



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

Date: Monday, 13 February 2017
Time: 10.00am
Meeting Room: Ground floor
Venue: 16 Viaduct Harbour Avenue
Auckland

Independent Māori Statutory Board

OPEN AGENDA

MEMBERSHIP

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

(Quorum 5 members)

Brandi Hudson
Chief Executive Officer

13 February 2017

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

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



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1 Apologies

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

2 Declaration of Interest

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

3 Confirmation of Minutes

That the Independent Māori Statutory Board:

- a) confirm the ordinary minutes of its meeting, held on Monday, 5 December 2016, 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 30 November 2016

File No.: CP2017/00731

Recommendation/s

That the Independent Māori Statutory Board:

- a) receives this Financial Report to 30 November 2016.

Executive Summary

The purpose of this report is to present the Independent Māori Statutory Board's (the Board) financial position as at 30 November 2016.

Narrative

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.

Major expenditure to date is overheads.

Total expenditure is under budget at 28%. The budget forecast is for funds to be fully expended by 30 June 2017 as specialist contractors are engaged from February 2017 to provide advice related to the Board's strategic priorities.

Attachments

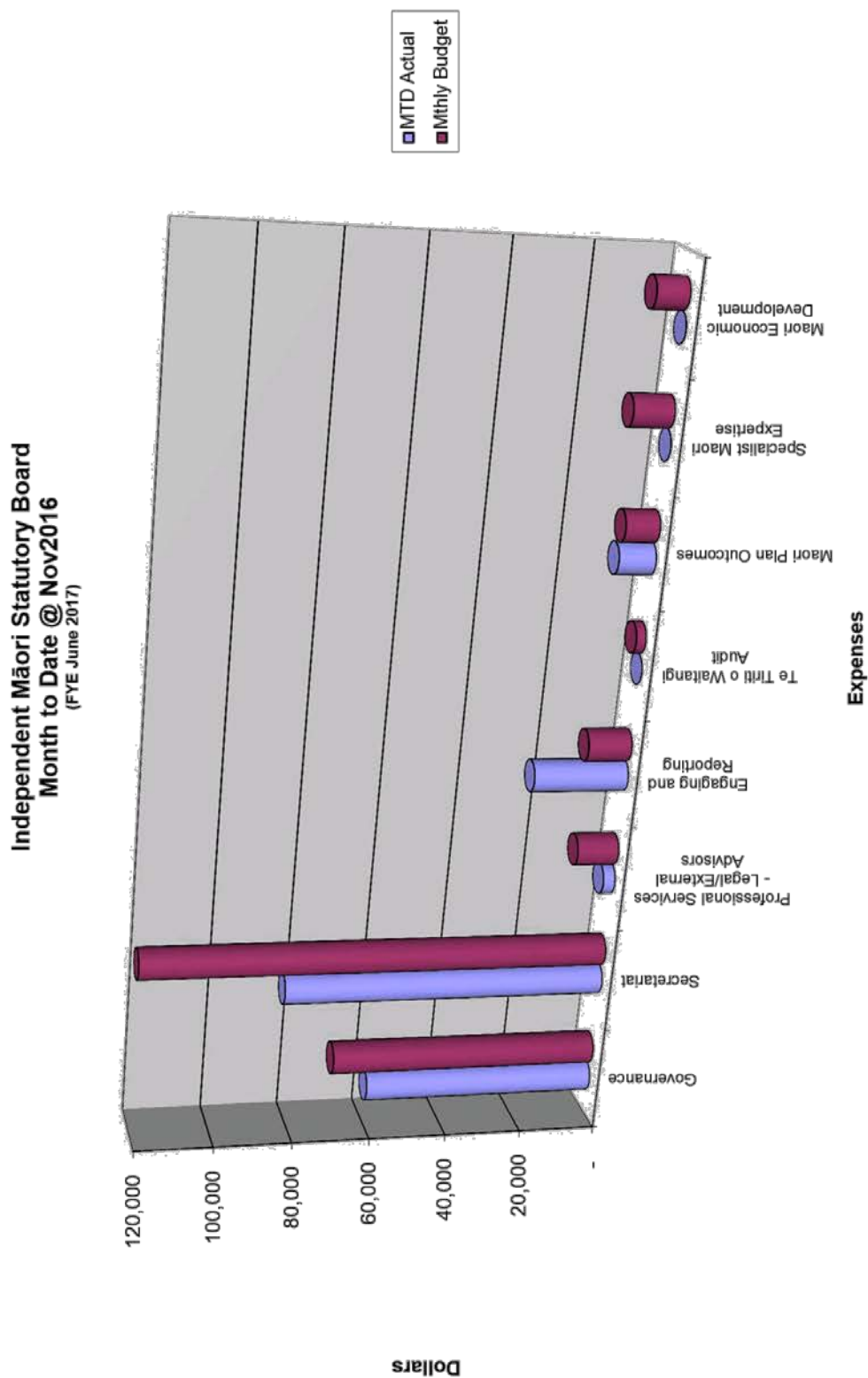
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C	Year to Date November 2016	13

Signatories

Authors	Sheri-Ann Atuahiva - Executive Finance and Office Manager
Authorisers	Brandi Hudson - Independent Māori Statutory Board CEO

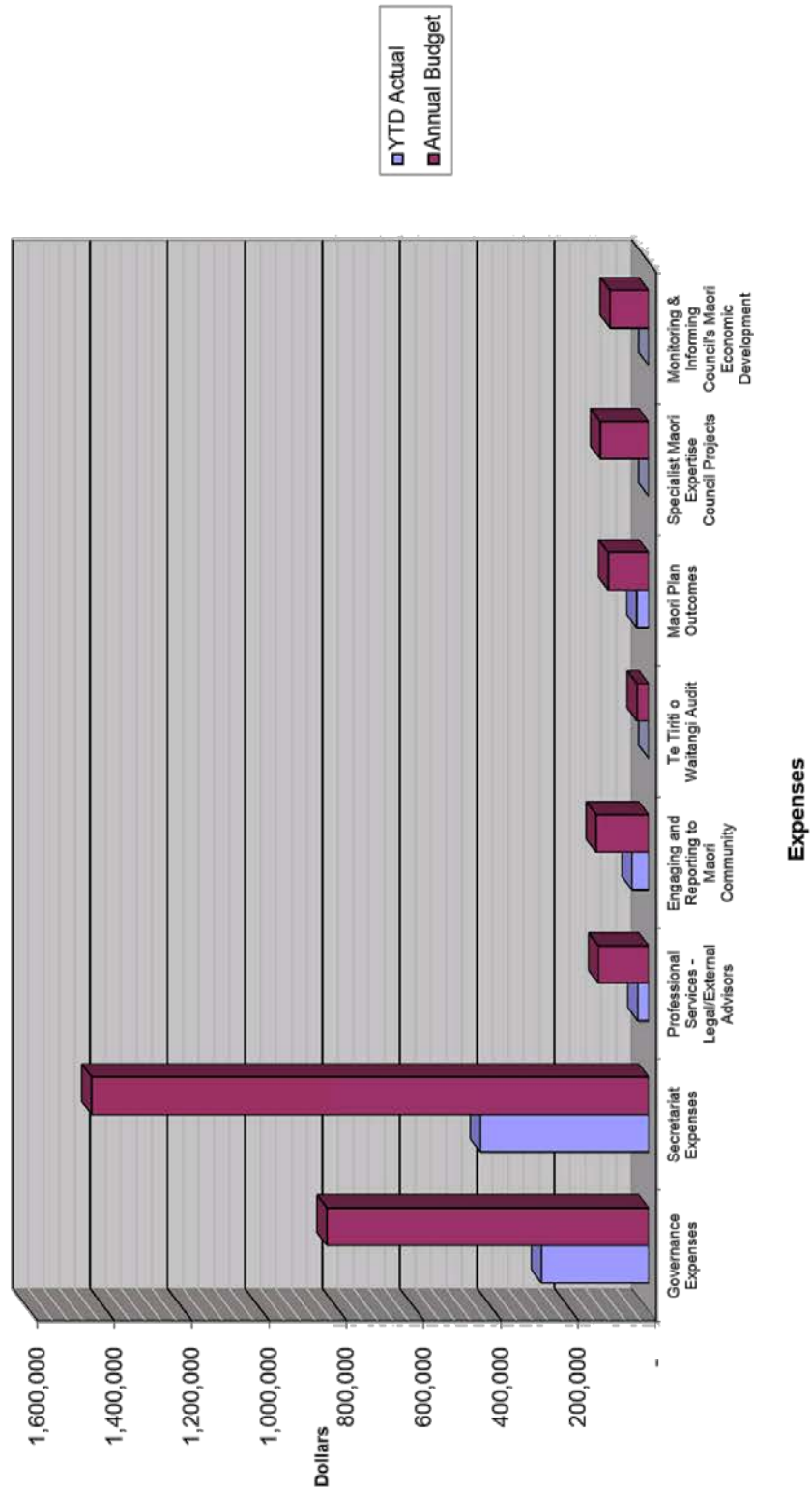


Financial Report for November 2016										
	Notes	Annual Budget Excl GST	Mthly Budget	Nov Expenses	Variance	% Variance	Previous YTD	Total YTD Jun 2017	Budget Remaining	% total budget
Governance										
Board Remuneration	1	728,000	60,667	58,462	2,204	3.6%	211,529	269,992	458,008	37.1%
Expense Reimbursement		68,000	5,667	1,619	4,048	71.4%	3,616	5,235	62,765	7.7%
Training		36,000	3,000		3,000	100.0%	2,099	2,099	33,901	5.8%
Total Governance Expenses		832,000	69,333	60,081	9,252	13.3%	217,244	277,325	554,675	33.3%
Secretariat										
Temporary support				4,350			12,975	17,325		
Salary Expenses				70,251			307,705	377,956		
Totals to be covered by Secretariat Salaries		1,321,000	110,083	74,601	35,483	32.2%	320,680	395,281	925,719	29.9%
Other Expenses		119,000	9,917	8,598	1,319	13.3%	31,755	40,353	78,647	33.9%
Total Secretariat Expenses		1,440,000	120,000	83,198	36,802	30.7%	352,435	435,633	1,004,367	30.3%
Professional Services										
Legal		80,000	6,667	3,073	3,594	53.9%	13,971	17,044	62,956	21.3%
Contractors/Consultants		50,000	4,167		4,167	100.0%	11,140	11,140	38,860	22.3%
Engagement & Reporting to Maori & Stakeholders		136,000	11,333	24,514	(13,180)	-116.3%	18,735	43,249	92,751	31.8%
Total Professional Services		266,000	22,167	27,587	(5,420)	-24.5%	43,846	71,433	194,567	26.9%
Work Program										
Te Tiriti o Waitangi Audit		30,000	2,500		2,500	100.0%	-	-	30,000	0%
Māori Plan Outcomes		105,000	8,750	9,500	(750)	-8.6%	21,626	31,126	73,874	30%
Māori Specialist Expertise for Council Projects	2	125,000	10,417		10,417	100.0%	-	-	125,000	0%
Monitoring & Informing council's Māori Economic Development Strategy		100,000	8,333		8,333	100.0%	-	-	100,000	0%
Total Operating Expenditure		2,898,000	241,500	180,366	61,134	25.3%	635,151	815,517	2,082,483	28.1%
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 IMSB for that expenditure to ensure that there is no duplication of effort between the council and the IMSB.								





Independent Māori Statutory Board
Year to Date @ Nov 2016
(FYE June 2017)





Financial Report to 31 December 2016

File No.: CP2017/00735

Recommendation/s

That the Independent Māori Statutory Board:

- a) receives this Financial Report to 31 December 2016.

Executive Summary

The purpose of this report is to present the Independent Māori Statutory Board's (the Board) financial position as at 31 December 2016.

Narrative

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.

Invoicing continues to be slow but we expect this to pick up in March / April.

Total expenditure is under budget at 35.2%.

Attachments

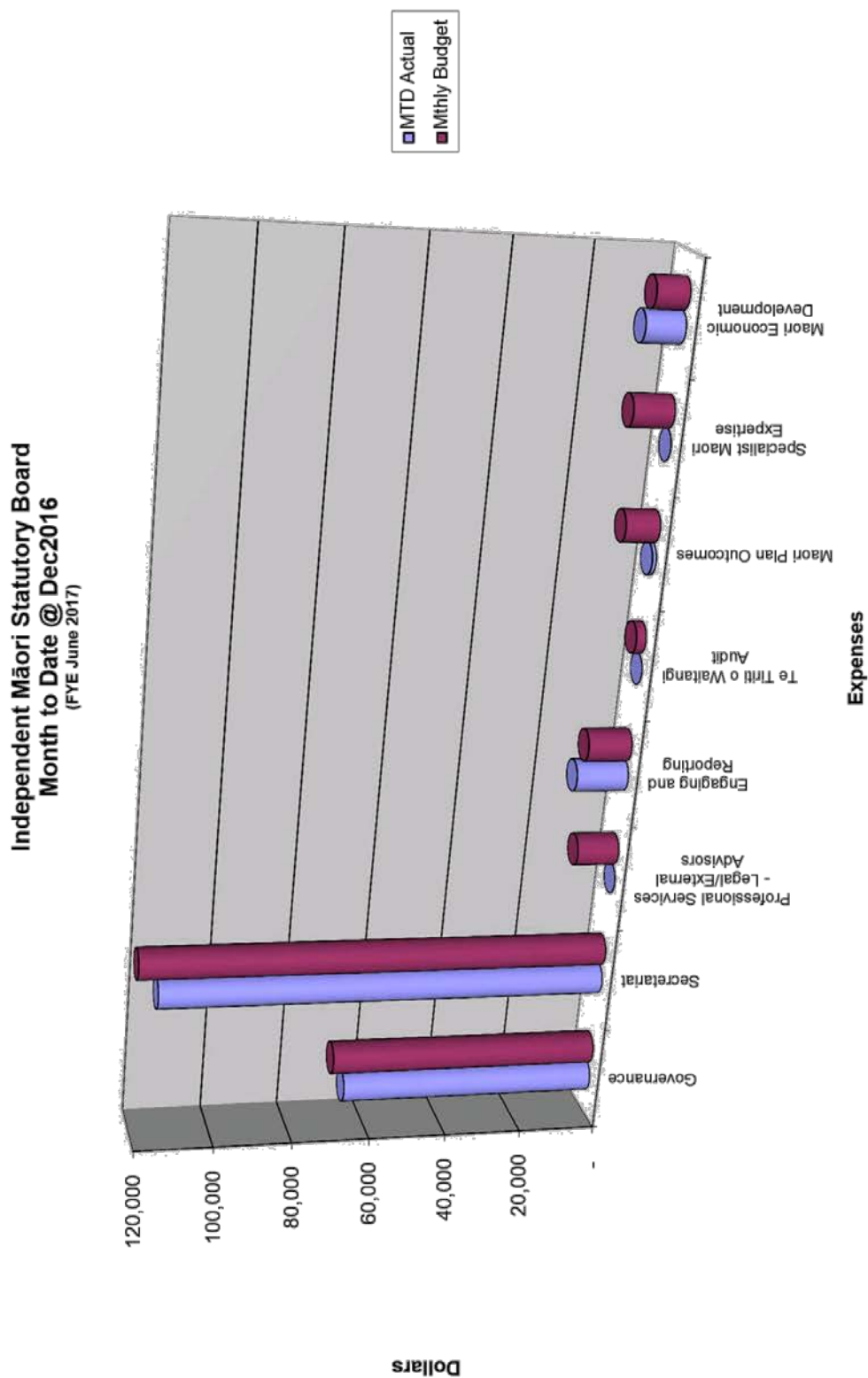
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Signatories

Authors	Sheri-Ann Atuahiva - Executive Finance and Office Manager
Authorisers	Brandi Hudson - Independent Māori Statutory Board CEO

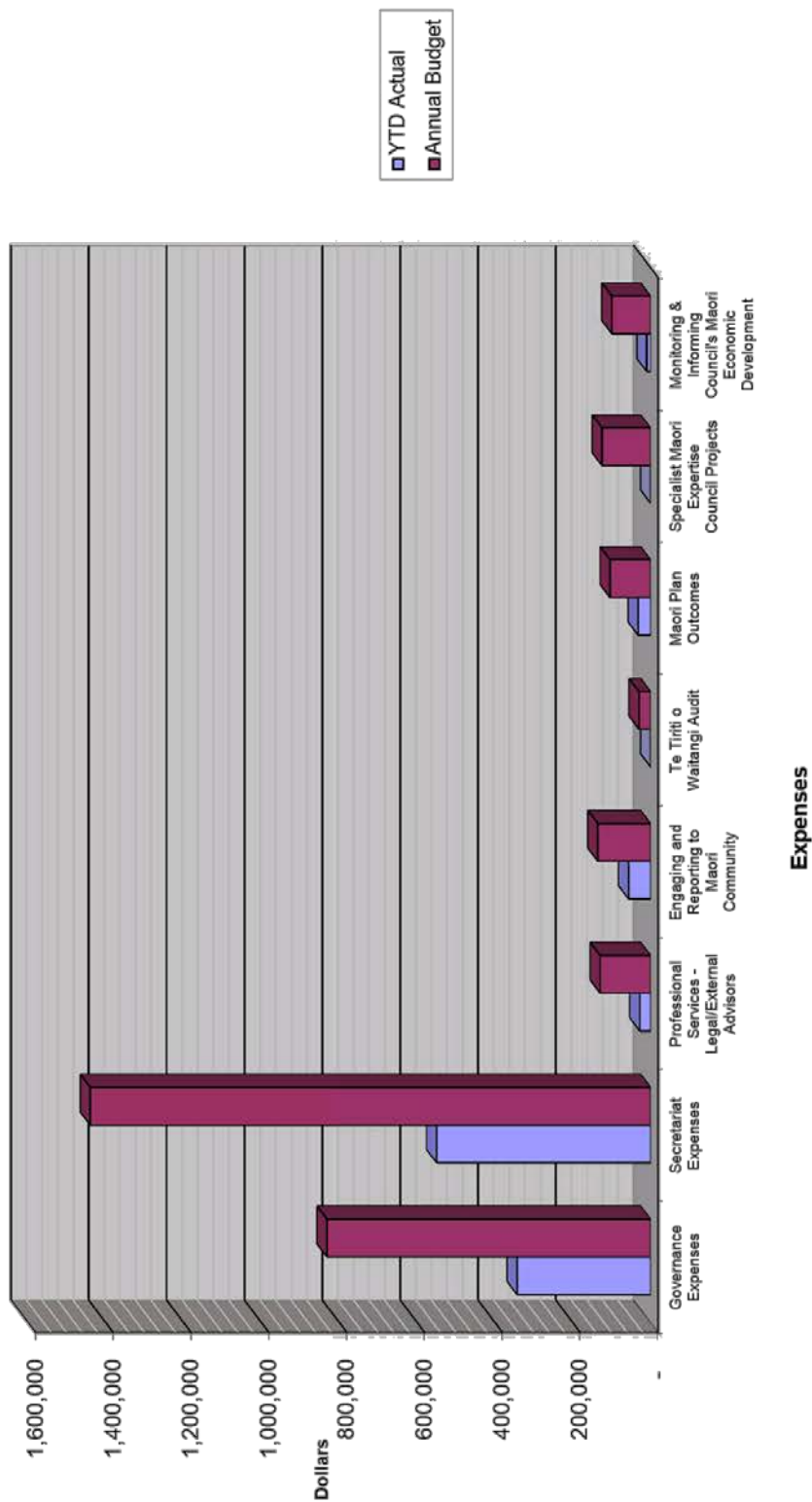


Financial Report for December 2016										
	Notes	Annual Budget Excl GST	Mthly Budget	Dec Expenses	Variance	% Variance	Previous YTD	Total YTD Jun 2017	Budget Remaining	% total budget
Governance										
Board Remuneration	1	728,000	60,667	61,188	-521	-0.9%	269,992	331,180	396,820	45.5%
Expense Reimbursement		68,000	5,667	4,846	820	14.5%	5,235	10,081	57,919	14.8%
Training		36,000	3,000		3,000	100.0%	2,099	2,099	33,901	5.8%
Total Governance Expenses		832,000	69,333	66,035	3,299	4.8%	277,325	343,360	488,640	41.3%
Secretariat										
Temporary support				4,350			17,325	21,675		
Salary Expenses				89,624			377,956	467,580		
Totals to be covered by Secretariat Salaries		1,321,000	110,083	93,974	16,109	14.6%	395,281	489,255	831,745	37.0%
Other Expenses		119,000	9,917	20,828	-10,912	-110.0%	40,353	61,181	57,819	51.4%
Total Secretariat Expenses		1,440,000	120,000	114,802	5,198	4.3%	435,633	550,436	889,564	38.2%
Professional Services										
Legal		80,000	6,667		6,667	100.0%	17,044	17,044	62,956	21.3%
Contractors/Consultants		50,000	4,167		4,167	100.0%	11,140	11,140	38,860	22.3%
Engagement & Reporting to Maori & Stakeholders		136,000	11,333	13,450	(2,116)	-18.7%	43,249	56,698	79,302	41.7%
Total Professional Services		266,000	22,167	13,450	8,717	39.3%	71,433	84,883	181,117	31.9%
Work Program										
Te Tiriti o Waitangi Audit		30,000	2,500		2,500	100.0%	-	-	30,000	0%
Māori Plan Outcomes		105,000	8,750	1,000	7,750	88.6%	31,126	32,126	72,874	31%
Māori Specialist Expertise for Council Projects	2	125,000	10,417		10,417	100.0%	-	-	125,000	0%
Monitoring & Informing council's Māori Economic Development Strategy		100,000	8,333	10,000	(1,667)	-20.0%	-	10,000	90,000	10%
Total Operating Expenditure		2,898,000	241,500	205,286	36,214	15.0%	815,517	1,020,804	1,877,196	35.2%
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 IMSB for that expenditure to ensure that there is no duplication of effort between the council and the IMSB.								





Independent Māori Statutory Board
Year to Date @ Dec 2016
(FYE June 2017)





Board Strategic Priorities Progress Report February 2017

File No.: CP2017/00401

Recommendation

That the Independent Māori Statutory Board:

- a) receives the Board Strategic Work Priorities Progress Report February 2017.

Purpose

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

Background

2. The board's strategic work priorities are:
 - Economic Development
 - Marae Development
 - Environment
 - Council Controlled Organisation Strategy
 - Māori Representation
 - Regulations and Bylaws
 - Affordable Housing

Comments

3. The purpose of this report is to update the Independent Māori Statutory Board (the board) in the projects being undertaken by the board secretariat and progress and issues regarding relevant council projects.
4. For 2016/17 a number of projects have been scoped to ensure that secretariat staff can utilise opportunities across each of their work programmes to address a number of Board strategic priority outcomes noted above in point 2 in a more collaborative way. The projects are:
 - Supporting better futures for Auckland's rangatahi
 - Improving council's capability and capacity
 - Embed Te Reo across Tāmaki Makaurau
 - Embed Māori values in the environment
 - Increase opportunities for Māori to participate in the economy

Attachments

No.	Title	Page
A	Board Strategic work priorities report	25

Signatories

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



Item 7



UPDATE BOARD STRATEGIC WORK PRIORITIES FEBRUARY 2017

Board priorities	Allied Projects	Update: Milestones / Upcoming Issues
Economic Development	Supporting Better Futures for Rangatahi	<p>The Rangatahi Insights report updates the board's understanding of rangatahi wellbeing. It is reported elsewhere on this agenda, in the report 'Rangatahi report and research'.</p> <p>The report was influenced by the NZIER direction that a life stages approach is taken, which implies an economic target of Māori achieving middle income by middle age. In this regard the two sets of research both fundamentally argue that the key focus of work toward economic development needs to be education.</p> <p>A business case on a career information and planning tool for rangatahi completed in 2016 remains current and the board continues to explore opportunities to attract council investment in that approach.</p>
	Increasing Participation of Māori in Business Ecosystem	<p>NZIER is currently working on an update report for the board on the original 2015 report on Auckland's Māori Economy. A draft report is scheduled to be ready for the board's March 2017 meeting.</p> <p>The board will also have visibility of upcoming opportunities this year for promoting Auckland's Māori economy by virtue of a recently established Auckland International Managers Working Group (with representatives from council, Ministry of Foreign Affairs, Ministry of Trade and Enterprise, and Ministry of Business and Innovation).</p>
Cultural	Embed Te Reo	See Update on Te Reo report contained in this agenda.
Marae Development	Council's Māori Cultural Initiatives (MCI) Fund and Marae Development	A new role of the Māori Cultural Initiatives Fund coordinator has been established and filled in the central Māori Responsiveness Hub (located in the operations division headed by Dean Kimpton). The coordinator will be responsible for developing a Marae Development action plan.



Item 7

Attachment A

		<p>The board has been advised that council is 'on track' to spend the MCI funding in the current financial year, however no further detail has been provided. There could be some risk of slippage in waiting for handover of this work to a new employee.</p> <p>We will continue to monitor and seek further information.</p>
Environment	Embed Māori Values in the Environment	<p>A High Court conference held in December 2017 confirmed the process and an agreed set of refined questions for the board's appeal agreed.</p> <p>An 'Agreed Statement of Facts and Issues' following these questions was lodged with the Court in the week beginning 23 January and legal submission lodged in on 31 January.</p> <p>We understand the Democracy Action Group will also lodge a legal submission against the appeal. The appeal is on a priority track and hearings, attended by the board's legal counsel Tama Hovell, are scheduled for 20 and 21 February 2017 at the High Court. Any attendance at the hearing is welcome.</p>
CCO Strategy	Council's Statement of Intent and Reporting Cycle	<p>Board input to draft Mayoral Letters of Expectations to CCOs (for 2017-18) accepted by Mayoral Office and approved by Finance and Performance Committee at its meeting on 13 December 2016.</p> <p>Board input focussed on need for CCOs without Māori Responsiveness Plans to commit to a timeframe for completion; and supported that ATEED's role in leading the economic development programme of Te Toa Takitini be emphasised in its Statement of Intent (Sol).</p> <p>Draft Sols are due to be received for review by the council (and board) on 1 March 2017.</p>
Māori Representation	Improving Council's Māori Capability and Capacity	Nothing to report.
Regulations and	Council Bylaw Programme	The Regulatory Committee of Council is responsible for regulatory



Bylaws		<p>hearings on behalf of the council and appointing independent commissioners to carry out the council's functions, for example under the Reserves Act 1977 and the Resource Management Act 1991. The first meeting of the Committee for 2017 was held on Thursday 9 February a number of appointments were made.</p> <p>No further update on the Bylaw programme is available at this stage.</p>
Affordable Housing for Māori	Council's Māori Housing programme	See Māori Housing Programme report contained in this agenda.
	Council's Papakāinga Programme	See Māori Housing Programme report contained in this agenda.
Treaty Audit	Improving Council's Māori Capability and Capacity	The business case for council's Māori Employment Strategy has been approved and it is expected that the strategy will completed mid-year. We will continue to monitor this.
	Council's Treaty Audit Response Programme	<p>On 28 November 2016 Council reported that 5 action groups out of 24 Treaty Audit Response Programme action groups had been closed.</p> <p>The Waharoa Group monitors the delivery of the Treaty Audit Response Programme and determines what actions can be closed by on criteria that have been agreed up-front. The Waharoa Group includes Te Waka Angamua, Head of Internal Audit and the board secretariat). Its' monitoring programme has been re-established and an agreement has been made to maintain the format of previous meetings. However, we expect some slippage in the programme as a result of last year's council restructuring.</p> <p>There is now separate quarterly reporting on the Treaty Audit Response Programme to Te Toa Takitini Executive Leadership Group that includes the Council Controlled Organisation Chief executives.</p> <p>As part of implementing the findings of the PWC report on improving oversight and delivery of the Treaty Audit Response Programme programme, at its meeting on 26 January the Waharoa Group has agreed a terms of reference.</p>
Monitoring and	Update of Issues of Significance and the	A project brief has been completed to update the IOS/MP. Planning is



Evaluation	Māori Plan (IOS/MP)	underway including contracting external support for this work.
	The Māori Report for Tāmaki Makaurau 2016	Nothing to report.
	Board's Data Strategy Implementation	See update report contained in this agenda.
Annual Plan 2017-18		<p>Finance and Performance Committee on 13 December 2016 approved the Annual Budget 2017/18 - Mayoral Proposal on items for public consultation (which were endorsed at the 15 December 2016 Governing Body meeting).</p> <p>Main items for consultation relate to revenue funding policy including options for the general rates increase (e.g. 2% vs 3.5%), a proposed growth infrastructure targeted rate and a visitor levy. Other items include additional expenditure on homelessness and phasing in a 'living wage' for council staff. No items raise concerns for the Board.</p> <p>The Māori Engagement Timeline includes:</p> <ol style="list-style-type: none"> 1. By 20 January: All Mana Whenua and Mataawaka entities contacted to identify interest in engaging and preferred means (one-on-one or group hui). 2. By end February: Engagement preferences confirmed and additional hui scheduled as needed. Targeted communications – social media, websites etc. 3. March 20th: Key Stakeholder Day. May include Mana Whenua' governance' lunch session with elected members (subject to interest being confirmed). <p>Upcoming milestones:</p> <ol style="list-style-type: none"> 1. 9 February 2017: Governing Body adopts consultation document and supporting material 2. 27 February-27 March 2017: Public consultation on the Annual Budget. Will include any Māori targeted hui. 3. The Finance and Performance Committee will also be overseeing an ongoing programme of value for money reviews, as required



		<p>under section 17A of the Local Government Act. The forward programme of reviews is expected to be considered by the Committee at its February 2017 meeting, with a view to the reviews informing deliberations on the LTP 2018-2028.</p> <p>4. April/May: analysis of submissions and reporting (including summary of engagement with Māori reported to Māori organisations/groups).</p>
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Communications Report	
Media	<ul style="list-style-type: none"> • Media interaction was low over this period. • There was a scoop media story generated externally about the IMSB website outage over the New Year period. The outage was due to a possible hacking attempt. This is explained in more detail under the Website heading of this report.
Annual Report	<ul style="list-style-type: none"> • This year's annual report was succinct focussing on key highlights for the board. • The distribution covered select central government figures, Auckland Council groups governance and executive leadership, and Mana Whenua groups. • The report was distributed to Auckland Council and the selection body as per statutory obligations.
Video	<ul style="list-style-type: none"> • The Boards corporate video will undergo a refresh in February/March. This may involve shooting new footage of the current Board. Advice will be given on any scheduling that may occur.
Website	<ul style="list-style-type: none"> • Website analytics show from 15th November to 14th January 1,535 visits and 3,774 pages



Item 7

	<p>viewed.</p> <ul style="list-style-type: none"> • The website experienced hacking attempts from an unknown source over the holiday period. This activity triggered the site to display an offline status. In the short term security measures have been put in place in an attempt to mitigate any further attempts. • Further, scoping is underway to move the websites to the Boards internal servers within council to ensure maximum security of the site, especially as we develop the integration of the Boards analytical software into the site.
<p><i>NZIER Report Promotion</i></p>	<ul style="list-style-type: none"> • The NZIER report will be disseminated to relevant departments internally at the council and to Māori and relevant external central, corporate tertiary and organisations to raise awareness of key findings and actions needed to improve Māori economic development in Tāmaki Makaurau.
<p><i>The Māori Report for Tāmaki Makaurau Promotion</i></p>	<ul style="list-style-type: none"> • The Māori Report has been promoted on the Boards website, and its social media platforms. This promotion is ongoing. • The report will be promoted in the February edition of the Mana Magazine.

Attachment A



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	Sheri-Ann Atuahiva/Kimiora Brown
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	Sheri-Ann Atuahiva/Kimiora Brown
Hotwater tap	Kitchen	Burns		Y	M	Hazard sign posted in kitchen above sink	Weekly	Sheri-Ann Atuahiva/Kimiora Brown
Doors to toilets – heavy to manage	Toilets	For small children / older folk – unable to get out					Weekly	Sheri-Ann Atuahiva/Kimiora Brown
Incident Injury Report		Office Status Update						
Nil		All workstations assesments have now been completed.						
New Hazards								
Nil								

February Report

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Attachment A



Independent Māori Statutory Board - 2016 - 2019 Board Strategic Priorities Final Draft

File No.: CP2017/00644

Item 8

Recommendation/s

That the Independent Māori Statutory Board:

- a) the Board confirms the amendments in the 2016 - 2019 Board Strategic Priorities to finalise this document
- b) the Board notes that presently a review of the Issues of Significance and the Māori Plan is being completed and recommendations from this review will be reported to the Board in April 2017.

Purpose

The Board reviewed this document at their meeting on the 19 December 2016 and confirmed that the strategic priorities remain unchanged as outlined in Attachment 1. Amendments made are highlighted in the attachment.

The Board is advised that presently a review of the Issues of Significance and the Māori Plan is being completed and recommendations from this review will be reported in April 2017 to ensure that these two documents are succinct and easier to use as advocacy tools. It is anticipated that this review will require the 2016 - 2019 Board Strategic Priorities document to be further amended to align with what the Board agrees to approve from the review.

Attachments

No.	Title	Page
A	Board Strategic Priorities 2016 - 2019	35

Signatories

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



Independent Māori
Statutory Board

Economic Development
Marae Development
Environment
CCO Strategy
Māori Representation
Regulations and Bylaws
Affordable Housing for Māori



Overview

The Board's Strategic Work Priorities have been identified incorporating the

- Schedule of Issues of Significance
- Te Tiriti Audit
- The Māori Plan
- Māori Outcomes in the LTP and Auckland Plan

Board members identified and rated their individual priority preferences and the highest rating areas resulted in the following work priorities

- Economic Development
- Marae Development
- Environment
- CCO Strategy
- Māori Representation
- Regulations and Bylaws
- Affordable Housing for Māori

The Board will consider reports on their respective council committees against these priorities. The Board secretariat will work alongside the council officers to understand what they are prioritising and identify the opportunities to influence and achieve Māori outcomes for the Board's priorities. Briefings and recommendations from the Board secretariat will be provided for only the reports that are considered to have strong advocacy opportunities to achieve Māori outcomes therefore not every report and every committee that a Board member is on will have a briefing paper. The Board will also be proactive about agenda items and make recommendations to include agenda items on their respective committee meetings when necessary.



The Board secretariat staff on behalf of the Board will monitor the implementation of the Māori Plan and Council's key plans e.g. Auckland Plan, Unitary Plan, Waterfront Plan, City Masterplan, the Economic Development Strategy etc. The Board will consider issues and opportunities that arise and are not included in the Board's priorities as resourcing and time permits. This is to ensure that opportunities to influence are offered to council and that any potential negative impacts on Māori from council policies and processes are avoided and/or addressed at their earliest point. Briefings and recommendations will be provided to the Board members about the implementation of the council's main plans as required.

The Board secretariat will provide monthly updates to the Board against the Strategic Work Priorities.

Consultants will be engaged when it is determined by either the Board or secretariat that expertise is required to gain a better understanding of the subject matter and strengthen the advocacy required.

The Board will review the Strategic Work Priorities at least annually.



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Attachment A

Economic Development	Strategies /resourcing that the Board will advocate for	Council committee
<p>Goal</p> <p><i>Māori are active and successful across all sectors of the economic and business community nationally and internationally</i></p>	<p>Council to promote the importance and value-add of the Māori Economy to the Public and Private sector</p>	
<p>Outcomes</p> <p><i>Māori will be:</i></p> <ul style="list-style-type: none"> • <i>skilled in economic development and business management</i> • <i>confident and competent business operators</i> • <i>recognised nationally and internationally for their business acumen and added value they offer to the economy that benefit both Māori and mainstream Māori business will be distinctive and have a strong presence in the region</i> • Skilled and successful participants in the workforce • Assist in a rate relief for Māori Policy – Request presentation from relevant council staff. 	<p>Resourcing and/or opportunities for Māori to:</p> <ul style="list-style-type: none"> • Implement the Crown-Māori Economic Growth Partnership Strategy & Action Plan 2012-2017 (He Kai Kei Aku Ringa) • Develop and implement an annual major Māori event • Develop and implement an Auckland wide Māori Tourism strategy • Integrate Te Reo on all public transport announcement systems and bilingual signage in all council facilities • Develop a direct relationship with Auckland Property Ltd to acquire, manage and divest land and other 	<ul style="list-style-type: none"> • Finance and Performance Committee • Appointments and Performance Review Committee • Planning Committee • Regulatory Committee • Auckland Plan • Planning & Urban Design Forum • Business Panel <p>CCOs</p> <ul style="list-style-type: none"> • ATEED • Waterfront Auckland • Auckland Transport • Regional Facilities Auckland



	<p>strategic assets</p> <ul style="list-style-type: none"> • Increase Māori business participation in the procurement process of council services • Board Members appointed to the Procurement Committee. • Participate in trade delegations organised by the council, foreign direct investments, innovative projects and exporting • Establish an Employment Forum • Participate in financial literacy and business management programmes • Participate in internship programmes for rangatahi • Be employed by council at all levels that include executive and senior management • Showcase their products and services • 	<ul style="list-style-type: none"> • Auckland Council Property Ltd • Auckland Council Investments <p>Relevant Plans:</p> <ul style="list-style-type: none"> • Long Term Plan • Annual Plan • Auckland Plan • Economic Development Strategy • City Masterplan • Waterfront Plan • Auckland Transport Plan • Local Board Plans • Unitary Plan
<p><i>What will the Board do externally with Māori?</i></p>	<ul style="list-style-type: none"> • Promote the Crown-Māori Economic Growth Partnership Strategy & Action Plan 2012-2017 (He Kai Kei Aku Ringa) 	



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	<ul style="list-style-type: none"> • Promote and encourage collaboration and unity between iwi and hapu • Promote and encourage collaboration with Māori, the council and relevant crown agencies • Ensure that Māori are advised of the Boards advocacy priorities • Promote and encourage collaboration with the private sector, professional and voluntary groups • Promote opportunities to engage and access council expertise and resources 	
<p><i>The Board will ensure the Council advocates to these external organisations to collaborate with Māori and council to achieve Māori economic outcomes</i></p>		<ul style="list-style-type: none"> • Ministry of Business, Innovation and Employment • Ministry of Primary Industries • Ministry of Culture and Heritage • Ministry of Transport • TPK • Poutama Trust • FOMA- full term • Māori Business Networks • Auckland Chamber of Commerce Private Sector • Professional and Voluntary Groups



Marae Development	Strategies/resourcing that the Board will advocate for	Council committee
<p>Goal</p> <p><i>Marae are vibrant, highly functional and enable Māori to promote, practise, uphold and enhance values, traditions and give effect to wellbeing</i></p>		
<p>Outcomes</p> <p><i>Marae usage increases Marae are cultural centres of excellence Marae are healthy, warm and safe Māori values, traditions and rituals are enhanced, protected and respected Marae are valued by the wider community and council. Marae are recognised and resourced as a community facility. (Civil defence)</i></p>	<p>Resourcing for Marae to:</p> <ul style="list-style-type: none"> • Develop and/or review Strategic Plans • Develop and/or review cultural capacity assessment and plans • Establish a Tāmaki Marae Forum (to promote collaboration & coordination, sharing of resources and skills, networking, develop a Marae Survey for Tāmaki Makaurau • Ensure that their facilities meet the compliance and regulatory requirements e.g. building code 	<ul style="list-style-type: none"> • Finance and Performance Committee • Planning Committee • Community Development and Safety Committee • Regulatory Committee



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	<ul style="list-style-type: none"> • Have the necessary infrastructure to support the on-going use of the facility e.g. driveways, storm water, sewage, footpaths, safe road access • to Raise their food safety rating to A Rating and to meet requirements of health and safety legislation. • Assess marae capacity and services in addition to the physical condition of the marae infrastructure • Recognise and enable relationships with Marae 	
<p><i>What will the Board do externally with Māori?</i></p>	<ul style="list-style-type: none"> • Promote and encourage collaboration and unity between iwi and hapu • Promote and encourage collaboration with Māori, the council and relevant crown agencies • Ensure that, Māori are advised of the Boards advocacy priorities • Promote and encourage collaboration with the private sector, professional and voluntary groups • Promote opportunities to engage and access council expertise and resources • Advocate and influence in the 10 year LTP cycle and advocate for funds for 	



	achieving Māori outcomes.	
<i>The Board will ensure the Council advocates to these external organisations to collaborate with Māori and council to achieve Marae outcomes</i>		<ul style="list-style-type: none"> • Ministry of Culture and Heritage • Department of Internal Affairs • TPK • ASB Trust • Private Sector • Professional and Voluntary Groups

Environmental Sector	Strategies/Resourcing that the Board will advocate for	Council Committee & Plans
<p style="text-align: center;">Goal</p> <p><i>Māori are kaitiaki of the environment and actively involved in decision making, on managing the use, development and protection of natural, spiritual and physical resources.</i></p>		
<p style="text-align: center;">Outcomes</p> <ul style="list-style-type: none"> • <i>Māori are skilled and experts in the RMA</i> • <i>Iwi management plans are strongly supported by council and integrated into their plans and activities</i> 	<ul style="list-style-type: none"> • Council support Māori in their use of the Unitary Plan and ensure that the Māori provisions such as Waahi Tapu and their outcomes are monitored and reported by council. • Council to provide a stocktake and status of all Iwi Management Plans (IMPs) and advise the Board 	<ul style="list-style-type: none"> • Planning Committee • Finance and Performance Committee • Regulatory Committee



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	<ul style="list-style-type: none"> • Council to provide funding and resources to those iwi who need to review, update, develop their IMPs and advise the Board • Council to provide updates in their reports to committees when they have incorporated IMP information into their plans and budgets. 	
<ul style="list-style-type: none"> • <i>The environment is in pristine condition with biodiversity flourishing and cultural sites of significance and wahi tapu are protected</i> • <i>Māori business aspirations are realised whilst protecting the environmental and cultural values</i> 	<ul style="list-style-type: none"> • All council plans/Unitary Plan and policies incorporates enabling policies and processes that ensure that this is achieved. • Ensure that Māori interests in the environment are not confined to kaitiakitanga and that the council uses a triple or quadruple bottom line approach to business plans ensuring that Māori can achieve their economic aspirations. • Ensure that Councils has a Māori Urban Design strategy that uses the Te Aranga Principles and other tools in its procurement, development and infrastructure activities. 	<ul style="list-style-type: none"> • Planning Committee • Regulatory Committee • Environment and Community Committee • Planning & Urban Design Forum
	<ul style="list-style-type: none"> • environment capacity building and resources to be allocated to Māori to operate iwi resource centres effectively, develop iwi management plans, participate in RMA and Environment Commissioners' training • enabling regulations and bylaws • Māori as Treaty Partners participate in the coast, land, air and water planning and development of Auckland region – (Auckland 	<p>CCOs</p> <ul style="list-style-type: none"> • Watercare • Auckland Transport • Waterfront Auckland



	<p>Plan, Area Plans, Rural Urban Boundary and Unitary Plan)</p> <ul style="list-style-type: none"> • Māori to be partners in the development and maintenance of hard and soft infrastructure that supports Māori environmental outcomes • Encourage the recognition of Mātauranga Māori, particularly in developing mauri monitoring indicators • Strategic collaboration between CCOs and council to promote and support Māori environmental development and preservation aspirations • a joined up central and local government that supports the achievement of Māori outcomes • all major council plans to include a strong commitment to partnerships between Māori and council, the transfer of powers and resourcing for Māori outcomes • council to adopt an Urban Māori Design protocol 	<p>Key Council Plans</p> <ul style="list-style-type: none"> • Auckland Plan • Economic Development Strategy • City Masterplan//LTP • Biodiversity Strategy • Unitary Plan
<p><i>What will the Board do externally with Māori?</i></p>	<ul style="list-style-type: none"> • Promote and encourage collaboration and unity between iwi and hapu • Promote and encourage collaboration with Māori, the council and relevant crown agencies 	



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	<ul style="list-style-type: none"> • Ensure that Māori are advised of the Boards advocacy priorities • Promote and encourage collaboration with the private sector. professional and voluntary groups • Promote opportunities to engage and access council expertise and resources 	
<p><i>The Board will ensure the Council advocates to these external organisations to collaborate with Māori and council to achieve Māori environmental outcomes</i></p>	<ul style="list-style-type: none"> • Ensure the Board has an overview and input to council and other external submissions. 	<ul style="list-style-type: none"> • Ministry for the Environment (National Policy Statements) • Department of Conservation • Ministry of Primary Industries • Ministry of Culture and Heritage • Ministry of Transport • NIWA • Crown Research Institutes • Landcare Research • Commissioner for the Environment • TPK • Private Sector • Professional and Voluntary Groups

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CCO Strategy	Strategies/Resourcing that the Board will advocate for	Council Committee & Plans
<p>Goal</p> <p><i>That CCOs will have strong relationships and partnerships with Māori to achieve Māori</i></p>	<ul style="list-style-type: none"> • strategic collaboration of CCOs and 	



<i>outcomes</i>	Council to achieve Māori outcomes	
<p>Outcomes</p> <ul style="list-style-type: none"> • <i>Number of Māori directors increase</i> • <i>Māori are resourced and are influential in the business of the CCOs</i> • <i>The distinctive identity of Māori is highly visible in the Auckland region</i> 	<ul style="list-style-type: none"> • Statement of Intents include a commitment to give effect to the Treaty of Waitangi and have a Māori Responsiveness Plan that address Te Reo and Māori relationships. • Seek to have two or more Māori board appointments on each CCO Board and advocate for there for one to be chair or co-chair or both. • Programme of actions developed by each CCO and resourcing to achieve Māori outcomes • Strategic collaboration between CCOs, Māori and the corporate sector to achieve Māori outcomes • Māori professionals being contracted to provide expertise and services to CCOs and their respective facilities e.g. Museum, Art Gallery, Event & Sports Stadiums etc • Increase of Māori in leadership management roles in CCOs • Inclusion of Māori representatives on trade missions and for visiting dignitaries • Strong consultation and engagement with Māori 	<ul style="list-style-type: none"> • Appointments and Performance Review Committee • Finance and Performance <p>Relevant Plans:</p> <ul style="list-style-type: none"> • Long Term Plan • Annual Plan • Auckland Plan • Economic Development Strategy • City Masterplan • Waterfront Plan • Auckland Transport Plan • Unitary Plan



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<p><i>What will the Board do externally with Māori?</i></p>	<ul style="list-style-type: none"> • Advise them of the opportunities to engage and partner with CCOs • Promote the Crown-Māori Economic Growth Partnership Strategy & Action Plan 2012-2017 (He Kai Kei Aku Ringa) • Promote and encourage collaboration and unity between iwi and hapu • Promote and encourage collaboration with Māori, the council and relevant crown agencies • Ensure that Māori are advised of the Boards advocacy priorities • Promote and encourage collaboration with the private sector, professional and voluntary groups • Promote opportunities to engage and access council expertise and resources 	
<p><i>The Board will ensure the Council advocates to these external organisations to collaborate with Māori and council to achieve Māori economic, social, cultural and environmental outcomes</i></p>		<ul style="list-style-type: none"> • Ministry of Business, Innovation and Employment • Ministry of Primary Industries • Ministry of Culture and Heritage • Ministry of Transport • TPK • Poutama Trust • FOMA • Māori Corporates • Māori Business Networks



		<ul style="list-style-type: none">• Auckland Chamber of Commerce Private Sector• Professional and Voluntary Groups
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Māori Representation	Strategies/Resourcing that the Board will advocate for	Council Committee & Plans
<p>Goal</p> <p><i>Māori will have representation on leadership entities including the council and their entities – (i.e. Directors of CCOs, local boards, reps on advisory boards and forums, major events, panels, international trade delegations)</i></p>	<p>Māori representation on leadership entities involving the council</p>	
<p>Outcomes</p> <ul style="list-style-type: none"> • <i>Māori leadership skills recognised positively by council</i> • <i>Māori worldview perspective influencing key documents and decision making</i> • <i>Māori will have opportunities to participate in the decision making of the region</i> • <i>Māori will be able to promote their products, services and expertise both nationally and internationally</i> 	<ul style="list-style-type: none"> • Advocate for Māori representation on councils <ul style="list-style-type: none"> • Governing Body • Local Boards • All Council entities 	<ul style="list-style-type: none"> • Finance and Performance Committee • Appointments and Performance Review Committee • Social, Cultural, Economic and Environmental advisory panels e.g. Climate Change, Hearings panels etc •



Regulatory Committee	Strategies/Resourcing that the Board will advocate for	Council Committee & Plans
<p>Goal</p> <p><i>Māori interests and values are addressed in the development and operation of bylaws</i></p>	<p>Monitor and review and advocate change.</p>	
<p>Outcomes</p> <ul style="list-style-type: none"> • <i>Bylaws acknowledge Māori Kaupapa</i> 	<ul style="list-style-type: none"> • The councils bylaw function is consistent with Māori legislative obligations and rights • Board will ensure key draft by-laws address Māori interests and include adequate Māori engagement • Ensure that council has adequate monitoring and review processes to assess Māori outcomes in bylaw operations. 	<ul style="list-style-type: none"> • Regulatory Committee • Planning Committee



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Affordable Housing for Māori	Strategies/resourcing that the Board will advocate for	Council committee
<p style="text-align: center;">Goal</p> <p><i>Māori are empowered, enabled, respected and recognised as requiring affordable, quality housing across the Auckland region, by a council that recognises that improved housing is a priority for increasing the standard of living and quality of life for Māori. (Schedule of Issues of Significance, 2014)</i></p>		
<p style="text-align: center;">Outcomes</p> <ul style="list-style-type: none"> • Council and Māori are aware of the range of options available for Council to support affordable housing for Māori and utilise these options to the fullest extent possible in an effective and equitable way; • Effective coordination between local government, central government, the housing sector and Māori in achieving housing outcomes for Māori; • Māori have a wider range of culturally 	<ul style="list-style-type: none"> • Take leadership and implement a strong communications strategy to advocate to that all sectors work together to address housing for Māori in Tāmaki. • Ensuring affordable housing for Māori outcomes are provided for in all relevant council policies and strategies; • Effective strategies for supporting development of affordable housing for Māori, by researching successful housing 	<ul style="list-style-type: none"> • Planning Committee • Finance and Performance Committee



<p>appropriate, quality, affordable housing options available, and a range of tenure options including home ownership, social and emergency housing, kaumātua housing and rental accommodation;</p> <ul style="list-style-type: none"> • Māori benefit from strengthened capacity to undertake (lead/ partner/ joint venture) housing initiatives, including benefits in the area of skill development, employment and economic and social development. 	<p>development models and projects; identify opportunities with Marae and Papakainga.</p> <ul style="list-style-type: none"> • Support the establishment of a Tāmaki Makaurau Māori Housing Forum or other alternative. • Support the establishment of a Māori Community Housing Provider of scale in Tāmaki Makaurau. • Encourage innovation and research and development within the housing sector. • Encourage and advocate for better home ownership. 	
<p><i>What will the Board do externally with Māori?</i></p>	<ul style="list-style-type: none"> • Promote and encourage collaboration between Māori organisations involved in the housing sector, including Mana Whenua, service providers and businesses. • Promote and encourage collaboration and partnership between Māori and relevant agencies via a Joint Agency Group. • Undertake further investigation of priority areas identified by Māori stakeholders. 	
<p><i>The Board will ensure the Council advocates to these external organisations to collaborate with Māori and council to achieve Māori housing outcomes</i></p>		<ul style="list-style-type: none"> • Te Puni Kōkiri • Ministry of Business, Innovation and Employment • Housing New Zealand Corporation • Te Pou Matakana (Whānau Ora



		Commissioning Agency) • Tāmaki Redevelopment Company
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Update on the Auckland Plan Refresh

File No.: CP2017/00764

Item 9

Recommendation/s

That the Independent Māori Statutory Board:

- a) receives this report on the “Update on the Auckland Plan Refresh”
- b) agree that the Independent Māori Statutory Board works toward the following goals in monitoring and advising council on the Auckland Plan Refresh:
 - The board's issues of significance, the Māori Plan, Māori values and interests strongly inform council work-streams;
 - The work is informed by the best data and evidence on Māori wellbeing and contribution in Tāmaki Makaurau (and work undertaken on the board's issues of significance).
 - The revised Auckland Plan affirms the principles of the Treaty of Waitangi and Council's statutory obligations for the Treaty, acknowledges Auckland's iwi/Māori, and addresses council's Māori responsiveness framework (endorsed by the Governing Body) and priorities of the Te Toa Takitini portfolio;
 - The board advocates strongly for the retention of the outcome “A Māori identity that is Auckland's point of difference in the world” and Māori focused strategic directions and directives that flow from this outcome;
 - The revision of the strategic framework builds on strategic statements and measures referring to Māori in the existing Auckland Plan and identifies any gaps; and
 - Council refers to the relevant Māori views and plans that have been communicated and actively engages with Mana Whenua and Mataawaka.

Purpose

1. This report provides an update on council's refresh of its Auckland Plan and the board input to date. This work was first reported at the political level last November 2016 to the Planning Committee.
2. Work is underway to refresh inputs to the Auckland Plan including the Future Urban Land Supply Strategy, Growth Assumptions, Development Strategy (February) and the strategic directions and directives will be workshopped by Planning Committee members in March. This report proposes board goals for monitoring and advising on the Auckland Plan and seeks the board's agreement to these.

Background

3. In March 2012 council adopted a spatial plan for Auckland, a 30 year high-level strategy to guide Auckland's growth and development (Section 79 of the Local Government (Auckland Council) Act 2009 refers). It included a commitment to a six yearly review.
4. The Auckland Plan is has a vision (the world's most liveable city), 7 outcomes including “A Māori identity that is Auckland's point of difference in the world”, 6 transformational shifts including “Significantly lift Māori social and economic wellbeing”, 7 principles including “Value te Ao Māori”, 13 strategic directions including “Enable Māori aspirations through



recognition of Te Tiriti o Waitangi and Customary Rights” and development strategy priorities and maps (with 91 targets and 200+measures).

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5. In mid 2015 officers commenced early planning and investigation in refreshing the plan. The refresh was not seeking to challenge the fundamentals of the Auckland Plan but to investigate opportunities to better prioritise and give clearer guidance over the short to medium term (5 to 10 years).
6. In particular, the Auckland Plan refresh is required :
 - to respond effectively to learning, new information and their potential impact on the Auckland Plan;
 - to reflect and respond to what has changed in the environment since its adoption in 2012;
 - to ensure the most up to date Auckland Plan is available to provide clear strategic guidance for the LTP 2018 – 2028; and be
 - Consistent with international best practice.
7. On 29 June 2015 as part of the early scoping phase the board’s Chief Executive Officer wrote to the Chief Planning Officer as set out some initial views (see attachment 1). The letter also included a copy of the advice sent from our Chair to the Mayor on the first Auckland Plan (15 August 2011) that provided the context for the Board interests.
8. The advice emphasised that the Auckland Plan refresh address the Māori Plan (that was not in existence when the Auckland Plan was developed), its underpinning research and reports. Some key points made were:
 - making the seven outcomes instrumental as they are not connected to anything (and retaining the Māori outcome and the Māori transformational shift);
 - better integration of the strategic architecture with the development strategy;
 - taking more of a strategic top-down approach to the Auckland Plan measurement;
 - not just relying on a Māori Chapter (current Chapter 2 of the Auckland Plan) but in addition that all the Chapters addressing issues of significance for Māori and their proposed responses;
 - use Māori focused research and data to inform direction-setting; and
 - early response to Mana Whenua and Mataawaka engagement.
9. Over 2016 the officers undertook the investigation and research work and reported for the first time at a political level to the Planning Committee in late November 2016. The board secretariat participated in a reference group and a Steering Committee and reviewed high level work on strategic architecture. The election of the new Mayor meant that that there was a clear direction to focus better the Auckland Plan and also he indicated a desire to remove the liveability vision.
10. In November 2016 the Planning Committee agreed to a broad approach and the following milestones timeline:

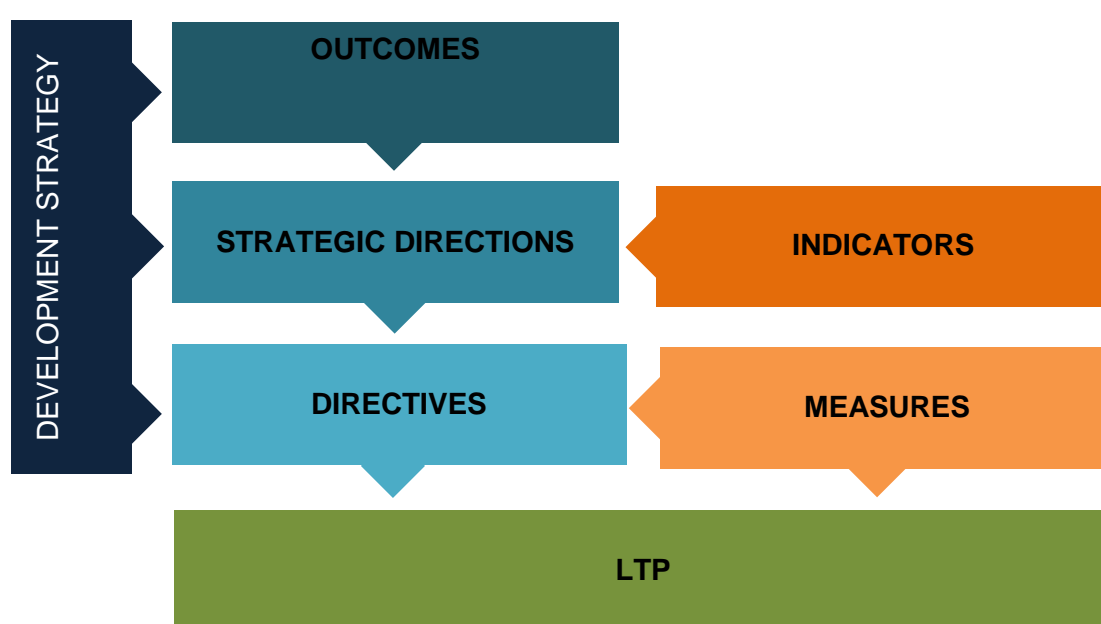
Planning Committee report and briefing on proposed approach/timeline	29 Nov 2016
Planning Committee workshops (about 7 workshops)	Feb-May 2017
Informal public engagement (on ‘big issues’)	May/June 2017
Draft refreshed plan endorsed for consultation	Aug/Sept 2017
Formal consultation - hearings, deliberations and decisions	Nov 2017
Adoption of refreshed Auckland Plan	Dec 2017



11. The refreshed plan is intended to inform the Long-term Plan 2018-28.

Comment

12. The existing Auckland Plan has a broad scope and is “all things to all people”. This refresh gives an opportunity to streamline the document and make it user-friendly in a digital form. Seemingly there is a desire for the Auckland Plan to be more prioritised and focused so that it can effectively direct effort in supporting strategies and action plans such as the Long-term Plan (LTP). There are many measures and targets that are not well linked and do not have supporting data sets and require rationalization.
13. The proposed Auckland Plan strategic framework below is being used in the work underway. It explains what are the relationships of the components of this framework and their relationship to other plans.



14. Council officers are currently working on revising strategic directions and directives for the Auckland Plan and these will be discussed in Planning Committee workshop in March. It is envisaged that a more prioritised or focused Auckland Plan would assist better in prioritising actions and funding of the LTP. If for example there is no mention of the purpose and contribution of papakainga housing in the Auckland Plan and or it is not linked strongly an indicators/measure then it may be more difficult to argue for council support and funding of papakainga.
15. After the strategic directions and directives have been drafted then work will commence in their indicators and measures.
16. From the board perspective there are a number of risks in this Auckland Plan prioritisation in that it:
- may lose the context of the council’s Māori Responsiveness Framework (see attachment 2);
 - may result in some directions and directives relating to Māori being cut out;
 - Māori being included with other groups as part of a diverse Auckland and their special relationship lost as tangata whenua; and
 - Insufficient time and resources being applied to Mana Whenua and Mataawaka engagement



17. It is recommended that the board secretariat participate in this Auckland Plan refresh work consistent with the following board goals:
- The board's issues of significance, the Māori Plan, Māori values and interests strongly inform council work-streams;
 - The work is informed by the best data and evidence on Māori wellbeing and contribution in Tāmaki Makaurau (and work undertaken on the board's issues of significance).
 - The revised Auckland Plan affirms the principles of the Treaty of Waitangi and Council's statutory obligations for the Treaty, acknowledges Auckland's iwi/Māori, and addresses council's Māori responsiveness framework (endorsed by the Governing Body) and priorities of the Te Toa Takitini portfolio;
 - The board advocates strongly for the retention of the outcome "A Māori identity that is Auckland's point of difference in the world" and Māori focused strategic directions and directives that flow from this outcome;
 - The revision of the strategic framework builds on strategic statements and measures referring to Māori in the existing Auckland Plan and identifies any gaps; and
 - Council refers to the relevant Māori views and plans that have been communicated and actively engages with Mana Whenua and Mataawaka.
18. Through working at an officer on this Auckland Plan document and process as per our legislation we can monitor and identify opportunities to advise on Māori issues, values and interests and on relevant Māori research and data. This involvement and analysis of council outputs will assist the board in developing and communicating its own independent advice.

Relevant Board Work

19. In the meantime the board secretariat will draw on board documents, research and priority project work underway to feed into this Auckland Plan refresh revision of the strategic directions and directives. Some of the areas of focus are:
- development strategy and knowledge gained from our involvement with the Proposed Unitary Plan, including work on sites of significance and values;
 - affirming the Māori identity through Māori Urban Design, Te Reo and protection and affirmation Māori cultural heritage;
 - land supply, cost of housing and impacts on Māori (including accessibility transport to employment in the West and South);
 - strategic and long-term view of Marae Development and Papakainga;
 - rangatahi research and skills development;
 - research on Māori business ecosystem and economy and Māori life stages options (NZIER research);
 - reports on the Māori Plan, and providing research and statistics on Māori.
20. Over February we will draft independent advice on the Auckland Plan on the proposed strategic direction/directives for the board's consideration at its March board meeting. This advice will be consistent with the goals above.

Engagement with Mana Whenua and Mataawaka

21. Council is currently developing an Engagement and Communication Plan and we will seek to have input into this to ensure that there are robust plans for council to engage with Māori at all phases of the Auckland plan refresh.



Attachments

There are no attachments for this report.

Signatories

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



Council Controlled Organisations 2017-18

File No.: CP2017/00172

Recommendation

That the Independent Māori Statutory Board:

- a) Agree that a Board Council Controlled Organisation Work Programme for 2017-20 be developed which incorporates governance and operational components as outlined in this report, to be subject to Board consideration in June 2017.

Purpose

1. To update the board on the process for approving Auckland Council Controlled Organisations (CCOs) Statements of Intent (Sol) for 2017-18, and outline matters to be further developed into a proposed 'Board Council CCO Work Programme 2017-20'.

Executive summary

2. The Independent Māori Statutory Board (the board), council and CCO structures and relationships have matured since the entities were originally established in 2010. The board's initial Schedule of Issues of Significance (IoS) 2013 included several issues relating to CCOs which have been progressed to varying extents through council, board, and CCO governance and planning processes.
3. It is timely to develop a forward work programme to guide the board's approach to engagement with CCOs over the next 1-3 years, at both a governance/policy level and operational/service delivery level.
4. In particular, to advance the board's strategic objectives of 'Increasing the visibility of Auckland's Māori Identity' and 'Promoting te reo Māori', targeted efforts will be needed at an individual project and programme design level. Opportunities to embed Māori oriented design, language, and participation in CCO projects and programmes will be identified through the process of finalising CCO Statements of Intent for 2017-18 over February-June 2017.
5. As council processes relating to CCOs (i.e. accountability mechanisms; joint planning projects; reports on performance) are allocated across several council committees the board will also need to effectively co-ordinate how and when it engages with individual CCOs. A proposed Board CCO Work Programme 2017-20 will identify board objectives for CCOs at both a governance and an operational level, and will allow the board to prioritise its advocacy and relationship activities with CCOs for 2017-18 (and thereafter on an annual basis).

Comments

6. The board's involvement in Auckland Council's governance and monitoring of CCOs has included participating in the formal Mayoral Letters of Expectation and Statement of Intent(objectives, nature and scope of activities undertaken by the CCO and its performance targets) process.
7. In its membership of standing committees board members have responded CCO reports or been part of the appointment CCO Board members. Several CCOs now include Māori directors on their board (e.g. ATEED, Panuku, Watercare).



8. Board and council-led actions to improve the 'Māori responsiveness' of CCOs have led to commitments included in the council's CCO Governance Manual and in (some) CCO Statements of Intent. The board has long advocated that the Mayoral Letters of Expectation (LoEs) to each CCO should affirm the need for them to develop and deliver on Māori Responsiveness Plans (MRPs) and refer to these in their Sols. Such plans should include components of:
- Budget contributions to Māori Outcomes (including existing activities in the Te Toa Takitini portfolio);
 - Efforts to improve CCO internal capability and capacity to work with and engage with Māori (Mana Whenua and Mataawaka); and
 - Performance measures relating to the above (e.g. satisfaction with engagement; levels of Māori participation in programmes).
9. The most recent 2017-18 LoEs (approved by the Finance and Performance Committee in December 2016) explicitly refer to the need for those CCOs that do not currently have an MRP, to indicate a timeline for developing one (i.e. Watercare, Auckland Transport and Regional Facilities Auckland) in their Sol 2017-18. The draft Sols are due to be reported to the council on 1 March 2017. The board will have the opportunity to comment on the draft Sols before they are finalised over April-June 2017.
10. The board's on-going involvement in Auckland Council's governance and monitoring of CCOs will be spread across several council committees given the current committee structure: governance/accountability mechanisms are subject to the Finance and Performance Committee; whilst CCO reports on major planning projects and performance will go to other committees (e.g. Planning; Environment).
11. The board's interest in CCOs is not confined to the governance and policy level. CCOs are also represented on the council wide Te Toa Takitini executive leadership group which is intended to take a top-down approach to setting direction for projects and programmes that will contribute to the Auckland Plan Outcome of 'Auckland's distinct Māori identity' and the transformational shift to lift Māori social and economic well-being. Since late 2014 the Board has advocated for ten priority business cases to be addressed by the council and three of these are particularly relevant to CCOs:
- a) Major signature event
 - b) Increasing the visibility of Auckland's Māori Identity
 - c) Promoting te reo Māori¹
- Whilst the major signature event has received a level of commitment from ATEED (in the form of the Tāmaki Herenga Waka Festival), b) and c) have yet to be advanced significantly. They both require CCOs to increase their commitment at the service delivery level (e.g. by initiating projects that incorporate elements of Māori art and design, landscaping, and application of te reo Māori in bi-lingual signage and communication media).
12. CCOs can potentially progress these business cases through either:
- stand-alone projects (which will require additional budget or reprioritisation of existing budget); or
 - making provision for elements of Māori art and design etc. in larger business as usual projects.
- CCO expenditure that contributes to these business cases may be relatively small as a proportion of a CCO's total budget and may not be separately accounted for in larger project budgets or in CCO reports to the council. However, the compound effect of several CCOs

¹ Note that the council has also committed to a Te Reo Māori Framework (developed by Te Waka Angamua) which will rely on CCOs to implement through business as usual activities (e.g. in signage, communications channels).



increasing their level of activity in this way, together with any similar council department-led initiatives, would help gain traction on the Auckland Plan outcome of Māori identify as Auckland's point of difference and the Transformational shift to lift Māori social and economic well-being.

13. The process for finalising CCO draft Sols 2017-18 will provide an opportunity to identify major projects/programmes (that are outside of the current Te Toa Takitini portfolio) which also have potential to provide opportunities for incorporating Māori oriented components. A board CCO Work Programme can then be developed to highlight CCO service delivery projects and programmes for the board to engage with CCOs over the next 1-3 years (e.g. projects could include the City-Rail Link stations, cycleways, Panuku town centre projects, Regional Facilities Auckland stadium upgrades, Watercare's Central Interceptor etc).
14. The work programme will need to consider implications for both board members and secretariat staff in terms of the need to allocate resource for advocacy and liaison with relevant CCO managers and board to CCO Board engagement. This suggests that the CCO projects and programmes of interest to the board will need to be kept to a manageable and prioritised group. It is recommended that the board prioritise the CCO Work Programme at the beginning of each new term (given the need to spread board member and staff resource and attention across a range of actions) and that it be reviewed on an annual basis.

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Implementation

15. A proposed draft Board CCO Work Programme will be developed over February- May 2017 (over the same period as CCO Sols 2017/18 are being finalised) and will be reported to the Board for consideration at the Board's meeting in June 2017.

Attachments

There are no attachments for this report.

Signatories

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



Implementing the Independent Māori Statutory Board's Data Strategy

File No.: CP2017/00475

Recommendation/s

That the Independent Māori Statutory Board:

- a) Receive the update on implementing the Independent Māori Statutory Board Data Strategy 2016-2020.

Purpose

1. This report updates progress on the implementation of the Independent Māori Statutory Board's (board's) Data Strategy 2016-2020.

Background

2. On 1 August 2016, the board received a progress report on the implementation of the board's Data Strategy, including progress on:
 - a. The *Measuring Māori Contribution to Tāmaki Makaurau Scoping Study* (to show how Māori are 'leading Tāmaki Makaurau');
 - b. The *Integrated Data Infrastructure Pilot Study* (which draws data from Statistics New Zealand's linked 30+ government and NGO data sources to support board priorities);
 - c. Council's *Māori Evidence Framework*, (which guides council's collection and analysis of data and research concerning Māori in Tāmaki Makaurau); and
 - d. Qlik (the board's data visualisation tool).
3. Work has progressed steadily and/or has been completed with respect to the above projects.
4. The government's current review and reform of the Statistics Act 1975 and Privacy Act 1995 may have an affect on Māori data held by government agencies. Monitoring this review will be important in the context of implementing the Board's Data Strategy.

Measuring Māori contribution to Tāmaki Makaurau

5. The board has completed its scope of an approach to measure the contribution that Māori make to Tāmaki Makaurau. The main rationale for developing such an approach is that it: (a) will assist with stakeholder buy-in to support Māori-focused initiatives; (b) will capture other advocacy areas for Māori (for example, health, and economy); and (c) will promote collaboration amongst council and other central, local government and NGO/corporates with interests in Tāmaki Makaurau to advance positive Māori outcomes.
6. The board's Data Strategy Expert Panel ('the Panel') considered that this approach was a pragmatic 'first step', particularly as it will result in the long term with: (a) providing access to information and data that the board/council currently cannot access; (b) providing knowledge and expertise to leverage off the board's current indicator work vis the Māori Plan and Evaluation and Monitoring Framework; (c) identifying, and connecting the board with other agencies undertaking related work or potentially required to complete this work; and (d) being champions for the work.
7. Ernst & Young (Tahi) developed a framework and process to measure Māori contribution. The framework (a) aligns with the board's Issues of Significance, the Māori Plan, council's Auckland Plan (directions and outcomes) and council's Māori Responsiveness Framework; and (b) provides a forward work-plan to develop 'contribution measures' and report on the



framework. The scoping study provides a 30-month work programme to construct and report on a full contribution framework.

8. Secretariat staff met with Council (Te Waka Angamua) to discuss the scoping study. It was agreed that the study will be piloted by council on a specific 'contribution topic' rather than all Māori contribution. The proposed topic is Marae Development and the pilot study will measure the social, cultural and economic contribution that marae make to Tāmaki Makaurau.
9. Te Waka Angamua will implement the study. However, the board secretariat will monitor the study to ensure outputs and outcomes align with and support the board's strategic priorities.

Integrated Data Infrastructure Pilot Study

10. Statistics New Zealand's Integrated Data Infrastructure ('IDI') combines information from a range of organisations (such as the Ministry of Health, Ministry of Education and the IRD) along with key surveys, such as the Census and Te Kupenga (the Māori Social Survey) to provide insights to improve social and economic outcomes for New Zealand.
11. The IDI pilot study has identified rangatahi-specific data capable of supporting 20 of the current Māori Plan indicators (primarily in the cultural and social outcome domains).
12. This project's deliverable was a robust technical application to submit to Statistics New Zealand to extract the data. Extracting the data requires specialist expertise. The board's Principal Advisor (Evaluation) will therefore be supported by University of Auckland data technicians, at no cost, to extract the data.

Council's Evidence Framework 2016-2019

13. In November 2016, Council's Research, Investigation and Monitoring Unit ('RIMU') released its Evidence Framework 2016-2019. The Framework support Council's monitoring and evaluation of the Auckland Plan. The Framework incorporates the themes of RIMU's previous strategic themes - People, Environment, Land Use and Economy.
14. The Evidence Framework includes a Māori Evidence Framework covering topics specific to Māori outcomes.
15. The board is currently monitoring the implementation of the Evidence Framework.

Board data visualisation tool - Qlik

16. The board has installed Qlik, a software system for data analysis and data warehousing onto computer hardware. It can extract raw data from any source and combine it from a range of statistical formats. The board is the first and only Māori organisation as we understand to have this data capability.
17. Qlik will enable the board to define the Māori narrative for Tāmaki Makaurau independent of Council or other agency analyses. The board will be able to produce reports and data releases that better align with its own priorities and with Māori aspirations. And the data can be framed through a strengths-based, Māori-potential lens rather than the deficit-based reporting traditionally adopted by other, non-Māori agencies.
18. Data has been collated to upload onto the software. Board staff are currently receiving training to implement the visualisation tool.

Government review of data legislation

19. Two external Māori groups, Te Mana Raraunga and the Iwi Leaders Group (collectively the Māori Data Collective) are also strongly interested in this review and representatives have met with Board secretariat staff to discuss a legal opinion on the current planned reform for both the Statistics Act 1975 and the Privacy Act 1995, in relation to how this reform may affect Māori data (the Government Reforms). In particular, the Māori Data Collective are concerned



with whether, if at all, the Government Reforms will detrimentally impact upon Māori governance and access to data, including within the IDI.

The Māori Data Collective are likely to use parts of the legal opinion to draft a briefing paper for its engagement with local and central government. The opinion recommended maintaining a broad definition of Māori data, maintaining that all Māori data is a taonga and framing the discussions using both Tribunal jurisprudence and best practice principles sourced from the international examples.

Attachments

There are no attachments for this report.

Signatories

Authors	James Hudson - Principal Advisor Monitoring and Evaluation
Authorisers	Catherine Taylor - Manager Policy and Evaluation Brandi Hudson - Independent Māori Statutory Board CEO



Update: Implementation of Te Reo Māori

File No.: CP2017/00392

Recommendations

That the Independent Māori Statutory Board:

- a) receives this report noting the current status across council for promoting te reo Māori together with upcoming opportunities for embedding te reo across the council group and Auckland;
- b) notes the key messages on te reo that may assist Board members with future advocacy.

Executive summary

1. This report provides the Board with an overview of progress made by the council to promote te reo Māori across the council group and Auckland. It also identifies upcoming opportunities for the Board to advocate for high-impact actions across the council group and Auckland.
2. This report is structured as follows:
 - (a) **Te reo as a priority for Auckland Māori:** Progress on relevant te reo actions in the Māori Plan promoted by the Board;
 - (b) **Council progress:** Status of what council has done to promote te reo Māori across the council group and Auckland;
 - (c) **Upcoming opportunities:** Future opportunities for Board advocacy to promote te reo in the region; and
 - (d) **Key messages:** Messages that Board members may find useful when advocating for te reo.

Te reo as a priority for Auckland Māori

3. The promotion of te reo Māori is a key focus in the Māori Plan and a Board priority this term within Māori Economic Development. Relevant actions in the Māori Plan include:
 - (a) *“Auckland Council to support establishment of a Te Reo Māori working group and secretarial support to develop and implement strategies to promote the use of Te Reo Māori across the region;*
 - (b) *Auckland Council to develop naming protocols with Mana Whenua for new streets, buildings, spaces and Auckland Council facility rooms. Te Reo Māori to be incorporated into all communication avenues including Auckland Council websites; and*
 - (c) *Auckland Council to advocate for, and grow community support for, compulsory Te Reo Māori in all Auckland schools.”*

[page 64, Māori Plan]

Recently there has been progress made on the first two actions (set out further below). No progress has been made on the latter action.

4. To further this priority over the Board's coming term, a te reo project has been established by secretariat staff with the objective of advocating to council that te reo is embedded across the council group and Auckland. The project will also carry out research which will provide the Board and others with data to promote te reo at a local, national and international level. It



is expected that this research will also provide the foundation for a business case seeking funding as part of the council's Long-term Plan process later this year.

5. Other reasons for the Board to provide leadership in this space are:
- (a) The Board has identified Auckland rangatahi as another priority. Recent research carried out for the Board identified te reo as a key factor for Auckland rangatahi, their well-being and sense of belonging.
 - (b) As noted in the Māori Report last year, the proportion and actual number of te reo speakers in Auckland is on the decline. The proportion of Auckland te reo speakers (15.2% based on 2013 data) is lower than the national proportion (18.4%). In terms of actual numbers, in 2006 there were 26,523 te reo speakers in Auckland which dropped to 24,726 in 2013. The Board has an important advocacy role to play in countering the decline, particularly in the city holding the largest population of Māori, of which 50% are under 25 years old.

Council progress

6. Below is a table setting out some recent examples of council progress to promote te reo. The table also identifies associated Board input required to produce the outcome:

Date	Council progress	Board input	Outcome
2016	Tripartite Economic Agreement between Auckland Council, LA and Guangzhou includes te reo Māori text	Board proposed resolution at Committee level	Precedent set for te reo to be included in council agreements
2016	Te reo identified as an area for CCOs to progress in Statements of Intent	Board advocacy at officer and Committee levels	CCOs required to identify and report on te reo based initiatives
2016	TINO (an online/app educational resource about Māori identity including a te reo search function) made available on the council intranet to all staff	Board produced the TINO app for the council	Internal capability-building resource available for all council staff to directly access
2016	Development of Brand Guidelines to include te reo	Board communications input and advice	Improvement in council Brand Guidelines to include te reo, Māori design, and a te reo version of the council brand
1 Sep 2016	Former Regional Strategy and Policy Committee adopted high-level Te Reo Māori Policy	Board advocacy at officer and Committee levels	Council adopts a Te Reo Policy
1 Sep 2016	Te Reo Implementation Plan	Board advocacy at officer and Committee levels	Resolution that council will work with the Board on development of the implementation plan
Dec 2016	Establishment of council working group to identify actions to implement Te Reo Policy	Board advocacy at officer and Committee levels to establish working group	Council establishes Te Reo Working Group to implement Te Reo Policy Council budget of \$50,000 identified for working group



7. Further te reo has become more visible internally within the council over the past year. For example more visible use on the council's intranet and offering te reo classes to staff (as the Board does).
8. A copy of the adopted te reo policy is **attached**.
9. Alongside the policy sits a draft council implementation plan. The Board advised that actions in the implementation plan required further work and advocated for the establishment of a working group to identify, monitor and evaluate cohesive actions across the council group. Membership of that working group will grow to include council departments and CCOs, as well as an expert member on language initiatives across complex organisations. As above, that working group was recently established.
10. While the working group is in its infancy and specific actions need to be identified, work is currently underway on council room signage, implementing bilingual signage, building re-naming, lift audio, and identification of opportunities across council-owned channels.
11. Set out below are examples of what proposed bilingual council signage will look like.

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Upcoming opportunities to advocate further for te reo

12. Below are upcoming opportunities for further te reo advocacy by the Board in 2017:
 - (a) Through the Board's te reo project which will include actions to be identified by Te Reo Working Group. In particular, the Board can provide input into the actions and expert appointment to the working group, as detailed further above. As the work programme for the group develops, this will be reported to the Board.
 - (b) In relation to actions by Council Controlled Organisations, through the 2017 Statement of Intent process underway and Board CCO work programme 2017-19 (as further identified in the CCO report contained in this agenda).
 - (c) Work underway on the Auckland Plan refresh. In particular, promotion of te reo is a way that the council can achieve the Auckland Plan outcome of a Māori identity as Auckland's point of difference.
 - (d) Through advocacy into the Long-term plan process (which will be reported to the Board at a later stage).
 - (e) At the international level (as part of promoting Auckland's unique identity) through the Auckland International Managers Network, which includes representation from the secretariat. This group includes the council and CCOs, Ministry of Foreign Affairs, Ministry of Trade and Enterprise.
 - (f) Through the Board's communications work programme including communications on the Board's te reo project.

Key messages on Te Reo

13. Below are some key messages that Board members might find useful to ensure that consistent messages are given externally on te reo:



- (a) **Making te reo visible across Auckland is an easy way for council to achieve its own objectives.** It aligns to the Auckland Plan and council's own Māori Responsiveness objectives.
- (b) **Promote te reo to achieve multiple outcomes for this city.** It is a way for everyone to experience what makes this place unique.
- (c) **Council can take a lead role in promoting te reo.** This affirms our unique identity and provides future opportunities for the city and its people.
- (d) **Te reo can engage our rangatahi.** Auckland rangatahi tell us that seeing their culture promoted is important to their sense of belonging and wellbeing. This is regardless of whether they can kōrero.

Attachments

No.	Title	Page
A	Auckland Council Māori Language Policy	73

Signatories

Authors	Tania Winslade - Principal Advisor Economic Outcomes
Authorisers	Catherine Taylor - Manager Policy and Evaluation Brandi Hudson - Independent Māori Statutory Board CEO



Māori Language Policy



Item 12

Attachment A





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Mihi Acknowledgement

Ko te reo te mauri o te mana Māori
Ko te kupu te mauri o te reo Māori
E rua ēnei wehenga kōrero e hāngai tonu ana ki runga i te reo Māori
Ko te reo, nō te Atua mai

The language is the life force of the mana Māori
The word is the life force of the language
These two ideas are absolutely crucial to the Māori language
A language, which is a gift to us from the creator

Sir James Henare – Waitangi Tribunal Hearings, 1985, Wai 11.



He Whakamārama Foreword

Māori Language and Auckland's unique identity

Auckland Council recognises that Māori language is a cultural treasure and an official language of New Zealand. We acknowledge that Māori language and culture forms a critical part of “a Māori identity that is Auckland’s point of difference in the world”.

Through this policy and the related implementation plan Council is committed to the Māori language being seen, heard, spoken and learnt throughout Tāmaki Makaurau *Auckland* and that Council is able to contribute to the celebration, protection, revitalisation and the integration of Māori Language throughout its functions and activities.

Māori Language Framework

We have developed a Māori Language Framework to underpin how Council gives effect to this policy.

Outcome Area	Explanation	Potential Action Areas
Te Reo te Kitea – <i>Māori Language that is visible</i>	Te Reo te Kitea is about Councils contribution to the visibility of the Māori language throughout Auckland	<ul style="list-style-type: none"> • Bilingual Signage • Dual Naming of Council facilities • Road Naming
Te Reo te Rongohia - <i>Māori Language that is heard</i>	Te Reo te Rongohia is about Councils contribution to the Māori language heard throughout Auckland	<ul style="list-style-type: none"> • Digital audio platforms • Civic events • Call Centre
Te Reo te Kōrerohia - <i>Māori Language that is spoken</i>	Te Reo te Kōrerohia is about Councils contribution to the Māori language spoken throughout Auckland	<ul style="list-style-type: none"> • Customer Reception • Business meetings • Hearings
Te Reo te Ākona - <i>Māori Language that is learnt</i>	Te Reo te Ākona is about Councils contribution to the Māori language learnt throughout Auckland	<ul style="list-style-type: none"> • Māori language immersion spaces • Digital learning platforms • Interpretive signs



Kupu Whakataki *Introduction*

Auckland Council is committed to meeting its responsibilities under the Treaty of Waitangi and its broader legal obligations to Māori. The council recognises these responsibilities are distinct from the Crown's Treaty obligations and fall within a local government Auckland context.

These commitments are articulated in the council's key strategic planning documents – the Auckland Plan, the Long-term Plan, Local Board Plans and the Unitary Plan.

In responding to Council's commitments and obligations to Māori in a way that will improve outcomes for all, Whiria Te Muka Tangata – The Māori Responsiveness Framework has been developed. Its purpose is to enhance and guide Auckland Council and its family's responsiveness to Māori.

The Framework articulates that Council will work to ensure its policies and actions consider:

- the recognition and protection of Māori rights and interests within Tāmaki Makaurau, and
- how to address and contribute to the needs and aspirations of Māori.

The Māori Language Policy provides a practical means for Council to fulfil its commitments and obligations to Māori.

Te Koronga *Purpose*

The purpose of the Māori Language Policy is to direct and guide the actions of Auckland Council, in relation to the celebration, integration, protection and revitalisation of the Māori language in council business.

Auckland Council aims to:

- Ensure that anyone who receives or uses Auckland Council's services or contributes to the democratic process has the choice to do so in Māori or English.
- Encourage the use of the Māori language in the community.

Ngā Mātāpono *Principles*

The principles that underpin this Māori Language Policy are:

- Māori language is a cultural treasure which is at the heart of Māori identity
- dialects reflect tribal identity and considerations have been made in this document
- because te reo Māori is an official language of Aotearoa, it shall receive equal status to the English and Sign languages
- Auckland Council is committed to celebrating Māori identity - 'Auckland's point of difference in the world'.



Ngā Tikanga *Conventions*

The Auckland Council group will apply these practices to all official communications and publications when using the Māori language:

- i. Refer to the 'Guidelines for Māori Language Orthography' by Te Taura Whiri i te Reo Māori *The Māori Language Commission* when applying Māori language in its written form. This publication gives current best practice for the written word and is the convention Auckland Council will follow.

Mana whenua, should they choose, shall be exempt from those guidelines. They may determine for themselves the spelling that will differ in order to reflect their identity, dialect and narratives.

- ii. Mana whenua interpretations of their stories and relationships to Tāmaki Makaurau remain the intellectual property of mana whenua.
- iii. Written reference to ancestral names will be with the express permission of mana whenua.
- iv. The Māori language will be incorporated into Auckland Council's proceedings, operations, delivery and communications including:
 - key documents and publications
 - meetings and events
 - other communications such as media releases, websites, signage and interpretation.
- v. When using the Māori language in written or spoken communications, Auckland Council will include an English translation except when the words or phrases are in such common usage that it is considered unnecessary. For example; whānau, iwi, hapū.
- vi. Auckland Council will encourage the use and correct application of the Māori language in its communications, publications and signage. In general the Māori language shall precede English, however there are some exceptions to this. For example; Where navigation aids, maritime safety or emergency responses appear or in the digital environment and when the search function would be affected. In these cases English will precede Māori. For example; Emergency Exit, First Aid, Assembly Point, Fire Alarm.
- vii. Transliterations will not be used except where there is no alternative.

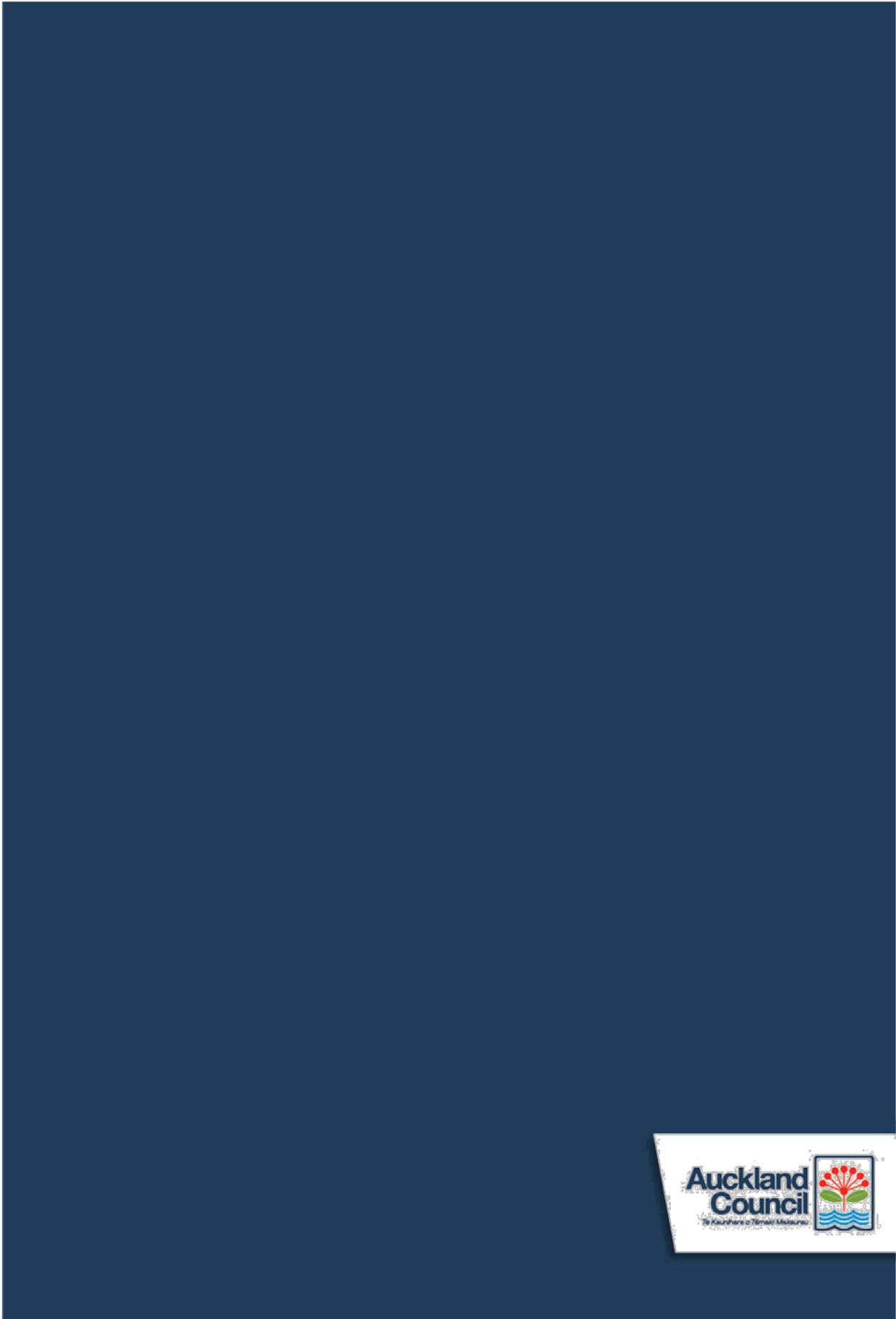


- viii. The Māori Language Policy and related implementation plan and guidelines will inform other Auckland Council group protocols and policies on:
- signage and interpretation
 - dual-language naming
 - road naming



Item 12

Attachment A





Māori Housing Programme update

File No.: CP2017/00271

Item 13

Recommendation/s

That the Independent Māori Statutory Board:

- a) Receive the report on the Māori Housing Programme Update.

Purpose

1. To update the Independent Māori Statutory Board (the board) on Auckland Council's (the council) progress on Māori housing including papakāinga housing and funding.

Executive summary

2. In December 2016 council provided an update on Māori housing progress following the board's proposal (the proposal) in April 2016 that a Māori Housing Unit be established.
3. Progress has been made in establishing a Māori Housing Programme in the Development Project Office that includes dedicated FTE roles, a strengthened mandate and more direct oversight, drafting a shared/agreed work programme, maintaining transparency and providing for accountability, coordinating related council activities, and taking a longer-term view of the activity.
4. While it is too late to implement a more strategic and settled approach to applications to the papakāinga fund in this financial year (impacted by the re-organisation of Te Waka Angamua), these developments are positive and it is anticipated they will continue to cement Māori housing delivery and provide a firm basis for on-going improvements.
5. We will continue to monitor progress on the funding of papakāinga development, housing development on council land by Māori, and council's strategic sector role in Māori housing.

Background

Māori Cultural Initiatives Fund (papakāinga development fund)

6. The council's Māori Cultural Initiatives Fund (\$1M) provides financial support for papakāinga development and marae development. Affordable housing is a board priority, and the board advocates for this sum to be equally shared across marae and papakāinga development which accords with the Long-Term Plan purpose and seeks to ensure neither is privileged or disadvantaged.
7. In the 2015/16 financial year \$146,000 was expended on papakāinga development, with the remainder spent on marae development.
8. A key barrier to expenditure of funding on papakāinga development has been an initial expectation by council that the funding would cover project consenting costs. In practice this meant a number of projects were not able to access funding as they have not reached the consenting stage. Experience has shown that for many papakāinga developers the cost of developing a project to the consenting stage is prohibitive.
9. There is an identified need for funding support to cover feasibility studies (or similar). This would support more robust and viable projects, and increase the pool of potential applicants to other funders (such as Foundation North) for substantive capex support by filling an important gap in the funding approach.
10. The board identified that a dedicated unit would be an effective and relatively simple way to make better use of the fund, and establish a more robust approach to Māori housing. A



proposal was drafted and submitted in April 2016 to the Chief Operating Officer (COO) who leads the Te Toa Takitini Whai Painga work stream and has ultimate responsibility for operational housing issues, and others.

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Māori Housing Unit proposal

11. Council's approach to Māori housing has been characterised by having no settled policy in place. Progress has not been controlled by an agreed work programme, and has relied on informal policy direction.
12. In this environment the board observed some risk factors becoming apparent including uncertainty about whether the funding was intended to support Mana Whenua and Mataawaka, inconsistent funding criteria and processes, and on-going difficulty in coordinating activity, all of which impacted ultimately on the effective expenditure of available funding.
13. In April 2016 the board proposed that council establish a Māori Housing Unit (the proposal). The board identified that Māori housing activity was occurring in siloes across council, that there was no central point of leadership, and there was no agreed work programme setting expectations and accountability.
14. The purpose of proposing a stand-alone Māori Housing Unit was to establish a clear single point of contact on Māori housing – from policy to operations, and to provide for a line of reporting directly to the Chief Operating Officer. The board sought to establish a unit with subject matter expertise, clear strategic direction, and a strong mandate (both political and operational).
15. The board sought dedicated FTE resource to increase coordination of activities, provide clearer leadership and direction, improve long-term planning and more effectively achieve expenditure of the Māori Cultural Initiatives Fund papakāinga funding.
16. On 10 August 2016 the Te Toa Takitini Executive Leadership Group (TTT ELG) agreed that the Development Project Office have the lead responsibility for the Māori Housing Programme.

Comments

Council's progress

17. The council provided a progress update to the secretariat on Māori Housing in December 2016. There has been progress against the key drivers of the board's proposal.
18. Council's draft work programme refers to the establishment of a Māori Housing Unit including at least two dedicated roles and two contributing roles. It differs from the unit proposed by the board in that it sits within the Development Project Office (DPO), rather than being an independent business unit reporting more directly to the COO.
19. Under the chosen structure there is a risk that staff may be subsumed into other business from time to time, or that the work programme may face greater exposure to changing priorities. The unit may have been more agile under the proposed structure, but that may have taken longer and the unit may have faced greater challenges coordinating activities.
20. The proposal sought the establishment of three dedicated FTEs (immediately and for the time being until greater need developed). The new role of Māori Housing Lead (Lead) was established in the DPO, and filled in October 2016. That role is supported by a seconded business analyst, and is to be joined by a Senior Advisor Māori Housing.
21. The related role of Cultural Initiatives Fund advisor (located in the centralised Māori Responsiveness Hub) will also support Māori housing outcomes through the efficient administration of the fund which provides for papakāinga development. Separating the roles of administering the fund from the external roles of supporting housing development projects is an important development protecting the external facing support staff from involvement in the application process itself, or related internal decision making.



22. The proposal sought a clear, strategic and cohesive work programme. The work programme is being developed with a number of key positive features. Two work streams are identified, being the DPO's housing project support, and Panuku's role in identifying opportunities for Māori housing development.
23. According to draft documents the work programme aims to develop a cohesive purpose and to deliver an aligned and coordinated programme. It intends to take a multi-year approach, which provides a context to manage an increase in Long-term plan (LTP) capex funding due in LTP year 4, to prioritise project support in a strategic way, and create a more regular and consistent application and decision making processes.
24. The work programme will also supersede existing policy and work programme documents, providing greater security and certainty. It provides a stronger basis for identifying new papakāinga and Māori housing development projects, and integrating or coordinating work across council.
25. The work programme indicates the emergent trend of a focus on Mana Whenua developments/developers is being reviewed as this is not an agreed approach. In the verbal update, it was acknowledged that the fund needed to be available to developers at early stages of feasibility.
26. On 9 November 2016, the TTT ELG endorsed a workshop Māori Housing at a future joint meeting of the board and the Governing Body. The secretariat is working with council to prepare for the workshop by April 2017.

Risks identified

27. There is a risk that the division of the work programme between the Māori Housing Lead/DPO and Panuku could compromise the level of coordination achieved across the programme in a key area for outcomes.
28. Panuku has identified potential to enable Māori housing development on council land through its land rationalisation programme. This is the most significant single opportunity for council to support Māori to develop housing, and it requires careful planning, management and coordination. It is critical that council's internal Māori housing programme management actively nurture that opportunity and maintain high levels of coordination.
29. There is also a risk that a level of strategic sector coordination is not being targeted, which could unlock real opportunities for housing.
30. For example, during 2016 the Hobsonville Land Company (HLC) sought to transfer ownership of housing stock to Māori from land which it needed vacated. The opportunity was not optimised with a small number of the houses available secured. This opportunity may have been better optimised through stronger strategic relationships including between council and iwi, and across the sector.
31. The council is uniquely and best positioned to facilitate housing stock transfers across Auckland. Council can advocate for opportunities, have early notice or perceive of this possibility, to identify potential recipients, to contribute to facilitating the process of planning and transfer, and to coordinate funding support as appropriate from the papakāinga fund.
32. These risks are identified and monitored for as next steps.

Implementation

Next steps

33. The board will continue to monitor progress on the Māori Housing work programme (the work programme), and monitoring the upcoming application round for the papakāinga fund is an immediate priority.



34. The development of housing on council land by Māori is identified as a high priority outcome. We will continue to seek information on this process, and the barriers and challenges emerging.
35. There is also a high likelihood that entities such as the Hobsonville Land Company, Housing New Zealand, or the Tāmaki Regeneration Company will be seeking to move or disperse further housing stock in the future (as occurred in 2016).
36. The secretariat will continue to encourage council staff to take up a strategic sector role for Māori housing, and will continue to seek information on progress.

Attachments

There are no attachments for this report.

Signatories

Authors	Brennan Rigby - Principal Advisor Social Outcomes
Authorisers	Catherine Taylor - Manager Policy and Evaluation Brandi Hudson - Independent Māori Statutory Board CEO



Rangatahi research and report

File No.: CP2017/00314

Recommendation

That the Independent Māori Statutory Board:

- a) agree to the implementation of an Action Plan for Rangatahi including the prioritisation of opportunities identified in the Rangatahi Insights report and the New Zealand Institute of Economic Research (NZIER) reports on the Māori economy.

Purpose

1. To present a summary of the Rangatahi Insights report (carried out in two phases), key recommendations, a proposed Action Plan for Rangatahi and a Business case on career transition support for Rangatahi.

Executive summary

2. The board commissioned the Rangatahi Insights report to refresh our understanding of rangatahi wellbeing in Tāmaki Makaurau.
3. The report surveys robust and tested ways to support rangatahi outcomes including in the key area of education (identified as a pre-condition to lifetime economic prosperity).
4. The board also commissioned work from the NZIER in 2016 regarding Auckland's Māori economy and the economic wellbeing of Auckland's Māori. It recommends adopting a 'life stages' approach to wellbeing, and focusing on rangatahi and educational outcomes to improve economic wellbeing for Auckland's Māori into the future.
5. These reports show that the social and economic wellbeing of Auckland's Māori population over time are closely tied to educational outcomes for rangatahi, which is therefore a primary focus for the board in advocating for rangatahi outcomes.
6. The recommendations of these two reports have been merged into an Action Plan for Rangatahi (attached), capturing priority actions drawn from the independent social and economic reports and analysis.
7. Considerations in the prioritisation of these actions included the degree of agreement between the NZIER action plan and the Rangatahi Insights report, the scale of potential impact, the difficulty of delivering or complexity of the action, whether the action can be progressed by the board or requires action by council or another party, and the level of existing council resource in the target area.

Comments

8. The Rangatahi Insights report highlights the role Auckland's unique Māori identity plays in rangatahi wellbeing, it affirms the connection between social or personal wellbeing and economic wellbeing, and asserts that educational outcomes are a pivotal area requiring focus.
9. The first phase of the report focused broadly on exploring current challenges and opportunities for rangatahi, and the second phase focused on the role of te Reo and tikanga in rangatahi wellbeing.
10. The report supports anecdotal knowledge of practices and systemic flaws which impact rangatahi outcomes, and surveys opportunities to harness success for rangatahi. In regard



to education outcomes, for example, the report notes that the Education Review Office (ERO) finds that a strong relationship between school and whānau support better outcomes for Māori students. However, the ERO also finds that in a majority of schools these recommendations were not effectively implemented and outcomes for Māori students did not improve.

11. The report explores data and analysis and illustrates a range of ways in which rangatahi outcomes are being impacted by systemic failings in the education system or in service delivery by the public sector.
12. The report also reflects feedback and input from rangatahi and professionals received during an engagement phase. These two sources of input concurred in identifying the need for rangatahi to be better catered for in the education system, and for more responsive and more effective support for rangatahi transitioning through the education system and into work.
13. The report highlights robust research which finds that te Reo and Māori cultural efficacy act as protective factors for rangatahi, and/or provide resilience for rangatahi to cope with stress. Access to te Reo and cultural environments, institutional support for te Reo and cultural efficacy, and the presence of te Reo and the visibility of Māori culture in public spaces are therefore identified as critical factors in rangatahi wellbeing.
14. The NZIER report highlighted the observation that a deficit in education outcomes for Māori arises during Early Childhood Education in the form of lower participation and wide variation in the capability of centres to deliver culturally responsive education to this age group.
15. The NZIER report observes that this deficit remains and is even reinforced throughout subsequent stages in the education system. This is echoed by the Rangatahi Insights report engagement with rangatahi during which a lack of support from teachers was an issue identified in the educational experience of rangatahi.
16. These markers of difference remain (for example) in secondary schools which do not seek to strengthen relationships with whānau despite robust and compelling research by the ERO, and in the transition to work where (for example) a cultural disconnect can compromise the relationship between employers and rangatahi employees. Innovative, affirmative and proactive interventions are required to disrupt this pattern across the education ecosystem.

Key directions from the Rangatahi Insights report

17. Key recommendations from the Rangatahi Insights report include actively focusing on achieving sustainable funding sources for interventions which deliver targeted outcomes, promoting the customisation of interventions targeting rangatahi outcomes, and promoting an outcomes-focused approach to activity which plans for evaluation and delivery against outcomes from the outset. These approaches could be applied to council's JobFest which seeks to connect employers with young workers. While the programme is well founded, there is enormous potential to develop a focus on rangatahi to increase rangatahi outcomes, and to set out to evaluate those outcomes more clearly.
18. In the merged Action Plan for Rangatahi significant themes emerge including, for example, supporting the implementation of Education Review Office (ERO) recommendations. For example, the ERO recommends strengthened relationships with whānau and incorporation of tikanga to increase engagement among Māori students. In following up the ERO observed one school in which the Principal's leadership toward these changes directly contributed to improved Māori educational outcomes.
19. Council's education and community Council-Controlled Organisation COMET has a mandate to work in the education sector and influence sector change. The Action plan for Rangatahi also identifies the issue of trust between whānau and schools, which may require concerted effective and independent activity by an intermediary such as COMET to address.
20. The reports also recommend developing innovating and exciting ways to share success stories, and highlight effective and proven pathways for rangatahi toward education and career success. This strengths-based approach is among the actions identified as priorities.



Action Plan for Rangatahi

21. The Action Plan for Rangatahi sets out 42 actions identified through bringing together the NZIER action plan and the Rangatahi Insights report recommendations into one set of directions.
22. These actions are being incorporated into the board's rangatahi work stream and other areas (such as Te Reo advocacy) as appropriate (this is on-going).
23. The actions have been reviewed and prioritised based on the degree of agreement between the NZIER action plan and the Rangatahi Insights report (in some cases alignment was extremely strong), the scale of potential impact, the difficulty of delivering or complexity of the action, whether the action can be progressed by the board or requires action by council or another party, and the level of existing council resource in the target area.
24. The identified actions are not all within the scope and mandate of the board to deliver, and where they are not they are taken to provide direction for the board's advocacy.
25. Note that actions 13, 14, 19, 25, 28, 32, 38, 39, 40, and 42 informed the development of the business case for a rangatahi- and Tāmaki Makaurau- specific career planning resource 'Te Kai a te Manu'. The need to bolster career planning to support the transition from school to career is a fundamental thematic finding indicating education outcomes and the successful transition into careers are key focus points to improve outcomes.

Careers transition business case (summary version attached)

26. As a direct result of analysis of both reports, a business case for a web-based (website and /or app) careers support resource targeting rangatahi in Auckland and providing up to date Auckland career and income data has been developed.
27. From a social wellbeing perspective the transition from education to work is critical in a career that progresses over time, and the Rangatahi Insights report also asserts the need for interventions which are fundamentally tailored to a rangatahi audience.
28. From an economic perspective, rangatahi need to be provided with tools to understand and engage with the lifetime earning potential represented by choices made during this critical transition period.
29. This business case is an attempt to incorporate and respond to the directives and priorities set by the reports, while reflecting the board's role and that of council.

Consideration

Local board views and implications

30. The Rangatahi Insights report has possible implications for local boards seeking to plan for and achieve outcomes for their local Māori communities. The report highlights the positive impact achieved through embedding a Māori identity in communities and community spaces. Rangatahi also benefit from feeling able and encouraged to access community facilities, and the Rangatahi Insight report highlights the role of te Reo and Māori responsiveness in this.
31. Local Boards have the ability to influence rangatahi outcomes through influencing facilities management, community funding and directing council activities under the empowered communities approach.
32. The Mangere-Otahuhu local board decision to replace sugar sweetened beverages in all council community and social facilities (resolution MO/2016/172, November 2016) exemplifies local board influence over local facilities and council activities, and the capacity of local boards to implement change for social good.



Implementation

33. The board's rangatahi work stream provides for the identification and prioritisation of actions from the Rangatahi Insights report and the NZIER report through the merged Action Plan for Rangatahi referred above.
34. Work will continue on developing and progressing the business case on career transition support for rangatahi.

Attachments

No.	Title	Page
A	Rangatahi Action Plan	89
B	Business Case Te Kai a te Manu	93

Signatories

Authors	Brennan Rigby - Principal Advisor Social Outcomes
Authorisers	Catherine Taylor - Manager Policy and Evaluation Brandi Hudson - Independent Māori Statutory Board CEO



Rangatahi Action Plan	
KEY: PRIORITISED ACTIONS SHADED BLUE	
1	Advocate for granular measure of Māori children at risk
2	Advocate for government to: <ul style="list-style-type: none"> - track the proportion of at-risk children enrolled in ECE education, then - set a target for enrolment in quality ECE centres (NZIER suggested target applies) (note: Better Public Service has a rolling target in this area, current target is 98% enrolment in 2016)
3	Advocate with the Ministry of Education to: <ul style="list-style-type: none"> - set targets to improve the quality of ECE teaching - ensure suitable professional development is available - ensure ERO remains vigilant in this area - Revised target: all ECE teachers are competent in te Reo and engagement with Māori whanau (NOTE: the NZIER suggested target for cultural-sensitivity [that centres with 15% or more Māori students have at least 1 fluent speaker] is insufficient)
4	Design and advocate for interventions to increase trust in education centres from whanau, including interventions which support ECE centres to understand the necessity of engaging with whanau, and 'how to' do so appropriately and confidently.
5	Design interventions and/or advocate for intensive support for children and whānau (not cognitive-based educational support), includes social, financial and educational support, and non-cognitive skills development with a Māori cultural focus.



6	Advocate for clear and direct messaging from the education system on the benefits of ECE, risks of non-participation, opportunities available, and information about cultural alignment. (Information about available ECE could be packaged by suburb, with commentary about kaupapa Māori alignment)
7	The characteristics (of schools in regard to achieving or not achieving outcomes for Māori students) identified by the Education Review Office (ERO) are used and circulated.
8	Advocate for further research specifying the barriers (for example, cost and transport) and circumstances (for example, considering that whanau-centric time is more valuable) that cause and convince whanau to avoid or not engage children in ECE.
9	Consider if there is a need for further formal New Zealand research and data on what works and what doesn't over the medium to long term in ECE, including for Māori children.
10	Develop proposal for Māori representation targets on school boards, and identify avenues for this issue to be elevated.
11	Review Counties Manukau Children's Action Plan and assess opportunities to leverage outcomes.
12	Identify Auckland's Communities of Learning and assess opportunities to engage with them and leverage support through this mechanism, and injecting te Ao Māori considerations into this collaborative process (may include leading communications to create buy-in and participation from Māori, and advocating to Ministry for new specific communities of learning considering how Communities of Learning are currently delivering for Māori)
13	Develop proposal for a Career Path website or App designed to provide information about careers linked directly and in a meaningful way to education subject choices, constructed with a Māori world view in mind.
14	Advocate for the development of a tool which asks the question "What does a career path for Māori students really look like" and tracks: <ul style="list-style-type: none"> • the subject choices of Māori students • the career paths these choices represent • the career landscape including careers in ascendancy or decline.
15	Develop understanding and methodology around improving transition outcomes for Māori to measure and reduce the negative impact of the key education transitions on Māori education outcomes.
16	Advocate for targets and incentives to incentivise the sharing and availability of information and evidence on student performance, to democratise this data and ensure trends and patterns are understood more widely.
17	Develop and publish, or advocate for, a survey of attitudes towards education of young Auckland Māori and compare views with technological disruption and lifetime earnings they can expect.



18	Consider what 'matching our education to our students' could mean in a given context and assess existing ideas and potential for advocating for a case study.
19	Develop innovative and effective ways to share success stories (other than the Māori Report) from schools and students (consider ideas from NZIER and ERO, and case studies such as Aotea College)
20	Promote the sharing of best practice ideas and experience for Māori educational achievement including by repackaging and publishing ERO findings and recommendations highlights the strengths of schools and identifying what works
21	Promote innovation for the benefit of Māori students by developing a proposal for teachers or other staff to experience work in other schools in order to see Māori success and success for Māori in action. (Requires identifying the best practice in action, and schools looking for opportunities to improve.)
22	Specifically investigate the issue of schools failing to take up ERO advice or respond to ERO recommendations, reviewing the formal role of ERO reports and the powers of the ERO and the Ministry of Education to coerce change.
23	Develop strategies to support and encourage an increase in the collection, analysis and sharing of information and evidence to improve targeting of services (for example, in regard to transience where the failure to share information between old and new school can mean absences go unnoticed for extended periods).
24	Advocate for professional development, training and support to teachers and school staff that focuses on teachers setting high expectations for Māori students and improving levels of genuine care and support to rangatahi.
25	Review existing material and consider creating new collateral that illustrates the chain reaction from subject choice to academic pathways, to career opportunities and earning potential and economic outcomes (students have to be encouraged to make hard choices, not shy away from them). This could be packaged as career advice through Careers NZ.
26	Consider and develop strategies to highlight the broad value and need for financial literacy for students, and advocate for this to be delivered in school to students and out of school to other rangatahi.
27	Review and analyse the policy settings in place which relate to the educational outcomes of Māori and highlight gaps (where policy is required) and lags (where there is policy but practice is not yet aligned or the practice is not yet delivering outcomes)
28	Focused work on proportion of Māori students transitioning from secondary to tertiary study, differentiating between levels 1 – 3, and levels 4 (degree level) and above, including possible core use of IMSB website to present this data changing over time, and circulating success stories.
29	Develop strategies and attract other organisations to sell tertiary study to Māori, including focusing on the opportunities unlocked through tertiary study.



30	Target tertiary liaison offices and schools to ensure students are provided with compelling information about the range and flexibility of study options open to them
31	Explore ways to review and measure the success and approaches of tertiary institutions in nurturing Māori students and ensuring their success
32	Develop a range of options for supporting rangatahi in the transition from secondary to tertiary, training or employment.
33	Deliver business case proposing an increase in funding and resourcing of JobsFest as a successful intervention in rangatahi employment and supporting transitions from secondary to employment, or other interventions or events
34	Continue to build relationship with TSI to support innovative work with rangatahi, influence on-going rangatahi focus, and ensure IMSB able to align advocacy as required.
35	Consider value of app or social media as delivery platform for any of the actions identified
36	Create a single source of information on retraining and industry skill needs for Auckland Māori, ideally in the form of a mobile application or website
37	Develop and publish a survey of Auckland Māori families' attitudes towards education and the career paths children and parents expect for themselves, including views on expected life time earnings and use this as a basis for promoting the idea of longer-term career thinking
38	Organise and advertise workshops with Auckland businesses on issues around the future needs to retrain employees, include in the discussion prominent Māori business leaders and organisations.
39	Gather evidence of the role of up-skilling and in-work training in career development and economic outcomes, and evidence of how Māori access up-skilling and in-work training opportunities or experience limitations to employment development and economic prosperity
40	Identify and review (if it exists), or develop and propose, a medium term strategy to ensure Māori are well-informed and well-prepared for the global career movements generated by digital disruption.
41	Establish the core role of te reo and cultural competence for Māori in te Ao Māori as a pre-condition for success, and the need for this to be addressed during early, primary and secondary education. Establish the core role of te Reo in supporting the literacy and numeracy of rangatahi.
42	Develop proposals to promote the idea of 'lifetime earning power' among Māori whanau with te Ao Māori in mind, so that the economic wellbeing of the whanau is the focus of discussion in which each member can understand their own contribution or potential contribution and how it will have an impact on the whanau and the next generation.



KO TE MANU E KAI ANA I TE MIRO, NŌNA TE NGAHERE. KO TE MANU E KAI ANA I TE MŌTAURANAGA, NŌNA TE AO... NŌNA TE AO!
The bird who eats the forest berry, theirs is the forest. The bird who consumes knowledge and learning, theirs is the world!

TE KAI A TE MANU - in brief:

[Changing the flight path: data suggests a trajectory for Auckland's Rangatahi toward a long-term income deficit impacting their own well-being and Auckland's productivity. Through research and design, information has the power to catalyse a chain reaction from empowered students, on to improved career pathways and earning power]

SNAPSHOT	OPPORTUNITY	engage Auckland Rangatahi in career planning via relevant, custom, engaging current career planning
	DELIVERABLE	bells and whistles website and app with a targeted 'Rangatahi UX' and a kuapapa Māori essence
	PURPOSE	customised updateable digital career planning for Rangatahi, inc. individual plan with immediate next steps
	OUTCOME	short term improved education outcomes, long-term increased median income for Māori and Auckland
	COST	500k across 3 years
	OWNER	ATEED
	RISKS	UX not sufficiently engaging for Rangatahi, data not targeted to Auckland and to Rangatahi and/or not updated

| THE PROBLEM | Auckland's economy is thriving and leading New Zealand's growth. But under-achievement in education is determining a life-long median income deficit for Māori, limiting regional economic growth. While education outcomes are essentially private, earning power is a matter of regional productivity and economic growth. However, the deterministic link between them demonstrates the need to improve outcomes. Effective and inspirational career planning is the missing link.

To change the flight path, we need to input new coordinates; coordinates that plot new and clearer pathways from inspired students to thriving adults.

The premise of this business case is that economic success begins at school, includes effective realistic career planning, and is supported by on-going training and responsiveness to the changing environment. The concept at its core is earning power; earning capacity from accrued knowledge and skills, over time.

This business case aims to support Auckland's economic growth by **optimising Auckland's Māori economy**, and **increasing income equality** by bolstering the median income of Māori in Auckland, and **harness a unique immediate opportunity** presented by the large cohort of Māori under 25, by entrenching an understanding of life-time earning power, and how they can influence it.

This business case identifies that these issues relate to market failures in education and career planning:

- Engaging Rangatahi in well-informed decision making for increased life-long earning power; and
- Linking Rangatahi to realistic, productive, evolving career coordinates

THE SOLUTION	A sophisticated website sharing pinpoint info and data. A highly targeted web-based career planning tool inspiring Rangatahi in education, empowering informed decisions, and setting customised, realistic career pathways. ... Empower decision making; deliver career planning; set new coordinates...	
	1)	UX (user experience) is key: this is not a grown-up website adapted for rangatahi
	2)	Information for Māori ; e.g. te Reo and marae volunteer work are valued
	3)	Auckland centric information; relevant, and up-to-date
	4)	Personalised career/flight plans which can be redesigned, updated and saved via profiles
	5)	Te Ao Māori is the basis for the website (design, content including data, UX)
	6)	Existing and new digital pathways to share information and drive buy-in
	7)	Customised real immediate next steps are identified

| DATA |



HIGH TERTIARY NUMBERS. Rangatahi demonstrate a strong appetite for tertiary study, but trend toward qualifications lower than a BA. These courses may provide immediate pathways, but not sustained earning power.

MEDIAN INCOME DEFICIT. Māori median income lags 17% behind other Aucklanders. This limits Auckland's economic prosperity, and is strongly (but not solely) determined by education outcomes.

LOWER NCEA ACHIEVEMENT. 30% leave school without a qualification (12% for Auckland). NCEA achievement lags 12% behind others nationally. Today's NCEA outcomes determine Auckland's economic future.

HIGH PROPORTION OF 'NEET'. Rangatahi are NEET at more than twice the rate of others. Engagement is a variable which is susceptible to influence. It is easier to prevent disengagement, than to re-engage the disengaged.

LARGE RANGATAHI COHORT. 34% of Auckland's Māori are under the age of 15 (21% for Auckland). Education and career choices are being made in large numbers now and in the next 10 years.

Data		Action proposed by this business case		
15% Māori tertiary participation rate.		Leverage this appetite for tertiary learning; translate into improve outcomes		
17% deficit for Māori med. income (cf AK average)		Inspire students and young adults to thrive through empowered educational decision making, and well-informed choices.		
30% of Māori leave school without a qualification		Inspire students to understand the impact of education outcomes and value education in a new way; provide pathways to support them to improve outcomes.		
23% of Auckland Māori between 15 and 24 NEET		Inspire students to engage in education as a defining step. Provide robust, real, supported, appealing pathways to better futures.		
Auckland's Māori population	Tamariki / Rangatahi	Pākeke	Kaumatua / kuia	
	50% of Auckland's Māori. In education or early career and seeking information, inspiration, & opportunities	Working age, mid and late career. Experiencing limited incomes and opportunities	Late career or retired. Reduced equity and savings via limited life-long incomes. Risk of dependence on whanau or state	

| THE LAY OF THE LAND | ATEED supports Auckland to reach its economic potential, and stimulates growth via innovation. Stimulating economic growth through Rangatahi education and career outcomes is an area where entrenched market failure demonstrates the need for urgent targeted action.

Auckland is unique with 19 mana whenua groups in the rohe. In the post-settlement era Council needs to effectively partner with mana whenua to drive growth in the Māori economy and Auckland's economy.

To do so council needs to demonstrate commitment and success in improving Māori outcomes.

Māori make up 12% of Auckland's population, with a huge 50% of Māori under the age of 25. These individuals are in education or setting out on life-long economic pathways, today. Statistics show that for many of them, those outcomes will involve earning less than other Aucklanders, living on the periphery of the city, and not reaching their full potential as economic producers, employers or employees, or role models for future generations.

The market lacks an Auckland focused resource for Auckland people and Auckland careers and a Rangatahi focused tool meeting Rangatahi needs, recognising the unique skill range of Rangatahi, and speaking from a te Ao Māori perspective with a highly targeted UX. Existing resources support teachers and advisors rather than rangatahi, who have the tools to engage independently. Careers information is available and Ministry of Education NCEA resources are improving but the elements are not targeted.

| COST |

Phase 1 - \$300,000 (est)	Phase 2 - \$100,000 (est)	Phase 3 - \$100,000 (est)
Subject matter research and collation. Website and app development based on in-depth research on effective UX.	Resources launch into market. Primarily targeted social media campaign, ATEED avenues.	Maintenance. Updating data, collecting evidence, tracking outcomes, resource evolution.