



The Māori Plan
for Tāmaki Makaurau



Independent Māori
Statutory Board



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.

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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.

The IMSB reserves the right, but is under no obligation, to review or amend the detailed report if any additional information which was in existence at the date of this report but not brought to the IMSB's attention, subsequently comes to light.

The information contained in the detailed report has been made in good faith and on the basis that all information provided and relied upon is reliable, accurate and complete. This information has not been subject to verification.

By reading this report, the reader accepts and agrees to the following terms:

- that the work performed by Te Kotahi Research Institute (University of Waikato), Kaa Te Rama Consultancy, Tuia Group Ltd and K & R Associates, was performed in accordance with instructions provided by the IMSB and was performed exclusively for the IMSB's sole benefit and use;
- that this report is not to be referred to or quoted, in whole or in part, in any prospectus, registration statement, offering circular, public filing, loan other agreement or document without the IMSB's prior written consent.

Message from the Chairman

*Tāmaki herenga waka
Tāmaki whai rawa
Tāmaki pai
Tāmaki makau rau
Ko ngā kurī purepure o
Tāmaki e kore e ngaro i te pō...*

Heoi rā taku mihi e rere atu nei ki ngā tōpito o Tāmaki Makaurau.

Ko te kaupapa i whakatauria e tātou hei mau i o tātou matakite, i o tātou mahi, i to tātou mana motuhake kua wānangatia i ngā hurihanga tau nei. He kaupapa tēnei e mahi tahi ai tātou, e hono tika ai ki te Kaunihera me ngā rōpū o te rohe nei i runga i te whakaaro tahi. Ko tōku whakawhetai, me tō te Poari Māori e tau ana ki a koutou katoa i mahi nui kia oti tēnei kaupapa.

Kua maiangi ake a Matariki i tōna pae, nō reira e tika ana kia maranga mai tātou katoa ki te kōkiri i te kaupapa. Kua tae ki te wā e Māori mā o Tāmaki Makaurau ki te mau i ngā ohāki ka roa nei e whaia ana.

Tēnā koutou, tēnā koutou, tēnā koutou katoa.

When the Independent Māori Statutory Board (IMSB) was established in 2010 under the new local government reforms, it presented a unique opportunity to put in place a significant work programme that would promote the issues that Māori thought were important to them.

Our Board's legislation cemented our purpose to promote cultural, social, economic and environmental issues of significance for Māori.

With the launch of this Māori Plan for Tāmaki Makaurau (Māori Plan) we believe we have delivered a major piece of work that is an important milestone and sets the foundation for the IMSB's work looking to the future.

The Māori Plan, alongside the IMSB's Te Tiriti o Waitangi Audit of the Auckland Council, establishes a strong foundation to effectively advocate and form a key partnership with Auckland Council, other agencies and the private sector to deliver for Māori communities in the Auckland region.

At the core of the Māori Plan is the cultural, social, economic and environmental wellbeing of Mana Whenua (Māori with tribal affiliations within the Auckland region) and Mataawaka (Māori with tribal affiliations outside the Auckland region). This work also included the development of a monitoring tool to measure progress in these crucial areas, over time.

It has three layers of influence; Aspirations, Actions and Accountability.

The Māori Plan is an opportunity for Māori to further strengthen partnerships. The IMSB contracted experts from across a number of fields, to develop and deliver the plan. There was also significant input from rangatahi into this work – an important aspect as they are the future generation.

Extensive engagement and consultation with Mana Whenua and Mataawaka were held in late 2011, and again in May 2012 to further ensure that what was collated delivered to the aspirations of Māori in Tāmaki Makaurau and would ultimately be of benefit to all Aucklanders.

We are committed to leading in the development of a successful democratic partnership model in Local Government.

This is why the Māori Plan is so important to us. It is a tool that we will use to assist us to prioritise and make the most of the opportunities to advocate to council for partnership and resourcing of Māori outcomes. We want to ensure we are accountable and transparent in delivering to our legislative obligations.

The IMSB acknowledges the work of experts including Te Kotahi Research Institute from Waikato University, Tuia Group, K & R Associates and Kaa Te Rama,

Māori experts and professionals and staff involved in the delivery of this important piece of work. We look forward to using the Māori Plan to give greater effect and facilitate a collaborative partnership between Mana Whenua, Mataawaka and the Council.

David Taipari
Chairman



John Tamihere



David Taipari



Glenn Wilcox



Tony Kake

The Board



Anahera Morehu



Wayne Knox



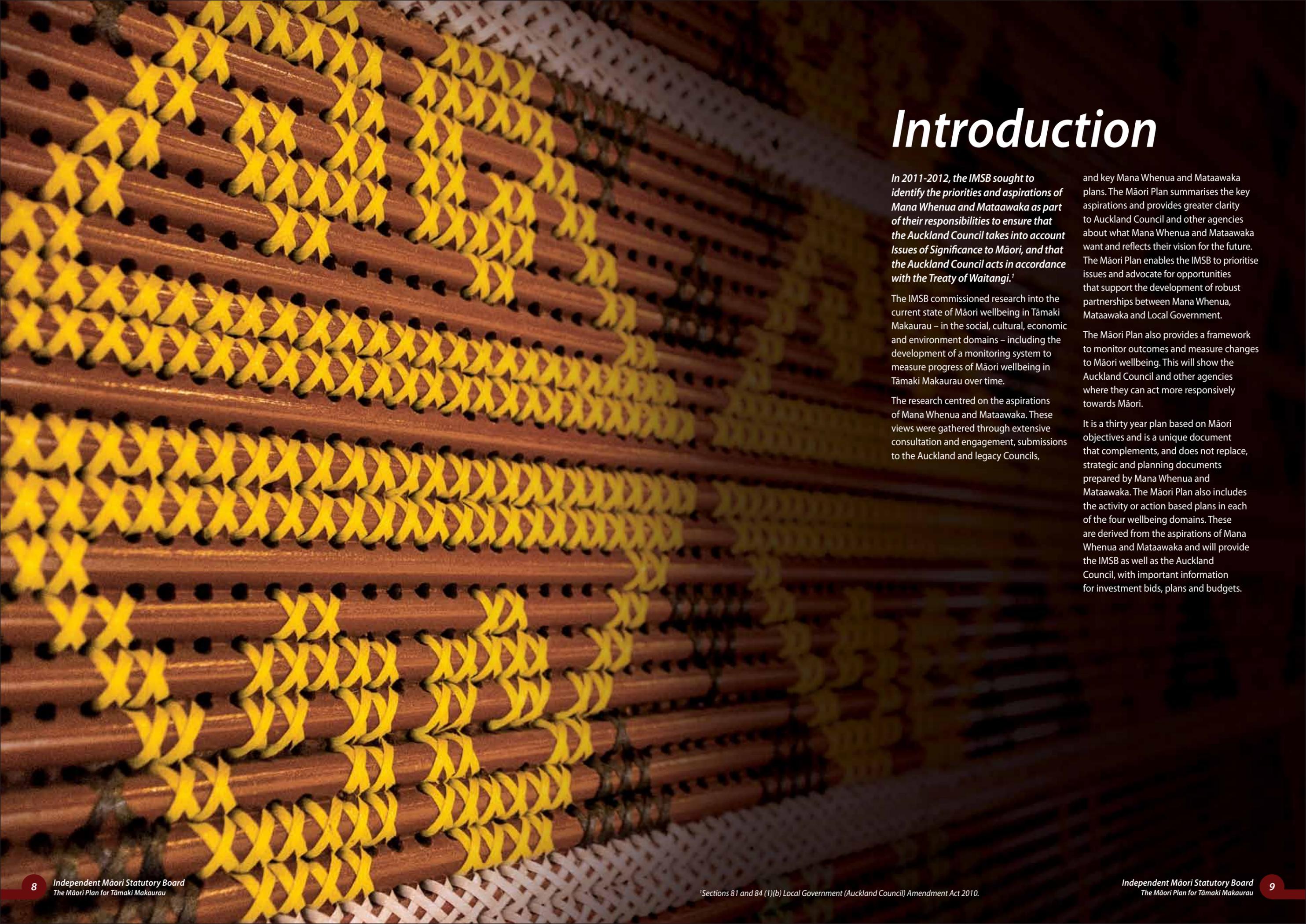
Patience Te Ao



Glen Tupuhi



James Brown



Introduction

In 2011-2012, the IMSB sought to identify the priorities and aspirations of Mana Whenua and Mataawaka as part of their responsibilities to ensure that the Auckland Council takes into account Issues of Significance to Māori, and that the Auckland Council acts in accordance with the Treaty of Waitangi.¹

The IMSB commissioned research into the current state of Māori wellbeing in Tāmaki Makaurau – in the social, cultural, economic and environment domains – including the development of a monitoring system to measure progress of Māori wellbeing in Tāmaki Makaurau over time.

The research centred on the aspirations of Mana Whenua and Mataawaka. These views were gathered through extensive consultation and engagement, submissions to the Auckland and legacy Councils,

and key Mana Whenua and Mataawaka plans. The Māori Plan summarises the key aspirations and provides greater clarity to Auckland Council and other agencies about what Mana Whenua and Mataawaka want and reflects their vision for the future. The Māori Plan enables the IMSB to prioritise issues and advocate for opportunities that support the development of robust partnerships between Mana Whenua, Mataawaka and Local Government.

The Māori Plan also provides a framework to monitor outcomes and measure changes to Māori wellbeing. This will show the Auckland Council and other agencies where they can act more responsively towards Māori.

It is a thirty year plan based on Māori objectives and is a unique document that complements, and does not replace, strategic and planning documents prepared by Mana Whenua and Mataawaka. The Māori Plan also includes the activity or action based plans in each of the four wellbeing domains. These are derived from the aspirations of Mana Whenua and Mataawaka and will provide the IMSB as well as the Auckland Council, with important information for investment bids, plans and budgets.

How the Māori Plan for Tāmaki Makaurau was developed

Background

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

In mid 2011, after a limited competitive tender process, the 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:

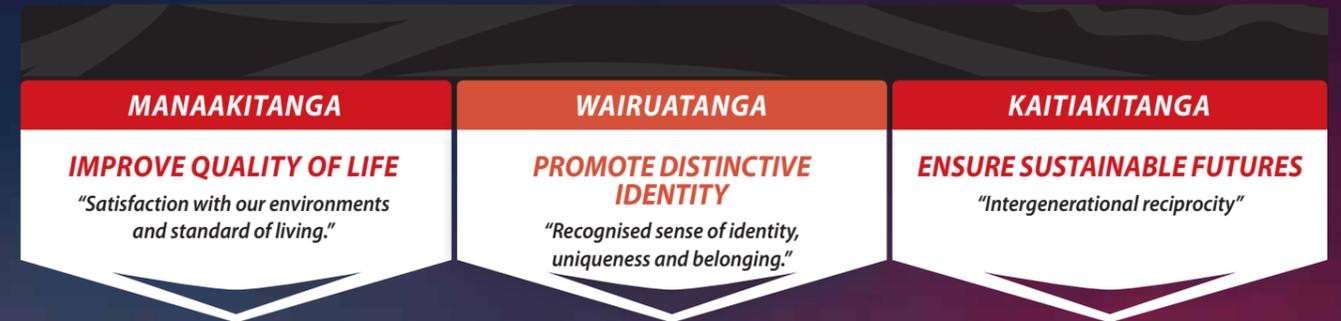
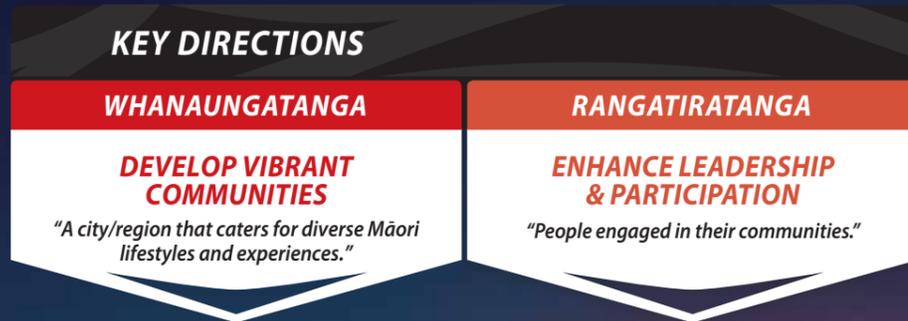
- Mana Whenua and Mataawaka share many aspirations and understand the unique roles and responsibilities that they play across Tāmaki Makaurau;
- Mana Whenua and Mataawaka aspirations are holistic and cross all of the four domains;
- Māori values are integral to Mana Whenua and Mataawaka aspirations for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

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

The Māori Plan for Tāmaki Makaurau

How the Plan is structured

The key findings from the engagement exercise provide 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.²

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

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

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

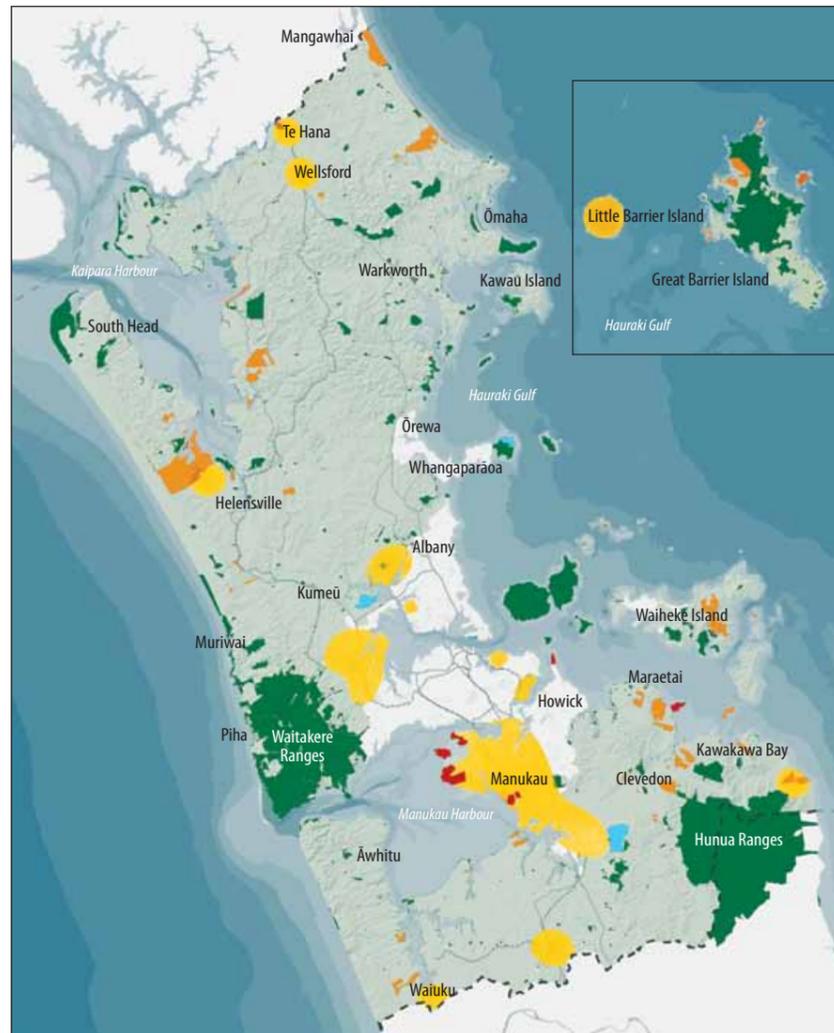
Profiling Mana Whenua and Mataawaka in Tāmaki Makaurau

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-Tainui³

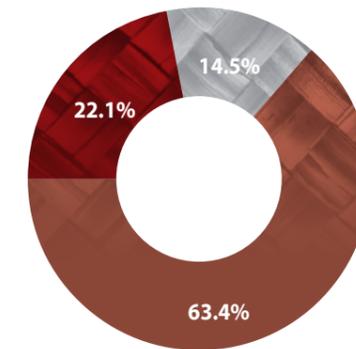
The term Mataawaka is defined under the Act as Māori who live in Auckland and who are not in a Mana Whenua group.

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



- Mana Whenua
- Mataawaka (iwi identified)
- Mataawaka (iwi not identified)

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.

³Independent Māori Statutory Board, www.imsb.maori.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 Issues of Significance. A summary of the Schedule of Issues is attached in **Appendix Four**;
- 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

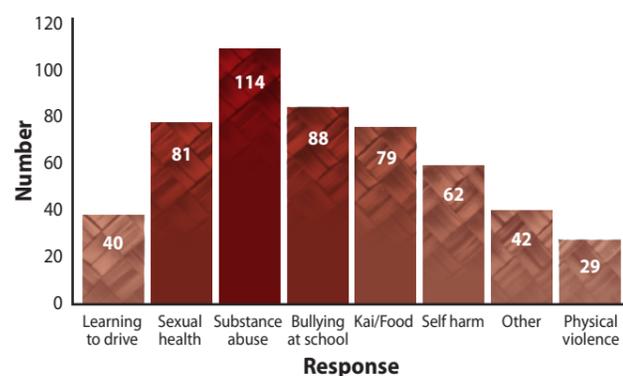
Methodology

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 kaupapa 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 Five**.

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 Actions 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 overtime.

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 Six**.

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.



The Māori Plan for
Tāmaki Makaurau and
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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

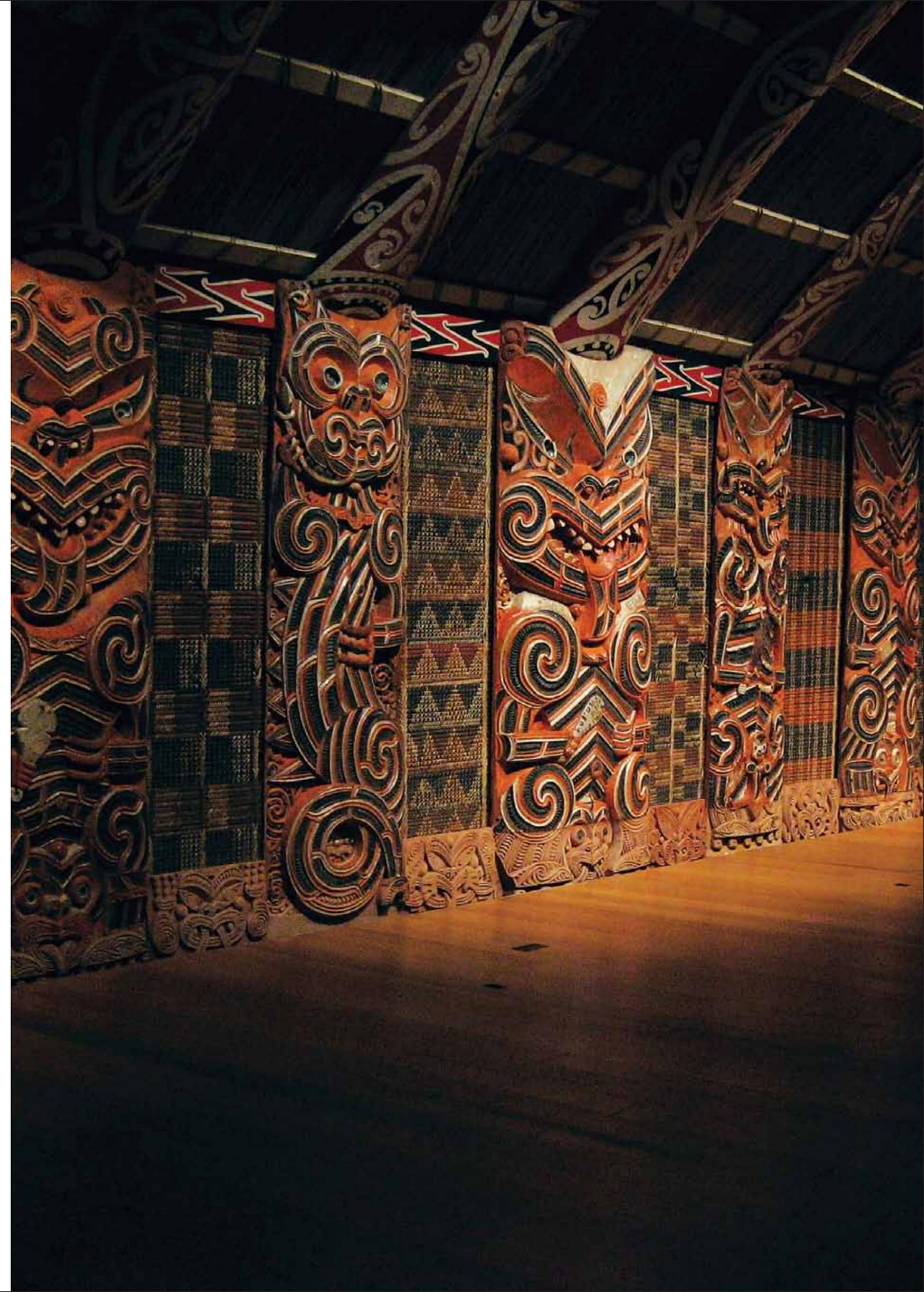
Promote Distinctive Identity

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"> • Regional Development and Operations 	<ul style="list-style-type: none"> • Te Puni Kōkiri • Te Taura Whiri i te Reo Māori
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"> • Regional Development and Operations 	
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"> • Regional Development and Operations • COMET 	<ul style="list-style-type: none"> • Te Puni Kōkiri • Te Taura Whiri i te Reo Māori • Ministry of Education • Auckland Schools • Social Policy Forum

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"> • Regional Development and Operations • Auckland Tourism, Events and Economic Development • Regional Facilities Auckland 	<ul style="list-style-type: none"> • Te Puni Kōkiri • Creative New Zealand • Toi Māori Aotearoa • Māori Television • Te Māngai Pāho
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"> • Regional Development and Operations • Regional Facilities Auckland • Auckland Tourism, Events and Economic Development • Auckland Waterfront Development Agency 	<ul style="list-style-type: none"> • Ministry of Business, Innovation and Employment • Tourism New Zealand • New Zealand Māori Tourism Council • Creative New Zealand • Te Puni Kōkiri • Department of Internal Affairs • Educational Institutes
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"> • Regional Development and Operations 	<ul style="list-style-type: none"> • Creative New Zealand • Philanthropic Organisations • Educational Institutes
4. Auckland Council to support the development of a Māori led, international indigenous arts festival in Tāmaki Makaurau	<ul style="list-style-type: none"> • Regional Development and Operations • Auckland Tourism, Events and Economic Development • Regional Facilities Auckland 	<ul style="list-style-type: none"> • Ministry of Business, Innovation and Employment • Tourism New Zealand • New Zealand Māori Tourism Council • Creative New Zealand • Te Puni Kōkiri • Department of Internal Affairs
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"> • Regional Development and Operations • Auckland Tourism, Events and Economic Development • Regional Facilities Auckland 	<ul style="list-style-type: none"> • Creative New Zealand • Tourism New Zealand • New Zealand Māori Tourism Council • Te Puni Kōkiri



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 enrolled in Science, Technology, Engineering and Maths

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	<ul style="list-style-type: none"> • Auckland Plan Committee • COMET 	<ul style="list-style-type: none"> • Ministry of Education • Educational institutions • Social Policy Forum
2. Auckland Council to advocate and support Parent Hubs, that provide resources and learning opportunities for Māori in literacy, numeracy and financial literacy	<ul style="list-style-type: none"> • COMET 	<ul style="list-style-type: none"> • Te Puni Kōkiri
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	<ul style="list-style-type: none"> • Regional Development and Operations • Regulatory and Bylaws Committee 	<ul style="list-style-type: none"> • 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

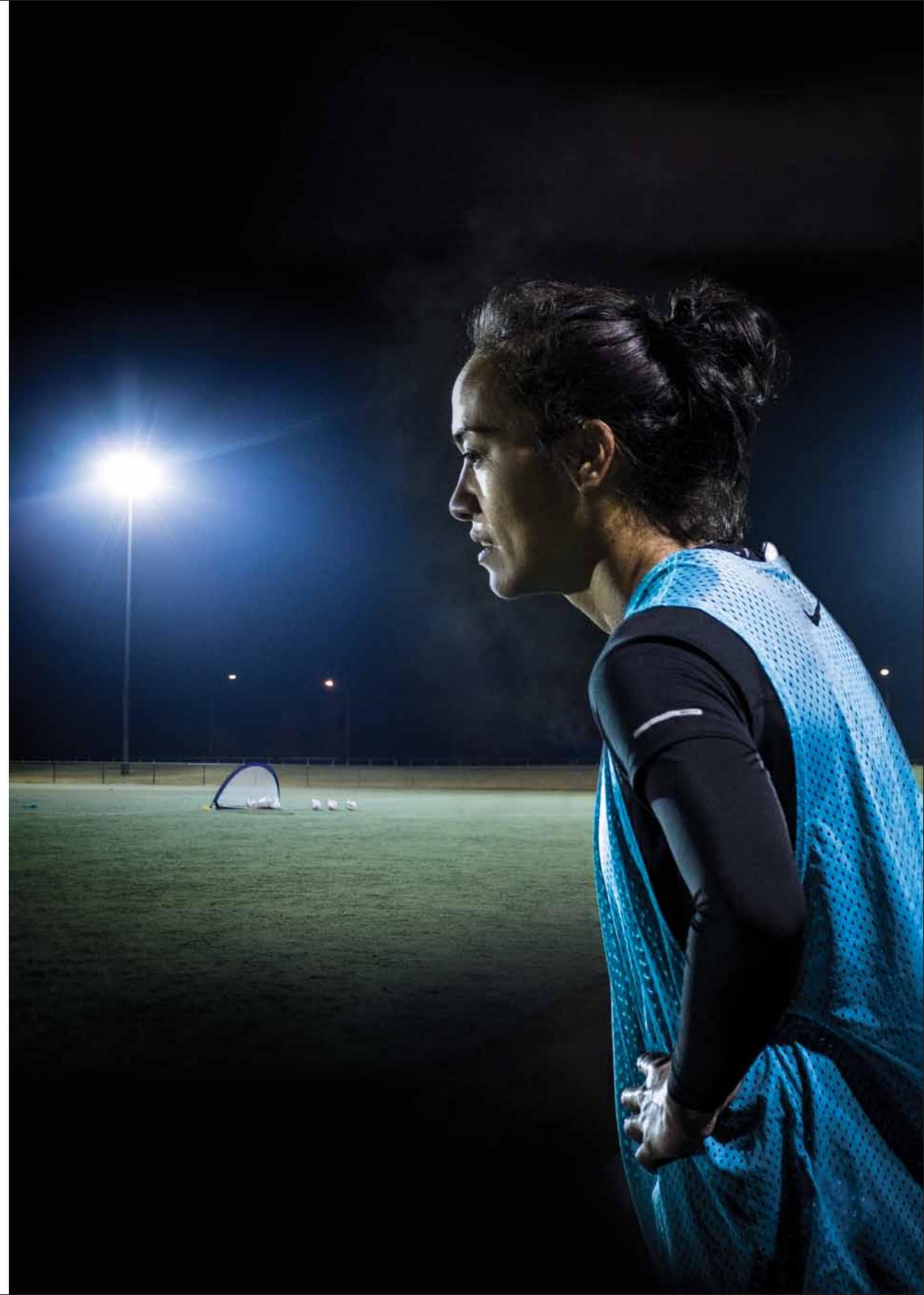
Ensure sustainable futures

Whānau wellbeing and resilience is strengthened

Māori Plan indicator (illustrative examples)

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

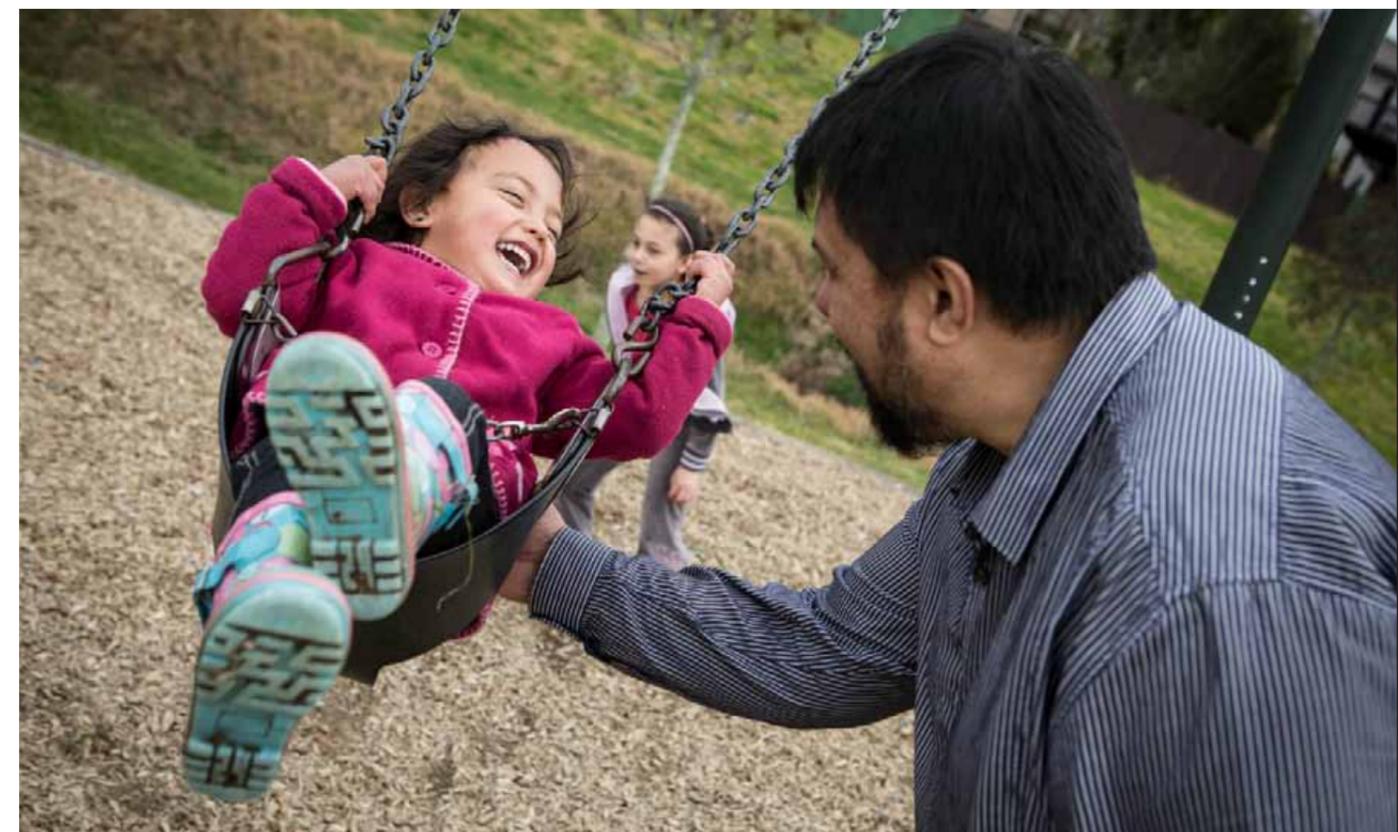
Improve Quality of Life

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"> • Housing New Zealand • Te Puni Kōkiri • Kiwi Bank/Banking sector • Community Housing New Zealand Aotearoa • Habitat for Humanity • Beacon Pathway
3. Auckland Council to support home insulation programmes to Māori homes	• Regional Development and Operations	<ul style="list-style-type: none"> • Housing New Zealand • Energy Efficiency and Conservation Authority





*The Māori Plan for
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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"> • Regional Development and Operations • Auckland Tourism, Events and Economic Development • Waterfront Auckland • Regional Facilities Auckland • Auckland Transport 	<ul style="list-style-type: none"> • Ministry of Business, Innovation and Employment • Tourism New Zealand • New Zealand Māori Tourism Council • Creative New Zealand • Te Puni Kōkiri
2. Auckland Council to liaise with Mana Whenua on the reformation of the Mana Whenua Forum	<ul style="list-style-type: none"> • Regional Development and Operations 	
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"> • Regional Development and Operations • Auckland Council Property Ltd • Auckland Council Investments Ltd 	
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"> • Accountability and Performance 	
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"> • Regional Development and Operations 	<ul style="list-style-type: none"> • Ministry of Business, Innovation and Employment • Work and Income • Ministry of Social Development • Social Policy Forum
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"> • Regional Development and Operations • Auckland Tourism, Events and Economic Development 	<ul style="list-style-type: none"> • Te Puni Kōkiri • New Zealand Trade and Enterprise
7. Auckland Council to promote the value-add of the Māori Economy to the Private Sector	<ul style="list-style-type: none"> • Regional Development and Operations • Auckland Tourism, Events and Economic Development 	<ul style="list-style-type: none"> • Te Puni Kōkiri • New Zealand Trade and Enterprise • Committee for Auckland • Kiwi Expat Association
8. Auckland Council to support financial literacy programmes and growing of management capability to ensure Māori business success	<ul style="list-style-type: none"> • Regional Development and Operations • Auckland Tourism, Events and Economic Development 	<ul style="list-style-type: none"> • Te Puni Kōkiri
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"> • Regional Development and Operations 	<ul style="list-style-type: none"> • Ministry of Business, Innovation and Employment • Committee for Auckland

Māori Land

Māori Plan Key Directions and Māori Outcomes

Improve Quality of Life

Māori are earning income and returns that fulfill their lifestyle expectations

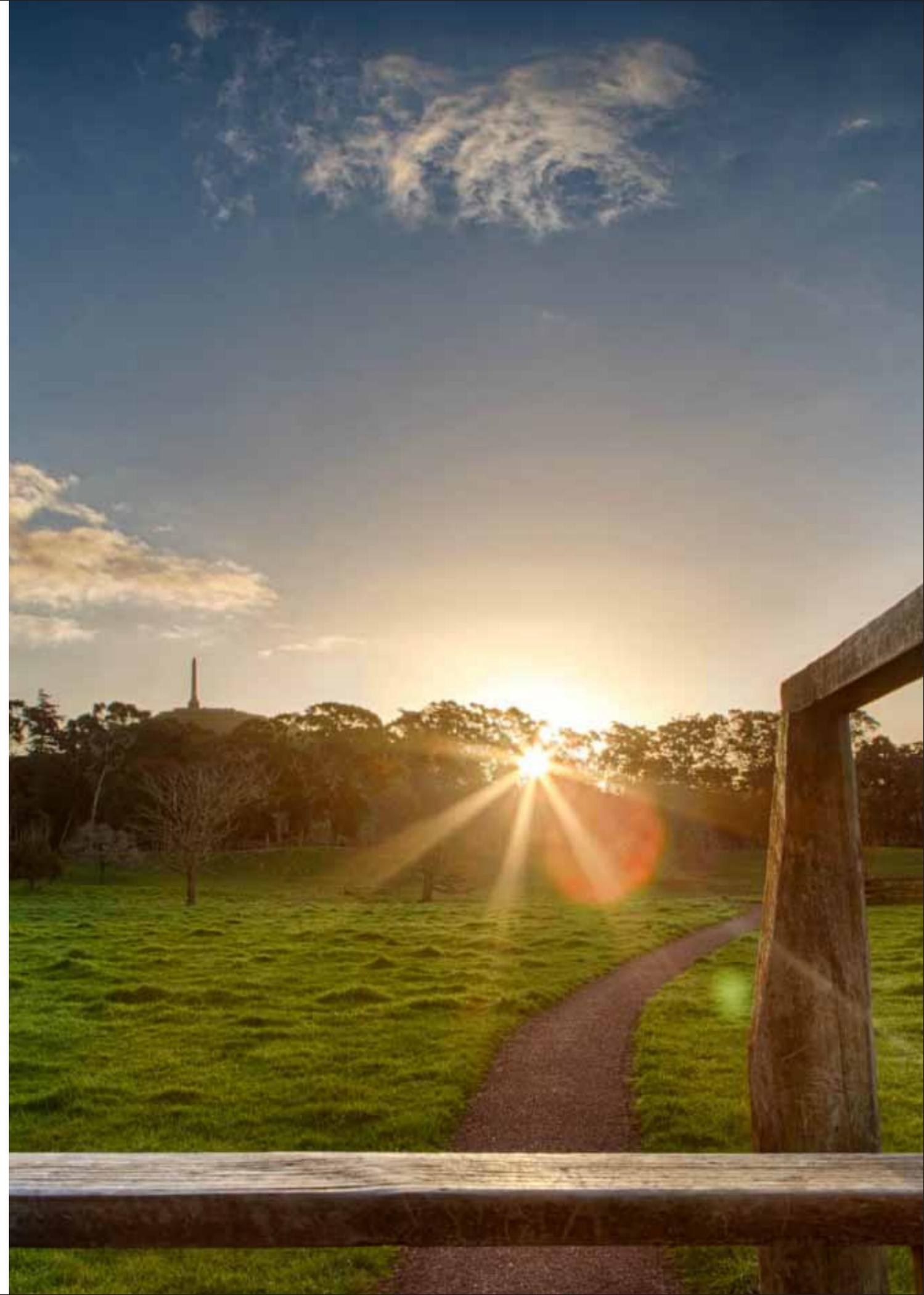
Māori Plan indicator (illustrative examples)

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"> • Strategy and Finance 	
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"> • Strategy and Finance 	<ul style="list-style-type: none"> • Māori Land Court • Land Information New Zealand





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	Enablers	External Partnerships
1. Auckland Council to facilitate increased participation for Māori businesses in new market development activities, such as trade delegations	<ul style="list-style-type: none"> Regional Development and Operations Auckland Tourism, Events and Economic Development Waterfront Auckland 	<ul style="list-style-type: none"> 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
2. Auckland Council to utilise existing channels (online, events, media) and business events to promote and showcase Māori business to wider audience	<ul style="list-style-type: none"> Regional Development and Operations Auckland Tourism, Events and Economic Development Waterfront Auckland 	<ul style="list-style-type: none"> Te Puni Kōkiri New Zealand Trade and Enterprise



*The Māori Plan for
Tāmaki Makaurau and
Māori Advancement Action
Plans Implementation*

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"> • Ministry for the Environment • Department of Conservation • Parliamentary Commissioner for the Environment • Ministry of Primary Industries • Landcare Research • National Institute of Water and Atmospheric Research • Crown Research Institutes
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"> • Regional Development and Operations • Watercare • Auckland Transport 	
7. Auckland Council to include Māori on steering committees for climate change and energy sustainability	<ul style="list-style-type: none"> • Regional Development and Operations • Auckland Transport 	

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)

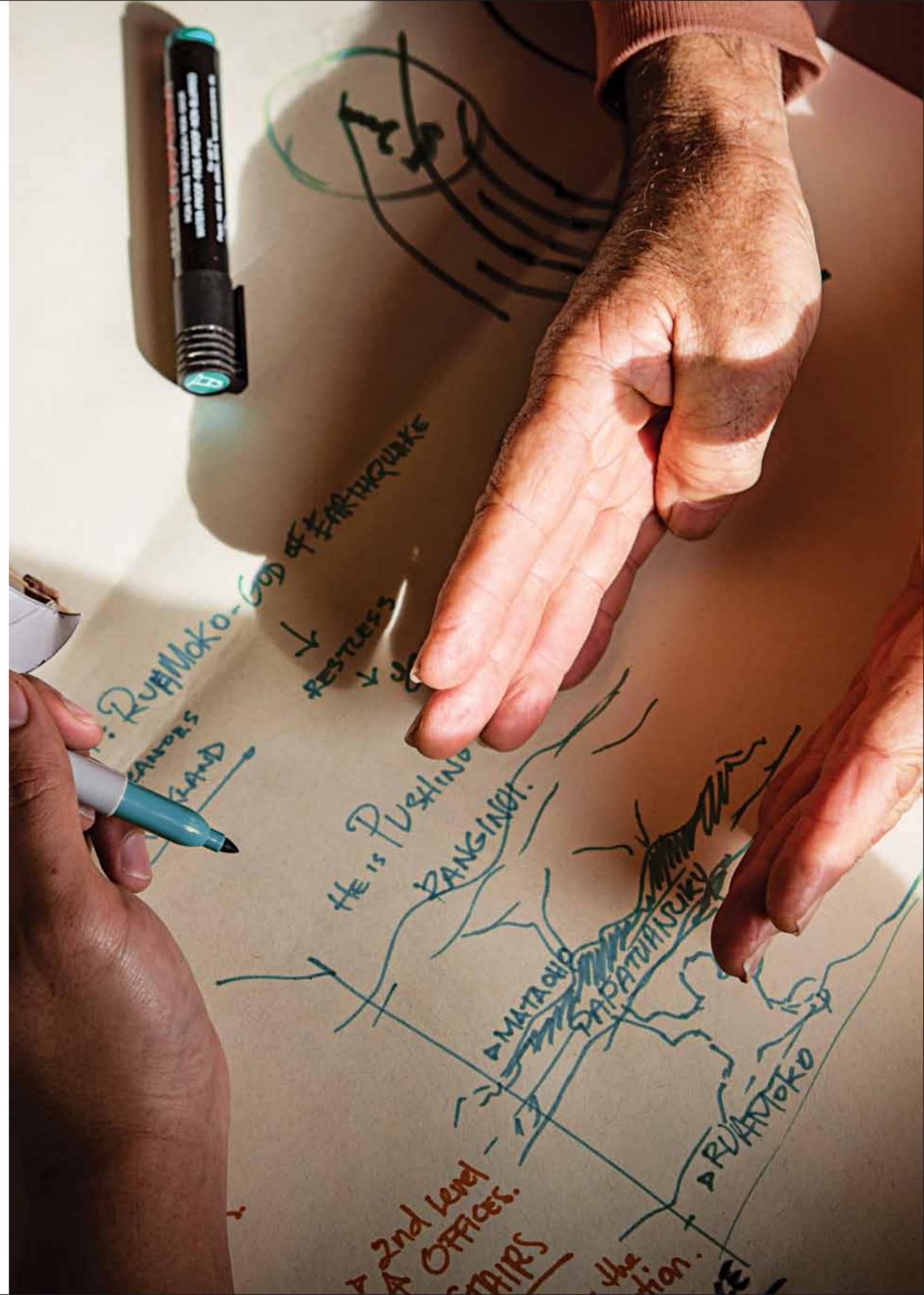
Satisfaction with reflection of Māori values and culture in Tāmaki Makaurau's urban design

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	• Regional Development and Operations	
2. Auckland Council to develop and adopt a Biodiversity Policy that includes the relationship with Māori and natural resources	• Regional Development and Operations	
3. Auckland Council to support the Mana Whenua Forum to engage with the Resource Consent department, Auckland Transport and Watercare on environmental matters	• Regional Development and Operations • Watercare • Auckland Transport	
4. Auckland Council and Mana Whenua to work in partnership to develop an environmental scholarship and internship programme for rangatahi	• Regional Development and Operations	• Tertiary Institutes
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	• Regional Development and Operations • Watercare	• Tertiary Institutes



Glossary

Hapū	Sub-tribe grouping defined by descent from a named ancestor, generally associated with a local district and community
Hui	Māori gathering, meeting
Iwi	Tribal group
Kaitiakitanga	Guardianship/caretaker of places, natural resources and other taonga, and also over the mauri of those places, resources and taonga
Kaupapa Māori	Māori-focused, a Māori way, Māori ideology
Kura kaupapa Māori	Total immersion language school operating under Māori world view and kaupapa
Kura Teina	Mentored school. Kura kaupapa Māori school communities that have applied to the Ministry of Education to be stand alone primary school.
Maara Kai	Community Garden
Mahinga Kai	Area set aside for cultivating food
Manaakitanga	Hospitality, caring for the needs of a person or people, care, respect
Mātauranga-ā-iwi	Māori knowledge specific to each iwi and hapū Māori worldview
Mātauranga Māori	Māori knowledge that originates from a Māori worldview, customs, practices and ancestral teachings
Mauri	Essential life principle specific to a particular entity or class of entities that enables each thing to exist
Ngā uri whakatipu (whakatupu)	The next generation
Papakāinga	Original home, home base, village
Rangatahi	Māori youth
Rangatiratanga	Sovereignty, self-determination, independence, the right to exercise authority

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

Appendix One

Engagement hui

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

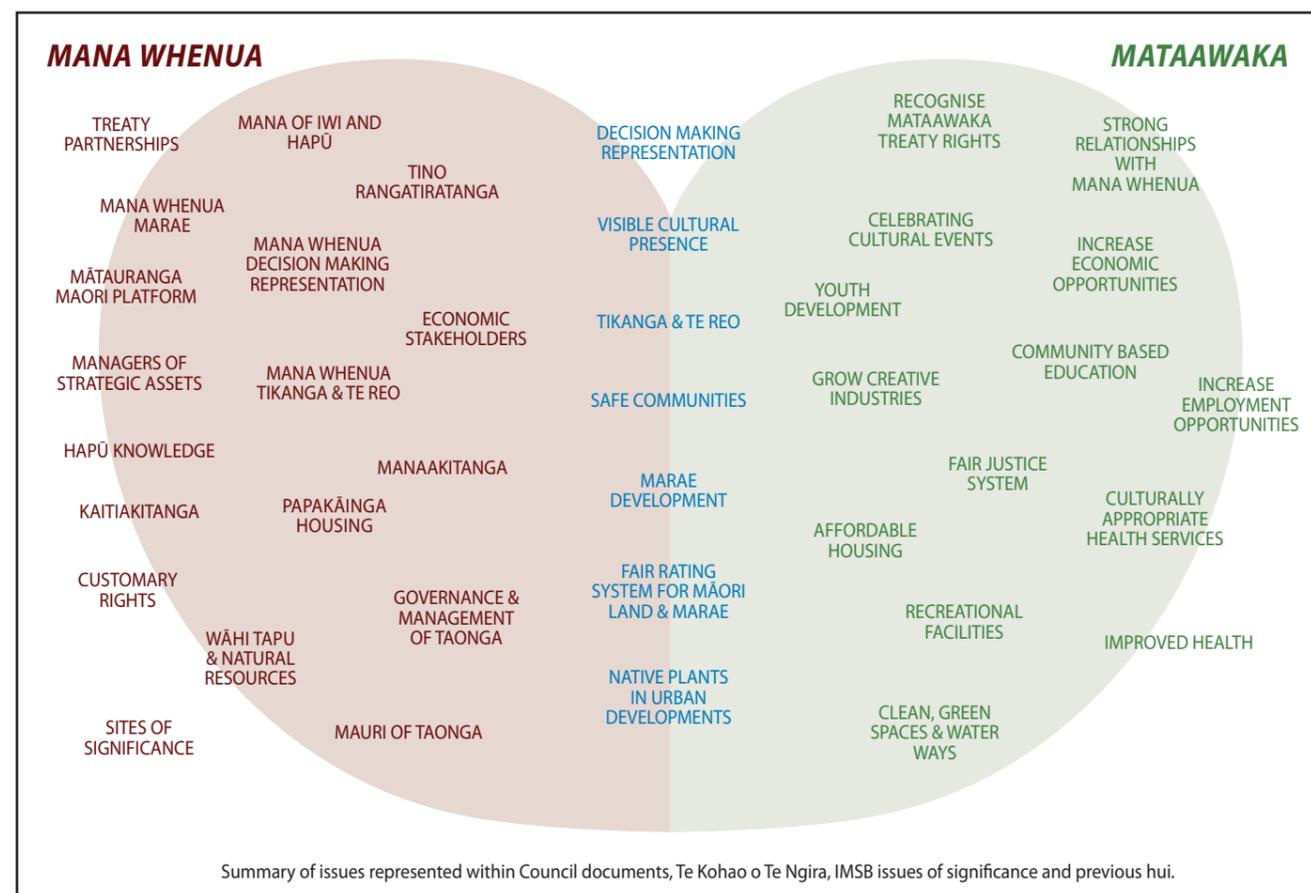
Mana Whenua Hui	Mataawaka Hui	Rangatahi Māori Hui
1. Te Akitai, Te Ahiwaru – Pūkākī Marae, Māngere	1. South Auckland– Papakura Marae, Papakura	1. Rangatahi Rōpū, Te Rāhuitanga Trust, Ōtara
2. Ngāti Manuhiri – Manukau Office, Auckland Council	2. South Auckland– Whaiora Marae, Ōtara	2. Te Tai Tonga Kapahaka 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)

Mana Whenua and Mataawaka Hui	Rangatahi Māori Hui
1. Pūkākī 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.

Auckland Regional Council (2007). Auckland Sustainability Framework: An Agenda for the Future, Regional Growth Forum, Editor.

Auckland Regional Council (2008). Auckland Sustainability Framework: Tool Kit.

Auckland Council (2012): The Auckland Plan

Auckland Council (2011). Auckland Unleashed: The Auckland Plan Discussion Document.

Auckland Council (2011). Draft Annual Plan.

Auckland Council (2011). Draft Economic Development Strategy.

Auckland Council (2011). Your Auckland: Auckland Council's Long Term Plan.

Auckland Council (2011). Ngāti Wai Trust Board, Manuhiri Ōmaha Kaitiaki Ora Trust, Ngāti Wai-Ngāti Rehua ki Aotea Trust 4 May Engagement hui.

Auckland Council (2011) Mataawaka South 3 May Engagement hui.

Auckland Council (2011). West/Central/North Mataawaka 3 May Engagement hui.

Auckland Regional Council (2010). Auckland Regional Transport Strategy 2010-2040.

Auckland Regional Economic Strategy (2002). Māori Economic Development: Te Huarahi Pai – A Future Pathway.

Independent Māori Statutory Board (2011). Hoani Waititi Marae 26 July, Key Summary of Issues document.

Independent Māori Statutory Board (2011). Marutūahu Engagement 12 May Summary of Points raised.

Independent Māori Statutory Board (2011). Ngāti Whātua Engagement 4 May Summary of points raised.

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.

Kaa Te Rama Consultancy (2012). Ko Tāmaki Makaurau e ngunguru nei. Tāmaki Makaurau Rangatahi Māori Wellbeing Project. Report for the Independent Māori Statutory Board.

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

Mana Whenua Forum (2007). Te Kohao O Te Ngira.

Ngāti Tamaoho Trust (2011). Submission to Auckland Council Draft Annual Plan 2011-2012.

Ngāti Whātua Ngā Rima o Kaipara (2011). Submission to Auckland Council Draft Annual Plan 2011-2012.

Ngāti Whātua o Ōrākei Trust Board (2011). Submission to Auckland Council Draft Annual Plan 2011-2012.

Papakura Māori Steering Group (n.d.) Papakura Māori Outcomes 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.

Statistics New Zealand (nd). Indicator Guidelines. Accessed at: http://www.stats.govt.nz/surveys_and_methods/methods/indicator-guidelines.aspx

Statistics New Zealand (2009). He Kohinga Whakaaro Māori Social Survey Discussion Document. Wellington: Statistics New Zealand.

Tāmaki Regional Mana Whenua Forum (2009). Review of Auckland Regional Land Transport Strategy.

Tāmaki Regional Mana Whenua Forum (2009). Review of the Draft Auckland Regional Policy Statement.

Te Kotahi Research Institute (2012). Developing a Māori Wellbeing Plan for Tāmaki Makaurau. Report to the Independent Māori Statutory Board on Stage 1.

Te Herenga Waka o Ōrewa (2011). Submission to Auckland Council Draft Annual Plan 2011-2012, in Annual Plan.

Te Puni Kōkiri (2012). The Status of Marae in 2009. Wellington: Te Puni Kōkiri.

Whaitiaki (2011). Submission to Auckland Council Draft Annual Plan.

Appendix Four

Independent Māori Statutory Board Issues of Significance to Māori in Tāmaki Makaurau Summary

The Independent Māori Statutory Board (the Board) has developed its first Schedule of Issues of Significance to Māori in Tāmaki Makaurau (August 2011). The Issues of Significance is a legal requirement for the Board, and it reflects issues for Māori within the boundary of the Auckland Council. This boundary is an overlay over traditional tribal boundaries.

The Issues of Significance is a key document for the Board, as it provides a platform for the Board's advocacy role to the Auckland Council on issues of importance for Māori in Tāmaki Makaurau. It is future focussed, with pragmatic actions for the Board and Council.

The Issues of Significance is designed to complement existing documents, such as iwi management plans, or strategic or aspirational plans, that Māori may already have in place.

The Issues of Significance is framed by Te Tiriti o Waitangi Principles.

Treaty of Waitangi Principles	Issues of Significance
1. Reciprocity	<ul style="list-style-type: none"> Engagement/Consultation/Inclusion Access to Justice
2. Authority	<ul style="list-style-type: none"> Guardianship Wāhi Tapu protection
3. Partnership	<ul style="list-style-type: none"> Māori Representation Council Controlled Organisations Rōpū Kaunihera Resource Consents Infrastructure Process & Development Regional Planning & Development Community Development
4. Active Protection	<ul style="list-style-type: none"> Customary Rights Youth Development Health – Hauora
5. Options	<ul style="list-style-type: none"> Urban Māori Authorities Papakāinga Housing Marae Development
6. Mutual Benefit	<ul style="list-style-type: none"> Infrastructure Rates Affordable Housing
7. The Right of Development	<ul style="list-style-type: none"> Economic Development Tourism
8. Redress	<ul style="list-style-type: none"> Treaty Settlements

The document covers around 23 issues, with an aspiration statement shaping each issue, and a series of clearly prescribed actions.

Appendix Five

The Māori Plan for Tāmaki Makaurau Indicators

* Denotes New Indicators

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

Social

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

Economic

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

Appendix Six

Independent Māori Statutory Board members Auckland Council Committees and Forums

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

Committees	Working Parties and Hearing Panels	Forums
Strategy and Finance Committee	Unitary Plan Working Party	Culture, Arts and Events Forum
Auckland Plan Committee	City Master Plan	Social and Community Development Forum
Transport Committee	Waste Minimisation Hearing Panel	Economic Forum
Accountability and Performance Committee	Economic Development Strategy Hearings Panel	Community Safety Forum
Regional Development and Operations Committee	Dog Bylaws Hearing Panel	Environment and Sustainability Forum
Hearings Committee		Parks, Recreation and Heritage Forum
Council Controlled Organisations Strategy Review Subcommittee		Planning and Urban Design Forum
Regulatory and Bylaws Committee		
Civil Defence and Emergency Management Committee		

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).



Description

The black in the left hand corner fits into Te Pō from which the earth emerged, the separation, then the growth of guardians.

The dark red is Hineahuone (The Earth Formed Maiden), created with the sands of Kurawaka, a lagoon in Hawaiki.

The Southern Cross

(Mahutonga or Te Taki o Autahi) is our navigation zenith star.

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