

KĀINGA STRATEGIC ACTION PLAN

a plan to improve housing outcomes for Māori in Tāmaki Makaurau

NEWSLETTER MAY 2019:

Summit 19, implementation of the Kāinga plan, Te Tiriti activations, and some change already in motion

Tēnā koutou

Auckland Māori Housing Summit 2019

Date: 14 May 2019, 10AM – 4PM

Venue: Vodafone Events Centre, 770 Great South Rd, Manuaku

The summit is an opportunity to discuss housing issues for Māori in Tāmaki Makaurau, and hear from key sector representatives. It supports the implementation of the Kāinga strategic action plan.

Invitations have been sent to our project stakeholders but this is also a public event so feel free to share this information. For seating and catering purposes RSVPs are requested from all individuals planning to attend - patai@imsb.maori.nz.

The Kāinga strategic action plan includes actions and activity designed to deliver against a range of strategic drivers (these are listed in the left hand columns of the table on the following page). Leading up to the summit we will be finalising a series of updates describing our activity relating to each of the strategic areas.

We will be leading out with updates on **Homelessness** and analysis of **government's existing strategic documents and approaches**, in early May.

Kāinga strategic action plan project update – Summit 2019; what are the issues?

Leading up to Summit 2019 we will be providing information and sharing the questions we are asking - and unlocking - as we work to implement the Kāinga strategic action plan. Over the last 9 months this project has aimed to create a meaningful action plan based on the 'dual lens' – promoting te Tiriti outcomes, and strengthening *kāinga* outcomes for whānau.

Dropping down from the dual lens the plan sets out six 'Key Targeted Directions' complimented by nineteen 'Headline Outcomes'. The actions are the engine room and provide the detail on what the plan calls for, promoting te Tiriti and the need for improved whānau outcomes.

Summit 2019 offers the chance to reflect on what has been achieved over the last year, and how our current activity fits back into the strategic framework of the plan.

In the process of implementation each action requires agreement, negotiation, and buy-in from various parties and the act and outcome are shaped by that process, so there is a degree of change and modification. In fact sometimes the answer is 'no': one lesson is that what we do with a 'no' matters more than what we do with 'yes' – sometimes 'no' provides space for innovation, for re-thinking... space even for a better option to emerge.

The following table sets out current **Activations**, tied back to the Kāinga plan's strategic framework.

Kāinga strategic action plan – strategic framework			Implementation: A run-down on current activations **	
Dual lens - driver	Key targeted directions	Headline outcomes		
Te Tiriti	Reflecting Te Tiriti Expressing partnership with iwi and Māori	Te Tiriti o Waitangi: Te Tiriti role improved housing outcomes – Ministerial and Crown accountability, legislation	UDAS	<ul style="list-style-type: none"> Assoc. Min. Housing (Māori) role established – work to share, discuss, leverage delegations Engagement with MHUD shaping Māori capability, & State Services Commission re CEO performance Endorsement (partial) of Kāinga plan achieved with Ministers Planning input to Select Committee on UDA legislation/implementation – focus on Treaty partnership Calling for Treaty/Human rights based National Housing Strategy and deeper housing system insights
		Iwi interests - partnership in strategy, policy, governance & co-governance, UDAs	UDA	<ul style="list-style-type: none"> Seeking co-governance in UDA framework and promoting public sector direct relationships with iwi Promoting AKL Māori Housing Commission for regional view & location for expertise or Māori CHP
		Papakāinga - communicate AKL opportunities		<ul style="list-style-type: none"> Mid to long term planning to enable iwi papakāinga in AKL – inc on general land Advocacy to council and advice to TPK on papakāinga on general land provisions under Unitary Plan
Kāinga - Whānau focused strategies, navigators and brokers promoting kāinga outcomes	Ending homelessness	Social housing - supply increased, tenure security Accelerating development	UDAS	<ul style="list-style-type: none"> Promoting Te Ao Māori view in options to address homelessness Leveraging and scaling up marae innovations and progress in housing services Supporting and participating in <i>Kia Whai Kāinga Tātou Katoa</i> multi-agency cross sector project Advocating for Unitary Plan change to inclusionary zoning (devs over x units inc affordable supply) Taking a social outcomes view to promote getting scale and provision right in big AKL developments
		Influencing Auckland Housing Programme – policy and planning		<ul style="list-style-type: none"> Reviewing Ministry of Housing and Urban Development strategic directions Reviewing outcomes drivers for HNZ and HLC, seeking options to leverage finance and land
	Tailored housing/finance products	Community housing promoted & supported; shared equity – accessible products	UDAS	<ul style="list-style-type: none"> Endorsement of Kāinga plan sought - sector providers Support for KiwiBuy campaign & CHA 2019 conference, and strategic approach to sector advocacy Advocating for Unitary Plan change to inclusionary zoning
	Skilled profs for housing outcomes	Housing navigators & brokers empowered to promote outcomes & leverage expertise Financial leverage – leverage Māori assets		<ul style="list-style-type: none"> Promoting Auckland Māori Housing Commission as location for housing expertise or Māori CHP Supporting development of a curriculum or syllabus to build expertise – first modules delivered this year Monitoring government in-house work programme on Māori financing options
	Public/council land for housing	Reserves and marae – opening up land		<ul style="list-style-type: none"> Promoting Auckland Māori Housing Commission to take up opportunities passed over by iwi Endorsement of Kāinga plan sought from Auckland Council Planning Committee Input into Panuku housing mix (tenure) guidance paper

** The 'activations' in the right hand column are not a list of the actions in the action plan, but a brief indication of what we are actually doing or what has happened in each field of interest.

Te Tiriti targets and outcomes: supporting partnerships and strengthening opportunities

Te Tiriti lens: the plan focuses on partnership in the area of housing, where the government is investing in housing construction and land development, and in housing outcomes. The plan says the basic rule of thumb is partnership, but as a te Tiriti outcome that partnership must be in decision making, not just in developments.

Iwi in Tāmaki Makaurau have their own relationships with the Crown in relation to both Te Tiriti and housing. The Kāinga plan seeks to reinforce those relationships while also proposing a practical approach to improving outcomes for all Māori.

Activations: the threads, actions, and activations within this ‘lens’ of the plan are largely about Te Tiriti and the manner in which government (as the Crown) progress, planning, and policy, adequately reflect te Tiriti obligations.

Three key areas of work in this area are (1) mechanisms for public sector CEO accountability for Māori outcomes, (2) Housing and Urban Development Authorities as opportunities to implement te Tiriti partnership, and (3) considering regional leadership on housing matters in Tāmaki Makaurau in the search for catalysts of change.

1. Action 1 in the plan is about improving the performance measures of relevant public sector CEOs to include measures relating to te Tiriti and housing outcomes for Māori

The Kāinga strategic action plan calls for relevant CEOs held to account for the Te Tiriti obligations of the Crown. In recent history, while the Crown (Parliament, Cabinet, and Governor General) have been settling Treaty matters and being held accountable, Crown agencies like Ministries still fail to make a dent in critical social outcomes for Māori – such as over-representation among homeless or over-representation in the prison population.

Agencies are resourced to address these issues and are therefore accountable for these outcomes, and they are not making a mark. We want to understand what drives an agency CEO, and put measures in place to make a change.

2. Housing and Urban Development Authority (HUDAs [UDAs]¹) developments are coming to a mega-site near you - legislation is expected in Parliament around June this year

Fast and strategic housing development in Auckland is critical, but Te Tiriti and whānau outcomes are equally important. Planning for long-term social outcomes can deeply alter the development proposition through some form of Social Return on Investment analysis, and in reference to the global movement ‘The Shift’ calling on states to prioritise whānau outcomes over financial barriers. We are asking When? How? And by who?

¹ Legislating for an Urban Development Authority – often referred to as a ‘UDA’ - has been discussed for some years as a response to New Zealand’s housing circumstances. The government has now established the new Ministry of Housing and Urban Development – referred to as ‘HUD’ or ‘MHUD’, highlighting a global move to integrated planning for housing and urban space. In accordance with this, it is likely that a UDA in New Zealand will be called a Housing and Urban Development Authority – ‘HUDA’.

Iwi and other Māori entities will *partner* with the Crown on specific developments, but does this commercial partnership outcome reflect a Te Tiriti partnership and fulfill the Crown's obligations?

Treaty partnership is about decision making 'at the top table', so this legislation is critical as is implementation by the Ministry of Housing and Urban Development – the government's new housing 'policy shop'. We anticipate the Ministers will provide a significant update on the development of this new agency and its role at the summit.

How, specifically, will the 'HUDA' deliver housing outcomes for Māori? There is a real grey area here: will the default be 'through iwi', and if so how will this be resourced and expressed?

3. The Tāmaki Makaurau context - who's in charge; who has the power to deliver change?

Looking across the major public sector players in housing in Tāmaki Makaurau today, leadership diversity is limited. There are few Māori in governance roles on the boards of Housing New Zealand or Whānau Whenua Kāinga (HLC), or in leadership roles in the Ministry of Housing and Urban Development.

This is both a Te Tiriti issue as discussed above, but also begs the question 'where will sustainable systemic change with lived experience outcomes come from if leadership remains the same?' Is it a case of hoping for different outputs while using the same inputs?

Between Ministers Twyford and Mahuta an exemplar model has emerged with Minister Mahuta being elevated to the role of Associate Minister, and indeed in the way these two individuals and Ministers interact – there appears to be equity and parity, respect and commitment. Again, the working model at the Crown level needs to flow down.

Outcomes for Māori – changes already locked-in

2018 saw the approval of significant Cabinet Papers stating the government is committed to mainstream government programmes delivering outcomes for Māori, *and* additional targeted Māori programmes ([Māori Interests](#)) ([Govt strategic direction](#)).

The establishment of the Associate Minister Housing (Māori) role in 2018 was a significant step. The Ministerial delegations provide specific direction to the appointed Minister on what is expected by cabinet or senior Ministers. The delegations for this role are really positive and undoubtedly influenced by concerted advocacy from a range of ropū Māori ([Ministerial delegations](#)):

Leadership on issues related to:

- *a Maori Housing Strategy (including the development of a Maori Housing work programme spanning urban and rural housing);*
- *the provision of appropriate housing for whanau/Maori;*
- *supporting Maori home ownership initiatives and partnership opportunities;*
- *ensuring Maori whanau housing is appropriately catered for in Urban Development Authority initiatives;*
- *Maori access to, involvement and investment in, government funded and supported housing initiatives;*
- *Papakāinga and Maori community housing developments;*
- *local government interface with Maori and iwi;*
- *procurement policies to enhance Maori community development*

Minister Nanaia Mahuta has been appointed to this role. It is largely up to us now as Māori and as the community to speak to the Associate Minister in this role, call for specific action that brings these delegations to life, and create context for accountability. The demise of these delegations will come through failure to test them, stretch them, and utilise them.

2018 also saw the establishment of the Ministry of Housing and Urban Development (referred to either as MHUD or HUD), which sees itself as an agency of change, and has now finalised its formal [Strategic Intentions](#) which include these statements suggesting an appetite for action and change:

THE GOVERNMENT'S PRIORITIES ARE:

1. **building affordable housing** through KiwiBuild, to support the creation of thriving, sustainable communities that provide housing choices to meet a wide range of needs
2. establishing an urban development agency with the appropriate tools, so New Zealand cities can make room for growth
3. increasing **public housing supply**
4. **ending homelessness**, supported by additional investment in transitional housing and Housing First
5. progressing the Urban Growth Agenda, to drive changes to planning systems
6. modernising the residential tenancy rules to **enable greater security of tenure**...
7. **achieving equitable housing outcomes for Māori**, with an immediate focus on addressing barriers to building on Māori land, **ensuring Māori benefit from KiwiBuild**, and **improving rural and substandard housing**....

The document also says:

The purpose of our organisation and the reason why our people come to work every day is because we want to create **“thriving communities where everyone has a place**

to call home.” This means that:

- ›› we are **focusing not just on housing, but on communities** where people can live, work and play
- ›› **we are seeking to achieve outcomes for everyone living in New Zealand, and we recognise that everyone needs and deserves a home**
- ›› we recognise that a home is not just a house – it is a place that is suitable, stable and secure, and provides a foundation for people to pursue their aspirations.

Proof will be in action and innovation, but these formal sources of government direction are positive.

At their greatest, these set a powerful direction for improved housing outcomes for Māori which are already underway with bolstered funding to Housing First, continued innovation with marae and others in Emergency Housing, and accelerating construction.

At the very least they provide a starting point and some accountability to answer the challenging questions of “How?” and “When”?...

What's next?

Summit 2019 provides the chance to ask and explore those questions, with government and others.

As a community we have the opportunity to shape policy direction and public sector action leading toward outcomes, as has happened over the last year. At the summit it can go up another gear.

A key move in this area is information sharing. This is a long newsletter, but there is a lot to share. Cabinet papers, delegations, and strategic intentions can seem like recycling fodder, but they hold the key to holding the government accountable. We know there is a whole world outside government, but this information needs to be shared, discussed, and used to inform discussion at the summit; **used for good.**