

# Kia Ora Tāmaki Makaurau

A framework to measure Māori wellbeing outcomes and performance for Tāmaki Makaurau





# 1 Introduction

Māori identity and culture are Auckland’s unique point of difference in the world. Whānau, hapū, iwi and Māori communities aspire to have healthy and prosperous lives and have defined mana outcomes – the areas that matter most to whānau, marae, iwi, and communities – that will support and progress towards these aspirations.

Auckland Council Group’s previous framework, The Māori Responsiveness Framework, focused on strengthening the organisation’s capacity to engage with Māori entities to serve the needs of the Māori community.

# 2 Purpose of the Framework

The Māori Outcomes Framework - *Kia Ora Tāmaki Makaurau* is an evolution of the Māori Responsiveness Framework. It is a performance measurement framework and named for its overall outcome: holistic wellbeing for Tāmaki Makaurau. The Framework supplements the responsiveness approach to be relevant to the expectations and aspirations of Māori under the Treaty of Waitangi.

The Framework aligns the mana outcomes that Māori have identified as mattering most for them, with the 10 strategic priorities agreed to as part of the 2018-2028 Long Term Plan.

It then outlines the practical steps to deliver on priority-aligned Māori outcomes, by identifying focus areas where the council can best influence and direct resources for consistent delivery.



This outcomes-based approach shifts the council’s focus from internal responsiveness to the delivery of priorities to benefit Māori. However, a focus on responsiveness will continue through the development of Māori Responsiveness Plans in each of the council’s directorates, under the leadership and support of their Māori Outcome Leads.

The 10 priorities of the Māori Outcomes Framework will be delivered through the development of work programmes to become business as usual under the Long-Term

Plan. Ultimately, the council by addressing the needs of Māori, in particular, will benefit the community of Tāmaki Makaurau as a whole.

### 3 Developing the Framework

To respond effectively to the needs and aspirations of Mana Whenua and Māori communities, the Framework needs to reflect te ao Māori, be informed by mātauranga Māori and be Māori-centric. To enable this, it was developed, first, by consulting Māori evaluation experts and completing desktop reviews of mātauranga Māori approaches to outcomes measurement (including other Mana Whenua and Māori community outcomes and wellbeing frameworks).

Its development also involved hui, wānanga and kōrero with Mana Whenua and Māori communities. These kōrero remain ongoing.

The implementation of the Framework requires:

- Integrated collaboration within the council organisation
- Evaluation of the council's Māori responsiveness approach to date
- Kōrero with the council's subject matter experts and staff
- Working relationship with the Independent Māori Statutory Board.

This work has informed the Framework's conceptual foundation and Mana Outcomes. The council's objectives were then developed to align with these outcomes.

### 4 Conceptual Foundation

The research informed the Framework's conceptual foundation, which reflects both the relationship between Māori and Council, and the outcomes and objectives that provide the basis for that relationship. The Framework is based on four key principles.

#### Principle 1: Ora I Te Tuatahi

*The connection of all things in Tāmaki Makaurau*

- Wellbeing needs to be the ultimate outcome of the Māori-Council relationship.
- Wellbeing is considered in relation to Te Tātai, the interconnectedness of *Te Ira Atua* (primal ancestors), *Te Ao Tūroa* (the natural world) and *Te Ira Tangata* (humanity)

#### Principle 2: Mana Māori Motuhake

*Māori identity and Māori wellbeing*

- Mana Whenua and Māori communities have the *mana* to determine the outcomes – what matters most – for Māori in Tāmaki Makaurau.
- Māori outcomes need to be informed by the direct, lived experiences of mana whenua and Māori communities.

- It is useful if they align with the council's existing long-term priorities for Māori
- The outcomes need to reflect the broad domains of Te Ao Māori in Tāmaki Makaurau.
- The Framework needs meaningful indicators that support Mana Whenua and Māori community aspirations and development.

The council needs to maintain ongoing working relationships with Mana Whenua and Māori communities to maintain their relevance, in order to keep this a living document.

### Principle 3: Me Mahi Tahī Tātou

We work together towards wellbeing outcomes

- The council group needs to work closely with Mana Whenua and Māori communities to do the mahi (the work) to drive and deliver on outcomes.
- Auckland Council divisions, departments and Council Controlled Organisations (CCOs) take ownership of specific Mana Outcomes and develop objectives, with work programmes, to deliver against the Mahi Objectives.

We will measure the performance of the council group, department and CCO to deliver against their Mahi Objectives and contribute towards Mana Outcomes.

### Principle 4: Kia Ora Tāmaki Makaurau

Wellbeing for Māori is wellbeing for all Tāmaki Makaurau

- Driving positive outcomes for Māori will contribute to the positive social, cultural, economic, and environmental outcomes for Tāmaki Makaurau and Aotearoa.
- Positive Māori outcomes can be achieved with Mana Whenua and Māori, community leadership and the council support.

To drive positive Māori outcomes effectively and efficiently, we can collaborate with broader participants in the Tāmaki Makaurau ecosystem, including central government, Non-Government Organisations, private sector organisations, tertiary institutions, and communities.

## 5 Integrated Wellbeing

Kia Ora Tāmaki Makaurau focuses on holistic wellbeing. Kia Ora Te Tātai refers to the way wellbeing is dependent on being in balance and connected to the Tāmaki Makaurau ecosystem. The interconnectedness and interdependencies of the spiritual, natural, and human aspects of Tāmaki Makaurau need to be considered as Mana Whenua, Māori communities, the council and others drive Māori outcomes.

### Aspirational Outcome: *Kia Ora Te Tātai*

The interconnections of all things – spiritual and physical - within the Tāmaki Makaurau ecosystem is acknowledged, maintained, and enhanced.

Māori view the world as a dynamic and complex ecosystem of interconnections and interdependencies. Experts recite the whakapapa (genealogy) of people, birds, fish, trees and the weather to explain the relationships between all things and to place themselves within the world. Humans not only depend on ecosystems, but they also influence them.

*Kia Ora Te Tātai* emphasises the wellbeing of the ‘connections’ within the ecosystem as much, if not more than that ecosystem’s components.

#### **Kia Ora Te Ira Atua (Primal Ancestors)**

Ira Atua refers to spirituality, wellbeing, and sacredness of Atua Māori (Māori deities). As with all parts of the ecosystem, Māori and other humans are a living connection to primal ancestors, the gods, and the universe. We are born with Ira Atua.

*Kia Ora Te Ira Atua* signals the acknowledgement and nurturing of this spiritual connection in all we do.

#### **Kia Ora Te Ao Tūroa (Natural World)**

Te Ao Tūroa refers to the environment – natural and built. It maintains that the interconnection between humans and the environment is fundamental for wellbeing and is the basis for human survival. It also promotes intergenerational equity; one generation ensures natural resources remain in as good a condition or better for the next.

*Kia Ora Te Ao Tūroa* emphasizes the human connection to our environments and the need to provide for this connection.

#### **Kia Ora Te Ira Tangata (Humanity)**

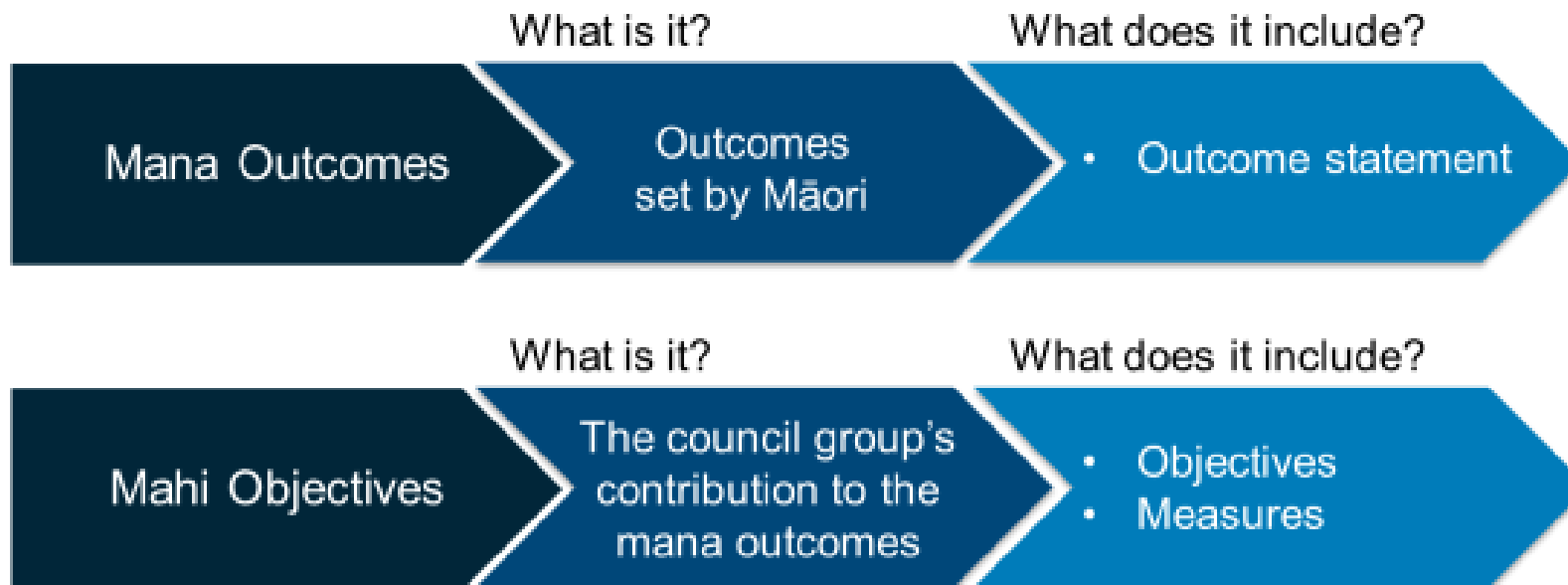
Te Ira Tangata is one of three essences with which we’re born. Every living thing is part spirit and part animate. For humans, te ira tangata is the animate part. It links all humans with each other, and it links one generation to the next.

*Kia Ora Te Ira Tangata* requires us to ‘keep well’ our connections within us, with each other, and with generations before and after.

## 6 Structure of the Māori Outcomes Framework

The 10 Priorities of the Māori Outcomes Framework have titles in te reo Māori, provided by the Mana Whenua Kaitiaki Forum. Each priority is stated as a Mana Outcome and includes an outcome statement. Each Mana Outcome is connected to a Mahi Objective to define what the council will do to contribute to delivering the outcomes. The Mahi Objectives include performance measures.

### Mana outcomes and mahi objectives



## 7 Māori Outcomes Performance Measurement Framework

	<b>Mana outcomes statement:</b>	<b>Mahi objective:</b>	<b>Measures:</b>
<p><b>Kia ora te Kāinga</b> Papakāinga and Māori Housing <i>Led by Regulatory Services</i></p>	<p><b>Whānau Māori live in warm, healthy and safe homes. Housing options meet the individual and communal needs of whānau in Tāmaki Makaurau</b></p> <p>Public sector, iwi and communities work together to ensure Māori housing is fit-for-purpose</p>	<p>The council group supports Māori housing and papakāinga aspirations through providing expert advice, appropriate investment and improved associated infrastructure.</p>	<ul style="list-style-type: none"> <li>• Number of Māori organisations and trusts supported to progress Māori housing and papakāinga development.<sup>1</sup></li> <li>• Number of consents issued that support Māori housing, papakāinga and marae infrastructure.<sup>2</sup></li> <li>• Number of cultural values assessment (CVA) requests.<sup>3</sup></li> </ul>
<p><b>Kia ora te Umanga</b> Māori Business, Tourism and Employment <i>Led by ATEED</i></p>	<p><b>Intergenerational wealth is created through a thriving Māori economy</b></p> <p>Māori businesses and iwi organisations are significant drivers of a thriving economy in Tāmaki Makaurau. Innovation and enterprise are key elements of Māori success and hallmarks of Māori development.</p> <p>The Māori economy in Tāmaki Makaurau sees hapū and iwi endure through intergenerational approaches to investment outcomes.</p>	<p>The council group supports a resilient and regenerative Māori economy by supporting economic opportunities for Māori businesses and iwi organisations.</p>	<ul style="list-style-type: none"> <li>• Number of Māori businesses involved in social procurement opportunities of the council group.<sup>4</sup></li> <li>• Number of businesses that have been through an ATEED programme or benefited from an ATEED intervention.<sup>5</sup></li> <li>• Number of initiatives supported by LTP Māori Outcomes fund that contributes to Māori economic development<sup>6</sup></li> </ul>

<sup>1</sup> Existing Long-Term Plan (LTP) and Independent Māori Statutory Board (IMSB) Values Report – kaitiakitanga fig.14

<sup>2</sup> Proposed

<sup>3</sup> Proposed

<sup>4</sup> Proposed

<sup>5</sup> Existing LTP and IMSB Values Report – Kaitiakitanga fig.18

<sup>6</sup> Proposed



	<b>Mana outcomes statement:</b>	<b>Mahi objective:</b>	<b>Measures:</b>
<p style="text-align: center;"><b>Kia ora te Marae</b>                      Marae Development                      Led by Customer &amp; Community Services</p>	<p><b>Marae are centres of excellence for whānau Māori and have an abundant presence in communities</b></p> <p>Marae in Tāmaki Makaurau aspire to be self-sustaining and thriving. They provide a cultural connection and space to practice kaitiakitanga for Mana Whenua and Māori communities. Mana Whenua marae carry the responsibility of ahikā; mataawaka marae manaaki whānau and the community.</p> <p>Marae offer services that contribute to and support whānau and community wellbeing, such as civil defence centres, kōhanga reo and early childhood education. Marae often deliver a range of health, education and social services. Marae have a leadership role to manaaki and foster whanaungatanga for Māori and the wider community, this requires appropriate resource and support</p>	<p>Invest in marae to be self-sustaining and thriving hubs for Māori and the wider community.</p>	<ul style="list-style-type: none"> <li>• Number of mana whenua and mataawaka marae that receives support to renew or upgrade marae infrastructure.<sup>7</sup></li> <li>• Māori Outcomes funded investment in marae.<sup>8</sup></li> <li>• Number of consents issued that support marae infrastructure.<sup>9</sup></li> </ul>

<sup>7</sup> Existing LTP and IMSB Values Report – Kaitiakitanga fig.4

<sup>8</sup> Proposed

<sup>9</sup> Proposed

<b>Kia ora te Reo</b> Te Reo Māori <i>Led by Governance</i>	<b>Mana outcomes statement:</b>	<b>Mahi objective:</b>	<b>Measures:</b>
	<p><b>Ko te reo Māori te mauri o te mana Māori</b></p> <p>Te reo Māori is an official language in Aotearoa New Zealand and fundamental to a thriving Māori identity for Tāmaki Makaurau. Investment and support are needed to create opportunities to see, hear, speak and learn te reo Māori.</p> <p>A bilingual Tāmaki Makaurau can be demonstrated through signage, heard on modes of transport and reflected on media platforms. Widespread commitment to increase fluency in day to day usage of te reo will ensure this taonga tuku iho (legacy) flourishes for generations to come.</p>	<p>The council group supports te reo Māori to be seen, heard, spoken and learned throughout Tāmaki Makaurau</p>	<ul style="list-style-type: none"> <li>• Number of reo Māori or bilingual signs e.g. Parks, facilities and Local Board offices.<sup>10</sup></li> <li>• Number of translation requests.<sup>11</sup></li> <li>• Reo Māori public announcements e.g.transport routes/stations, public facilities, service centres.<sup>12</sup></li> <li>• Percentage of actions in Te Reo Action Plan that are implemented (proposed)</li> <li>• Ratio of reo Māori to English content on Council's internal and external web. <sup>13</sup></li> </ul> <p>(Note: see Empowered Organisation for a measure on learning te reo Māori)</p>
<b>Kia ora te Ahurea</b> Māori Identity and Culture <i>Led by Chief Planning Office</i>	<b>Mana outcome statement:</b>	<b>Mahi objective:</b>	<b>Measures:</b>
	<p><b>Tāmaki Makaurau is rich with Māori identity and culture.</b></p> <p>Mana whenua identity and Māori culture are Auckland's point of difference in the world – they advance wellbeing and prosperity for Māori and benefit all Aucklanders. Their uniqueness is underpinned by the many iwi and hapū whose mana extends over Tāmaki Makaurau and who are valued for the kaitiakitanga and manaakitanga roles they hold toward all who live and visit here.</p>	<p>The council group reflects and promotes Māori culture and identity within the environment, and values mātauranga Māori</p>	<ul style="list-style-type: none"> <li>• Number of sites of significance included in notified plan changes.<sup>14</sup></li> <li>• Number of events and programmes supported by the council group that showcases Māori identity and culture in Tāmaki Makaurau.<sup>15</sup></li> <li>• Council group investment in tohu tangata whenua in Tāmaki Makaurau.<sup>16</sup></li> </ul>

<sup>10</sup> Proposed

<sup>11</sup> Proposed

<sup>12</sup> Proposed

<sup>13</sup> Proposed

<sup>14</sup> Proposed

<sup>15</sup> Proposed variation of IMSB Values Report – Wairuatanga fig.7

<sup>16</sup> Proposed variation of IMSB Values Report – Wairuatanga fig.2

<b>Mana outcome: Kia ora te Whānau</b> Whānau and Tamariki Wellbeing <i>Led by Customer &amp; Community Services</i>	<b>Mana outcome statement:</b> <b>Empowered whānau Māori across Tāmaki Makaurau</b>  Whānau are resilient, confident and successful. Investment is needed to support the aspirations of whānau Māori. Investing in the future of whānau is vital to advancing Māori wellbeing.  Nearly a third of Auckland Māori are under the age of 15, and their wellbeing is intricately interwoven with that of their whānau.	<b>Mahi objective:</b>  The council group will enable whānau Māori to experience relevant and welcoming public facilities and services. It will support Maori-led services where appropriate.	<b>Measures:</b> <ul style="list-style-type: none"> <li>Percentage of tamariki Māori using the council group's services is greater than or equal to the Māori population average.<sup>17</sup></li> <li>Number of grants that support whānau and tamariki wellbeing.<sup>18</sup></li> </ul>
	<b>Mana outcome statement:</b> <b>Rangatahi Māori realise their potential</b>  Māori youth have opportunities to become leaders. They have an important role in contributing to Auckland's present and future. To enable their participation in leadership roles and political decision-making, they need access to relevant education and support to pursue meaningful careers that contribute positively to Auckland now and in the future.	<b>Mahi objective:</b>  Rangatahi Māori of Tāmaki Makaurau are supported in career development and participate meaningfully and effectively in decision-making processes.	<b>Measures:</b> <ul style="list-style-type: none"> <li>Number of Māori youth employed in Auckland Council Group.<sup>19</sup></li> <li>Number of Māori youth on Auckland Council Group's decision-making forums.<sup>20</sup></li> <li>Percentage of rangatahi Māori accessing Auckland Council Group's youth career and development programmes.<sup>21</sup></li> </ul>

<sup>17</sup> Proposed<sup>18</sup> Proposed<sup>19</sup> Existing IMSB Values Report – Rangatiratanga fig.4<sup>20</sup> Existing IMSB Values Report – Rangatiratanga fig.4<sup>21</sup> Proposed

<p><b>Kia ora te Taiao</b> Kaitiakitanga <i>Led by Infrastructure and Environmental Services</i></p>	<p><b>Mana outcome statement:</b></p> <p><b>Mana whenua exercise kaitiakitanga of te taiao in Tāmaki Makaurau</b></p> <p>Mana whenua actively exercise kaitiakitanga in Tāmaki Makaurau. Kaitiaki provide an aligned approach to remediate, protect, and enhance the mauri of these treasured environments for present and future generations. Embedding these concepts into our thinking and design supports a focus on the interrelationship between the natural environment and people.</p>	<p><b>Mahi objective:</b></p> <p>Māori exercise tino rangatiratanga and kaitiakitanga through Te Tiriti based relationships with the council group, to enhance the mauri of te taiao.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Auckland Council Group investment into transformational activities that contribute to Māori environmental outcomes.<sup>22</sup></li> <li>• Number of initiatives with Māori which protect and improve the environment, improve water quality, and reduce pollution.<sup>23</sup></li> </ul>
	<p><b>Mana outcome statement:</b></p> <p><b>Mana whenua and Māori are active partners, decision-makers and participants alongside Auckland Council Group</b></p> <p>Mana whenua are partners under Te Tiriti o Waitangi and exercise rangatiratanga in Tāmaki Makaurau. Establishing partnerships with Mana Whenua and Māori in Tāmaki Makaurau allows the council to meet its commitments under Te Tiriti o Waitangi.</p>	<p><b>Mahi objective:</b></p> <p>Mana whenua and Māori are active partners and participants at all levels of the council group’s decision-making.</p>	<p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Percentage of adopted core strategies, policies and plans incorporating Māori outcomes or developed with Māori participation.<sup>24</sup></li> <li>• Percentage of Māori governing body and local body members, relative to the Tāmaki Makaurau Population.<sup>25</sup></li> <li>• Percentage of Māori residents who feel they can participate in Auckland Council decision-making.<sup>26</sup></li> </ul>
<p><b>Kia ora te Hononga</b> Effective Māori Participation <i>Led by Governance</i></p>			

<sup>22</sup> Existing IMSB Values Report – Kaitiakitanga fig.25

<sup>23</sup> Proposed

<sup>24</sup> Existing LTP

<sup>25</sup> Existing IMSB Values Report – Rangatiratanga fig.6

<sup>26</sup> Existing LTP and IMSB Values Report – Rangatiratanga fig.8

<p><b>Kia Hāngai te Kaunihera</b> An Empowered Organisation <i>Led by People and Performance</i></p>	Mana outcome statement:	Mahi objective:	Measures:
	<p><b>The council group achieves outcomes and benefits for and with Māori</b></p> <p>The council group has legal and treaty obligations to deliver on Māori outcomes. It needs policies that support effective Māori participation and enables the council to meet its legislative and Te Tiriti derived obligations. An empowered organisation also needs processes that enable Māori to participate meaningfully in council matters, particularly those that support the development of strong, thriving and flourishing Māori communities.</p>	<p>The council group fulfils its commitments and legal obligations to Māori derived from Te Tiriti o Waitangi and has the capability to deliver Māori outcomes.</p>	<ul style="list-style-type: none"> <li>• Māori Outcomes LTP fund is fully allocated each financial year.<sup>27</sup></li> <li>• Percentage of council employees in permanent roles who identify as Māori.<sup>28</sup></li> <li>• Percentage of council staff in senior leadership positions who identify as Māori.<sup>29</sup></li> <li>• Number of staff and elected members that participate in council supported Māori and Te Tiriti learning programmes.<sup>30</sup></li> <li>• Percentage of IMSB treaty audit recommendations closed.<sup>31</sup></li> </ul>

<sup>27</sup> Proposed

<sup>28</sup> Existing IMSB Values Report – Rangatiratanga fig.7

<sup>29</sup> Proposed

<sup>30</sup> Proposed

<sup>31</sup> Proposed

