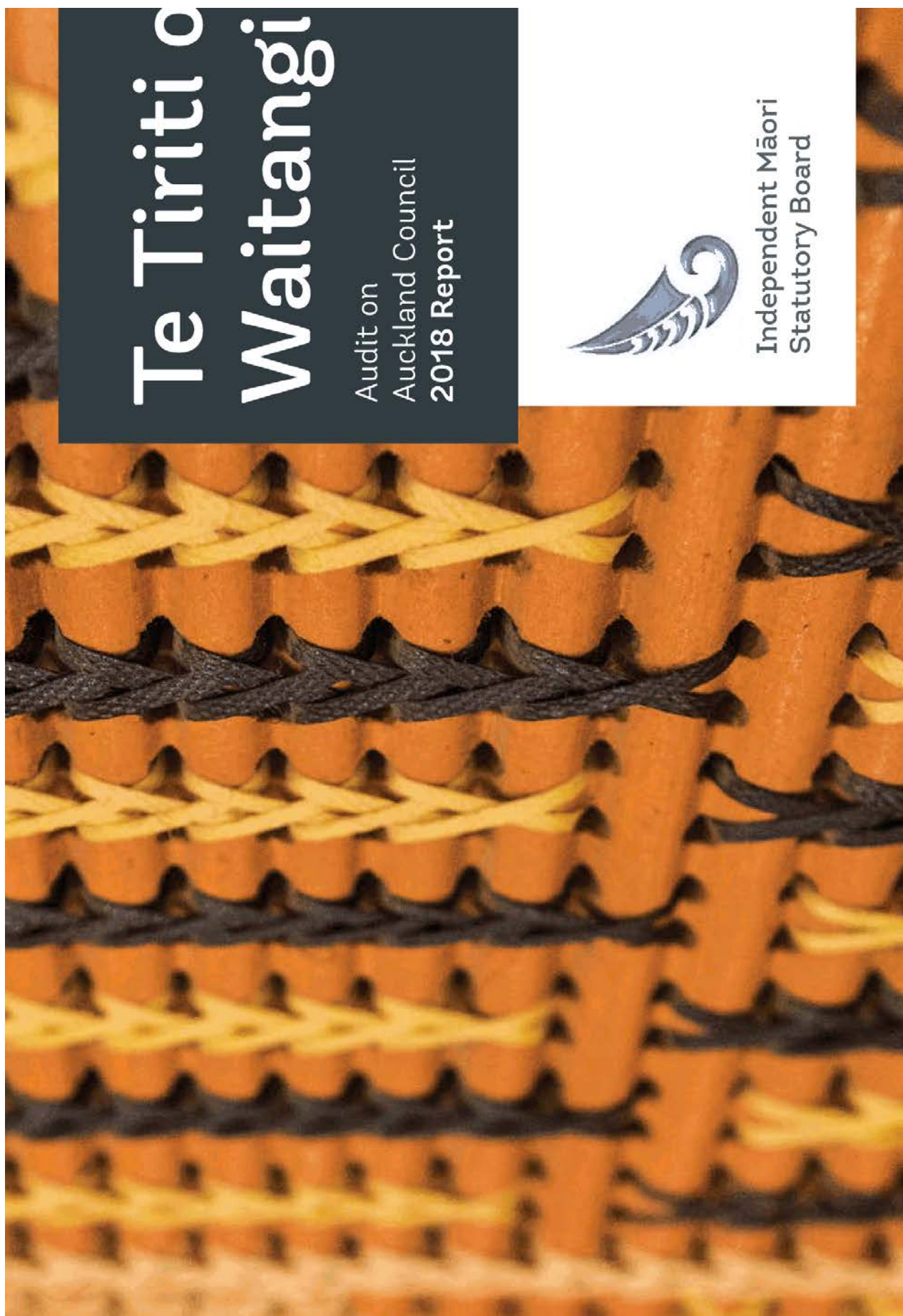
8. Council officers are currently developing a detailed work programme addressing the detailed findings and recommendations, the outstanding actions from the existing programme and the operation of Māori Responsiveness Plans. They will report to the joint Governing Body and Independent Māori Statutory Board meeting and the Finance and Performance Committee meeting in September (Resolution number FIN/2018/1).
9. The Board will seek an opportunity to review the draft detailed Council Te Tiriti o Waitangi Audit Work Programme 2018- 2021 that addresses the audit's findings and recommendations.

Ngā tāpirihanga / Attachments

No.	Title	Page
A	Te Tiriti o Waitangi Audit 2018	33

Ngā kaihaina / Signatories

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



Attachment A

Item 8



Meaning behind our logo

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

The textural blue symbolises the seas that bind these lands together.

The koru is the unfurling frond symbolising new beginnings. The many koru show how we are working together, forging a new unity.

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

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



**Independent Māori
Statutory Board**



Item 8

Attachment A



Chairman's message

E ngā mana, e ngā reo, e ngā rau rangatira mā, tēnā koutou katoa.

E tika ana te mihi poroporoaki ki a rātou kua haere atu rā ki te po – haere oti atu. Ki a tātou ngā morehu, mauri ora!

Nā te Tiriti o Waitangi tō tātou noho-tahi ki Aotearoa i whakaae. Heoi, he kawenata tēnei ka hikitia ake ngā hua o taua whakaaetanga kia hora te pai.

He paku whakaaro tēnei e hāngai nei ki tērā kaupapa; ki a koutou e pikau nei, ngā mihi maioha.

Tēnā koutou katoa

On behalf of the Independent Māori Statutory Board, I welcome the third Te Tiriti o Waitangi independent audit report of Auckland Council.

This independent audit is a primary instrument for the Board to have assurance that Auckland Council is acting in accordance with statutory provisions referring to Te Tiriti, a yardstick by which to measure that Council is doing what the law requires it to do for Māori in Tāmaki Makaurau.

The first independent audit report in March 2012 set a baseline, from which a work programme was developed to effect real and positive change for the benefit of Māori within the newly established Auckland Council.





In 2015 the second independent audit report findings showed that only a few of the audited recommendations had been completed by Auckland Council which the Board considered was disappointing.

Since then, Council established an internal review of the Tiriti o Waitangi Response programme reporting twice yearly to the Audit and Risk Committee. As a member of this Committee, I note that scrutiny of the programme has provided a strong discipline and accountability. The Board supports the independent auditors' recommendation that such an arrangement continue.

The PriceWaterhouseCoopers (PwC) 2018 audit report demonstrates that Council has made a real effort over the last 12 months to address a high number of outstanding recommended actions from the previous audit. Solid progress in the development of Māori Responsiveness Plans (that address council departments' capability and delivery of Māori outcomes) with supporting guidance materials is also highlighted, although the audit finds further work on Māori Responsiveness Plans is required for regular reporting of progress of milestones and on tracking measures.

There is potential for Te Toa Takitini Executive Leadership Group, established in 2015 to take a stronger overview of the Council's Groups' Treaty Audit Responsiveness Programme. As leaders they can model behaviours and celebrate best practice.

The 2018 Report also lists 13 recommendations that seek a management response, completion date and action owner. The Board considers that building strong

relationships with Māori in Tāmaki Makaurau is critical to meeting legislative provisions and we recommend that Council effectively addresses all aspects of the relationship agreement action group that is a key audit report recommendation.

There are also a few larger action groups outstanding from the previous programme. Now that Council has building blocks in place, such as a project management of actions, review by a Waharoa Group, and scrutiny of the Audit and Risk Committee – the Board expects that the 2018 response programme will be set in place reasonably quickly.

There is now a great opportunity for Council to give effect to a user-friendly performance management system to measure its Māori responsiveness and contribution to Māori outcomes. This measurement will support the Council Group to undertake self-reviews of its Māori responsiveness in many areas of its operations.

When PwC presented their 2018 findings to the Board, we considered potential ways for the Board to secure assurance that Treaty obligations are being met. The Board concluded that there is a place for future Te Tiriti o Waitangi Audits on new legislative provisions and targeted reviews. To this end, the Board will focus more on effectiveness which will involve seeking more direct input from Mana Whenua and Mataawaka in Tāmaki Makaurau.

The Board acknowledges and thanks PriceWaterhouseCoopers for their work in delivering on the 2018 Te Tiriti o Waitangi Audit programme and the support of the Council's Te Tiriti Liaison Group.

The Board looks forward to working with Auckland Council on future challenges and opportunities for it to become a top performer nationally in Māori responsiveness and working with Māori in Tāmaki Makaurau to achieve tangible outcomes.

David Taipari

Chairman – Independent Māori Statutory Board



Background to Te Tiriti o Waitangi Audit

The Audits

The first Audit used a legal framework based on Treaty principles, legislation and an internal audit approach that identified expected good practice. It produced a baseline of Council's performance against all the relevant legislation in keys areas of planning, policies, processes and controls and monitoring. The Audit found significant weaknesses and gaps and Council responded with a three-year Te Tiriti o Waitangi Audit Response Programme.

The second Audit in 2015 targeted key areas of the Council Te Tiriti o Waitangi Audit Response Programme and concluded that while there was some increased understanding of Treaty obligations, progress was poor. It noted the good progress in the development of Māori Responsiveness Plans. The second Audit's recommendation that monitoring the Te Tiriti o Waitangi Audit Response Programme completion move to Council's internal audit function with reporting to the Audit and Risk Committee was put in place. The Board Chairman became a member of the Audit and Risk Committee for Te Tiriti o Waitangi Audit update reports.

This third Audit targeted three areas of the Te Tiriti o Waitangi Audit Response Programme – how it responds to the previous audit recommendations, an assessment of Māori Responsiveness Plans and a follow-up of some previous audit recommendations. It is pleasing that the Council Group has made some solid progress completing many of the remaining actions. The Council has been working on Te Tiriti o Waitangi Audit Response Programme for about 6 years and now it is timely for Council to prioritise the completion of remaining actions.

Next Steps

The Board will table this report to Council's Finance and Performance Committee in July 2018 and Auckland Council will confirm their Te Tiriti o Waitangi Audit Response Programme in September. We propose that Auckland Council in preparing for the next Tiriti o Waitangi Audit Response programme:

- communicate to Te Toa Takitini/ Māori Responsiveness Executive Leadership Group to set the tone, drive accountability and oversee progress to deliver on legislative requirements
- identify all remaining Te Tiriti o Waitangi Audit Response Programme actions (2012-2018) that still require a response and decide on new actions with accountability and deadlines
- implement processes and controls to address the legislative requirements from the Resource Management Amendment Act 2017
- Council's response programme including Māori Responsiveness Plans ensure that all parts of the Auckland Council Group are aware of their legislative requirements whether they are at the governance or executive levels for example Local Boards and Council Owned Organisations



- give the highest priority to finalise and implement the performance measurement framework for Māori Responsiveness (action from the first Audit), including applying this to Māori Responsiveness Plans thus supporting more cohesive and effective monitoring of performance
 - continue to use the monitoring role of the Internal Audit Department reporting to Audit and Risk Committee (with some coordination and check-in by the Waharoa Group).
- Over 2018/19 the Board will commence a greater dialogue with Council on measuring of its Māori responsiveness performance both internally and externally.



Item 8

Attachment A

Independent Māori Statutory Board

Te Tiriti o Waitangi Audit Report 2018

5 July 2018

pwc



Brandi Hudson
Chief Executive
Independent Māori Statutory Board
Private Bag 92311
Auckland 1142

5 July 2018

Tēnā koe Brandi

Te Tiriti o Waitangi Audit Report 2018

Thank you for providing an opportunity for PwC to execute the third Te Tiriti o Waitangi Audit on your behalf.

In accordance with Contract 136: Te Tiriti o Waitangi Audit 2017-18 signed by us on 30 October 2017, we are delighted to attach Te Tiriti o Waitangi Audit Report 2018, which sets out our findings and recommendations from the audit.

If you require any clarification or further information, please do not hesitate to contact us.

Ngā mihi

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Use of information

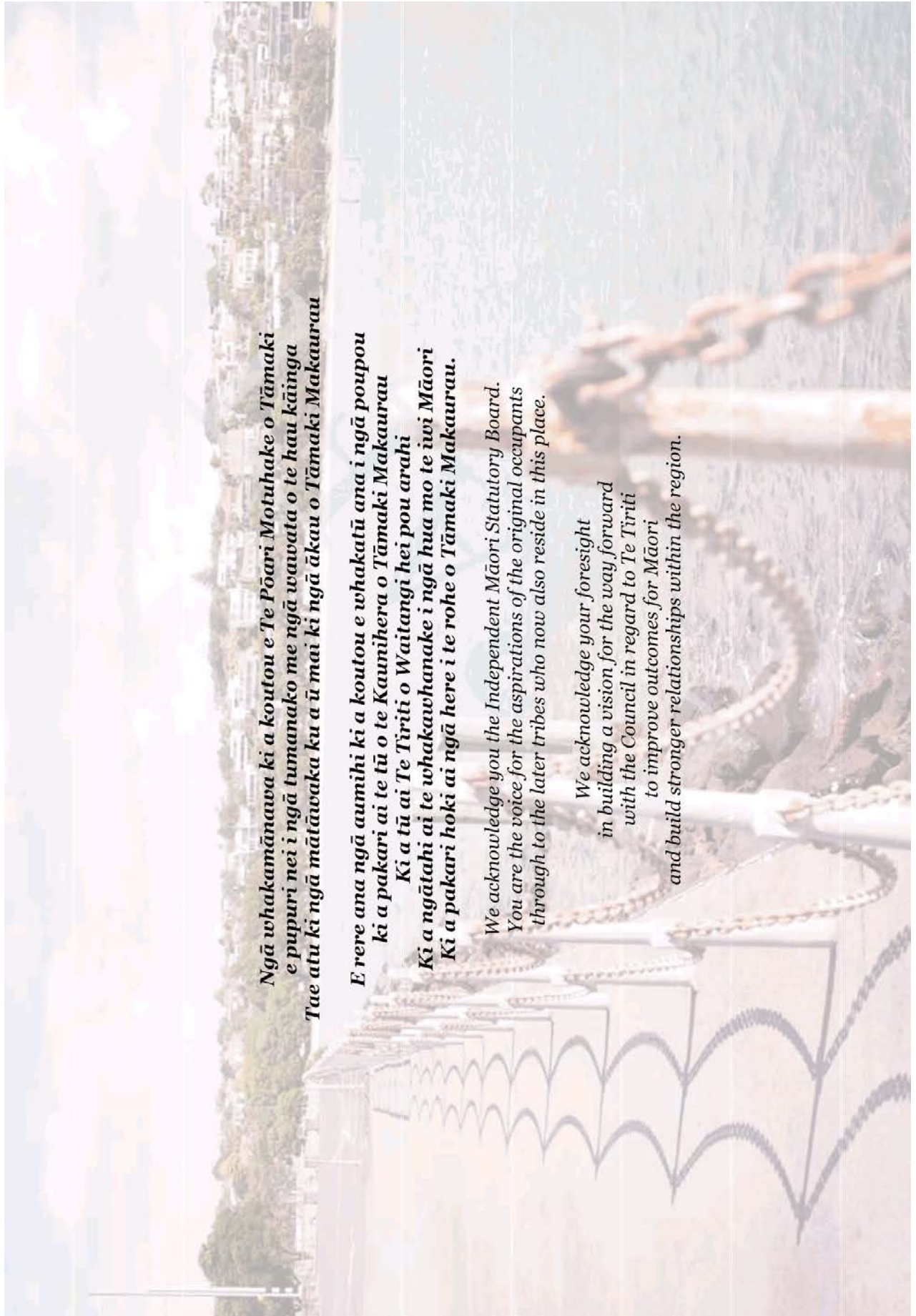
This report is provided for the Independent Māori Statutory Board ("IMSB") and is issued pursuant to the terms and conditions set out in Contract 136: Te Tiriti o Waitangi Audit 2017-18 ("the contract").

The IMSB contracted PwC to prepare Te Tiriti o Waitangi Audit Report 2018. By reading this Te Tiriti o Waitangi Audit Report 2018 the reader of the Te Tiriti o Waitangi Audit Report 2018 accepts and agrees to the following terms:

- i. The reader of this Te Tiriti o Waitangi Audit Report 2018 understands that the work performed by PwC was performed in accordance with instructions provided by the IMSB and was performed exclusively for the IMSB's sole benefit and use.
- ii. The reader of this Te Tiriti o Waitangi Audit Report 2018 acknowledges that this Te Tiriti o Waitangi Audit Report 2018 was prepared at the direction of the IMSB and may not include all procedures deemed necessary for the purposes of the reader.
- iii. The reader agrees that PwC, its partners, employees and agents neither owe, nor accept any duty or responsibility to it, whether in contract or in tort (including, without limitation, negligence and breach of statutory duty), and shall not be liable in respect of any loss, damage or expense of whatsoever nature which is caused by any use the reader may choose to make this Te Tiriti o Waitangi Audit Report 2018, or which is otherwise consequent upon the gaining of access to the Te Tiriti o Waitangi Audit Report 2018 by the reader.
- iv. Further, the reader agrees that this Te Tiriti o Waitangi Audit Report 2018 is not to be referred to or quoted, in whole or in part, in any prospectus, registration statement, offering circular, public filing, loan, other agreement or document and not to distribute the Te Tiriti o Waitangi Audit Report 2018 without the IMSB's prior written consent.

PwC reserve the right, but will be under no obligation, to review or amend our report if any additional information, which was in existence on the date of this report but not brought to our attention, subsequently comes to light.

The statements in our report have been made in good faith and on the basis that all information provided to us that we have relied upon is reliable accurate and complete. This information has not been subject to verification.



*Ngā whakamānawa ki a koutou e Te Pōari Motuhake o Tāmaki
e pupuri nei i ngā tumanako me ngā wawata o te hau kāinga
Tae atu ki ngā mātāvaka ku a ū mai ki ngā ākau o Tāmaki Makaurau*

*E rere ana ngā aumihī ki a koutou e whakatū ana i ngā poupou
ki a pakari ai te tū o te Kaunihera o Tāmaki Makaurau*

*Ki a tū ai Te Tiriti o Waitangi hei pou arahi
Ki a ngātahi ai te whakawhanake i ngā hua mo te iwi Māori
Ki a pakari hoki ai ngā here i te rohe o Tāmaki Makaurau.*

*We acknowledge you the Independent Māori Statutory Board.
You are the voice for the aspirations of the original occupants
through to the later tribes who now also reside in this place.*

*We acknowledge your foresight
in building a vision for the way forward
with the Council in regard to Te Tiriti
to improve outcomes for Māori
and build stronger relationships within the region.*



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Executive summary





Executive summary

Background

Te Tiriti o Waitangi (“Te Tiriti”) Audit (“the audit”) directly supports the second aspect of the Independent Māori Statutory Board’s (“IMSB”) purpose as it assesses the performance of the Auckland Council Group (herein referred to as “the Council” and including the Governing Body, Auckland Council organisation, Local Boards and CCOs) in acting in accordance with statutory references to Te Tiriti and statutory responsibilities to Māori in Tāmaki Makaurau. More detail on role and purpose of the IMSB and the audit is in Appendix A.

The scope of any audit is a matter for the IMSB to determine, the major driver being a consideration of those legislative requirements or statutory references that, if not complied with, would have high negative impact to Māori, including those where there is increased likelihood of non-compliance or gaps in existing organisational processes. See Appendix B for the legislative requirements in scope.

Audit Scope

The scope of this audit has three parts:

Part 1: An assessment of the Council’s framework for responding to previous audit recommendations – as the Council’s follow-up processes are the key overarching mechanism to ensuring that the 60+ actions agreed in previous audit reports are completed as intended.

Part 2: An assessment of the Māori Responsiveness Plan (“MRP”) programme and review process – given the purpose of MRPs to drive change in the culture, thinking and practice of a division/department/CCO to enable the Council to be more responsive to Māori and enhance delivery of both the Council’s statutory obligations and contribution to Māori outcomes.

Part 3: Targeted follow-up of a sample of previous audit recommendations – to independently assess progress to address audit recommendations and provide a greater level of clarity on actions required and accountabilities where needed.

Key messages

In comparison to Te Tiriti o Waitangi Audit Report 2015, we have observed a large amount of work underway to improve the Council’s responsiveness to Māori.

The formal Treaty Audit Response Work Programme is achieving good momentum

Te Tiriti o Waitangi Audit Reports 2012 and 2015 contained 67 specific recommendations. In receiving Te Tiriti Audit Report 2015, the Council committed to a 3-year Treaty Audit Response Work Programme of 24 action groups linked to these recommendations. In contrast to the last audit, it has been pleasing to see greater formality in this work programme and some significant progress as a result. Of note:

- There is *widespread awareness of the Treaty Audit Response Work Programme*, with action owners now sitting across the Council, lessening reliance on the Council’s Māori Strategy and Relations team (Te Waka Anga Mua ki Uta).
- *Elevation of significant and strategic actions* as Council wide programmes of work to Executive Leadership and governance priorities.
- *Monitoring of work programme progress* by the Council’s Waharoa Group (which includes a member of the IMSB Secretariat) and Internal Audit Department and reporting six-monthly to the Audit and Risk Committee.

Progress to close some actions has been delayed due to a slower start – with some target completion dates shifting several times – due to various reasons including restructures, changes in personnel, changes in action approach and competing priorities.

Over the past year in particular, there has been significant momentum by the Council in addressing audit recommendations. At the time of writing this report (April 2018), sixteen of the 24 action groups have been assessed and categorised by the Council’s Waharoa group as ‘closed’. The three-year work programme is due for completion on 30 June 2018. However, it is estimated that at least five action groups will not be completed by this date. This was communicated to the Audit and Risk Committee of 26 February 2018. These relate to the protection of



sensitive information, Māori information portal and mana whenua participation in resource consents. Revised due dates have not yet been agreed at the Council or with the IMSB.

To ensure that actions in progress achieve the desired impact and that the risk of further delays is minimised, we recommend the following improvements:

- *Action closure criteria should fully address previous audit recommendations and underpinning statutory references, and evidence of closure should always be sought* (see Audit Part 1, finding 1 – rated High)
- *Senior leaders (with responsibility for outstanding actions) should be engaged in action monitoring* (see Audit Part 1, finding 2 – rated Moderate)
- *Shifts in audit action target completion dates should be made visible* (see Audit Part 1, finding 3 – rated Low).

A more mature approach is emerging to enable the Council to deliver the principles of Te Tiriti o Waitangi and fulfil statutory responsibilities to Māori

As a result of the Council's commitment to improved responsiveness to Māori and the progress to address previous audit recommendations, we have observed greater maturity in the Council's frameworks and processes that enable delivery of the principles of Te Tiriti o Waitangi and the fulfilment of statutory responsibilities to Māori. The key step changes observed, including those adopted more recently, are:

- **A strong commitment to move beyond the compliance 'tick box' exercise** with a focus Council wide on building good relationships with Māori and getting the right outcomes for Māori.
- **Clearer expectations and accountabilities**, through:
 - An updated organisation Charter, which sets explicit expectations for the Council family in honouring the Council's treaty-based partnership with Māori and Māori responsiveness.
 - The CEO's performance objectives (published 23 November 2017), which requires the establishment of a robust performance measurement framework ('PMF') for Māori responsiveness outcomes, and completion of all planned audit actions. Accountability for audit actions spans Council wide, and it is intended that the PMF, once established, will cascade through the organisation.
- **A comprehensive toolkit and review processes** available to support the development of highly tailored and effective MRPs. In the original Treaty Audit Response Work Programme (agreed to in October 2015), the Council committed to the development and implementation of nine MRPs by June 2018. At the time of the audit, this number had been exceeded, with at least

16 MRPs now in implementation. There are a broad range of initiatives underway across Council to improve Māori responsiveness.

- **Significant efforts to develop staff capability** to engage with and respond more effectively to Māori – with development needs identified and addressed through MRP initiatives and also by individuals that are keen to upskill.
- An action oriented Māori employment and capability framework in the Council wide *Measures and Actions for High Impact (MAHI strategy (2017))* which seeks to enable responsiveness to Māori through staff recruitment, training and development that strengthens the Council's Māori workforce and enhances cultural competence. It addresses both the statutory and strategic commitments of Auckland Council to Māori.
- The development of guidelines, processes, protocols to support the Council in preparing for, *communicating and engaging with Mataawaka* in Tamaki Makaurau.

These all contribute to a positive step change towards greater embedding of Māori requirements in day-to-day business as usual processes and in turn should systemise the Council's ability to deliver improved Māori outcomes.

A volume of work underway to better align, embed and measure efforts

The audit touched on a number of areas still in development, or where there is need for further improvement to existing frameworks and processes to ensure the Council's goals for increased Māori responsiveness are achieved. The Council have the following key initiatives underway:

- **The establishment of relationship agreements** between the Governing Body and iwi, in response to requests for Chief-to-Chief relationships. Although there is widespread commitment to building good relationships with iwi, only some relationship agreements are in place between iwi and Local Boards.
- **Full implementation of all MRPs**. There are 16 completed MRPs (plus one in final review stage), nine MRPs in development and approximately another 10 to be developed during FY19.
- **Improving the alignment of MRPs to strategic priorities for Māori** to help set a clearer path for the delivery of Māori outcomes. This was a key recommendation in the Assessment of Expenditure incurred by Auckland Council on projects to deliver Māori outcomes Report 2017. This will impact the next wave of MRPs.
- **Development and implementation of a performance measurement framework** for Māori outcomes aligned to strategic priorities, to support an effective assessment of performance, which will in turn help direct efforts.

PwC



The performance measurement system should also affirm senior leader accountabilities for deliverables, budgets and outcomes. This is a fundamental building block required to support a robust control environment, and was an original audit recommendation from 2012.

Further processes required to better inform, monitor and measure efforts

Additional areas identified through the audit for focus are:

- *Improved monitoring of MRP initiatives by business units.* MRPs, while designed well in terms of comprehensive goals and objectives and well thought out initiatives, require better tracking and monitoring to ensure milestones and outcomes are delivered. This needs to be driven by MRP Sponsors/Senior leaders with MRP oversight (see Audit Part 2, finding 4 – rated High).
- *Legal assessments should be performed during MRP development*, to assess compliance with statutory references to Te Tiriti o Waitangi and Māori to determine whether any initiatives are required to meet departmental obligations. These assessments should be reviewed (see Audit Part 2, finding 5 – rated Moderate).
- *The development of processes to manage and monitor relationship agreements and capacity contracts* (see Audit Part 3, finding 6 – rated High).
- *Closure criteria need to be reframed for action groups relating to Mana Whenua participation in resource consents*, to enable more clearly defined actions (see Audit Part 3, finding 7 – rated Moderate).

I ōrea te tuātara ka patu ki waho
A problem is solved by continuing to find solutions.



Acknowledgement

We would like to extend our appreciation for the assistance provided by the Chief Executive, Audit Liaison Group, management and Council staff in the completion of our work.

Yours faithfully

Lara Hillier
Partner
PwC

Jade Collins
Director
PwC

Management comment from the Chief Executive of the Auckland Council

Kia ora koutou katoa

The Auckland Council Group stands committed to delivering on its Treaty of Waitangi responsibilities and responding to the needs of our Māori communities. We want an enduring partnership with iwi and out of that, to progress the outcomes Māori aspire to socially, economically, environmentally and culturally.

This audit continues the valuable work of the Independent Māori Statutory Board in advising and challenging us to do better. It is received positively and with gratitude because it helps us to drive the change that is still needed in this regard. I commit us to carefully considering all recommendations and responding to them in due course.

It is very pleasing to see fulsome acknowledgement of the goodwill, commitment and progress being made by the organisation toward improved outcomes for Māori. But we have more to do and we will continue rising to the challenge.

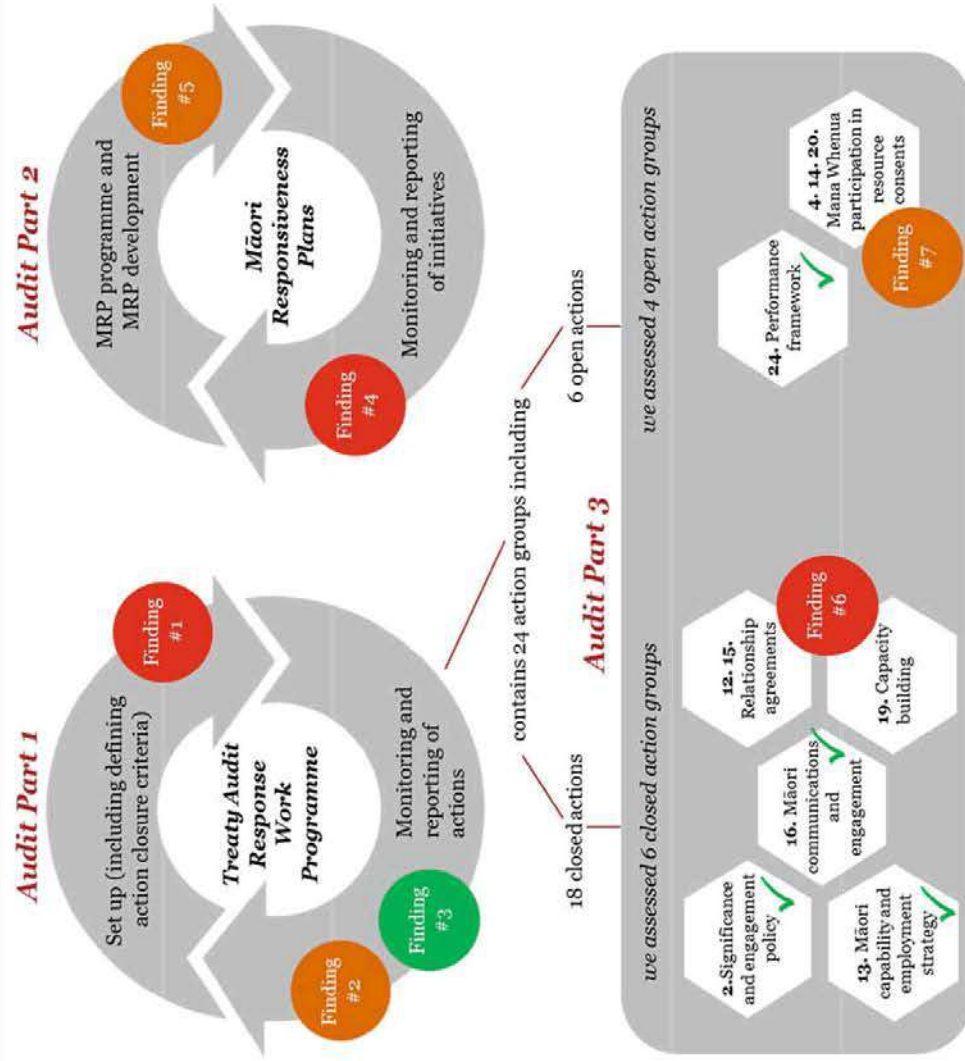
Stephen Town

Chief Executive Auckland Council



Summary of findings

The audit identified seven key findings, as numbered in the diagram below. Each finding is detailed in the relevant Audit Part section of this report, and each finding is rated based on the priority rating definitions over the page.



Audit findings legend

#	Finding title	Rating
1	Action closure criteria should fully address previous audit recommendations and underpinning statutory references, and evidence of closure should always be sought	High
2	Senior leaders (with responsibility for outstanding actions) should be engaged in action monitoring	Moderate
3	Shifts in audit action target completion dates should be made visible	Minor
4	Maori Responsiveness Plan initiatives and actions should be more formally monitored in line with MRP requirements and progress reported	High
5	Legal assessments, reflective of the department's key activities and obligations, should be performed during MRP development and reviewed	Moderate
6	Processes to manage relationship agreements and capacity contracts should be established	High
7	Closure criteria need to be reframed for action groups relating to Mana Whenua participation in resource consents	Moderate
✓	No issues identified, with work completed or planned	



Basis of findings and definition of audit in the context of Te Tiriti audit

The findings are based on meetings held with a sample of key stakeholders, reviews of a sample of relevant documentation (see Appendices E and F) and results of limited detailed testing which was conducted on a sample basis, where appropriate.

We draw your attention to the meaning of the word audit, in the context of "Te Tiriti audit". Our engagement does not constitute a statutory audit, the objective of which is the expression of an opinion on the financial statements, or an assurance engagement, the objective of which is the expression of an opinion on management's assertions. Accordingly, we will not express such an opinion at the conclusion of our work.

Detailed findings

The next sections of this report set out for each audit Part, the detailed findings and recommendations, and the Council's response and implementation plan for the way forward arising from this audit.

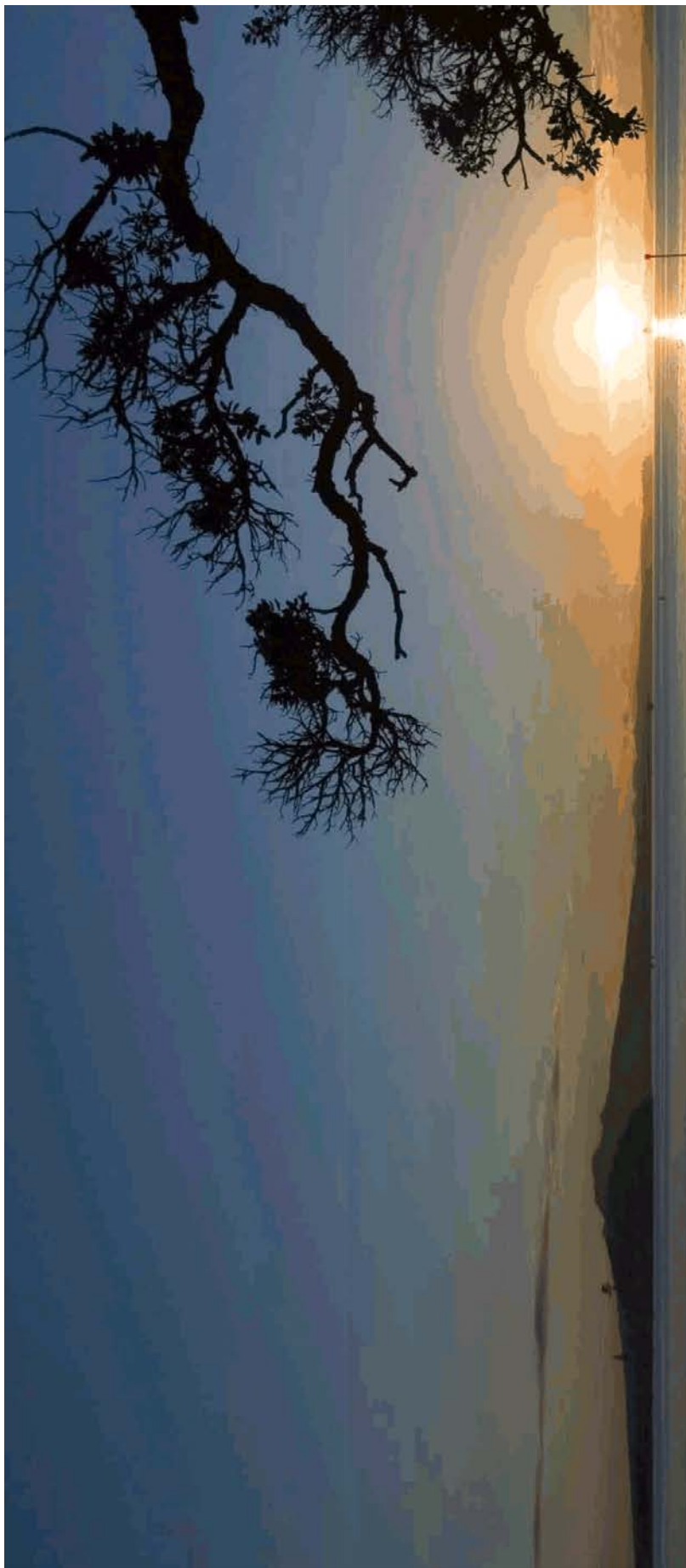
The priority rating table below has been used to assess each finding (or area of findings) identified during each audit, to provide a consistent basis for the assessment.

Rating	Definitions
Significant	A significant weakness or gap which is almost certain to compromise Māori legislative rights and should therefore be addressed as a matter of some urgency.
High	Issues of this nature relate to fundamental weaknesses in the core building blocks of a robust control framework, or critical elements in relation to Te Tiriti obligations.
Moderate	A serious weakness or gap in process or control which is likely to compromise Māori legislative rights and should therefore be addressed as a matter of importance.
Minor	A moderate weakness or gap in process or control which may compromise Māori legislative rights and should therefore be addressed as a medium term priority.
	A minor weakness which is unlikely to compromise Māori legislative rights however may improve or refine a process.

Next steps

The Council's Finance and Performance Committee will receive this report, together with the Council's responses to the findings.

Given the nature of these findings, we recommended that follow-up of agreed actions form part of Internal Audit's forward work programme.



***Audit part 1: The Council's framework for responding
to previous audit recommendations***





Audit part 1: The Council's framework for responding to previous audit recommendations

Background, objective and scope

A critical recommendation (ref 66) in Te Tiriti o Waitangi Audit Report 2015 was the embedding of audit follow-up processes within the Council. This is so that the Council can self-monitor and hold itself accountable for its progress to implement agreed actions. The Waharoa Group (a committee comprised of staff Council's Te Waka Anga Mua ki Uta, Internal Audit department and a member of the IMSB 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 Takitimi report.

In 2016, the IMSB requested PwC to assess the design and operating effectiveness of this follow-up framework (including assignment of responsibilities, delivery and reporting) that the Council and IMSB rely on to drive progress. The agreed follow-up framework going forward, as determined by the Waharoa Group, was reported in Te Tiriti o Waitangi Audit Action Follow-up Healthcheck Report 2016.

The report highlighted the following areas that could be enhanced:

- Leadership from the top, enabled through more regular reporting to the Māori Responsiveness Executive Leadership group
- Greater collaboration to arrive at agreed outcomes (i.e. closure criteria) and clearer responsibilities, in particular with regard to how the Waharoa group and executive / operational business owners work together
- Greater consistency in reporting.

The report listed eight specific agreed actions to enhance these areas (see table alongside).

As Council follow-up is the key overarching mechanism to ensuring the actions agreed in previous reports are completed, this audit part independently assessed whether the eight agreed actions have been addressed.

Healthcheck Report Agreed Actions October 2016

Ref # Agreed action to be assessed for progress/closure

1	A Terms of reference for the Waharoa Group, to describe its role, responsibility, composition, and capturing the lessons learnt to date, will be implemented to ensure no loss of momentum in subsequent years. This should include a process map including all the steps from the time the final audit report is received by the Council, to agreed recommendations, action tracking and completed actions. This should include who is involved and their delegations. It should also include a process for the preparation for upcoming audits.
2	The Waharoa group will engage with the relevant executive and operational business owners to undertake the detailed annual planning, including and review of the previous year's progress. At this time, they will define desired outcomes for each Te Tiriti o Waitangi Audit recommendation. This will enable greater flexibility when the audit recommendations may need to change to accommodate business change. This will also serve the purpose of ensuring that the outcome that the audit actions seek to achieve is well understood and achievable, within the timeframe set. Ideally, the auditor will be part of the annual discussions.
3	In undertaking the annual project planning, executive and operational business owners' accountabilities and responsibilities will be agreed jointly.
4	The Waharoa Group will, jointly with the relevant executive and operational business owner, agree closure criteria, as well as actual



Summary of findings

The substance of actions 1 (Waharoa Group processes), 5 (approval of progress reporting), 7 (updates to Te Toa Taktini) and 8 (consistent formats for reporting) from the table alongside are complete. The key parts of actions 2 (annual planning), 3 (action owner accountabilities), 4 (closure criteria) and 6 (progress reporting) have been addressed. However, elements relating to the completeness of closure criteria and executive/senior leader oversight of actions and engagement in the process remain open and should be addressed to better support the remaining delivery of the Treaty Audit Response Work Programme. Our three detailed observations and recommendations are contained over the page.

Ref #	Agreed action to be assessed for progress/closure
	closure of actions, enabling greater buy-in and traction. Care should be taken to ensure closure criteria include all aspects to ensure the issues will be addressed. As the business and requirements change, the Waharoa group and the operational business owner may decide to adapt closure criteria, provided that the new actions still deliver the desired outcome.
5	The Waharoa Group will consistently approve reporting on progress tabled at the Finance & Performance Committee, enabling transparency and traceability.
6	Progress on actions will be reported six-monthly to Te Toa Taktini Executive Leadership Group, re-establishing executive ownership.
7	Internal Audit will update the Te Toa Taktini Executive Leadership group on the results of their work.
8	Throughout the follow-up process, consistent formats of documentation and reporting will be used.

Approach

The audit approach included:

- interviewing staff involved in addressing the agreed actions
- examining relevant reports and other documentation relating to the changes made as a result of remediation
- observing/performing walkthroughs of remediated processes and/or controls (e.g. observing Waharoa Group meetings)
- assessing the design effectiveness of remediated documentation, processes and/or controls
- where agreed actions relate to the implementation of a new control or improvements to the performance of a control, selecting and testing a limited sample of transactions/items to ensure controls are operating effectively.

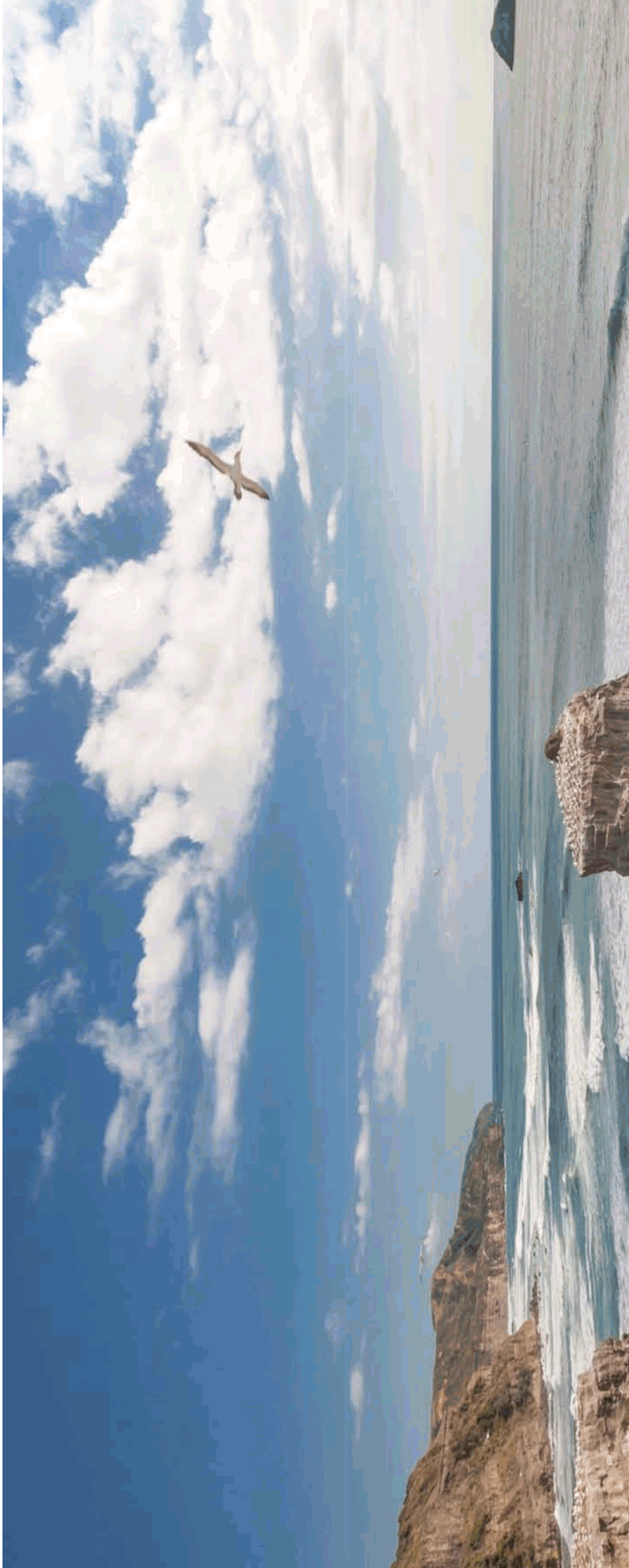


Detailed findings and recommendations

Ref #	Finding	Priority rating	Recommendation	Management response																																																												
1	<p>Action closure criteria should fully address previous audit recommendations and underpinning statutory references, and evidence of closure should always be sought</p> <p>Each of the audit actions has a set of closure criteria agreed between the Waharoa Group and the Action Owner(s), as the elements that need to be addressed by the action owner. Since March 2017, these closure criteria have been documented in evidence templates and are reported to Committees. When these criteria are met, the Waharoa Group agrees to close the action (and the linked Treaty Audit recommendation). When all actions within a group are complete, the action group is closed.</p> <p>In our examination of a sample of 6 closed (2, 12, 15, 13, 16 and 19) and 4 open actions (4, 14, 20 and 24), we noted some audit action closure criteria do not fully address previous audit report recommendations/underpinning statutory references or work planned/underway, and evidence of closure was not always sought by the Waharoa Group. The 'lens' missing from the closure criteria and action group was generally the establishment of a process and control to ensure that what was being implemented, would be done consistently and correctly – both now and in the future.</p> <p>A summary of our findings is shown in the table below, with further detail in Appendix B.</p> <table border="1"> <thead> <tr> <th>2</th> <th>12</th> <th>15</th> <th>13</th> <th>16</th> <th>19</th> <th>24</th> <th>4</th> <th>14</th> <th>20</th> </tr> </thead> <tbody> <tr> <td>Assessment of action groups</td> <td>Significance and engagement policy</td> <td>Relationship agreements</td> <td>Māori capability and employment</td> <td>Māori communication strategy</td> <td>Capacity building</td> <td>Performance framework</td> <td>Māori participation in resource consent processes</td> <td></td> <td></td> </tr> <tr> <td>Status of action group (as assessed by the Waharoa Group)</td> <td>Closed</td> <td>Closed</td> <td>Closed</td> <td>Closed</td> <td>Closed</td> <td>Open</td> <td>Open</td> <td>Open</td> <td>Open</td> </tr> <tr> <td>Closure criteria fully addresses previous audit recommendations and underpinning statutory references?</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>No</td> <td>No</td> <td>Yes</td> </tr> <tr> <td>Closure criteria reflects actual work delivered/underway/planned?</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>No</td> <td>No</td> <td>No</td> </tr> <tr> <td>Evidence of action closure was fully sought by the Waharoa Group?</td> <td>Yes</td> <td>No</td> <td>Yes</td> <td>Yes</td> <td>No</td> <td>N/A</td> <td>actions still in progress</td> <td></td> <td></td> </tr> </tbody> </table>	2	12	15	13	16	19	24	4	14	20	Assessment of action groups	Significance and engagement policy	Relationship agreements	Māori capability and employment	Māori communication strategy	Capacity building	Performance framework	Māori participation in resource consent processes			Status of action group (as assessed by the Waharoa Group)	Closed	Closed	Closed	Closed	Closed	Open	Open	Open	Open	Closure criteria fully addresses previous audit recommendations and underpinning statutory references?	Yes	No	Yes	Yes	No	Yes	No	No	Yes	Closure criteria reflects actual work delivered/underway/planned?	Yes	No	Yes	Yes	No	Yes	No	No	No	Evidence of action closure was fully sought by the Waharoa Group?	Yes	No	Yes	Yes	No	N/A	actions still in progress			High	<ol style="list-style-type: none"> Closure criteria should be reviewed for all open audit actions against the recommendations the Audit Report 2015, underpinning statutory reference and actual work planned or underway. If there is a mismatch, i.e. the closure criteria do not address the intent of the statutory reference, the closure criteria should be revised and agreed with the Action Owner and relevant Senior Leader. Evidence of action closure should always be sought and maintained by the Waharoa Group. 	<p>Owner: Phil Wilson (Governance Director) /Graham Pryor (General Manager, Māori Responsiveness and Te Tiriti o Waitangi Relationships) /Theresa Roigard (Head of Māori Strategy, Policy and Effectiveness)</p> <p>Agreed Action: We agree with the recommendations, and will implement actions to address these. We are in the process of identifying and agreeing detailed actions and completion dates with Action Owners (Senior Leaders), to compile a Response Work Programme. This Response Work Programme will be discussed with the IMSB Secretariat prior to it being finalised.</p> <p>Due date: We will provide the finalised Response Work Programme to a September Council Committee.</p>
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2	<p>From this assessment, we also identified that:</p> <ul style="list-style-type: none"> Processes to manage relationship agreements and capacity building contracts (as recommended by the audit report 2015) are not place. This issue has been raised in Audit Part 3, finding 6. The closure criteria for action groups relating to Mana Whenua participation in resource consent processes (4, 14, and 20.) does not accurately reflect work planned/underway. This issue has been raised in Audit Part 3, finding 7. <p>Risk/implication</p> <p>If action closure criteria are not appropriately defined, there is an increased risk that processes and controls implemented through completed audit actions will not enable the Council to fully address statutory responsibilities to Māori. As a result, the Council's ability to deliver on related Māori outcomes may be diminished.</p> <p>Senior leaders (with responsibility for outstanding actions) should be engaged in action monitoring</p> <p>Audit action owners are generally Tier 4 or 5 staff who have a direct responsibility for addressing the agreed action. While this is appropriate, the relevant senior leaders with responsibility for outstanding actions are not always engaged upfront in action setting, monitoring nor do they receive progress reports. While we acknowledge that for some actions senior leaders/executives are actively engaged, i.e. actions that form part of Te Toa Takitini portfolio, this is not consistent. Specific observations are:</p> <ul style="list-style-type: none"> The expectations for Senior Leader oversight in developing and agreeing closure criteria and target completion dates is not clearly defined. There is no reporting channel on progress or actions due/overdue to Senior Leaders of departments responsible for delivering on audit actions. We understand that Te Waka Anua Māui Uta have recently proposed that the Te Toa Takitini Executive Leadership Group receive updates on the Treaty Audit Response Work Programme from July 2018 onwards. <p>Risk/implication</p> <p>As FY18 is the final year of the Treaty Audit Response Work Programme (recognising some completion dates fall after 30 June 2018), it is critical that remaining actions are implemented as intended. Involvement from senior leaders with responsibility for outstanding actions can help ensure these actions remain priority focus, balanced against other organisational commitments.</p>	Moderate	<ol style="list-style-type: none"> The expectations for oversight of Senior Leaders/Executives (with responsibility for outstanding actions) in developing and agreeing closure criteria and target completion dates should be defined and implemented. A reporting channel (such as to Te Toa Takitini Executive Leadership Group) should be established for progress and actions due/overdue to Senior Leaders/Executive (with responsibility for outstanding actions) to support timely action delivery and escalation of risks/changes to delivery. 	As above																																																												



Ref #	Finding	Priority rating	Recommendation	Management response
3	<p>Shifts in audit action target completion dates should be made visible</p> <p>Progress to address Treaty Audit actions is reported six-monthly through the Wāhara Group and Internal Audit to the Audit and Risk Committee. We note that for a number of actions, the target completion dates have shifted multiple times over the years due to changes in priorities and available resource. However, due date shifts are not tracked nor reported to the Audit and Risk Committee nor Senior Leaders with responsibility for outstanding actions.</p> <p>Risk/implication</p> <p>Without visibility of shifts in target completion dates it is not clear to those monitoring progress whether actions are 'overdue' from their initial due date and the extent of this, and as a result this can impact the ability to make or influence considered decisions on action prioritisation.</p>	Minor	5. Treaty Audit Work Programme progress reports to Senior Leaders (with responsibility for outstanding actions) should include the full history of due dates, to enable visibility of these changes.	As above



Audit part 2: Māori Responsiveness Plan programme and review process



Attachment A

Item 8



Audit part 2: Māori Responsiveness Plan programme and review process

Background, objective and scope

Māori Responsiveness Plans ("MRPs") are strategic plans to drive change in the culture, thinking and practice of a division/department/CCO to enable the Council to be more responsive to Māori and enhance delivery of both the Council's statutory obligations and relationship commitments to Māori.

MRPs are the key vehicle to deliver on the goals and objectives in the Council's Māori Responsiveness Framework ("MRF"), and set out how each division/department/CCO will enhance their contributions to deliver on commitments to Māori through a range of actions/initiatives.

Recommendations 1, 3, 38, 41, 62, 65 in Te Tiriti o Waitangi Audit Report 2015 relate to the development and implementation of MRPs. Since then a toolkit and review processes (by Te Waka Anga Mua ki Uta, Internal Audit and Legal) have been established to support the development of division/department/CCO MRPs.

Given the importance of getting these MRPs right, the objective of this audit part was to assess the Council's MRP programme and the related review process. The audit also included a 'deep dive' independent examination of a sample of three MRPs.

The scope of this audit part included:

- Assessing the design of the programme to develop MRPs for remaining divisions/departments/CCOs
- Assessing the design of the template guidance for developing MRPs, i.e. does this support the development of MRPs which create an effective compliance framework and plan, and mechanism to action Te Tiriti Audit recommendations?
- Assessing the design and operation of the MRP review process by Te Waka Anga Mua ki Uta, Internal Audit and Legal

- Performing a 'deep dive' examination of a sample of three MRPs (Plans and Places, Communications and Engagement and Auckland Transport) to assess the effectiveness of the MRP in:
 - creating a compliance framework and plan for the business unit, i.e. have relevant legal obligations to Māori and Te Tiriti Audit recommendations been identified? Have appropriate accountabilities been assigned? Have key controls been identified to enable compliance and delivery of actions to address recommendations, and are these in place and operating effectively?
 - embedding Māori responsiveness within day-to-day business as usual processes, i.e. does the MRP include actions to demonstrate improved Māori responsiveness, what key controls does the MRP put in place to consistently deliver on these actions, and are the key controls operating effectively?
 - creating a self-monitoring framework for performance, i.e. is a performance assessment framework defined, and progress monitored and assessed? Are there linkages between MRPs, department business plans and individual staff development plans?

Approach

The approach included the following actions:

- interviewing staff involved in the development and review of the MRPs, and staff responsible for implementing MRP actions
- assessing the design and operation of key documentation including: the MRP toolkit, individual MRPs, evidence of MRP review and any other documents that support monitoring and reporting of progress to achieve MRP initiatives.



Summary of findings

Well-designed tools supporting the development of MRPs

There is a requirement, defined in Business Plans, that each division/department/CCO in the Council has an MRP in place that is relevant, appropriately resourced and is capable of being delivered. Given the strategic nature of these plans (typically designed as three year forward looking plans), the journey to develop these plans is important and is recognised and treated as a project in itself.

There are various well-designed tools/mechanisms available that enable the development of MRPs, including:

- A *defined programme to develop MRPs* for remaining parts of the Council, which is reported to the Audit and Risk Committee
- *Clear accountability for development* through MRP Sponsors and MRP development project teams
- A *comprehensive toolkit* (developed in 2016) is available to guide project teams through structured planning and self-assessment processes to develop their MRPs. The toolkit provides for:
 - a current state assessment of department values, internal capacity, capability and activity – determined through a combination of staff surveys, interviews and workshops, desktop research, legal and treaty assessment (of how the area is delivering on the MRF, contributes to Treaty principles and is addressing statutory responsibilities) and Māori partner/stakeholder relationship mapping
 - future state assessment to identify improvements that need to be made and what sort of relationships, leadership, management, culture and capability the area needs in the future
 - identification of implementation risks and mitigation plans
 - performance measures, monitoring and evaluation.
- *Facilitation and real time review processes* (by Te Waka Anga Mua ki Uta, Internal Audit and Legal) to ensure MRPs are designed effectively.
- A *best practice-sharing forum* within the Council, known as the Nga Poito where those involved in MRPs can come together to share and reflect on their

learnings, strengths, weaknesses and future practices. At the time of this audit, seven departments were involved in this forum.

In the original Treaty Audit Response Work Programme (agreed to in October 2015), the Council committed to the development and implementation of nine MRPs by June 2018. At the time of the audit, this number had been exceeded, with:

- 16 approved MRPs, in implementation
- one pending final review
- nine in development (six of which have been prioritised for completion by 30 June 2018)
- 10 departments/CCOs/divisions that are initiating the development discussions.

Improving strategic alignment and increasing focus on Māori outcomes

The current focus of MRPs is initiatives to improve internal capability and capacity to respond to and engage with Māori (the MRF goal of an empowered organisation), and the MRP current state assessments have focused on this. This was a conscious decision given the low levels of capability identified. Future MRPs (including refreshes) will focus more on the other MRF goals of effective Māori participation in democracy and building strong Māori communities. There will include greater focus on aligning (individually and collectively) MRP initiatives to Māori outcomes (identified in strategic plans), and the requisite performance framework to measure milestones and outcome delivery.

Further processes required to better inform, monitor and measure efforts

- MRPs, while designed well in terms of comprehensive goals and objectives and well thought out initiatives, require better tracking and monitoring to ensure delivery of milestones and outcomes (finding 4).
- Full legal assessments should be performed during MRP development, to assess compliance with statutory references to Te Tiriti o Waitangi and Māori obligations. These assessments are required to meet departmental obligations. These assessments should be reviewed (finding 5).

Our two detailed observations and recommendations are contained over the page.



Detailed findings and recommendations

Ref #	Finding	Priority rating	Recommendation	Management response									
4	<p>Maori Responsiveness Plan progress reported</p> <p>All three MRPs examined included specific monitoring requirements. However, these requirements are generally not being met. Discussions with MRP action owners identified that while initiatives are being implemented, progress monitoring is not regular and is typically discussion/narrative based – rather than more formal tracking of progress to deliver on the agreed initiatives against timelines and intended outcomes. Initiative/action tracking requirements for the three MRPs examined, and actual practices followed are detailed in the table below.</p> <table border="1"> <thead> <tr> <th>Maori Responsiveness Plan</th> <th>Scope and frequency of monitoring and reporting as stated in the MRP</th> <th>Actual practices</th> </tr> </thead> <tbody> <tr> <td>Communication and Engagement (implemented November 2016)</td> <td> <p>"The C&E roopu will continue to meet fortnightly to track progress. Unit representatives will be responsible for checking in on initiatives with their team. Depending on work plans this may mean that roopu membership changes over time. We will also include the new C&E principal advisor on engagement. Te Waka Anua Maa representatives come to regular roopu meetings as well and the IMSB will be consulted at least twice a year.</p> <p>IMSB audit initiatives and other work which is part of the Te Toa Takitini work programme will be monitored as part of this."</p> </td> <td> <p>Practices defined in the MRP are partially followed.</p> <p>Two significant initiatives relating to audit recommendations (Maori engagement/communication and the Maori Information Portal) are monitored through the Wakaora group, and formally reported through Executive/Senior leadership groups, with budgets, milestones, risks and measurable benefits tracked.</p> <p>However, with regard to other smaller project and 'BAU' type MRP initiatives, the C&E roopu is not currently meeting fortnightly – but had been in the past. Progress on the implementation of these MRP initiatives is discussed within individual units and occasionally at a department level, but not on a regular or formal basis. We acknowledge that many actions are 'ongoing' in nature, i.e. they do not have a fixed end date, which is appropriate as they serve to build capacity and capability and embed the right behaviours. However, actions are not formally tracked against intended outcomes, i.e. progress is not recorded or reported.</p> </td> </tr> <tr> <td>Plans and Places (implemented August 2016)</td> <td> <p>Specific measures and targets were set for each of the 6 MRP actions. Monitoring of department efforts against measures and targets is set at the end of the fourth quarter for most actions. For example, for the action "on-going training to improve responsiveness to Maori" there are 5 measures and targets, including:</p> <ol style="list-style-type: none"> 1. Measure: number of training events; target: at least one event per quarter delivered 2. Measure: percentage of staff who feel they are competent engaging with te ao Maori; target: increase from baseline survey </td> <td> <p>Practices defined in the MRP are not followed.</p> <p>Some Maori responsiveness activity is discussed at the Steering Committee. However, not all actions are discussed and progress is not formally measured against targets, i.e. progress is not recorded or reported.</p> </td> </tr> </tbody> </table>	Maori Responsiveness Plan	Scope and frequency of monitoring and reporting as stated in the MRP	Actual practices	Communication and Engagement (implemented November 2016)	<p>"The C&E roopu will continue to meet fortnightly to track progress. Unit representatives will be responsible for checking in on initiatives with their team. Depending on work plans this may mean that roopu membership changes over time. We will also include the new C&E principal advisor on engagement. 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Measure: percentage of staff who feel they are competent engaging with te ao Maori; target: increase from baseline survey 	<p>Practices defined in the MRP are not followed.</p> <p>Some Maori responsiveness activity is discussed at the Steering Committee. However, not all actions are discussed and progress is not formally measured against targets, i.e. progress is not recorded or reported.</p>	High	<p>MRP Sponsors/relevant member of the Senior Leadership Team with MRP oversight should:</p> <ol style="list-style-type: none"> 6. Ensure that MRP initiative tracking and monitoring processes agreed to in MRPs are followed consistently. Where these are deemed no longer appropriate, revised monitoring and reporting processes should be defined and agreed with MRP Sponsors. 7. Require structured and regular progress reporting to better track and monitor performance on operational matters (details of progress on milestones, forecast completion of actions against plan (and any shifting due dates), actuals versus budget and key risks/issues) as well as a more strategic focus (whether MRP objectives and outcomes are being achieved). The frequency of reporting should be determined by the nature of initiatives. <p>MRP reporting should be through the relevant business unit/division or COO, i.e. not necessarily whole of Council reporting.</p>	<p>Owner: Phil Wilson (Governance Director) / Graham Pryor (General Manager, Maori Responsiveness and Te Tiriti o Waitangi Relationships) / Theresa Koigard (Head of Maori Strategy, Policy and Effectiveness)</p> <p>Agreed Action: We agree with the recommendations, and will implement actions to address these. We are in the process of identifying and agreeing detailed actions and completion dates with Action Owners (Senior Leaders), to compile a Response Work Programme. This Response Work Programme will be discussed with the IMSB Secretariat prior to it being finalised.</p> <p>Due date: We will provide the finalised Response Work Programme to a September Council Committee.</p>
Maori Responsiveness Plan	Scope and frequency of monitoring and reporting as stated in the MRP	Actual practices											
Communication and Engagement (implemented November 2016)	<p>"The C&E roopu will continue to meet fortnightly to track progress. Unit representatives will be responsible for checking in on initiatives with their team. Depending on work plans this may mean that roopu membership changes over time. We will also include the new C&E principal advisor on engagement. Te Waka Anua Maa representatives come to regular roopu meetings as well and the IMSB will be consulted at least twice a year.</p> <p>IMSB audit initiatives and other work which is part of the Te Toa Takitini work programme will be monitored as part of this."</p>	<p>Practices defined in the MRP are partially followed.</p> <p>Two significant initiatives relating to audit recommendations (Maori engagement/communication and the Maori Information Portal) are monitored through the Wakaora group, and formally reported through Executive/Senior leadership groups, with budgets, milestones, risks and measurable benefits tracked.</p> <p>However, with regard to other smaller project and 'BAU' type MRP initiatives, the C&E roopu is not currently meeting fortnightly – but had been in the past. Progress on the implementation of these MRP initiatives is discussed within individual units and occasionally at a department level, but not on a regular or formal basis. We acknowledge that many actions are 'ongoing' in nature, i.e. they do not have a fixed end date, which is appropriate as they serve to build capacity and capability and embed the right behaviours. However, actions are not formally tracked against intended outcomes, i.e. progress is not recorded or reported.</p>											
Plans and Places (implemented August 2016)	<p>Specific measures and targets were set for each of the 6 MRP actions. Monitoring of department efforts against measures and targets is set at the end of the fourth quarter for most actions. For example, for the action "on-going training to improve responsiveness to Maori" there are 5 measures and targets, including:</p> <ol style="list-style-type: none"> 1. Measure: number of training events; target: at least one event per quarter delivered 2. Measure: percentage of staff who feel they are competent engaging with te ao Maori; target: increase from baseline survey 	<p>Practices defined in the MRP are not followed.</p> <p>Some Maori responsiveness activity is discussed at the Steering Committee. However, not all actions are discussed and progress is not formally measured against targets, i.e. progress is not recorded or reported.</p>											
	<p>Auckland Transport (implemented September 2017)</p> <p>The Programme Manager is responsible for reporting to the Project Leadership Team on a bimonthly basis via a submitted report and then quarterly at face-to-face meetings. Core items for review include:</p> <ul style="list-style-type: none"> • Initiative updates – progress, forecast completion against plan. • Budgets – actuals versus forecasts. • Key risks and issues. <p>Programme and Project Control and Reporting</p> <p>The Programme Manager will arrange monthly meetings with the Project Manager to track and monitor performance. The Project Manager is required to provide the following items for review:</p> <ul style="list-style-type: none"> • Initiative updates – progress, forecast completion against plan. • Budgets – actuals versus forecasts. • Key risks and issues. <p>Progress on the implementation of the plan is reported to the Auckland Transport Board at six-monthly intervals.*</p>		<p>Practices defined in the MRP are partially followed.</p> <p>Progress and spend on significant initiatives (relating to the Maori Road Safety Programme, Maori Roadways Programme, and Maori freehold land, papakainga and naare development) are formally reported through Te Toa Takitini/the Council's Finance and Performance Committee as part of broader Maori outcome reporting and subsequently to the joint Governing Body/IMSB. Because the specifics of planned milestones, outcomes and MRP success criteria is not currently captured through these reports, the Council are in the process of facilitating improved reporting on the delivery of Maori outcomes across the Council family.</p> <p>Progress on the implementation of the plan is reported to the Auckland Transport Board at six-monthly intervals. Since MRP implementation in September 2017, one report has been provided to the Board in a narrative style. Details of progress, forecast completion against plan, actuals versus budget and key risks/issues were not incorporated into this initial report, but it is planned that "traffic light" style update will be provided to the Board in future reports, to enable issue identification and discussion.</p>										



Ref #	Finding	Priority rating	Recommendation	Management response
5	<p>Given the strategic nature of these plans, and large upfront investment in their development, we would expect to see more formal monitoring.</p> <p>Risk/implication Without formal tracking and monitoring of progress to implement MRP actions, there is an increased risk that agreed actions are not delivered as intended. This impacts on the ability to 'course correct' and ultimately could impact on the Council's ability to achieve MRP goals of being an empowered organisation, enabling effective Māori participation and building strong Māori communities.</p> <p>Legal assessments, reflective of the department's key activities and obligations, should be performed during MRP development and reviewed Legal assessments are not consistently used nor reviewed in MRP development.</p> <p>As part of MRP development, MRP writers are required (through the MRP toolkit) to perform a 'legal assessment', which has two parts – to:</p> <ol style="list-style-type: none"> identify the Council's general legal requirements to Māori, obligations under Te Tiriti o Waitangi as well as division/department/CCO-specific requirements and assess what is currently being done to meet these. <p>The purpose of this self-assessment is to identify areas for improvement to inform MRP initiatives and actions.</p> <p>To support this assessment, the MRP toolkit:</p> <ul style="list-style-type: none"> advises writers that the legal assessment requires some critical thought (i.e. what are our priority legislative requirements? What does this mean for us? How are we meeting our obligations currently? What more should we be doing?) refers writers to the Council's Do It Right compliance programme and plans to help business units identify, assess, plan for, and track progress against the legislative obligations that apply to them provides a template to capture the assessment. <p>In all three MRPs examined the business unit's legal requirements were identified and listed, however it was not explicitly evident in two MRPs (Communications and Engagement: Plans and Places) whether an assessment of current practices and areas for improvement (i.e. part b) was performed and used to inform MRP initiative development. Due to changes in MRP drivers over time, we were not able to confirm this. While we acknowledge that this is in part mitigated, as relevant Te Tiriti o Waitangi Audit Report recommendations are identified as MRP initiatives/actions, the audit is limited in that it does not assess all business units for all compliance obligations.</p> <p>We also noted that the MRP review processes do not fully consider this legal assessment of current practices. The key Legal reviewer is currently on maternity leave and in her absence, the Legal team are not clear what their review of draft MRPs needs to encompass. There are no documented assessment guidance to support the Legal team, or other appropriate subject matter experts, in performing a consistent and robust review of the MRPs legal assessment.</p> <p>Risk/implication We acknowledge that departments are expected to understand their statutory obligations. MRP development is an ideal opportunity for a business unit to take stock of how they are currently meeting obligations and what more they could be doing. If legal assessments are not completed or reviewed, there is an increased risk that compliance gaps or areas for improvement will not be identified and actioned.</p>	Moderate	<p>Going forward:</p> <ol style="list-style-type: none"> MRP development processes should include, as appropriate, self-assessments of compliance with statutory references to Te Tiriti o Waitangi and Māori to determine whether any initiatives are required to meet departmental obligations (considering departmental activities). This assessment should be checked by Legal review processes. Assessment guidance to support the review of MRP legal assessment by the Legal team/relevant subject matter experts should be established. 	As above



Audit part 3: Targeted follow-up of previous audit recommendations





Audit part 3: Targeted follow-up of previous audit recommendations

Background, objective and scope

Te Tiriti o Waitangi Audit Reports 2012 and 2015 contained 67 specific recommendations. Over the past year, there has been significant momentum by the Council in addressing these previous audit recommendations. See Appendix C for a summary of the status of audit recommendations, compared to prior audit reports, and see Appendix D for a schedule of all prior audit recommendations. At the time of writing this report, sixteen of the 24 action groups (all linked to prior audit recommendations) in the Treaty Audit Response Work Programme have been assessed and categorised by the Council as 'closed'. The 3-year Work Programme is due for completion on 30 June 2018. However, it is estimated that at least 5 action groups will not be completed by this date. This was reported to the Audit and Risk Committee of 26 February 2018. These relate to the protection of sensitive information, Māori information portal and mana whenua participation in resource consents. Revised due dates have not yet been agreed at the Council or with the IMSB.

Certain action groups warrant an independent follow-up through this Te Tiriti o Waitangi Audit 2018:

- for 'closed' actions, independently assess them for closure, in doing so assessing the effectiveness of the Council's follow up framework
- for 'open' actions, to consider the planned course of action (closure criteria) to provide, if needed, a greater level of clarity on actions required to effectively close the action
- to share evidence of the areas where good progress has been made and Māori outcomes are being achieved, for recognition and also to share as examples of good practice.

Four key scope drivers were focused on to select the action groups to follow up:

1. The **high priority legislative requirements**¹ – to ensure progress is being made in the areas that matter most
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 groups/recommendations that, once addressed and operating effectively, will support the completion of other action groups/recommendations.

The seven action groups specifically selected for follow-up in this audit were:

- 12. and 15. Relationship agreements
- 13. Māori capability and employment
- 16. Māori communication strategy
- 24. Performance framework
- 4. 14. and 20. Mana Whenua participation in resource consents.

Each action group in Te Tiriti Audit Response Work programme, and the associated recommendations, relate to one or more statutory requirement to Māori.

¹ High priority legislative requirements are defined as a legislative requirement that if not complied with, would have high impact to Māori, and/or legislation for which there is an increased likelihood of non-compliance or gaps in existing Council process. The legislative requirements are set out in Te Tiriti o Waitangi Best Practice Audit Approach (developed in 2011) and established the backbone of the inaugural audit. In scoping the first audit, there was one major driver for scope – the legislative requirements deemed high priority.



Approach

The extent of Audit follow up (high level, detailed or deep dive) has been determined based on the status of the action group (i.e. whether it is closed or open). Closed actions were subject to a detailed or focused assessment, and open actions were subject to a high level (inquiry) assessment only. The audit approach included the following actions:

Approach	High level	Detailed	Focused assessment
Interviewing staff involved in addressing agreed actions, including Action Owners, Action Sponsors, to understand actions taken/remaining	X	X	X
Examining relevant reports and other documentation relating to the changes made to address agreed actions		X	X
Observing/performing walkthroughs of remediated processes and/or controls		X	X
Assessing the design effectiveness of remediated documentation, processes and/or controls		X	X
Where agreed actions relate to the implementation of a new control or improvements to the performance of a control, selecting and testing a limited sample of transactions/items to ensure controls are operating effectively			X

PwC

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Summary of findings

The action groups followed up were at varying stages of completion during the audit, with two completed during the course of the audit. The Performance Framework and two recently completed actions (Māori capability and employment and Māori communication strategy) while driven from one department, are intended for cross Council reach, with the Māori capability and employment strategy (once implemented) to be rolled out in the near future to all CCOs also. Due to recent implementation of the two completed actions it was not possible to fully assess whether they were operating appropriately within the Council (i.e. perform a 'deep dive' per the approach section above).

Discussions with CCOs identified that steps had been taken to establish their own frameworks, and systems to support effective engagement with Mana Whenua and Mataawaka information, key contract and details of decision making activities. This initiative is expected to be completed in Q4 17/18.

- Auckland Transport's Māori Information Portal – a centralised system to record Mana Whenua and Mataawaka information, key contract and details of decision making activities. This initiative is expected to be completed in Q4 17/18.
- Panuku's Māori Engagement Framework – designed to support collaborative partnership relationships with Mana Whenua, Mataawaka and urban Māori of Tamaki Makaurau. In addition, a simple database of Māori stakeholders is maintained to support engagement and communication activities. Panuku are also establishing a Māori Outcomes Framework to measure performance.
- Auckland Tourism, Events and Economic Development's Māori Engagement Approach to support more effective engagement with Māori SMEs and supporting institutions.
- Mana Whenua Kaitiaki forum: originally established by Watercare, this is now available for all CCOs to seek and better enable iwi participation in strategic decision making.
- Relationship agreements: Watercare has well established relationships with iwi, and appreciates the need to build trust and confidence in iwi groups. Watercare have formalised relationships with Mana Whenua through relationship agreements or memoranda of understanding.

The table below shows our summary assessment of action groups followed up, and whether there are any further detailed findings and recommendations for the Council to address.

Action groups and related audit rec.	Te Tiriti o Waitangi Audit Report 2015 recommendations	Status as reported by Council	Status as assessed in this audit	Audit assessment comments	Related finding
12. and 15. Relationship agreements (Rec. 31, 39)	<ol style="list-style-type: none"> Processes to support the effective management of Memorandums of Understanding, service agreements and co-management/co-governance agreements with iwi should be developed. These should align to policies over these areas. The contract management system should be adapted to cover both financial and non-financial contract data to assist in the ongoing management of agreements. The project to develop a Māori Relationships Framework should be completed, including activities to address instances of lost agreements. 	Closed	Partially open	Disagree with action closure. As mentioned in Audit Part 1, finding 1, the closure criteria did not fully address the original audit recommendation/underpinning statutory responsibilities. It follows that actions taken (in following the audit the closure criteria) did not fully address the original audit recommendation. As such, aspects of these actions require reinstatement (see Finding 6).	Finding 6
13. Māori capability and employment (Rec. 33)	<ol style="list-style-type: none"> Council is aware of the low numbers of Māori cadet, interns and staff generally. Council's ongoing work to investigate, understand and address this situation should continue. Council should refine and finalise the Māori Employment Strategy, the Recruitment Strategy and the underlying frameworks. Council should implement consistent use of exit interviews to provide feedback into the processes for recruitment and retention. The good practices and frameworks developed as a result should be shared with CCOs to enable this better practice to be embedded more widely. 	Closed (during the audit)	Closed	It is not uncommon for actions to be restated as a result of a follow up audit. This reinstatement is based on the independent auditor's judgement of whether the agreed actions have been completed, and are sufficient to address the associated compliance risk.	N/A
16. Māori communication strategy (Rec. 40)	<ol style="list-style-type: none"> To clarify who Mataawaka are, a schedule of organisations that can be used to consult with Mataawaka, and what their role is with regard to Council decision making and consultation, should be developed. This schedule should cover: Māori ratepayers and residents, Māori customers, Māori sector businesses. The schedule should be communicated to those within the Council who are likely to consult with Mataawaka. This relationship should be reflected in any Memorandum of Understanding or capacity contract that is established between Council and Mataawaka organisations. Māori Communications and Engagement Strategy should be developed. 	Closed (during the audit)	Closed	Agree with action closure. No findings/recommendations.	N/A
24. Performance framework (Rec. 67)	<ol style="list-style-type: none"> The project to develop the monitoring and performance framework should be completed. The framework should include key performance indicators to enable measurement of the Council's performance in the short to medium term, and which are relevant for a broad range of stakeholder needs. <p>Key performance indicators currently used in the Annual Plan include:</p> <ol style="list-style-type: none"> % of Māori residents who feel that they can participate in governing body 	Open	Open	Agree with action status. There has been a recent change in the Council's approach to addressing this action. At the time of our audit closure criteria had not yet been updated to reflect actual work planned (refer to Audit Part 1, Finding 1). A high level summary of actions planned to address this action are: The development of a Performance Measurement Framework ("PMF") is reliant on the development of a Council wide strategy for delivering on Māori outcomes, based on the goals and lens' in the MRF (which include enabling Te Tiriti o Waitangi and fulfilling Māori obligations) and the Council's priority areas for Māori and investment through the Long-term	N/A



Action groups and related audit rec.	Te Tiriti o Waitangi Audit Report 2015 recommendations	Status as reported by Council	Status as assessed in this audit	Audit assessment comments	Related finding
	<p>decision-making.</p> <ol style="list-style-type: none"> % of formalised relationship arrangements between council and Mana Whenua. % of Māori residents who feel that they can participate in local board decision-making. % of adopted core strategies, policies and plans that were developed with Māori participation. <p>Other key performance indicators to be considered include:</p> <ol style="list-style-type: none"> results of feedback and engagement surveys. number of co-management arrangements. % of resource consents demonstrating consultation with iwi (where appropriate). % of complaint Māori impact statements. quality of Māori impact assessments. (i.e. how much of the advice given to the report writer/input received from iwi is represented in the final report) % staff who have completed training. % Māori staff (or tikanga knowledgeable staff). number of complaints/issues escalated. Mana Whenua and Matawaka involvement in establishing key performance indicators with the Council % completion of MRPs. 			<p>Plan 2018-2028. As at the end of April 2018, only a draft shell of the PMF exists, which contains an outline of what will be measured with regard to Māori outcomes. This shell will be finalised by 1 July 2018.</p> <p>Once the areas for measurement are agreed, Council plan to, over the course of FY19, finalise how to measure these areas, baseline measures and targets (leveraging LTP measures) as well as mechanisms for reporting.</p> <p>It is envisioned that new/the next wave of MRPs will be aligned to the Council wide strategy and priority areas, and will be used as a tool to assign and implement aspects of the PMF and monitoring and reporting thereof. Existing reporting channels, e.g. through Business Plans, will be considered to streamline performance measure reporting.</p> <p>No findings/recommendations.</p>	
14. Mana Whenua participation in resource consents (Rec. 9, 22, 23, 35)	<ol style="list-style-type: none"> The policy for Mana Whenua participation in natural resource management, including the development of strategic and implementation policy guidance to ensure meaningful engagement of Mana Whenua in natural resource decision-making, should be completed. This should include review by TWA to ensure that it includes the principles, rules and guidelines to direct the Council's actions and required criteria for such agreements. This should include recommendations in relation to: <ul style="list-style-type: none"> * co-management/co-governance (rec 9) * joint management agreements (rec 22) * transfer of powers (rec 23) This policy should be widened to accommodate natural and physical resources. 	Open	Open Per the original Treaty Audit Response Programme (October 2015), the target due date was March 2017	<p>Agree with action status. These three action groups are being addressed collectively. However:</p> <ul style="list-style-type: none"> the closure criteria (agreed with the Whānau as the basis for assessing action closure) are quite broad and do not reflect actual work underway/planned. actual work planned will not address element 3 of action group 4. <p>On a positive note, work planned as described to us, appears designed to largely address the remaining relevant audit recommendations/underpinning statutory requirements.</p>	Finding 7
14. Mana Whenua participation in resource consents (Rec. 34)	<ol style="list-style-type: none"> The TWA and Resource Consents teams should work together with Mana Whenua to establish monitoring processes for consultation and engagement around consents. 	Open	Open Per the original Treaty Audit Response Programme (October 2015), the target due date was March 2017		
20. Mana Whenua participation in resource consents (Rec. 58)	<ol style="list-style-type: none"> Council to review and respond to the Cultural Impact Assessment project working group issues and recommendations report, including the recommendation to include responding to the weekly applications register and Cultural Impact Assessments in the capacity contracts with Iwi. Given the openness of the consenting initiatives established by Council (weekly applications register and Unitary plan) there would be value in engaging with Iwi to determine their effectiveness. Note: If engagement with Iwi is covered in respect of the Unitary plan by the Max Southern report then engagement on the effectiveness of Unitary Plan engagement will not be required. 	Open	Open Per the original Treaty Audit Response Programme (October 2015), the target due date was March 2017		



Detailed findings and recommendations

Ref #	Finding	Priority rating	Recommendation	Management response
6	<p>Processes to manage relationship agreements and capacity contracts should be established</p> <p>Relationship agreements (action group 12, audit recommendation 31)</p> <p>Actions relation to relationship agreements were reported to the Audit and Risk Committee as closed in August 2017. At this point in time efforts are focused on Local Boards establishing and entering into agreements with iwi, however there are limited processes for oversight and management of these agreements and their deliverables.</p> <p>Our assessment of action group closure identified that while some aspects of the associated audit recommendation (and underpinning statutory requirement) were met, some remain unaddressed:</p> <ul style="list-style-type: none"> Processes to manage relationship agreements have not been established. There may be up to 90 agreements entered into (between iwi and Local Boards, and iwi and the Governing Body) and therefore there is need for more formal management of these agreements. There is no clear timeframe within which the Council are targeting the establishment of these agreements. <p>Therefore aspects of action group 12 should be reinstated.</p> <p>Capacity building (action group 19, audit recommendation 57)</p> <p>Actions relation to capacity building were reported to the Audit and Risk Committee as closed in July 2016. At this point in time capacity contracts have been established with 14 iwi, however there is limited monitoring on whether contractual obligations are being met by both Council and iwi. Our assessment of action group closure identified that while some aspects of the associated audit recommendation (and underpinning statutory requirement) were met, some remain unaddressed:</p> <ul style="list-style-type: none"> Processes to manage and monitor capacity contract deliverables have not been established. Given that both current year and backlog agreements can be entered into there is need for more formal management of these agreements. <p>Therefore aspects of action group 19 should be reinstated.</p> <p>Risk/implication</p> <p>Without clear processes to manage and monitor relationship and capacity agreements and their outputs, there is an increased risk that the commitments and deliverables in these agreements are not met.</p>	High	<p>The Governance Director and Te Waka Anga Mui ki Uta should:</p> <ol style="list-style-type: none"> Confirm the relationship agreement framework for relationship agreements between iwi and the Governing Body and Local Boards, their objectives, and set out the processes to manage relationship agreements for both groups and a timeframe for establishing these. Establish processes to manage capacity contracts and their deliverables. 	<p>Owner: Phil Wilson (Governance Director) /Graham Pryor (General Manager, Māori Responsiveness and Te Tiriti o Waitangi Relationships) /Theresa Roigard (Head of Māori Strategy, Policy and Effectiveness)</p> <p>Agreed Action: We agree with the recommendations, and will implement actions to address these. We are in the process of identifying and agreeing detailed actions and completion dates with Action Owners (Senior Leaders), to compile a Response Work Programme. This Response Work Programme will be discussed with the IMSB Secretariat prior to it being finalised.</p> <p>Due date: We will provide the finalised Response Work Programme to a September Council Committee.</p>
7	<p>Closure criteria need to be reframed for action groups relating to Mana Whenua participation in resource consents</p> <p>The closure criteria for action groups relating to Mana Whenua participation in resource consents is not a complete and accurate reflection of work currently underway and planned to address these action groups, i.e. it does not refer to the research project underway which is a key step in addressing underpinning recommendations. Some closure criteria are quite broad/general and therefore it is difficult to know how this addresses the recommendation (e.g. Action Group 14, 5- only states 'Communications.') and some criteria are no longer relevant (e.g. Action Group 20, 1. Refers to a working group from March 2015).</p> <p>On a positive note, work planned as described to us, appears designed to largely address the remaining relevant audit recommendations/underpinning statutory requirements.</p> <p>However, work planned does not include the establishment of policies for co-management/co-governance, as required by audit recommendation 9 (in Action Group 4).</p> <p>Risk/implication</p> <p>If action closure criteria are not appropriately defined, there is an increased risk that processes and controls implemented through completed audit actions will not deliver on the criteria agreed, and importantly may not enable the Council to fully address statutory responsibilities to Māori. As a result, the Council's ability to deliver on related Māori outcomes may be diminished.</p>	Moderate	<p>The Waharoa Group should:</p> <ol style="list-style-type: none"> Work with the Principal Advisor to reframe closure criteria for action groups relating to Mana Whenua participation in resource consents. Ensure that responsibility for the establishment of policies for co-management/co-governance (audit recommendation 9 in Action Group 4) is assigned to the appropriate person, and progressed as part of the Work Programme. 	<p>As above</p>



Appendices



Attachment A

Item 8



Appendix A – Role and purpose of the IMSB

The role and purpose of the IMSB

We acknowledge the purpose of the IMSB. You exist to assist the Council to make decisions, perform functions and exercise powers by:

- promoting cultural, economic, environmental and social issues of significance for Mana Whenua and Mataawaka of Tāmaki Makaurau
- ensuring Council acts in accordance with statutory provisions referring to the Te Tiriti.

The IMSB also has general functions:

- to develop a schedule of issues of significance for Mana Whenua and Mataawaka of Tāmaki Makaurau, and give a priority to each issue, to guide the IMSB in carrying out its purpose
- to work with Council on the design and execution of documents and processes to implement the Council's statutory responsibilities toward Mana Whenua and Mataawaka of Tāmaki Makaurau.

The IMSB has developed key working documents to enable and support the achievement of this purpose, in particular:

- the Schedule of Issues of Significance
- the Māori Plan for Tāmaki Makaurau
- Te Tiriti o Waitangi Best Practice Audit Approach (updated in 2014) and Recommended Audit Plan, together Te Tiriti Audit Framework
- Te Tiriti o Waitangi Audit Detailed Reports 2012 and 2015
- Reports on the Independent Assessment of Expenditure incurred by Auckland Council to achieve Māori Outcomes.

How the audit supports the IMSB's role and purpose

Te Tiriti Audit Framework directly supports the second aspect of the IMSB's purpose as it provides the IMSB with a framework for assessing Council's performance in acting in accordance with statutory references to Te Tiriti and statutory responsibilities to Māori.

Te Tiriti Audit Approach covers the full legislative framework which impacts upon the Council as determined by the Board in conjunction with their legal advisors Atkins Holm Majurey Ltd ("AHM") with input from Council's legal team.

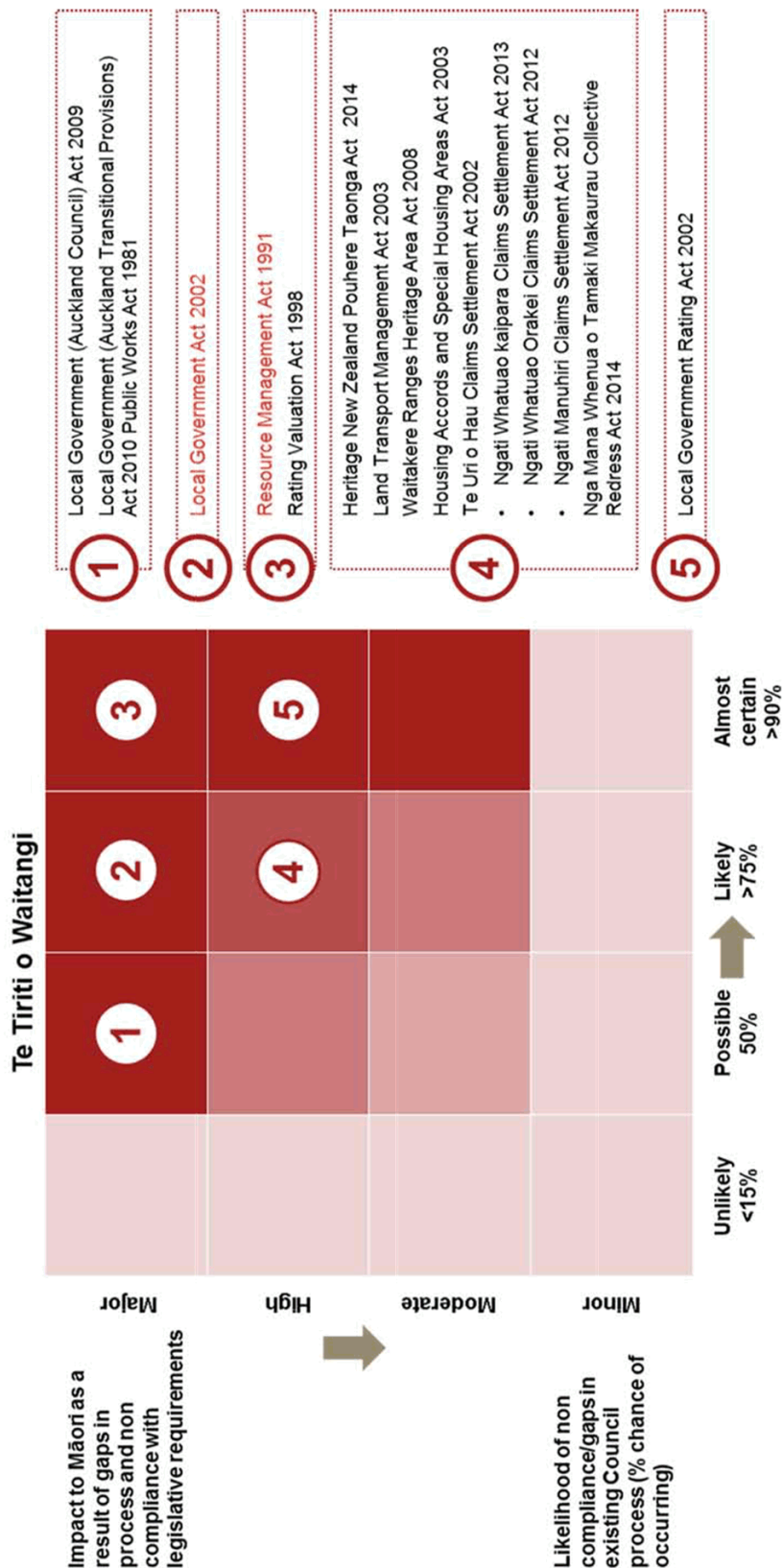
The Board and Council developed Te Tiriti Audit Approach with a view to establishing a detailed baseline from which Council could readily establish a new, more robust approach to respond to its statutory responsibilities to Māori. As such, this represents an agreed view on what would be considered expected good practice against which Council could be assessed through the audit.

The subset of the legislative framework to be included in any audit is a matter for the Board to determine. The major driver for scope is the legislative requirements deemed high priority. High priority is defined as a legislative requirement that if not complied with, would have high impact to Māori, and/or legislation for which there is an increased likelihood of non-compliance or gaps in existing organisational processes.



Appendix B – Legislative requirements in scope

Below is a heat map of the legislative requirements within the Te Tiriti o Waitangi Best Practice Audit Approach updated in 2014. Acts in red text are those which relate to the scope for Te Tiriti Audit 2018.





The sections of each legislative requirement in scope are detailed in the table below:

Act	Legislative provisions in scope
Local Government Act 2002	<p>Section 4 – Te Tiriti o Waitangi</p> <p>Section 14(1)(d) – Principles relating to local authorities</p> <p>Section 40(1)(d) and (i) – Local Governance Statements</p> <p>Section 77(1)(c) – Requirements in relation to decisions</p> <p>Section 81 – Contributions to decision making processes by Māori</p> <p>Section 82 – Principles of consultation</p> <p>Schedule 7 (36)(2)(d) – Local authorities and community boards, and their members to be a good employer</p> <p>Schedule 10 (35) – General</p>
Resource Management Act 1991	<p>Sections 6 – Matters of national importance</p> <p>Section 7 – Other matters</p> <p>Section 8 – Treaty of Waitangi</p> <p>Section 33 – Transfer of powers</p> <p>Section 36B – Power to make joint management agreement</p>



Appendix C – Summary of the status of prior audit recommendations compared to prior audits

Te Tiriti o Waitangi Audit Reports 2012 and 2015 contained 67 specific recommendations, which were categorised into ten broad themes. These themes align to the fundamental structures within which a typical framework for internal control should operate. Each theme was rated for priority – see definitions on page 7. In receiving Te Tiriti Audit Report 2015, the Council committed to a 3-year Treaty Audit Response Work Programme of 24 action groups linked to these. The table below shows a summary of the 2018 status of the original recommendations and updated priority ratings. A full schedule of these recommendations and their status (as expressed by the Council) is over the page. Findings with an * relate to the development of Māori Responsiveness Plans.

Top ten themes	2012 and 2015:		2018: Recommendations followed up in this audit	2018: Status of recommendations			2018: Priority rating
	Related recommendations	Priority rating		Not started	In progress	Complete	
Knowledge of obligations	1 – 3	Significant	1*, 3*	-	-	100%	Complete
Policies	4 – 27	Significant	6, 9, 22, 23	-	33%	67%	High
Processes, systems & data	28 – 36	High	31, 33, 34, 35	-	67%	33%	High
Roles and responsibilities	37 – 45	High	38*, 39, 40, 41*	-	9%	91%	Moderate
Decision making	46 – 48	High	-	-	-	100%	Complete
Consultation and engagement	49 – 55	Significant	-	-	7%	93%	Moderate
Capacity	56 – 58	Significant	57, 58	-	66%	33%	High
Training and awareness	59 – 62	High	62*	-	-	100%	Complete
Communication	63 – 64	High	-	-	-	100%	Complete
Monitoring	65 – 67	High	65*, 67	-	33%	66%	High
Total				-	30%	70%	

Status	Actions status definitions	Description
Not started	Not started	No substantial work has commenced
In progress	In progress	Substantial work has commenced
Complete	Complete	Actions to address all aspects of the previous findings are complete

Appendix D – Schedule of prior audit recommendations

The table below shows the current status of the 67 recommendations from prior Audit reports, and the related action group in the Council's Treaty Audit Response Work Programme (where applicable).

#	Te Tiriti o Waitangi Audit Report 2012 recommendations (summary)	2018 Status	Relevant action group
Knowledge of significant obligations			
1	Increase awareness and communicate Council's Treaty of Waitangi defined position stated in the draft Auckland Plan. Council's recently defined position on Te Tiriti o Waitangi within the draft Auckland Plan should be communicated throughout council and governing body to CCOs and local boards to ensure an increased awareness of the obligations and a consistent understanding of the impact of these requirements upon each staff member's roles and responsibilities. This position should be included in all council policies and through induction, intranet, recruitment and performance management tools.	Closed	N/A – MRP programme
2	Council adopt legislative Framework regarding Māori legislative rights. Council should formally adopt a legislative framework, which contains the statutes and relevant sections or schedules that give rise to Māori legislative rights	Closed	N/A
3	CCOs and local boards identify a legislative framework. CCOs and local boards should formally identify a legislative framework for specific legislative obligations they have to Māori and assess the current state of compliance and impact on existing business.	Closed	N/A – MRP programme
Policies			
4	Council and CCOs develop a policy framework, which sets out principles, rules and guidelines to direct council and CCO actions ensure compliance with Te Tiriti obligations and legislative obligations. AC group develop a policy framework, which sets principles, rules and guidelines to direct actions in pursuit of compliance with Te Tiriti obligations and legislative obligations to Māori.	Closed	Addressed by MRF
5	Develop policy on Te Tiriti o Waitangi. A policy on Council's commitment to Te Tiriti should be drafted. This policy should include principles, rules and guidelines to direct the Council group's actions giving effect to Treaty principles. This Treaty position should underpin all other policies and be specifically referenced in all Auckland Council group policies.	Closed	Addressed by MRF
6	Review Consultation and Engagement Policy. Consultation - The policy should include guidance to define Māori audience, criteria for significant decisions on land and water, receiving input into policies and plans, providing resources for input and address any specific Treaty legislation requirements (e.g. Te Uri O Hau Settlement Act 2002). The policy should be progressed through the review process with a view to finalising this policy in the short term. CCOs and local boards should align their consultation and engagement policies to Council's policy.	Closed	2





#	Te Tiriti o Waitangi Audit Report 2012 recommendations (summary)	2018 Status	Relevant action group
7	Develop Wahi Tapu policy. Identification and management of Wahi Tapu and sites of significance - a policy on the identification and management of Wahi Tapu and sites of significance should be drafted. This policy should include principles, rules and guidelines to direct the Auckland Council group's actions in identifying, managing and protecting Wahi Tapu to ensure informed decisions are made regarding proposed changes to these areas.	Closed	N/A
8	Develop Maori Partnership policy. Commitment to Partnership - a policy on the Auckland Council Group's commitment to partnership should be drafted, including the definition of partnership with Maori, and that: - partnership requires each party to 'act reasonably' and 'in good faith'; active and early consultation is a partnership responsibility; partnership should be reflected in initiatives throughout all levels of activity, including: strategic partnerships; operational partnerships; hosting partnerships; Mayoral Team and Council Leadership; service delivery partnerships.	Closed	3
9	Develop co-management/co-governance policy. Co-management and co-governance agreements - a policy should be drafted including principles, rules and guidelines to direct the Auckland Council group's actions with regard to these agreements.	In progress	4
10	Develop Maori place names policy. Maori place names for sites - a policy should be drafted to provide principles, rules and guidelines to direct the Auckland Council group's actions in the use of Maori place names for sites.	Closed	5
11	Review Maori Land Rating Remission policy. Maori Freehold land rates remission - Council should ensure the process to rewrite the Maori Freehold Land rates remission policy allows for sufficient engagement with Maori in particular Maori land owners. Council should also consider whether the policy addresses the criteria specified within the LGA, Schedule 11. See also recommendation in Consultation and Engagement section regarding consultation on the revised policy	Closed	N/A
12	Develop Management of Taonga policy. Management of taonga - A policy on the management of taonga should be drafted. The policy should include the principles, rules and guidelines to direct the Auckland Council group's actions with regard to the management of taonga, to ensure it is properly cared for, used, accessed and protocols respected.	In progress	6
13	Develop protection and management of sensitive information policy. Protection and management of sensitive information from Maori - a policy covering the protection and management of sensitive information for Maori should be drafted, including principles, rules and guidelines to direct the Auckland Council group's actions with regard to the protection and management of sensitive information from Maori	In progress	7
14	Develop management of Treaty Settlement policy. Management of Treaty settlement requirements for Council - a policy covering the management of Treaty settlement outcomes should be drafted including the principles, rule and guidelines to direct the Auckland Council group's actions to ensure effective management of Treaty settlements for Council, as well as new settlement requirements and their impact on existing policies/processes.	Closed	8
15	Develop Management of Memoranda of understanding policy. Management of Memoranda of Understanding - a policy covering the management of MoU should be drafted including the principles, rules and guidelines to direct the Auckland Council group's actions to ensure the effective management of MoU.	Closed	N/A
16	Develop Management of service agreements policy. Management of service agreements - a policy covering the management of service agreements should be drafted including the principles, rules and guidelines to direct the Auckland Council group's actions to ensure the effective management of service agreements.	Closed	N/A



#	Te Tiriti o Waitangi Audit Report 2012 recommendations (summary)	2018 Status	Relevant action group
17	Development of management of court order agreements policy. Management of court order agreements - a policy covering the management of court order agreements should be drafted including principles, rules and guidelines to direct the Auckland Council group's actions in identifying, adopting, communicating and monitoring Court Order Agreements that may impact upon Council responsibilities to Māori.	In progress	N/A
18	Develop contribution of Māori in decision-making policy. Contribution of Māori in decision-making - a policy covering the contribution of Māori in decision-making should be drafted including the principles, rules and guidelines to direct the Auckland Council group's actions in determining which decisions to seek contribution from Māori and should include consideration for Māori representation in decision making.	Closed	N/A
19	Update Local Governance Statement. Local governance statement - should be updated to include: - a record of Council's position on the option of establishing Māori wards or constituencies, and the opportunity to change them; - policies on liaising with, and memoranda or agreements with, Māori.	Closed	3
20	Review significance policy. The significance policy should be reviewed and updated to include criteria for determining a significant decision on land and water.	Closed	Incorporated into Engagement Guidelines 2016 (pg. 12)
21	Develop policy on acquisition and disposal of Māori Freehold Land. Acquisition and disposal of Māori Freehold Land - a policy should be drafted covering the rules, principles and guidelines for the acquisition and disposal of MFL, and compliance with the following sections of the Public Works Act (s.17 - acquisition by agreement, S. 23 - Notice of intention to Take Land, S. 40 - disposal to former owner of land not required, S.42 - disposal in other cases of land not required for public work).	Closed	Refer to Māori Land Rates Remission and Postponement Policy
22	Develop joint management agreements policy. Joint management agreements - a policy on the establishment of joint management agreements with Māori should be drafted including the principles, rules and guidelines to direct the Auckland Council group's actions and include the criteria for such agreements.	In progress	4
23	Develop Transfer of powers policy. A policy on the transfer of powers should be drafted including principles, rules and guidelines to direct the Auckland Council group's actions when initiating and managing transfer of powers.	In progress	4
24	Review Hearings Policy. The hearings policy should be updated to include: - the requirements for Council to recognise tikanga Māori, where appropriate, and receive evidence written or spoken in Māori; who is responsible for determining when it is appropriate to recognise tikanga Māori; Guidance on when this is appropriate (this could be in process documentation); the need to protect sensitive information to avoid serious offence to tikanga Māori or to avoid the disclosure of the location of Wahi Tapu.	Closed	9



#	Te Tiriti o Waitangi Audit Report 2012 recommendations (summary)	2018 Status	Relevant action group
25 & 26	The development of systems which allow information to be shared across the organisation. The gaps identified above be rectified to ensure a robust process is in place to manage each of these areas. Controls are also required to ensure the accuracy and completeness of data captured - including having central repositories and points of reference, restricting access and allocating responsibility for the collection and maintenance of information.	In progress	10
27	Council undertake a scoping and prioritisation exercise to determine what processes are to be designed and when. This should reflect the policy prioritisation process.	Closed	Addressed through development of TARWP
Processes, systems and data			
28	Wahi Tapu information management. Council need to clarify processes, roles and responsibilities with regards to the collation and maintenance of Wahi Tapu and work together with Mana Whenua to: identify Wahi Tapu and sites of cultural significance; agree appropriate protocols for collation, storage, sharing and protection of sensitive information including remediation; agree resourcing options to ensure sufficient capacity is available to undertake work to identify Wahi Tapu and sites of cultural significance.	Closed	N/A
29	Values, interests, aims and aspirations of Māori information. Obtain information on Māori values, interests, aims and aspirations. Assign responsibility for capturing and maintaining it centrally, and clearly define processes to ensure the information is communicated, managed appropriately and accessible to those requiring it.	In progress	10
30	Māori consultation and engagement process and information management. Council should work together with Mana Whenua (and Mataawaka where appropriate) to establish - efficient Māori consultation processes, which do not overburden iwi. Processes may need to differ depending on the capacity of the iwi organisation being consulted with. Council should work together with Mana Whenua (and Mataawaka where appropriate) to establish effective resourcing options. Council should work together with Mana Whenua (and Mataawaka where appropriate) to establish an accurate and complete Mana Whenua contact list for consultation. Council should work together with Mana Whenua (and Mataawaka where appropriate) to establish a centralised system to track Mana Whenua, key contacts and their details, and to track current consultation activities. Further guidance should be provided on the use of Māori Impact Statements to report writers. Guidelines on Māori engagement "a Practical Guide to Planning Public Participation and Māori Engagement" should be finalised once effective consultation processes are established and communicated to council staff tasked with decision making.	Closed	11
31	Agreements and contract management system. MoU, service agreements and co-management/co-governance agreements with Mana Whenua (actions) - Processes to support the effective management of MoU, service agreements and co-management/co-governance agreements with iwi should be developed. These should align to policies over these areas. A contract management system should be implemented to assist in ongoing management of agreements. Instances of lost agreements should be resolved in collaboration with Māori organisations, and a decision agreed to on whether to replace these agreements.	In progress	12
32	Court order agreements register. Processes and controls to support the capture, adoption, communication and monitoring of compliance with court order agreements should be developed.	In progress	N/A



#	Te Tiriti o Waitangi Audit Report 2012 recommendations (summary)	2018 Status	Relevant action group
33	HR Recruitment process. Processes and controls which ensure council gives effect to these principles should be developed. Once implemented these controls should be monitored to ensure they are working effectively.	Closed	13
34	Resource consents process. The MS&R Unit and Resource Consents team should work together with Mana Whenua to establish key contacts list for consultation on resource consent applications The MS&R Unit and Resource Consents team should work together with Mana Whenua to establish guidance to staff to enable them to recognise and provide for the relationship of Māori and their culture with their ancestral lands, water, sites, waahi tapu and other taonga The MS&R Unit and Resource Consents team should work together with Mana Whenua to establish monitoring processes for consents	In progress	14
35	Transfer of powers and joint management agreement process. Once policies are established, processes surrounding the transfer of powers and use of joint management agreements should be developed. These should include when such arrangements will be triggered and the considerations for establishing these.	In progress	4
36	Acquisition and disposal of Māori Freehold land processes. Processes, roles and responsibilities with regard to the acquisition and disposal of MFL should be clarified to ensure compliance with the PWA 1981. [Notes: where policies identified in section 2 require updates or are being created, processes should be developed in support].	In progress – partially addressed	N/A
Roles and responsibilities			
37	Clear communication on the respective roles and responsibilities of the Maori Strategy and Relations Department and the IMSB. There is a need for clear communication on the respective roles and responsibilities of the MS&R unit and the IMSB, distinct from Mana Whenua and Mataawaka. MS&R and the Board should agree on a common message for that communication, which should be shared across the council group, Mana Whenua and Mataawaka. Clear communication on who Mana Whenua and Mataawaka are, who are mandated to represent Mana Whenua and Mataawaka and the context for contacting these representatives. There is a need for clear communication on who Mana Whenua and Mataawaka are, who are mandated to represent Mana Whenua and Mataawaka and the context for contacting these mandated representatives.	Closed	N/A
38	The roles of the governing body, CCOs and local boards should be further defined and clarified with regard to responsibilities for relationships and decision-making with Māori. There should also be a clear processes for allocating roles and responsibilities with regard to engagement and consultation with Māori when both parties are involved in a project or initiative. Amendments should be made to delegations and induction materials to reflect this.	Closed	N/A – MRP programme
39	Relationship framework between council and Māori should be established at a chief of chief, governance, service design and operational level across council. Feedback from the Mana Whenua hui indicate that a critical success factor for this relationship framework is for relationships between Māori and council to be built on respect and mutual understanding of the tikanga of each partner, that is the standing of Māori communities. This relationship should be reflected in any MoU or capacity contract that is established between council and Māori.	Closed	15



#	Te Tiriti o Waitangi Audit Report 2012 recommendations (summary)	2018 Status	Relevant action group
40	Clarity on who Mataaawaka are, a schedule of organisations that can be used to consult with Mataaawaka, and what their role is with regard to council decision making and consultation should be determined and communicated within the Auckland Council group who are likely to consult with Mataaawaka. This relationship should be reflected in any MoU or capacity contract that is established between council and Mataaawaka organisations.	Closed	16
41	Embed Māori requirements within the day to day business as usual approach and an effective compliance covering both Māori statutory requirements and other legal requirements. The reliance on the MS&R unit for "all things Māori" will lessen with a more mature approach, which has Māori requirements embedded within day to day business as usual processes, and an effective compliance framework covering both Māori statutory requirements and other legal requirements. To achieve this, the recommendations identified throughout this report should be implemented. This would improve council's ability to meet its statutory obligations and therefore enhance overall Māori outcomes.	Closed	N/A – MRP programme
42	Responsibility for Māori requirements should be clearly identified, determined and formally assigned. This may be multiple people across the AC group.	Closed	Addressed by MRF and MRPs
43	A project to clarify and document process and roles with regard to the acquisition and disposal of land should be completed.	Closed	Parks and Open Space acquisition policy
44	CCOs and local boards should determine the services required by the MS&R department or alternatively pursue external Māori support that is aligned with corresponding policies of the governing body. CCOs and LBs should determine the services required from the MS&R unit and establish formal shared service agreements to incorporate these requirements. Alternatively, should MS&R not fall part of the shared service arrangements, CCOs and LBs may choose to pursue external Māori support. However, such support should maintain alignment with the corresponding policies of the governing body.	Closed	17
45	Roles and responsibilities throughout CCOs and local boards for Māori consultation and engagement should be established and clearly defined. Responsibility for engagement with Māori should be embedded into business as usual processes, rather than reliance being placed on key individuals, and should align with the GB's policies.	In progress	N/A – MRP programme
Decision making			
46	Māori contribution to decision making should occur in the planning and service design stage Ensure that the Strategy set out in the Auckland Plan is reflective of Council's legislative responsibilities as a local authority and reflected in key policy and procedural documents to ensure these principles are embedded in the organisation. once the draft Auckland Plan is finalised council should ensure that the strategy set out in the AP is reflective of Council's legislative responsibilities as a LA and reflected in key policy and procedural documents to ensure these principles are embedded in the organisation. Provide clarity over what constitutes a significant decision and how this is determined. Ensure processes to enable appropriate contributions to decision making in planning and service design processes by Māori are considered across	Closed	18



#	Te Tiriti o Waitangi Audit Report 2012 recommendations (summary)	2018 Status	Relevant action group
	council. Statutory input - consider having direct Māori representation on Auckland Council group decision making committees and forums. One option to achieve this objective may be to re-introduce a Mana Whenua Forum for Council.		
47	Statutory input - The CCO Monitoring Unit, in conjunction with Watercare, should consider the opportunity to leverage the Māori Advisory Group/Kaitiaki Board across other CCOs.	Closed	18
48	Discretionary input - council should consider areas where discretionary input from Mana Whenua and Mataawaka could be sought, and provide guidance on this to staff.	Closed	MRF and MRP's
Consultation and engagement			
49	The consultation policy, supported by a consistent process to give effect to that policy, should be finalised	Closed	Significance and Engagement Policy
50	Council should allow for proactive consultation with Mana Whenua and Mataawaka during the planning stage for the Unitary Plan	Closed	N/A
51	Clarify the process on the Māori consultation for the review of the Māori Freehold Land Rates and Remissions Policy. Further detail should be included in the MFL rates remission policy revision project plan on how engagement and consultation will work and who will be asked to participate, when, how and how or if Māori will be recompensed for that participation.	Closed	N/A
52	Information and knowledge on Māori values, interests and aspirations should be collated, recorded and shared to ensure coordinated consultation efforts. This knowledge should be used to inform policy documents that council is required to develop. The consultation policy should also indicate how this information is to be used and when or if it is appropriate for this information to replace consultation.	Closed	10
53	Council should clearly show how consultation has informed the development of policies or projects, and if it hasn't, an explanation should be provided.	Closed	Part of Quality Advice / Māori Impact Statement work
54	Centralised system should be implemented to track Māori key contacts and their details, and to track current consultation activities.	In progress	10
55	Feedback should be sought from the IMSB in regard to the policy, training and processes for implementation	Closed	Ongoing
Capacity			



#	Te Tiriti o Waitangi Audit Report 2012 recommendations (summary)	2018 Status	Relevant action group
56	Time - knowledge of council's statutory obligations to Māori, the values and interests of Māori in Auckland and the development of processes and controls to ensure these obligations are met, should result in staff having a greater awareness of the time and effort required for effective consultation such that this can be properly planned for and factored into timelines for completion of plans and projects.	Closed	MRF, MRPs and Consultation and Engagement policies
57	Expertise - council should support Māori with training in council language and process, information, council expertise or systems e.g. GIS to improve quality of Māori contribution to council decision making. Council should provide training to staff in Māori customs, interests and protocols, with input from Mana Whenua and Mataawaka organisations to improve council's response to Māori.	In progress	19
58.a	Funded service agreements should be put in place to enhance iwi capacity and enable their contribution to council plans	In progress	19
58.b	With regards to resource consents applications should be investigated to determine how these can be used more efficiently and effectively, or is there an alternative solution	In progress	20
Training and awareness			
59	The gaps identified in the Māori Learning and Development Strategy should be considered by HR and MS&R to ensure the Strategy is appropriately targeted, encompasses CCOs and local boards where appropriate, contains sufficient technical, soft skill on on-going training needs as well as training options and provision of resources for Māori.	Closed	21
60	Incorporation of training and awareness KPIs into staff performance objectives and competency frameworks. The strategy should also include details of how knowledge gained can be shared amongst teams. The L&D Strategy should also include details of how knowledge gained can be shared amongst teams, e.g. train the trainer concepts, and the role Māori could have in the delivery of training, as well as the incorporation of training and awareness KPIs into staff performance objectives and competency frameworks.	Closed	22
61	The example of current good initiatives should be shared with the wider organisation, local boards and CCOs to promote awareness of other ways to upskill staff and increase awareness of Māori aspects.	Closed	17
62	Ensure training across the Auckland Council group is consistent and in line with policies.	Closed	N/A – MRP programme
Communication			



#	Te Tiriti o Waitangi Audit Report 2012 recommendations (summary)	2018 Status	Relevant action group
63	<p>The media for communication should include Te Reo options where possible and promoted in Council documents, signs and other communication tools.</p> <p>Consultation and engagement should be simplified to ensure the purpose of communication is clearly understood by Māori. Consultation should be two way, not only presentation based.</p> <p>An accurate and complete Mana Whenua list for consultation should be compiled for communication to all the Auckland Council group staff. Confirmation should be provided to all Māori organisations as to whether agreements with legacy councils have continued.</p> <p>Consider establishment of Mana Whenua/Kaitiaki Forums. Mechanisms such as Māori fora could aid communication efforts between council and Māori and ensure a consistent message is delivered.</p>	N/A – raised through rec # 6 and 46	N/A
64	<p>Communication within the AC group - existing tools and policies should be communicated to the AC group staff to ensure these tools can be leveraged and efficiencies gained. There should be ongoing and consistent communication of: Obligations, both existing and new; policies and processes; roles and responsibilities and training plans</p>	Closed	N/A – MRF and other frameworks
Monitoring			
65	<p>Monitoring the effectiveness of policies, processes and controls to ensure compliance with obligations to Māori</p> <ul style="list-style-type: none"> - The governing body and council organisation should establish mechanisms to assess and monitor the effectiveness of the processes and controls to deliver compliance with: <ul style="list-style-type: none"> - statutory requirements and Treaty principles, MOU, service agreements and co-management agreements - Policies, plans, strategies and initiatives - Other key deliverables evidencing Māori consideration, such as - quality of Māori Impact Assessments - quality of cultural impact assessments - people performance against competency frameworks and performance objectives Council should ensure that the ComplyWith software includes Treaty principles, and Treaty Settlement requirements, in addition to statutes, and council should provide guidelines to staff which set the criteria, i.e. minimum requirements, to satisfy compliance. Te Tiriti Audit Approach will be an extremely useful document in support of this exercise. Follow up of Te Tiriti audit recommendations: Consideration should also be given to monitoring CCO and local board performance in these areas. 	Closed	N/A – MRP programme
66	<p>Feedback and escalation processes are implemented</p>	Closed	N/A – Waharoa Group establishment
67	<p>Short term key performance indicators (KPIs) should be established to provide measures of the AC's group performance. Mana Whenua and mataawaka should be involved in establishing KPIs with the AC group. When designing monitoring and reporting mechanisms, council should ensure that clear roles and responsibilities are allocated to staff that have capacity, knowledge and authority to perform such roles.</p>	In progress	24



Appendix E – Treaty Audit Response Work Programme - action group status

The table below shows the status of action groups within the Council's Treaty Audit Response Work Programme, as determined by the Council as at April 2018.

#	Treaty Audit Response Work Programme – action groups (summary)	Status
1	Independent review of Māori Responsiveness Plan pilots	Closed
2	Significance and Engagement Policy	Closed
3	Governance Statement	Closed
4	Auckland Plan Refresh	Open
5	Mana whenua participation in resource consents	Open
6	Te Reo Framework	Closed
7	Taonga Management Policy	Open
8	Protection of sensitive information	Open
9	Treaty Settlement management	Closed
10	Hearings Policy	Closed
11	Maori Information Portal	Open
12	Quality Māori Responsiveness Advice	Closed
13	Relationship Agreements	Closed
14	Maori Capability and Employment	Closed
15	Mana whenua participation in resource consents	Open
16	Relationship Agreements	Closed
17	Maori Communication Strategy	Closed
18	Good practice benchmarking	Closed



#	Treaty Audit Response Work Programme – action groups (summary)	Status
18	Regional Mana Whenua Kaitiaki Forum	Closed
19	Capacity Building Māori Education Plan	Closed Open
20	Mana whenua participation in resource consents	Open
21	Nga Kete Akoranga	Closed
22	Nga Kete Akoranga	Closed
23	Monitoring Framework	Closed
24	Performance Framework	Open



Appendix F – Audit stakeholders engaged

Stakeholder	Role	Areas of focus / legislation
Phil Wilson	Governance Director	Te Tiriti o Waitangi Audit Sponsor
Mark Maloney	Head of Internal Audit	Treaty Audit Response Work Programme, Māori Responsiveness Plan reviews
Graham Pryor	General Manager, Māori Responsiveness and Te Tiriti o Waitangi Relationships	Māori Responsiveness Plan reviews, relationship agreements, capacity building agreements
Theresa Roigard	Head of Maori Strategy, Policy and Effectiveness, Te Waka Anga Mua ki Uta	Treaty Audit Response Work Programme, Māori Responsiveness Plan reviews, follow-up of prior audit recommendations
Kimberley Kilgour	Policy and Performance Analyst, Māori Strategy, Policy and Effectiveness, Te Waka Anga Mua ki Uta	Treaty Audit Response Work Programme, Māori Responsiveness Plan reviews, follow-up of prior audit recommendations
Dean Martin	Principal Advisor of Māori & Te Tiriti Relationships and Governance	Relationship agreements
Rama Ormsby	Head, Māori Te Tiriti o Waitangi Relations and Governance	Relationship agreements
Karla Armstrong	Kaihautu – Huangā Maori, Tuhoā – Māori Outcomes, Te Waka Anga Mua ki Uta	Capacity building agreements
Helen Te Hira	Principal Advisor Te Tiriti & Māori Capability, People & Performance	Māori capability and employment
Phoebe Monk	Principal Advisor Māori Responsiveness, Regulatory Services	Mana whenua participation in resource consents
Tracey-Lee Repia	Senior Advisor Māori Responsiveness, Regulatory Services	Mana whenua participation in resource consents
Caitlin Borgfeldt	Kaiwhakare, Whakapāpanga Māori Communication and Engagement	Communications and Engagement Māori Responsiveness Plan, Māori communication and engagement strategy
Kenneth Aiolupotea	Head of Citizen Engagement and Insights	Communications and Engagement Māori Responsiveness Plan
Jared Viljoen	Principal Advisor - Strategy and Policy, Te Waka Anga Mua ki Uta	Performance measurement framework
Kim Bellingham	Senior Solicitor, Legal	Māori Responsiveness Plan reviews



Stakeholder	Role	Areas of focus / legislation
Chris Levet	Senior Solicitor, Legal	Māori Responsiveness Plan reviews
John Duguid	General Manager Plans and Places, Chief Planning Office	Plans and Places Māori Responsiveness Plan
Ani Pitman	Principal Advisor Te Tiriti o Waitangi and Responsiveness to Māori, Chief Planning Office	Plans and Places Māori Responsiveness Plan
Wally Thomas	Chief Stakeholder Relationships Officer, Auckland Transport	Auckland Transport Māori Responsiveness Plan
Tania Tarawa	Māori Economic Development Delivery Manager, ATEED	Relationship agreements, Māori communication and engagement, Māori capability and employment
Rob Fisher	Company Secretary, Watercare	Relationship agreements, Māori communication and engagement, Māori capability and employment
Richard Waiwai	Poutiaki Tikanga Māori, Principal Advisor, Watercare	Relationship agreements, Māori communication and engagement, Māori capability and employment
Lou-Ann Ballantyne	Māori Outcome Senior Specialist, Panuku	Relationship agreements, Māori communication and engagement, Māori capability and employment
Rose Leonard	Executive Officer, Governance Division	Performance measurement framework, member of Te Tiriti o Waitangi Audit Liaison Group
Tania Winslade	Executive Officer, People and Performance	Member of Te Tiriti o Waitangi Audit Liaison Group
Luella Linaker	Executive Officer, Operations	Member of Te Tiriti o Waitangi Audit Liaison Group
Kate Waterhouse	Enterprise Change Lead – Digital & Transformation	Member of Te Tiriti o Waitangi Audit Liaison Group



Appendix G – Key documents inspected

Area	Documents inspected
Treaty Audit Response Work Programme	<ul style="list-style-type: none"> Waharoa Register Updated 20 February 2018 Waharoa meeting minutes 28 February 2018 Evidence templates for action groups Audit and Risk Committee agendas 2017 – 2018 Finance and Performance Committee agendas 2017 Treaty Audit Response Work Programme 2015/2016 Te Tiriti o Waitangi Audit Report 2015 Te Tiriti o Waitangi Audit Report 2012
Māori Responsiveness Plans	<ul style="list-style-type: none"> Māori responsiveness framework November 2016 Auckland Council Schedule of Statutory Obligations relating to Māori Māori Responsiveness Plan Toolkit July 2016 MRP Register Updated January 2018 Auckland Transport Māori Responsiveness Plan 12 September 2017 Communication and Engagement Māori Responsiveness Plan July 2017 Plans and Places Māori Responsiveness Plan August 2016 and actions registers Engaging and Enabling Communities Summary Status report 30 April 2018
Māori Capacity Building	<ul style="list-style-type: none"> Funding agreement between Auckland Council and Ngati Tamaoho Trust for period 1 July 2015 – 30 June 2016 Funding agreement between Auckland Council and Ngati Tamaoho Trust for period 1 July 2016 – 30 June 2019 Funding agreement between Auckland Council and Ngati Tamaoho Trust for period 1 July 2017 – 30 June 2018 Treaty Audit Response Work Programme Evidence Template (Action group 19, Rec 57)
Significance and Engagement Policy	<ul style="list-style-type: none"> Significance and Engagement Policy September 2014 Engagement guidelines policy July 2016
Relationship Agreements	<ul style="list-style-type: none"> Auckland Council Template - Mana Whenua Agreement - Dec 2016 Relationship agreements. Closure of Treaty Audit Response action groups – memo July 2016 Local Board Workshops spreadsheet March 2018 Te Runanga o Ngati Whatua and Panuku Development Auckland Memorandum of Understanding

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Area	Documents inspected
Māori Communications Strategy	<ul style="list-style-type: none"> • Umbrella Relationship agreement between Watercare and Waikato Tainui • Tamaki Herenga Waka Festival 2018 Mana Whenua Steering Group Terms of Reference • Umbrella Relationship agreement between Watercare and Ngati Te Ata • Hononga Engagement Partnering agreement – Te Ora o Manukau and Auckland Council Te Kaunihera o Tamaki Makaurau • Offer Letter for Te Ohu Mana Rangatahi/Auckland Council Collaboration • Services Agreement between Auckland Council and Te Ohu Mana Rangatahi 23 February 2018 • Work programme for Radio Waatea & Auckland Council Māori Community Engagement Strategy • FY17/18 Maori Engagement Plan Te Waka Anga Mua ki Uta Citizen Engagement & Insights Report • Year-one report of the Quality Engagement Worksteam of Citizen Value and Engagement • Māori Communities Database January 2018 • Māori Engagement Strategy Framework
Māori Capability and Employment	<ul style="list-style-type: none"> • Measures and Actions for High Impact Auckland Council Māori Employment Strategy 2017 – 2020 • MAHI roadmap forecasting • People and Capability Business Plan
Mana whenua participation in resource management	<ul style="list-style-type: none"> • Research project information relating to Improving the Assessment of Mana Whenua Cultural Values and Interests (second Addendum for resource consent applicants) • Cultural Impact Assessment Project Working Group Terms of Reference 2014

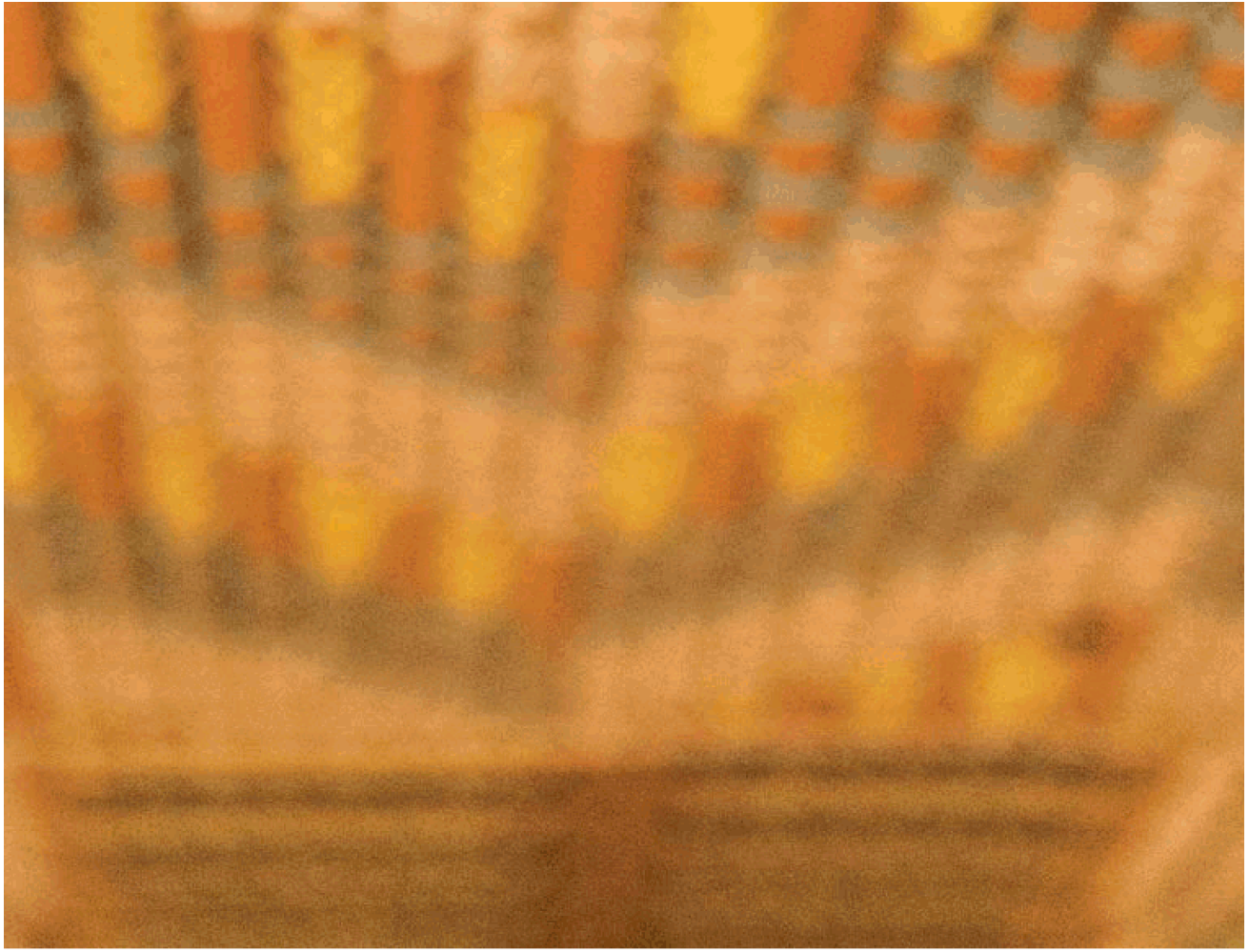


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Item 8

Attachment A



**Independent Māori
Statutory Board**

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Reporting of the Māori Plan: the Rangatiratanga Report 2018

File No.: CP2018/13838

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receive the reporting of the Māori Plan: the Rangatiratanga Report 2018
- b) approve the Rangatiratanga Report narrative attached that will be provided to the designers for the final publication document
- c) note that four other Maori value focussed reports on Māori Plan progress will be drafted over this financial year for Manaakitanga, Wairuatanga, Whanaungatanga and Kaitiakitanga for Board approval.

Te take mō te pūrongo / Purpose of the report

1. Provides context to the Rangatiratanga Report, its findings and seeks the Independent Māori Statutory Board's adoption of the Rangatiratanga Report as the approach of reporting progress on Māori Plan values.

Horopaki / Context

2. The Māori Plan is an aspirational 30-year plan structured by five core Māori values and key directions that sets out Māori outcomes for improving Māori wellbeing and development. It also includes a comprehensive framework for measuring Māori wellbeing across 111 high level indicators.
3. The Implementation Plan for Measuring and Monitoring Māori Wellbeing in Tāmaki Makaurau (Kukutai and Ryks 2013) recommended a selection of Māori wellbeing headline/priority indicators to give an overall summary of progress against high level outcomes. The Māori Report 2016 thus presents a series of 22 headline indicators clustered around a value/direction that measure overall progress. The selection of indicators took a criteria-based approach.
4. The Māori Report provided an initial benchmark against which progress towards positive outcomes for Māori may be monitored and reported. This was seen as a valuable evidence base to inform and advocate for policy, planning, and resourcing for Māori outcomes. On its release it was envisaged that the Board implement a reporting programme on the values of Rangatiratanga, Manaakitanga, Kaitiakitanga, Wairuatanga and Whanaungatanga. These would weave together to provide a Te Ao Māori approach to wellbeing reporting.
5. Early in 2018 Martin Jenkins and Takiwa were asked to develop a rangatiratanga framework for articulating and measuring Rangatiratanga and to draft a Rangatiratanga report on selected rangatiratanga indicators/datasets with a case study. It was envisaged that the Board would use the Takiwa platform that models and visualises census, schooling and housing data.

Tātaritanga me ngā tohutohu / Analysis and advice

6. The approach to developing the Report included reviewing the literature on rangatiratanga, interviews and a review of indicators and datasets using the same criteria that was used for the Māori Report.



7. The team developed a framework for rangatiratanga which has four constructs – care of sacred things, autonomy, empowerment and leadership. This enabled them to reassess the indicators and narrative in light of a better understanding of rangatiratanga.
8. A number of indicators that were outlined in the original Māori Plan were removed as they were no longer considered relevant and/or valid to the value of rangatiratanga, the data collection processes for the indicator were not robust and they were replaced by better indicators.
9. The case study included in the report illustrates how rangatiratanga works in an urban marae environment, the importance of Maori values measurements and indicators and having the right type of data to assist with advocacy for resources. Papakura Marae is utilised by many Mana Whenua and Mataawaka people and has helped to bring a practical narrative to the Rangatiratanga report in a community-based context as well as provide important references and validation of new indicators needed going forward.
10. The assessment of the current set of indicators and the fieldwork indicated several areas where there were gaps and opportunities to consider new approaches, indicators and datasets.
11. The emergence of ‘ground-source’ information that is generated at an initiative, organisation, community or local level can provide valuable *exemplar measures and innovative solutions* (potentially that could be scaled-up). The Board will investigate opportunities for using this transformational and locally-driven data that by its nature would be strengths-based and may provide a more forward-looking view of measuring Rangatiratanga and other values in the Māori Plan.

Ngā koringa ā-muri / Next steps

12. Subject to Board approval, the Rangatiratanga Report narrative attached will be provided to the designers to complete the publication.
13. A Communications Plan is being developed to circulate the Report to a range of key stakeholders. These include:
 - **Those who make decisions that affect Māori in Tāmaki Makaurau.** For example, councillors, planners, policy advisors and directors within the Auckland Council Group, advisors and staff of organisations that deliver programmes and initiatives for Māori, and central government. Decision makers can use this report to understand the opportunities that Rangatiratanga offers across Tāmaki Makaurau.
 - **Māori in Tāmaki Makaurau and across New Zealand,** who can use it for their own planning and decision-making from a better understanding of Māori wellbeing and Rangatiratanga.
 - **Those who provide information to decision makers.** Researchers and agencies that fund research, work with data and determine how data is collected, can use this report to take stock of our collective knowledge on rangatiratanga and to guide the development of research programmes and data to address gaps.
14. We are reviewing the process and lessons learnt in developing the Rangatiratanga Report and this will shape the scope for the work required for the next Maori values reports.

Ngā tāpirihanga / Attachments

No.	Title	Page
A	Rangatiratanga Report Draft Version	97



Ngā kaihaina / Signatories

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THE RANGATIRATANGA REPORT

for Tāmaki Makaurau 2018

DRAFT

20180701 Version 1



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Item 9

Whakataukī

Seek Board advice

Attachment A

1
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Message from the Independent Māori Statutory Board Chair

Tēnā koutou katoa

The Independent Māori Statutory Board (the Board) presents the foundational Rangatiratanga Report, 2018 (the Report).

This Report is the first in a set of comprehensive Māori Values Reports the Board will undertake for each of the five Māori values outlined in the Māori Report for Tāmaki Makaurau 2016.

Why another report when traditionally available information already documents Māori environmental, social, economic and cultural inequalities compared to non-Māori? Moreover, is the information that is usually collected about us a true and accurate reflection of the Māori contribution to contemporary New Zealand society?

When indicators and measurements supported and endorsed by values that are consistent with the way Māori view themselves are used to quantify Māori influence, as this report asserts, the potential exists for an altogether different and more encouraging picture of Māori achievement, one that presents a more promising and positive picture of the contribution of Māori to New Zealand society.

Orthodox data sets fail to capture the essence of Māori interests, focussing on individual performance when Māori empowerment and vitality stem from collective entities such as whanau, marae and kura. Methodologies like those outlined in this report and which convey the true significance of the collectives intrinsic to Māori are necessary if future Māori participation in Tāmaki Makaurau is to be fully realised.

With this and future Māori values reports, the Board anticipates a more comprehensive approach to statistical management which reflects the fullness of Māori leadership, innovation and participation in Tāmaki Makaurau.

The need for readily available evidence-based data that has meaning for Māori is not only vital for the Board to promote the Issues of Significance to Māori in Tāmaki Makaurau and ensure Auckland Council complies with its statutory obligations under the Treaty of Waitangi, it provides a valuable resource for policy makers and planners in local and central government, as well as for NGOs, businesses, educational institutions, and Māori, iwi, and hapu themselves.

The Board is keen to share this and successive reports with anyone interested in measuring outcomes in a meaningful way for Māori to prosper. When Māori thrive so too does the wider community.

With the completion of all five Maori values reports, including Whanaungatanga (*Relationships*), Manaakitanga (*Protect and Nurture*), Wairuatanga (*Spirituality and Identity*), and Kaitiakitanga (*Guardianship*), the Board looks forward to positive outcomes that unite and build healthy, prosperous and resilient Māori individuals and communities in Tāmaki Makaurau.

The Board acknowledges and thanks all who have contributed to the formation of this Report, especially for their insights and collective wisdom in establishing the framework underpinning it. We also acknowledge the work of consulting firms MartinJenkins and Takiwa in the preparation of the Report.

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26.06.18



David Taipari
Chairman, Independent Māori Statutory Board

Picture of Board



Executive summary

The Rangatiratanga Report investigates and reports on the achievement of Rangatiratanga Indicators from the Māori Plan and builds on the Māori Report for Tāmaki Makaurau 2016 that provided a baseline report on headline indicators.

The approach to developing the Rangatiratanga Report included:

- reviewing the literature on Rangatiratanga
- interviewing Māori in Tāmaki Makaurau with leadership roles across Mana Whenua, urban marae, wahine and rangātahi.
- developing a contemporary framework for Rangatiratanga expressed by respondents interviewed for this Report which enabled reassessment of the indicators and narrative in light of a better understanding of Rangatiratanga.

Māori express Rangatiratanga in a variety of ways influenced by their role and context. Recurring features of the multi-layered Rangatiratanga value identified by respondents include:

- care of sacred things – authority to exercise control over land and other resources
- autonomy – freedom from external control or influence; independence
- empowerment – control of self and collective destiny
- leadership – leading and guiding own and other peoples.

We applied these Rangatiratanga values to select the Indicators and frame the narrative for the Report. We also replaced some of the indicators used in the Māori Report with indicators which we considered more suitable because of their current relevance and statistical validity.

Our respondents focussed on *enablement*, *autonomy* and *leadership* and where these key Māori values were exhibited, we found vibrant Māori communities thriving. Respondents' also raised concerns about access to useful more reliable data and that national statistics did not reveal the positive changes and achievements in Māori communities.

Collated, the feedback points to a general lack of statistical data that is relevant to Māori. And while we found that some iwi are collecting particular data in their rohe, relevant and accurate data for the majority of Māori in Tāmaki Makaurau is not collected and used to inform government policies and programmes. Further work on Māori data is required that may include assessing the opportunities for Māori of using the government agencies Integrated Data Infrastructure (IDI) that links microdata about people and households. This can be used to answer complex questions for Māori in Tāmaki Makaurau.

Our interpretation of the selected Rangatiratanga indicators reveals Māori are increasingly applying their Rangatiratanga in their own organisations and communities, in democratic processes and in the economy. As examples, there is a significant increase in the number of Māori authorities in Tāmaki Makaurau contributing to the local economy and 16% of the Auckland workforce are Māori employed in management positions compared to 18.8% nationally. Our Papakura Marae case study (see page 10) describes the challenges of a large Māori organisation using data to set its direction and encouraging government agencies to apply strength-based local data to inform government policies and funded programmes.

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Our assessment of the current indicators and the fieldwork signals several areas where there are gaps and opportunities to consider innovative approaches and new Indicators and datasets. The emergence of so-called 'ground-source' information, or information that is generated at community or local level, can provide valuable *exemplar measures and innovative solutions* (potentially that could be scaled-up). This type of data may also be pitched at a lower level to choose or assess specific policies and programmes (that the Board may be advocating in the Schedule of Issues of Significance for Māori).

Given that Rangatahi make up nearly 50% of the Maori population in Tamaki Makaurau, the Report confirms youth leadership and participation is an expression of Rangatiratanga and a pre-condition for developing and succession planning for rangatira which the Board is very interested in.

Resource management planning and mātauranga Māori are also identified as potential opportunities. While originally the number of iwi management plans were identified in the Māori Plan as an appropriate indicator, because of their limited validity, cultural value assessments may now be a more appropriate measure.

As the first of five values reports that will map progress over the 30-year span of the Māori Plan, this Report is an indispensable reference for Māori, decision-makers, planners and policy advisors, as well as for organisations and individuals working to improve the social, cultural, economic and environmental wellbeing of Māori.



Introduction

This report provides deeper insight into how the Māori value of Rangatiratanga is expressed in Tāmaki Makaurau and reflects the vision of the Māori Plan.

Only recently have Māori values been considered central to the development and delivery of programmes that affect positive change for Māori. For example, Whānau Ora delivers customised support and services to whānau through community-based organisations and has been central to building whānau rangatiratanga, that is, whānau capability to support whānau self-management, independence and autonomy (Te Puni Kōkiri, 2015).

To determine what Māori think Rangatiratanga means in a contemporary sense, we sought the views of a small number of Māori respondents, combining their insights with the literature on Rangatiratanga.

Background

The Independent Māori Statutory Board's (the Board) purpose is to assist the Auckland Council to make decisions, perform functions and exercise powers by the promotion of social, cultural, economic and environmental issues for Māori. It has been established through legislation and is independent from Auckland Council (the council), Mana Whenua and Mataawaka. There are several instruments it uses to do its job. These are:

The Schedule of Issues of Significance to Māori in Tāmaki Makaurau (revised 2017) is a statutory document that outlines the key issues for Māori (across values and wellbeing areas) to help define where Council and other agencies have responsibility for actions to increase Māori wellbeing.

The Māori Plan for Tāmaki Makaurau (Māori Plan, released in 2012) is a 30-year plan that sets out Māori aspirations for improving Māori wellbeing and development with a set of outcome indicators to measure wellbeing.

The Māori Report for Tāmaki Makaurau 2016 provided a baseline for understanding Māori wellbeing based on set of headline indicators. Understanding Māori wellbeing and development, and how it is changing, is important for informing policy direction and for monitoring the impact of policy interventions on Māori in Tāmaki Makaurau and New Zealand.

The Māori Plan framework

To understand the approach to the Report it is useful first to understand how the Māori Plan is organised. It is headed by a vision, supported by values, directions, four wellbeing pou; and Māori outcomes and indicators.

The vision

Te Pai me te Whai Rawa o Tāmaki Māori

– Healthy and Prosperous Tāmaki Māori.

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** reflect the overarching goals or aspirations that Māori 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 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 wellbeing.

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'.

One of the purposes of the Māori Plan is to measure progress or change in Māori wellbeing and development over time. The Māori Plan contains one hundred and eleven 'state of wellness' **indicators**.



What is Rangatiratanga?

Behaviours that express the value of Rangatiratanga in part depend on role and context. However, in researching and compiling this Report, we found the concept also shares some common qualities.

For example in the Māori Plan, rangatiratanga is described as (Independent Māori Statutory Board, 2012, p. 14):

“expressed through autonomy, leadership and participation, and is translated into the following Māori outcomes:

- Māori are actively participating and demonstrating leadership in the community;
- Māori are decision-makers in public institutions;
- Māori are active across all sectors of the economic community;
- Māori are actively involved in decision-making and management of natural resources.

Our review of the literature and interviews found that Rangatiratanga is a many layered concept. The development therefore of a framework which goes beyond leadership and participation appears to us as more applicable. Professor Sir Mason Durie's (1995) four fundamental foundations of Rangatiratanga offers a useful framework. :

- mana wairua – a spiritual dimension relevant to all aspects of Māori life and organisation
- mana whenua – the security of all relationship with land and other physical resources and the authority of tribes to exercise control over their own resources
- mana tangata – individual wellbeing, citizenship rights and freedom from financial dependence on governments
- mana Ariki – the authority of Ariki to lead and guide their own and other peoples.

Source: Adapted from Taylor (2008) and Hawksley and Howson (2011)

After careful consideration of the available literature and respondent feedback, we summarised Rangatiratanga as the interplay of the following four constructs:

- Care of sacred things – authority to exercise control over land and other resources
- Autonomy – freedom from external control or influence; independence
- Empowerment – control of self and collective destiny
- Leadership – leading and guiding own and other peoples.

We used this summary framework to reassess the Rangatiratanga indicators and also to provide some narrative on the datasets. We also collaborated with Papakura Marae to describe their aspirations and challenges and their experience of Rangatiratanga.

Case Study

Papakura Marae illustrates how, through the application of core Māori principles like Rangatiratanga that whanau wellbeing can be positively transformed, enabling individuals and communities to thrive



and live healthy, prosperous and engaged lives both at and away from the Marae. This contrasts with many agencies who collect and collate data about Māori on behalf of the government and concerning where core Māori principles and values are not considered relevant or important, more often resulting in negative assumptions and conclusions about the lives of Māori.

Learnings

The Papakura Marae case study has helped to bring a narrative to the Rangatiratanga concept in a community-based context as well as provide important references and checks for the overall report direction, narrative and validation of (new) indicators.

The key considerations from the case study to discussions of Rangatiratanga in this context are:

- What does leadership and participation look like at a community level that changes people's lives?
- What matters most to community leaders where there is high deprivation and a high Māori population?
- What can be inhibitors to changing lives at a community level?
- What can be enablers to changing lives at a community level?
- What are the priorities for the Board to advocate for to develop and grow Rangatiratanga at a community level for the benefit of Māori, that will change lives?

Papakura Marae is a place where Rangatiratanga can develop and thrive and Māori are actively participating and demonstrating leadership in the community. It is an exemplar for whānau driven community outcomes within Tāmaki Makaurau.

Creating places where Rangatiratanga can develop and thrive

Outcome: Māori are actively participating and demonstrating leadership in the community

The objectives of the Papakura Marae Case Study:

1. To inform and test the value concept, organizing frameworks and indicators for the Rangatiratanga Report;
2. Demonstrate how these may assist the Marae to achieve their aspirations and use data to advocate for services and facilities that benefit Māori and;
3. Create an approach for future Māori Values Reports.

The Case study was interview based and included:



1. Interviews with Papakura Marae management staff;
2. Those attending the weekly community dinner at the Marae.

Note: video footage was taken, and interviews were recorded (where permission was provided).

Papakura

Papakura is a south-eastern suburb of Tāmaki Makaurau, located on the shores of the Pahurehure



Inlet, approximately 32 kilometers south of the Auckland CBD. With the Manukau Harbour to the west and the Hūnua Ranges to the southeast, Papakura was a well-used link between Tāmaki Makaurau, and the Waikato.¹

The Papakura Local Board area has a population of 45,633.² Papakura has a young population with 24% of residents being 15 years and under compared to 20.9% across Auckland.³ Papakura has the highest number of Māori (28.1%) within its Local Board boundary compared to 10.7% across Auckland.

Eleven mana whenua iwi have an interest in Papakura. Also, about 9% of people from the top 5 iwi affiliations in Tāmaki Makaurau live within the Papakura Local Board area.⁴

Low prosperity



According to the Growing Prosperity Report (March 2018), Papakura is ranked in the low prosperity group along with Maungakiekie-Tāmaki, Māngere-Ōtāhuhu, Ōtara-Papatoetoe and Manurewa.⁵

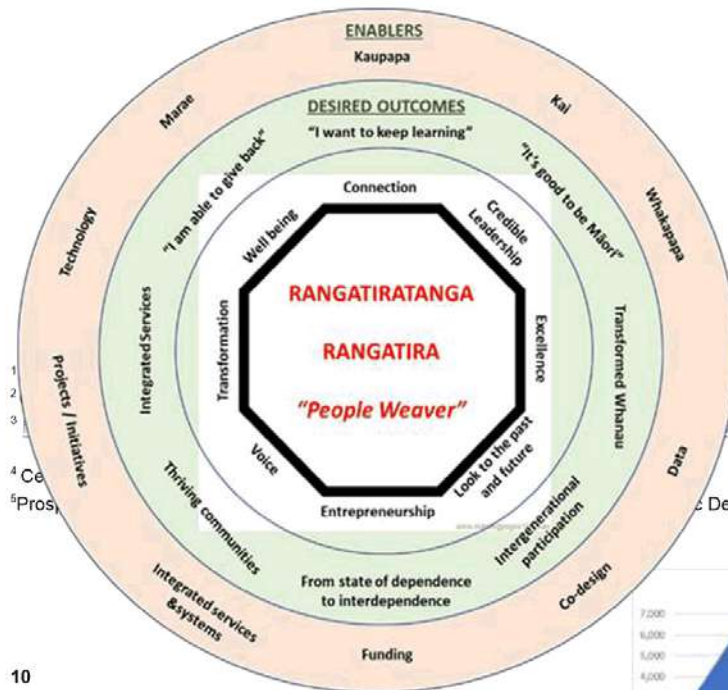


The Papakura Marae

The Papakura Marae was established in the 1960s and was formed as an Incorporated Society in 1980 to provide cultural, health and social services for the people of Papakura and its surrounding suburbs.

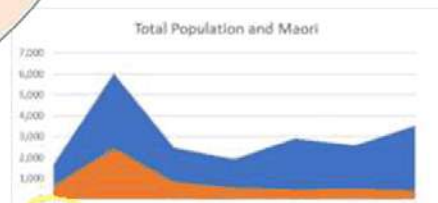
Papakura Marae is in the Papakura South census area unit (CAU). Papakura South and its surrounding CAUs have fairly high Māori populations (i.e. 11-41%). However, Papakura Marae is open to all locals “This place is their place”. There are 49 staff and 10 regular volunteers.

Rangatiratanga is one of the three core values of Papakura Marae. The Marae has been described as a place of “life changing stories”.



The CEO of Papakura Marae, Tony Kake, who provides the strategic and hands-on daily leadership, describes Rangatiratanga in terms of:

- How someone is perceived;
- Weaving and the number of baskets weaved;



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- How big the baskets are and;
- What amount of kai can be stored in them.

Another key measure for Papakura Marae is the number of rangatahi who come to the Marae, including those who have relied on the Marae from a young age because their parent(s) are doing work there. One of the goals of the Marae is to grow the next group of leaders.

The 'prize' for Papakura Marae was described as:

- A whānau ora integrated centre of excellence for whānau;
- Supporting whānau 24/7;
- A one-stop shop and;
- An integrated approach).

Papakura Marae is highly engaged with the Papakura community and is focused on delivering whānau driven outcomes. The vision of the Papakura Marae is ***Kia Pokapū Te Panekiretanga Hei Pou Mō Te Whānau - To Be A Centre of Excellence for Whānau***. Whānau are at the centre of the Marae and whānau drive the Marae. The Marae focuses on those priorities and new initiatives that will change lives. All generations and ages can be seen moving in and around the Marae. This is a site that holds many activities, however the Marae gives priority foremost to tangi, hui and celebrations.

Papakura Marae has projects and initiatives underway in key areas of interest, including:

• **Wellbeing**



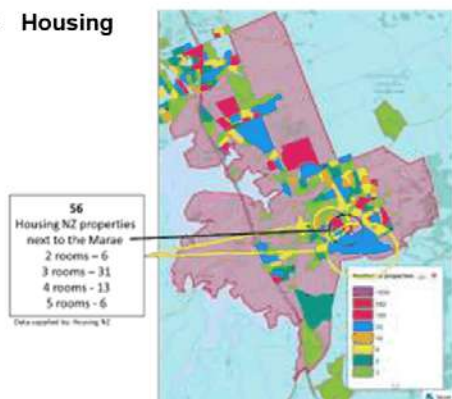
- Papakura Marae leads and is involved in many wellbeing initiatives and has many ideas for new programmes that are needed by the community.
- One wellbeing related initiative at Papakura Marae is the soup kitchen held every Thursday evening with



over 150 local community people attending. This is not only a place

where people receive a meal, but it provides a safe, welcoming place for connection for the young, elderly and whānau.

• **Housing**



- "We are interested in affordability and accessibility of housing".
- "We are also talking about solar power and water collection".



• Education and employment



In Papakura Local Board there are 21 schools:
 • Decile 1 – 9 schools
 • Decile 2 – 2
 • Decile 3 – 3
 • Decile 4 – 4
 • Decile 10 – 1
 Note: 2 unknown

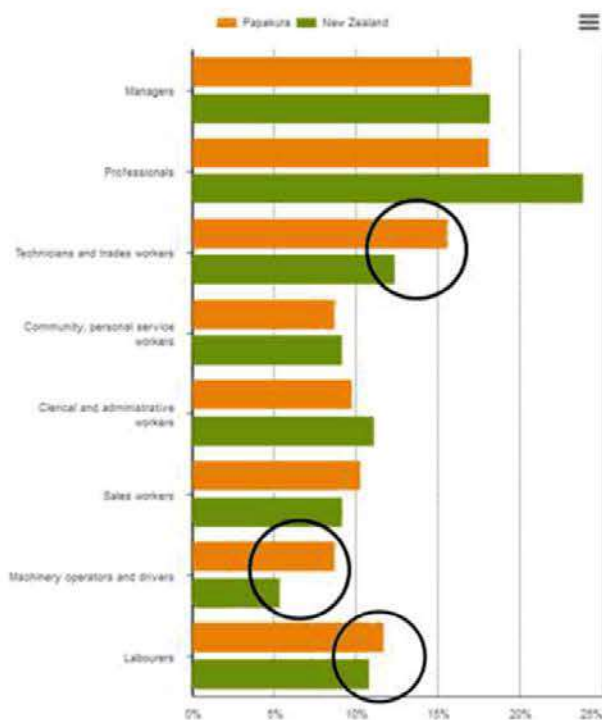
14 of the schools are in Decile 1 - 3

What are the goals for the future?
 • Leave as a better place
 • Grow next group of leaders
 • More Tertiary partnerships
 • Wellbeing – integrated services (not just Health Services)
 • Private, public and philanthropic partnerships

here are 21 schools in the Papakura Local Board area, 14 of which are in Decile 1-3.

We want to invest in our future, have pathways for continued learning and, to find our niche – fill those areas where there are gaps”.

Employment in Papakura and New Zealand (2017)



Industry proportion of GDP





- Approximately 42% of Papakura's workforce was employed in low-skilled occupations in 2017. This is higher than in New Zealand 38%.
- Manufacturing and construction are the main industry sectors in Papakura.
- Papakura Marae is making strong connections with industry for employment opportunities and there is an opportunity to lift training and qualifications to higher paying industry roles and sectors.

Challenges for the Papakura Marae

Papakura Marae is a community hub within the Papakura area achieving community outcomes. The Papakura Marae areas of focus connect to the broader Papakura Local Board Plan 2017 outcomes, in particular:

- Outcome 2: People in Papakura lead active, healthy and connected lives and;
- Outcome 3: A strong local economy

The leaders at Papakura Marae identified the main challenges that can slow or prevent progress as:

1. Lack of an integrated service delivery model and poor cross-agency communications:
 - Managing all the various central government agency agencies (MOH, MOJ and MSD), Te Pou Matakana (Whanau Ora) and National Hauora Coalition (PHO) contracts, data and information requirements across multiple disparate systems, as well as the Marae's own database to pay staff and provide invoicing;
 - Navigating through all the 'red tape' and having the courageous conversations required.
2. Determining the areas to focus on and securing adequate funding:
 - Establishing necessary support for the range of services that Papakura Marae provide;
 - Producing compelling and robust business cases
 - Having data and information available to produce evidence-based 'demand' models and visualisations for;
 - Weaving cultural aspects and narratives into the business cases;
 - Using data for predictive modelling to inform which areas to focus on;
 - Building a wide range of relationships including public, private and philanthropic;
3. Creating capability and capacity building for the people of Papakura Marae.

Papakura Marae leaders spoke of the desire and the need for interdependence as a way of ensuring that community needs can be met.



Figure 1. Rangatiratanga indicators, and the relationship to the Rangatiratanga Framework and Māori Plan

Add diagram of framework on one page – Yet to be completed

New data approaches and indicators

The assessment of the current set of indicators and the fieldwork indicated several areas where there were gaps and opportunities to consider new approaches, indicators and datasets.

The emergence of 'ground-source' information that is generated at an initiative, organisation, community or local level can provide valuable *exemplar measures and innovative solutions* (potentially that could be scaled-up). The Board will investigate opportunities for using this transformational and locally-driven data that by its nature would be strengths-based and may provide a more forward-looking view of measuring Rangatiratanga and other values in the Māori Plan.

Some of the local or ground-source information may be pitched at a level measuring the impacts or benefits of specific actions and interventions (more aligned to measurement of the Board Schedule of Issues of Significance).

The Board will advocate for strength-based indicators and data available for Māori across Tāmaki Makaurau with Auckland Council and other agencies. The Board can capture ground-source stories / exemplars / innovative solutions and translate these into powerful narratives that will inform top-down policy data and can potentially redirect policy over time through the valuable insights provided.

In the field work for the Papakura Marae case study, youth leadership and participation consistently came through as an expression of Rangatiratanga; or a pre-condition for developing and succession planning of rangatira. The Māori descent population in Tāmaki Makaurau is youthful; with over half of the population (51.5%) younger than 25 years in 2013, and nearly a third (32.8%) under 15 years of age. We concluded that youth leadership and participation can support healthy options for rangātahi and increase their overall wellbeing. There is a lack of strength-based measures and datasets for Māori youth and we propose that further work be undertaken on this gap.

Another area where there is a gap is in the resource management planning area and mātauranga Māori. The number of iwi management plans was originally identified in the Māori Plan as an appropriate indicator. However, as time has passed, iwi have implemented these plans and councils have taken these into account thereby reducing the validity of this indicator. Cultural value assessments may be a more appropriate measure (Gooder, 2018) and the Board will be working with Council to assess this further.

Who is the Rangatiratanga Report for and how can they use it?

The Board believes this Report will assist it in prioritising and promoting issues for Māori Tāmaki Makaurau, as well as being valuable for primary audiences such as:



- **Māori in Tāmaki Makaurau and across New Zealand, who** can use it for their own planning and decision-making from a better understanding of Māori wellbeing and Rangatiratanga.
- **Those who make decisions that affect Māori in Tāmaki Makaurau.** For example, councillors, planners, policy advisors and directors within the Auckland Council Group, advisors and staff of organisations that deliver programmes and initiatives for Māori, and central government. Decision makers can use this report to understand the opportunities that Rangatiratanga offers across Tāmaki Makaurau. Understanding this will help them to make informed decisions about the policies they adopt, the interventions they design and the groups they target.
- **Those who provide information to decision makers.** To make inclusive decisions, people need quality information. Researchers and agencies that fund research, work with data and determine how data is collected, can use this report to take stock of our collective knowledge on rangatiratanga and to guide the development of research programmes and data to address gaps. This will improve ability to assess policy impacts on Māori and identify improvements to statistical collections.
- **Those who work with Māori.** Practitioners from government and non-government agencies can use this report to better understand the state of Māori in Tāmaki Makaurau in relation to Rangatiratanga and consider the wider opportunities of their work.



The Rangatiratanga Indicators

Overview

This part of the Report provides data and commentary on the eleven Rangatiratanga Indicators. The indicators give expression to the Rangatiratanga Māori outcomes and focus areas to which they relate. They are also grouped under the four Pou: cultural, social, environmental and economic.

The Indicators

In the same way we selected the headline indicators for the Māori Report for Tāmaki Makaurau, we applied the same criteria to select the Indicators and datasets for reporting on Rangatiratanga:

- relevance to Māori
- valid, and grounded in research
- available and cost-effective
- empowerment and enablement-focused
- action-focused
- able to be disaggregated⁶
- statistically sound and robust⁷
- timely and consistent over time
- representative – including good coverage across the values, key directions and domains
- acceptance by stakeholders.

NB: A number of indicators that were outlined in the original Māori Plan were removed as they were no longer considered relevant and/or valid to the value of Rangatiratanga. In other cases, the data collection processes for the indicator were not robust or the data for the indicator is no longer collected. They were replaced by better indicators or data.

Māori ethnicity versus Māori descent data

In relation to the “*relevance to Māori*” criteria for indicator selection, it is recommended, where possible, that Māori descent population is used over Māori ethnic population. The descent population (based on whakapapa) aligns more closely with “relevance to Māori”. Most Indicators sourced from Census can be disaggregated to Māori descent population. The 2013 Census results show a Māori descent population in Tāmaki Makaurau of 163,920, this compares with a Māori ethnic population of

⁶ Ideally, it should be possible to break the data down by age, sex, socio-economic status, iwi, whānau-type and region, so we can compare outcomes for different population groups.

⁷ Note that statistically sound or valid differs from the criterion ‘valid’ listed earlier. Validity can have many forms including face validity. Face validity refers to the extent to which the public or participants views the indicator subjectively as covering the concept it is intended to measure. Similar to ‘acceptability’.



142,770. The majority of Te Kupenga respondents identified they were of Māori descent as well as Māori ethnicity.

We show in this report where descent data is used, and where ethnicity is used instead.

The matrix below (

Figure 1) shows the relationship between the Values, Key Directions, Domains, Māori Outcomes, Focus Areas, the Rangatiratanga Framework, the Headline Indicators, and the indicators contained in this report.



CULTURAL

OUTCOME	FOCUS AREA	INDICATOR
Māori are actively participating and demonstrating leadership in the community	Mana Whenua as Treaty partners	Number of Māori authorities in Tāmaki Makaurau
	Mataawaka as Treaty partners	
	Youth participation and leadership	Māori youth on Council and Local Board committees

Māori are actively participating and demonstrating leadership in Tāmaki Makaurau in a variety of ways. They are displaying leadership in regional and local government, in business and the corporate world, in marae, rangātahi-focused fora and in not-for-profit organisations.

The literature suggests that Māori leadership is typically not viewed as hierarchical, but as stewardship of others and is relational in orientation (Haar, Roche, & Brougham, 2018). Altruism is also a feature of Māori leadership research, for example, advocating for their marae, whānau and/or community, doing the right thing for their people, ensuring their wellbeing and generosity of spirit (Haar et al., 2018).

While many we spoke to did not refer to themselves as rangatira, it was recognised by those interviewed that they had a special role in the ability to speak for others. In doing so, they had to find their voice, have a clarity of voice and the responsibility of a positive purpose and contribution. For many, it was about giving back to the marae or community they grew up in. While discussing leadership, interviewees talked about the importance of vision, operating with good principles and discipline and inspiring people to share in that vision, and empowering others to head towards the goal or vision.

Rangatiratanga and leadership were discussed by interviewees as being based in the collective.



Māori authorities

INDICATOR: Number of Māori authorities in Tāmaki Makaurau

Those interviewed for this report spoke passionately about the structures, programmes and initiatives they had helped put in place which help rangātahi, whanau, iwi and marae, often through Māori authorities.

Leaders of Māori authorities are likely to be aware of the collective relationships and responsibilities to 'place', and the health and wellbeing of the collective. Statistics New Zealand treats an enterprise as a Māori authority if it meets one (or more) of these conditions:

- it is an enterprise (business) with a collectively managed asset that uses current Inland Revenue eligibility criteria to be a Māori authority (whether or not it elects to be a Māori authority for tax purposes)
- it is a commercial business that supports the Māori authority's business and social activities, and sustains or builds a Māori authority's asset base
- it is a business that is 50 percent or more owned by Māori authorities.

Between 2010 and 2017, the number of Māori authorities in Tāmaki Makaurau increased from 69 to 78 (Figure 2). These authorities are becoming large employers with the number of employees in Māori authorities increasing from 1,020 employees in 2010 to 1,590 in 2017.

Figure 2. Number of Māori authorities in Tāmaki Makaurau, 2010-2017

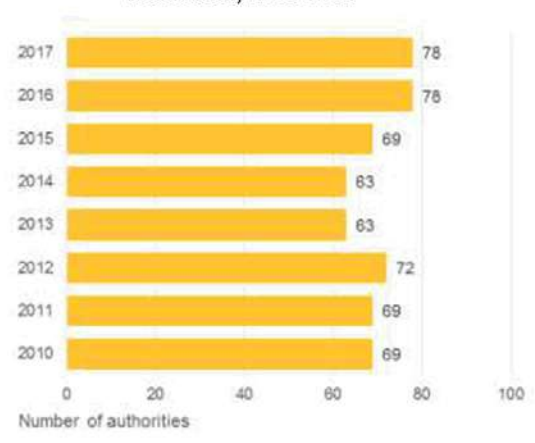
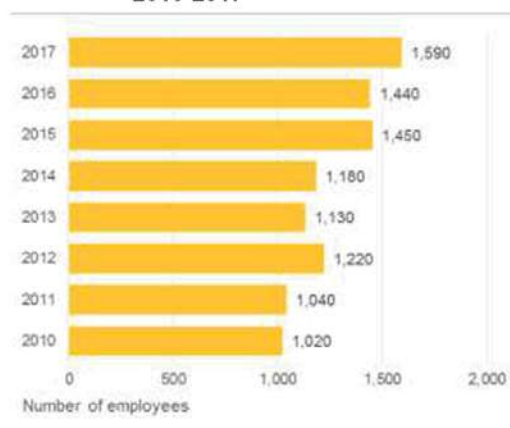


Figure 3. Number of employees in Māori authorities in Tāmaki Makaurau, 2010-2017



Data source: Statistics New Zealand, Business demography



Youth participation and leadership

INDICATOR: Māori youth on Council and Local Board committees

Youth leadership and participation was a strong underpinning motivation and measure for those interviewed for this report. It was important from a succession planning perspective as well as ensuring there were pathways for rangātahi to be empowered, demonstrate leadership and to be responsible for their own, and community, success.

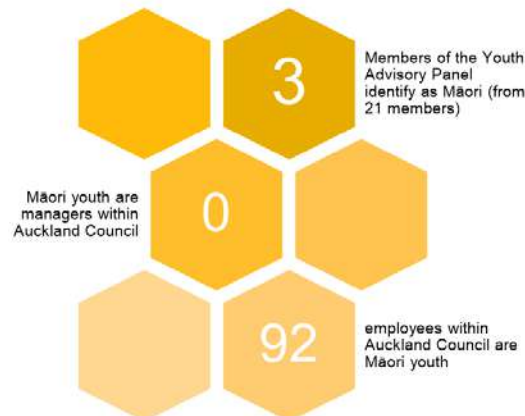
As discussed later, many Māori employees of Auckland Council see the Council as a pathway to contribute positively to the development of iwi, hapū, whanau and Māori communities. As at May 2018, there were 92 Māori youth (aged under 25 years old) employed by Auckland Council which is 7 percent of the council's youth employees (1,252 total youth employees). Māori youth appear to be underrepresented within Council, as Māori youth are 14 percent of all youth in Tāmaki Makaurau. None of the Māori youth employed within Auckland Council were managers, compared to seven non-Māori youth holding manager positions.

The Auckland Council Youth Advisory Panel offers advice to Auckland Council based on their experiences as 14 to 24 year olds to help Council improve outcomes for youth. They

- identify the issues that are important to young people
- provide advice on Auckland regional strategies, policies and plans
- help Council effectively engage with young people.

The Panel is made of 21 members, one from each of the 21 local board areas. The Panel currently has three members who identify themselves as Māori.

Figure 4. Number of Māori youth in Auckland Council and on the Youth Advisory Panel



Data Source: Auckland Council Democracy Services and Auckland Council People and Performance
Note: Based on self-reported ethnicity



SOCIAL

OUTCOME	FOCUS AREA	INDICATOR
Māori are decision-makers in public institutions	Māori representation in public institutions	Election rate of Māori candidates for the Auckland Council governing body and local board members Māori employed in management by Auckland Council
	Māori participation in decision-making	Percentage of Māori residents who feel they can participate in Auckland Council decision-making
	Participation in elections	Māori voting-age population in Tāmaki Makaurau who voted in a local government election in the last three years Māori voting-age population in Tāmaki Makaurau who voted in the last general election

Much of what the interviewees spoke about was empowering and providing their people with the tools and skills to improve themselves and participating in decision-making.

The indicators we include in this report relate to decision-making within national and regional public institutions.



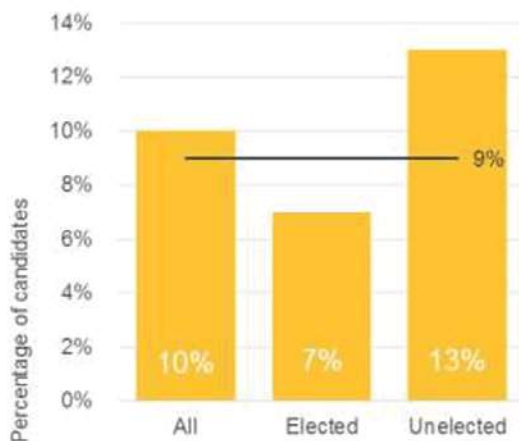
Election rate

INDICATOR: Election rate of Māori candidates for the Auckland Council governing body and local board members

The number of representatives of the indigenous population in national delegations that participate in intergovernmental decision-making platforms is an indicator for monitoring the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) ((United Nations, 2016). At the regional level, this equates to representation of Māori in Auckland Council decision-making platforms like the governing body and within local boards.

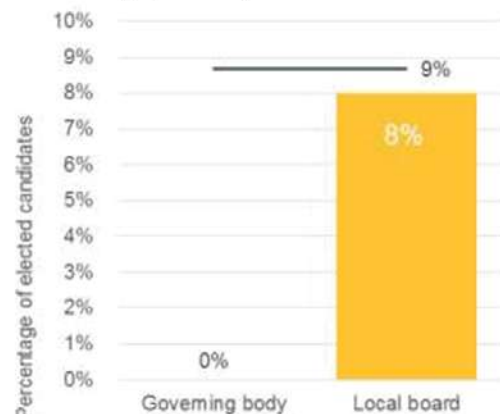
Up until the 2016 local body elections, no demographic information had been collected directly from Tāmaki Makaurau candidates. Auckland Council now undertakes a survey (physical survey attached to candidate nomination forms and electronic survey post-election) of elected and unelected candidates that provides data on the extent to which Māori are represented in local government. Māori were over-represented (compared to the population in Tāmaki Makaurau) in relation to candidates who stood for election (Figure 5). At the local board level Māori had broadly similar representation levels consistent with their proportion within the wider population (Figure 6). In contrast, Māori are not represented at all in the Auckland Council governing body (Figure 6).

Figure 5. Percentage of Māori candidates who were elected or unelected, compared to the Tāmaki Makaurau population, 2016



Data source: Auckland Council, Research, Investigations and Monitoring Unit

Figure 6. Percentage of Māori governing body and local body members, compared to the Tāmaki Makaurau population, 2016



Data source: Auckland Council, Research, Investigations and Monitoring Unit



Māori employed in management in Auckland Council

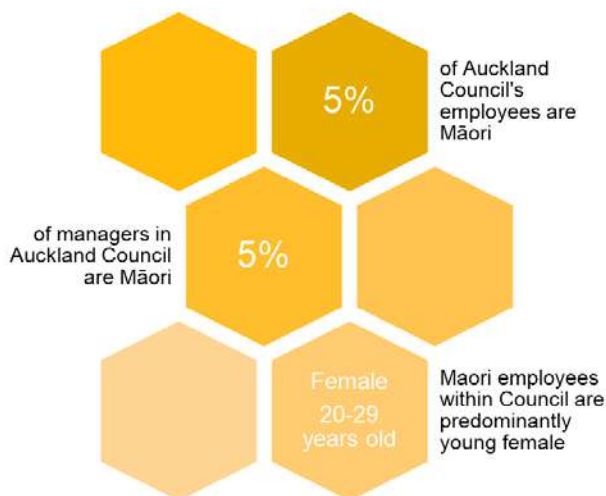
INDICATOR: Number of full-time-equivalent Māori employed in Auckland Council

The Local Government Act requires Auckland Council as a good employer to recognise the employment requirements of Māori and the need to increase the involvement of Māori in local government. More recently, Auckland Council has been implementing a Māori Employment Strategy (2017-2020) entitled, *Measures and actions for high impact (MAHI)*.

In April 2018, Māori represented 5 percent of Auckland Council's employee headcount.⁸ There could be some under-reporting of ethnicity as this information is provided on a voluntary basis. Māori were also 5 percent of Auckland Council's permanent full-time staff. Māori appear to be under-represented within local government, given that Māori are 10 percent of the working-age population in Tāmaki Makaurau. Additionally, Māori account for only 5 percent of Auckland Council's management tier.

In relation to age and gender, 65 percent of Māori employees in Auckland Council are female and the largest age group is those aged 20-29 (27 percent of Māori employees in Auckland Council).

Figure 7. Māori employees within Auckland Council



Data Source: Auckland Council People and Performance

⁸ Auckland Council's headcount includes permanent full time, permanent part time, fixed term full time, fixed term part time, casual and non-employee.



Participation in decision-making

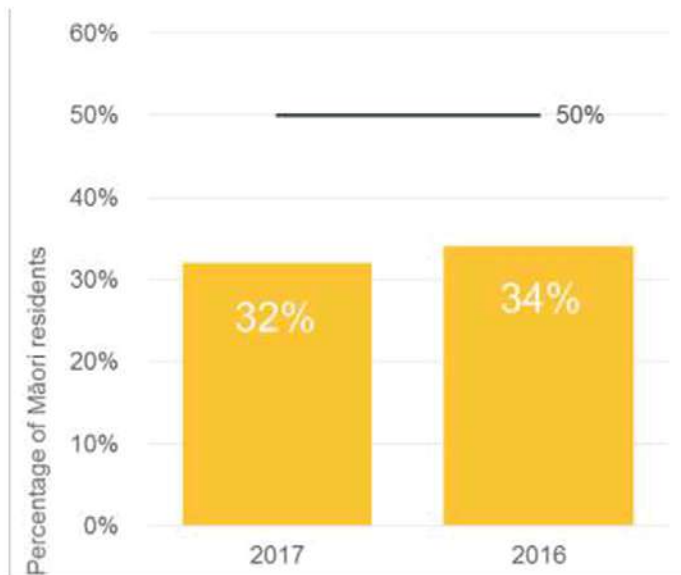
INDICATOR: Percentage of Māori residents who feel they can participate in Auckland Council decision-making

There is a range of legislation, including the Local Government Act 2002, requiring the enablement of Māori participation in decision-making.

Article 18 of UNDRIP states that 'Indigenous peoples have the right to participate in decision-making in matters which would affect their rights, through representatives chosen by themselves in accordance with their own procedures, as well as to maintain and develop their own indigenous decision-making institutions'.

As part of Auckland Council's Long-term Plan, the Council wishes to ensure that communities can easily engage in Council decision-making and have access to information. In 2017, the Council target was to have 50 percent of Māori residents feel that they can participate in Auckland Council decision-making. However, during the 2016/17 financial year, 32 percent of Māori residents indicated that they feel they can participate in Council decision-making (Figure 8). Although this result was lower than the year before (34 percent), the Council indicated that there was a seven percent reduction in the number of negative responses to this question. Initiatives to improve the result include invitations to participate in governing body committees and support for elected members to drive Māori responsiveness.

Figure 8. Percentage of Māori residents who feel they can participate in Auckland Council decision-making, 2017 and 2016





Participation in local elections

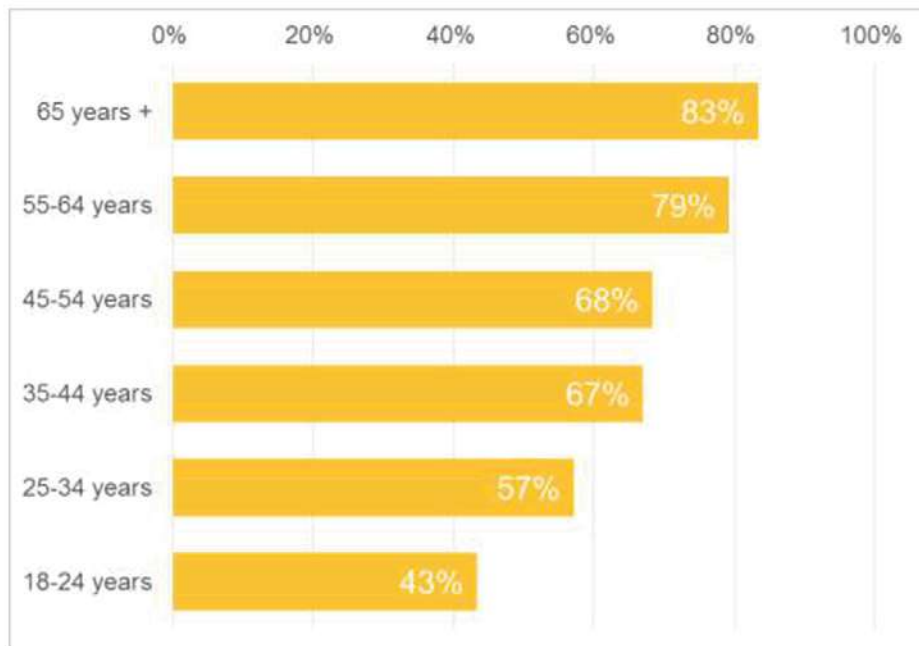
INDICATOR: Māori voting-age population in Tāmaki Makaurau who voted in a local government election in the last three years

Voting is important in a local government context because of the range of decision-making powers relating to resource planning and consents, for example, that affect Māori in Tāmaki Makaurau.

In 2013, 65 percent of Māori respondents to the Te Kupenga survey in Tāmaki Makaurau self-reported that they had voted in the last local government election; this was slightly more than Māori in the rest of Aotearoa (62 percent).

There is a clear correlation between age and voter participation rates. In general, there is a lack of engagement and participation by younger age groups in electoral processes. This is often more marked for Māori. The older Māori are, the more likely they are to vote in local body elections.

Figure 9. Proportion of Māori who self-reported that they voted at previous local body election by age, Tāmaki Makaurau, 2013



Data Source: Statistics New Zealand, Te Kupenga

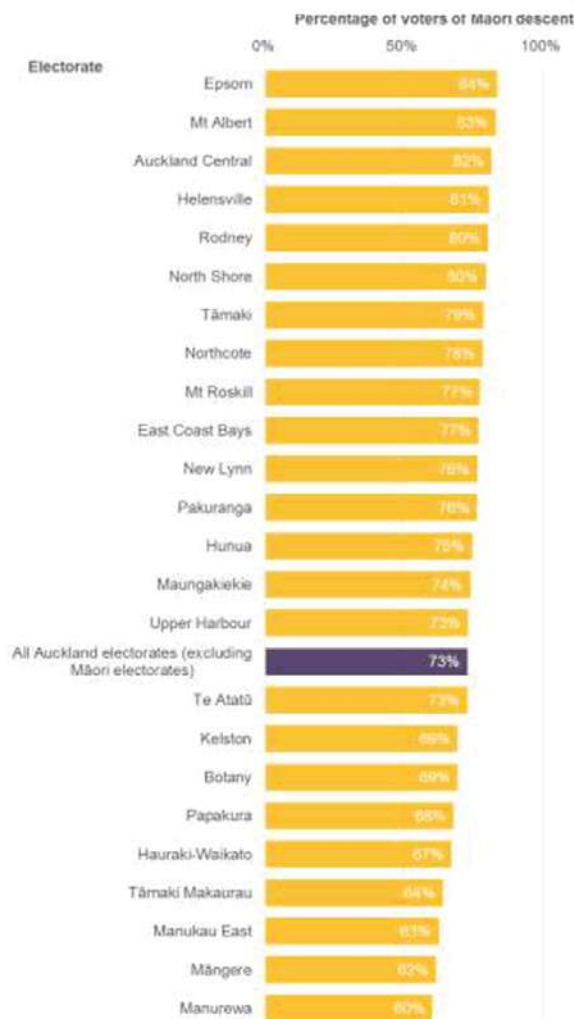
Notes: The survey was undertaken in 2013 so does not refer to the latest local government elections held in October 2016. In addition, this is not the official data from the Māori Electoral Roll.



Participation in general elections

INDICATOR: Māori voting-age population in Tāmaki Makaurau who voted in the last general election

Figure 10. Voter turnout by electorate, 2017 General Election



In the 2017 General Election, 73 percent of enrolled voters of Māori descent across Auckland voted (Figure 10). This was higher than the voter turnout for all electorates across New Zealand by voters of Māori descent (71 percent). Māori in Epsom had the largest levels of participation, while Māori in Manurewa had the least. In the Māori electorates, voter turnout was similar, with 67 percent in Hauraki-Waikato and 64 percent in Tāmaki Makaurau.

Tāmaki Makaurau contains the western beaches of Waitakere, all of west Auckland south of Te Atatū, the entire Auckland Isthmus and the South Auckland suburbs of Māngere, Ōtara, Pakuranga and Manurewa. Papakura, the southern part of Manurewa and Waiheke Island are in Hauraki-Waikato electorate.

Data source: Electoral Commission



ENVIRONMENT

OUTCOME	FOCUS AREA	INDICATOR
Māori are actively involved in decision-making and management of natural resources	Co-governance of natural resources	Co-governance/co-management arrangements
	Resource management planning processes and activities	Further work required on indicators
	Mātauranga Māori and natural resources	Require further work indicator based on Cultural values assessments lodged with Auckland Council

In a modern context, Rangatiratanga is related to the 'care of sacred things', co-governance and co-management of natural resources, ensuring the community and rangātahi know the history of the land and reserves that surround them, natural resources are made safe, and natural resources are used.



Co-governance of natural resources

INDICATOR: Number of co-governance/ co-management arrangements in Tāmaki Makaurau

Co-governance arrangements between Māori and the Council, or iwi and the Crown, allow for a more direct influence and greater exercise of authority by Mana Whenua over the Taiao, natural resources.

As at June 2018, there were nine co-governance and co-management arrangements between Auckland Council and Māori in Tāmaki Makaurau, some of which were initiated by Treaty of Waitangi Settlement Legislation. This compares to just one in 2010. There have been no new arrangements since 2017.

The co-governance and co-management arrangements are as follows.

Co-governance/ Co-management

Tūpuna Maunga o Tāmaki Makaurau Authority

Auckland Council and Mana Whenua representatives from 13 Tāmaki Makaurau iwi/hapū

Te Pukaki Tapu o Poutukeka Historic Reserve

Auckland Council (Māngere Ōtāhuhu Local Board) and Te Ākitai Waiohū

Ngāti Whātua Ōrākei Reserves Board

Auckland Council and Ngāti Whātua Ōrākei

Waiomanu Pa Kainga Reserve

Auckland Council (Howick Local Board) and Ngai Tai ki Tāmaki

Te Poari o Kaipātiki ki Kaipara

Auckland Council (Rodney Local Board) and Ngāti Whātua o Kaipara

Pukekiwiriki Pa

Auckland Council (Papakura Local Board), Ngāti Tamaoho, Ngai Tai ki Tāmaki, Ngāti te Ata, Ngāti Paoa, Te Ākitai Waiohū and Ngāti Whanaunga.

Mutukaroa (Hamlins Hill) Management Trust

Auckland Council, the Crown, Waikato-Tainui, Ngāti Paoa and Ngāti Whātua Ōrākei

Rangihoua and Tawaipareira Management Committee

Waiheke Local Board and Ngati Paoa

Te Motu a Hiaroa (Puketutu Island)

Auckland Council, Te Kawerau a Maki, Waikato-Tainui and Te Ahiwaru



ECONOMIC

OUTCOME	FOCUS AREA	INDICATOR
Māori are active across all sectors of the economic community	Employment across businesses and sectors	Māori in Tāmaki Makaurau employed in skilled and unskilled occupations
	Māori in management and leadership positions	Māori in Tāmaki Makaurau in management positions Māori self-employment rate in Tāmaki Makaurau

The Māori economy has an asset base of Auckland Māori entities and businesses of about \$24.7 billion and set to grow as Auckland's iwi finalise Treaty settlements in the next few years.

In 2016 the Board undertook research using the Brookings Institute Life-Stages approach that showed that while Māori are gradually catching up (for example in tertiary education participation), there still remains a wide gap with the rest of the community across the whole of life. Auckland Māori economic engagement and performance is lower than others across almost every age group. This represents a lifetime of lost opportunity worth around \$1 billion to the Auckland economy by 2030.

A quarter of our Māori population resides here and if we are to transform outcomes, investment in Auckland rangatahi should be a priority.

In Durie's (2006) paper on wellbeing, he explains that Rangatiratanga is related to autonomy in that it is by Māori for Māori. Further, he mentions the following as appropriate indicators: Māori provider organisations (kura kaupapa Māori), marae committees, Māori boards and Māori companies.



Employment across businesses and sectors

INDICATOR: Māori in Tāmaki Makaurau employed in skilled and unskilled occupations

Our respondents discussed the importance of empowering and transforming their people and communities. This could be through science, technology, engineering and mathematics (STEM) skills; the provision of high-standard warm and safe housing; and/or opportunities and pathways in learning, education and employment. Investment in people was a common theme.

Much of what they spoke about was empowering and providing their people with the tools and skills to improve themselves and participate in decision-making.

Between 2006 and 2013, the proportion of Māori with occupations in Skill Level 1 increased from 25 percent of all Māori in Tāmaki Makaurau to 30 percent of Māori in Tāmaki Makaurau (**Error! Reference source not found.**). Occupations with Skill Level 1 usually require at least a bachelor's degree or equivalent and relevant experience and/or on-the-job training. Example Skill Level 1 occupations are chief executive, farmer, engineer, nurse, teacher, technical writer, designer and doctor. See Table 1 for further information on skill level classifications.

The proportion of Māori with occupations in Skill Level 4 and 5 decreased from 47 percent in 2006 to 42 percent in 2013. However, for the total population in Tāmaki Makaurau, 38 percent of residents had Skill Level 1 occupations in 2013.

Figure 11. Proportion of Māori in Tāmaki Makaurau by skill level, 2013 and 2006

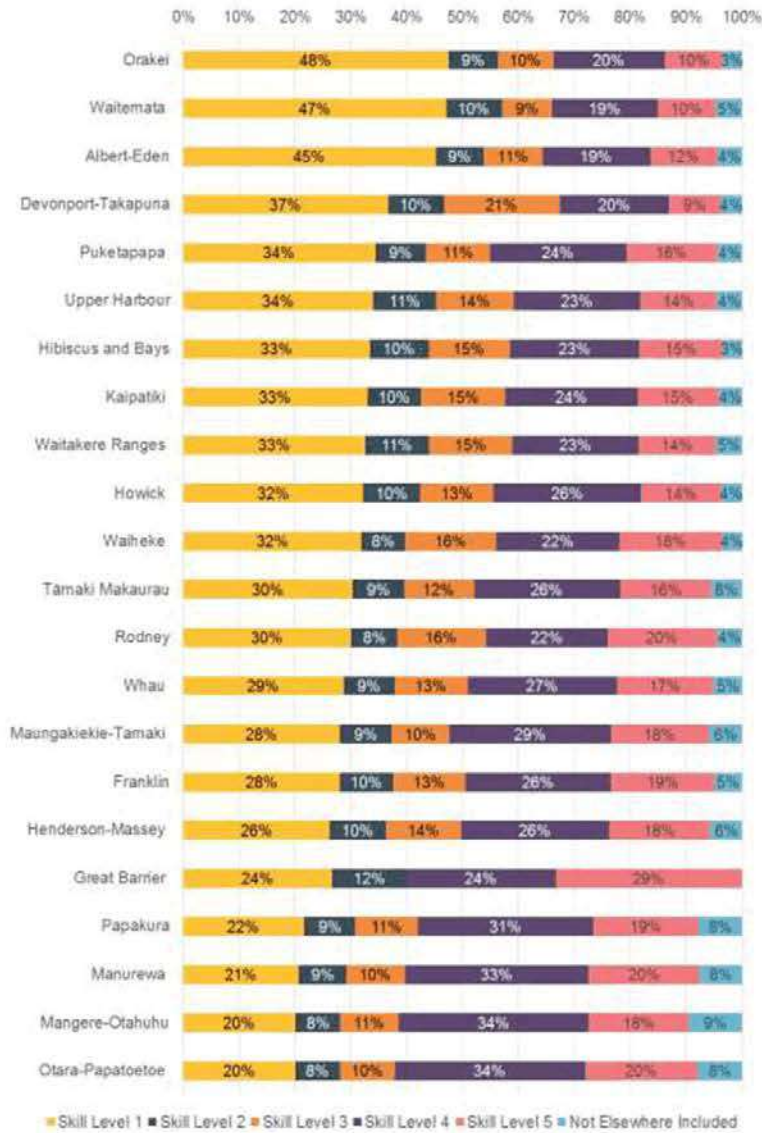


Data Source: Customised data from Statistics New Zealand 2013 Census and 2006 Census
Note: Based on descent



There are differences by local board area. Māori who reside in Orakei, Waitemata, Albert-Eden and Devonport-Takapuna local board areas are proportionately more likely to have Skill Level 1 occupations (**Error! Reference source not found.**).

Figure 12. Proportion of Māori in Tāmaki Makaurau by skill level, 2013, by local board area



Data Source: Customised data set from Statistics New Zealand 2013 Census
Notes: Based on descent



Table 1. Skill level of occupations

In the Australian New Zealand Standard Classification of Occupations (ANZSCO), skill level is defined as a function of the range and complexity of the set of tasks performed in a particular occupation. The greater the range and complexity of the set of tasks, the greater the skill level of an occupation. Skill level is measured operationally by: the level or amount of formal education and training, the amount of previous experience in a related occupation, and the amount of on-the-job training required to competently perform the set of tasks required for that occupation.

SKILL LEVEL 1	Occupations at Skill Level 1 have a level of skill commensurate with a bachelor degree or higher qualification. At least five years of relevant experience may substitute for the formal qualification. In some instances relevant experience and/or on-the-job training may be required in addition to the formal qualification.
SKILL LEVEL 2	Occupations at Skill Level 2 have a level of skill commensurate with one of the following: <ul style="list-style-type: none"> NZ Register Diploma or AQF Associate Degree, Advanced Diploma or Diploma. At least three years of relevant experience may substitute for the formal qualifications listed above. In some instances relevant experience and/or on-the-job training may be required in addition to the formal qualification.
SKILL LEVEL 3	Occupations at Skill Level 3 have a level of skill commensurate with one of the following: <ul style="list-style-type: none"> NZ Register Level 4 qualification; AQF Certificate IV or AQF Certificate III including at least two years of on-the-job training. At least three years of relevant experience may substitute for the formal qualifications listed above. In some instances relevant experience and/or on-the-job training may be required in addition to the formal qualification.
SKILL LEVEL 4	Occupations at Skill Level 4 have a level of skill commensurate with one of the following: <ul style="list-style-type: none"> NZ Register Level 2 or 3 qualification; or AQF Certificate II or III. At least one year of relevant experience may substitute for the formal qualifications listed above. In some instances relevant experience may be required in addition to the formal qualification.
SKILL LEVEL 5	Occupations at Skill Level 5 have a level of skill commensurate with one of the following: <ul style="list-style-type: none"> NZ Register Level 1 qualification; AQF Certificate I or compulsory secondary education. For some occupations a short period of on-the-job training may be required in addition to or instead of the formal qualification. In some instances, no formal qualification or on-the-job training may be required.



Māori in management and leadership positions

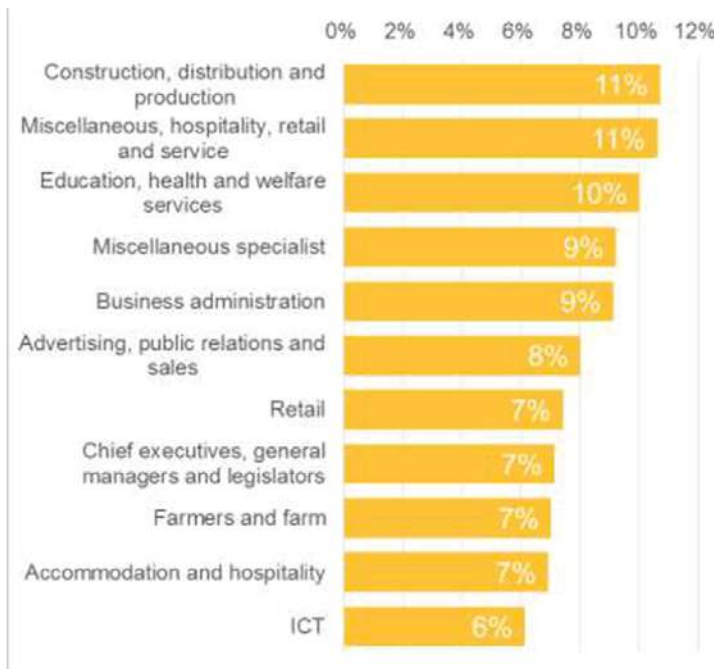
INDICATOR: Māori in Tāmaki Makaurau in management positions

Māori participation and leadership across all economic sectors enhances economic development for the Tāmaki Makaurau area.

At the time of the 2013 Census, 16 percent of the Māori employed workforce (or 9,735 Māori) in Tāmaki Makaurau were employed in management positions. This compared with 13.8 percent for Māori in the rest of Aotearoa and 18.8 percent of the total Tāmaki Makaurau employed workforce.

The areas where Māori in Tāmaki Makaurau had the highest representation in management were construction, distribution and production (11 percent), hospitality, retail and service management (11 percent) and education, health and welfare services (10 percent).

Figure 13. Proportion of Māori in management positions, Tāmaki Makaurau, 2013



Data Source: Statistics New Zealand, Census of Population and Dwellings

There is a substantial difference in the proportion of Māori employed as managers across the 21 local board areas in Tāmaki Makaurau. For example, while 24 percent of employed Māori aged 15 and over living in the Orakei local board area were employed as managers, the corresponding proportion in the Māngere-Otahuhu local board area was 10.4 percent.



Māori in management and leadership positions

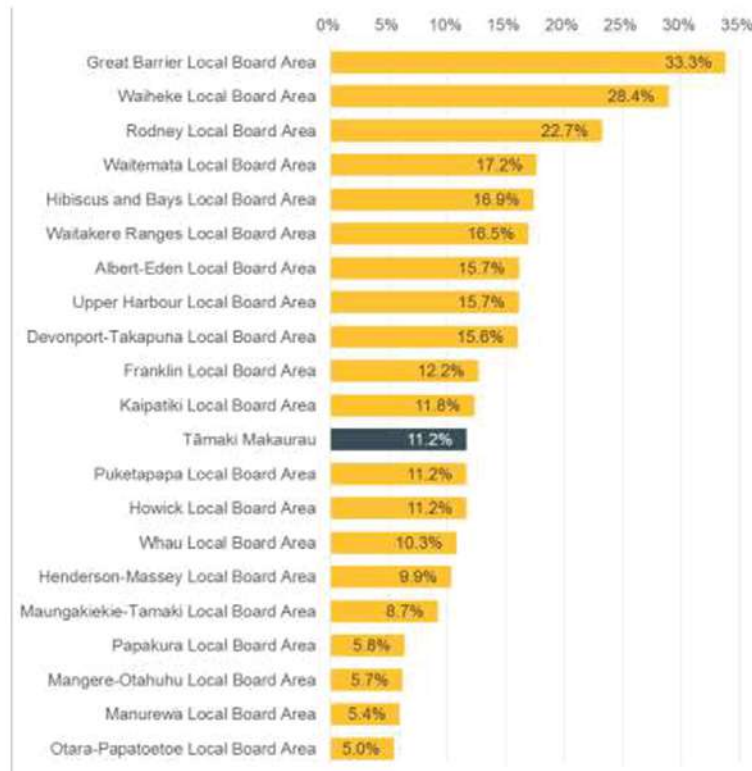
INDICATOR: Māori self-employment and employer rate in Tāmaki Makaurau

In the context of promoting Māori economic development through entrepreneurial activities, self-employment is an important measure of the role of Māori in the New Zealand economy. Self-employment refers to those either working alone or employing others. As an employer, or being self-employed, Māori are taking on leadership and management roles.

The self-employment rate (including those who are self-employed and without employees and who are employers) of Māori in Tāmaki Makaurau in 2013 was 11.2 percent (Figure 14). Across New Zealand, the self-employment rate of Māori is lower, at 10.2 percent.

The self-employment rate differs by Local Board area. The Māori self-employment rate was highest (33.3 percent) in Great Barrier and Waiheke (28.4 percent) while lowest (5.0 percent) in Ōtara-Papatoetoe and Manurewa (5.4 percent). In general, these differences are in part likely due to structural differences within Local Board areas related to industry composition.

Figure 14. Self-employment rate of Māori by Local Board, 2013





Item 9

Data Source: Customised data from Statistics New Zealand
Note: B Data Source: Customised data from Statistics New Zealand

Attachment A



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Auckland Māori Housing work programme

File No.: CP2018/13850

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receive the report
- b) agree stage 2 of the project to develop an Auckland Maori Housing Action Plan noting the intention to complete the action plan by November 2018.

Te take mō te pūrongo / Purpose of the report

1. To update the Board on the Auckland Māori Housing work programme.

Whakarāpopototanga matua / Executive summary

2. The Board's scoping report (attached) for the proposed Auckland Maori Housing Strategic Action Plan to improve housing outcomes for Māori in Auckland identified a real need and a range of current opportunities to optimise Māori outcomes.
3. This project is currently built around the concept of *kāinga* which was a baseline established at the Auckland Maori Housing summit held in April 2018. It is firmly focused on whanau wellbeing outcomes through housing.
4. A wide range of engagement has been undertaken in May and June on this kaupapa and there is strong interest and support for this project among Māori/community and government stakeholders.
5. The secretariat has been advised that there is Ministerial support for the project at this time, and opportunities to influence housing outcomes through political and government agency channels is evident.
6. Stage 2 of the project plan has been developed setting out the course of action from July to December to achieve the broad agreement and buy-in required to ensure a viable action plan is ready for implementation.

Horopaki / Context

7. The Board convened the Auckland Māori Housing Summit in April. This forum successfully enabled Auckland Māori to address the government regarding housing issues. The summit was a valuable opportunity to hear Māori, iwi and hapū, and community views on housing.
8. The summit highlighted the need for strategic action on housing outcomes for Māori in Auckland.
9. The Board completed a scoping exercise to scope and test the level of need and opportunity in developing such a plan. The scoping report identified a high need for the plan, and a range of significant current opportunities.
10. The government is currently receptive to options to improve housing outcomes for Māori. The directions set by Ministers including at the summit are new, strong, and complex for government agencies to process and action. The new direction is characterised as seeing housing primarily through a whanau wellbeing lens captured by reference to the term *kāinga*.
11. The government is also actively consulting or receptive to input on a range of housing policy settings and approaches of importance to Māori, including progressive home ownership (i.e.



shared equity including ways to make progressive home ownership available to lower income whanau).

12. In addition, the KiwiBuild and Auckland Housing Programme present real opportunities to influence large scale development programmes including at policy level at Ministry of Business, Innovation and Enterprise (MBIE), and at a more operational level with Housing New Zealand (HNZ), and Homes, Lands, Communities (HLC).
13. This can be achieved through advocacy, policy settings, and supporting agencies to understand clear and direct ways to implement a *kāinga* approach. This requires a translation of Ministerial direction around Treaty of Waitangi and Māori outcomes into actionable policy, which is an area in that the Board has experience and expertise.
14. During the scoping exercise the secretariat engaged with a range of government agencies and tested these assertions. We have found to date that these assertions are true and have received indications of on-going Ministerial support and a high level of interest from key agencies. The action plan has the potential to assist agencies in delivering on Ministerial directions.
15. Auckland Council is currently developing a cross sector homelessness plan in which council will play the back-bone role of project support going forward. This provides an ideal opportunity to work with council to align these projects.
16. Other council touchpoints with Māori housing also need to be surveyed and addressed in the action plan.
17. *Kāinga* frames this project in a kaupapa Māori context and achieving kaupapa Māori outcomes requires that we take a kaupapa Māori approach to the plan itself. One part of this work is developing a kaupapa Māori framework housing outcomes and experiences.
18. The sector currently uses the 'housing continuum' model which conceptualises housing experiences through an economic prosperity lens. This does not capture kaupapa Māori approaches to *kāinga* or to the clear Ministerial direction expressed at the summit. It fails to reflect social outcomes or ideate ways to achieve them.
19. A kaupapa Māori model for Māori housing experiences, needs and aspirations will provide a real innovation that may influence the government's approach to housing for Māori.
20. This project is highly dependent on on-going stakeholder engagement and agreement. Māori in Auckland want to see their *kāinga* leadership advice outlined strongly in the content of the action plan. Ministers and government agencies need a 'no surprises' approach ensuring they understand what the action plan will require from them.
21. Stage 2 of this project is planned at framework level to deliver a final agreed action plan for Board sign-off in November, and for promotion and consequently sign-off with Ministers and other stakeholders in November and December. This aligns with the call made at the summit for quick, direct, and strategic action which involves and includes the government and enables Ministers to be held accountable for Māori housing outcomes.

Ngā koringa ā-muri / Next steps

22. The scoping report identified an urgent need for a strategic action plan to improve housing outcomes for Māori in Auckland, with significant opportunities to bring to fruition in the short and medium terms.
23. In August the initial key elements of the overall action plan will be in draft form. These will include the identification of a series of housing models working in Auckland today from which lessons can be taken about 'what works', and a draft 'first-cut' action plan following engagement with community and government stakeholders. These drafts will facilitate more detailed action specific engagement with stakeholders.
24. Advice will also be provided to MBIE officials who are submitting advice to the relevant Ministers regarding progressive home ownership options in August.



Ngā tāpirihanga / Attachments

No.	Title	Page
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Ngā kaihaina / Signatories

Authors	Brennan Rigby - Principal Advisor Social Outcomes
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



Independent Māori Statutory Board

Project scoping: Auckland Māori Housing Strategic Action Plan

May – June 2018

SUMMARY

Contents

1. Executive summary and recommendations
2. Scoping brief
3. Background
4. Scoping assessments
 - a. Assessed need
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 - c. Assessment of opportunity
 - d. Assessment of stakeholders and potential roles
 - e. Assessment of risk
 - f. Directions and possible forms of the plan

1. Executive summary and recommendations

Principal observations on need, purpose and opportunity

There is evidence of a high need for this strategic action to be developed. There was a clear call from the summit illustrating this, and the fluidity of a range of critical government policy settings creates significant current opportunities. The plan's purpose as scoped relates to that context, specifically the development of a plan to capture and optimise opportunities in Crown policy and Ministerial direction for Māori outcomes.

There are major strategic opportunities at Crown/policy level as agencies move to align with new Ministerial direction. Government housing development in Auckland is gearing up quickly but key policy directions remain fluid, confirming a near-term opportunity to influence.

There is urgency with calls for the plan to be affirmed at the National Māori Housing Conference in November.

Stakeholder views

There is broad support for this scoping exercise and a future strategic action plan. We understand including from engagement with agencies that there is strong Ministerial support.

The role of leading the development of an Auckland-specific plan

The summit proposed this plan be developed outside of government to reflect the aspirations of whanau and communities, and to scope government participation without conflict. The Board is well placed to undertake this work.

Recommendations

Based on the scoping exercise it is recommended that:

1. **The Board approve the findings of this scoping report specifically that:**
 - a. **There is an identified need for a strategic action plan to improve Māori housing outcomes in Auckland**
 - b. **There is urgent need for this work to be undertaken**



- c. There is current support for this work among Maori and Crown agencies
 - d. There are important viable opportunities to influence Crown policy making and service delivery
 - e. There are viable current opportunities to optimise housing outcomes for Māori in Auckland
2. The Board agree to lead the development of the strategic action plan
 3. The Board approve stage 2 of this project being:
 - a. The development the strategic action plan by November 2018
 - b. On-going engagement with stakeholders to achieve that outcome
 - c. On-going public and stakeholder communications in accordance with normal protocols
 - d. Continued resourcing to enable the secretariat to achieve that outcome

2. Scoping brief

The brief for this scoping exercise was:

- To scope the need for and purpose of a strategic action plan to improve housing outcomes for Māori in Auckland
- To scope the opportunities for this plan and directions and forms for the plan
- To scope stakeholders and their roles in supporting development or implementation
- To scope risk and identify critical risks and propose mitigations
- To complete a scoping report and recommendations for further action
- To provide:
 - a draft framework for the plan including a proposed intervention logic
 - a draft proposed work plan identifying critical steps toward delivery
 - indicative resourcing needs.

3. Background

In April 2018 the Board hosted the Auckland Māori Housing Summit. The summit was well attended with strong alignment between Ministerial and Māori aspirations. Minister Twyford called for an action plan against which the government could be held to account and Ministers Twyford and Mahuta both elevated the concept of *kāinga*, echoed and supported by the summit.

The context includes the following observations:

- there are few Māori housing providers in Auckland and none of scale;
- the major community housing providers in Auckland have some Māori capacity and deliver Māori housing outcomes; and
- Te Matapihi has a national rather than regional mandate;
- the Board is well placed to progress this and further work.

4. Scoping assessments

a. Assessed need

The Auckland Māori Housing Summit elevated calls for an action plan on Māori housing and Minister Twyford called for an action plan that the government could be held accountable for (this would require government buy-in).

Strategic landscape



There are few strategic action plans on housing in operation in New Zealand. *He Whare Ahuru He Oranga Tangata*, the Māori housing strategy released in 2014, has been shelved since publication without subsequent reporting.

There is a gap in housing strategic action plans, regional housing strategic planning, and strategic housing plans for Māori. This implies a strong need for a new approach and a need for pilot--style activities to enable quick, clear and measurable action.¹

Government functions

There is however now a strong government political and policy direction, a new Ministry of Housing and Urban Development initiating on October 1, and work underway in MBIE on the development of a national housing strategy.

The government policy direction is built around Labour's KiwiBuild policy. This policy is showing fluidity and responsiveness to influence creating need and opportunity. Strategically the government must be advised, the new Ministry must include strong Māori capacity. A focused Māori unit within the Ministry would be ideal and urgent work is required on this.

At the summit Minister Mahuta indicated Maori aspirations would be woven through all aspects of the national housing strategy. This was well supported but in a context in which an Auckland specific, Māori specific plan was the preferred option to advance.

There is a significant need and role for a strategic action plan in focusing government functions on Māori outcomes. Critical policy decisions, the form of the new Ministry, and the approach of the national housing strategy are all current developments and opportunities.

Targeted regional and Māori approach

Auckland's housing situation is acute, of significant scale, and Auckland plays a role of scale in New Zealand's overall social and economic wellbeing. The scale and nature of Auckland housing issues requires Auckland specific action.

Likewise, there is a need for a Māori-specific housing plan. Auckland has the largest Māori population and a broad range of Māori, Iwi and Mataawaka entities to support action, offering a critical opportunity for alignment and change at a structural level.

There is a need for clear strategic action in Auckland for Māori, optimising government investment, and a new approach such as a regional targeted action plan. The need for an Auckland and Māori focused strategic action plan is assessed as **high**.

b. Assessed purpose

The proposed high-level purpose of a strategic action plan is to improve housing outcomes for Māori in Auckland. The detailed purpose of the plan is multi-dimensional including:

- to develop direct specific action to shift current experiences for Māori whanau;
- to target better coverage of better services leading to better access to housing and housing products, and an increase in housing options for Māori in Auckland;
- to gather government resources in a sensible and optimal way;
- to help government agencies translate Ministerial direction into action and outcomes;
- to direct Auckland Council and family in its housing related activities;
- support Māori service providers and providers to Māori including in collaboration.

c. Assessment of opportunity

¹ Any pilots must be carefully monitored and planned for scaling-up if successful.



The opportunity potentially realised by a strategic action plan to improve housing outcomes for Māori in Auckland is assessed as **significant** and **achievable**.

Significant government related opportunities include but are not limited to:

- HLC developments on Housing New Zealand super-lots and related policy settings
- Progressive home ownership policy development
- National Housing Strategy influence
- Development of new Ministry of Housing and Urban Development
- Forceful Ministerial direction for housing outcomes based on whanau wellbeing
- Evidence of successful and innovative programme implementation

Together these offer a significant opportunity for systems outcomes change.

Outside of government opportunities

Opportunities outside of government include innovation and prefabrication, community housing sector collaboration, and the aggregating force of a strategic action plan. The plan must be one in which Māori, whanau, NGOs and service providers, marae, iwi and hapu can see themselves and understand their own circumstances and aspirations being expressed.

This plan will promote kaupapa Māori approaches to a critical political issue and help the government to hear and understand what is meant by 'kāinga'.

d. Assessment of stakeholders and potential roles

Māori in Auckland including marae, iwi and hapu, along with Ministers and government agencies are the critical stakeholders without whom this exercise is redundant.

Māori stakeholders in the project have been already identified from the summit. This group has been engaged further through communications and retain a strong interest at this time.

A reference group with housing expertise provided additional analysis and input to the scoping exercise. The Iwi Chairs Forum have also been appraised via their housing officer.

Government stakeholders

Ministers and agencies are critical stakeholders. MBIE as a policy office and business and innovation agency, MSD as a service intervention design and funding office, Housing New Zealand as state housing landlord, HLC as the key development agency, and TPK in providing assurance to other agencies on kaupapa Māori matters, are key agencies.

Initial engagement suggests these agencies:

- are aware of our work and understand the needs and drivers;
- either attended or have been updated on the summit;
- have similar understanding of Ministerial direction and agree the value of this work.

The new Ministry of Housing and Urban Development will be engaged and is anticipated to be a welcome benefit to housing advocacy generally. Other government stakeholders to be engaged include regional offices, Treasury, Social Impact Agency (SIA), and Statistics NZ.

Project communications will increase and be more targeted in stage 2, if approved.

e. Assessment of risk

The principal risks of stage 2 of this project identified in the scoping exercise are:

- challenge to Board's role leading this work and the resulting risk that the project itself is compromised;
- opposition or challenges from Māori, iwi or hapu to the validity of the plan;



- failing to achieve Ministerial and/or government agency alignment and support;
- political opposition.

The first 3 are stakeholder risks mitigated by strategic communications and engagement.

The risks of challenge or opposition to the Board's role in this plan arises if a stakeholder perceives they are or were excluded, also mitigated through communications/engagement.

The risk of political opposition is mitigated by effective stakeholder engagement which includes the use of communications from all Board channels to political stakeholders (Board/Chair to Mayor or Governing Body, Chair to Ministers, CEO to Council CEO, etc).

The current risk profile of the project is **low risk, with mitigations in place.**

f. Directions and possible forms of the plan

The summit identified the following guiding principles:

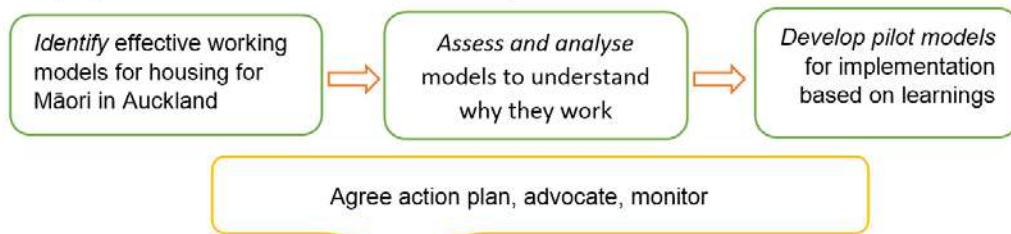
- for Māori by Māori / developed by Māori not the Crown;
- kaupapa Māori oriented and strengths-based; and
- focused on the concept of kāinga, not 'houses'.

The summit also calls for the plan to be strategic. It should:

- be tailored for Māori and for Auckland;
- take a short- medium- and long-term view in identifying options and opportunities;
- consider order of magnitude impact for population level change; and
- include early planning to secure the support of those whose support is required.

The proposed model aims to build on 'what works'. This protects against some delays and mitigates the *risk of surprise* to Ministers. In addition we propose the project be open to but not focused on 'quick wins', agile in grabbing 'low hanging fruit', and relatively easy for government and stakeholders to agree to implement.

We propose the form of the strategic action plan is based on the following framework:



Our assessment is that there is strong support for this project to be based on the summit and on kaupapa Māori. The basic form proposed above highlights what is working (strengths-based) and building real ways to put learnings into action.

The recommendations of this scoping report are made on the basis of these and other observations made during the scoping exercise, and on-going analysis.



Long-term Plan Business Cases Next Steps

File No.: CP2018/13841

Ngā tūtohunga Recommendation

That the Independent Maori Statutory Board:

- a) receive the report on the Long-term Plan Business cases- next steps.

Te take mō te pūrongo / Purpose of the report¹. To inform the Independent Māori Statutory Board (the Board) of Council's forward process for considering the Board's business cases and allocation of funding during the first year of the Long-term Plan (LTP) 2018-28.

Whakarāpopototanga matua / Executive summary

2. The baseline budget for Māori outcomes in the draft LTP 2018/28 was an average \$11.1 million per annum. The Board in October 2017 released LTP business cases that require additional budget of \$12.2m per annum (above baseline).
3. Over February-April 2018 Council officers developed a draft revised Māori Responsiveness Programme (including Te Toa Takitini activities and potential new initiatives including the Board's business cases) but by May 2018, they had not yet undertaken sufficient detailed work across the Council Group on scoping and reprioritising programmes to become a revised Māori outcomes portfolio ready to go into the final LTP (as requested in the Mayoral Proposal for the LTP 2018-28). Nor were they in a position to make a specific response to the Board's Business Cases.
4. A revised proposal from the Board to increase the Te Toa Takitini (TTT) funding envelope by an average \$3.5m per annum (additional to baseline \$11.1m) was accepted by council staff as reasonable to present as an option to the Finance and Performance Committee workshop on 29 May. This was subsequently endorsed by the Mayor in his Final Proposal for the LTP, with the \$35m over 10 years to be achieved through reprioritisation of baseline budgets (refer para 33 of Mayor's Proposal):

"I acknowledge the advice of the Independent Māori Statutory Board in developing their business cases for this 10-year budget process and appreciate the way they have worked with council to refine their funding request. In line with the letters of expectation to the CCOs earlier this year, I support an increased focus on Māori outcomes through the Māori responsiveness framework and the overall budget request of an additional \$35 million over the 10-year period. These outcomes will be delivered through collaboration across the council family including, for example, our parks and governance teams, ATEED and Auckland Transport and therefore I expect budgets in those areas to be ring-fenced for these purposes."

5. The reduced \$3.5mpa was advocated for as a reasonable level of funding to increase the TTT budget to 'make a start' on addressing unfunded activities and new legislative requirements (e.g. Te Reo, physical protection and celebration of sites of significance and Mana Whakahono o Rohe Agreements).
6. The Board's previous research and expectation from 2011 is that the Council Group should at a minimum allocate \$295m towards Māori outcomes. An additional \$35m over 10 years will bring the total Māori outcomes budget to half-way (i.e. baseline of \$111m plus \$35m equals \$146m).
7. The Board has previously sought through the TTT Executive Leadership Group for CCO CEOs to take responsibility to lead projects aligned to the Board's Business cases which particularly rely on collaboration between CCOs.



8. In November 2017 the PwC report on *Assessment of Council's Expenditure on Māori Outcomes* raised governance, expenditure and systems issues. At the last Te Toa Takitini Executive Leadership Meeting the CCO CEOs agreed that they would take leadership of priority programmes. These include: 1. Te Reo Māori outcomes, 2. Advancing Māori identity and culture and 3. Māori business, tourism and employment.
9. From mid-July 2018 the council's cross-organisation group on the Māori Responsiveness Framework will be convened fortnightly to further scope out the programmes and projects in the Te Toa Takitini portfolio, which will include giving attention to the Board's business cases. The group consists of staff from Te Waka Anga Mua, Executive Officers, Auckland Transport, Panuku, ATEED and the Board Secretariat.

Ngā koringa ā-muri / Next steps

10. Te Reo, Mana Whakahono a Rohe Agreements, Māori ED-innovation lab in the South, Infrastructure for Sites of Significance, and Housing are all high priorities for funding that the Board secretariat will monitor and provide updates to the Board about.

Ngā tāpirihanga / Attachments

There are no attachments for this report.

Ngā kaihaina / Signatories

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



Tino Website refresh and update Report

File No.: CP2018/13843

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receives the report
- b) approves one of the name options for the Tino website

Te take mō te pūrongo / Purpose of the report

1. To update the Board about the Tino Website refresh and name change recommendation

Horopaki / Context

2. The Board developed the Tino website www.tino.maori.nz in their second term to address the need for Auckland Council and CCO staff to have accurate information about Māori in Auckland easily available to them. This website is used widely by the council and CCOs, it is on their intranet and it is also used for new staff and councillor induction. It provides links to Mana Whenua and Mataawaka, builds knowledge & understanding of Te Ao Māori for everyone who lives, works and travels in this region. The website can also be accessed by anyone externally.
3. As part of a refresh exercise of the website, the secretariat recommends that the Tino name be changed to make it specifically Auckland centric and therefore easier for web searching and promotion. The approved name will also be used on other social media platforms namely Facebook to promote Auckland Māori culture, history, aspirations, values and the Māori outcomes achievements of Auckland Council and CCOs and advocacy priorities of the Board. One of the objectives of this type of media is to provide uplifting and positive examples of how Māori culture is being integrated successfully into the region and can be appreciated and respected by all Aucklanders.
4. The following four names are provided for Board consideration:
 - a) **Tino AKL** - Tino AKL puts a Māori perspective on the concept of the Auckland region. The AKL letters are the international travel identifier for Auckland as a destination, but “Tino” puts it in a Māori context. It is a reflection of the way te reo is evolving and changing in its use and is likely to appeal to a younger and middle-aged audience.
 - b) **Tino Tāmaki Makaurau** – Aligns with the Board’s legislation however Tamaki Makaurau is geographically only the isthmus of the Auckland region and therefore perpetuates incorrect information.
 - c) **Tino Tāmaki** – Is commonly used by Māori designers for the whole region but can be confusing due to the Tamaki Local Board area and Tamaki Regeneration project.
 - d) **Tino Akarana** – Akarana is a transliteration of Auckland, is often found in academic information, and may not be widely accepted by Māori in Auckland.

Ngā tāpirihanga / Attachments

There are no attachments for this report.

Ngā kaihaina / Signatories

Authors	Brandi Hudson - Independent Maori Statutory Board CEO
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



International Travel Approval

File No.: CP2018/13844

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receives the report
- b) approves retrospective international travel for the Deputy Chairman to Korea in May 2018
- c) approves retrospective international travel for the Board Chairman's July 2018 business trip to Japan with the Mayor of Auckland.

Te take mō te pūrongo / Purpose of the report

1. To approve retrospective international travel

Horopaki / Context

- - **Seongju International Life Culture Festival - Korea**
 -
2. Information for this travel was provided in April by the Deputy Chairman. This travel was prepared for the Board's June 2018 meeting for retrospective approval as the Board did not have a May meeting. Due to a management oversight the report was omitted from the June agenda.
 3. Member Wilcox attended the Seongju International Life Culture (The Journey of Mankind) Festival 2018. This was its 7th festival under the auspices of IOV (UNESCO-NGO) KOREA from 17 May 2018 to 21 May 2018 (refer attached). The festival was organized by Seongju county, Korea Ministry of Culture, Sports and Tourism and Korea Cultural Heritage Administration. Over 350,000 people watch the performances at the festival through local TV Stations and social media.
 4. The purpose of the trip was to understand how:
 - the different departments, organizations and associations collectively work to achieve the goals of common interest in Korea. Seongju is acknowledged as an experience oriented festival aimed at families.
 - by promoting Korean culture and traditional performances, an appreciation of the uniqueness of the culture and its value is achieved.
 - UNESCO displays the culture of Korea to the world and helps to develop a multicultural societal understanding.
 5. The trip also provided an opportunity to network at an international event and an understanding of what other infrastructural requirements are needed in order to allow interaction with local Koreans as opposed to group tours that have limited opportunities to engage with tangata whenua as occurs in the New Zealand context.
 6. Travel costs amounted to \$3600.00. Member Wilcox opted to cover accommodation and arrange his own travel so that significant savings were made. He was therefore reimbursed for his expenses rather than following the travel policy procedure and using the Auckland Council travel service.



Auckland Mayor's Japan Programme – International Travel Request

7. The Board secretariat received advice in early July from Auckland Council's Global Partnership team that the Mayor had been invited to Japan from the 30th July – 2nd August 2018 to meet with a number of Mayors from various Japanese cities including the Mayor of Vladivostok from Russia and Guangzhou, China. The trip also visited the sister-city of Fukuoka. Auckland has a newly opened Fukuoka Garden in Western Springs which development was strongly supported by Board members at council committee meetings in the Board's second term.
8. The timing of this trip was outside of the Board's monthly meeting schedule to present a report for international travel approval prior to the departure date. Information and the finalised Mayor's programme (attached) was sent to the Board CEO on 20 July.
9. The purpose of the Board Chairman's attendance on this trip is to:
 - represent the Independent Māori Statutory Board on an official international programme with the Auckland Mayor and promote the work of the Board,
 - support the Auckland Mayor with promoting how Auckland's point of difference is the unique and distinctive identity of Māori,
 - convey to Japanese officials the opportunities and significant contributions that Māori make to this region from the well-beings of economic, social, cultural and environmental,
 - network with Japanese officials to promote Māori culture and potential business partnerships and opportunities with Māori.
10. Travel and accommodation amounted to \$9868.00 plus disbursements.

Ngā tāpirihanga / Attachments

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Ngā kaihaina / Signatories

Authors	Brandi Hudson - Independent Maori Statutory Board CEO
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



SEONG JU INTERNATIONAL LIFE CULTURE FESTIVAL 2018

LETTER OF INVITATION

The Seongju International Life Culture (The Journey of Mankind) Festival 2018 will have its 7th festival under the auspices of IOV (UNESCO-NGO) KOREA on 17 May 2018 to 21 May 2018. We are very happy and welcome invite your group to participate in our festival.

The Seongju county is 2000 years old city and the capital of the Korean-ancient culture and spirits. Also the rich culture and history city in southern Korea. It is an important Royal contains many interesting monuments. Especially Seongju city has "Memorial Stone Table for the Placenta Chamber of King Sejo the great(at long time ago Korean dynasty)" which is national treasure in Korea. In case of Placenta culture is very important for Korean because of this is connected of generation to generations and familyship, start of life.

The 7th Seongju International Life Culture Festival 2018 is organized by Seongju county, Festival committee, Korea Ministry of Culture, Sports and Tourism, Korea Cultural Heritage Administration, MBC broadcasting company, IOV-KOREA & ASIA.

Over 350,000 people will watch all of the performances of the festival, and many more will watch through local TV Station and others, will invite Embassy, participants countries VIP etc-

The Organizers of the 7th Seongju International Life Culture Festival 2018 want to invite the best folk ensemble from all over the world. It is really great opportunity for promote rich your country culture, exchange two countries culture, and learn each countries culture in the Korea & the World.

Sincerely yours

Dr. MD MOON HYUNG SUK

IOV (UNESCO-NGO) Korea Section Founder

IOV (UNESCO-NGO) Asia Secretary General





<Conditions for Participants>

- Accommodation : 4star(level) hotel
- Meal : 3meal per day, international standard
- Transportation : Bus, include pick you up and send(in Korea)
- 1day sightseeing in Seongju Area etc.
- Performances
 - Daily : 1 day per 2times, 10 to 30minute each
 - Parade : 1.5km, around the festival place
- Stage information
 - Outdoor stage (*18m x 15m)
 - Perfect sound and lighting system



CONTACT

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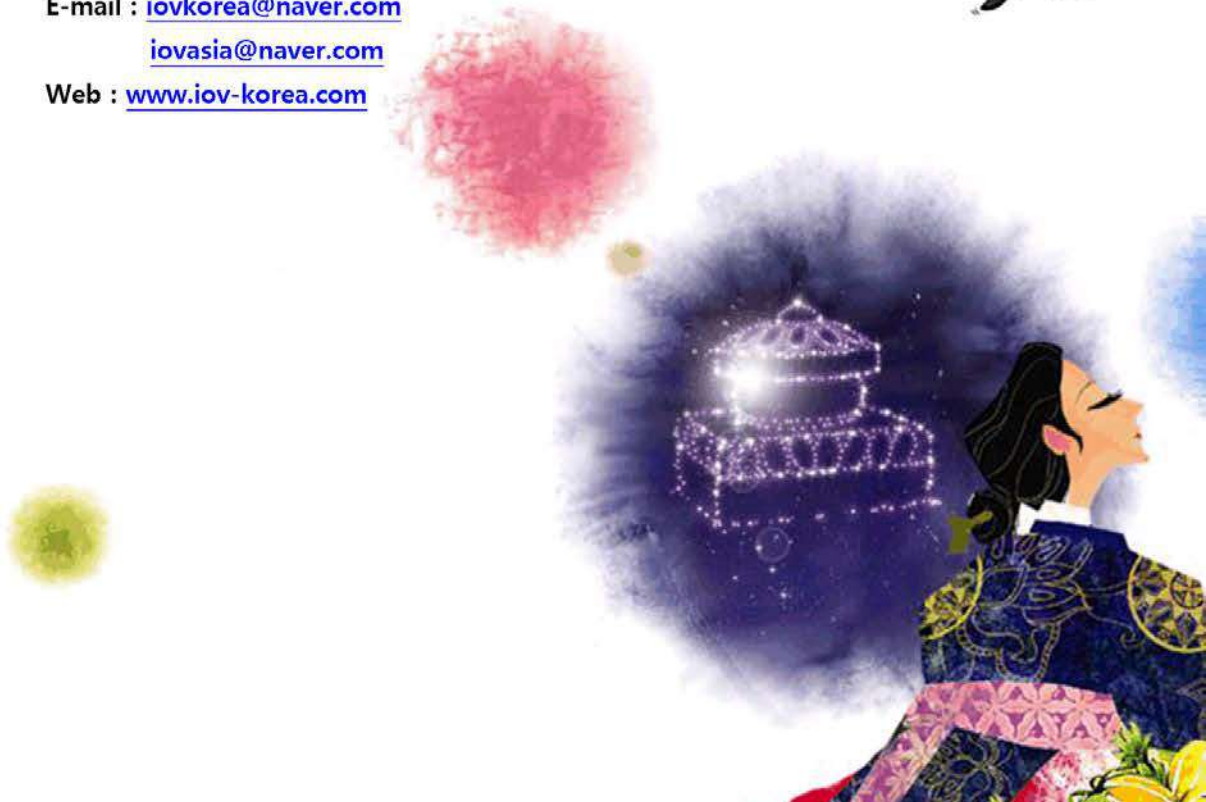
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Site visit to Nishitetsu-Fukuoka (Tenjin) Station

Briefing note for Mayor Phil Goff

Date: Wednesday 1 August, 2018

Time: 10:45-11:35am

Venue: Tenjin, Chuo, Fukuoka

Purpose: To view how a typical Japanese large scale transit-oriented development (TOD) works. The station has a similar configuration to Britomart in its current state as a terminus station. The station is linked to an underground shopping complex and has mixed retail within the station building, including a department store.

As Nishi-Nippon Railroad Company Ltd. (NJR) manage both the transport services at the station and all the retail, the visit can provide you with information on the integrated nature of such development.

Attendees

Fukuoka Attendees:

Full Name	Title
Mr Naofumi Nishino	Manager, General Affairs & Public Relations Department, NJR
Mr Taishi Nakamura	Manager, International Relations, Fukuoka City
Ms Keiko Miyama	International Affairs Senior Specialist, Fukuoka City (interpreter)

Auckland Attendees:

Full Name	Title
Mr Phil Goff	Mayor of Auckland
Ms Kathy Errington	Second Secretary, MFAT, NZ Embassy

Programme

Travel to the station on foot from the NJR Head Office. A guided tour (with interpretation) of the following: Information Square→NJR Fukuoka Station→NJR Tenjin Expressway Bus Terminal

Key discussion topics

- How the foot traffic generated by arriving and departing train services at Tenjin station correlate to retail sales;
- How Nishitetsu go about deciding what kind of retail should be placed where in that entire building structure;
- Explanation of the contributions of both small and large retail offerings at Tenjin to the overall customer experience;



- Explanation of the walk-up catchments at other stations along the rail lines where a Nishitetsu store is built into the station building including annual revenue figures for those stations and compare those with Nishitetsu store locations that are not inside or close to stations.

Background

Nishitetsu-Fukuoka (Tenjin) Station is a railway station in Chūō-ku, Fukuoka, operated by NNR.

The station is located on the second floor of the Solaria Terminal building within the Mitsukoshi building. It uses the Spanish solution¹ with three dead-end lines. Passengers egress the train on one side of the carriage and once complete, new passengers board on the opposite side.

As well as trains, the Tenjin Station is also a major terminus for Nishitetsu buses and connects with the Tenjin Station on the Fukuoka subway.

The station was opened in 1924 and underwent significant improvements in September 1997. The Solaria Terminal building was completed 80m north of the former location (now the Solaria Stage).

A large underground shopping mall reaches from Tenjin Station on the Kuko line to the Tenjin-Minami Station on the Nanakuma line. Tenjin Station is surrounded by numerous 4-star hotels, two of which are right within the complex.

The Tenjin area is one of Fukuoka's most vibrant shopping and entertainment areas, most of which sits on, or is located around, the station. Meiji-dori and Watanabe-dori Avenues (on which Tenjin station is primarily located) is lined with fashion shopping complexes such as IMS, Solaria and famous departments stores including Mitsukoshi, Iwatay and Daimaru. Brands such as Apple, H&M, Zara and Nike have stores here along with smaller independent shops. In the evening the mood changes as yatai food stalls open along the Watanabe-dori and Showa-dori.



Global Partnerships and Strategy
Auckland Council
July 2018

¹ A station layout with two railway platforms, one on each side of the line, to speed up passengers' boarding and exiting.



Site visit to Fukuoka Growth Next Global Start-up Centre

Briefing note

Date: Wednesday 1 August, 2018
Time: 10.45 – 11.35am
Venue: Start-Up Fukuoka, 1-8-1 Tenjin Chuou-ku Fukuoka
Purpose: Guided Tour of Fukuoka's Start-up Centre

Attendees

Fukuoka Growth Next attendees:

Full Name	Title
Mr Hayato Futamura,	Manager, Planning Section for Startup Support
Mr Jack James	International Affairs Co-ordinator and interpreter for this visit

Auckland Attendees:

Full Name	Title
Mr David Taipari	Chairman, IMSB (TBC)
Mr Nick Hill	Chief Executive, ATEED
Ms Marty Rogers	Tāmaki Makaurau Regional Manager, Te Puni Kōkiri

Summary

This site visit was requested by GPS following Auckland's ongoing collaboration with Fukuoka in the tech Start-up space. Fukuoka is rapidly becoming a global leader in the start-up world and our equivalent incubator GRIDAKL can benefit from further collaboration.

Key messages

- Auckland welcomes the collaboration with Fukuoka to enhance the technological and economic development of innovative businesses in both cities.
- Auckland is appreciative of the opportunity to visit the innovative Fukuoka Global Start-Up Centre.

Background

- Fukuoka is rapidly becoming a leader in the start-up world. It has been recognised by Japan as a National Strategic Zone for Global Start-ups and Job Creation which enables the city to attract domestic and international companies and entrepreneurs through various measures including deregulation, corporate tax cuts, financial incentives and a special visa.



Start-Up Visa

- Fukuoka is the first city in Japan to offer a Start-up Visa for foreign entrepreneurs. The visa is to incentivise foreigners to be business entrepreneurs in Fukuoka.
- The Start-up visa permits foreign entrepreneurs to receive a six-month “business manager” visa without having to fulfil the standard prerequisites for a resident business manager visa (i.e. open a business office, hire two or more employees or have capital/investments exceeding JPY5 million). The entrepreneur however, must submit a New Business Implementation Plan to Fukuoka City. Upon approval a visa will be offered with the expectation that the entrepreneur has six months to meet the resident business manager visa requirements.
- Fukuoka City provides individual assistance via the Start-up cafes to help the businesses meet these prerequisite requirements.
- An Auckland couple are the first New Zealanders we know of to take advantage of the Start-up Visa. After creating a business in Tokyo from their apartment, they found rents for office space were too prohibitive and so searched for alternatives, deciding on Fukuoka because of its welcoming attitude and the Start-Up visa. They arrived in Fukuoka in May this year. Whilst not housed at the Centre because it is currently full, the Centre has been valuable in linking them with its ecosystem and relevant contacts. www.nekobox.co.nz

Financial assistance and opportunities

- Fukuoka provides businesses financial incentives to help make establishing a company in the city more attractive.
 - **Start-up funding:** The city provides loans for entrepreneurs who have established a business in Fukuoka during the past two years. These entrepreneurs will need to undergo a screening process to qualify for this loan and can be awarded a maximum of JPY25million with 1.3% interest.
 - **Step-up Subsidy:** Fukuoka City holds a yearly Business Plan Contest, and contest winners may be eligible for the Set-Up Subsidy with a maximum prize of JPY1million.

Business Support

- Fukuoka also provides a wide range of support options for founders who want to grow their business activity in the city. These include:
 - Business consultation
 - Fukuoka City certification
 - Residential and office space rental
 - National tax reductions
 - Financial aid for renting residential and office spaces
 - Start-Up Café

Start-Up hub

- Fukuoka City established the popular Start-up Cafe to help local entrepreneurs get their companies up and running. This space acts as a hub for entrepreneurs to meet and exchange ideas while getting advice from the Cafe’s expert staff.
- The city realised more tailored resources were required when there was increasing need for fluent English support, and the requests for consultations by start-up founders from abroad were growing. To accommodate these foreign founders, the city developed the Fukuoka Growth Next (FCN) Global Start-up Centre.
- FCN provides English speakers full access to the resources and comprehensive businesses support and connections.



Auckland-Fukuoka Growth Next activity

Memorandum of Understanding (MOU)

- On 17 July 2017, the mayors of Auckland and Fukuoka signed a two-year MOU to work together to promote collaboration to enhance the technological and economic development of innovative businesses in both cities. It can be renewed for a further two-year period if mutual agreement.
- The central points for promulgation of this agreement are ATEED (GridAKL) and FCN Start-Up Cafe, our respective cities' incubation/innovation/co-working hubs. Details on the services provided by Start-Up Café are provided in the Mayor's pack.

Bilateral Activity

- There has been increasing dialogue between ATEED and FGN since the MOU was signed. Key activities include:
 - ATEED's head of International Partnerships and Trade (Elizabeth Gollan) visited FGN in November 2017 with a small delegation of businesses from Auckland. A presentation was made to the start-up community in Fukuoka and residents of FGN about Auckland and its opportunities. Some follow-up has occurred but there has been no increased trade as a result as yet.
 - A small delegation of food companies from Fukuoka visited GridAKL earlier in 2018 to showcase Japanese food and beverage products to the residents of Grid AKL. This company (Fukutaro) has asked ATEED for assistance in establishing a presence in Auckland (salted cod roe) and discussions are ongoing.
 - Auckland was invited to send an Auckland start-up company to its International Start-Up matching event in September 2017. Unfortunately, this proved not to be possible, but we are in the process of selecting a start-up company from GridAKL to accompany to the September 2018 event. This will take place in FGN from September 15-16. Approximately two thousand participants including start-up companies and individuals from ten cities and facilities overseas are expected to participate.

Next Steps:

- Ongoing dialogue between the two cities and our companies needs to continue, ideally leading to establishment of at least one company from Fukuoka in GridAKL or another start-up facility in Auckland.
- By April 2019, we will need to decide whether or not to renew the MOU for a further two years.

Key Biographies

<https://startup.fukuoka.jp/journal/global-startup-center>

*Global Partnerships and Strategy, Auckland Council and Auckland Tourism, Events and Economic Development
July 2018*



Programme overview for David Tappin's Japan visit

Notes: Times are approximate to the closest half hour. Refer to detailed programme for exact times.
*Signs to Tokyo from Auckland

Time	Auckland Sunday 28 July	Tokyo Monday 30 July	Tokyo Tuesday 31 July	Fukuoka Wednesday 1 August	Fukuoka Thursday 2 August	Auckland Friday 3 August	Auckland Saturday 4 August
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Independent Māori Statutory Board Appointment to Auckland Transport Directors Selection Panel

File No.: CP2018/13521

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receive the report
- b) appoints a board member to be on the Auckland Transport Directors Selection Panel

Te take mō te pūrongo / Purpose of the report

1. At Council's Appointments, Performance Review and Value for Money Committee meeting held on 5 July 2018 a resolution was made for an Independent Māori Statutory Board member to be on the Auckland Transport Directors Selection Panel.

Horopaki / Context

2. On 5 July 2018 at the Appointments, Performance Review and Value for Money Committee the following resolution was made:
 - i) agree the selection panels for each of the council-controlled organisations director recruitment processes from the enduring pool including:
 - i) the chief executive of Auckland Council (or his representative (ex officio)
 - ii) mayor (or representative)
 - iii) chair of the relevant CCO board (ex officio)
 - iv) Governing Body members, (up to two) selected from the selection panel pool of councillors
 - Councillors Chris Darby and Christine Fletcher for Auckland Transport (APP/2018/19)
 - Councillors Cr Simpson and Cr Bartley for Regional Facilities Auckland.
 - v) **an Independent Māori Statutory Board member**

Ngā koringa ā-muri / Next steps

3. Recruitment consultant Jayne Atherton from Kerridge & Partners is arranging these appointment meetings which include a calibration, longlist and shortlist meetings for the role. Each meeting will be approximately 1.5 hours.
4. Dates currently for calibration meetings are 13, 14, 16 August, longlist meetings are 3, 4, 6 September, and shortlist meetings are 24, 25 and 27 September.

Ngā tāpirihanga / Attachments

There are no attachments for this report.

Ngā kaihaina / Signatories

Authors	Awhina Kanohi - Senior Executive Advisor
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



Independent Māori Statutory Board Appointment to Regional Facilities Auckland Limited Directors Selection Panel

File No.: CP2018/13524

Item 16

Ngā tūtohunga / Recommendation/s

That the Independent Maori Statutory Board:

- a) receive the report
- b) appoints a Board member onto the Regional Facilities Auckland Limited Directors selection panel

Te take mō te pūrongo / Purpose of the report

1. At Council's Appointments, Performance Review and Value for Money Committee meeting held on 5 July 2018 a resolution was made for an Independent Māori Statutory Board member to be on the Regional Facilities Auckland Limited Directors Selection Panel.

Horopaki / Context

2. On 5 July 2018 at the Appointments, Performance Review and Value for Money Committee the following resolution was made:
 - i) agree the selection panels for each of the council-controlled organisations director recruitment processes from the enduring pool including:
 - i) the chief executive of Auckland Council (or his representative (ex officio)
 - ii) mayor (or representative)
 - iii) chair of the relevant CCO board (ex officio)
 - iv) Governing Body members, (up to two) selected from the selection panel pool of councillors
 - Councillors Chris Darby and Christine Fletcher for Auckland Transport (APP/2018/19)
 - Councillors Cr Simpson and Cr Bartley for Regional Facilities Auckland.
 - v) **an Independent Māori Statutory Board member**

Ngā koringa ā-muri / Next steps

3. Recruitment consultant Jayne Atherton from Kerridge & Partners is arranging these appointment meetings which include a calibration, longlist and shortlist meetings for the role. Each meeting will be approximately 1.5 hours.
4. Dates currently for calibration meetings are 13, 14, 16 August, longlist meetings are 3, 4, 6 September, and shortlist meetings are 24, 25 and 27 September.

Ngā tāpirihanga / Attachments

There are no attachments for this report.

Ngā kaihaina / Signatories

Authors	Awhina Kanohi - Senior Executive Advisor
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



Independent Māori Statutory Board Appointment to Tamaki Redevelopment Company Limited Chair Selection Panel

File No.: CP2018/13530

Ngā tūtohunga / Recommendation/s

That the Independent Māori Statutory Board:

- a) receive the report
- b) appoints a Board member onto the Tamaki Redevelopment Company Limited Chair selection panel

Te take mō te pūrongo / Purpose of the report

1. At Council's Appointments, Performance Review and Value for Money Committee meeting held on 5 July 2018 a resolution was made for an Independent Māori Statutory Board member to be on the joint selection panel with the Crown to fill the chair vacancy on the Tamaki Redevelopment Company Limited.

Horopaki / Context

2. On 5 July 2018 at the Appointments, Performance Review and Value for Money Committee the following resolution was made:
 - a) agree to undertake a joint appointment process with the Crown to fill the chair vacancy on the Tamaki Redevelopment Company Limited
 - b) approve the appointment of the joint selection panel members for Tamaki Redevelopment Company Limited chair vacancy being Phil Wilson (or nominee) Governance Director, and a representative from the Independent Māori Statutory Board**
 - c) note that Penny Stoneyer (Treasury), will be the Crown representative on the selection panel
 - d) agree the skills and experience sought in a new chair should include:
 - i) previous governance experience on relevant boards
 - ii) leadership and chairing skills and experience
 - iii) experience in urban regeneration projects
 - iv) working in an environment that includes multiple agencies
 - v) strong networks in to central and local government.

Ngā koringa ā-muri / Next steps

3. The Crown representation is being led by Penny Stoneyer from Treasury.
4. Panel meeting dates and times will be advised in due course.

Ngā tāpirihanga / Attachments

There are no attachments for this report.



Ngā kaihaina / Signatories

Authors	Awhina Kanohi - Senior Executive Advisor
Authorisers	Brandi Hudson - Independent Maori Statutory Board CEO



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

That the Independent Maori Statutory Board:

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

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

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

C1 Analysis of the regional fuel tax and increase to national Fuel Excise Duty

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