KĀINGA STRATEGIC ACTION PLAN – a plan to improve housing outcomes for Māori in Tāmaki Makaurau

1. INTRODUCTION: HE KŌRERO WHAKATAKI

Ehara i te mea ko ngā pātū me ngā paepae ngā mea hanga ai te kaīnga, 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

2. STRUCTURE OF THIS PLAN

Context

This strategic action plan has been developed in response to the Auckland Māori Housing Summit, where there was a call for an action plan to improve housing outcomes for Māori in Auckland. Development of this plan has been led by the independent Māori Statutory Board (Board, IMSB) 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.

Project process and plan structure

KĀINGA Strategic Action Plan – a plan to improve housing outcomes for Māori in Tāmaki Makaurau
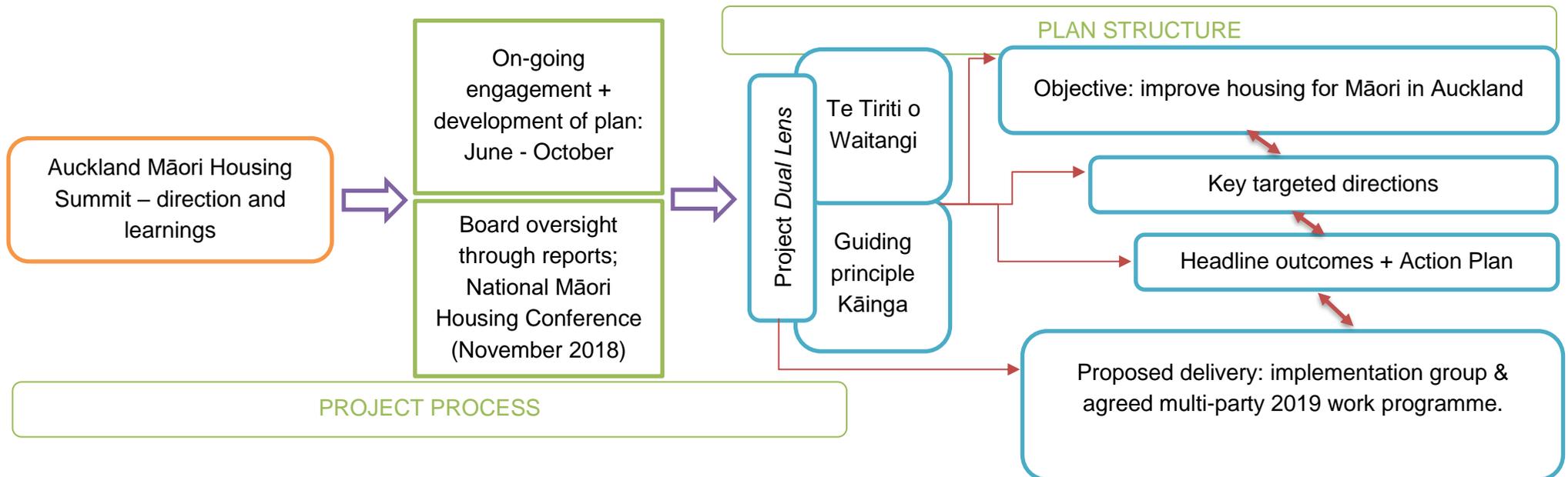
Dual lens: Te Tiriti o Waitangi and *Kāinga*

Te Tiriti o Waitangi provides a political and analytic framework for the Kāinga strategic action plan, while the principle of *kāinga* provides an operational focus for the plan. In many cases they overlap, where services reflecting the *kāinga* principle, for example, are advocated for on the basis of Te Tiriti through structural change or political decision making.

Te Tiriti o Waitangi – the benchmark for Māori outcomes Te Tiriti sets a benchmark for the relationship between Māori (ngā iwi and hapū) and the Crown. The principles of Te Tiriti established through the Waitangi Tribunal and the courts are a modern tool kit for understanding the implications of Te Tiriti and reflecting and upholding it in modern New Zealand. Te Tiriti has some key meanings and implications for this plan.

Ngā iwi and hapū and the Crown as Te Tiriti partners
Te Tiriti creates a partnership in the governance of New Zealand between ngā iwi and hapū and the Crown by assuring both sides of a governance role in New Zealand's future: Rangatiratanga guaranteed to ngā iwi and hapū and Kāwanatanga guaranteed to the Crown. Partnership in accordance with and expressing Te Tiriti are a touchstone for this plan and the analysis underlying it, and this plan promotes it in a range of ways.

***Kāinga* – the guiding principle of this plan** The guiding principle of this plan is *kāinga*. This retains our focus on kaupapa Māori, the social function of housing, and recognition of the need to understand housing outcomes for Māori through a Māori lens in reference to Māori values. It also recollects Te Tiriti, its terms, and vision for Aotearoa.

This grounding in human values *as* housing outcomes, and the social function of housing is pertinent and timely for New Zealand as we enter a period of high state investment in housing. It is also enabling for the wider housing system, for all New Zealanders.

Project objective The objective of this project offers a quick view through this *dual lens:* to improve housing outcomes for Māori in Auckland, focusing on supporting ngā iwi and hapū o Tāmaki Makaurau in their housing aspirations, and whānau with the highest need for shelter and/or effective, targeted, support and services based on *kāinga*.

Project and action ownership

This plan reflects and promotes community and whānau outcomes, and will be collectively owned by parties who agree to be accountable to it.

Government response: it is proposed that part of the government's commitment is participation in an implementation group working to an agreed 2019 work programme (this may be coordinated by a government agency). This group will oversee action on government commitments in 2019 and beyond. Delivery can also be supported/monitored by other groups and means as required, in particular if delivery is not adequate.

Auckland Council response: this is treated differently as council actions rely more on alignment, with fewer levers around Te Tiriti and *kāinga*.

This plan does not set out to create obligations or accountability for iwi, hapū, marae, NGOs, community, or whanau, but to create opportunities for these entities to participate in this plan's future with other stakeholders.

Project timing Delivering this project in time for the action plan to be discussed at the National Māori Housing Conference (November) was proposed at the Auckland Māori Housing Summit, setting the project timelines. The plan will be presented at the national conference and endorsement is being targeted in December.

This enables the implementation group to be convened during 2018 with a view to agreeing a work programme and meeting schedule for 2019. Action ownership remains unconfirmed or agreed at this time (Nov 2018).

3. KEY TARGETED DIRECTIONS

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

1. **Reflecting Te Tiriti and expressing partnership with ngā iwi and hapū and with Māori**
   - Structures, systems, policies and outcomes that reflect and express Te Tiriti

2. **Whānau focused strategies, navigators and brokers promoting *kāinga* outcomes**
   - Services to support whānau, navigate systems and process, and access resources in accordance with *kāinga*

3. **End homelessness as a critical *kāinga* outcome**
   - Ending inequity in inadequate housing outcomes and Māori over-representation in homelessness, based on a Te Tiriti o Waitangi and human rights based approach to strategy and related approaches, and reflecting the principle of *kāinga*

4. **Skilled professionals with expertise in facilitating and achieving housing outcomes for Māori**
   - Supporting iwi and whānau and others through professional standards and a training curriculum relating to housing and housing outcomes for Māori

5. **Tailored housing and finance products meeting the needs of Māori whānau**
   - Shared equity, progressive ownership models resourced and fit for purpose for Māori

6. **More Auckland Council land and Crown land for *kāinga* opportunities**
   - Utilised for quality and accessible affordable housing in which whānau experiences of *kāinga* can be promoted

4. HEADLINE OUTCOMES

These headline outcomes were identified in July, mid-way through the development this action plan. They represent a collation of direction setting at the summit, and direction setting with stakeholders during our exploration of the potential and potential impact areas of this project. In a sense the headline outcomes are answers to the question 'what do we really want/what do we see making a real difference?' The headline outcomes are the pivot point into developing the actions in the action plan, but further work using this as an input is required to develop an outcomes and/or measurement framework for future work against this plan.

	Iwi, Māori, community focused and facing headlines
1	**Te Tiriti o Waitangi:** recognise and promote Te Tiriti and its role in driving improved housing outcomes for all Māori
2	**Ngā iwi and hapū o Tāmaki Makaurau (Mana Whenua) interests, investment and development:** Support and empower **ngā iwi and hapū**. Consider ways to promote partnership with ngā iwi and hapū in strategy, policy, governance and co-governance, and housing development and services
3	**Whānau focused strategies:** Identify ways to communicate better with whānau and support whānau better through housing information and experiences
4	**Housing navigators and brokers:** Establish navigators/brokers able and empowered to promote housing outcomes for Māori, and support Māori at any stage of housing need or aspirations • curriculum: establish a curriculum/training programme to develop navigators/brokers; trained experts to guide Māori in achieving their housing aspirations • 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 • cooperation: provide for sharing and development of this expertise through secondment and professional development opportunities to create a viable recognized community of practice
5	**Homelessness:** Continue to identify and grow funding and programme delivery options and opportunities to better serve Māori and whānau in need • align with and promote *Kia Whai Kāinga Tātou Katoa* Auckland Council's cross sector homelessness planning
6	**Leveraging expertise:** 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
7	**Papakāinga:** Continue work to better understand and communicate about papakāinga opportunities in Auckland
8	**Community housing:** Māori supporting and participating in the future of community housing delivery in Aotearoa; 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

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Shared headlines	
9	**Human rights:** Develop a shared approach to housing and housing advocacy based on human rights standards and obligations
Crown and government focused headlines (service and construction oriented)	
10	**Ministerial and Crown agency accountability:** Require measurable housing outcomes for Māori to be included in KPIs for leaders of relevant Crown entities • Ensure Māori capability in Ministry of Housing and Urban Development • Establish a measure of housing outcomes for Māori (*Government kāinga performance measure)* to enable measurement and help define success • Government commitments to service development, responsiveness and growth (to be specified) • Iwi and hapū able to utilise these measures in auditing Crown treaty compliance in housing provision
11	**State housing:** Identify opportunities including: • supporting intergenerational tenants in empowering ways • target, plan for and achieve real sustainability of state housing stock through maintenance and adequate development to meet human rights obligations • sale or transfer to iwi, providers, and other entities; and • design and build of Māori friendly housing
12	**Auckland Housing Programme portfolio:** Influence and shape Housing New Zealand Corporation (HNZC) 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
13	**Urban Development Authorities (Housing Commission):** Promote effective decision-making and progress reflecting Māori aspirations
14	**Procurement:** Explore options and opportunities relating to Crown and Auckland Council procurement in housing development and housing related services
Development and planning focused	
15	**Legislative settings and policy:** Ensure that relevant legislation is enabling and identify policy setting tweaks including through a legal opinion/review
16	**Māori housing development on general land:** Apply papakāinga provisions to general land owned by Māori (include general land not owned by Māori)
17	**Reserves and marae:** 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
18	**Accelerating development:** Bring more funders to the table quickly (including shared equity), Unitary Plan variations, and prefabrication as an *accelerator*
19	**Financial leverage:** Commission research/*paint the picture* of Māori-owned freehold properties in Auckland to illustrate the leverage potential of Māori

5. ACTION PLAN

Crown Entities and Government Agencies (action owners remain subject to final endorsement)**:**

Action	Action owner	Collaboration Partner(s)
SERVICES: Promoting whānau outcomes through improvements to services and systems		

1. Include 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:
   a) Treasury
   b) Housing NZ (HNZC); and by connection
   c) Homes. Lands. Community. (HLC)
   d) Ministry of Housing and Urban Development (HUD)
   e) Ministry of Social Development (MSD)
   f) Ministry of Business, Innovation and Employment (MBIE)
   g) Te Puni Kōkiri (TPK)
   h) Any future Urban Development Authorities (UDA)
 	
The KPIs will include measures that demonstrate how government perspectives on housing are shifted from viewing housing/kāinga as a capital value to a social function, highlighting:
 	
• Te Tiriti o Waitangi as a framework to understand the provision of adequate housing to Māori on an equitable basis;
• United Nations declarations and New Zealand commitments regarding the rights of indigenous peoples, the right to adequate housing, and UN advice to the government of New Zealand.
	State Services Commission	HUD, Te Puni Kōkiri (TPK), Te Matapihi

2. Establish a new **Associate Minister of Housing (Māori)** role as the principal government role overseeing and promoting housing outcomes for Māori, with specialized ring-fenced capacity and resources.	Cabinet	State Services Commissioner, Te Puni Kōkiri (TPK), Te Matapihi
3. 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 In addition to co-governance of the UDA(s) ensure ngā iwi and hapū are included in planning and implementation, and enabled to participate in the UDA in a range of ways including	Ministry of Housing and Urban Development (HUD)	Ngā iwi and hapū o Tāmaki Makaurau, Te Matapihi, TPK

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Action	Action owner	Collaboration Partner(s)
commercial opportunities (procurement), and continue to have rights to input and respond to plans and consenting in accordance with current rights, and Te Tiriti o Waitangi		
4. Ensure that Ministry of Housing and Urban Development is skilled in housing outcomes for Māori and has the capacity to become the recognised leader in government on housing outcomes for Māori, housing development for Māori (including papakāinga), services, and issues. HUD to: Second expertise in housing outcomes for Māori into HUD's leadership structure including, for instance, from Te Matapihi Establish a unit in HUD[1] with expertise, relationships and experience to deliver housing outcomes for Māori within the role of a Māori Housing Unit	Minister and Ministry CEO	HUD, Te Matapihi

5. Establish a Housing Commission to pursue, improve and achieve housing outcomes for Māori in Auckland including:
   a) A mandated role working with Auckland Housing Programme (AHP), HUD, HNZC and HLC
   b) A mandated role to work on behalf of iwi in Auckland and for the benefit of Māori
   c) Supporting and identifying service requirements in Auckland
   d) The role of developing and providing affordable housing options for Māori in Auckland
   e) The power to aggregate land and undertake development through either a direct negotiating mandate or UDA legislation
   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
   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 (including papakāinga)
   h) Accessing, holding and facilitating access for Māori to Auckland KiwiBuild properties to ensure KiwiBuild delivers housing outcomes for Māori, and negotiating such terms
   i) Acting as a regional one stop shop on housing outcomes for Māori (including papakāinga) and linking closely with HUD and TPK housing resources and capacity
   j) Providing a location for expertise in housing outcomes for Māori (including papakāinga)
   k) Authority to deliver the newly developed curriculum to develop expertise in housing outcomes for Māori
	Cabinet, HUD	Iwi and hapū, AHP, Māori providers, Te Matapihi, Auckland Council, Māori NGOs

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[1] The scope and role of this unit to be proposed in this action plan may be informed by the Ernst and Young (EY Tahi) Māori Housing Finance Options (August 2018) policy paper

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Action	Action owner	Collaboration Partner(s)

l) Enabling the provisions of the Māori Housing Act 1935
m) Direct advocacy to government and council on housing outcomes and issues for Māori (including papakāinga); and
n) Operates as a **Māori Housing Centre for Auckland** which:
    i. Supports the Housing Commission
    ii. Assists Māori to navigate housing support and development opportunities (including papakāinga).
    iii. Enables and supports Māori NGOs to provide housing broker services
    iv. Acts as a single regional point of contact for Māori wanting to build kāinga on their land (papakāinga), or explore and achieve other housing outcomes
    v. Develops and advocates policy solutions to increase the rate of kāinga development and other housing outcomes for Māori
    vi. Works with Te Matapihi, HNZC, HLC, developers, communities and other stakeholders to realise Māori aspirations for affordable and social housing (including papakāinga) and to support the delivery of *kāinga* housing outcomes for Māori through the Auckland Housing Programme
    vii. Provides financial literacy services relating to housing		

6. Establish and resource a curriculum and training programme to develop brokers to guide Māori establishing kāinga and papakāinga and fund the establishment of housing brokers in Māori NGOs.	HUD	Industry Training Federation or Tertiary Education Commission, CHA, Māori NGOs, Māori Land Court, Te Matapihi, Te Tumu Kāinga
7. Establish *Kāinga Ora*[2] service hubs of wrap-around social services for emergency, transitional and social housing developments including on marae.	MSD	Iwi and hapū, Māori providers, marae, NGOs
8. 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.	HUD	Te Matapihi, TPK
9. Establish agreed protocols for the provision of emergency housing and transitional housing by ngā iwi and hapū and Māori providers, as appropriate, that are consistent with the kaupapa *kāinga*.	HNZC, MSD	Iwi and hapū, HLC, Community Housing

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[2] *Kāinga Ora* is a suite of social services provided by MSD-accredited social services providers designed and delivered around the concept of *kāinga*.

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Action	Action owner	Collaboration Partner(s)
• Review the definition of homelessness in regard to related services to ensure the definition and its implications are fit for purpose for service providers.		Aotearoa (CHA), Māori providers
10. Develop, implement and circulate a work programme to respond to the policy paper on financial instruments for development on Māori land (2018).	HUD, MBIE, TPK	TPK
11. Review the Community Housing Regulatory Authority (CHRA) registration requirements and process identified as barriers for Māori organisations, and amend to ensure they are fit for purpose for ngā iwi and hapū, other Māori and Māori organisations. a) 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.	HUD, CHRA, Te Matapihi	CHRA, Te Matapihi, Māori NGOs, CHA
MINDSET CHANGE: Driving outcomes change through strategic planning, actions and transparency		
12. Develop and consult on an effective **National Housing Agenda** to set the agenda for housing aspirations and direction, provides a context for identifying, evaluating, understanding New Zealand's Housing System. a) the **Housing Agenda** provides an agreed set of national expectations for housing provision and the housing system at large. b) investigate and illustrate the **New Zealand Housing System**, which acts as both a service and delivery identification model, and a gap analysis.	Cabinet	Public sector
13. Develop a public **National Housing Strategy** 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; a) 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 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	Cabinet, HUD, and agencies with housing responsibilities	Public, State Services Commission, Te Puni Kōkiri (TPK), Te Matapihi
14. 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: 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	Cabinet	HUD, HNZC, TPK

Action	Action owner	Collaboration Partner(s)
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.		
15. Commission research on: a) the future of community housing delivery in a manner consistent with *kāinga*, and in a way that provides an opportunity to ngā iwi and hapū to express their aspirations. b) The number of Māori-owned freehold properties in Auckland to illustrate the leverage potential of Māori to develop kāinga and papakāinga	HUD	Iwi and hapū, Te Matapihi, CHA, IMSB
DEVELOPMENT - bricks and mortar		
16. Recognise and promote the role of ngā iwi and hapū of Auckland in the long-term housing picture, in development, as kaitiaki, and as ngā iwi and hapū of Auckland.	Cabinet, Crown-Māori Relations	Iwi and hapū, HUD, HNZC, HLC.
17. Leverage the Auckland Housing Programme (AHP) and the capital release from Crown land holdings in Auckland to achieve housing outcomes for Māori including through: a) enshrining co-governance of the programme b) ensuring Māori participation at all stages and levels of development 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 AHP and the process and outcomes it involves.	HUD, future Urban Development Authority and any pre-cursor entities (UDA)	Iwi and hapū, HNZC, HLC
18. Establish agreed mechanisms to enable the transfer of and/or partnership in regard to AHP houses to ngā iwi and hapū, 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: a) Review and ensure the governance structure and the governance of the AHP in practice reflect Māori aspirations and co-governance b) promote iwi roles and participation, and other outcomes deriving from Te Tiriti.	HUD, UDA, HNZC	Iwi and hapū, HLC, CHA, Māori providers

Auckland Council (action owners remain subject to final endorsement)**:**

Action	Action owner	Collaboration Partner(s)
19. 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

Action	Action owner	Collaboration Partner(s)
20. 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
21. Continue to support and coordinate the *Kia Whai Kāinga Tatou Katoa* regional cross-sectoral homelessness plan, clarify Auckland Council's role and fully resource and support this role internally.	Auckland Council to maintain existing support and role	Sector leaders group
22. Utilise Auckland Council public land for housing, providing opportunities for Māori organisations, ngā iwi and hapū and whānau, in accordance with Panuku's relevant strategic documents.	Auckland Council, Panuku	Iwi and hapū, Te Matapihi, Auckland Community Housing Providers Network, CHA
23. Embed better and faster consenting to provide more security to developers, and consider ways to support community housing and affordable housing outcomes through prioritization.	Auckland Council	Iwi and hapū, CHA, Te Matapihi
24. Consistently report against affordable housing progress and housing outcomes for Māori in Auckland including those relating to LTP Māori housing and papakāinga funding.	Auckland Council	Auckland Council
25. 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)
26. 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, CHA	Māori NGOs
27. Work with and support the Auckland Housing Programme, HUD, HNZC, HLC others to help realise the 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.	CHA, Te Matapihi	HUD, UDA, HNZC, HLC, ACHPN

Iwi, Māori Advocates and Māori Organisations:

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Action	Possible lead Partner(s)	Collaboration Partner(s)
28. 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 rōpū, 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
29. Support the injection of Māori expertise into MHUD's leadership structure by supporting the secondments or otherwise providing to the Ministry expertise on housing outcomes for Māori.	Te Matapihi	HUD, TPK

30. Monitor and report on performance against KPIs for Chief Executives of relevant Crown entities against KPIs relating to housing outcomes for Māori.
    a) Provide ongoing advice to the Crown, government agencies and Auckland Council on *kāinga*
    b) Provide advice to and support HNZC and HLC to realise HNZC'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 housing outcomes for Māori.
	Stakeholders, Te Matapihi	HNZC, HLC

31. 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*.	Marae, Māori organisations	HNZC, MSD, MBIE
32. Scope and promote 'on the ground' opportunities for kāinga development of reserves on which marae are sited and reserves adjoining marae.	Te Matapihi, marae trustees	Auckland Council
33. Lead discussions with government agencies on the establishment of *Kāinga Ora* hubs of wrap-around social services for emergency, transitional and social housing developments.	Māori organisations	MSD, Māori social services providers
34. 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	HUD, Relevant Industry Training Organisation(s),

Glossary

In this document the words *Māori*, *ngā iwi and hapū, and whānau* are all used with the intended meaning they have in te reo Māori. *Māori* is used to refer to all Māori, *ngā iwi and hapū* is used to refer to iwi and hapū entities with mana whenua claims or rights in Tāmaki Makaurau, and *whānau* is used to refer to whānau living and experiencing the outcomes this plan seeks to improve, the *kāinga* outcomes this plan seeks to promote, and /or the services this plan promotes.

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The words *marae* and *Māori NGO* are also used to recognise their differences from each other and from *ngā iwi and hapū.*

- *Ngā iwi and hapū o Tāmaki Makaurau (ngā iwi and hapū)* – refers to iwi and hapū entities with Mana Whenua claims or rights in Tāmaki Makaurau
- *NGO(s)* – refers to Non-Government Organisation(s)

Parties and acronyms

Name	Description or acronym	Name	Description or acronym
Te Matapihi he tirohanga mō te iwi Trust	Te Matapihi. National peak Māori housing advocacy group	Ministry of Housing and Urban Development	HUD
Independent Māori Statutory Board	Board/IMSB	Ministry of Business, Innovation, and Employment	MBIE
Community Housing Aotearoa	CHA	Ministry of Social Development	MSD
Auckland Community Housing Providers Network	ACHPN	Housing New Zealand Corporation	HNZC
Industry Training Federation		Homes. Land. Community	HLC
Te Tumu Kāinga		Auckland Housing Programme	AHP – major programme of housing development work on HNZC land, delivering KiwiBuild and other outcomes
Māori Land Court		Urban Development Authority	UDA – a form of urban development entity which can hold certain powers to undertake development. Legislation to establish a UDA is likely to be introduced to Parliament in late 2018.
Auckland Council	Council	Te Puni Kokiri	TPK
Panuku	Auckland Council Controlled Organisation (CCO)	Crown-Maori Relations	Crown-Maori Relations (Crown agency)

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