

Project	Action Group	Rec Number	Recommended Actions	Council Closure Criteria	Completed/On Track/At Risk/Blocked	Lead	Comments
Significance and Engagement Policy	2	6	The communications around the Significance and Engagement Policy should be completed.	A. Publish guidelines and promote Māori elements of the Significance and Engagement Policy to council staff including CCOs	Completed	Communications and Engagement Unit	All closure criteria closed by Waharoa 22/06/17
				B. Programme of workshops and training so that staff understand the policy and how to apply the guidelines	Completed		
Governance Statement	3	8	The Governance statement to affirm Council's position on partnership with Māori, should be updated.	The Governance Statement updated to affirm council's position on partnership with Māori	Completed		Auckland Plan has input from TWA and will reflect Council's affirmation to Maori as set out in the governance statement. However action group wont be formally closed until Auckland Plan is finalised in June 2018
Auckland Plan Refresh			The refresh of the Auckland Plan should ensure that it accurately reflects Council's affirmation as set out in the Governance Statement.	The Auckland Plan accurately reflects council's affirmation to Māori (as a partnership statement) as set out in the Governance Statement		TWA	

Mana whenua participation in resource consents	4	9,22,23,35	<p>The policy for Mana Whenua participation in natural resource management, including the development of strategic and implementation policy guidance to ensure meaningful engagement of Mana Whenua in natural resource decision-making, should be completed.</p> <p>This should include review by TWA to ensure that it includes the principles, rules and guidelines to direct the Council's actions and required criteria for such agreements.</p> <p>This should include recommendations in relation to:  * co-management/co-governance (rec 9)  * joint management agreements (rec 22)  * transfer of powers (rec 23)</p> <p>This policy should be widened to accommodate natural and physical resources.</p>	<p>A robust and relevant framework and policies for Mana Whenua kaitiakitanga in natural resource management, including:</p> <p>a. context document that will be used for communications and awareness raising in respect of each policy, its processes and controls</p> <p>b. agreed list of actions and council owners</p> <p>c. process and participants for delivery and ongoing implementation</p> <p>d. reporting structure, process, controls and operational measures</p> <p>e. operational guidance material on legal frameworks, delegations, insurance, health and safety responsibilities for co-governance entities has been developed.</p> <p>This will form part of the framework.</p>	Partially progressed	CCO	<p>Principal advisor Maori Responsiveness(regulatory) is to report to Waharoa in August 2017 on: key milestones, key deliverables, how policy is to be used, proposed closure criteria and evidence.</p>
				<p>Engagement with mana whenua to get their agreement on the direction and final form of the framework and policies</p>	Partially progressed	COO	
				<p>Final framework document, policies and controls</p>	Partially progressed	COO	
				<p>Communication of the framework, policies and controls</p>	Partially progressed	COO	
Te Reo Framework	5	10	<p>The Te Reo Framework and the Māori Place Names Policy currently under development should be finalised, after engaging with CCOs and Local Boards to ensure a consistent approach.</p> <p>To do this, we suggest this framework and policy (in the format of a discussion document) be shared with Mana Whenua by TWA</p>	<p>Te Reo Framework approved by Council's ELT</p> <p>The Te Reo Framework communicated with Mana Whenua and Mataawaka, and then CCOs and Local Boards</p> <p>Mana Whenua have been consulted on the Māori Place Names Policy and its use</p>	<p>Closed</p> <p>Closed</p> <p>Closed</p>	<p>TWA</p> <p>TWA</p> <p>TWA</p>	<p>Closed by the Waharoa August 2017</p>

				Updated Māori Place Names Policy approved at executive and political levels	Closed	
Taonga Management Policy	6	12	The Taonga Management Policy should be finalised.  <b>Note:</b> The Policy should include principles, rules and guidelines to direct the Council's actions with regard to the management of taonga, to ensure it is properly cared for, used, accessed and protocols respected	Specific definition of what constitutes Taonga	Substantially progressed	TWA
				Communication of policy	Substantially progressed	TWA
						TWA will be reporting to the Waharoa in September 2017 on how Taonga is actively looked after in Council including proposed policy, and plan to communicate the policy.
Protection of sensitive information	7	13	<p><b>A.</b> Clear practice guidance should be developed for the protection and management of sensitive information from Māori.</p> <p><b>B.</b> The practice guidance around the protection and management of sensitive information from Māori should be referenced in the Council's Information Management/Priv Policy.</p> <p><b>Note:</b> This should include principles, rules and guidelines to direct the Council's actions with regard to the protection and management of sensitive information sensitive information from Maori</p>	Internal definition of sensitive information developed being cognisant of Mataranga Māori considerations	Partially progressed	TWA, CPO, COO
				<p>The practice guidance should be developed in conjunction with key Council departments, including TWA</p> <p>This will be a cross council project team</p> <p>Practice guidelines developed jointly with key council departments eg Governance CCOs and Democracy Services, Information Services, Libraries, Resource Consents, Communications</p> <p>Draft practice guidelines (principles, rules and process guidelines and updates to other policies reviewed by Legal and Internal Audit).</p> <p>Draft practice guidelines and other updated policies approved by ELT</p>	Partially progressed	TWA, CPO, COO
				<p>This practice guidance should be communicated with the clear expectation that this is followed</p> <p>Communications action plan including information on the intranet</p>	Partially progressed	TWA, CPO, COO
			Informed by the MRPs, the Māori Information Portal should be completed as a matter of urgency. This portal will be available to the whole Council family and will:	Knowledge management framework drafted to share information to assist Māori input into decision-making and for cross council information sharing with relevant accurate and up-to-date information	Partially progressed	
				Testing of the framework with Tapui Tamaka	Partially progressed	
				Roll-out of the framework to council	Partially progressed	
				Assessment of interface/opportunities offered from wider council work on knowledge management to gather information needs and inform development of the portal	Partially progressed	

Māori Information Portal	10	25,26,29,52,54	Assessment of information within scope and identification of the issues, process and timing to make available	Partially progressed	Communications and Engagement Unit	Comms and Engagement briefed Waharoa and agreed evidential requirements to closure of action group in June 2017. Comms and Engagement scheduled to come back to Waharoa to continue next steps. The intention is to prepare practice guidance over the next 12 months that encompasses ongoing training, communication, engagement and maintenance.	
			Current state analysis - what tools, processes, knowledge do we currently have/where are the gaps	Partially progressed			
			Further development of "Tino" as the information portal	Partially progressed			
			Launch of portal and communications to council	Partially progressed			
			Development and delivery of relevant policies and processes	Partially progressed			
			Explore development of tools for searching and accessing knowledge (e.g. Consolidated Submission Tool)	Partially progressed			
			Development of training materials	Partially progressed			
			Establish and implement a centralised tracking system	Centralised database of mataawaka organisations (see above)			Partially progressed
			Develop systems allowing for information sharing across council	Establish roles and processes in the creation, use and management of knowledge			Partially progressed
				Development of new content			Partially progressed
Enable coordination, collation, recording and sharing of information on Māori values, interests and aspirations	Collation of existing information into accessible format/place	Partially progressed					
Once the portal is established a data cleansing exercise should be undertaken to ensure that the data to be captured into the portal is complete and accurate and reflects both organisation wide and department specific information	Review of Tino content	Partially progressed					
Controls to ensure the accuracy and completeness of data captured/updated from across the organisation should be established	Establish roles and processes in the creation, use and management of knowledge	Partially progressed					
Access to make changes to the data should be restricted to those who require it for the role	Establish roles and processes in the creation, use and management of knowledge	Partially progressed					
Responsibility for the collation and maintenance of information should be allocated	Establish roles and processes in the creation, use and management of knowledge	Partially progressed					
A process for updating information should be developed including triggers for other Council departments and CCOs to notify the portal owner where information changes are identified	Develop processes including controls for data cleansing, accuracy and responsibilities for updating the portal knowledge areas	Partially progressed					
Quality Māori Responsiveness	11	30	Consideration of Māori values, interests and priorities should be addressed as part of policy development and improvements driven from the Quality Policy Advice initiative, in particular the thinking behind the Māori Impact Statements which is as important as the statement itself.	Addressed through existing quality policy advice Māori responsiveness document	Closed	TWA, Operations Hub	This action group is substantially progressed. Quality Policy advice initiative has specifically incorporated the recommendations included in this action group. Maori Impact Statement Training delivered in February to Planning and Operations. Quality Advice Review Panel

Advice			This should also inform further guidance on the use of Māori Impact Statements to report writers and readers	Participant feedback on critical thinking lab workshops relating to Māori and in particular the training on Māori Impact Statements	Closed	TWA	established. Specifically reviewed reports to the Planning and Environmental - focussing on the reports end Maori Impact Statements. Report from panel re assessing progress to be tabled at Waharoa, then the action group can be closed.
			A requirement for specialist review of a sample of Māori impact statements to improve their effectiveness should be established.	Development of quality policy measures for robust Māori Impact Statements Assessment and recommendations on the use of guidance on Māori Impact Statements. If required, updated guidance and best practice examples of writing Māori Impact Statements reflected in training and available on the intranet.	Closed	TWA	
Relationship Agreements	12	31	<p>1. Processes to support the effective management of Memorandums of Understanding, service agreements and co-management/co-governance agreements with iwi should be developed. These should align to policies over these areas. Refer to recommendation 22 - policies supported by procedures</p> <p>2. The contract management system should be adapted to cover both financial and non-financial contract data to assist in the ongoing management of agreements</p> <p>3. The project to develop a Maori Relationships Framework should be completed, including activities to address instances of lost agreements</p>	<p>Establish an operative timeline in managing relationship agreements</p> <p>Identify the most appropriate Council system to assist in the ongoing management of agreements</p> <p>Template to be drafted for approval by Governing Body.</p>	Closed		Process is in place . However to date only 2 relationship agreements have been signed. Audit recommendations are re process. TWA has documented the end to end process such that the action group can be closed by the Waharoa.
	15	39	<p>A relationship framework between council and Māori at a chief-to-chief, governance, service design and operational level across Council should be finalised.</p> <p>This should include the requirement for the relationships between Māori and the Council to be built on respect and mutual understanding of the tikanga of each partner, that is the standing orders of Council as well as the tikanga of Maori communities.</p> <p>This relationship should be reflected in any Memorandum of Understanding or capacity contract that is established between Council and Maori</p>		Closed		Process is in place . However to date only 2 relationship agreements have been signed. Audit recommendations are re process. TWA has documented the end to end process such that the action group can be closed by the Waharoa.

Māori Capability and Employment	13	33	1. Council is aware of the low numbers of Māori cadet, interns and staff generally. Council's ongoing work to investigate, understand and address this situation should continue.	Development of a Māori recruitment strategy (plan) focused on improving the Council Group as an employer of choice to Māori cadets, graduates and staff and operating an enabling selection process with measures	Substantially progressed	People and Capability	Mahi strategy signed off by ELT and joint Governing Body/Independent Maori Statutory Board. Implementation will fall into the Whai Tika workstream of Te Toa Takatini. Communication will occur as part of this workstream over the next 12 months.
			2. Council should refine and finalise the Māori Employment Strategy, the Recruitment Strategy and the underlying frameworks	Develop and implement activities to raise awareness of <b>unconscious bias</b> with assessors, recruitment and hiring managers	Substantially progressed	People and Capability	
				Development of a Māori employment strategy and action plan actions focused on increasing the retention, development and job satisfaction of Māori graduates, cadets, interns and staff	Substantially progressed	People and Capability	
				Run a pilot programme with iwi to identify and bring on board more Māori cadets, interns and staff	Substantially progressed		
				Integration of Māori leadership models into the leadership framework	Substantially progressed		
				Work on updating and improving metrics available and reporting requirements	Substantially progressed		
	Council should implement consistent use of exit interviews to provide feedback into the processes for recruitment and retention	This recommendation is better addressed through incorporation of interviews with past staff as part of research into Māori employment at Auckland Council. This will allow their feedback to be captured within a research process that results in formal advice and recommendations. This was done successfully as part of the Maori employment survey conducted in 2014 and contributed to the insights and recommendations contained in the report	Substantially progressed				
	The good practices and frameworks developed as a result should be shared with CCOs to enable this better practice to be embedded more widely	Action to be confirmed	Substantially progressed				
Mana whenua participation in resource consents	14		The TWA and Resource Consents teams should work together with Mana Whenua to establish monitoring processes for consultation and engagement around consents.	Assessment of issues or potential improvements.	Partially progressed	CCO	Principal advisor Maori Responsiveness(regulatory) is to report to Waharoa in August 2017 on: key milestones, key deliverables, how policy is to be used, proposed closure criteria and evidence.
			Other aspects of recommendation 34 will be addressed through the gathering of data to populate the Maori Information Portal.	Resource consents develop a control to collate and review consultation with Māori on a quarterly basis (supported by TWA and Qaed by Internal Audit)	Partially progressed		
				Assessment of current and potential touch points for mana whenua in relation to resource consent process	Partially progressed		
				Report that analyses and provides recommendations for improvement and development of quality measures	Partially progressed		
		Communications	Partially progressed				
Mana whenua participation in resource consents	20	58	Council to review and respond to the Cultural Impact Assessment project working group issues and recommendations report, including the recommendation to include responding to the weekly applications register and Cultural Impact Assessments in the capacity contracts with Iwi.	Address outstanding issues and recommendations arising from Council/Mana Whenua Cultural Impact Assessment project working group (March 2015)	Partially progressed	CCO	
			Quarterly updates on actions and proposed improvements arising from the regular hui with Mana Whenua (CIA process, weekly applications register and resourcing matters) arising from project working group report and operating new processes.				

			Given the newness of the consenting initiatives established by Council (weekly applications register and Unitary plan) there would be value in engaging with Iwi to determine their effectiveness.  Note: If engagement with Iwi is covered in respect of the Unitary plan by the Max Smitheren report then engagement on the effectiveness of Unitary Plan engagement will not be required.	See above	Partially progressed	CCO and CPO	
Māori Communication Strategy	16	40	To clarify who Mataawaka are, a schedule of organisations that can be used to consult with Mataawaka, and what their role is with regard to Council decision making and consultation should be developed. This schedule should cover: Māori ratepayers and residents, Māori customers, Māori sector businesses.	Develop an up to date database of Auckland Māori ratepayers, residents, customers and sector organisations groups and individuals. "Nga Māori o Tāmaki Makaurau"	Partially progressed	Communications and Engagement Unit	Database of Mataawaka/ Maori community organisations have been developed by TWA. Communication and Engagement have taken responsibility for developing a process and guidelines on inclusion, management, use and protection of the database. C & E working with TWA on internal communications strategy. Timeframe ?
				Develop process and guidelines on the inclusion, management, use and protection of the database information	Partially progressed		
			The schedule should be communicated to those within the Council who are likely to consult with Mataawaka.	An internal communication plan will be developed to promote this tool to all council group staff and the database as well as supporting information will be made available on the intranet	Partially progressed		
			This relationship should be reflected in any Memorandum of Understanding or capacity contract that is established between Council and Mataawaka organisations.	Addressed when any MoU with mataawaka organisations established	Partially progressed		
			A Māori Communications and Engagement Strategy should be developed	Māori Communication and Engagement Strategy specifically targeting Auckland Māori of mataawaka descent developed and communicated within Council	Partially progressed		
Regional Mana Whenua Kaitiaki Forum	18	46,47	The establishment of the Kaitiaki Forum should be completed and its purpose clearly communicated across all CCOs to ensure that there is no unnecessary duplication of similar fora.  The CCO Monitoring Unit should ensure CCOs are aware of the opportunity to leverage this forum as this could increase efficiencies for CCO and Māori engagement and consultation, while also alleviating capacity issues for.  <b>Note:</b> This should not supersede the need for one on one engagement between CCOs and Iwi.	Working with the existing Mana Whenua Kaitiaki Forum that is resourced by Watercare to develop a proposal	Closed	TWA	All actions completed except Communication of Forum. Once Manawhenua chairs approve strategy and workplan, then communication to CCO's that the forum has been established and can be used. This wont occur until the strategy has been signed off by Manawhenua chaClosed by Waharoa in August
				Agree a work programme and resourcing	Closed	TWA	
				Seek endorsement of communication to the CCOs by the Mana Whenua Kaitiaki Forum Chairs.	Closed	TWA	
				Implement the proposal in 2016 if it is endorsed and resourced.	Closed	TWA	
				Communication of Forum	Include CCOs when appropriate in the forum	Closed	

			Complete the Māori Engagement Calendar	Maramataka populated and loaded onto the intranet	Closed	Communications and Engagement	
Capacity Building			The remaining actions in the Capacity Building project should be completed.	Payments made for all 2014/2015 approved reports 15/16 agreements meeting existing criteria are signed All draft 16/17 agreements are updated as per learnings from 15/16	Complete - 17 Feb 2016 Complete - 12 July 2016 Complete - 12 July 2016	TWA	All actions incorporated into the Relationship and Engagement work and communications strategy being developed by Comms and Engagement. (see action group 16 above). Partially commenced.
Māori Education Plan	19	57	The Mataawaka Communication and Education Programme should be developed in consultation with TWA and Iwi	Internal consultation to support development of a Mataawaka Communication and Education Programme to increase Mataawaka understanding and engagement with council Finalise a Mataawaka Communication and Education Programme Support for Māori with training in council language and process, information, expertise and systems Investigate and scope the concept of a 'Mataawaka Forum' The programme will be implemented and will be complemented by an internal and external publicity plan.	Partially progressed Partially progressed Partially progressed Partially progressed	Communications and Engagement and TWA Confirm Owner Confirm Owner Confirm Owner Confirm Owner	
Nga Kete Akoranga	21	59	As a refinement to the current programme, targeted training for Elected Members and key roles (or for clusters e.g. Southern, Central, West, North) should be developed.	Role-specific training planned for: - elected members - Te Kai Te Rangatira - senior managers - technical/professional roles This is part of Kete 3 of Nga Kete Akoranga.	Partially progressed	People and Capability	
			MRPs should be completed, and as part of this 2.1 key roles should be identified in the Council where knowledge of the obligations to Māori is essential, and what training should be mandatory Links to 1. 2.2 the extent of training should be established, leveraging off good working practices such as those in place at Watercare, Regional Facilities Auckland and Auckland Tourism, Events and Economic Development 2.3 attendance should be linked to performance measurement (refer recommendation 60).	The MRP toolkit and QA process will be revised to include both advice on identification of training for key roles and checking as plans go through their QA process.  People and Capability regularly hold sessions with their colleagues from CCOs and actively share their experience and actions.  Training is not mandated as part of the performance management process (apart from health and safety) . The process adopted by council is detailed in the section below.	Partially progressed	People and Capability	
	22	60	Agree the dates for the implementation of the role and function training (via elearning or other), perhaps on a staged basis. 3. Agree specific implementation dates for the Performance Management system change, of which PDP is a part, and for the incorporation of training and awareness key performance indicators into position descriptions, staff performance objectives and broader competency frameworks ensuring alignment of objectives from MRPs, through team to personal.	See above  The People and Capability team will work with Te Waka Angamua to explore Draft new content on Maori Responsiveness knowledge and skills, questions and prompts for addition to positions descriptions, team plans and employee performance goals  Employees in departments with MRPs are encouraged and receive guidance to set goals for their performance and development in line with their team plan Maori Responsiveness goals and deliverables.( in the My Time system ).	Partially progressed Partially progressed	People and Capability People and Capability	



Performance Framework	24	67	The project to develop the monitoring and performance framework should be completed	Development and approval of a framework based on a list of Maori responsiveness measures arising from Te Tititiri o Waitangi Response Programme projects containing: 1. Context document that will be used for communications and awareness raising 2. Agreed list of indicators and owners 3. Process and participants for delivery 4. Reporting structure and process	Substantially progressed	TWA	Performance framework has been developed. In final stages of review. To go to Waharoa for final close of criteria in September.
				Communication of the framework across Council	Substantially progressed	TWA	
			The framework should include key performance indicators to enable measurement of the Council's performance in the short to medium term, and which are relevant for a broad range of stakeholder needs. Note: Key performance indicators currently used in the Annual Plan include: % of Māori residents who feel that they can participate in governing body decision-making % of formalised relationship arrangements between Council and Mana Whenua % of Māori residents who feel that they can participate in local board decision-making % of adopted core strategies, policies and plans that were developed with Māori participation  Other key performance indicators to be considered include: Results of feedback and engagement surveys Number of co-management arrangements % of resource consents demonstrating consultation with Iwi (where appropriate) % of compliant Māori impact statements Quality of Māori impact assessments. (ie. how much of the advice given to the report writer/input received from Iwi is represented in the final report) % staff who have completed training % Māori staff (or tikanga knowledgeable staff)	Considered as part of the framework	Substantially progressed	TWA	