



***Schedule of Issues of Significance  
to Māori in Tāmaki Makaurau***



**Independent Māori  
Statutory Board**



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Independent  
Māori Statutory  
Board

## Meaning behind the logo

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

*Kingi Tawhiao Potatau te Wherowhero.*

*The pieces of this logo represent the land mass and outlying islands that make up Tāmaki Makaurau and the colour and texture represent ngā moana that binds these pieces together. The overarching meaning behind this logo is the future vision and moving forward, the koru represents unity and working together and the line (or spine) up the centre represents the direction or goal the city is working towards.*



# Message from the Chairman

## He kupu nā te Heamana

### Tāmaki Makaurau

#### Tāmaki herehere i ngā waka

Tū whakahihī mai rā ngā maunga tūpuna o te rohe.

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

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

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

Tēnā koutou, tēnā koutou, tēnā rā koutou katoa.

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

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

This publication updates and combines two powerful documents developed by the Board in its first term:

The first Schedule of Issues of Significance to Māori in Tāmaki Makaurau – which succinctly outlines the key issues and helps to define where Auckland Council has a major responsibility for action.

And;

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

The following combined statutory document is a tool that provides strong direction and leadership to the council. It assists Māori to effectively form key partnerships with council, other agencies and the private sector so that the many issues and opportunities are highlighted and can be considered in planning and resourcing by these organisations. It will also assist the Board in its advocacy role to address these issues with council and guide the Board in prioritising and using every opportunity to support outcomes for Māori.

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

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

Tēnā koutou katoa.

**David Taipari**  
Chairman

Ko te whakatūtanga o te ohu Independent Māori Statutory Board i te tau 2010 tētahi wāhi nui o ngā whakahounga ki ngā whakahaere kāwanatanga ā-rohe i tū ai te kaunihera nui rawa atu o Aotearoa, Te Kaunihera o Tāmaki Makaurau.

He kawenga ā-ture tō te Poari kia aroturukitia Te Kaunihera o Tāmaki Makaurau e ai ki ōna herenga Tiriti o Waitangi, kia whakatairangatia anō ngā Take Whai Mana ki te Māori ki Tāmaki Makaurau.

Ko tā tēnei tānga kōrero he whakahou, he whakakotahi hoki i ētahi tuhinga mana nui e rua i waihangatia e te Poari i te wāhanga kaunihera tuatahi rawa i mana ai ia:

Ko te tuatahi ko Te Rārangi Take Whai Mana ki te Māori ki Tāmaki Makaurau – he tuhinga ka whakarāpopoto i ngā take matua, ka āta tohutohu hoki i ngā wāhi, he kawenga nui tō Te Kaunihera o Tāmaki Makaurau ki te whakakorikori.

Me;

Te Rautaki Māori mō Tāmaki Makaurau – he mea whai take tēnei ki a Ngāi Māori o te rohe, ā, ko tāna he whakatakoto i tētahi tūāpapa hei whakamārama i ngā whāinga whakawhanaketanga Māori, hei aroturuki hoki i ngā kokenga ki ngā hua ā-ahurea, ā-ōhanga, ā-taiao, ā-pāpori hoki e hiahia ana.

Ko te tuhinga e whai ake nei he whakakotahitanga tuhinga kua whai mana ā-ture, hei taputapu tohutohu, ārahi hoki i te kaunihera, hei āwhina hoki i te Māori ki

te whakarite i ētahi whanaungatanga whai hua ki te kaunihera, ki ētahi ohu kē atu, ki te rāngai tūmataiti anō, kia mōhiotia ai ngā tini take me ngā tini ara whai hua, kia whai whakaarotia ai e ēnei ohu i a rātou e whakamahere ana, e tuari rauemi anō ana. He āwhina nui hoki te tuhinga nei ki te Poari me tana tū hei māngai kawē kaupapa, kia wānangahia ai ēnei take ki te kaunihera, kia ārahina anō ai te Poari, kia aronuitia ngā take matua, kia whāia anō ngā ara katoa e hua ai te Māori.

Ko te ohu Independent Māori Statutory Board te tuatahi rawa o tōna momo i te ao kāwanatanga ā-motu, ā-rohe anō, nā reira he ara ahurei tēnei e whai wāhi ai mātou ki te whakawhanaketanga o tētahi whanaungatanga whai hua i waenga i te Māori me te Kāwanatanga ā-Rohe, e mātua whakarite anō ai mātou kia tika, kia mārama hoki tā mātou whakatutuki i ngā herenga ā-ture o te Poari. He āwhina nui ēnei taputapu ki a mātou i te whai kia whakatutukihia tēnei whāinga matua.

Hei whakakapi māku, e mihi ana au ki te hunga kua tautoko, kua whai wāhi hoki ki te whāinga matua o te Poari, nō tōna orokohanga mai i te tau 2010, ngā mema poari o mua, o tēnei wā hoki, ngā mema pāremata, ngā Kaikaunihera o Tāmaki Makaurau me ngā kaimahi kaunihera, ngā mātanga kua āwhina mai i a mātou, ā, e mihi mārīka anō ana ki a Ngāi Māori o Tāmaki Makaurau.

Tēnā koutou katoa.

**David Taipari**  
Heamana





# Introduction

*This updated Schedule of Issues of Significance to Māori in Tāmaki Makaurau consists of two parts;*

1. A Schedule of Issues of Significance – a broad list of significant issues to Māori of Tāmaki Makaurau; and
2. The Māori Plan for Tāmaki Makaurau – a 30 year strategic plan for improving Māori wellbeing in Auckland.

This reflects the dual purpose of the Independent Māori Statutory Board<sup>1</sup> (IMSB), which is to assist the Auckland Council (council) to make decisions, perform functions, and exercise powers by –

- promoting cultural, economic, environmental, and social issues of significance for Mana Whenua groups and Mataawaka of Tāmaki Makaurau; and
- ensuring the council acts in accordance with statutory provisions referring to the Treaty of Waitangi.

This Schedule of Issues of Significance is the focus of the IMSB's work programme as it provides a platform for the advocacy role to council and enables them to prioritise issues and promote opportunities that support the development of robust partnerships between Mana Whenua, Mataawaka and local government in Auckland.

This publication is designed to complement, existing strategic and planning documents prepared by Mana Whenua and Mataawaka of Tāmaki Makaurau.

<sup>1</sup>Section 81(a) & (b) Local Government (Auckland Council) Amendment Act 2010.

## Part One: Schedule of Issues of Significance to Māori in Tāmaki Makaurau

The Schedule of Issues of Significance (schedule) was created in response to the IMSB's empowering legislation<sup>2</sup>.

It reflects wide ranging issues of significance for Māori within the council region and covers issues in both central and local government.

The Schedule is framed by Te Tiriti o Waitangi Principles which have been derived from case law.

Each issue has been placed under its most directly relevant Treaty principle.

To enable the IMSB to prioritise the issues contained within the schedule, consultation with Tāmaki Māori was undertaken. This was the beginning of the development of the Māori Plan.

<sup>2</sup>Section 84(1)(b) Local Government (Auckland Council) Amendment Act 2010.

## Part Two: The Māori Plan for Tāmaki Makaurau

In order for the IMSB to carry out its function to promote the: **cultural, economic, environmental, and social** issues of significance for Mana Whenua and Mataawaka in Tāmaki Makaurau, they first had to identify the priorities and aspirations of Māori in Auckland.

To facilitate this, commissioned research was undertaken during 2011 and 2012 into the current state of Māori wellbeing in Tāmaki Makaurau, concentrating on the four areas of wellbeing mentioned previously.

Input was gathered through extensive consultation and engagement with Māori in Tāmaki Makaurau, submissions to the Auckland and legacy councils, and key Mana Whenua and Mataawaka plans.

The resulting Māori Plan is a 30 year plan based on Māori values and outcomes and includes the activity or action based plans in each of the four wellbeing domains. These are derived from the aspirations of Tāmaki Māori and provide the IMSB and council, with important information for investment bids, plans and budgets.

It also provides a framework to monitor outcomes and measure changes to Māori wellbeing. This will indicate to council and other agencies where they can act more responsively towards Māori by assisting them to; take issues of importance to Māori in Tāmaki Makaurau into account and act in accordance with the principles of Te Tiriti o Waitangi.





*Part One:  
Schedule of Issues  
of Significance  
to Māori in Tāmaki Makaurau*



# Preamble

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

Under legislation,<sup>1</sup> the Schedule must address the four wellbeings: social, cultural, environmental, and economic. It must also record a range of issues to Mana Whenua and Mataawaka of Tāmaki Makaurau.

## Te Tiriti o Waitangi Principles

These principles have been derived from case law for the Independent Māori Statutory Board (IMSB) by the IMSB's legal advisors AHM Law.

Each of the issues of significance has been "grouped" under one of the Treaty principles. The IMSB acknowledges that most should fall under multiple principles, however we have attempted to attach each issue of significance to the most directly relevant principle.

### **Reciprocity or recognition of the essential bargain**

The Crown sought acquisition of governance in exchange for the protection of rangatiratanga.

### **Kaitiakitanga**

The exercise of guardianship by the tangata whenua of an area in accordance with tikanga Māori in relation to natural and physical resources; and includes the ethic of stewardship.

### **Rangatiratanga**

The Crown has the duty to recognise hapū and iwi rights of self-determination – the capacity of hapū and iwi to exercise authority over their own affairs.

### **Partnership**

The duty of Māori and the Crown to both interact in good faith and in the nature of partnership. There is a sense of shared enterprise and mutual benefit where each partner must take account of the needs and interests of the others affairs.

### **Active Protection**

The duty of the Crown to proactively protect the rights and interests of Māori.

### **Options**

Recognising the authority of hapū and iwi to choose their own direction in the new society, to continue their own tikanga as it was or to combine elements of both and walk in two worlds.

### **Mutual Benefit**

To recognise that benefits should accrue to both Māori and non-Māori, that both would each participate in the security and prosperity of the new nation giving rise to mutual obligation and benefits. Each needed to retain and obtain sufficient lands and resources for all to prosper, and each required the help of its Treaty partner to do so.

### **The Right of Development**

The Treaty right is not confined to customary uses or the state of knowledge as at 1840. By this, the Crown has an active duty to assist Māori in the development of their properties and taonga.

### **Redress**

The obligation to remedy past breaches of the Treaty. Redress is necessary to restore the honour and integrity of the Crown, and the mana and status of Māori, as part of the reconciliation process. By this, the Crown's approach to redress should be restorative and make appropriate and sufficient recompense. The provision of redress must also take account of its practical impact and the need to avoid creation of fresh injustice.

<sup>1</sup>Local Government (Auckland Council) Amendment Act, 2010.

# Principle One: Reciprocity or Recognition of the Essential Bargain

## Issue of Significance:

### 1.0 ENGAGEMENT/CONSULTATION/INCLUSION IN DECISION MAKING

#### Outcome:

*Māori are empowered, enabled, respected, and recognised in their ability to actively and meaningfully contribute to the development of Auckland, in becoming the world's most liveable city by a council that actively engages, consults and includes Māori in decision-making processes and future plans.*

## Issue description:

- Council is yet to fully recognise, respect and incorporate the perspective of Auckland Māori when making decisions.

## Council Actions

- 1.1 All council policies, reviews and committee reports on engagement and consultation with Māori communities to contain a Māori impact statement.
- 1.2 Engagement protocols with Māori are developed, communicated and followed consistently across all council activities.
- 1.3 Engagement with Māori is meaningful by engaging them in the early stages of council plan development, regulatory processes, consultation and decision-making.
- 1.4 Council engagement and consultation activities have appropriate and reasonable resourcing.
- 1.5 Both local and central government have regard to each other's consultation and engagement protocols so that Māori interests and values are addressed in development of joint infrastructure/future planning/delivery of services.
- 1.6 Engagement and consultation practices are accessible to Māori, with concepts clearly explained, timely and accurate answers that make sense to the end user are provided, resulting in the best outcomes for Māori.

# Principle Two: Kaitiakitanga

## Issue of Significance:

### 2.0 ENVIRONMENTAL PROTECTION AND MANAGEMENT

#### Outcome:

*Māori are empowered, enabled, respected and recognised in their customary kaitiaki role by a council who respects and genuinely considers the roles and responsibilities of hapū and whānau as kaitiaki over their ancestral lands, cultural landscapes, sites of significance and wāhi tapu.*

## Issue description:

- The council is responsible for a wide range of resource management-related issues across water, land and air (for example fresh and salt water quality, water resource management, reticulated networks for stormwater, wastewater and freshwater supply and the management and enhancement of stream environments and headwater catchments). There is significant degradation of these taonga, and council has not performed adequately to rectify this issue.
- Both central and local government fail to fully recognise and respect the role of hapū and whānau having the unique role of kaitiaki over their ancestral lands, their cultural landscapes, sites of significance and wāhi tapu. Current council plans have no clear provisions outlining how future planning will empower hapū and whānau to be kaitiaki.

## Council Actions

- 2.1 All council policies, reviews and committee reports relating to environmental matters, cultural landscapes, sites of significance and resource use to contain a Māori impact statement.
- 2.2 Work with Mana Whenua on collaborative or governance mechanisms such as Kaitiaki Forum, co-governance and co-management agreements over areas of significance to Mana Whenua to ensure the council policies and practices being developed enable hapū and whānau to fulfil their kaitiaki role, including protection of cultural landscapes, sites of significance and wāhi tapu.
- 2.3 In consultation with Mana Whenua, implement central government national policy statements, other policies and guidance documents that assist and empower hapū and whānau to carry out their kaitiaki role, and in the areas of cultural landscapes, sites of significance and wāhi tapu.
- 2.4 Work in partnership with Mana Whenua in developing policies that educate and promote kaitiakitanga, as well as other Māori environmental matters, so that the policies are accessible, with concepts clearly explained and available to council staff, developers and the wider public.
- 2.5 Support Mana Whenua in developing or updating Iwi Management Plans, and then adopt these plans.
- 2.6 Enhance areas where freshwater/sea/land/air management could be improved, such as:
  - a) Identifying areas of national/regional significance;
  - b) Protecting areas from contamination;
  - c) Identifying restoration opportunities; and
  - d) Setting limits on water use/managing discharge into water bodies.
- 2.7 Include Māori on steering committees on the development of policies such as climate change, energy sustainability and biodiversity.
- 2.8 Advocate that council and its Council Controlled Organisations engage with the iwi mandated Mana Whenua Forum on priority environmental matters.
- 2.9 Ensure adequate funding, training and effective Mana Whenua engagement and consultation on cultural impacts to support consistency in applying the Unitary Plan operative policies and rules for sites of significance and wāhi tapu.
- 2.10 Provide access to wāhi tapu statutory layers by council departments, land-owners and developers (with protection of silent files as agreed with Mana Whenua) to achieve precautionary goals.
- 2.11 Provide appropriate and reasonable resourcing for kaitiaki activities, for all cultural landscapes, sites of significance and wāhi tapu.
- 2.12 Ensure Māori are appropriately engaged and consulted through notification of the Unitary Plan and any other council environmental plans. This includes engaging with Māori at the implementation and monitoring stages, and ensuring feedback is meaningfully incorporated.

### Issue of Significance:

## 3.0 REGIONAL PLANNING AND DEVELOPMENT

### Outcome:

*Māori are empowered, enabled, respected and recognised as playing an important role in the development of the Auckland region by a council that recognises the role of Māori in making Auckland the world's most "liveable city."*

### Issue description:

- The council has failed to engage meaningfully with Māori throughout development of regional plans and decision-making, resulting in exclusion of Māori from regional development decisions.

### Council Actions

- 3.1 All council policies, reviews and committee reports on regional planning and regional development to contain a Māori impact statement.
- 3.2 Address the values, interests and aspirations of Māori in regional development planning processes such as the Unitary Plan, Areas Plans, Master Plans, Structure Plans and Precinct Development.
- 3.3 Develop policies for regional development that make them accessible to Māori, with concepts clearly explained and timely and accurate answers provided that make sense to the end user resulting in the best outcomes for Māori.
- 3.4 Implement central government national policy statements, policies and guidance on regional planning and development, ensuring the best outcomes for Māori are included in decisions made.
- 3.5 Provide appropriate and reasonable resourcing for Māori to engage meaningfully in regional development planning and decision-making processes.

### Issue of Significance:

## 4.0 RESOURCE CONSENTS

### Outcome:

*Hapū and whānau are empowered, enabled, respected and recognised in their ability to actively and meaningfully contribute to the resource consent decision-making process by a council that recognises this role of hapū and whānau.*

*Māori are empowered, enabled, respected and recognised as requiring a resource consent process that is simple, efficient and value for money from a council that recognises the balance between safety and efficiency in the resource consent process.*

### Issue description:

- Council fails to fully recognise and respect the perspective of hapū and whānau when making significant resource consent decisions.
- Current council policies and plans fail to allow for hapū and whānau to be consulted meaningfully and therefore make informed decisions about resource consent applications.
- Hapū and whānau are not adequately resourced to engage in the resource consent process in a meaningful way.
- Design and planning controls are difficult to change because of the processes of consultation and Environment Court procedures.

### Council Actions

- 4.1 Ensure all council policies, reviews and committee reports on resource consents policy, processes and decisions contain a Māori impact statement.
- 4.2 Ensure all resource consent and decision-making processes identify relevant hapū and whānau in a timely manner so that their advice can meaningfully inform decision-making on the consent and its outcomes.
- 4.3 Provide hapū and whānau engaging in the resource consent process with fair compensation for their involvement.
- 4.4 Include consideration of costs that fall on Mana Whenua when conducting a review of the development contributions policy.
- 4.5 Develop sound and robust policies around resource consents that include Māori participation at all levels of the process, including increased use of Māori Hearings Commissioners.
- 4.6 Continuously improve the resource consent process by removing excess red tape.
- 4.7 Implement central government policies and guidance on Māori involvement in the resource consents process to ensure adequate engagement and consultation with Māori takes place.
- 4.8 Develop policies around resource consents that are accessible with concepts clearly explained and timely, accurate answers provided that make sense to the end-user.
- 4.9 Provide appropriate and reasonable resourcing for all resource consent decision-making activities.





### **Issue of Significance:**

## **5.0 COMMUNITY DEVELOPMENT**

### **Outcome:**

*Māori are empowered, enabled, respected and recognised as playing an important role in the development of local communities by a council that recognises the role of Māori in Local Board decision-making.*

### **Issue description:**

- Failure to meaningfully engage with Māori at a Local Board level means that Māori have little say in local community development.

### **Council Actions**

- 5.1 All council policies, reviews and committee reports on community and regional development to contain a Māori impact statement.
- 5.2 Meaningfully engage with and implement Māori aspirations and outcomes through the development of all Local Board Plans and policies ensuring the best outcomes for Māori are met at the Local Board level.
- 5.3 Implement central government policies and guidance on community development, ensuring community development policies provides the best outcomes for Māori.
- 5.4 Develop policies relating to the powers of Local Boards that are accessible, with concepts clearly explained with timely and accurate answers provided that make sense to the end-user.
- 5.5 Provide appropriate and reasonable resourcing for hapū and whānau to engage meaningfully in Local Board activities and decision-making processes.
- 5.6 Support the establishment of a Te Reo Māori Working Group and secretarial support to develop and include strategies to promote the use of te reo Māori across the region.
- 5.7 Work with Mana Whenua to develop naming protocols for new streets, buildings, building spaces and Auckland Council facility rooms. Te reo Māori should also be incorporated into all council communication avenues and council websites.
- 5.8 Advocate for, and grow community support for, compulsory te reo Māori in all Auckland schools.



# Principle Three: Rangatiratanga

## Issue of Significance:

### 6.0 MĀORI REPRESENTATION

#### Outcome:

*Māori are empowered, enabled, respected and recognised in their ability to actively and meaningfully contribute to the future of Auckland through representation on council, by a council and central government that recognises the significant and ongoing role of Māori in the long term future of Auckland.*

#### Issue description:

- Council fails to fully recognise and respect the perspective of Māori when making decisions, as Māori are not adequately represented on council decision-making bodies.

#### Council Actions

- 6.1 Develop a strategy, policy and programme on compulsory Māori representation on all council decision-making bodies.
- 6.2 Ensure all council policies, reviews and committee reports on representation contain a Māori impact statement.
- 6.3 Implement central government policies and guidance on Māori representation.
- 6.4 Māori representation policies are accessible, with concepts clearly explained with timely and accurate answers provided that make sense to the end-user.
- 6.5 Provide appropriate and reasonable resourcing to enable Māori representation across all decision-making platforms.

# Principle Four: Partnership

## Issue of Significance:

### 7.0 COUNCIL CONTROLLED ORGANISATIONS

#### Outcome:

*Māori are empowered, enabled, respected and recognised as playing an important role in the day-to-day running of the Auckland region by Council Controlled Organisations that recognise the critical role of Māori in making Auckland the world's most "liveable city".*

#### Issue description:

- The operation of Council Controlled Organisations (CCOs) is not open, transparent or fully cognisant of the needs of Māori.
- The council does not have a CCO policy that specifies how CCOs in their governance, planning, reporting and delivery, engage with Māori and contribute to Māori outcomes.

#### Council Actions

- 7.1 All council and CCO policies, reviews and committee/Board reports on the governance and operations of CCOs to contain a Māori impact statement.
- 7.2 Develop policies for the governance and operations of CCOs that are accessible to Māori with concepts clearly explained with timely and accurate answers provided that make sense to the end user resulting in the best outcomes for Māori.
- 7.3 Provide appropriate and reasonable resourcing for Māori involvement in CCO activities.
- 7.4 Both local and central government have regard to each other's consultation and engagement protocols to address Māori interests and values in the development of infrastructure and future planning /delivery of services.
- 7.5 Implement central government national policy statements, other policies and guidance documents that assist Māori involvement in the development of infrastructure/future planning and delivery of services jointly provided by CCOs and central government.
- 7.6 Assist the IMSB to build robust and meaningful relationships with CCOs at a decision-making level, including creating protocols for ongoing relationship management and engagement.
- 7.7 Facilitate a direct relationship between Māori, Auckland Council Property Limited and Auckland Council Investments Limited concerning management, acquisition and divesting of land and other strategic assets.
- 7.8 Advocate and assist with the appointment of more Māori directors on boards of CCOs.



# Principle Five: Active Protection

## Issue of Significance:

### 8.0 CUSTOMARY RIGHTS

#### Outcome:

*Hapū and whānau are empowered, enabled, respected and recognised in their desire to exercise a range of customary rights by a council that understands, respects and genuinely considers the customary rights of hapū and whānau.*

#### Issue description:

- Both central and local government have failed to fully recognise and respect the unique customary rights of hapū and whānau.
- Both central and local government have failed to actively promote the exercise of customary rights by hapū and whānau.

#### Council Actions

- 8.1 Ensure policies, reviews, and committee reports on customary rights of hapū and whānau contain a Māori impact statement.
- 8.2 Allow Māori to assist with development of council policy that recognises the importance of customary rights for hapū and whānau.
- 8.3 Ensure there are adequate processes, policies and procedures in place to address:
  - a) customary rights codified in Treaty of Waitangi settlements; and
  - b) the future management of coastal and maritime areas linked to new marine and coastal legislation under consideration by parliament.
- 8.4 Implement central government national policy statements, policies and guidance on customary rights of Māori, ensuring the protection and active promotion of the customary rights of hapū and whānau are promoted in policies and plans.
- 8.5 Develop customary rights policies that are accessible, with concepts clearly explained and timely, accurate answers that make sense to the end user are provided.
- 8.6 Learning and development programmes and access to information to ensure council departments' understanding and respect of the customary rights of hapū and whānau is developed and maintained.
- 8.7 Provide appropriate and reasonable resourcing to allow hapū and whānau to access their customary rights.

## Issue of Significance:

### 9.0 ACCESS TO JUSTICE

#### Outcome:

*Māori are empowered, enabled, respected and recognised as requiring equal, ongoing and speedy access to justice by a council that recognises the importance of access to justice as the cornerstone of modern society.*

#### Issue description:

- Māori are disproportionately represented in crime statistics – both as victims and offenders.
- Few restorative justice opportunities exist.
- Few marae justice opportunities are available.
- There are ongoing complaints of police anti-Māori behaviour.
- Institutional racism is endemic across the Police, Courts and prison systems.

#### Council Actions

- 9.1 All council policies, reviews and committee reports on justice processes, services and resources to contain a Māori impact statement.
- 9.2 Develop and operate protocols with Police and the Courts to ensure the relationship with the Police and the Courts is effective and addresses Māori justice priorities.
- 9.3 Both local and central government have regard to each other's consultation and engagement protocols so that Māori interests and values are addressed in the development of justice infrastructure and future planning /delivery of services.
- 9.4 Build on the relationship with the Police to deliver better outcomes to Māori. Especially through alcohol and related bylaws, safer community programmes and other day-to-day policing matters.
- 9.5 Advocate that central government support Māori organisations to provide a range of services, including Justice Services and advocacy.



# Principle Six: Options

## Issue of Significance:

### 10. MATAAWAKA ORGANISATIONS

#### Outcome:

*Māori are empowered, enabled, respected and recognised by a council that recognises the importance of Mataawaka organisations for Māori in Auckland.*

#### Issue description:

- 86 percent of Māori in Aotearoa now live in urban locations, with 70 percent living away from their tribal roots.
- Council has failed to recognise and promote Mataawaka organisations as supporting cultural and spiritual renaissance for Auckland Māori and their importance as partners for ongoing community wellbeing.

#### Council Actions

- 10.1 All council policies, reviews and committee reports relevant to Mataawaka organisations to contain a Māori impact statement.
- 10.2 Identify and build meaningful relationships with Mataawaka organisations that allow them to assist with the development of council policies that ensure the best outcomes for Māori.
- 10.3 Support and advocate for Mataawaka organisations to provide a range of services, including education, health, housing, justice and social services.
- 10.4 Implement central government policies and guidance on Mataawaka organisations.
- 10.5 Provide appropriate and reasonable resourcing for Mataawaka to engage meaningfully in the provision of community and social services for Mataawaka.
- 10.6 Support Mataawaka organisations to advocate on behalf of Māori for improvements to health, welfare, education, justice and the economy as a clear and separate community of interest.

## Issue of Significance:

### 11. PAKĀINGA HOUSING

#### Outcome:

*Māori are empowered, enabled, respected and recognised if they desire to have access to papakāinga housing by a council that understands and is committed to supporting Māori to develop papakāinga housing initiatives.*

#### Issue description:

- Council plans and resources are not prioritised and have not supported development of papakāinga housing in Auckland.

#### Council Actions

- 11.1 All policies, reviews, and committee reports on papakāinga to contain a Māori impact statement.
- 11.2 Develop a long-term programme and funding for papakāinga developments that meets or exceeds Auckland Plan targets and is supported by Māori.
- 11.3 In conjunction with Mana Whenua, assess the feasibility of a Papakāinga Forum that will assist developing policy and a long-term programme and funding for papakāinga developments.
- 11.4 Build up expertise in the concept and opportunities of papakāinga development to remove obstacles in regional planning and resource and building consenting practices for papakāinga development.
- 11.5 Address outstanding issues and constraints for the provision of papakāinga developments outside the rural urban boundary.
- 11.6 Implement central government legislation, policies and guidance on papakāinga housing and ensure papakāinga housing and development is promoted as a housing option for Māori and the wider public in Tāmaki Makaurau.
- 11.7 Provide appropriate and reasonable resourcing for Māori to engage meaningfully in the development and planning of papakāinga projects.



## Issue of Significance:

### 12. MARAE DEVELOPMENT

#### Outcome:

*Māori are empowered, enabled, respected and recognised if they desire to have existing marae developed or new marae created by a council that respects and genuinely considers the importance of marae to Māori.*

#### Issue description:

- Current council plans do not contain any zoning for marae.
- There are overly prescriptive compliance codes and building permit criteria making marae development and/or improvement costly and process driven.
- Reserves classification of marae on public land has led to compliance issues, costs and a lack of long term security.
- Some marae have ongoing problems with access to utilities such as sewerage, power or water.

#### Council Actions

- 12.1 All council policies, reviews and committee reports on marae development and zoning to contain a Māori impact statement.
- 12.2 Work with Māori to create a marae development and funding policy that includes marae development in council planning and funding documents that ensures the best outcomes for Māori.
- 12.3 Ensure council policies and procedures relating to resource and building consents are not obstacles to ongoing marae development. Auckland Council also supports marae around infrastructure development and in meeting compliance and regulatory requirements.
- 12.4 Proactively assist the existing marae with their obligations under council policies and procedures.
- 12.5 Implement central government policies and guidance on marae development, ensuring the best outcomes for Māori are adhered to through the development of policies and plans associated with marae development.
- 12.6 Provide support to all marae in Tāmaki Makaurau to develop strategic plans, including cultural capacity development and capacity and procedures to respond to civil defence emergencies.
- 12.7 Provide support for establishment of a Tāmaki Marae forum, including secretarial services, to enable collaboration between marae.
- 12.8 Provide appropriate and reasonable resourcing for all marae development activities, and extend Community Hall funding to include marae in Tāmaki Makaurau.





# Principle Seven: Mutual Benefit

## Issue of Significance:

### 13. ACCESS TO INFRASTRUCTURE SERVICES/DEVELOPMENT

#### Outcome:

*Māori are empowered, enabled, respected and recognised as requiring ongoing access to safe, operational and reasonably priced infrastructure services by a council that recognises the importance of infrastructure services as a core council activity.*

*Hapū and whānau are empowered, enabled, respected and recognised in their ability to actively and meaningfully contribute to the development of high quality infrastructure cognisant of the future needs of all Auckland residents by a council that recognises the role of hapū and whānau in this decision-making process.*

#### Issue description:

- Without proactive and ongoing planning, transport links and networks, parks and reserves, sewerage, water supply, stormwater, waste/rubbish, utilities and community facilities will not adequately meet the future needs and levels of service required by Auckland Māori.
- The council has failed to fully recognise and respect the perspective of hapū and whānau when making decisions about current and future infrastructure developments.

#### Council Actions

- 13.1 All council policies, reviews, and committee reports on infrastructure planning, development and funding to contain a Māori impact statement.
- 13.2 Ensure ongoing and well-planned infrastructure development takes place.
- 13.3 Develop robust infrastructure policies that are accessible to Māori, with concepts clearly explained and with timely and accurate answers provided that make sense to the end-user.
- 13.4 Develop infrastructure policies and procedures and apply them consistently with the principles and practices of kaitiakitanga.
- 13.5 Ensure early identification of all opportunities for hapū and whānau to be involved in decision-making around location/capacity/future growth from the initial planning process, particularly in Future Urban Zones, Area Planning and Structure Planning.
- 13.6 Undertake proactive consultation with all the relevant Māori group/s, with their feedback meaningfully incorporated.
- 13.7 Both local and central government have regard to each other's consultation and engagement protocols so that Māori interests and values are addressed in the future planning and development of joint infrastructure, particularly housing, transport, justice and education facilities.
- 13.8 Provide appropriate and reasonable resourcing for Māori to engage meaningfully in infrastructure planning and decision-making activities.

## Issue of Significance:

### 14. RATES

#### Outcome:

*Hapū and whānau are empowered, enabled, respected and recognised as requiring a fair and just rating system that recognises and reflects the status of tangata whenua Māori by a council that honours the longstanding agreements between Māori and central government.*

*Māori are empowered, enabled, respected and recognised as ratepayers of Auckland by a council that recognises the importance of ratepayer contribution to the Auckland region.*

#### Issue description:

- Māori freehold land is generally; in multiple ownership, there are often legislative and cultural constraints on the alienability of Māori freehold land and frequently situations where the land is underdeveloped and unoccupied for cultural, spiritual or practical reasons.

#### Council Actions

- 14.1 All council policies, reviews, and committee reports on rates to contain a Māori impact statement.
- 14.2 Monitor the effectiveness of the existing rates remission policy in order to develop a rating policy that ensures the best outcomes for Māori.
- 14.3 Develop protocols with the Māori Land Court (Te Kooti Whenua Māori) to enable efficient information sharing.
- 14.4 Investigate a range of revenue and funding policies that do not rely primarily on rates for council's revenue source (for example targeted rates, betterment levies, differential rating, congestion charges, user pays and leveraging off the capital asset base).
- 14.5 Implement central government policies and guidance on rates, ensuring the needs of Māori are identified and the best outcomes for Māori are promoted.
- 14.6 Information and training for council staff to understand better the legislative and planning barriers to development and retention of Māori Land.
- 14.7 Create and promote rating policies that are accessible with concepts clearly explained with timely and accurate answers provided that make sense to the end-user.
- 14.8 Provide appropriate and reasonable resourcing for Māori to engage meaningfully in the development of rating policies where appropriate.



## Issue of Significance:

### 15. AFFORDABLE HOUSING

#### Outcome:

*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 of Māori.*

#### Issue description:

- The current critical housing issues for Auckland include:
  - General under supply of housing;
  - Lack of housing choices;
  - Declining house ownership and affordability of housing;
  - Poor quality and unhealthy housing; and
  - Overcrowding.
- "Between 1991 and 2006 home ownership in Auckland declined from 74% to 64%. Rates of home ownership are much lower for... Māori than other groups: in 2006, 25.8% of Māori...in Auckland owned, or partly owned, their own homes..."<sup>2</sup>
- "It is projected that Auckland will need 400,000 new dwellings by 2042."<sup>3</sup>

#### Council Actions

- 15.1 All council policies, reviews and committee reports on housing to contain a Māori impact statement.
- 15.2 Encourage housing development in areas where there are high proportions of children and young people in overcrowded houses and high concentrations of housing provided by Housing New Zealand.
- 15.3 Ensure that the supply of affordable housing increases to meet population growth and development need. Remove barriers to Māori accessing such housing and provide innovative, culturally appropriate opportunities for the additional housing supply that meet Māori outcomes.
- 15.4 Work with central government and other housing providers to redevelop council housing for older people and increase supply.
- 15.5 Promote and support Energy Conservation Authority retrofit of all houses, and support home insulation programmes for Māori homes.
- 15.6 In consultation with Mana Whenua, ensure there is serviced land for redevelopment in existing urban and new growth areas.
- 15.7 Streamline the resource consents processes to reduce time and costs to Māori organisations whose services provide community benefit and value.
- 15.8 Continue to support current work that influences housing issues, including:
  - a) Providing housing for low income older people;
  - b) Providing input and comment into planning and regulatory work; and
  - c) Promoting partnerships and relationships with government and non-government agencies such as Housing Corporation New Zealand's community renewal programmes.
- 15.9 Advocate for promotion of home ownership and financial literacy programmes, and an affordable housing policy that ensures the best outcomes for Māori.
- 15.10 Provide appropriate and reasonable resourcing for Māori to engage meaningfully in the development and planning of affordable housing projects.
- 15.11 Support Māori organisations in providing a range of housing services.

<sup>2</sup>The Auckland Plan, p.202.

<sup>3</sup>The Auckland Plan, p.270.





## Issue of Significance:

### 16. EDUCATION

#### Outcome:

*Māori are empowered, enabled, respected and recognised as requiring high quality, culturally appropriate, lifelong educational opportunities by a council that supports and recognises the importance of this.*

#### Issue description:

- Zoning is not prioritised for kura kaupapa and other Māori based educational bodies.
- There are ongoing issues with school curricula, teacher quality and classroom safety.
- There is a lack of affordable and appropriate educational facilities.
- Māori children are under-represented in early childhood education and the tertiary sector compared to other ethnicities.
- Māori children are more likely to leave school without qualifications than other ethnicities.
- There is a lack of future planning for council provided land containing educational facilities.

#### Council Actions

- 16.1 All council policies, reviews and committee reports on education, education resources and facilities to contain a Māori impact statement.
- 16.2 Implement any relevant central government national policies, standards and guidance on education ensuring the best outcomes for Māori in education are maintained and improved.
- 16.3 Both local and central government have regard to each other's planning and engagement protocols to address Māori interests and values in the development of delivery of education facilities and services.
- 16.4 In the areas of libraries, sports and recreation, parks, community facilities and arts develop education-related policies and services that are responsive to Māori community needs and ensure the best outcomes for Māori.
- 16.5 Advocate and promote educational policies that are accessible with concepts clearly explained with timely and accurate answers provided that make sense to the end-user.
- 16.6 Provide appropriate and reasonable resourcing for Māori to engage meaningfully in council education activities and programmes.
- 16.7 Alongside Māori assist with the establishment of an Education Forum to develop a long term Māori education strategy and a regional plan for Māori in Tāmaki Makaurau.
- 16.8 Advocate and support Parent Hubs that provide resources and learning opportunities for Māori in literacy, numeracy and financial literacy.
- 16.9 Work in partnership with Mana Whenua, Mataawaka and the private sector to initiate secondment programmes with engineering, planning, design and resource management companies.

## Issue of Significance:

### 17. TAMARIKI AND RANGATAHI DEVELOPMENT

#### Outcome:

*Māori are empowered, enabled, respected and recognised as nurturing tamariki and rangatahi to develop to their full potential by a council that recognises the importance of child and youth development in a culturally appropriate way.*

#### Issue description:

- Māori of Tāmaki Makaurau have a more youthful population than other ethnicities.
- There are a "high proportion of children under 14 years in the most deprived areas that are most at risk of lack of opportunity and achievement."<sup>4</sup>
- "Increasing numbers of Auckland youth are not in employment, education or training"<sup>5</sup>, and therefore not achieving their full potential.

#### Council Actions

- 17.1 All council policies, reviews and committee reports on tamariki and rangatahi development, resources and facilities to contain a Māori impact statement.
- 17.2 Ensure departments target resources at areas with child populations with poor outcomes and target resources to identify talented and gifted tamariki and rangatahi, to facilitate their participation in appropriate cultural, creative, artistic, sporting and recreational activities.
- 17.3 Establish a partnership with central government agencies to develop engagement protocols that create opportunities for rangatahi to live healthy, active lifestyles, and ensure an integrated approach to rangatahi development across all agencies charged with that goal.
- 17.4 Establish a range of rangatahi development policies that ensure the best outcomes for Māori, which includes supporting and resourcing a Rangatahi Leadership Forum to promote leadership development, wellness and activities for rangatahi.
- 17.5 Create rangatahi development policies that are accessible with concepts clearly explained and timely and accurate answers provided that make sense to the end-user.
- 17.6 Provide appropriate and reasonable resourcing for all rangatahi development activities, which includes the development and introduction of internships and work opportunities for rangatahi at Auckland Council.
- 17.7 Continue to promote the wellbeing of tamariki, including:
  - a) Ongoing advocacy to central government on the needs of tamariki;
  - b) Ongoing provision of facilities and services such as libraries, community centres, swimming pools; and
  - c) Engaging in partnership with community groups providing services to tamariki using council facilities (holiday programmes, homework centres).

<sup>4</sup>Auckland Unleashed, p.57.

<sup>5</sup>Auckland Unleashed: p.60.



**Issue of Significance:**

**18. HEALTH**

**Outcome:**

*Māori empowered, enabled, respected and recognised as requiring ongoing access to high quality healthcare by a council that recognises the importance of a healthy community and culturally appropriate resources and practices.*

**Issue description:**

- There is a paucity of adequate and culturally appropriate healthcare providers.
- Auckland Māori face barriers to accessing appropriate healthcare services.
- There is little or no active promotion of rongoā or kaupapa Māori health initiatives.

**Council Actions**

- 18.1 All council policies, reviews and committee reports related to health providers, resources and facilities to contain a Māori impact statement.
- 18.2 Develop policies that ensure the best health outcomes for Māori.
- 18.3 Identify strategic and health forums and advocate for effective Māori representation and participation in decision-making.
- 18.4 Develop policies that are accessible with concepts clearly explained with timely and accurate answers provided that make sense to the end-user.
- 18.5 Provide appropriate and reasonable resourcing for Māori to access all council health-related services and activities.
- 18.6 Implement central government national standards, policies and guidance on health, ensuring the best outcomes for Auckland Māori.
- 18.7 Partner with regional sports organisations including Māori organisations to identify opportunities to increase participation by Māori in sports and regional activities.





# Principle Eight: The Right of Development

## Issue of Significance:

### 19. ECONOMIC DEVELOPMENT

#### Outcome:

*Māori are empowered, enabled, respected and recognised as being a critical and active part in the economic development of Auckland by a council that recognises the importance of ongoing economic development to create a more productive, high value economy that is inclusive of Māori.*

#### Issue description:

- Council has failed to plan adequately for the increased demand for “business land” in future years. The availability of this land will have a profound impact on the economic performance of Auckland.<sup>6</sup>
- Increased economic capacity of Māori following Treaty of Waitangi settlements needs to be realised, and opportunities need to be seized.
- The Council’s Economic Development Strategy failed to address the interests of Auckland Māori.

#### Council Actions

- 19.1 All council policies, reviews and committee reports on economic development to contain a Māori impact statement.
- 19.2 All relevant aspects of planning, design and service provision are completed to accommodate the need for sufficient “business land” for development.
- 19.3 Enable Māori to engage and participate in the Economic Development Strategy, policies and plans, ensuring the interests and priorities of Auckland Māori are included.
- 19.4 Facilitate Māori engagement and participation in economic growth activities such as trade delegations, foreign direct investment, innovations and export.
- 19.5 Assist Māori to lobby for representation on Auckland Tourism, Events and Economic Development (ATEED) and other council Economic Development planning bodies.
- 19.6 Implement central government policies and guidance on economic development, particularly “He kai kei aku ringa - The Crown-Māori Economic Growth Partnership” ensuring the best economic development outcomes for Māori in council strategy, policy and implementation plans.
- 19.7 Create and promote economic development policies that are accessible with concepts clearly explained with timely and accurate answers provided that make sense to the end-user.
- 19.8 Provide appropriate and reasonable resourcing for Māori to engage meaningfully with economic development projects.
- 19.9 Conduct a review of its procurement processes including requests for proposals and tenders to ensure Māori outcomes are included.
- 19.10 Advocate and support the establishment of an Employment Forum in partnership with Māori, to develop strategies that address Māori unemployment issues and capacity needs.
- 19.11 Promote the value-add of the Māori economy to the private sector.
- 19.12 Support financial literacy programmes and growing management capability to ensure Māori business success.
- 19.13 Utilise existing channels (online, events, media) and business events to promote and show-case Māori businesses to a wider audience.

<sup>6</sup>Auckland Unleashed, p.83-4.

## Issue of Significance:

### 20. TOURISM

#### Outcome:

*Māori are empowered, enabled, respected and recognised in their desire to participate actively in tourism opportunities by a council that recognises the unique role of Māori in the Auckland tourism sector.*

#### Issue description:

- Council has failed to fully recognise and respect the unique tourism opportunities Māori can bring to the wider Auckland region
- Council has failed to fully recognise the significant advantages of Mana Whenua culture and environment in developing tourism opportunities

#### Council Actions

- 20.1 All council policies, reviews and committee reports on tourism to contain a Māori impact statement.
- 20.2 Assess the opportunities to develop the economic benefits that Māori tourism brings to Auckland, as most international tourists come through Auckland and our Māori identity being Auckland’s point of difference in the world.
- 20.3 Ensure there is bilingual signage and permanent positioning of Māori sculpture, art and taonga in significant places around Auckland, making Māori culture and icons highly visible for international and domestic visitors to experience.
- 20.4 Ensure ATEED engages with Māori in a meaningful way to develop a Māori Tourism Strategy, Māori focussed events and support wānanga for Māori Arts and Culture in the Auckland region that ensure the best outcomes for Māori.
- 20.5 Implement central government policies and guidance on tourism, ensuring the best outcomes for Māori are developed and maintained in tourism policies and plans for the Auckland region.
- 20.6 Both local and central government have regard to each other’s consultation and engagement protocols with Māori so that Māori interests and values are addressed in development of joint tourism strategies and plans.
- 20.7 Create and promote tourism policies that are accessible with concepts clearly explained with timely and accurate answers provided that make sense to the end user.
- 20.8 Provide appropriate and reasonable resourcing for Māori to engage meaningfully in developing and planning of tourism projects. This includes the development of an indigenous arts festival in Tāmaki Makaurau led by Māori.
- 20.9 Support the development of an iconic Cultural Arts Centre that promotes Māori arts and culture.



# Principle Nine: Redress

## Issue of Significance:

### 21. TREATY SETTLEMENTS

#### Outcome:

*Māori are empowered, enabled, respected and recognised by reaching satisfactory Treaty settlements with the Crown that are recognised by a council aware of the importance of these Treaty settlements and the role of the council in fulfilling the objectives of Treaty settlements.*

#### Issue description:

- There is a perception of fear and/or ignorance by council of the implications of Treaty settlements for Mana Whenua groups.
- The council has failed to promote proactively the Treaty settlement relationship to the public in a positive way.
- The council does not fully understand and is therefore not resourced or prepared to respond to the opportunities and issues raised by Treaty settlements in the Auckland region.

#### Council Actions

- 21.1 All Council policies, reviews and committee reports on Treaty settlements to contain a Māori impact statement.
- 21.2 Council has up to date knowledge of any developments in Treaty settlements for Mana Whenua groups and undertakes necessary steps to ensure its understanding of obligations (if any) under future Treaty settlements.
- 21.3 Develop Treaty settlement policies that ensure the best outcomes for Māori.
- 21.4 Develop and maintain policy and resourcing to engage or initiate co-governance arrangements with Mana Whenua, which also enables the Independent Māori Statutory Board to provide back up and support to Mana Whenua, co-governance groups and members.
- 21.5 Ensure any aspects of the negotiated Treaty settlements that require council action is undertaken in an open, honest and transparent manner as befitting a Treaty partner.
- 21.6 Become aware and actively look at other areas for partnership post-Treaty settlement. This is more than just partnership negotiated directly into the settlement agreements, such as governance provisions, but may include investment of quantum cash to meet the aspirations of iwi post settlement.
- 21.7 Support and encourage iwi economic development opportunities post-Treaty settlement by partnering with post settlement governance entities, so as to benefit both Mana Whenua and the wider Auckland population.
- 21.8 Develop and maintain relationships with Treaty settlement groups who have settled, including engagement protocols to ensure Treaty settlement aspirations are achieved.
- 21.9 Create and promote Treaty settlement policies that are accessible, with concepts clearly explained with timely and accurate answers provided that make sense to the end-user.

## Part Two: The Māori Plan for Tāmaki Makaurau



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## Disclaimer

The Māori Plan for Tāmaki Makaurau, which researches current Māori Wellbeing in Tāmaki Makaurau, was prepared for the Independent Māori Statutory Board (IMSB). This publication has been prepared solely for this purpose and should not be relied upon for any other purpose.

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# Whakatauki

## *“Tūi, tūi, tuituia tātou o Tāmaki”*

*‘Whakarongo ake au ki te tangi a te manu nei a te ma tūi,  
Tūi, tūi, tuituia!*

*Tuia i runga, tuia i raro, tuia i roto, tuia i waho,  
Tuia i te here tangata, ka rongo te pō,  
Ka rongo te ao pūtakataka, pūāwhiowhio,  
Tuia ki te here tangata i takea mai i Hawaiki nui,  
I Hawaiki roa, i Hawaiki pāmamao  
I te hono i wairua...*

## *“Join us so we of Tāmaki can rejoice and unite”*

*I listen to the call of this bird the tūi,  
Calling, calling, let us be united!  
Link us above, below, inside, outside,  
Link us to our humanity, let the World of Night hear,  
Let the World of day that spirals and whirls hear,  
Link us to the human lineage origins of Great Hawaiki  
Long Hawaiki, distant Hawaiki  
Where our souls rejoin...*



Independent  
Māori Statutory  
Board

## **Meaning behind the logo**

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

*Kingi Tawhiao Potatau te Wherowhero.*

*The pieces of this logo represent the land mass and outlying islands that make up Tāmaki Makaurau and the colour and texture represent ngā moana that binds these pieces together. The overarching meaning behind this logo is the future vision and moving forward, the koru represents unity and working together and the line (or spine) up the centre represents the direction or goal the city is working towards.*



# How the Māori Plan for Tāmaki Makaurau was developed

## Background

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

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

Māori wellbeing frameworks, Auckland Council documents and the views of Mana Whenua and Mataawaka were gathered

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

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

Board's Secretariat.

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

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

## Key Findings

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

In brief:

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

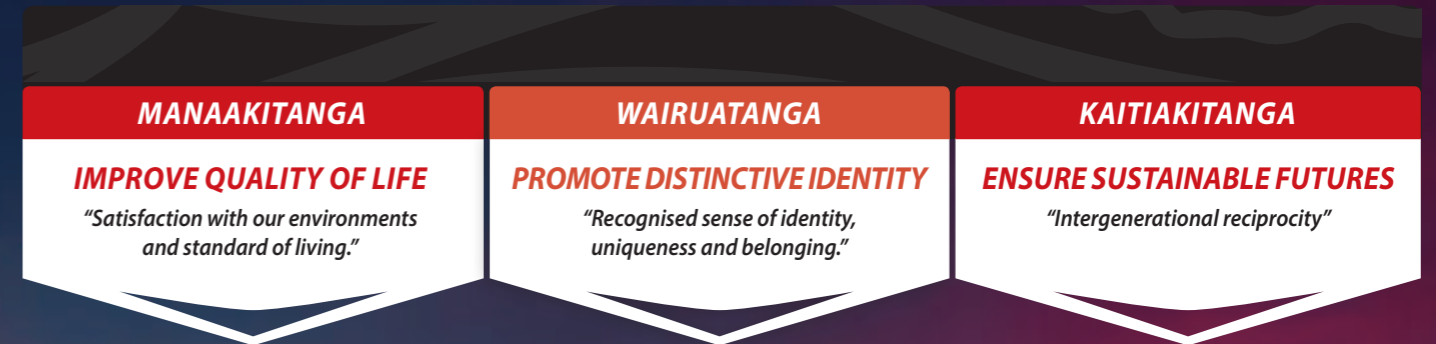


# The Māori Plan for

Vision: Te Pai me te Whai Rawa o Tāmaki Māori.

# Tāmaki Makaurau

Healthy and Prosperous Tāmaki Māori.



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

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



# The Māori Plan for Tāmaki Makaurau

## How the Plan is Structured

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

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

The **Vision Statement** is drawn from the whakataukī 'Te Pai me te Whai Rawa o Tāmaki Māori' – Healthy and Prosperous Tāmaki Māori.

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

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

The **Key Directions** emerged from the analysis of the engagement hui and key documents, and reflect the overarching goals or aspirations that Mana Whenua and Mataawaka want for their own iwi, organisations and communities. The key

directions sit alongside the Māori values to ensure that Māori worldviews are embedded and integral to the Māori Plan. The key directions, which are located vertically in the Māori Plan for Tāmaki Makaurau, are:

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

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

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

**Māori outcomes** are the high level outcomes that Māori are seeking, such as 'Māori communities are culturally strong and healthy', and 'Māori

businesses are uniquely identifiable, visible and prosperous'. The focus areas contribute to the overall achievement of Māori outcomes.

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

### Key Personnel

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

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

Lisa Davies, Kaipuke Consultants peer reviewed the indicators.

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

### THE MĀORI ADVANCEMENT ACTION PLANS

The Māori Advancement Action Plans are the operational or action and activity plans to support the Māori Plan. They sit behind the Māori Plan and they will give direction, guidance and information to the Auckland Council for developing, for example, investment and budget bids. While the action plans have a ten year focus, they will be reviewed in the annual planning cycle. There are specific actions/activities that are aligned to the Māori Plan in the following areas:

Area	Action/Activity
<b>Culture</b>	Marae, Te Reo Māori, Māori Arts and Crafts;
<b>Social</b>	Education, Health and Wellness, Papakāinga and Housing;
<b>Economic</b>	Mana Whenua and Mataawaka, Māori Land, Māori Business owners and Tourism;
<b>Environment</b>	Kaitiakitanga, Urban Design and Planning.

### Key Personnel

The Māori Advancement Action Plans were prepared for the IMSB by Precious Clark, Tuia Group Limited and Heta Hudson, K & R Associates.

### NEXT STEPS

The IMSB is now moving into the implementation phase of the Māori Plan for Tāmaki Makaurau, which will require close working relationships with the Auckland Council and other agencies in ensuring Mana Whenua and Mataawaka aspirations are being realised. The IMSB has used this tool to prioritise a work plan for resourcing of Māori outcomes and to ensure accountability and transparency in delivering IMSB's legislative obligations. The Māori Plan also provides important information for investment bids, plans and budgets.

The IMSB is also working with council on a concurrent work programme to implement Te Tiriti o Waitangi Audit (Audit) recommendations. These will assist the council to effect real changes that are integral to establishing a strong foundation for council (including Local Boards and Council Controlled Organisations) to respond effectively to its statutory responsibilities to Māori. More information about the Audit can be found on the IMSB website [www.imsb.maori.nz](http://www.imsb.maori.nz)

<sup>2</sup>Section 81, Local Government (Auckland Council) Amendment Act 2012.



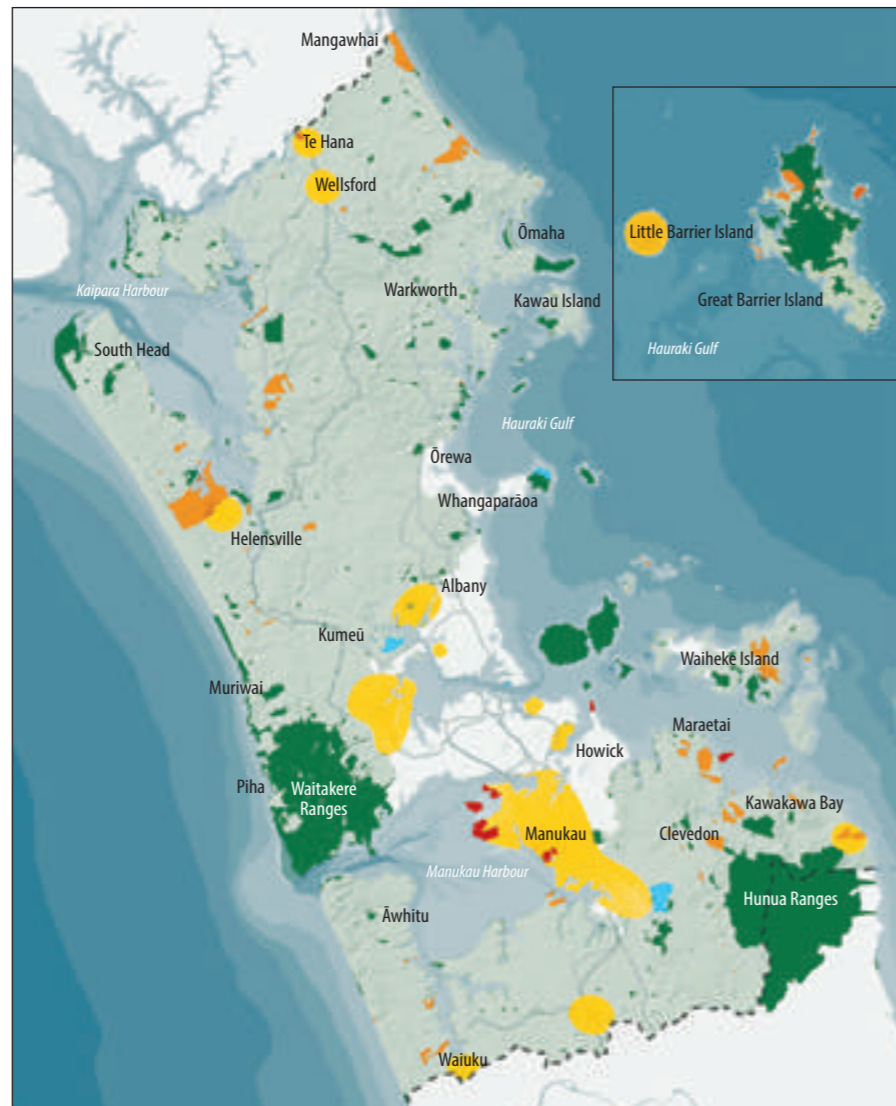
# Profiling Mana Whenua and Mataawaka in Tāmaki Makaurau

The Tāmaki Makaurau (Auckland region), as it relates to the operations of the Auckland Council, extends from Te Hana in the North to Waiuku in the south and includes the islands in the Hauraki Gulf. The Auckland Council boundary is an overlay over traditional tribal boundaries. The following map outlines the boundary and information relating to Māori in Tāmaki Makaurau.

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

Mana Whenua group means an iwi or hapū that:

- (a) exercises historical and continuing Mana Whenua in an area wholly or partly in Auckland; and
- (b) is 1 or more of the following in Auckland;
  - (i) a mandated iwi organisation under the Māori Fisheries Act 2004;
  - (ii) a body that has been the subject of a settlement of Treaty of Waitangi claims;
  - (iii) a body that has been confirmed by the Crown as holding a mandate for the purposes of negotiating Treaty of Waitangi claims and that is currently negotiating with the Crown over the claims.



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

## Auckland's Māori

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

The Mana Whenua within Tāmaki Makaurau are:

- Ngāi Tai ki Tāmaki
- Ngāti Manuhiri
- Ngāti Maru
- Ngāti Paoa
- Ngāti Rehua
- Ngāti Tamaoho
- Ngāti Tamaterā
- Ngāti Te Ata
- Ngāti Wai
- Ngāti Whātua
- Ngāti Whātua o Kaipara
- Ngāti Whātua o Ōrākei
- Ngāti Whanaunga
- Te Ahiwaru
- Te Akitai
- Te Kawerau a Maki
- Te Patukirikiri
- Te Uri o Hau
- Waikato-Tainui<sup>3</sup>

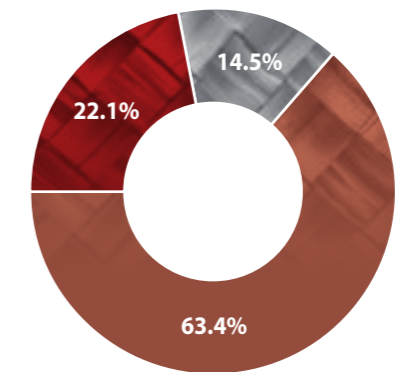
The term Mataawaka is defined under the Act as Māori who live in Auckland and who are not in a Mana Whenua group.

## Māori Demographics and Labour Market Statistics

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

The 2006 Statistics New Zealand Census identified 157,500 Māori living in Tāmaki Makaurau. Of those, 14.5% identified as Mana Whenua, 63.4% as being Mataawaka, and 22.1% as Mataawaka, however tribal affiliations were not identified.

## Percentage Identifying Iwi



SOURCE: Census 2006

The Māori population is youthful, with median ages of 23.9 and 23.5 years (that is, the age above and below which half the population fall). In comparison, the median age of the total New Zealand population is 37 years.

The Māori population by Auckland Ward from 2006 census data is outlined below, with the largest population of Māori found in the Manurewa-Papakura Ward, followed by Manukau and Waitakere.

## Māori in Tāmaki Makaurau

Total Māori in Tāmaki Makaurau	157,500
Albany Ward	6%
Albert-Eden-Roskill Ward	6.6%
Franklin Ward	5.5%
Manukau Ward	14.8%
Manurewa-Papakura Ward	20.3%
Maungakiekie-Tāmaki Ward	6.1%
North Shore Ward	7.6%
Orakei Ward	2.9%
Rodney Ward	3.7%
Howick Ward	4.9%
Waitakere Ward	13.9%
Waitemata and Gulf Ward	3.7%
Whau Ward	4.1%

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

<sup>3</sup>Independent Māori Statutory Board, www.imsb.Māori.nz



# Mana Whenua and Mataawaka Engagement

## Methodology

Sixteen hui were held in November-December 2011 to gather the aspirations of Mana Whenua and Mataawaka to help shape the Māori Plan. Invitations were sent to a wide range of participants including Mana Whenua and Mataawaka organisations, as well as others, such as Māori health organisations, Māori networks, kōhanga reo, kura kaupapa Māori, and taurahere roopu.

Engagement hui were open to all but aimed primarily at specific Mana Whenua groupings and Mataawaka communities. A list of hui, which were primarily undertaken on marae, are contained in **Appendix One**.

Te Kotahi Research Institute, who facilitated the hui, undertook an extensive desktop exercise to identify the needs and desires of Mana Whenua and Mataawaka, and a summary was provided to hui participants as a starting point for discussion and can be found in **Appendix Two**. Key documents that informed the Māori Plan's development are contained in **Appendix Three**.

Using the summary as a guide, participants identified additional issues and prioritised their aspirations. Group responses were recorded and the information was then presented back to hui participants for validation.



## Key Findings

- Participants reaffirmed the IMSB's Schedule of Issues of Significance
- Mana Whenua and Mataawaka presented distinct and diverse views on their aspirations, however there were points of commonality;
- Mana Whenua and Mataawaka consider that the Auckland Council and Central Government agencies need to maintain transparent communications and provide better resourcing for engagement and community activities. This includes a commitment to resource Mana Whenua for the multitude of activities they are expected to consider, and also provide Mataawaka with equitable resourcing to ensure their participation;
- Greater participation and involvement in emerging global markets is to be explored, including opportunities through e-technology. Showcasing Māori culture, informing tourism and developing indigenous strategic relationships and new business opportunities were also identified;
- Participants expressed the desire for stronger Māori social cohesion and connection. This included for example, opportunities for Māori to work collaboratively, and for iwi transport strategies to be adopted by Auckland Council, that link whānau who live on the periphery of Tāmaki Makaurau rohe with other Māori, businesses, education centres and services;
- There was also a strong desire for Auckland Council to better enable traditional cultural relationships such as papakāinga housing and kaumātua being able to pass on their knowledge to other generations through wānanga;
- Hui participants expressed a feeling of being "lost in the urban landscape". They want to be visually represented in the city and this would support the promotion and valuing of culture amongst rangatahi and the wider community. What is authentically Māori needs to be enabled through improved policy, strategy and design;
- There was also emphasis on enhancing opportunities to connect with Māori culture, supporting cultural ways of 'learning and living', use of te reo Māori, providing space and spaces for Māori to engage in traditional activities, including their role as kaitiaki and responsibilities to manaaki and tautoko;
- Whānau believe they have a key role to play in ensuring Māori wellbeing is enhanced. This includes growing culturally confident Māori, utilising marae, identifying role models, encouraging financial literacy and educational achievement, as well as encouraging whānau to enrol and vote in elections.



# Rangatahi Māori Engagement

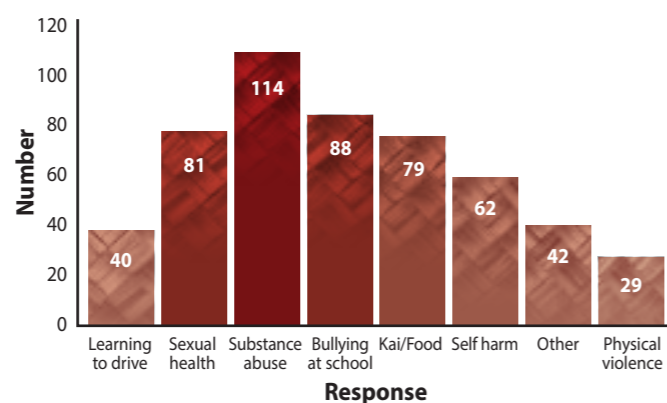
## Methodology

During November-December 2011, Kaa Te Rama Consultancy Ltd engaged with rangatahi Māori on their aspirations for Tāmaki Makaurau. Different techniques were used to collect the information including:

- eight focus groups;
- three community events;
- an online Survey Monkey tool; and
- a dedicated Facebook site.

Their engagements are contained in **Appendix One**.

## What do you think concerns youth growing up in Auckland?



## Key Findings

- The majority of rangatahi said they enjoyed living in Tāmaki Makaurau, with around 63% saying that Auckland was a 'choice' place to grow up in, 32% saying 'maybe' and 5% no;
- Of the rangatahi surveyed, 67% said that substance abuse, including cigarettes, alcohol and drugs, had a major impact for them in their communities. Rangatahi were particularly concerned at the ease of obtaining drugs and alcohol. They wanted to see liquor outlets decrease, and pathways found to limit/restrict access to alcohol;
- Greater visibility of Māori identity and culture were identified as key aspirations. This included more te reo Māori signage, kapa haka and Māori art and imagery that celebrates Māori uniqueness and identity. Many rangatahi saw sport as a means to express their Māori identity;
- Rangatahi were also concerned about the affordability of healthy kai and supported maara kai (community gardens), teaching communities about self-sufficiency, and creating forums for sharing and exchanging kai. Keeping homes warm and dry through well-insulated homes was also considered important in maintaining good health and wellness;
- Rangatahi considered that for them to participate more positively in the economy of Tāmaki Makaurau, they needed to develop financial literacy skills, in the areas of budgeting, student loans, mortgages and taxes;
- Increasing the ability to access kaupapa Māori education services and health facilities and working to further develop these services was considered important by rangatahi;
- Environmental issues, including for example keeping beaches and rivers clean and accessing them to collect kaimoana and for swimming were considered important. There was also discussion amongst participants about environmental sustainability such as using solar energy, as well as banning foreshore and seabed and deep sea drilling, particularly as these activities can mamae (hurt) Tangaroa (God of the Sea) and Papatūānuku (Earth Mother);
- There is a strong desire for rangatahi to be engaged and considered when kauapapa concerning them and their future is being developed. They have a strong desire to have greater access to decision-makers, for example, at the Auckland Council or Central Government. Many saw opportunities to influence decision-making through consultative groups, Youth Councils and work experience to have a voice at a higher level.

# Feedback on the Māori Plan for Tāmaki Makaurau

In May 2012, the IMSB presented the draft Māori Plan for Tāmaki Makaurau to Mana Whenua and Mataawaka for their feedback. The hui also gave the IMSB the opportunity to discuss other items on their work programme, such as Te Tiriti Audit, and the Long Term and Unitary Plans. Kaa Te Rama also returned to rangatahi Māori to outline their findings and present the draft Māori Plan to them. A list of the feedback hui is contained in **Appendix One**.

Overall, the draft Māori Plan was well received, with only minor amendments made to the overall framework. In June 2012, the IMSB resolved to proceed to publication of the Māori Plan.





# The Māori Plan for Tāmaki Makaurau:

## The Framework

*Key findings from the engagement and consultation exercise with Mana Whenua, Mataawaka and rangatahi Māori provide the foundation for the Māori Plan. After triangulating the responses from the engagement exercise with the desktop exercise, five key elements emerged as the key drivers of the Māori Plan. These are:*

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

The **Vision Statement** for the Māori Plan is drawn from the whakatauki 'Te Pai me te Whai Rawa o Tāmaki Māori' – Healthy and Prosperous Tāmaki Māori.

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

- **Whanaungatanga:** expressed through the relationships that are developed between whānau and their communities, and is translated into the following Māori outcomes:
  - Māori communities are culturally vibrant across Tāmaki Makaurau;

- Māori communities are connected and safe;
- Māori have the skills to realise economic opportunities;
- Te Taiao is able to support ngā uri whakatipu.
- **Rangatiratanga:** expressed through autonomy, leadership and participation, and is translated into the following Māori outcomes:
  - Māori are actively participating and demonstrating leadership in the community;
  - Māori are decision-makers in public institutions;
  - Māori are active across all sectors of the economic community;
  - Māori are actively involved in decision-making and management of natural resources.

- **Manaakitanga:** expressed through the responsibility to provide hospitality and protection, and is translated into the following Māori outcomes:
  - Māori communities are culturally strong and healthy;
  - Māori enjoy a high quality of life;
  - Māori are earning income and returns that fulfil their lifestyle expectations;
  - The mauri of te taiao in Tāmaki Makaurau is enhanced or restored for all people.

- **Wairuatanga:** expressed as distinctive identity or the spirituality of a place, and is translated into the following Māori outcomes:
  - Māori heritage of Tāmaki Makaurau is valued and protected;
  - Māori social institutions and networks thrive;
  - Māori businesses are uniquely identifiable, visible and prosperous;
  - Tāonga Māori are enhanced or restored in urban areas.
- **Kaitiakitanga:** expressed as guardianship to ensure a sustainable future for all and is translated into the following Māori outcomes:
  - Māori cultural wellbeing is future proofed;
  - Whānau wellbeing and resilience is strengthened;
  - Māori businesses are improving and enhancing the quality of their people, asset and resource basis;
  - Māori are kaitiaki of the environment.

The **Key Directions** reflect the overarching goals or aspirations that Mana Whenua and Mataawaka want for their own iwi, organisations and communities. The key directions sit alongside the Māori values to ensure that Māori worldviews are embedded and integral to the Māori Plan. The key directions are:

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

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

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

**Indicators** are measures of a condition, situation or process, which provides consistent and reliable evidence of change over time. The measure is usually a statistical one, although the information may be qualitative or subjective.

A key feature of the Māori Plan is that the forty-nine focus areas are operationalised into a set of robust indicators to enable regular monitoring. The Māori Plan contains one hundred and eleven 'state' of wellness indicators and there are approximately thirty-seven recommended new indicators that will require development by the Auckland Council and/or with other external agencies. 'State' indicators are high-level indicators that identify trends and provide an evidential basis for developing policies and actions.

The indicators have been carefully selected by Te Kotahi Research Institute and the IMSB, after an extensive stock-take of indicators, followed by the application of selection criteria to choose the most relevant indicators. The final set of indicators are drawn from data sources like the census, that firstly, reflect how well Māori are doing in society, for example, in education and health; how well the resources or institutions cater for the needs and aspirations of Māori, and finally, how policies and processes enable aspirations to be achieved.

The indicators will provide Mana Whenua and Mataawaka communities with a robust way of assessing how well Māori aspirations are being met across the key directions, domains, and focus areas, and to gauge whether Māori outcomes are being achieved by the Auckland Council. A full list of the Māori Plan indicators is attached at **Appendix Four**.

The research by Te Kotahi Research Institute also revealed a lack of existing indicators that reflect Māori values, and highlighted the tension that exists between the interests of government or agencies tasked with meeting reporting and statistical requirements, and Māori aspirations about what constitutes meaningful and useful data. The exercise also highlighted the considerable data gaps for Māori at the regional level, particularly in the cultural and environmental domains.

The next steps will be to develop specific domain based reports including a marae based survey. These reports will inform a Māori Wellbeing Report. The Board will use these reports to gauge progress in the achievement of Māori outcomes in the Māori Plan and advocate for resourcing and partnership opportunities with Māori and the Auckland Council.

The Māori Plan monitoring will also require strategic relationships, with central government agencies, such as Statistics New Zealand, and sound relationships within the Auckland Council, through for example, the Research, Investigations and Monitoring Unit (RIMU). Mana Whenua and Mataawaka involvement in the development and implementation of the monitoring will also assist in the achievement of Māori aspirations.



# The Māori Advancement Action Plans

*The purpose of the Māori Advancement Action Plans is to take Māori forward in the four domains. These plans are the operational or action and activity plans that sit behind and support the Māori Plan, and will give direction, guidance and information to the Auckland Council for developing investment and budget bids in those specific areas.*

## Methodology

The Māori Advancement Action Plans involved a desktop exercise and thirteen focus groups on key issues, with participants chosen on their knowledge or as practitioners in the respective areas. One-on-one discussions were also held with key individuals. Participants spanned both Mana Whenua and Mataawaka groups in Tāmaki Makaurau.

The focus group workshops discussed key themes, the state of play in their particular area of expertise, participants' vision for Tāmaki Makaurau and the identification of specific action points that the IMSB could advocate for through their roles on key Auckland Council Committees. Actions were identified in the following areas:

### Culture:

Marae, Te Reo Māori, Māori Arts and Crafts;

### Social:

Education, Health and Wellness, Papakāinga and Housing;

### Economic:

Mana Whenua and Mataawaka, Māori Land, Māori Business owners and Tourism;

### Environment:

Kaitiakitanga, Urban Design and Planning.

Cross cutting themes emerged from the analysis that reaffirmed the findings of Te Tiriti Audit. They included:

- Effective engagement and consultation processes with Māori;
- Capacity Building for Māori and Auckland Council;
- Effective Māori representation at all levels of Auckland Council; and
- Establishing strategic relationships between Māori, Auckland Council, Government and the private sector.

Although the Māori Advancement Action Plans are designed with a 10 year focus, they will be reviewed during the annual planning cycle. The IMSB has prioritised the actions, considered the resourcing implications, and strategised about how they will advocate to Auckland Council to advance the interests of Māori.





# The Māori Plan for Tāmaki Makaurau

## The Māori Advancement Plan Implementation

*The following section describes the Māori Advancement Action Plans, showing links to the key directions and Māori outcomes in the Māori Plan and illustrative examples of the indicators designed to measure progress and achievement over time.*

The IMSB members are represented on sixteen Auckland Council committees, where they advocate for the advancement of issues for Mana Whenua and Mataawaka. These committees are 'enablers' for the Māori Advancement Action Plans. Council Controlled Organisations (CCOs) are also enablers, as they have a crucial role to play across the domains to enable the achievement of Māori aspirations, for example, in the areas of Māori tourism, Māori business and transport issues.

The Strategy and Finance Committee is a key committee for the Auckland Council's planning and financial management, and resourcing implications for the IMSB's advocacy and delivery of outcomes for the Māori Plan will require their consideration. A list of the Auckland Council committees that the IMSB are members of is contained in **Appendix Five**.

Local Boards, who have statutory functions and powers to promote the interests of their communities, also have an important role to play to ensure the achievement of Māori outcomes. There is the potential, through the implementation of the Māori Plan, for local boards to achieve their respective purposes and provide benefits for their respective communities and constituents, including Mana Whenua and Mataawaka.

'External partnerships' describe the partnerships outside the Auckland Council that are recommended to fulfil the action. This includes partnerships with central government agencies, as well as the private sector. The list provided is not exhaustive.





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# Culture





# Marae

## Māori Plan Key Directions and Māori Outcomes

### Develop Vibrant Communities

Māori communities are culturally vibrant across Tāmaki Makaurau

### Improve Quality of Life

Māori communities are culturally strong and healthy

### Promote Distinctive Identity

Māori heritage of Tāmaki Makaurau is valued and protected

## Māori Plan indicator (illustrative examples)

- Percentage who have visited a marae in the past 12 months
- Percentage that have provided help, without pay, for a marae, hapū or iwi
- Percentage that have visited an ancestral marae in the last 12 months
- Average annual number of wānanga held at Auckland marae in the past year

Māori Advancement Plan Actions	Enablers	External Partnerships
1. Auckland Council to provide support to all marae in Tāmaki Makaurau to develop strategic plans	• Regional Development and Operations	• Te Puni Kōkiri • Department of Internal Affairs
2. Auckland Council to provide support to all marae to undertake a Cultural Capacity Assessment and develop a Cultural Capacity Plan	• Regional Development and Operations	• Te Puni Kōkiri
3. Auckland Council to expand Community Hall Funding to include marae in Tāmaki Makaurau	• Regional Development and Operations	• ASB Community Trust • Philanthropic Organisations
4. Auckland Council to work with marae to develop capacity and procedures to be able to respond to civil defence emergencies	• Civil Defence and Emergency Management Committee	• Ministry of Civil Defence and Emergency
5. Auckland Council to provide support for establishment of a Tāmaki Marae forum, including secretarial services, to enable collaboration between marae	• Regional Development and Operations	• Te Puni Kōkiri
6. Auckland Council to provide support to marae for infrastructure development and to meet compliance and regulatory requirements (eg Building Code)	• Regional Development and Operations	





# Te Reo Māori

## Māori Plan Key Directions and Māori Outcomes

### Improve Quality of Life

Māori communities are culturally strong and healthy

Māori enjoy a high quality of life

### Promote Distinctive Identity

Māori heritage of Tāmaki Makaurau is valued and protected

## Māori Plan indicator (illustrative examples)

- Percentage who report being able to speak Māori in day to day conversation
- Number of Year 11 and 12 Māori students engaged in Te Reo Māori courses at National Certificate of Educational Achievement Level 1, 2 or 3
- Number of bilingual/ Māori place names in public areas owned or managed by Auckland Council



Māori Advancement Plan Actions	Enablers	External Partnerships
1. 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	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Te Puni Kōkiri</li> <li>• Te Taura Whiri i te Reo Māori</li> </ul>
2. 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	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> </ul>	
3. Auckland Council to advocate for, and grow community support for, compulsory Te Reo Māori in all Auckland Schools	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• COMET</li> </ul>	<ul style="list-style-type: none"> <li>• Te Puni Kōkiri</li> <li>• Te Taura Whiri i te Reo Māori</li> <li>• Ministry of Education</li> <li>• Auckland Schools</li> <li>• Social Policy Forum</li> </ul>

# Māori Arts and Culture

## Māori Plan Key Directions and Māori Outcomes

### Promote Distinctive Identity

Māori heritage of Tāmaki Makaurau is valued and protected

### Ensure Sustainable Futures

Māori cultural wellbeing is future proofed

## Māori Plan indicator (illustrative examples)

- Percentage who have been to a Māori festival or event in the past 12 months
- Percentage of Auckland Council supported events with a Māori focus
- Dollar value of investment in Auckland Council activities contributing to Māori cultural outcomes

Māori Advancement Plan Actions	Enablers	External Partnerships
1. Auckland Council to develop a strategy and schedule of Māori focussed events and support wānanga for Māori Arts and Culture	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Auckland Tourism, Events and Economic Development</li> <li>• Regional Facilities Auckland</li> </ul>	<ul style="list-style-type: none"> <li>• Te Puni Kōkiri</li> <li>• Creative New Zealand</li> <li>• Toi Māori Aotearoa</li> <li>• Māori Television</li> <li>• Te Māngai Pāho</li> </ul>
2. Auckland Council to support the development of iconic Cultural Arts Centre in Tāmaki Makaurau to promote Māori art and culture locally and internationally	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Regional Facilities Auckland</li> <li>• Auckland Tourism, Events and Economic Development</li> <li>• Auckland Waterfront Development Agency</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Business, Innovation and Employment</li> <li>• Tourism New Zealand</li> <li>• New Zealand Māori Tourism Council</li> <li>• Creative New Zealand</li> <li>• Te Puni Kōkiri</li> <li>• Department of Internal Affairs</li> <li>• Educational Institutes</li> </ul>
3. Auckland Council to support development of scholarships, residency programmes, overseas exchanges and career pathways for developing Māori Artists	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Creative New Zealand</li> <li>• Philanthropic Organisations</li> <li>• Educational Institutes</li> </ul>
4. Auckland Council to support the development of a Māori led, international indigenous arts festival in Tāmaki Makaurau	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Auckland Tourism, Events and Economic Development</li> <li>• Regional Facilities Auckland</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Business, Innovation and Employment</li> <li>• Tourism New Zealand</li> <li>• New Zealand Māori Tourism Council</li> <li>• Creative New Zealand</li> <li>• Te Puni Kōkiri</li> <li>• Department of Internal Affairs</li> </ul>
5. Auckland Council to support the establishment of a permanent Māori sculpture park/series to showcase Māori artists in Tāmaki Makaurau	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Auckland Tourism, Events and Economic Development</li> <li>• Regional Facilities Auckland</li> </ul>	<ul style="list-style-type: none"> <li>• Creative New Zealand</li> <li>• Tourism New Zealand</li> <li>• New Zealand Māori Tourism Council</li> <li>• Te Puni Kōkiri</li> </ul>





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# Social





# Education

## Māori Plan Key Directions and Māori Outcomes

### Improve Quality of Life

Māori communities are culturally strong and healthy

Māori enjoy a high quality of life

## Māori Plan indicator (illustrative examples)

- Participation and access to quality, culturally appropriate early child hood learning services for 3 and 4 year olds
- Proportion of school leavers who have completed University Entrance qualifications or have National Certificate of Educational Achievement level 2 per annum by ethnic group and school decile
- Number of Māori students in Years 11-13 enrolled in Science, Technology, Engineering and Maths
- Number of taurira enrolled in Wānanga
- Number of Māori students enrolled in kura kaupapa Māori and kura teina
- Number of tamariki enrolled in kōhanga reo
- Percentage of tertiary students who go on to enrol in higher-level study
- Percentage of Māori tertiary students

### Māori Advancement Plan Actions

### Enablers

### External Partnerships

1. Auckland Council to advocate for the establishment of a Tāmaki Makaurau Education Forum to develop a long term education strategy for Māori in the region
2. Auckland Council to advocate and support Parent Hubs, that provide resources and learning opportunities for Māori in literacy, numeracy and financial literacy
3. Auckland Council to advocate for the establishment of a Māori Educational Institutes Committee ( kōhanga reo, kura kaupapa Māori and wānanga) to develop a regional plan for Tāmaki Makaurau

- Auckland Plan Committee
- COMET

- COMET

- Regional Development and Operations
- Regulatory and Bylaws Committee

- Ministry of Education
- Educational institutions
- Social Policy Forum

- Te Puni Kōkiri

- Ministry of Education
- Kōhanga Reo, Kura Kaupapa Māori, wānanga institutes
- Social Policy Forum



# Health and Wellness

## Māori Plan Key Directions and Māori Outcomes

### Enhance Leadership and Participation

Māori are decision-makers in public institutions

### Improve Quality of Life

Māori enjoy a high quality of life

### Ensure sustainable futures

Whānau wellbeing and resilience is strengthened

## Māori Plan indicator (illustrative examples)

- Active participation in sports and recreation
- Percentage reporting their overall quality of life as good or very good
- Numbers of school children and hours participating from schools and sports clubs
- Percentage rating own health as excellent or very good
- Percentage that attended club or interest group activities, such as kapa haka, at least once a month
- Number of Māori Youth on council and Local Board committees

Māori Advancement Plan Actions	Enablers	External Partnerships
1. Auckland Council to partner regional Māori sports organisations to identify opportunities to increase participation by Māori in sports and regional activities	• Regional Development and Operations	• Regional Sports Trusts • Sport New Zealand • Millenium Institute of Sport and Health • National and Regional Sports Organisations • Ministry of Health/District Health Boards
2. Auckland Council to support establishment of a Rangatahi Māori Leadership Forum to promote leadership development, wellness and activities for rangatahi	• Regional Development and Operations	• Office of the Children's Commissioner • Ministry of Youth Development • Child Poverty Action Group
3. Auckland Council to partner with the John Walker Foundation to create opportunities for rangatahi to live healthy, active lifestyles	• Regional Development and Operations	• John Walker Foundation
4. Auckland Council to identify strategic forums and health forums to ensure there is effective Māori representation and participation at decision-making level	• Regional Development and Operations	• Ministry of Health/District Health Boards





# Papakāinga/Housing

## Māori Plan Key Directions and Māori Outcomes

### Ensure Sustainable Futures

Whānau wellbeing and resilience is strengthened

### Improve Quality of Life

Māori are earning income and returns that fulfill their lifestyle expectations

## Māori Plan indicator (illustrative examples)

- Number of papakāinga in the Auckland region
- Number of people living on papakāinga
- Monitor household expenditure on housing
- Numbers and proportion of households that own or rent the dwelling in which they live
- Dollar value of investment in Auckland Council activities contributing to Māori Social outcomes
- Percentage of Māori receiving home insulation subsidy scheme in Auckland

Māori Advancement Plan Actions	Enablers	External Partnerships
1. Auckland Council to establish a papakāinga development committee in conjunction with Mana Whenua	• Auckland Plan Committee	
2. Auckland Council in partnership with Mana Whenua and Mataawaka advocate for programmes and activities that promote home ownership and financial literacy	• Regional Development and Operations	<ul style="list-style-type: none"> <li>• Housing New Zealand</li> <li>• Te Puni Kōkiri</li> <li>• Kiwi Bank/Banking sector</li> <li>• Community Housing New Zealand Aotearoa</li> <li>• Habitat for Humanity</li> <li>• Beacon Pathway</li> </ul>
3. Auckland Council to support home insulation programmes to Māori homes	• Regional Development and Operations	<ul style="list-style-type: none"> <li>• Housing New Zealand</li> <li>• Energy Efficiency and Conservation Authority</li> </ul>







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# **Economic**



# Mana Whenua and Mataawaka

## Māori Plan Key Directions and Māori Outcomes

### Develop Vibrant Communities

Māori have the skills to realise economic opportunities

### Enhance Leadership & Participation

Māori are active across all sectors of the economic community

### Promote Distinctive Identity

Māori businesses are uniquely identifiable, visible and prosperous

### Ensure Sustainable Futures

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

## Māori Plan indicator (illustrative examples)

- Number of businesses and fulltime employees in tourism sector
- Percentage of Māori (15-24 yrs) Not engaged in Education, Employment or Training (NEET)
- Household saving rate
- Māori apprenticeships funded in Tāmaki Makaurau
- Dollar value of investment in Auckland Council activities contributing to Māori economic outcomes
- Dollar value of investment in Research and Development outcomes for Māori



Māori Advancement Plan Actions	Enablers	External Partnerships
1. Auckland Tourism, Events and Economic Development to facilitate the development of an Auckland wide Māori Tourism Strategy	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Auckland Tourism, Events and Economic Development</li> <li>• Waterfront Auckland</li> <li>• Regional Facilities Auckland</li> <li>• Auckland Transport</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Business, Innovation and Employment</li> <li>• Tourism New Zealand</li> <li>• New Zealand Māori Tourism Council</li> <li>• Creative New Zealand</li> <li>• Te Puni Kōkiri</li> </ul>
2. Auckland Council to liaise with Mana Whenua on the reformation of the Mana Whenua Forum	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> </ul>	
3. Auckland Council to facilitate a direct relationship between Mana Whenua, Auckland Property Limited and Auckland Council Investments Ltd concerning management, acquisition and divesting of land and other strategic assets	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Auckland Council Property Ltd</li> <li>• Auckland Council Investments Ltd</li> </ul>	
4. Auckland Council to conduct a review of its procurement processes including Request for Proposals and tenders to ensure Māori outcomes are included	<ul style="list-style-type: none"> <li>• Accountability and Performance</li> </ul>	
5. Auckland Council to support establishment of an Employment Forum in partnership with Mana Whenua and Mataawaka to develop strategies to address Māori unemployment issues and capacity needs	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Business, Innovation and Employment</li> <li>• Work and Income</li> <li>• Ministry of Social Development</li> <li>• Social Policy Forum</li> </ul>
6. Auckland Council to facilitate Māori engagement and participation into key economic growth activities eg trade delegations, foreign direct investment, innovation and export	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Auckland Tourism, Events and Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• Te Puni Kōkiri</li> <li>• New Zealand Trade and Enterprise</li> </ul>
7. Auckland Council to promote the value-add of the Māori Economy to the Private Sector	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Auckland Tourism, Events and Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• Te Puni Kōkiri</li> <li>• New Zealand Trade and Enterprise</li> <li>• Committee for Auckland</li> <li>• Kiwi Expat Association</li> </ul>
8. Auckland Council to support financial literacy programmes and growing of management capability to ensure Māori business success	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Auckland Tourism, Events and Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>• Te Puni Kōkiri</li> </ul>
9. Auckland Council to work with Māori on the development and implementation of an internship programme for rangatahi to access work opportunities within Auckland Council	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry of Business, Innovation and Employment</li> <li>• Committee for Auckland</li> </ul>



# Māori Land

## Māori Plan Key Directions and Māori Outcomes

### Improve Quality of Life

Māori are earning income and returns that fulfill their lifestyle expectations

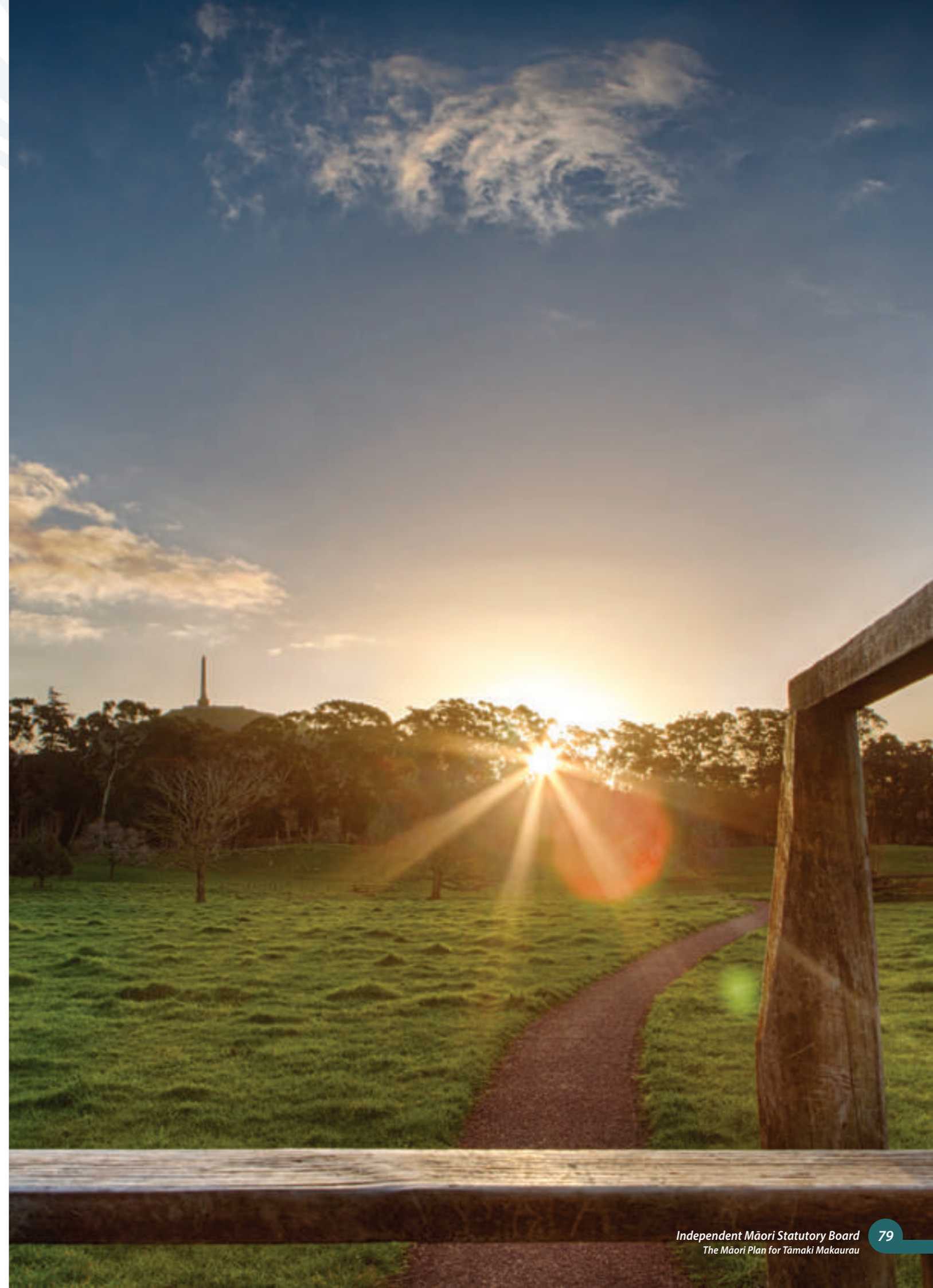
## Māori Plan indicator (illustrative examples)

Auckland Māori Asset value by industry

Percentage of Māori land blocks in Tāmaki Makaurau with a management structure

Value of Māori land blocks in Auckland

Māori Advancement Plan Actions	Enablers	External Partnerships
1. Auckland Council to build internal capacity to better understand legislative barriers to development and retention of Māori Land, rating and effect on planning tools	<ul style="list-style-type: none"> <li>• Strategy and Finance</li> </ul>	
2. Auckland Council and the Māori Land Court to develop protocols to enable efficient information sharing regarding Māori freehold land	<ul style="list-style-type: none"> <li>• Strategy and Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Māori Land Court</li> <li>• Land Information New Zealand</li> </ul>







# Māori Business Owners

## Māori Plan Key Directions and Māori Outcomes

### Promote Distinctive Identity

Māori businesses are uniquely identifiable, visible and prosperous

### Ensure Sustainable Futures

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

## Māori Plan indicator (illustrative examples)

Percentage of Māori enterprises that are engaged in exporting

Number of Māori enterprises

The number of employees and geographic units within the creative sector industries, per annum

Number of Māori entrepreneur initiatives and incubators

Number of Māori members in Chamber of Commerce, Employers Federation, other business organisations

### Māori Advancement Plan Actions

1. Auckland Council to facilitate increased participation for Māori businesses in new market development activities, such as trade delegations

2. Auckland Council to utilise existing channels (online, events, media) and business events to promote and showcase Māori business to wider audience

### Enablers

- Regional Development and Operations
- Auckland Tourism, Events and Economic Development
- Waterfront Auckland

- Regional Development and Operations
- Auckland Tourism, Events and Economic Development
- Waterfront Auckland

### External Partnerships

- Te Puni Kōkiri
- New Zealand Trade and Enterprise
- Tourism New Zealand
- The Icehouse
- Auckland University of Technology Business Innovation Centre
- Auckland UniServices
- E Centre, Massey University

- Te Puni Kōkiri
- New Zealand Trade and Enterprise





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# **Environment**



# Kaitiakitanga

## Māori Plan Key Directions and Māori Outcomes

### Enhance Leadership and Participation

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

### Promote Distinctive Identity

Taonga Māori are enhanced or restored in urban areas

### Ensure Sustainable Futures

Māori are kaitiaki of the environment

### Māori Plan indicator (illustrative examples)

Number of iwi management plans in Tāmaki Makaurau

Number of iwi/hapū/marae who have cultural monitoring systems

Percentage of kaitiaki respondents satisfied with water quality

Number of full time equivalents employed by iwi/hapū for resource management

Number of people who can conduct cultural assessment for resource consents

Number of marae engaged in at least one Māori environmental restoration project in the past 3 years

Number of Māori related environmental programmes led or supported by Māori



Māori Advancement Plan Actions	Enablers	External Partnerships
1. Auckland Council to provide support to Mana Whenua to develop iwi management plans	• Regional Development and Operations	<ul style="list-style-type: none"> <li>• Ministry for the Environment</li> <li>• Department of Conservation</li> <li>• Parliamentary Commissioner for the Environment</li> <li>• Ministry of Primary Industries</li> <li>• Landcare Research</li> <li>• National Institute of Water and Atmospheric Research</li> <li>• Crown Research Institutes</li> </ul>
2. Auckland Council to establish a Joint Management Committee and Joint Management Agreements with Mana Whenua over areas of significance	• Regional Development and Operations	
3. Auckland Council to resource Mana Whenua Kaitiaki roles to respond to Resource Management Act 1991 consents and requests	• Regional Development and Operations	
4. Auckland Council to support an Iwi Kaitiaki Forum to develop collaborative mechanisms to respond to resource management and environmental matters	• Regional Development and Operations	
5. Auckland Council to support review of the development contributions policy to include consideration of costs that fall on Mana Whenua	• Regional Development and Operations	
6. Auckland Council and Mana Whenua to work in partnership on a programme to educate Auckland Council employees, developers and the public on Māori environmental values	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Watercare</li> <li>• Auckland Transport</li> </ul>	
7. Auckland Council to include Māori on steering committees for climate change and energy sustainability	<ul style="list-style-type: none"> <li>• Regional Development and Operations</li> <li>• Auckland Transport</li> </ul>	



# Urban Design and Planning

## Māori Plan Key Directions and Māori Outcomes

### Promote Distinctive Identity

Tāonga Māori are enhanced or restored in urban areas

### Ensure Sustainable Futures

Māori are kaitiaki of the environment

## Māori Plan indicator (illustrative examples)

Satisfaction with reflection of Māori values and culture in Tāmaki Makaurau's urban design

Percentage of indigenous ecosystems under active management

Number of installed tohu tangata whenua (markers) on the regional parks to acknowledge cultural and spiritual links

Dollar value of investment in Auckland Council activities contributing to Māori environmental outcomes

Māori Advancement Plan Actions	Enablers	External Partnerships
1. Auckland Council to develop an Urban Māori Design Protocol including Māori design principles and values	<ul style="list-style-type: none"> <li>Regional Development and Operations</li> </ul>	
2. Auckland Council to develop and adopt a Biodiversity Policy that includes the relationship with Māori and natural resources	<ul style="list-style-type: none"> <li>Regional Development and Operations</li> </ul>	
3. Auckland Council to support the Mana Whenua Forum to engage with the Resource Consent department, Auckland Transport and Watercare on environmental matters	<ul style="list-style-type: none"> <li>Regional Development and Operations</li> <li>Watercare</li> <li>Auckland Transport</li> </ul>	
4. Auckland Council and Mana Whenua to work in partnership to develop an environmental scholarship and internship programme for rangatahi	<ul style="list-style-type: none"> <li>Regional Development and Operations</li> </ul>	<ul style="list-style-type: none"> <li>Tertiary Institutes</li> </ul>
5. Auckland Council to work in partnership with Mana Whenua, Mataawaka and the private sector to initiate a secondment programme with engineering, design and resource management companies	<ul style="list-style-type: none"> <li>Regional Development and Operations</li> <li>Watercare</li> </ul>	<ul style="list-style-type: none"> <li>Tertiary Institutes</li> </ul>





# Glossary

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

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



# Appendix One

## Engagement hui

### Development of the Māori Plan for Tāmaki Makaurau (November-December 2011)

<i>Mana Whenua Hui</i>	<i>Mataawaka Hui</i>	<i>Rangatahi Māori Hui</i>
1. Te Akitai, Te Ahiwaru – Pūkāki Marae, Māngere	1. South Auckland– Papakura Marae, Papakura	1. Rangatahi Rōpū, Te Rāhuitanga Trust, Ōtara
2. Ngāti Manuhiri – Manukau Office, Auckland Council	2. South Auckland– Whaiora Marae, Ōtara	2. Te Tai Tonga Kapahaka Rōpū, Manurewa Marae
3. Waikato Raupatu Lands Trust – Hopuhopu, Waikato	3. West Auckland– Hoani Waititi Marae, Glen Eden	3. Te Kura Māori O Māngere, Māngere
4. Marutūahu: Ngāti Maru, Ngāti Paoa – Papakura Marae, Papakura	4. Central/East Auckland– Ruapōtaka Marae, Glen Innes	4. Rangatahi Rōpū, Mahurangi, Snells Beach
5. Ngāti Te Ata – Tāhuna Marae, Waiuku	5. North Auckland– Awataha Marae, Northcote	5. Papatūānuku Kōkiri Marae, Māngere
6. Ngāti Whātua – Ōrākei Marae, Ōrākei	6. Target groups working with Māori 1 – Te Ūnga Waka Marae, Epsom	6. Rangatahi Rōpū, Tāhuna Marae Gym, Waiuku
	7. Target groups working with Māori 2 – Te Ūnga Waka Marae, Epsom	7. Māori rangatahi professionals group, City
	8. Taurahere (whānau, hapū & iwi) – Te Māhurehure Marae, Point Chevalier	8. Auckland University of Technology, Māori students, Te Ara Poutama
	9. South Auckland– Manurewa Marae, Clendon	9. Online Survey, Survey Monkey
	10. Auckland District Health Board (ADHB) – Greenlane Clinical Centre	10. Community events: Waipareira Trust Whānau Whānui Sports Day, Te Ara Poutama Alternative Education Touch Day, New Zealand Hip Hop Summit 2011

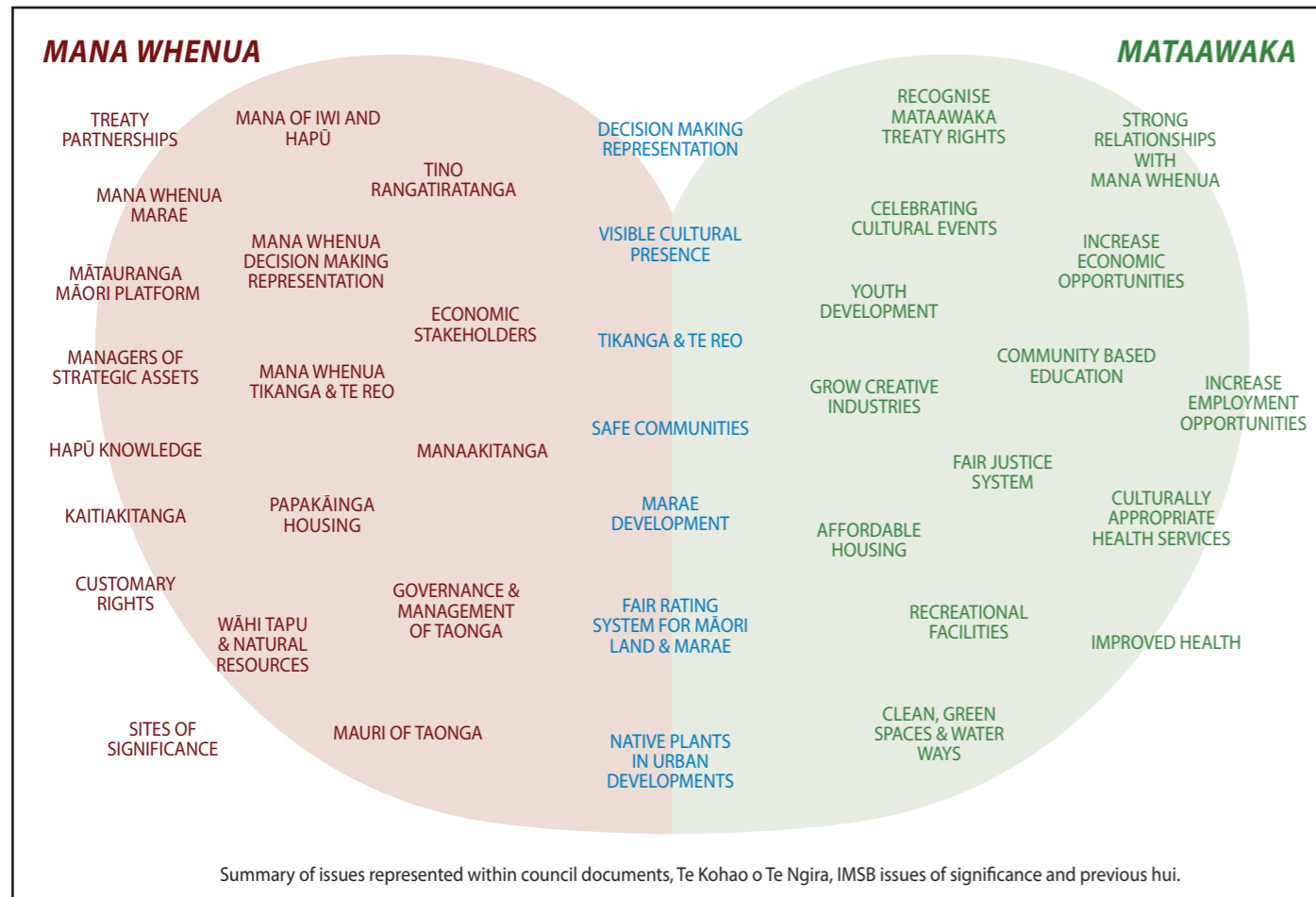
### Feedback on the Māori Plan for Tāmaki Makaurau (May 2012)

<i>Mana Whenua and Mataawaka Hui</i>	<i>Rangatahi Māori Hui</i>
1. Pūkāki Marae, Māngere	1. Papatūānuku Kōkiri Marae, Māngere
2. Ngāti Te Ata Trust Office, Waiuku	2. Te Kura Kaupapa Māori ā rohe o Māngere
3. Rēweti Marae, Kaipara	
4. Manurewa Marae, Manurewa	
5. Hoani Waititi Marae, Glen Eden	
6. Ruapōtaka Marae, Glen Innes	
7. Te Ora o Manukau – Auckland Council Offices, Manukau	



# Appendix Two

## Summary of Mana Whenua and Mataawaka Issues (2011)



# Appendix Three

## Key Documents Informing the Māori Plan for Tāmaki Makaurau

Auckland Regional Council (2005). Te Hōkai Regional Māori Environmental Scan.	Kaa Te Rama Consultancy (2012). Ko Tāmaki Makaurau e ngunguru nei. Tāmaki Makaurau Rangatahi Māori Wellbeing Project. Report for the Independent Māori Statutory Board.
Auckland Regional Council (2007). Auckland Sustainability Framework: An Agenda for the Future, Regional Growth Forum, Editor.	Kennedy & Vinall (2011). The Findings of the Strategic and Budget Review on the Long Term Plan. Report to the Independent Māori Statutory Board and Auckland Council
Auckland Regional Council (2008). Auckland Sustainability Framework: Tool Kit.	Mana Whenua Forum (2007). Te Kōhao O Te Ngira.
Auckland Council (2012): The Auckland Plan	Ngāti Tamaoho Trust (2011). Submission to Auckland Council Draft Annual Plan 2011-2012.
Auckland Council (2011). Auckland Unleashed: The Auckland Plan Discussion Document.	Ngāti Whātua Ngā Rima o Kaipara (2011). Submission to Auckland Council Draft Annual Plan 2011-2012.
Auckland Council (2011). Draft Annual Plan.	Ngāti Whātua o Ōrākei Trust Board (2011). Submission to Auckland Council Draft Annual Plan 2011-2012.
Auckland Council (2011). Draft Economic Development Strategy.	Papakura Māori Steering Group (n.d.) Papakura Māori Outcomes Plan.
Auckland Council (2011). Your Auckland: Auckland Council's Long Term Plan.	Smith, L., Jackson, N., Kukutai, T., Kilgour, J., Tawhai, M., Henry, L., Te Hira, H., Penehira, M., Wood, W., Ngatai, G. (2011). Te Toi Roa Towards an Evaluation Methodology for Mana Whenua and Mataawaka Wellbeing in Tāmaki Makaurau. Report to the Independent Māori Statutory Board.
Auckland Council (2011). Ngāti Wai Trust Board, Manuhiri Ōmaha Kaitiaki Ora Trust, Ngāti Wai-Ngāti Rehua ki Aotea Trust 4 May Engagement hui.	Statistics New Zealand (nd). Indicator Guidelines. Accessed at: <a href="http://www.stats.govt.nz/surveys_and_methods/methods/indicator-guidelines.aspx">http://www.stats.govt.nz/surveys_and_methods/methods/indicator-guidelines.aspx</a>
Auckland Council (2011) Mataawaka South 3 May Engagement hui.	Statistics New Zealand (2009). He Kohinga Whakaaro Māori Social Survey Discussion Document. Wellington: Statistics New Zealand.
Auckland Council (2011). West/Central/North Mataawaka 3 May Engagement hui.	Tāmaki Regional Mana Whenua Forum (2009). Review of Auckland Regional Land Transport Strategy.
Auckland Regional Council (2010). Auckland Regional Transport Strategy 2010-2040.	Tāmaki Regional Mana Whenua Forum (2009). Review of the Draft Auckland Regional Policy Statement.
Auckland Regional Economic Strategy (2002). Māori Economic Development: Te Huarahi Pai – A Future Pathway.	Te Kotahi Research Institute (2012). Developing a Māori Wellbeing Plan for Tāmaki Makaurau. Report to the Independent Māori Statutory Board on Stage 1.
Independent Māori Statutory Board (2011). Hoani Waititi Marae 26 July, Key Summary of Issues document.	Te Herenga Waka o Ōrewa (2011). Submission to Auckland Council Draft Annual Plan 2011-2012, in Annual Plan.
Independent Māori Statutory Board (2011). Marutūahu Engagement 12 May Summary of Points raised.	Te Puni Kōkiri (2012). The Status of Marae in 2009. Wellington: Te Puni Kōkiri.
Independent Māori Statutory Board (2011). Ngāti Whātua Engagement 4 May Summary of points raised.	Whaitiaki (2011). Submission to Auckland Council Draft Annual Plan.
Independent Māori Statutory Board (2011). Papakura Marae Engagement 28 July, Key Summary of Issues raised.	
Independent Māori Statutory Board (2011). Schedule of Issues of Significance to Māori in Tāmaki Makaurau.	
Independent Māori Statutory Board (2011). Te Hana Engagement 25 July, Key Summary of Issues raised.	
Independent Māori Statutory Board (2011). Waiohua Engagement 12 May Summary of points raised.	



# Appendix Four

## The Māori Plan for Tāmaki Makaurau Indicators

\* Denotes New Indicators

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

Social	
Vibrant communities	<ul style="list-style-type: none"> <li>Percentage who rate public transport as safe</li> <li>Percentage who rate public transport as affordable</li> <li>*Percentage of Māori who can access at least three public council facilities (e.g. library, pool, sports facility) within 10-15 minutes travel time</li> <li>Proportion of respondents to the Quality of Life Survey who rate their feelings of personal safety as safe or very safe</li> <li>*Contact with whānau and relatives. Percentage reporting regular contact with non resident family and relatives in the last four weeks</li> <li>Percentage who strongly agree or agree that they feel a sense of community in their local neighbourhood</li> <li>Percentage living in a household with internet access</li> <li>Percentage that has worked voluntarily for or through any organisation, group or marae</li> <li>Percentage who reported belonging to at least one organised network or group (includes sports clubs, church group, and hobby/interest group)</li> </ul>
Leadership and participation	<ul style="list-style-type: none"> <li>*Percentage of local authority candidates and elected members who are Māori</li> <li>Percentage who feel like they understand how their council makes decisions</li> <li>Percentage who agree or strongly agree that they have confidence in council decision making</li> <li>Level of trust in the health system to treat people fairly (scale 1-10)</li> <li>Level of trust in the police to treat people fairly (scale 1-10)</li> <li>Level of trust in the courts to treat people fairly (scale 1-10)</li> <li>Percentage of voting-age population who voted in the last general election</li> <li>Percentage of voting-age population who voted in a local government election in the last three years</li> </ul>
Quality of life	<ul style="list-style-type: none"> <li>Percentage reporting their overall quality of life as very good or good</li> <li>Percentage rating own health as excellent or very good</li> <li>Emotional health limiting/affecting daily activities. Percentage that had accomplished less in the previous four weeks as a result of emotional problems.</li> <li>Percentage of Māori who wanted to see a General Practitioner in the last twelve months but did not get to</li> <li>Disabled persons living in households, whose need for assistance is fully met</li> <li>Participation and access to quality, culturally appropriate early childhood learning services for 3 and 4 year olds</li> <li>Proportion of school leavers who have completed University Entrance qualifications or have National Certificate of Educational Achievement level 2 per annum by ethnic group and school decile</li> <li>Number of Māori students in Years 11-13 enrolled in Science, Technology, Engineering and Mathematics (STEM)</li> </ul>
Distinctive identity	<ul style="list-style-type: none"> <li>*Number utilising a service delivered by an urban Māori authority</li> <li>*Number of Māori Non Government Organisations registered with District Health Boards and the Association of Non Government Organisations of Aotearoa (ANGOA) in Tāmaki Makaurau</li> <li>Active participation in sports and recreation</li> <li>Numbers of school children and hours participating from schools and sports clubs</li> <li>Percentage that attended club or interest group activities, such as kapa haka, at least once a month</li> </ul>
Sustainable futures	<ul style="list-style-type: none"> <li>*Dollar value of investment in Auckland Council activities contributing to Māori social outcomes</li> <li>Percentage who think things are getting better for their whānau</li> <li>Percentage reporting it very hard or hard to find someone to help in times of need</li> <li>Proportion of Māori children with equalised disposable household income &lt; 50% or 60% current median</li> <li>Number of papakāinga in the Auckland region</li> <li>*Number of people living on papakāinga</li> </ul>



## Economic

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

## Environmental

Vibrant communities	<ul style="list-style-type: none"> <li>Number of designated mahinga kai, wāhi taonga sites restored</li> <li>*Percentage of marae that report easy access to traditional wāhi kai for hui</li> <li>Number of sites of Māori significance including wāhi tapu formally protected or scheduled in the unitary plan</li> <li>Percentage of Mana Whenua satisfied with the quality of care of the volcanic features</li> </ul>
Leadership and participation	<ul style="list-style-type: none"> <li>Number of co-governance arrangements</li> <li>Number of co-management arrangements</li> <li>Percentage of core strategies and plans developed with Māori outcomes and indicators</li> <li>Council is meeting Māori legislative rights in relation to Resource Management Act and Public Works Act</li> <li>*Number of iwi/hapū/marae who have cultural monitoring systems</li> <li>*Number of iwi management plans in Tāmaki Makaurau</li> </ul>
Quality of life	<ul style="list-style-type: none"> <li>Percentage of electricity generation from renewable resources</li> <li>*Percentage of Māori receiving home insulation subsidy scheme in Auckland</li> <li>Percentage who said it was very easy or easy to get to a local park or other green space in their local area</li> <li>Number of beaches and fresh water areas suitable for swimming and contact recreation</li> <li>*Percentage of kaitiaki respondents satisfied with water quality</li> <li>Marine water quality: Number of sites improving in Water Quality grade</li> <li>Freshwater quality: Number of sites improving in Water Quality grade</li> </ul>
Distinctive identity	<ul style="list-style-type: none"> <li>*Satisfaction with reflection of Māori values and culture in Tāmaki Makaurau's urban design</li> <li>*Number of Māori related environmental programmes led or supported by Māori</li> <li>Percentage of indigenous ecosystems under active management</li> <li>Ensure no loss of areas of significant landscapes, natural character and natural features</li> </ul>
Sustainable futures	<ul style="list-style-type: none"> <li>*Dollar value of investment in Auckland Council activities contributing to Māori environmental outcomes</li> <li>*Number of marae engaged in at least one Māori environmental restoration project in the past 3 years</li> <li>*Number of people who can conduct cultural assessments for resource consents</li> <li>*Number of Full Time Equivalents employed by iwi/hapū for resource management</li> </ul>



# Appendix Five

## Independent Māori Statutory Board Members Auckland Council Committees and Forums

Committees
Strategy and Finance Committee
Auckland Plan Committee
Transport Committee
Accountability and Performance Committee
Regional Development and Operations Committee
Hearings Committee
Council Controlled Organisations Strategy Review Subcommittee
Regulatory and Bylaws Committee
Civil Defence and Emergency Management Committee

Working Parties and Hearing Panels
Unitary Plan Working Party
City Master Plan
Waste Minimisation Hearing Panel
Economic Development Strategy Hearings Panel
Dog Bylaws Hearing Panel

Forums
Culture, Arts and Events Forum
Social and Community Development Forum
Economic Forum
Community Safety Forum
Environment and Sustainability Forum
Parks, Recreation and Heritage Forum
Planning and Urban Design Forum

A number of the Auckland Council Forums feed into the Regional Development and Operations Committee (RDOC). There are also five Advisory Panels that identify and communicate to the Auckland Council the interests and preferences of various communities in Auckland. This includes the Business Advisory Panel, Rural Advisory Panel, Youth Advisory Panel, Pacific Advisory Panel and the Ethnic Advisory Panel.



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

*(Nga Moteatea Bk 111, pages 3-4).*

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