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## 1. HE KŌRERO WHAKATAKI

*Ehara i te mea ko ngā pātū me ngā paepae ngā mea hanga ai te kāinga, engari ko ngā tūmanako me ngā moemoeā o te iwi*

*Ko tēnei mea te kāinga, ehara i te whare noa iho*

*He ruruhau; he manaaki tāngata; he mana motuhake, kōia tēnei ko te Kāinga*

“It’s not about walls and beams; it’s about hopes and dreams.

It’s about our hopes and dreams for our whānau, starting with a roof over our heads”

– Tony Kake, Independent Māori Statutory Board Member and CEO Papakura Marae, speaking at the Auckland Māori Housing Summit.

The Hon Phil Twyford and the Hon Nanaia Mahuta also said at the Auckland Māori Housing Summit:

(The importance of housing is) Not only the shelter of a house, not only the walls and the beams,

... but the certainty of belonging that comes with stability and a place you can call your own

- Hon Phil Twyford

(we are) talking about *housing* rather than bricks and mortar, as *kāinga*... *kāinga* gives you a sense of place and a sense of belonging ...it also connects to who we are as people because we know more than ever before, if we take *kāinga* as the

reference point...that gives us a sense of identity and belonging

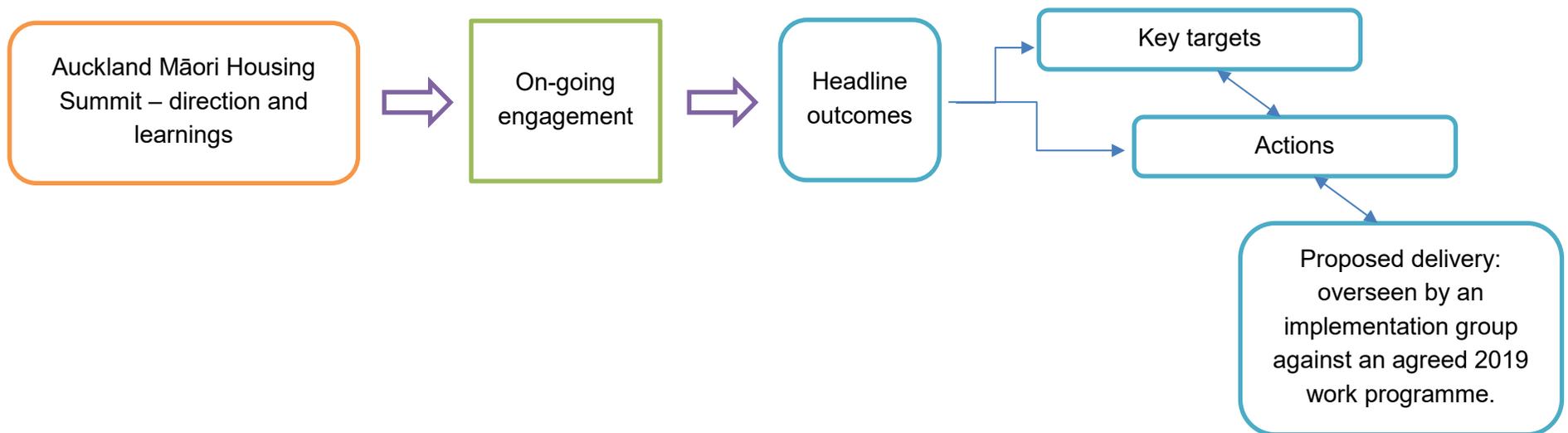
– Hon Nanaia Mahuta

## Context

This strategic action plan has been developed in response to the call made at the Auckland Māori Housing Summit for an action plan to improve housing outcomes for Māori in Auckland. It has been developed with the key support of Te Matapihi, and in collaboration with a range of stakeholders including whānau and community. It proposes a range of actions and suggests action holders from community to government, based on existing roles and responsibilities.

Kāinga is the concept on which this strategic action plan is founded. The emphasis is on people and whānau and their wellbeing. Next is shifting mindsets including government policy; and finally bricks and mortar options and solutions.

## Structure of this plan



## 2. KEY TARGETED DIRECTIONS

To promote housing outcomes for Māori this strategic action plan has identified the following key target areas:

1. **Whānau focused strategies, navigators and brokers**
  - Services to support whānau, navigate systems and process, and access resources;
2. **Skilled professionals in housing** with expertise in facilitating and achieving housing outcomes for Māori
  - Supporting iwi and whānau through professional standards and a training curriculum relating to housing for Māori;
3. **Tailored housing and finance products meeting the need of Māori whānau:**
  - Shared equity, progressive ownership models resourced and fit for purpose for Māori whānau
4. **End homelessness;**
  - Based on a Te Tiriti o Waitangi and human rights based approach to national housing strategy and related approaches
5. **More Auckland Council land and Crown land**
  - Utilised for quality and accessible affordable housing
6. **Measurement and indicators**
  - These drive outcomes relating to Māori values and experiences, and the social function of housing

### 3. HEADLINES

<i>Iwi, Māori, community focused and facing headlines (service oriented)</i>	
1	<b>Whānau focused strategies:</b> Identify ways to communicate better with whānau and support whānau better through housing information and experiences
2	<p><b>Housing navigators and brokers:</b> Establish Māori housing navigators/brokers who are able and empowered to support Māori at any stage of housing need or aspirations</p> <ul style="list-style-type: none"> <li>• curriculum: establish a curriculum and training programme to develop navigators/brokers; trained experts to guide Māori in achieving their housing aspirations</li> <li>• location: ensure this expertise is located in the community, with iwi, marae and NGOs, and there is corresponding expertise and experience within government agencies and advising them at a senior level</li> <li>• cooperation: provide for sharing and development of this expertise through secondment and professional development opportunities to create a viable recognized community of practice</li> </ul>
3	<p><b>Homelessness:</b> Continue to identify and grow funding and programme delivery options and opportunities to better serve Māori and whānau in need</p> <ul style="list-style-type: none"> <li>• align with and promote <i>Kia Whai Kāinga Tātou Katoa</i> Auckland Council's cross sector homelessness planning</li> </ul>
4	<b>Leveraging expertise:</b> Increase housing expertise and capability across and within the Crown (including the new Ministry of Housing and Urban Development), Auckland Council and Māori entities by seconding staff/officials to and from such organisations
5	<b>Papakāinga:</b> Continue work to better understand and communicate about papakāinga opportunities in Auckland
6	<b>Community housing:</b> Māori supporting and participating in the future of community housing delivery in Aoteroa; lower barriers to registration Community Housing Regulatory Authority (CHRA); consider a purpose designed Māori Housing Regulatory Authority (MHRA); increase number of registered Māori Community Housing Providers in Auckland; shared equity – products which appeal and are more accessible to Māori
<i>Shared headlines</i>	
7	<b>Te Tiriti o Waitangi and human rights:</b> Develop a shared approach to housing and housing advocacy based on Te Tiriti and human rights standards and obligations
<i>Crown and government focused headlines (service and construction oriented)</i>	
8	<p><b>Ministerial and Crown agency accountability:</b> Require that measurable housing outcomes for Māori be included in key performance indicators for Chief Executive Officers (CEOs) of relevant Crown entities</p> <ul style="list-style-type: none"> <li>• Ensure Māori capability in Ministry of Housing and Urban Development</li> <li>• Establish a Māori housing measure (Government Kāinga performance measure) to enable measurement and evaluation, and help define and achieve success</li> <li>• Government commitments to service development, responsiveness and growth (to be specified)</li> <li>• Iwi and hapū able to utilise these measures in auditing Crown Treaty compliance in housing provision</li> </ul>

9	<b>Mana Whenua interests, investment and development:</b> Support and empower Mana Whenua. Consider ways to promote partnership with Mana Whenua in strategy, policy, governance and co-governance, and housing development and services including by building on existing models
10	<b>State housing:</b> Identify opportunities including: <ul style="list-style-type: none"> <li>• supporting intergenerational tenants in empowering ways</li> <li>• target and plan for, and achieve real sustainability of State social housing stock to maintenance and adequate development to meet our human rights obligations</li> <li>• sale or transfer to iwi, providers, and other entities; and</li> <li>• design and build of Māori friendly housing</li> </ul>
11	<b>HLC (Homes, Land, Community) portfolio:</b> Influence and shape HNZ and government policy that guides or directs HLC and new Urban Development Authority master-planning approach, and explore opportunities to increase, capture and highlight Māori outcomes opportunities
12	<b>Urban Development Authorities (Housing Commission):</b> Promote effective decision-making and progress reflecting Māori aspirations
13	<b>Procurement:</b> Explore options and opportunities relating to Crown and Auckland Council procurement in housing development and housing related services
<i>Development and planning focused</i>	
14	<b>Legislative settings and policy:</b> Ensure that relevant legislation is enabling and identify policy setting tweaks including through a legal opinion/review
15	<b>Māori housing development on general land:</b> Apply papakāinga provisions to general land owned by Māori (include general land not owned by Māori)
16	<b>Reserves and marae:</b> opportunities to utilise reserves where marae are located and adjoined to marae. Enable housing development including, as/if necessary, establishing workable co-governance arrangements between the council/ Māori and Crown/Māori
17	<b>Accelerating development:</b> Bring more funders to the table quickly (including shared equity partners), e.g., driving enabling variations of the Unitary Plan. Include consideration of prefabrication as an <i>accelerator</i>
18	<b>Financial leverage:</b> Commission research and <i>paint the picture</i> of the high number of Māori-owned freehold properties in Auckland to illustrate the leverage potential of Māori

## 4. ACTION PLAN

### Crown Entities and Government Agencies:

Action	Proposed action owner based on existing roles and responsibilities	Collaboration Partner(s)
<b>SERVICES: Promoting whānau outcomes through improvements to services and systems</b>		
<p>1. Require inclusion of measurable housing outcomes for Māori amongst the key performances indicators (KPIs) for Chief Executives of all relevant Crown entities and Government agencies to drive improvements to service delivery for outcomes for Māori, including but not limited to:</p> <ol style="list-style-type: none"> <li>a) Treasury</li> <li>b) Housing NZ (HNZ); and by connection</li> <li>c) Homes Lands Community (HLC)</li> <li>d) Ministry of Housing and Urban Development (MHUD)</li> <li>e) Ministry of Social Development (MSD)</li> <li>f) Ministry of Business, Innovation and Employment (MBIE)</li> <li>g) Te Puni Kōkiri (TPK)</li> </ol> <p>The KPIs will include measures that demonstrate how government perspectives on housing are shifted from viewing Kāinga as a capital value to a social function, highlighting:</p> <ul style="list-style-type: none"> <li>• Te Tiriti o Waitangi as a framework to understand the provision of adequate housing to Māori on an equitable basis;</li> <li>• United Nations declarations and New Zealand commitments regarding the rights of indigenous peoples, the right to adequate housing, and relevant UN advice to the government of New Zealand.</li> </ul> <p>2. In accordance with this, the community identifies and proposes the establishment of the role of <b>Associate Minister of Housing</b> as the principal government role overseeing and promoting housing outcomes for Māori, with specialized ring-fenced capacity and resources available - in the current government held by the Hon. Nanaia Mahuta.</p>	Cabinet	State Services Commissioner, Te Puni Kōkiri (TPK), Te Matapihi

Action	Proposed action owner based on existing roles and responsibilities	Collaboration Partner(s)
3. Establish <i>Kāinga Ora</i> <sup>1</sup> service hubs of wrap-around social services for emergency, transitional and social housing developments including on marae.	MSD	Māori social services providers
4. Establish a Housing Commission to pursue, improve and achieve housing outcomes for Māori in Auckland including: <ul style="list-style-type: none"> <li>a) A mandated role working with MHUD, HNZA and HLC</li> <li>b) A mandated role to work on behalf of iwi in Auckland and for the benefit of Māori in Auckland</li> <li>c) Supporting and identifying service requirements in Auckland</li> <li>d) The role of developing and providing affordable housing options for Māori in Auckland</li> <li>e) The power to aggregate land and undertake development through either a direct negotiating mandate or UDA legislation</li> <li>f) The opportunity to catch land and development opportunities relating to Council land from Panuku, Crown land not purchased through the Tamaki Collective carousel, and other Crown and Council land identified as non-service or surplus, on behalf of Auckland Māori</li> <li>g) Leveraging Crown financing and funding opportunities such as the sale of Crown land directly for Māori outcomes and build and extract value for Māori and for whānau outcomes</li> <li>h) Accessing, holding and facilitating access for Māori to HLC KiwiBuild properties to ensure KiwiBuild delivers housing outcomes for Māori, and negotiating such terms</li> <li>i) Acting as a regional one stop shop on housing outcomes for Māori and linking closely with MHUD and TPK housing resources and capacity</li> <li>j) Providing a location for expertise in housing outcomes for Māori</li> <li>k) Authority to deliver the newly developed curriculum to develop expertise in housing outcomes for Māori</li> <li>l) Enabling the provisions of the Māori Housing Act 1935</li> <li>m) Direct advocacy to government and council on Māori housing outcomes and issues</li> </ul>	Cabinet	MHUD
5. Establish co-governance as the basis for structuring and mandating UDAs in New Zealand. Establish co-governance based Urban Development Authority or authorities (UDA) reflecting Te Tiriti and actions above, and enabling land to be aggregated, infrastructure to be optimized and provided, and development to occur at appropriate and sufficient scale	Ministry of Housing and Urban Development (MHUD)	Te Matapihi, Mana Whenua, TPK

<sup>1</sup> *Kāinga Ora* is a suite of social services provided by MSD-accredited social services providers designed and delivered around the concept of *kāinga*

Action	Proposed action owner based on existing roles and responsibilities	Collaboration Partner(s)
<p>a) <b>In addition to co-governance of the UDA(s) ensure Mana Whenua are included in planning and implementation, and enabled to participate in the UDA in a range of ways</b> including commercial opportunities, and continue to have rights to input and respond to plans and consenting in accordance with current rights, and Te Tiriti o Waitangi</p>		
<p>6. Establish and resource a Māori Housing Centre for Auckland that:</p> <ul style="list-style-type: none"> <li>a) Supports the Housing Commission</li> <li>b) Assists Māori to navigate housing support and development opportunities</li> <li>c) Enables and supports Māori NGOs to provide housing broker services</li> <li>d) Acts as a single regional point of contact for Māori wanting to build kāinga on their land, or explore and achieve other housing outcomes</li> <li>e) Develops and advocates policy solutions to increase the rate of kāinga development and other housing outcomes for Māori</li> <li>f) Works with Te Matapihi, HNZ, HLC, developers, communities and other stakeholders to realise Māori aspirations for affordable and social housing and to support the Auckland Housing Programme</li> <li>g) Provides financial literacy services relating to housing</li> </ul>	Ministry of Housing and Urban Development (MHUD)	Te Matapihi, Auckland Council, Māori NGOs
<p>7. Ensure that Ministry of Housing and Urban Development (MHUD) is skilled in Māori housing and has the capacity to become the recognised leader in government on housing outcomes for Māori, housing development for Māori, services, and issues. MHUD to:</p> <p>Second expertise in housing outcomes for Māori into MHUD's leadership structure including, for instance, from Te Matapihi.</p> <p>Establish a unit in MHUD<sup>2</sup> with expertise, relationships and experience to deliver housing outcomes for Māori within the role of MHUD.</p>	Cabinet	MHUD, Te Matapihi
<p>8. Establish and resource a curriculum and training programme to develop brokers to guide Māori establishing kāinga and fund the establishment of housing brokers in Māori NGOs.</p>	Ministry of Housing and Urban Development (MHUD)	Industry Training Federation, CHA, Māori NGOs, Māori Land Court, EY Tahī, Te Matapihi, Te Tumu Kāinga

<sup>2</sup> The scope and role of this unit to be proposed in this action plan may be informed by the Ernst and Young (EY Tahī) Māori Housing Finance Options (August 2018) policy paper

Action	Proposed action owner based on existing roles and responsibilities	Collaboration Partner(s)
9. Research and develop measures and services to support intergenerational tenants of state housing to establish their tenure in their home as Kāinga consistent with the recent progressive home ownership consultation advice.	MHUD	Te Matapihi, TPK
10. Establish agreed protocols for the provision of emergency housing and transitional housing by Māori providers and Mana Whenua as appropriate that are consistent with the kaupapa <i>Kāinga</i> . <ul style="list-style-type: none"> <li>Review the definition of homelessness in regard to related services to ensure the definition and its implications are fit for purpose for service providers</li> </ul>	HNZC	HLC, Community Housing Aotearoa, Māori providers
11. Develop, implement and circulate a work programme to respond to the policy paper on financial instruments for development on Māori land ( 2018).	MBIE, MHUD, TPK	TPK, EY Tahi
12. Review the CHRA registration requirements and process, which have both been identified as a barrier for Māori organisations, and amend to ensure they are fit for purpose for Mana Whenua, other Māori and Māori organisations.	MBIE, Te Matapihi	CHA CHRA
13. Support the development to the stage of registration of an additional three Māori organisations in Auckland as Class 1: Social Landlord social housing providers during 2019.	MHUD, CHRA	Te Matapihi, Māori NGOs, Community Housing Aotearoa
<b>MINDSET CHANGE: Driving outcomes change through strategic planning, actions and transparency</b>		
14. Develop and consult on an effective <b>National Housing Agenda</b> to set the agenda for housing aspirations and direction, provides a context for identifying, evaluating, understanding New Zealand's Housing System. <ol style="list-style-type: none"> <li>the <b>Housing Agenda</b> provides an agreed set of national expectations for housing provision and the housing system at large.</li> <li>investigate and illustrate the <b>New Zealand Housing System</b>, which acts as both a service and delivery identification model, and a gap analysis.</li> </ol>	Cabinet	Public sector
15. Develop a public <b>National Housing Strategy</b> with Te Tiriti and the human right to adequate housing at its centre and a clear identification of and response to the housing needs and aspirations of Māori; <ol style="list-style-type: none"> <li>ensure all agencies with housing responsibilities have a public 'sub-strategy' which, demonstrates clear links to the national strategy and guides their internal responsibilities and activities</li> </ol>	Cabinet, and agencies with housing responsibilities	Public, State Services Commissioner, Te Puni Kōkiri (TPK), Te Matapihi

Action	Proposed action owner based on existing roles and responsibilities	Collaboration Partner(s)
b) establish a process for regular and timely public review led by an independent panel of the National Housing Strategy including against outcomes achieved and significant changes in the housing system or market		
16. Promulgate an agreement which promotes the future of social housing in New Zealand in accordance with a National Housing Strategy and the role identified for social housing in meeting our Te Tiriti and human rights obligations by: <ul style="list-style-type: none"> <li>a) ceasing the application and use by HNZC of deferred maintenance as a tool relating to the management of national social housing stock, to ensure our housing stock occupied by our most vulnerable citizens is properly maintained in perpetuity; and</li> <li>b) requiring on-going development of effective measurement of current demand for social housing, and estimation of future demand, which is demonstrably planned for in a robust targeted development programme.</li> </ul>	Cabinet	HNZC
17. Build on the legislation review commissioned by the Independent Māori Statutory Board (IMSB) to identify legislative reforms that will better enable Kāinga (for example, Māori Housing Act, Reserves Act, Local Government Act).	TPK	OTS, Te Matapihi, PSGEs
18. Commission research on: <ul style="list-style-type: none"> <li>a) the future of community housing delivery in a manner is consistent with Kāinga, and in a way that provides an opportunity to Mana Whenua to express their aspirations.</li> <li>b) The number of Māori-owned freehold properties in Auckland to illustrate the leverage potential of Māori to develop Kāinga</li> </ul>	MHUD	Te Matapihi, Community Housing Aotearoa, IMSB
<b>DEVELOPMENT - bricks and mortar</b>		
19. Recognise and promote the role of ngā iwi and hapū of Auckland in the long-term housing picture, in development, as kaitiaki, and as Mana Whenua.	Cabinet, Crown-Māori Relations	MHUD, HNZC, HLC.
20. Leverage the Auckland Housing Programme (AHP) and the capital release from Crown land holdings in Auckland to achieve housing outcomes for Māori including through: <ul style="list-style-type: none"> <li>a) enshrining co-governance of the programme</li> <li>b) ensuring Māori participation at all stages and levels of development</li> <li>c) ensuring that the contribution of community housing providers to housing outcomes of Māori and of low-income whānau is recognised through real and agreed opportunities to expand and participate in the programme and through the process and outcomes it involves</li> </ul>	MHUD	HNZC, HLC

Action	Proposed action owner based on existing roles and responsibilities	Collaboration Partner(s)
21. Establish agreed mechanisms to enable the transfer of Auckland Housing Programme (AHP) houses to Mana Whenua, Māori entities, marae and community housing providers as construction is completed. In particular, consider the inherent opportunities in transferring housing stock to marae and Māori providers within the neighborhoods in which they operate. To: <ul style="list-style-type: none"> <li>a) Review and ensure the governance structure and the governance of the AHP in practice reflect Māori aspirations and co-governance</li> <li>b) promote iwi roles and participation, and other outcomes deriving from Te Tiriti.</li> </ul>	HNZC	HLC, Community Housing Aotearoa, Māori providers

### Auckland Council:

Action	Owner	Collaboration Partner(s)
22. Develop and improve provisions in the Unitary Plan to enable papakāinga on general land and other otherwise viable Māori housing outcomes	Auckland Council	Te Matapihi, IMSB
23. Enable marae control and management of associated and adjoining reserves and provide for housing on these reserves under the Reserves Act or as a permitted or controlled activity under the Unitary Plan.	Auckland Council	Crown, respective marae trustees
24. Complete the <i>Kia Whai Kāinga Tatou Katoa</i> regional cross-sectoral homelessness plan and fully resource and support internally the back-bone role.	Auckland Council	Sector leaders group
25. Utilise Auckland Council public land for housing, providing opportunities for Māori organisations, iwi and whānau, in accordance with Panuku's relevant strategic documents.	Auckland Council, Panuku	Iwi and hapū, Te Matapihi, ACHPN, CHA
26. Embed better and faster consenting to provide more security to developers, and consider ways to support community housing and affordable housing outcomes through prioritisation	Auckland Council	Iwi and hapū, CHA, Te Matapihi
27. Consistently report against affordable housing progress and Māori housing outcomes in Auckland including those relating to LTP Māori housing and papakāinga funding	Auckland Council	Auckland Council
28. Enable the use and occupation of empty housing acquired by the Council for development purposes, before they are required for development.	Auckland Council, Panuku	Iwi and hapū, CHA, Te Matapihi, ACHPN

## Community Sector:

Action	Possible lead Partner(s)	Collaboration Partner(s)
29. Support the development and registration of an additional three Māori organisations in Auckland as Class 1: Social Landlord social housing providers during 2019.	Te Matapihi, Community Housing Aotearoa	Māori NGOs
30. Work with and support HLC to help realise HNZ's imperative of creating integrated, viable and diverse communities in future developments by, amongst other things, supporting the monitoring of KPIs and Māori outcome expectations from a community perspective, supporting and informing the dis-aggregation of housing tenure types (social, affordable, and open market) , and supporting and monitoring for universal standards for design, quality and housing amenity within planned developments.	Community Housing Aotearoa, Te Matapihi	HNZC, HLC, ACHPN

## Iwi, Māori Advocates and Māori Organisations:

Action	Possible lead Partner(s)	Collaboration Partner(s)
31. Consider the potential form and function of a collective entity designed to gather together opportunities to promote housing outcomes for Māori – such as surplus Auckland Council land not sought by any particular iwi or rūpū, along with the functions set out in action 4 above. a) Consider the potential role of an entity established to provide regional housing related advocacy and services, along with the functions set out in action 6 above.	Iwi	Marae and other entities
32. Support the injection of Māori expertise into MHUD's leadership structure by supporting the secondment of Te Matapihi's Principal – Programme and Design or otherwise providing to the Ministry expertise on Māori housing.	Te Matapihi	MHUD, TPK
33. Monitor and report on performance against KPIs for Chief Executives of relevant Crown entities against KPIs relating to housing outcomes for Māori (reference action 1 above). a) Provide ongoing advice to the Crown, government agencies and Auckland Council on Kāinga b) Provide advice to and support HLC to realise HNZ's imperative of creating integrated, viable and diverse communities in major upcoming developments c) Promote coherent regulatory and legislative review across relevant Ministries and portfolios to promote Māori housing outcomes (reference action 12 above).	Te Matapihi	HLC
34. Manage any agreed allocated social housing within the upcoming Mangere development, in accordance current kaupapa Māori practices and principles and giving effect to the concept of Kāinga (reference action 6 above)	Marae, Māori organisations	HNZ, MSD, MBIE

<b>Action</b>	<b>Possible lead Partner(s)</b>	<b>Collaboration Partner(s)</b>
35. Scope and promote 'on the ground' opportunities for kāinga development of reserves on which marae are sited and reserves adjoining marae (reference actions 12, 13, 16) .	Te Matapihi, marae trustees	Auckland Council
36. Lead discussions with government agencies on the establishment of <i>Kāinga Ora</i> hubs of wrap-around social services for emergency, transitional and social housing developments	Māori organisations	MSD, Māori social services providers
37. Support the development of a training programme for Kāinga brokers/navigators, deliver training programmes for Kāinga brokers/navigators (in accordance with funding and resources), and incorporate this as a service provision where appropriate.	Māori NGOs	MHUD, Relevant Industry Training Organisation(s),