

Waitākere ki tua



**Te Poari ā-Rohe o
Henderson-Massey**
Te Kaunihera o Tāmaki Makaurau



**Te Poari ā-Rohe o
Waitākere Ranges**
Te Kaunihera o Tāmaki Makaurau



**Te Poari ā-Rohe
o Whau**
Te Kaunihera o Tāmaki Makaurau



Waitākere ki tua – An action plan in response to aspirations of west Auckland Māori

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1. Introduction

This guide has been developed from kōrero shared by the west Auckland Māori community through the West Auckland Mataawaka Report, 2014, and the Toitū Waitākere Report, 2017. Its intent is to provide the west Auckland local boards of Henderson-Massey, Whau and Waitākere Ranges, guidance and support to inform decision-making on matters that are important to west Auckland Māori.

The recommendations and actions in this document have been developed from these reports and themed under focus areas which reflect Māori aspirations. This guide is intended to increase opportunities and drive change in council culture and practice to respond to Māori aspirations. Council influences outcomes with Māori through policies, plans and funding, and the various activities it delivers.

This guide aligns with key council strategic documents to maximise alignment to council priorities. The documents are;

- The Auckland Plan 2050
- Whiria Te Muka Tangata, 2014
- Henderson-Massey Local Board Plan 2017
- Waitākere Ranges Local Board Plan 2017
- Whau Local Board Plan 2017

Throughout this document the term 'west Auckland Māori' is used which includes mana whenua, mataawaka and Māori organisations. It is important to note the focus is on Māori who reside in the west local board areas and that a project is underway with local boards and mana whenua of west Auckland to progress council's legal and Te Tiriti o Waitangi commitments through Mana Whenua Relationship Agreements.

The guide is an operational level document intended to enable local boards to better understand and identify opportunities to deliver on improved outcomes for Māori. The guide is intended to influence and drive future business planning, in the areas of engagement and relationships, decision-making, systems and processes, design, capability¹ and capacity building and provision of services.

This document is council's response to the kōrero shared. A parallel piece of work is encouraged for west Auckland Māori to develop its own local voice, a voice that promotes initiatives and grows capacity along a path of its choosing that reflects the aspirations of this guide.

2. Te haerenga - *the journey*

West Auckland has a strong Māori community. This document draws on two key engagement processes with Māori.

¹ Capability refers to the ability of a group to obtain the combination of people, resources, systems and structures necessary to provide goods and services in accordance with the functions of local government.

In 2014, the West Auckland Mataawaka Report and its recommendations was commissioned by the Independent Māori Statutory Board. This produced 16 recommendations to Auckland Council which are reflected in the recommendations and actions in this guide.

In 2017, the Henderson-Massey Local Board commissioned a kaupapa Māori researcher Hāua Partnerships to:

1. Understand Māori aspirations
2. Support strong engagement
3. Build a database of Māori organisations as a platform to communicate opportunities
4. Provide a platform for Māori community to link with Māori centric services

The Toitū Waitākere report was completed after more than 50 face to face interviews and three hui were held at Hoani Waititi Marae. The Toitū Waitākere report is to be shared to support the voices to continue to be heard. An initial database of Māori services and networks was created from information shared and is housed online for all and maintained by Te Whānau o Waipareira Trust.

Both of the reports above were undertaken by Māori leaders in west Auckland who applied a kaupapa Māori methodology and hosted wānanga on marae. This guide aims to honour the process and kōrero by bringing the recommendations of both reports together, so local board decision-making and advocacy reflects Māori community aspirations.

In September 2017, all three west Auckland local boards endorsed the idea of having mana whenua relationship agreements. Council have been working with Te Kawerau Iwi Tribal Authority representatives to progress these agreements.

3. Alignment to strategic documents

Auckland Council recognises its legal obligations and commitments to Māori and to Te Tiriti o Waitangi as a founding document of New Zealand. As such this west approach to Māori responsiveness is in-line with the Auckland Plan 2050 and Whiria Te Muka Tangata 2014.

The Auckland Plan 2050

The Auckland Plan 2050 sets the direction for how Auckland will grow and develop over the next 30 years. This plan has six outcomes:

1. Belonging and participation
2. Māori identity and wellbeing
3. Homes and houses
4. Transport and access
5. Identity and cultural heritage
6. Opportunity and prosperity

This guide strives to realise these outcomes from a Māori perspective with specific attention to Māori identity and wellbeing and focuses on:

1. Meeting the needs and supporting the aspirations of tamariki and their whānau
2. Investing in marae to be self-sustaining and prosperous

3. Strengthening rangatahi leadership, education and employment outcomes
4. Growing Māori inter-generational wealth
5. Advancing mana whenua [and as appropriate Māori community] rangatiratanga in leadership and decision-making
6. Celebrating Māori culture and support te reo Māori to flourish.

Whiria Te Muka Tangata 2014

This Auckland Council Māori Responsiveness Framework was developed to better enable council to identify and progress activities that deliver on the Auckland Plan's outcomes for Māori. It is a core strategic document that outlines our commitment to raise responsiveness to Māori. Three goals identify what the council seeks to achieve through key focus areas:

An empowered organisation

- Focus on staff, senior leaders and elected members building cultural competence, capability and confidence.
- Ensuring policies, strategies and plans effectively consider and support council's obligations and strategic commitments to Māori.
- Improve processes and systems to enable council to achieve outcomes for Māori more effectively and efficiently.

Effective Māori participation

- Focus on building, strengthening and maintaining relationships with Māori at governance and operational levels.
- Ensuring effective Māori participation at key points in the decision-making process.
- Provide shared decision-making opportunities from co-governance and co-management through to opportunities for Māori to determine their involvement on matters of interest to them.

Strong Māori communities

- Focus on effective communication and engagement with Māori.
- Council lead, champion or partner to facilitate opportunities to contribute to Māori well-being and build on Māori capability and capacity.
- Māori see themselves as critical to the ongoing success of Tāmaki Makaurau.
- The focus areas identified later in this guide align to the goals of Whiria Te Muka Tangata.

Local Board Plans 2017

Delivering on Auckland Council's commitment to Māori at a local level is a priority for Henderson-Massey, Waitākere Ranges and Whau local boards.

All three west local board plans 2017 hold a commitment to building strong and meaningful relationships with Māori to ensure that Māori aspirations are understood and a commitment to developing partnerships of mutual respect and openness. This includes a commitment to partner with Māori on shared goals as the local boards develop their work programmes and plans.

4. Ngā hiahia o ngā hapori o Waitākere - west Auckland Māori community aspirations

Bringing together the voices heard and information collated, the following principle and three focus areas reflect the aspirations of west Auckland Māori shared in the Toitū Waitākere report 2017 and the West Auckland Mataawaka report 2014. They have been reflected upon by the three west Auckland local boards of Henderson-Massey, Waitakere Ranges and Whau areas. A pathway of Council collaboration and empowerment has been applied and expressed in an endorsed council action plan.

Whilst this document is a call to action and set of recommendations for local boards, the phrase of *by Māori for Māori* was strongly expressed and heard. It is anticipated that individuals and collectives amongst Māori of west Auckland will find these insights and resources useful as they look to animate and encourage a network that advances their own chosen passions and challenges.

Principle: Whakawhanaungatanga - *Grow respectful and reciprocal relationships*

Connection and engagement with west Auckland Māori must be grounded in the practice of whakawhanaungatanga which is to grow respectful relationships. West Auckland Māori request that the process of engagement be formal and informal, face to face hui, that is reciprocal and focuses on Māori aspirations and potential. Imperative to respectful relationships is early active involvement in local board processes and ensure adequate time for community to undertake a kaupapa Māori process to respond to council requests.

Recommendations

- Develop relationships with Māori and strengthen networks. Agree on shared goals and commit to involving community representatives in decision-making.
- Resource and support Māori throughout engagement. Provide the space, time and relevant information (in appropriate forms) to hold hui throughout the decision-making process. This involves early input into the local board planning process.
- Build cultural capability, competence and confidence of staff and elected members in order to effectively engage with Māori and respond to Māori aspirations.

Focus: Rangatiratanga - *Enhancing leadership and participation*

West Auckland Māori aspire to lead and achieve in their priority areas of placemaking, design, decision-making and Māori development. This includes puritia te mauri or sustaining potential through capacity and capability activities connected to rangatiratanga.

Recommendations

- Support active and diverse Māori participation in decision-making through kaupapa Māori engagement and partnerships. Involve kaumātua and rangatahi and ensure access to appropriate information and resourcing for engagement.
- Provide opportunities to grow community and cultural capacity with a focus on kaupapa Māori, employment and business investment.

- Ensure Māori leadership contributes to the future of west Auckland and provide opportunities for Māori to lead and monitor in priority areas.

Focus: Taonga tuku iho - *Ancestral Māori culture and practices*

Linking to the concept of rangatiratanga, west Auckland Māori seek facilities and services that reflect Māori culture and identity through te reo Māori, tikanga and mātauranga which are to be valued, validated and normalised.

Recommendations

- Co-design services and facilities with Māori and provide opportunities and activities that reflect te reo Māori, tikanga and mātauranga. Consider spaces that support Māori identity and wellbeing such as resource hubs, kaumātua social space, young parents' accommodation and birthing and rehabilitation spaces.
- Prioritise the use of marae (as facilities for community use), education, Kapa Haka and sports.
- Focus on increasing participation through kaupapa Māori practices

Focus: Rangatira mō āpōpō - *Ensuring sustainable futures*

West Auckland Māori are concerned with sustainability and succession planning. The concept of rangatira mō āpōpō highlights that west Auckland Māori want to invest in rangatahi, mātua, pakeke and kaumātua to grow, develop and sustain taonga tuku iho.

Recommendations

- Support Māori medium and immersion education (including kōhanga reo, puna reo and early education) and rangatahi in alternative education. Support kaupapa Māori communities of practice as a forum to engage whānau to develop skills that support tamariki in learning.
- Prioritise rangatahi development in entrepreneurship and rangatahi leadership.
- Ensure the voice of rangatahi, including rangatahi with accessibility restrictions is represented. Consider rangatahi focussed opportunities within the community.

5. Action plan in response to aspirations west Auckland Māori

Principle/Focus area	Proposed actions	Interested parties	Status	Strategic outcomes
<p>Whakawhanaungatanga</p> <p><i>Grow respectful and reciprocal relationships between council and Māori across the west Auckland Māori community.</i></p>	<p>1. Employ a Māori responsiveness broker for the west local boards.</p>	<p>Auckland Council department, community partners</p> <p>Local Board Services People and Capability</p>	<p>What the local boards are currently doing in this space (from 2018/2019 work programmes)</p> <p>This is currently being investigated.</p>	<p>Local Board Plans 2017</p> <p>Great neighbourhoods with strong community connections, capacity and voices.</p> <p>Communities know each other and work together on common interests.</p> <p>Auckland Plan 2050 focus areas</p> <p>Advance mana whenua (and as appropriate Māori community) rangatiratanga in leadership and decision-making</p>
	<p>2. West local boards host six monthly hui with the Māori community to support whakawhanaungatanga.</p>	<p>Local Board Services</p>	<p>To be progressed.</p>	
	<p>3. West local boards prepare annual reports on Māori responsiveness in the area.</p>	<p>Local Board Services</p>	<p>To be progressed.</p>	
	<p>4. Progress the Mana Whenua Relationship Agreements.</p>	<p>Te Waka Anga Mua Te Kawerau Iwi Tribal Authority</p>	<p>This is underway.</p>	
	<p>5. Strengthen relationships with Te Whanau o Waipareira. Host a west local board hui to formally recognise their contribution to our communities.</p>	<p>Te Whanau o Waipareira Local board members Local Board Services</p>	<p>Is a relationship to build upon To be progressed.</p>	

Principle/Focus area	Proposed actions	Interested parties <i>Auckland Council department, community partners</i>	Status <i>What the local boards are currently doing in this space (from 2018/2019 work programmes)</i>	Strategic outcomes
	6. Strengthen relationships with Hoani Waititi Marae.	Hoani Waititi Marae Local board members	Is a relationship to build upon Specific items to be progressed	
	7. Hold local board business meetings on Hoani Waititi Marae.	Local Board Services		
	8. Grow relationships with kura at Hoani Waititi Marae including supporting rangatahi development and local environmental action.			
	9. Host council civic ceremonies at Hoani Waititi Marae.	Hoani Waititi Marae Local Board Services Council events team	To be progressed.	

Principle/Focus area	Proposed actions	Interested parties	Status	Strategic outcomes
<p>Rangatiratanga</p> <p><i>Enhance Māori leadership, sustain their potential and early participation in areas of:</i></p> <ul style="list-style-type: none"> • <i>Placemaking</i> • <i>Design</i> • <i>Decision-making</i> • <i>Māori development</i> • <i>Capacity and capability building</i> 	<p>1. Resource three hui per year on topics of importance for the Māori community.</p>	<p>Auckland Council department, community partners</p> <p>Local Board Services</p>	<p><i>What the local boards are currently doing in this space (from 2018/2019 work programmes)</i></p>	<p>Local Board Plans 2017</p> <p>Great neighbourhoods with strong community connections, capacity and voices.</p> <p>Communities know each other and work together on common interests.</p> <p>Auckland Plan 2050</p>
<p>2.</p>	<p>3. Local boards will actively request and monitor early involvement with Māori on work programme items.</p> <p>4. Work programme lines clearly identify opportunities for Māori engagement and show how projects respond to Māori aspirations.</p> <p>5. Waitākere ki tua will be circulated to council staff as a tool to use when developing departmental work programmes.</p>	<p>Local Board Services</p> <p>Council departments</p>	<p>Waitākere Ranges Local Board supports the engagement of Māori, including the young people, in place-making projects such as community parks development, community places programming.</p>	<p>Advance mana whenua and, as appropriate, Māori community rangatiratanga in leadership and decision-making.</p>

Principle/Focus area	Proposed actions	Interested parties	Status	Strategic outcomes
	6. Local boards support relationships across the Māori community.	<i>Auckland Council department, community partners</i>	<p><i>What the local boards are currently doing in this space (from 2018/2019 work programmes)</i></p> <p>Whau Local Board recently supported the formation of a kaumātua group.</p> <p>Whau Local Board supported the establishment and further development of the Whau kaumātua roopu.</p> <p>Kelston Deaf Education Centre Marae project has support from Whau Local Board towards the opening of the marae.</p>	
	7. Promote the grant rounds to local Māori by advertising through the Māori database and other avenues detailing the dates and processes for grant applications.	Local Board Communications		
	8. Expand the community governance training programmes already provided and the opportunity to cater it to the Māori community (by Māori for Māori).		<p>Henderson-Massey Local Boards fund MPHS who offer governance modules for the community.</p> <p>All three west local boards fund Community Waitākere to provide training courses around leadership.</p>	

Principle/Focus area	Proposed actions	Interested parties	Status	Strategic outcomes
	9. Support sports and recreation to increase initiatives designed to increase Māori wellbeing.	Auckland Council department, community partners Parks, Sports and Recreation	<i>What the local boards are currently doing in this space (from 2018/2019 work programmes)</i> Waitākere Ranges Local Board support sport and recreation initiatives designed to get residents active in parks. It is planned to restart the mahi by Sport Waitakere in raising recreation participation rates.	
	10. Support and enable increased involvement and direction setting of mana whenua and mataa waka in west Auckland.	Local Board Services	Waitākere Ranges Local Board currently partner with mana whenua and mataawaka organisations to support collaborative projects that respond to Māori aspirations. Whau Local Board fund Community Waitākere to coordinate community leadership programmes, providing community capability building programmes and development in leadership and governance training.	

Principle/Focus area	Proposed actions	Interested parties	Status	Strategic outcomes
	11. Continue to contribute to and promote events such as wānanga, Kapa Haka, Matariki and te reo Māori.	Auckland Council department, community partners Events (ACE) department	<p><i>What the local boards are currently doing in this space (from 2018/2019 work programmes)</i></p> <p>All three west local boards contribute to funding te ao Māori celebrations with events and programmes including regionally coordinated and promoted programmes: Te Tiriti o Waitangi, Matariki and Māori Language Week. Engaging with Iwi and Māori organisations. Whakatipu i te reo Māori - champion and embed te reo Māori in our libraries and communities.</p> <p>Māori naming of parks and community facilities under Te Kete Rukuruku.</p>	

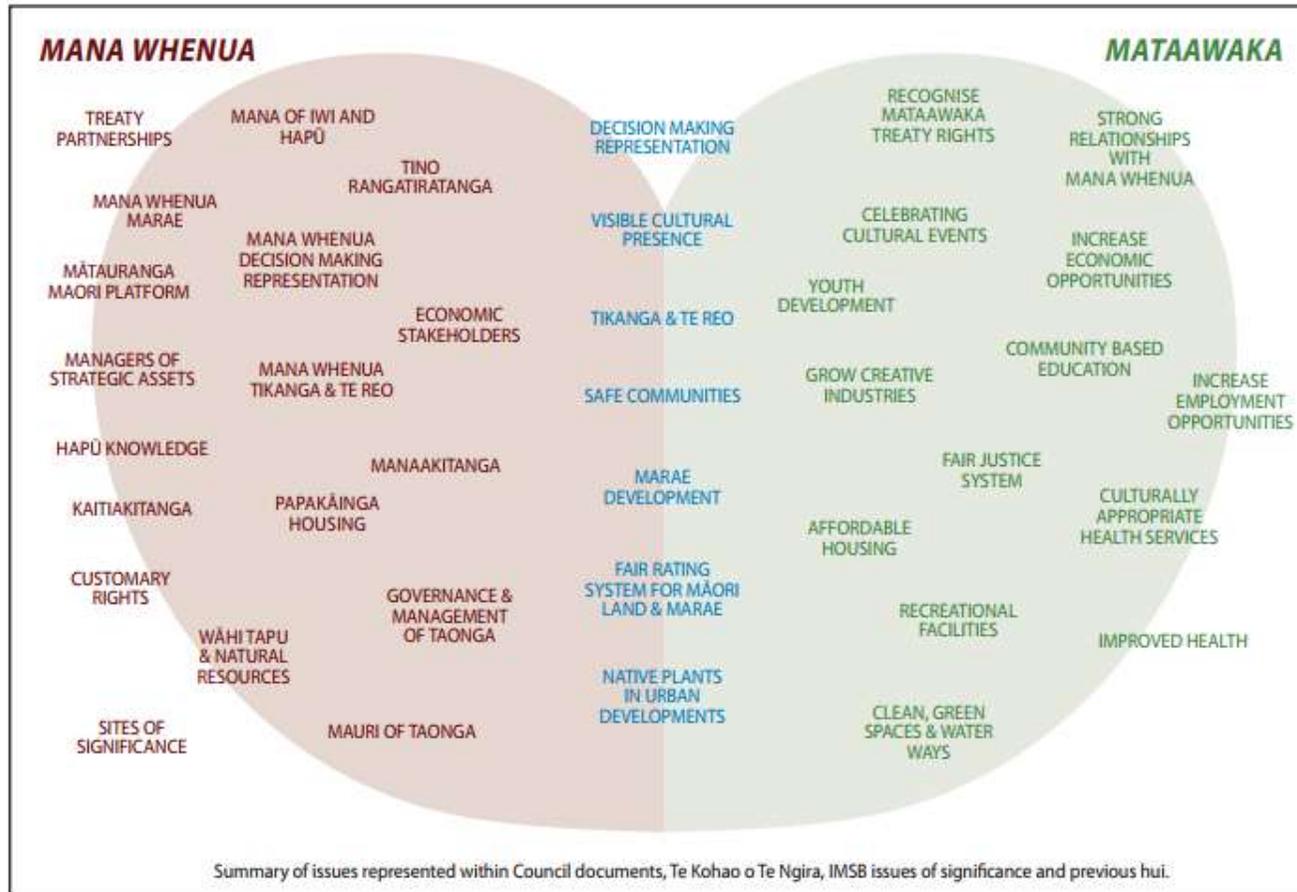
Principle/Focus area	Proposed actions	Interested parties	Status	Strategic outcomes
<p>Taonga tuku iho</p> <p><i>Ancestral Māori culture and practices are reflected in the following ways:</i></p> <ul style="list-style-type: none"> • Facilities • Services • Te Reo • Tikanga (practices) • Matauranga 	<p>1. Establish locally focused training and development opportunities for local board members and staff in kaupapa Māori with a commitment to increase cultural competency.</p>	<p>Auckland Council department, community partners</p> <p>Local Board Services</p> <p>Te Waka Anga Mua</p>	<p><i>What the local boards are currently doing in this space (from 2018/2019 work programmes)</i></p> <p>The three west local boards currently contribute to funding the Community Waitakere Resource Centre's core activities including Open Door Days at Hoani Waititi marae and other Māori organisations.</p> <p>Cultural heritage interpretation initiatives across the west.</p> <p>Whau Local Board supports Te Ara Reo & Tikanga classes at Kelston Hub, including locally led Matariki celebrations, events and activities.</p> <p>Support building local capacity in the traditional knowledge of practices and uses relating to harakeke (HMLB).</p>	<p>Local Board Plans 2017</p> <p>Our heritage is known, protected and our stories are shared.</p> <p>Community facilities are vibrant and welcoming places at the heart of our communities.</p> <p>People experience local arts and culture, and recognise our heritage.</p> <p>Our community spaces, parks, sports and recreation facilities meet local needs and are easy to get to.</p>
<p>Rangatira mō āpopo</p> <p><i>Ensuring progression, sustainability and succession planning for:</i></p> <ul style="list-style-type: none"> • Rangatahi • Mātua 	<p>1. The local boards create and take opportunities for relationship development and awareness of interest of Māori youth across west Auckland.</p> <p>2. Local Boards promote their role and become a gateway for advocacy issues including housing, education, health etc. (for example wānanga development).</p>		<p>A potential for Youth Voice (local neighbourhood youth initiatives) to expand into this space.</p>	<p>Local communities feel good about where they live.</p> <p>Auckland Plan 2050</p>

Principle/Focus area	Proposed actions	Interested parties	Status	Strategic outcomes
<ul style="list-style-type: none"> • <i>Pakeke</i> • <i>Kaumatua</i> 	<p>3. Implementation of The Western Initiative (TWI) with its focus on Māori economic development.</p>	<p>Auckland Council department, community partners</p> <p>Local Board Services</p> <p>ATEED</p> <p>The Western Initiative team</p>	<p>What the local boards are currently doing in this space (from 2018/2019 work programmes)</p> <p>TWI team currently being established in council.</p>	<p>focus areas</p> <p>Celebrate Māori culture and support te reo Māori to flourish</p>

Principle/Focus area	Proposed actions	Interested parties	Status	Strategic outcomes
	4. Support Māori youth leadership programmes across the west local boards.	<p>Auckland Council department, community partners</p> <p>Arts, Culture and Events department.</p> <p>Wider Māori Community.</p> <p>16</p>	<p><i>What the local boards are currently doing in this space (from 2018/2019 work programmes)</i></p> <p>The leadership focus is currently on Māori youth;</p> <p>Ngā Kawa o Tangaroa Tikanga – Dive Programme delivered by Te Whanau Waipareira Trust.</p> <p>Youngatira/Rangatahi – Māori youth leadership delivered by Te Whanau Waipareira Trust.</p> <p>Ranui 135 oversees projects for youth around employment.</p> <p>Community Waitakere offer leadership skill training to give people confidence and tools to plan and lead projects in their communities such as place making or environmental projects.</p> <p>Youth Voice is a youth-led organised by youth run from MPHS, Ranui Action Project and Massey Matters.</p> <p>Fund youth providers, including Te Kura Kaupapa Māori o Hoani Waititi Marae, to facilitate placemaking, place activation or environmental projects that are led and delivered by young people.</p> <p>Whau Local Board supports the Whau youth providers network, Whau youth board and Generation Ignite to enable youth development, leadership and locally led outh initiatives.</p>	

Attachment two - Determining relevance to Māori by issue

To assist in knowing who to engage with on any issue, the IMSB was required, under the Local Government Act 2009, to produce a schedule of issues of significance to Māori in Auckland. They undertook this last in 2011 and the diagram below provides an overview of issues identified as significant to Māori.



6. Reference links

Auckland Plan 2050 summary

https://acintranet.aklc.govt.nz/EN/planspoliciesreports/plans/aucklandplan/Documents/Auckland%20Plan%202050_A3%20Summary.pdf

Auckland Council 10 year Budget (Long-term Plan) 2018 – 2028 Volume One: Overview

<https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/budget-plans/our-10-year-budget/Pages/10-year-budget-2018-2028-volume1.aspx>

Local Board Plans:

Henderson-Massey Local Board Plan 2017

<https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/local-boards/all-local-boards/Documents/henderson-massey-local-board-plan-2017.pdf>

Waitākere Ranges Local Board Plan 2017

<https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/local-boards/all-local-boards/Documents/waitakere-ranges-local-board-plan-2017.pdf>

Whau Local Board Plan 2017

<https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/local-boards/all-local-boards/Documents/whau-local-board-plan-2017.pdf>

7. Glossary

Haerenga

Hui

Iwi

Kapa haka

Kaumātua

Kaupapa Māori

Kōhanga reo

Kōrero

Mana whenua

Marae

Mataawaka

Mātauranga

Mātua

Pakeke

Puna reo

Journey

Verb, to assemble or meet.

Noun, a gathering or meeting.

A number of hapū (section of a tribe) related through a common ancestor

Māori cultural group, Māori performing group

Elderly man, elderly woman. A person of status within the whānau, hapū, iwi

Maori approach or customary practice which incorporates the knowledge, skills, attitudes and values of Māori society

Māori language preschool

Narrative, story, discussion, conversation, information.

Hapū and iwi with ancestral relationships to certain areas in Tāmaki Makaurau where they exercise customary authority

Courtyard - the open area in front of the whareniui, where formal greetings and discussions take place. A term often used often to include the complex of buildings and spaces around the marae

Māori who live in Auckland and are not in a mana whenua group

Māori knowledge and expertise

Parents

Adult, grown-up

Māori early childhood centre

Rangatahi	Youth, younger generation
Rangatiratanga	There are two components; <ol style="list-style-type: none"> 1. Chieftainship, right to exercise authority, chiefly autonomy, chiefly authority, ownership, leadership of a social group, domain of the rangatira, noble birth, attributes of a chief. 2. Kingdom, realm, sovereignty, principality, self-determination, self-management - connotations extending the original meaning of the word resulting from Bible and Treaty of Waitangi translations.
Tāmaki Makaurau	The Māori name for Auckland. Translates to Tāmaki desired by many
Tamariki	Children
Taonga tuku iho	A treasure passed down through the generations, either tangible (e.g. whenua) or intangible (e.g. Te Reo Māori)
Te reo Māori	The Māori language
Te Tiriti o Waitangi	The Treaty of Waitangi which is the document upon which the British and Māori agreed to found a nation state and build a government
Tikanga	Correct procedure, custom, lore, method, way, plan, practice, convention, protocol. The customary system of values and practices that have developed over time and are deeply embedded in the social context
Wānanga	Verb, to meet and discuss, deliberate, consider Noun, seminar, conference, forum, educational seminar
Whānau	Extended family, family group, a familiar term of address to a number of people. Also the primary economic unit of traditional Māori society
Whakawhanaungatanga	Process of establishing relationships, relating well to others

