

THE RANGATIRATANGA REPORT for Tāmaki Makaurau 2019



Independent Māori
Statutory Board



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He Whakataukī

Tu Māori Mai, Tu Māori Mai, Tu Māori Mai!

- Lieut. Colonel Tā Hēmi Henare. KBE. DSO.



Message from the Independent Māori Statutory Board Chair

Tēnā koutou katoa

The Independent Māori Statutory Board (the Board) is pleased to present the Rangatiratanga report. This is the first in a series of reports that each represent the five Māori values outlined in the Māori Plan for Tāmaki Makaurau.

This plan places Rangatiratanga as one of five central values for Māori wellbeing through “People being engaged in their communities” where Māori are actively participating and demonstrating leadership in the community; are decision-makers in public institutions; are active across all sectors of the economic community, and actively involved in decision-making and management of natural resources.

This series of reports measure progress in Māori wellbeing by using a Māori values approach (Te Ao Māori) with the aim of increasing Auckland Council and central government understanding of using a Māori values approach for decision-making that can create positive changes to Māori wellbeing, while identifying data issues for Māori.

Existing traditional wellbeing frameworks and datasets mainly present Māori experience with a deficit lens and fail to capture the essence of Māori interests and values. They focus on individual performance when Māori empowerment and resilience stem from their collective entities such as whānau, marae and kura. There are limited strength-based indicators to illustrate Māori wellbeing, which is why, in all reports, we use a case study to present a qualitative and positive expression of the value; in this case, Rangatiratanga.

Our selected indicators reveal that Māori are increasingly applying Rangatiratanga in their own organisations and communities, in democratic processes and in the economy. There is a significant increase in the number of Māori authorities in Tāmaki Makaurau contributing to the local economy, and 16% of the Auckland workforce are Māori employed in management positions compared to 18.8% nationally.

Further, given that rangatahi make up nearly 50% of the Māori population in Tāmaki Makaurau, the report confirms youth leadership as an expression of Rangatiratanga and a pre-condition for succession planning. Use of mātauranga Māori in resource management planning is also identified as an opportunity to strengthen rangatiratanga.

The Board will continue to advocate the importance of using a Māori value or Te Ao Māori approach to frame, measure and report on Māori wellbeing. Access to quality Māori data is vital for the Board to promote the Issues of Significance to Māori in Tāmaki Makaurau and ensure Auckland Council complies with its statutory obligations under the Treaty of Waitangi. It also provides a valuable resource for policymakers and planners in local and central government, as well as for NGOs, businesses, educational institutions, and Māori, Iwi, and hapū themselves.

The Board’s purpose is to ensure that Auckland Council acts in accordance with statutory provisions referring to the Treaty of Waitangi, and in this case how they define, collect, interpret and use Māori data. The level of non-response to the Census 2018 raises significant issues for Māori and points to the need to improve Māori data management across local and central government.

Over time the Board will build a Māori values data platform reflecting Māori values by having relevant datasets for Māori that affirms Māori strengths and gains. Collaborations with Te Mana Raraunga, Auckland Council’s Research and Evaluation Unit (RIMU), Stats NZ, Ministry for the Environment, Department of Conservation, Crown Research Institutes and the Treasury will further support the introduction and use of authentic Te Ao Māori values data in more organisations and departments.

The Board acknowledges and thanks all who have contributed to this report, including the work of Takiwā and Martin Jenkins.

David Taipari
Chairman, Independent Māori Statutory Board



Executive summary

OUR APPROACH

The approach to developing the Rangatiratanga report included:

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

Our respondents focused on enablement, autonomy and leadership as expressions of Rangatiratanga. Where these key Māori values were exhibited, we found vibrant Māori communities that were thriving. Respondents also raised concerns about access to useful, more reliable data, and said that national statistics did not reveal the positive changes and achievements in Māori communities.

HIGHLIGHTS FROM INDICATORS

Collated, the feedback points to a general lack of statistical data that is relevant to Māori. While we found that some Iwi are collecting particular data in their rohe, relevant and accurate data for the majority of Māori in Tāmaki Makaurau is not collected or used to answer complex questions or inform policies and programs.

Our interpretation of the selected Rangatiratanga indicators also reveals that Māori are increasingly applying this value in their own organisations and communities, in democratic processes and in the economy. Examples include a significant increase in the number of Māori authorities in Tāmaki Makaurau contributing to the local economy. Sixteen per cent of the Auckland workforce are Māori employed in management positions, compared to 18.8% nationally. Our Papakura Marae case study describes the challenges of a large Māori organisation using data to set its direction and encouraging government agencies to apply strength-based local data to inform government policies and funded programmes.

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

Another area where there is a gap is in the resource management planning area and mātauranga Māori. The number of Iwi management plans was originally identified in the Māori Plan as an appropriate indicator. However, as time has passed, Iwi have implemented these plans and councils have taken these into account. We applaud this progress, while accepting that it reduces the validity of this indicator. Cultural value assessments may be a more appropriate measure and the Board will be working with Council to assess this further.

As one of the first set of reports that will map progress over the 30-year span of the Māori Plan, the Rangatiratanga report is an indispensable reference. It will be useful for Māori, decision-makers, planners and policy advisors, as well as for organisations and individuals working to improve the social, cultural, economic and environmental wellbeing of Māori.

About the Independent Māori Statutory Board

The Independent Māori Statutory Board's (the Board) purpose is to assist the Auckland Council (the Council) to make decisions, perform functions and exercise powers by the promotion of cultural, social, economic and environmental issues for Māori. It has been established through legislation and is independent from the Council, Mana Whenua and Mataawaka.

There are several instruments the Board uses to do its job.

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

The Māori Plan for Tāmaki Makaurau (Māori Plan, released in 2012 and refreshed in 2017) is a 30-year plan that sets out Māori aspirations and outcome indicators for improving Māori wellbeing and development with a set of outcome indicators to measure wellbeing.

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

For more information about the Independent Māori Statutory Board go to www.imsb.maori.nz



Front: Renata Blair, Glenn Wilcox (Deputy), David Taipari (Chair), Tony Kake, Back: Hon Tau Henare, Dennis Kirkwood, Terrence (Mook) Hohneck, James Brown, Liane Ngamane



Introduction

The Rangatiratanga report provides insight into how the Māori value of Rangatiratanga is expressed in Tāmaki Makaurau and how this value can help advance the vision and outcomes of the Māori Plan for Tāmaki Makaurau. These were the inputs into this Rangatiratanga report:

- a case study to show Rangatiratanga manifested in the physical environment
- the interpretation of data from a set of Rangatiratanga indicators.

Some indicators set out in the Māori Plan were replaced with indicators that were more suitable because of their current relevance and statistical validity.

WHAT IS RANGATIRATANGA?

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

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

For example, in the Māori Plan, rangatiratanga is described as being “expressed through autonomy, leadership and participation, and is translated into the following Māori outcomes”:

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

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

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

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

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

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

Why the Rangatiratanga report is useful

HOW THE RANGATIRATANGA REPORT WORKS WITH THE MĀORI PLAN






To understand the approach to the Rangatiratanga report it is useful first to understand how the Māori Plan is organised. The Māori Plan is headed by a **Vision**, supported by **Māori Values**, **Key Directions**, four wellbeing pou called **Domains** and **Māori Outcomes** and **Indicators**.

The Vision

The Vision for Tāmaki Makaurau in the Māori Plan is:

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:

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

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

- Whanaungatanga – Developing vibrant communities
- Rangatiratanga – Enhancing leadership and participation
- Manaakitanga – Improving quality of life
- Wairuatanga – Promoting a distinctive Māori identity
- Kaitiakitanga – Ensuring sustainable futures.

Domains or wellbeing areas refer to the four wellbeing pou – cultural, social, economic and environmental wellbeing.

Māori outcomes are the high-level outcomes that Māori are seeking, such as ‘Māori communities are culturally strong and healthy’, and ‘Māori businesses are uniquely identifiable, visible and prosperous’.

The **Focus Areas** represent the specific issues that Mana Whenua and Mataawaka identified as important to them. Each **Focus Area** contains one or more **Indicator** that measures progress or improvement in each specific issue. Although some of the **Focus Areas** could be applied in more than one **Domain**, the **Focus Areas** are placed in the **Domain** or wellbeing area most relevant to their associated **Indicators**. The Māori Plan contains 49 **Focus Areas**.

Indicators measure progress or improvement in each Focus Area and Outcome of a specific **Domain** or wellbeing pou. One of the purposes of the Māori Plan is to measure progress or change in Māori wellbeing and development over time. The Māori Plan contains 111 ‘state of wellness’ **indicators**.¹

¹ Independent Māori Statutory Board, “Schedule of Issues of Significance to Māori in Tāmaki Makaurau and Māori Plan 2017” (Tāmaki Makaurau: Independent Māori Statutory Board, 2017).

HOW THE RANGATIRATANGA REPORT WORKS WITH THE MĀORI REPORT

In 2016, the Board presented the first Māori report for Tāmaki Makaurau. The 2016 Māori Report detailed a set of headline outcome indicators from the Māori plan. The indicators in this report include the headline outcome indicators, and presents an additional set of indicators to describe each Focus Area more in-depth.

WHO THE RANGATIRATANGA REPORT IS FOR

The Rangatiratanga report is designed to assist in prioritising and promoting issues of significance for Māori in Tāmaki Makaurau. It has been prepared for use by audiences such as:

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



Figure 1: How Values, Domains, Key Directions, Outcomes and Focus Areas fit together

		 WHANAUNGATANGA	 RANGATIRATANGA
KEY DIRECTIONS		Develop Vibrant Communities <i>"A city/region that caters for diverse Māori lifestyles and experiences."</i>	Enhance Leadership and Participation <i>"People engaged in their communities."</i>
DOMAINS	CULTURAL	Outcomes Māori communities are culturally vibrant across Tāmaki Makaurau	Māori are actively participating and demonstrating leadership in the community
		Focus Areas <ul style="list-style-type: none"> The use and significance of marae Accessibility to Māori culture 	<ul style="list-style-type: none"> Mana Whenua as Treaty partners Mataawaka as Treaty partners Youth participation and leadership
	SOCIAL	Outcomes Māori communities are connected and safe	Māori are decision-makers in public institutions
		Focus Areas <ul style="list-style-type: none"> Access to transport and public facilities Safe and connected whānau and communities Participation in communities 	<ul style="list-style-type: none"> Māori representation in public institutions Māori participation in decision-making Participation in elections
	ECONOMIC	Outcomes Māori have the skills to realise economic opportunities	Māori are active across all sectors of the economic community
		Focus Areas <ul style="list-style-type: none"> Māori in tertiary study Māori workforce capability 	<ul style="list-style-type: none"> Employment across businesses and sectors Māori in management and leadership positions
	ENVIRONMENT	Outcomes Te Taiao is able to support ngā uri whakatipu	Māori are actively involved in decision-making and management of natural resources
		Focus Areas <ul style="list-style-type: none"> Mahinga kai and wāhi rongoā Wāhi tapu and wāhi taonga 	<ul style="list-style-type: none"> Co-governance of natural resources Resource management planning processes and activities Mātauranga Māori and natural resources



MANAAKITANGA

Improve Quality of Life

“Satisfaction with our environments and standard of living.”



WAIRUATANGA

Promote Distinctive Identity

“Recognised sense of identity, uniqueness and belonging.”



KAITIAKITANGA

Ensure Sustainable Futures

“Intergenerational reciprocity”

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 fulfil 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

Data challenges

The Board's advice and advocacy of the Issues of Significance to Māori in Tāmaki Makaurau is based on an understanding of Māori wellbeing through the use of relevant and reliable data.

Focusing on the importance of quality strengths-based data for Māori, the Board adopted a data strategy in 2016 to guide its use of data and evidence². The Board's approach to data is pragmatic in that it seeks to:

- leverage off existing and proposed data collection and research opportunities
- take a Tāmaki Makaurau focus
- work with key partners and experts
- address any constraints and opportunities for using data.

In undertaking work on these value reports, several challenges and opportunities emerged:

- *There is little data available that is value-based from a Te Ao Māori perspective*
 - Over the years, there have been national attempts to develop a Māori Statistics Framework³. Stats NZ's Te Kupenga survey addresses cultural wellbeing through an examination of wairuatanga, tikanga, te reo Māori and whanaungatanga. However, in general, there are few sources of data, or emerging sets of data, which are Māori values-based.
- *There has not been, to date, a Te Ao Māori lens on wellbeing*
 - In these reports by the Independent Māori Statutory Board, data on Māori wellbeing has been brought together on a values basis and reported at the sub-national level.
 - Only recently has there been a Te Ao Māori lens on wellbeing been undertaken; for example, through The Treasury and Te Puni Kōkiri's work on the Living Standards Framework⁴ and Stats NZ's survey Te Kupenga.
 - Māori and Iwi are currently developing and collecting their own data and data sources and will provide important data sources alongside central and local government data.
- *The inadequacy of 2018 Māori Census data, including iwi data*
 - The inadequacy of data on Māori from the Census 2018 is another major issue. The response from the Māori community was 68 per cent, which means that the circumstances of almost a third of the Māori population were not captured.⁵ That figure is 20 percentage points below the 2013 response. There were also regional differences and the result is likely to affect the results of Te Kupenga, which had its second survey round in 2018. The limitations of the Census 2018 data will be a major impediment to developing data-informed policies and programmes that support Māori self-determination and Māori ability to flourish.
 - The absence of household-level information means there will be no information about Māori households and their wellbeing. In addition, the change in the way the Census population is created will mean that measures of Māori outcomes and therefore equity measures will not be comparable with those of previous years.⁶ Consequently it will not be possible to see if outcomes for Māori have changed compared with previous years, especially at the regional level where most Māori-focused services are delivered. The missing information,

2 Independent Māori Statutory Board 2016 "Data Strategy 2016-2020", Auckland 2016

3 Statistics New Zealand, "Towards a Māori Statistics Framework: A Discussion Document" (Wellington: Statistics New Zealand, 2002).

4 E O'Connell et al., "He Ara Waiora/A Pathway Towards Wellbeing: Exploring Te Ao Māori Perspectives on the Living Standards Framework for the Tax Working Group," Discussion Paper (Wellington: New Zealand Treasury, 2018); Te Puni Kōkiri and The Treasury, "An Indigenous Approach to the Living Standards Framework," The Treasury Discussion Paper (Wellington: The Treasury, 2019).

5 Stats NZ: www.stats.govt.nz/news/customer-update-on-data-quality-of-2018-census

6 Te Mana Raraunga, press release 23 September 2019, www.temanararaunga.maori.nz

with the addition of Stats NZ's decision not to release Iwi data because of quality issues, will also disadvantage iwi planning and operations including Treaty settlement processes. These may be impeded for the next five to ten years. In this regard, Stats NZ has acknowledged that they have not met their Treaty obligations to Māori.

- *Data at the sub-national level is scarce*
 - Accessing data specifically on Tāmaki Makaurau has been difficult. Data is rarely available beyond national level data. For these reports, Tāmaki Makaurau data was sometimes only available because the population (including the Māori population) is relatively large. Data at more granular levels, such as Local Boards, is often not available nor collected. Given that there are large differences between regions and between local boards, it is adversarial for Māori that data does not exist or is not robust to enable decision-making at the local level.
 - Overall, regional data was difficult to get access to, and Official Information Act processes had to be used on occasion to access data from central government agencies in a format that was useful.
- *The importance of Māori data sovereignty*
 - Māori data sovereignty recognises that Māori data should be subject to Māori governance, asserts Māori rights and interests in relation to data, and making sure that there is quality Māori data and collection. In many cases, data about Māori and the assertion of Māori rights and interests were not easily accessible and/or were not collected on a consistent or robust basis.⁷
- *Māori data governance is required in an increasingly linked and integrated data environment*
 - Governments and organisations are increasingly moving towards open data and the linking of data across platforms and sectors (for example, Stats NZ's Integrated Data Infrastructure). Māori need to be involved in the governance of data repositories and supporting the development of Māori data infrastructure and security systems.
- *Lack of data integration on central and local level*
 - Local and central government do not share the same final outcomes (the results they are working towards achieving). Further, organisations within the Auckland Council group do not share the same outcomes. This means that the data collected by different organisations at the local and national level are not consistent, which leads to duplication, gaps, overlaps and potentially Māori and Iwi being asked for the same data, multiple times.

For example, data on *tohu tangata* whenua in regional parks in Tāmaki Makaurau managed by Auckland Council is not collected and coordinated in a comprehensive and systematic way. There is no single database, with data collected on an area basis. Southern and Western regional parks for example, have their own systems of collection, with Western regional parks having an in-depth database including artist, production date, location, title, year and image.

Auckland Council recognises that the data held relating to the planning, operation and performance of the city is an asset. There have been new portals and databases developed (for example, Auckland Transport's Te Waharoa portal) but there is still a need for data to be more integrated across the Auckland Council Group and for that data to be driven from a Te Ao Māori perspective.

⁷ Te Mana Raraunga Charter 2019, retrieved from: www.temanararaunga.maori.nz/tutohinga

Case Study: Papakura Marae

CREATING PLACES WHERE RANGATIRATANGA CAN DEVELOP AND THRIVE

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

Papakura Marae illustrates how, through the application of core Māori principles like Rangatiratanga whānau wellbeing can be positively transformed, enabling individuals and communities to thrive and live healthy, prosperous and engaged lives both at and away from the marae. This contrasts with many agencies who collect and collate data about Māori on behalf of the government. It is concerning that, where core Maori principles and values are not considered relevant or important, the results are negative assumptions and conclusions about the lives of Māori.

LEARNINGS

The Papakura Marae case study has helped to bring a narrative to the Rangatiratanga concept in a community-based context as well as provide

important references and checks for the overall report direction, narrative and validation of (new) indicators.

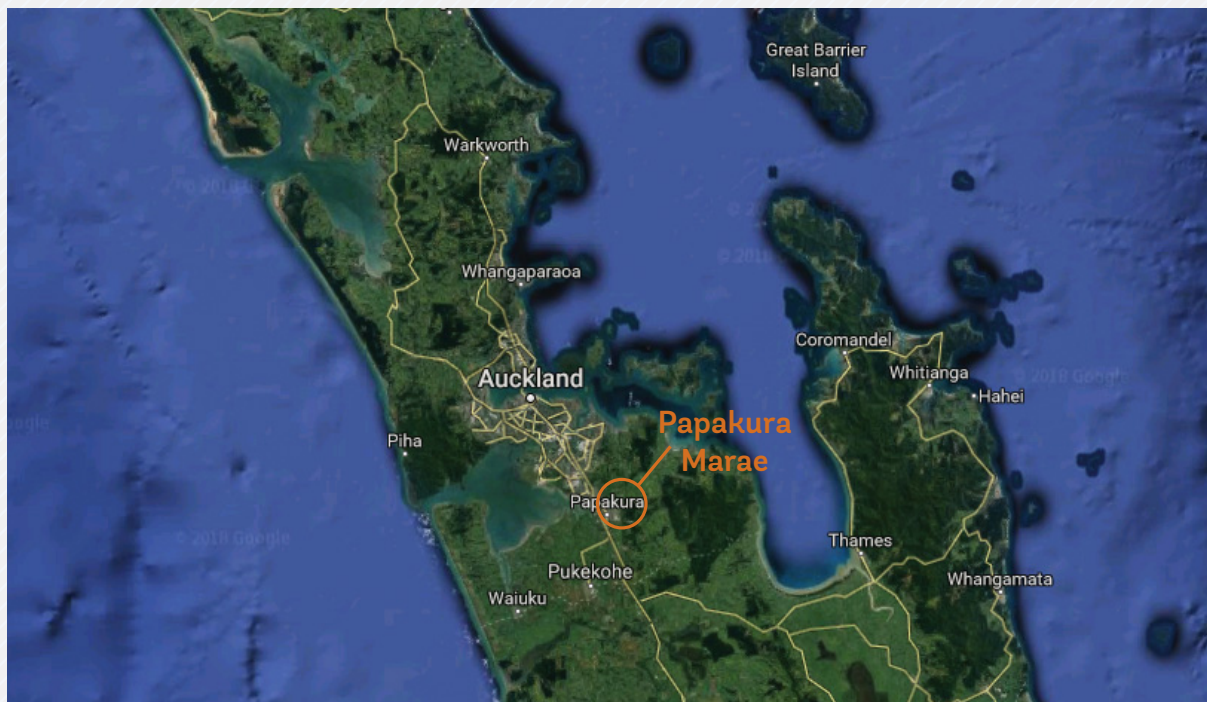
The key considerations from the case study to discussions of Rangatiratanga in this context are:

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

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



PAPAKURA



Papakura is a south-eastern suburb of Tāmaki Makaurau, located on the shores of the Pahurehure Inlet, approximately 32 kilometres south of the Auckland CBD. With the Manukau Harbour to the west and the Hūnua Ranges to the southeast, Papakura was a well-used link between Tāmaki Makaurau and the Waikato.⁸

The Papakura Local Board area has a population of 45,633.⁹ Papakura has a young population with 24% of residents being 15 years and under compared to 20.9% across Auckland.¹⁰ Papakura has the highest number

of Māori (28.1%) within its Local Board boundary compared to 10.7% across Auckland.

Eleven Mana Whenua Iwi have an interest in Papakura. Also, about 9% of people from the top five Iwi affiliations in Tāmaki Makaurau live within the Papakura Local Board area.¹¹

According to the Growing Prosperity Report (March 2018), Papakura is ranked in the low prosperity group along with Maungakiekie-Tāmaki, Māngere-Ōtāhuhu, Ōtara-Papatoetoe and Manurewa.¹²

8 tino.Maori.nz/kete-paraha-toolbox/suburb-search/

9 Census 2013, Statistics NZ

10 www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/local-boards/all-local-boards/Documents/papakura-local-board-plan-2017.pdf

11 Census 2013, Statistics NZ

12 Prosperity in Auckland Report, May 2018, Auckland Tourism, Events and Economic Development.

PAPAKURA MARAE



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

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

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

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

- How someone is perceived
- Weaving and the number of baskets woven

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

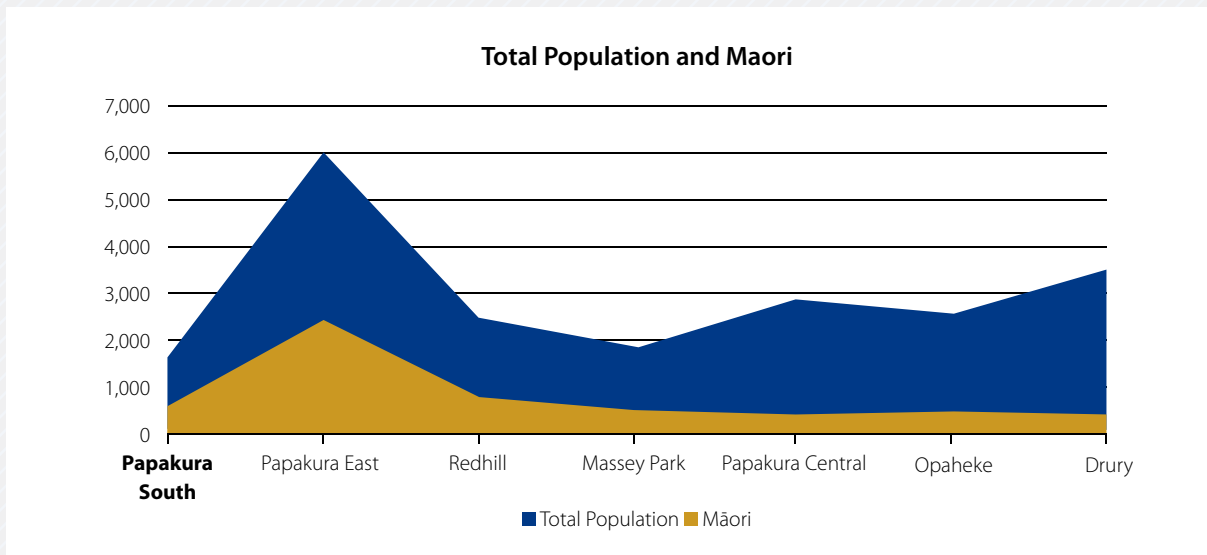
Another key measure for Papakura Marae is the number of rangatahi who come to the marae, including those who have relied on the marae from a young age because their parent(s) are doing work there. One of the goals of the marae is to grow the next group of leaders.

The 'prize' for Papakura Marae was described as:

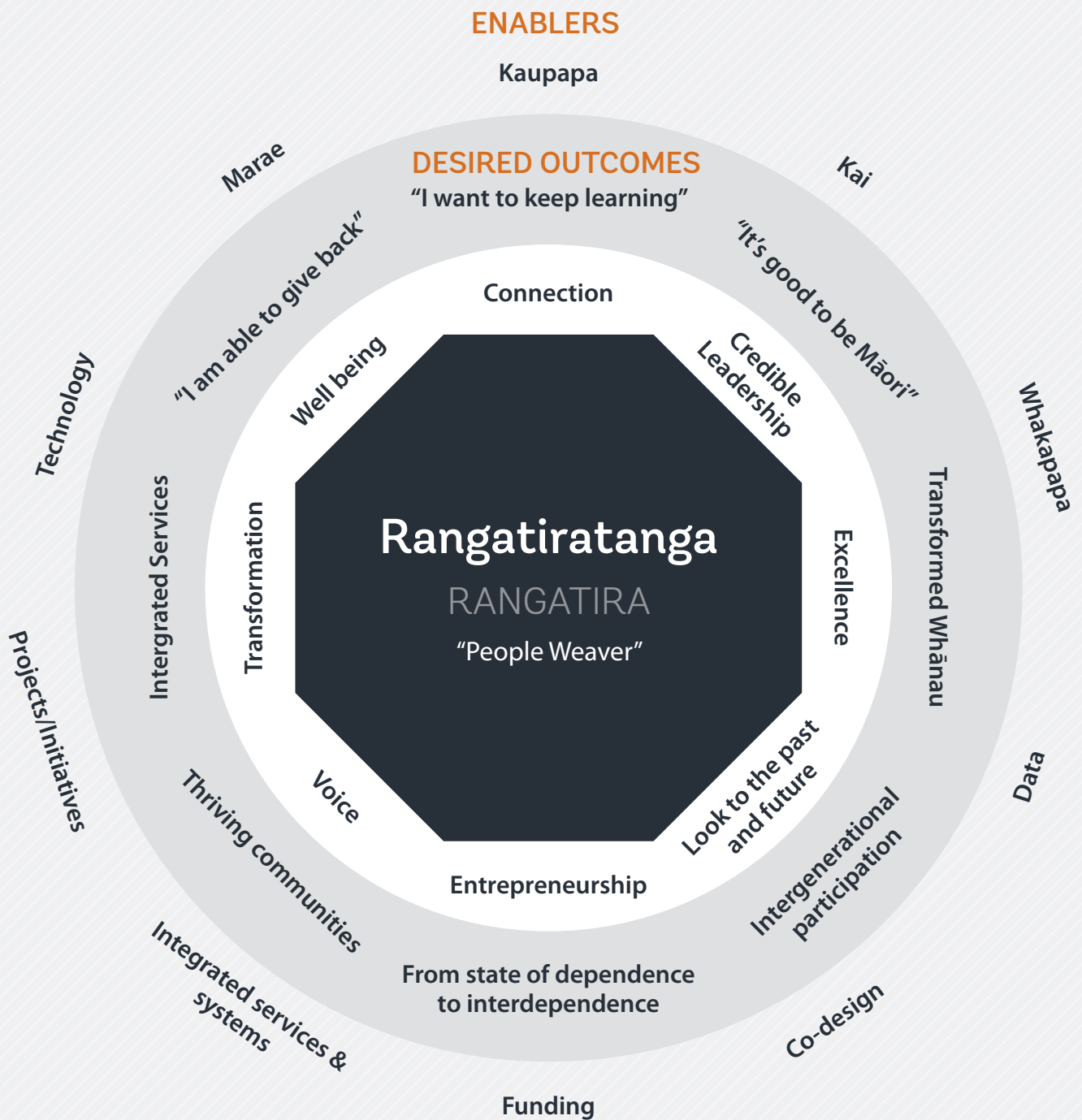
- A whānau ora integrated centre of excellence for whānau
- Supporting whānau 24/7
- A one-stop shop
- An integrated approach.

Papakura Marae is highly engaged with the Papakura community and is focused on delivering whānau driven outcomes. The vision of Papakura Marae is *Kia Pokapū Te Panekiretanga Hei Pou Mō Te Whānau – To Be A Centre of Excellence for Whānau*.

Whānau are at the centre of the marae and whānau drive the marae. The marae focuses on those priorities and new initiatives that will change lives. All generations and ages can be seen moving in and around the marae. This is a site that holds many activities; however the marae gives priority foremost to tangi, hui and celebrations.



Papakura Marae has projects and initiatives underway in the following key areas of interest.



Wellbeing

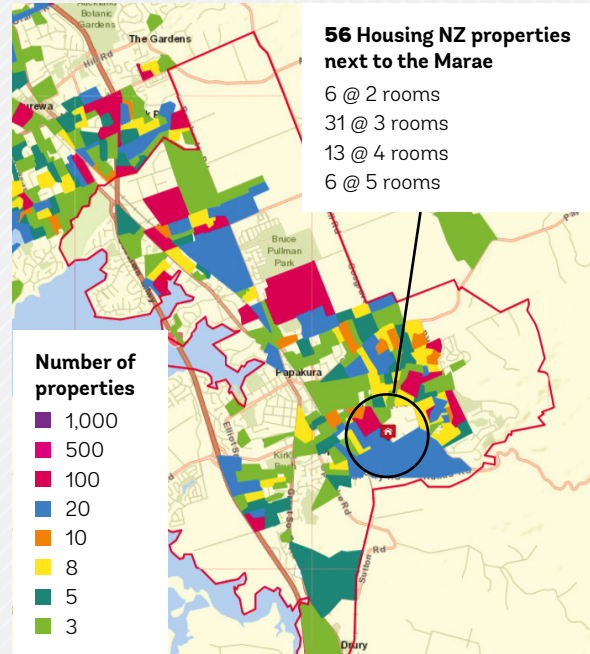
Papakura Marae leads and is involved in many wellbeing initiatives and has many ideas for new programmes that are needed by the community.

One wellbeing related initiative at Papakura Marae is the soup kitchen held every Thursday evening with over 150 local community people attending. This is not only a place where people receive a meal, but it provides a safe, welcoming place for connection for the young, elderly and whānau.

What are the goals for the future?

- Grow next group of leaders
- More tertiary partnerships
- Wellbeing – integrated services (not just health services)
- Private, public and philanthropic partnerships

Housing



“We are interested in affordability and accessibility of housing”.

“We are also talking about solar power and water collection”.

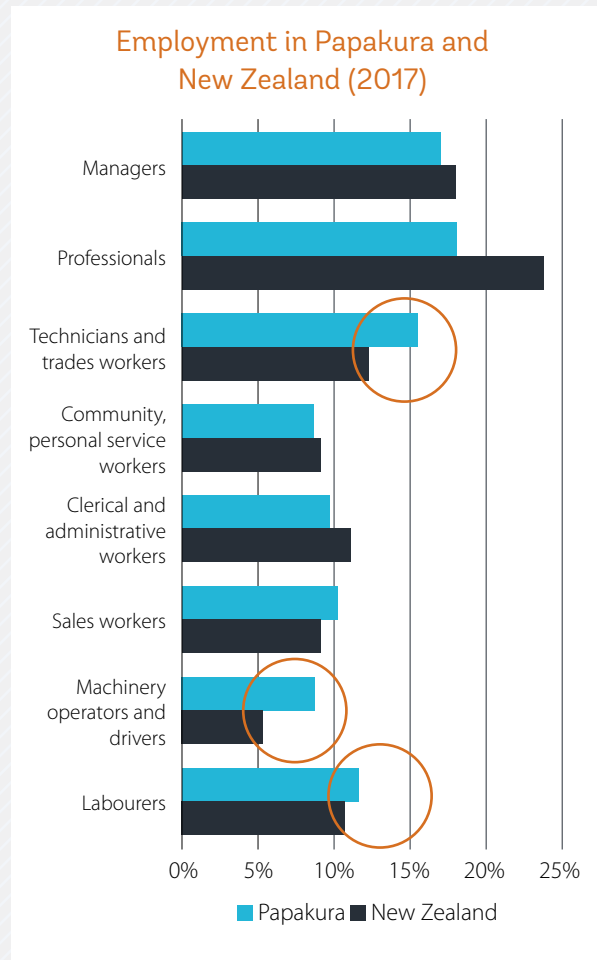
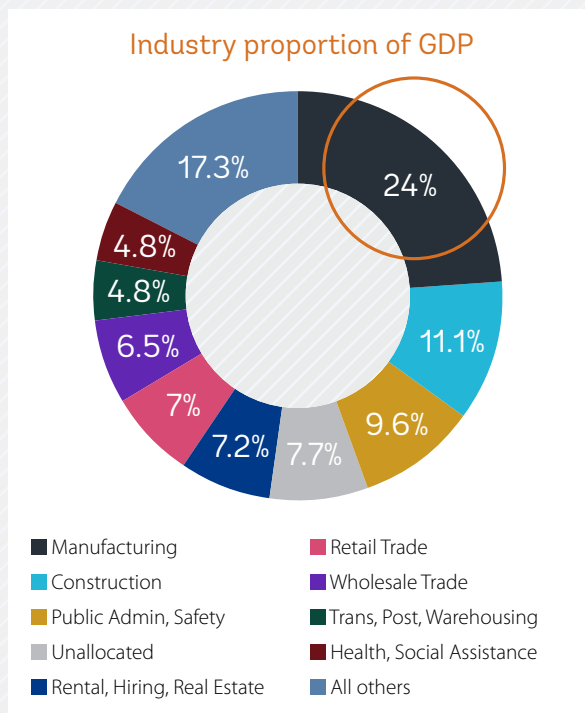


Education and employment

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

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

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





CHALLENGES FOR PAPAURA MARAE

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

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

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

1. Lack of an integrated service delivery model and poor cross-agency communications:
 - Managing all the various central government agency agencies (MOH, MOJ and MSD), Te Pou Matakana (Whānau Ora) and National Hauora Coalition (PHO) contracts, data and information requirements across multiple disparate systems, as well as the marae's own database to pay staff and provide invoicing

- Navigating through all the 'red tape' and having the courageous conversations required.
2. Determining the areas to focus on and securing adequate funding:
 - Establishing necessary support for the range of services that Papakura Marae provide
 - Producing compelling and robust business cases;
 - Having data and information available to produce evidence-based 'demand' models and visualisations
 - Weaving cultural aspects and narratives into the business cases
 - Using data for predictive modelling to inform which areas to focus on.
 - Building a wide range of relationships including public, private and philanthropic.
 3. Creating capability and capacity building for the people of Papakura Marae.

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



Vignette 1: Social procurement as a measure for Rangatiratanga

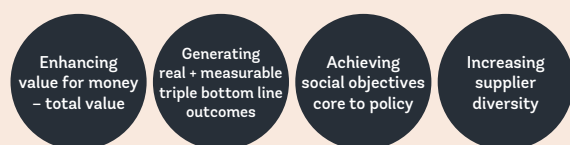
There is a big opportunity for economic leadership in Social Procurement. Currently New Zealand is at the immature end of Social Procurement. There is the opportunity to learn from the experience of other countries¹³ and council's 13 counterparts on the Global Lead City Network on Sustainable Procurement.¹⁴

WHAT IS SOCIAL PROCUREMENT?

SOCIAL PROCUREMENT:

- Process of acquiring goods, services + works
- Intentional generation of social outcomes

WHY?



Equity of opportunity and wealth distribution are the basis of a stable and prosperous society.

Reference¹⁵

TĀMAKI MAKĀURAU AND LEADERSHIP IN SOCIAL PROCUREMENT

Tāmaki Makāurau's growth will provide opportunities for Māori and Pasifika supplier diversity (and sustainable procurement). Local-central government partnership and support can tackle some of Tāmaki Makāurau's tough socio-economic and equity challenges and there is an opportunity for public sector innovation by maximising the impact of public funds to do public good.¹⁶

AUCKLAND COUNCIL'S CURRENT SITUATION¹⁷

Council's Procurement strategy provides a mandate for supplier diversity and engagement of Māori and Pasifika businesses as council suppliers. However, we have been advised that less than 1% of all suppliers

are Māori or Pasifika-owned businesses and believe that further work is required. Some areas of success to build on are:

Waste Solutions have been the pioneers in contracting social enterprises and social businesses; their strategic thinking, clever procurement approaches and commitment have essentially built the recycling social enterprise sector in Auckland. Examples include the community recycling centre network, inorganic recycling and salvage contracts.

Healthy Waters' Te Auanga Awa project is another example of contracting a social enterprise. Community Facilities' Project has 17 contracts for full facility maintenance include engagement of Māori, Pasifika and/or social enterprises in contractors' supply chains. Monitoring data is being gathered but one contractor has five Māori and three Pasifika businesses in their direct or indirect subcontracts. The expectation is that the number of Māori and Pasifika businesses engaged will increase year-on-year.

A Centre of Excellence for Sustainable Procurement led by Auckland Transport (who are fast becoming the country's leader in sustainable procurement) is being established to improve capability and set standards/targets across the council family.

The Southern Initiative is responsible for the greatest number and most diverse uses of social procurement in the country. Their practice has been acknowledged by an Australian expert as "cutting-edge". Given the number of enquiries The Southern Initiative gets from councils across the country, they organised a national social procurement conference in June 2018 – Creating Shared Prosperity through Public Procurement.

City Rail Link In their remaining procurements, City Rail Link Limited (CRL) are requiring social outcomes including supply chain opportunities for Māori, Pasifika and socially innovative businesses. This is the first significant example in New Zealand of a supplier diversity initiative in procurement. CRL has asked the Southern Initiative to identify and initially vet a list of Māori and Pasifika businesses.

¹³ Creating Shared Prosperity through Public Procurement Conference June 2018, Panel discussion.

¹⁴ Tania Pouwhare, Social Intrapreneur, The Southern Initiative

¹⁵ Creating Shared Prosperity through Public Procurement Conference June 2018 presentation: Shared Prosperity Social Procurement, Dr Ingrid Burkett, Director, Systems Innovation.

¹⁶ Tania Pouwhare, Social Intrapreneur, The Southern Initiative

¹⁷ Tania Pouwhare, Social Intrapreneur, The Southern Initiative

He Waka Eke Noa (HWEN) The Southern Initiative recently established HWEN as the intermediary entity to identify and screen Māori and Pasifika businesses for the remaining CRLI procurements. Over 100 construction, infrastructure and allied trades are on the 'long list'. The Southern Initiative firmly believe that Māori and Pasifika businesses are an untapped pathway for socio-economic transformation for South Auckland. Māori and Pasifika have not shared in the prosperity of Auckland's economic growth and HWEN is an opportunity to rectify this. The construction and infrastructure businesses that The Southern Initiative engages with, are delivering social outcomes (unfunded and unacknowledged) for people farthest from the labour market, more so than mainstream businesses or other initiatives; including our own Māori and Pasifika Trades Training (one of the highest performing in the country). The proposition is simple: if we grow these types of businesses they can do more.

POTENTIAL INDICATORS

As there is no data available we propose developing a forward social procurement target that acts as an initial baseline. This could be developed further based on international experience. For example:

- Reach a minimum of 10% (representative of the population) of council family contracts being delivered by Māori-owned businesses, or which include Māori-owned businesses in the supply chain, within 36 months
- Number of initiatives to improve supplier diversity and Māori business development and engagement with council family procurement.



The Rangatiratanga indicators

OVERVIEW

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

THE INDICATORS

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

- relevance to Māori
- valid, and grounded in research
- available and cost-effective
- empowerment and enablement-focused
- action-focused
- able to be disaggregated¹⁸
- statistically sound and robust¹⁹
- timely and consistent over time
- representative – including good coverage across the values, key directions and domains
- acceptance by stakeholders.

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

MĀORI ETHNICITY VERSUS MĀORI DESCENT DATA

In relation to the “relevance to Māori” criteria for indicator selection, it is recommended, where possible, that Māori descent population is used over Māori ethnic population. The descent population (based on whakapapa) aligns more closely with “relevance to Māori”. Most indicators sourced from Census can be disaggregated to Māori descent population. The 2013 Census results show a Māori descent population in Tāmaki Makaurau of 163,920; this compares with a Māori ethnic population of 142,770. The majority of Te Kupenga (StatsNZ Māori Social Survey) respondents identified they were of Māori descent as well as Māori ethnicity.

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

This work includes customised Stats NZ’s data which are licensed by Stats NZ for re-use under the Creative Commons Attribution 4.0 International licence.

¹⁸ Ideally, it should be possible to break the data down by age, sex, socio-economic status, Iwi, whānau-type and region, so we can compare outcomes for different population groups.

¹⁹ Note that ‘statistically sound and robust’ differs from the criterion ‘valid’ listed earlier. Validity can have many forms including face validity. Face validity refers to the extent to which the public or participants views the indicator subjectively as covering the concept it is intended to measure. Similar to ‘acceptability’.



NEW DATA INDICATORS

The assessment of the current set of indicators, the meaning of Rangatiratanga and the case study demonstrate several areas where there were gaps, and therefore to consider new approaches, indicators and datasets. A number of indicators outlined in the Māori Plan and Māori Report were removed as they were no longer considered relevant and/or valid to the value of Rangatiratanga. In other cases, the data collection processes for the indicator were not robust or the data for the indicator is no longer collected. These were replaced by better indicators or data.

New indicators in this Rangatiratanga report include:

NEW INDICATOR	COMMENT
Number of Māori authorities in Tāmaki Makaurau	One way that Māori demonstrate Rangatiratanga is through leadership of Māori authorities. Māori authority leaders are likely to be mindful of the collective relationships and responsibilities to 'place', and the health and wellbeing of the collective.
Māori employed in management by Auckland Council	Many Māori employees see Auckland Council as a pathway to contribute positively to the development of iwi, hapū, whanau and Māori communities. There is potential for more Māori to bring their capabilities to management roles within the council.



Cultural

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

OVERVIEW

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

The literature suggests that Māori leadership is typically not viewed as hierarchical, but as stewardship of others and is relational in orientation.²⁰ Altruism is also a feature of Māori leadership research, for example, advocating for their marae, whānau and/or community, doing the right thing for their people, ensuring their wellbeing and generosity of spirit.²¹

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

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

FOCUS AREA: MANA WHENUA AND MATAAWAKA AS TREATY PARTNERS

Indicator: Number of Māori authorities in Tāmaki Makaurau

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

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

- it is an enterprise (business) with a collectively managed asset that uses current Inland Revenue eligibility criteria to be a Māori authority (whether or not it elects to be a Māori authority for tax purposes)

²⁰ Haar, Roche, & Brougham, 2018.

²¹ Haar et al., 2018

- it is a commercial business that supports the Māori authority's business and social activities, and sustains or builds a Māori authority's asset base
- it is a business that is 50 percent or more owned by Māori authorities.

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

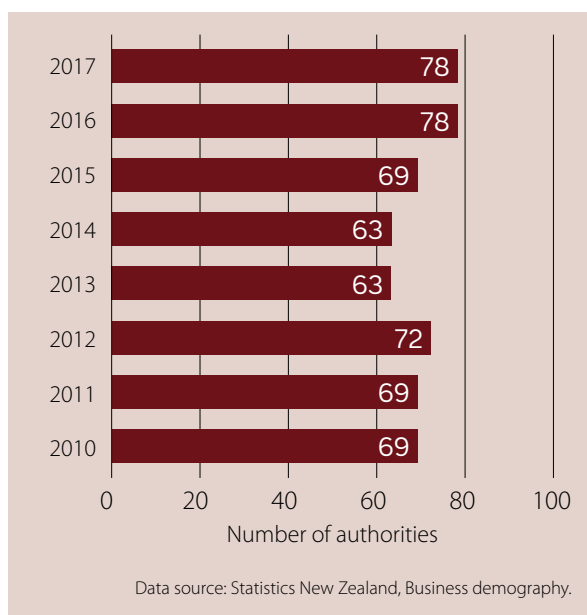
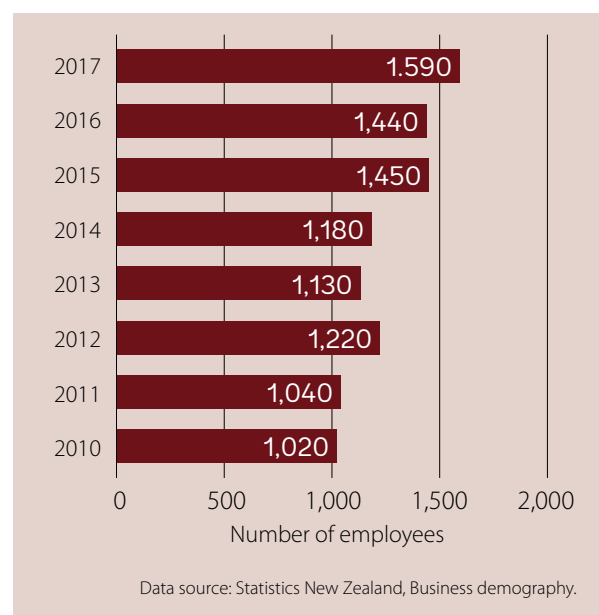


Figure 3. Number of employees in Māori authorities in Tāmaki Makaurau, 2010-2017



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

FOCUS AREA: YOUTH PARTICIPATION AND LEADERSHIP

Indicator: Māori youth on Council and Local Board committees

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

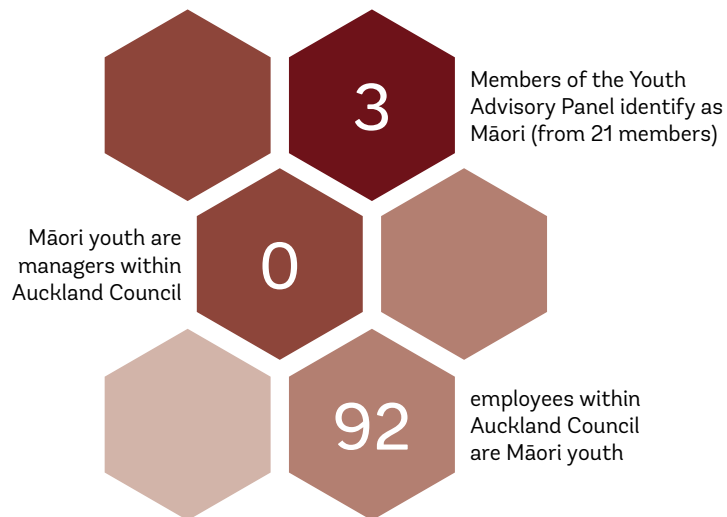
As discussed later, many Māori employees of Auckland Council see the council as a pathway to contribute positively to the development of Iwi, hapū, whānau and Māori communities. As at May 2018, there were 92 Māori youth (aged under 25 years old) employed by Auckland Council which is seven percent of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

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

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

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

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



Data Source: Auckland Council Democracy Services and Auckland Council People and Performance.

Note: Based on self-reported ethnicity.



Social

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

OVERVIEW

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

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

FOCUS AREA: MĀORI REPRESENTATION IN PUBLIC INSTITUTIONS

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

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

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

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

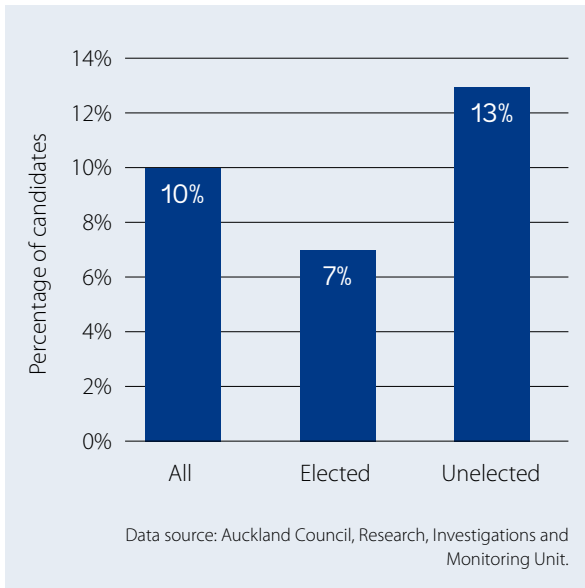
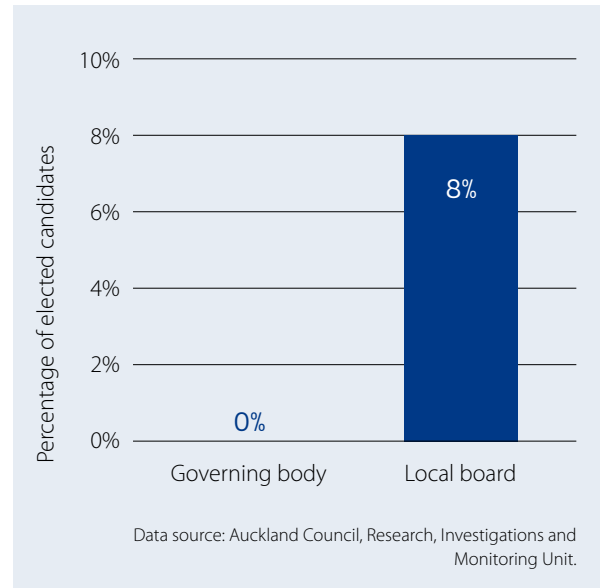


Figure 6. Percentage of Māori governing body and local body members, compared to the Tāmaki Makaurau population, 2016



Indicator: Number of Māori employed in management by Auckland Council

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

In April 2018, Māori represented five percent of Auckland Council's employee headcount.²² There could be some under-reporting of ethnicity as this information is provided on a voluntary basis. Māori were also five percent of Auckland Council's permanent full-time staff. Māori appear to be under-represented within local government, given that Māori are 10 percent of the working-age population in Tāmaki Makaurau. Additionally, Māori account for only five percent of Auckland Council's management tier.

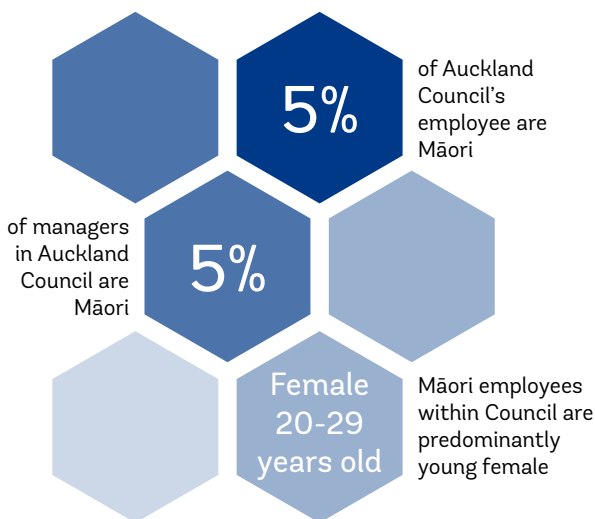
In relation to age and gender, 65 percent of Māori employees in Auckland Council are female and the largest age group is those aged 20-29 (27 percent of Māori employees in Auckland Council).

FOCUS AREA: PARTICIPATION IN DECISION-MAKING

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

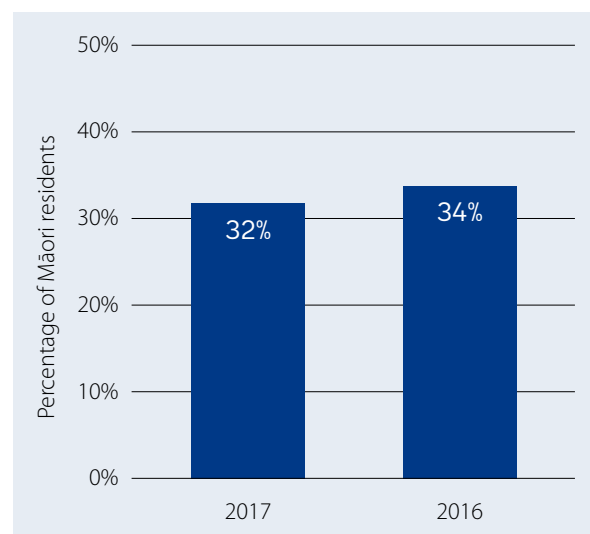
There is a range of legislation, including the Local Government Act 2002, requiring the enablement of Māori participation in decision-making.

Figure 7. Māori employees within Auckland Council



Data Source: Auckland Council People and Performance.

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



²² Auckland Council's headcount includes permanent full time, permanent part time, fixed term full time, fixed term part time, casual and non-employee.

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

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

FOCUS AREA: PARTICIPATION IN ELECTIONS

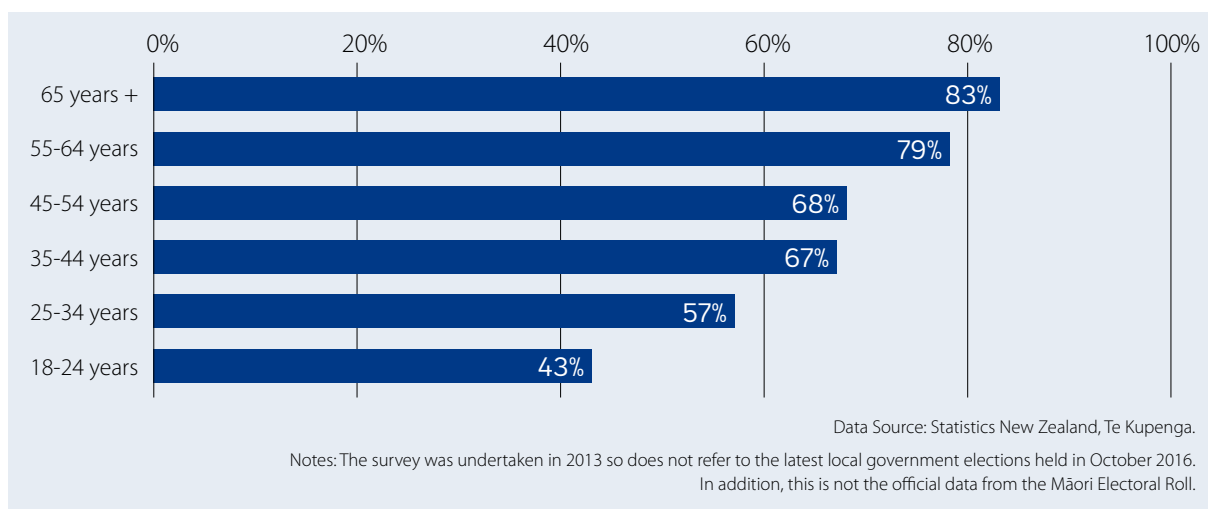
Indicator: Māori voting-age population in Tāmaki Makaurau who voted in a local government election in the last three years

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

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

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

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



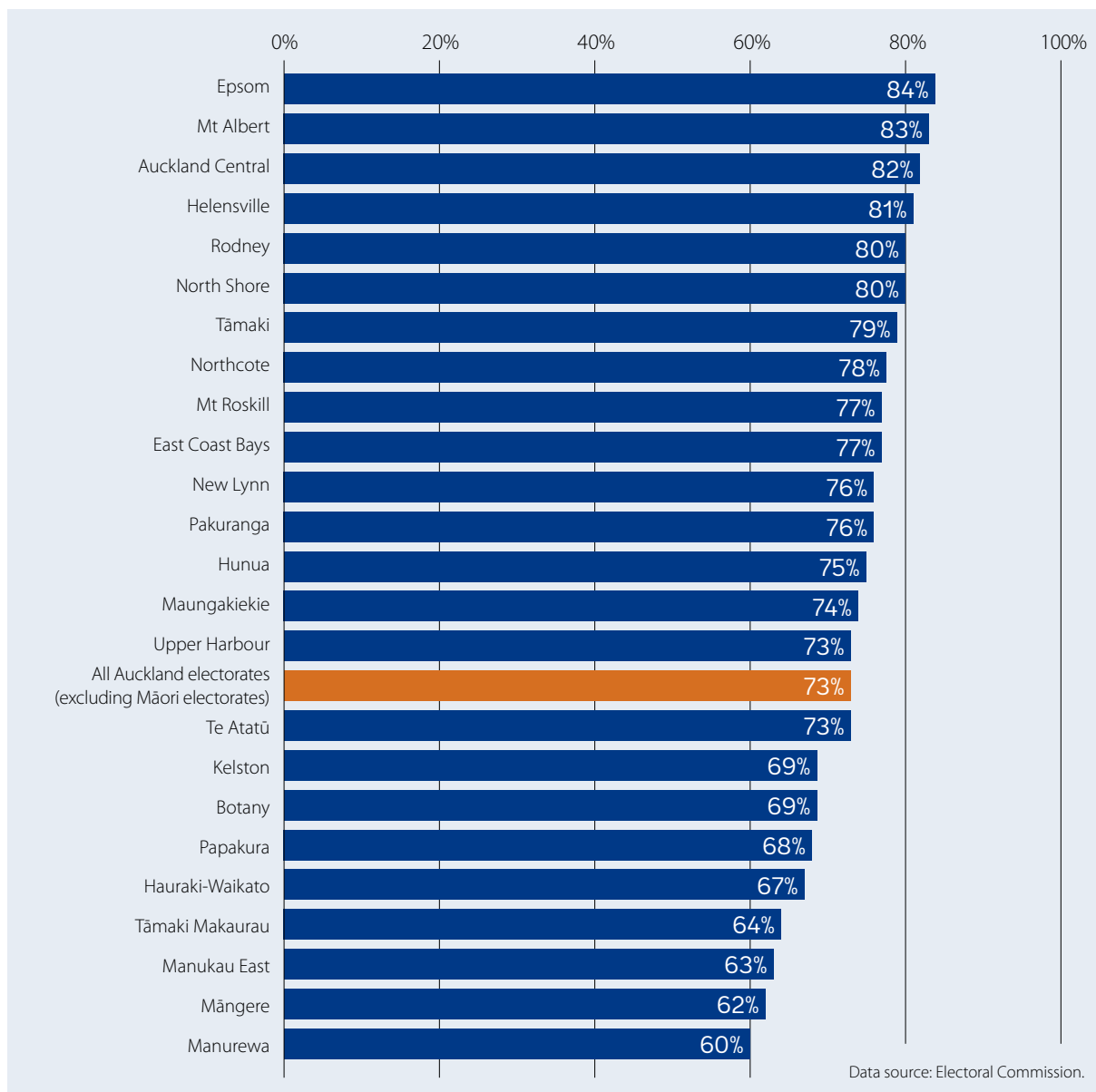


Indicator: Māori voting-age population in Tāmaki Makaurau who voted in the last general election

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

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

Figure 10. Voter turnout by electorate, 2017 General Election



Economic

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

OVERVIEW

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

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

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

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

FOCUS AREA: EMPLOYMENT ACROSS BUSINESSES AND SECTORS

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

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

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

Between 2006 and 2013, the proportion of Māori with occupations in Skill Level 1 increased from 25 percent of all Māori in Tāmaki Makaurau to 30 percent of Māori in Tāmaki Makaurau (Figure 11). Occupations with Skill Level 1 usually require at least a bachelor's degree or equivalent and relevant experience and/or on-the-job training. For

example, skill level 1 occupations are chief executive, farmer, engineer, nurse, teacher, technical writer, designer and doctor. See Table 1 for further information on skill level classifications.

The proportion of Māori with occupations in Skill Level 4 and 5 decreased from 47 percent in 2006 to 42 percent in 2013. However, for the total population in Tāmaki Makaurau, 30 percent of residents had Skill Level 1 occupations in 2013.

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

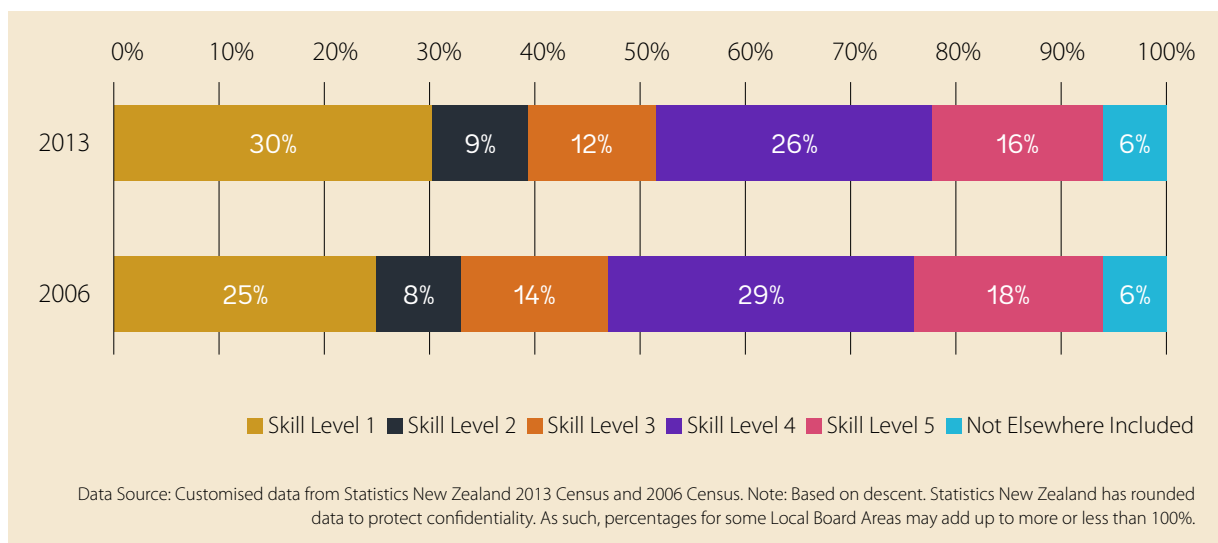


Table 1. Skill level of occupations

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

SKILL LEVEL 1 Occupations at Skill Level 1 have a level of skill commensurate with a bachelor degree or higher qualification. At least five years of relevant experience may substitute for the formal qualification. In some instances relevant experience and/or on-the-job training may be required in addition to the formal qualification.

SKILL LEVEL 2 Occupations at Skill Level 2 have a level of skill commensurate with one of the following:

- NZ Register Diploma or AQF Associate Degree, Advanced Diploma or Diploma.

At least three years of relevant experience may substitute for the formal qualifications listed above. In some instances relevant experience and/or on-the-job training may be required in addition to the formal qualification.

SKILL LEVEL 3 Occupations at Skill Level 3 have a level of skill commensurate with one of the following:

- NZ Register Level 4 qualification; AQF Certificate IV or AQF Certificate III including at least two years of on-the-job training.

At least three years of relevant experience may substitute for the formal qualifications listed above. In some instances relevant experience and/or on-the-job training may be required in addition to the formal qualification.

SKILL LEVEL 4 Occupations at Skill Level 4 have a level of skill commensurate with one of the following:

- NZ Register Level 2 or 3 qualification; or AQF Certificate II or III.

At least one year of relevant experience may substitute for the formal qualifications listed above. In some instances relevant experience may be required in addition to the formal qualification.

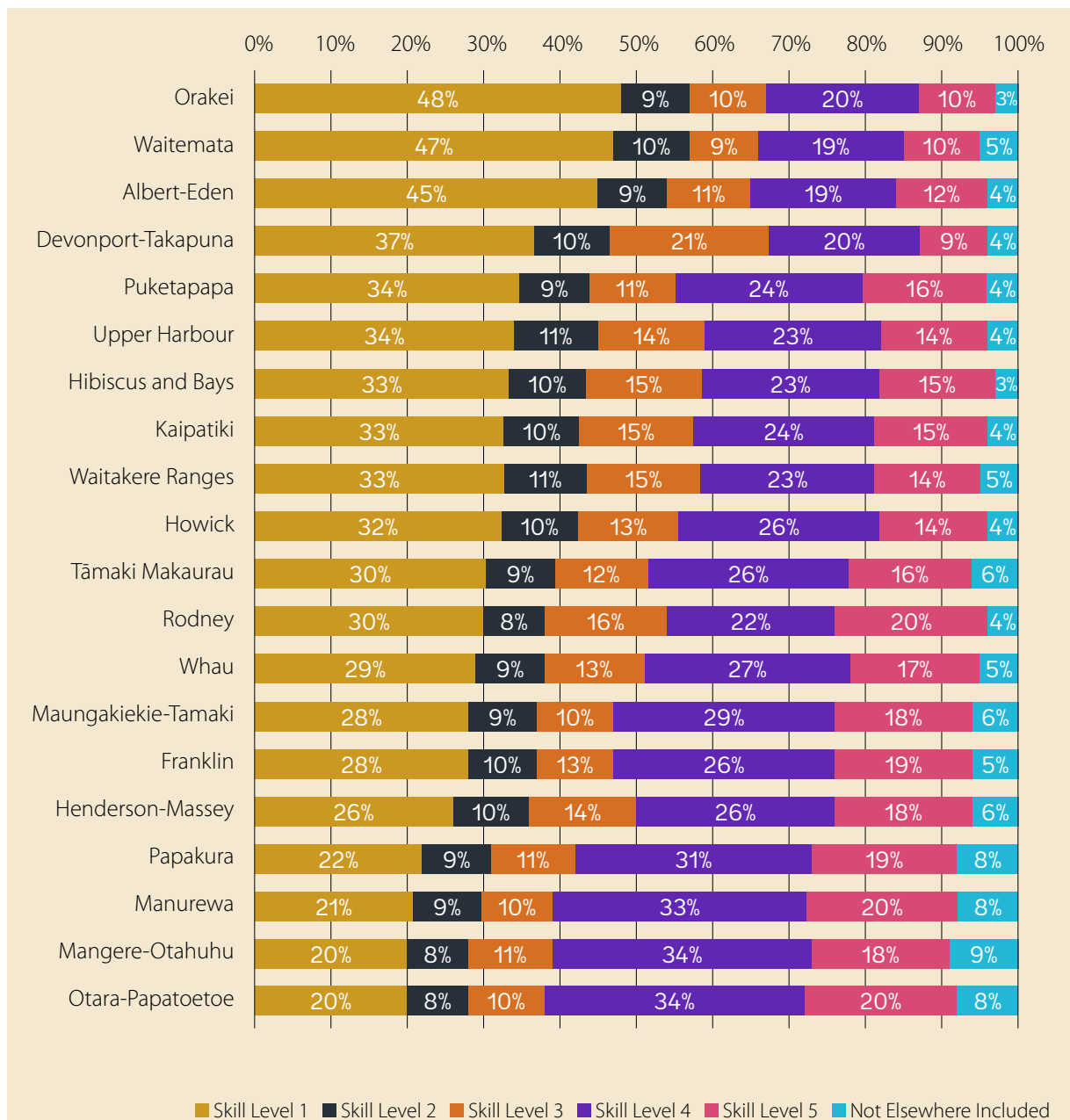
SKILL LEVEL 5 Occupations at Skill Level 5 have a level of skill commensurate with one of the following:

- NZ Register Level 1 qualification; AQF Certificate I or compulsory secondary education.

For some occupations a short period of on-the-job training may be required in addition to or instead of the formal qualification. In some instances, no formal qualification or on-the-job training may be required.

There are differences by local board area. Māori who live in Ōrākei, Waitematā, Albert-Eden and Devonport-Takapuna local board areas are proportionately more likely to have Skill Level 1 occupations (Figure 12).

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



Data Source: Customised data set from Statistics New Zealand 2013 Census Notes: Based on descent. Statistics New Zealand has rounded data to protect confidentiality. As such, percentages for some Local Board Areas may add up to more or less than 100%. The Great Barrier Local Board Area and Waiheke Local Board Area have been omitted from this table due to some data being withheld for confidentiality reasons.

FOCUS AREA: MĀORI IN MANAGEMENT AND LEADERSHIP POSITIONS

Indicator: Māori in Tāmaki Makaurau in management positions

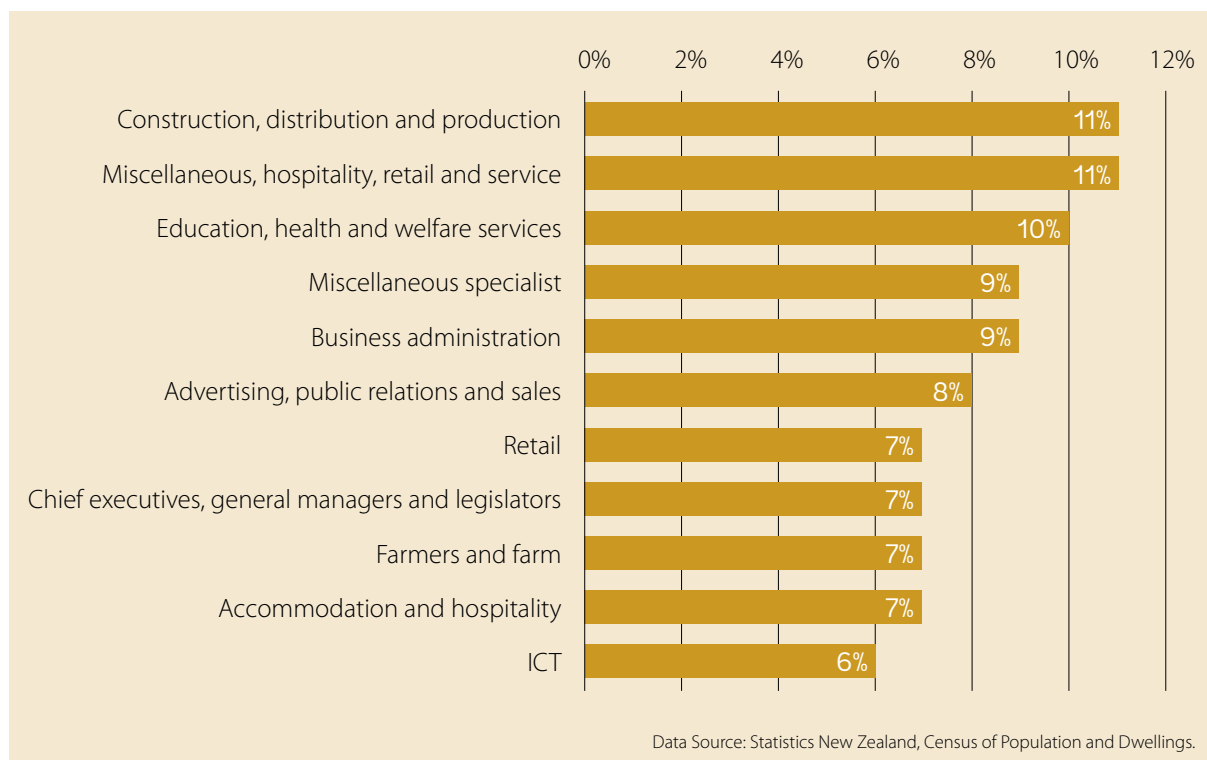
Māori participation and leadership across all economic sectors enhances economic development for the Tāmaki Makaurau area.

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

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

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

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



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

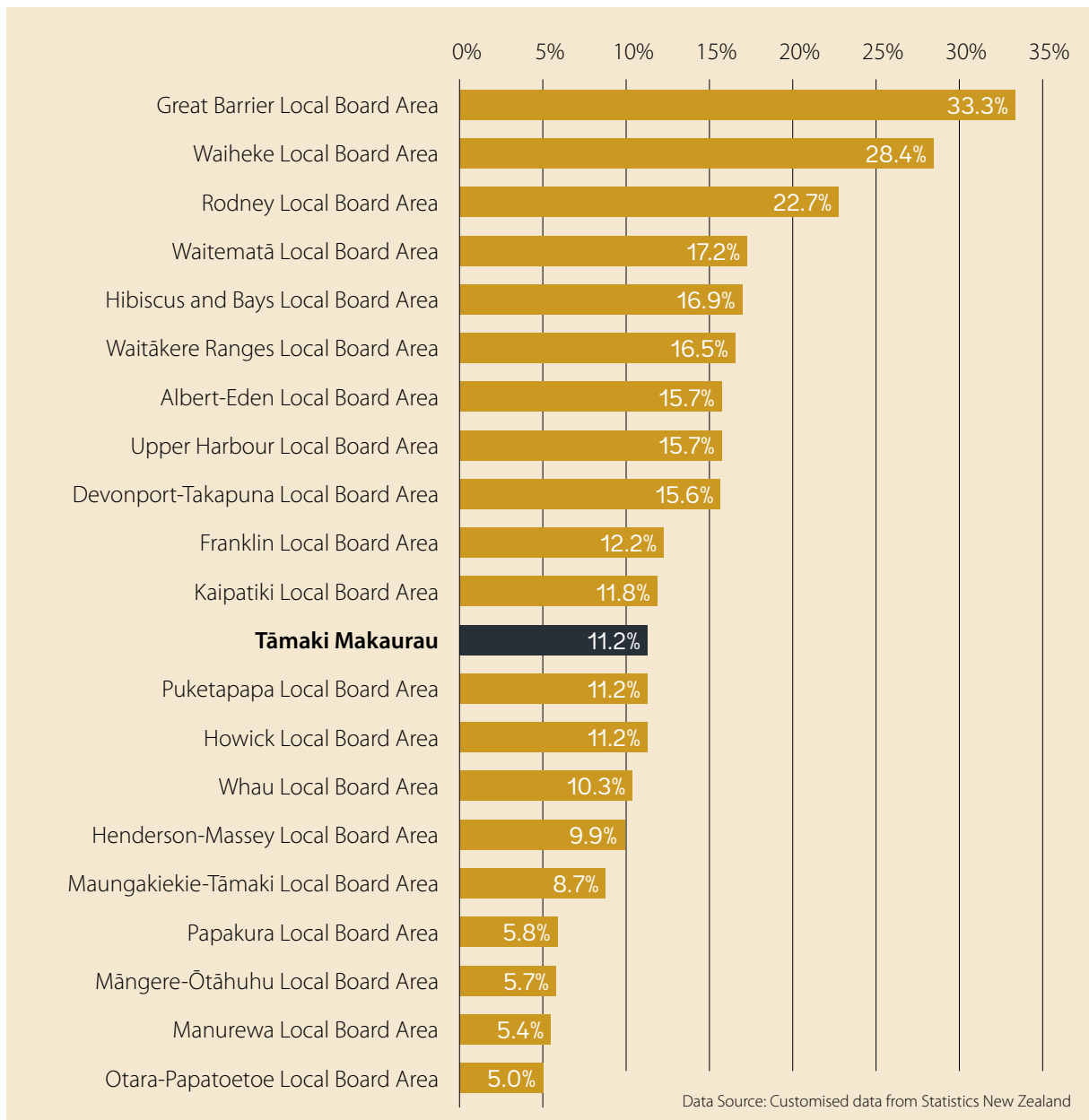
In the context of promoting Māori economic development through entrepreneurial activities, self-employment is an important measure of the role of Māori in the New Zealand economy. Self-employment refers to those either

working alone or employing others. As an employer, or being self-employed, Māori are taking on leadership and management roles.

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

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

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



Environment

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

OVERVIEW

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

FOCUS AREA: CO-GOVERNANCE OF NATURAL RESOURCES

Indicator: Co-governance/co-management arrangements

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

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

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

CO-GOVERNANCE/CO-MANAGEMENT	
Tūpuna Maunga o Tāmaki Makaurau Authority Auckland Council and Mana Whenua representatives from 13 Tāmaki Makaurau /hapū	Te Pukaki Tapu o Poutukeka Historic Reserve Auckland Council (Māngere Ōtāhuhu Local Board) and Te Ākitai Waiohūa
Ngāti Whātua Ōrākei Reserves Board Auckland Council and Ngāti Whātua Ōrākei	Waiomanu Pa Kainga Reserve Auckland Council (Howick Local Board) and Ngai Tai ki Tāmaki
Te Poari o Kaipātiki ki Kaipara Auckland Council (Rodney Local Board) and Ngāti Whātua o Kaipara	Pukekiwiriki Pa Auckland Council (Papakura Local Board), Ngāti Tamaoho, Ngāi Tai ki Tāmaki, Ngāti te Ata, Ngāti Pāoa, Te Ākitai Waiohūa and Ngāti Whanaunga.
Mutukaroa (Hamlins Hill) Management Trust Auckland Council, the Crown, Waikato-Tainui, Ngāti Pāoa and Ngāti Whātua Ōrākei	Rangihoua and Tawaipareira Management Committee Waiheke Local Board and Ngāti Pāoa
Te Motu a Hiaroa (Puketutu Island) Auckland Council, Te Kawerau ā Maki, Waikato-Tainui and Te Ahiwaru	



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