

**Treaty Audit response
work programme
2016 - 2017**

Background

This is the second year of the work programme responding to the 2015 Te Tiriti o Waitangi audit report. The Treaty Audit process is an important part of ensuring that Council is meeting its statutory and Treaty based obligations toward Māori. The Te Tiriti o Waitangi audit report contains 67 individual recommendations which have been grouped together into 24 recommended actions in the report. Each action has a set of closure criteria.

The 2015 audit found that improvements are required to the way in which progress in delivery of the recommendations is monitored and reported to ensure progress is made as reported, and changes achieve the desired impact. This is the key driver behind this project. In year 1 the response focused on identifying activities and owners to address recommendations, establishing a monitoring and reporting regime, and addressing key activities. Year 2 will focus on delivery and seek to address the majority of recommendations by June 2017.

Key areas of focus

The recommended actions focus on:

- Improved implementation of Māori Responsiveness plans across remaining key departments and CCOs;
- Completion and communication of key policies, including Te Reo Framework and Taonga Management Policy;
- Completion of relationship agreements between Council and Mana Whenua and support for the establishment of the regional Kaitiaki forum;
- Ensuring that information provided by Mana Whenua and Mataawaka is readily accessible and managed appropriately and sensitively;
- Ensuring that Council is an employer of choice for Māori;
- Improving monitoring processes to ensure that Council is fully informed of Mana Whenua views regarding consents and Cultural Impact Assessments;

Governance, Monitoring and Reporting

The Te Tiriti o Waitangi audit response work programme falls within the Whai Tika: Effectiveness for Māori work programme of Te Toa Takitini. This workstream is led by Council's Transformation Director. The Effectiveness for Māori oversight team includes senior staff from Te Waka Angamua, Communications and Engagement, Organisational Development, Legal, Internal Audit, Risk and Governance. Day to day delivery is monitored by the Waharoa group, comprised of representatives from Te Waka Angamua, Internal Audit and the IMSB, which will jointly agree closure of Treaty Audit action groups and their associated recommendations. Individual actions in the response programme will be the responsibility of identified business owners.

A 'four lines of defence' control framework is will be continued for monitoring and reporting progress in implementing the work programme.

Lines of defence		
First	Business operations	The agreed Te Tiriti o Waitangi audit work programme for 2015 -2018 is the primary work stream of the Effectiveness for Māori programme of Te Toa Takitini, under the leadership of Council's Transformation Director. Business owners have informed the development of the recommended Te Tiriti o Waitangi audit work programme. Individual actions in the response programme will be the responsibility of identified business owners
Second	Waharoa	Defining the closure criteria for each recommendation and monitoring delivery.
Third	Oversight	Quarterly progress reports will be made to: <ul style="list-style-type: none">• Council's Chief Executive and the Executive leadership group of Te Toa Takitini;

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		<ul style="list-style-type: none"> • Finance and Performance Committee • joint Governing Body and IMSB meetings
Fourth	Independent Assurance – Internal Audit	<p>Monitoring and reporting by Internal Audit will include:</p> <ul style="list-style-type: none"> • providing advice to action owners as to whether controls being implemented will achieve the objective of the audit recommendation. • periodically testing to assess whether processes and controls implemented in response to audit recommendations, are in fact operating as intended. • reporting on the results of monitoring to the Audit and Risk Committee on a six monthly basis.

Deliverables

The work programme in response to the Te Tiriti o Waitangi Audit groups the 19 remaining action groups into 8 'initiative areas' and provides proposed actions, deliverables and timeline for each initiative. Business owners and enabling departments or CCOs are also identified. Existing work plans for each action group will be revised.

Treaty Audit response work programme - Detail

Action	Lead	Objectives	Description	Due
Kaitiakitanga/natural resource management policy	Governance	Ensure meaningful engagement of mana whenua in natural resource decision making	<p>Completion of the policy for Mana Whenua participation in natural resource management, including the development of robust and relevant framework and policies. This should include:</p> <ul style="list-style-type: none"> • context document that will be used for communications and awareness raising in respect of each policy, its processes and controls • agreed list of actions and council owners • process and participants for delivery and ongoing implementation • reporting structure, process, controls and operational measures • operational guidance material on legal frameworks, delegations, insurance, health and safety responsibilities for co-governance entities has been developed. This will form part of the framework. 	June 17
Te Reo Māori framework	Te Waka Angamua	Providing clarity around the use and promotion of Te Reo at Auckland Council.	<p>The Te Reo Framework communicated with Mana Whenua and Mataawaka, and then CCOs and Local Boards</p> <ul style="list-style-type: none"> • draft policy and engagement approach to regional Strategy and Policy Committee in September 2016 • due to local body elections the engagement process will commence March 2017 	June 17

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Action	Lead	Objectives	Description	Due
Taonga Works Management Policy	Te Waka Angamua	Ensuring Taonga are properly cared for, used, accessed and protocols respected	Policy for management of Taonga includes protocols and guidance for access to Taonga	Dec 16
Protection of sensitive information	Te Waka Angamua	Development of clear practice guidance for the protection and management of sensitive information from Māori.	The development of appropriate principles, rules and guidelines to direct the Council's actions with regard to the protection and management of sensitive information from Māori.	Jun 17
Māori information portal	Communications & Engagement	To enable council and CCO teams to access, update and share information online – in order to improve their ability to understand, engage and interact effectively with man whenua, communities and other groups.	Knowledge management framework to share information to assist Māori input into decision-making and for cross council information sharing with relevant accurate and up-to-date information.	June 18
Quality Māori responsive advice	CPO	That all policy development and improvements address Māori values, interests and priorities	Ongoing support and guidance to the Quality Policy Advice initiative to inform the thinking behind the Māori Impact statements which is as important as the statement itself and further guidance on the use of Māori Impact Statements to report writers and readers.	Dec 16
Mana Whenua Relationships Agreements.	Te Waka Angamua	Development and delivery of processes to manage MoUs, service agreements and co-management/co-governance agreements with iwi	Programme encompassing <ul style="list-style-type: none"> Developing a Relationship Agreements Framework Completion of relationship agreements Development of processes to support the effective management of Memorandums of Understanding, service agreements and co-management/ co-governance agreements with Iwi 	Dec 16
Māori capability and employment	People and Capability	To investigate, understand, and address the low numbers of Māori cadet, interns and staff generally at council.	Project to refine and finalise the Māori Employment Strategy, the Recruitment Strategy, and the underlying frameworks.	June 17
Mana whenua participation in resource consents	COO	Ensure meaningful engagement of mana whenua in the resource consents process.	1. Engage with Iwi to assess the effectiveness of the Weekly Applications Register process. 2. In light of the Unitary Plan panels recommendations engage with iwi to review the effectiveness of the Cultural Impact Assessment	Dec 16

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Action	Lead	Objectives	Description	Due
			process and assess iwi capacity to effectively participate.	
Māori Communication Strategy	Communications and Engagement	To develop, support and deliver communications with Māori and raise awareness and embed Māori responsiveness across the council group	Development of an overarching strategic plan to guide all aspects of communication for the council's Māori responsiveness portfolio which is focused on: <ul style="list-style-type: none"> communication and engagement with Māori contribution to Māori well-being Te Tiriti o Waitangi Audit Response Programme co-ordinating a cross-organisational response to Treaty of Waitangi settlements. 	Dec 16
Regional mana whenua kaitiaki forum	Te Waka Angamua	Establishment of the Regional Kaitiaki Forum to support Māori input into decision making.	Establishing the kaitiaki forum, including developing its work programme and communicating its purpose across all CCOs	Dec 16
Mana whenua capability building programme	Te Waka Angamua	Funding to better enable iwi to contribute to council's decision-making processes.	Closing off past years capacity contracts and incorporating learning into this years.	Dec 16
Māori Education and Engagement Plan	Communications and Engagement	To improve the quality of Māori contribution to council decision-making and allows for collective discussion and aids communication and consultation efforts between the council and Māori	Development of a Māori Education and Engagement Plan which includes treaty audit deliverable of a Māori communication strategy.	Dec 16
Nga Kete Akoranga	Te Waka Angamua	To provide learning and development opportunities that build the capability of Council's staff and elected representatives to respond effectively to Māori.	Increasing the reach of Nga Kete by developing and deploying online tools and resources and delivering role-specific training.	June 18
Māori outcomes performance framework	Te Waka Angamua	Development of a framework that includes key performance indicators to enable measurement of the Council's performance in the short to medium term, and which are relevant for a broad	Development and approval of a framework based on a list of Māori responsiveness measures arising from Te Tiriti o Waitangi Response Programme projects containing: <ul style="list-style-type: none"> Context document that will be used for communications and awareness raising Agreed list of indicators and owners 	Dec 16

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Action	Lead	Objectives	Description	Due
		range of stakeholder needs.	<ul style="list-style-type: none"> • Process and participants for delivery • Reporting structure and process 	
Auckland Plan Refresh	Auckland Plan Strategy & Research	Refresh of the Auckland Plan to ensure that it accurately reflects Council's affirmation to Māori as set out in the Governance Statement.	An initial gap analysis has identified the need to seek further feedback from both the Independent Māori Statutory Board and Te Waka Angamua. Aim is to develop a position paper for the Governing Body and Mayor to consider.	June 17
Significance and Engagement Policy	Communications and Engagement	To enable improved engagement with Māori	Complete the communication of the Māori elements of the Significance and Engagement Policy across the organisation including CCOs.	Dec 16

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	July	Quarter One August	September	October	Quarter Two November	December	January	Quarter Three February	March	April	Quarter Four May	June
Māori Centred Engagement and Communication	Significance and engagement policy											
	Māori communications strategy											
	Māori Education and Engagement Plan											
Planning and Policy	Taonga works management policy						Auckland Plan Refresh					
	Te Reo Maori Framework											
	Kaitiakitanga/Natural Resources Policy											
	Protection of sensitive information											
Process	Quality Māori Responsiveness Advice											
	Mana Whenua Participation in Resource Consents											
Information management	Māori Information Portal											
Māori Relationship Management	Mana Whenua Relationship Agreements											
	Regional Mana Whenua Kaitiaki Forum											
	Capacity Building											
Organisational Capability	Māori Capability and Employment											
	Ngā Kete Akoranga - Māori Responsiveness Learning and Development											
Monitoring and Evaluation	Performance Framework											