

# Kāinga Ora Māori Strategy 2021–2026

Prioritising and supporting iwi and  
rōpū Māori aspirations for housing



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## OUR VISION

**He mana i te whenua, he kura kāinga, he whare haumarū, he puna ora, hei oranga tangata.**

**With pride of place, with a space to call home, with a protective house, let the spring of life prosper and bring wellbeing to all.**

## OUR VALUES

**Mana Motuhake** Māori autonomy

**Te Tiriti o Waitangi** Māori and Crown partner to deliver better outcomes for whānau

**He kura kāinga, he kura whānau** Whānau at the centre

**He waka hourua** Authentic and equitable partnerships

**Kia manawaroa** Persistence and resilience

**He mana tō te kupu** Consistent and timely follow-through

## OUR GOALS

1. At Kāinga Ora, all Māori are housed in safe and affordable homes
2. Significant and efficient scaling of increased housing options for Māori
3. Māori-led solutions to Māori issues with the support of government

## FOCUS AREAS

### Focus area 1

#### Funding and investment:

Refocus investment in innovative housing solutions that are Māori-led

- Conduct stocktake of land available for housing
- Utilise Kāinga Ora initiatives to support iwi/rōpū Māori accessing funding streams for Māori housing (Te Puni Kōkiri, Te Tūāpapa Kura Kāinga)
- Establish and improve new and existing products/services for land development (including infrastructure and kāinga whenua) and housing supply funding
- Support opportunities for Indigenous/Māori financial models that increase whānau access to housing
- Drive direction and advocacy for Kāinga Ora to focus resources on initiatives that support iwi/rōpū Māori housing needs and aspirations including whānau wellbeing
- Enable and support Māori housing projects (papakāinga/wāhi kāinga)
- Support Māori aspirations in urban development
- Establish house relocation programme

### Focus area 2

#### Building capability:

Better jobs, training and more opportunities

- Support iwi to identify areas of capability development in housing and support the roll out (financial literacy, accessing housing funding/mortgages, tools)
- Provide access to vocational and educational pathways as well as internships, secondments and cadetships to increase iwi/rōpū Māori capability
- Establish an advisory group to Kāinga Ora to provide external views to support implementation and review of the Māori Strategy
- Increase Māori capability across Kāinga Ora for all staff and increase Māori capacity within the organisation (including drawing on iwi pools of capability to fill these roles)
- Develop digital innovation for housing and data sharing approaches for Kāinga Ora, iwi and rōpū Māori
- Prioritise Māori as localised suppliers and vendors through Kāinga Ora procurement practice

### Focus area 3

#### Partnership:

Establish and nurture trusted relationships and partnerships

- Support existing strategies that have place based solutions (iwi strategies, community-based strategies and including in rural settings)
- Better understand and improve the health of our partnerships and relationships with iwi and rōpū Māori
- Build partnerships that recognise social, cultural, economic, environmental and political wellbeing, ease of access, equity, effectiveness, respect and trust and are underpinned by Te Tiriti o Waitangi
- Support regional innovation hubs for housing solutions, design and models that are iwi and Māori-led
- Remove barriers of access and dismantle silos across the housing system and government

### Focus area 4

#### Whānau wellbeing:

Support whānau Māori in our homes and through the housing system

- Support the wellbeing and needs of whānau Māori currently living in Kāinga Ora homes
- Increase access to quality support services for whānau and partner with Māori social service providers where possible
- Support whānau Māori in moving through the housing continuum towards home ownership
- Identify specific areas of the housing system that do not work for Māori and work collaboratively across government agencies (through MAIHI Partnerships Programme) to support whānau to thrive
- Establish and resource a Rapid Response Team to support iwi/rōpū Māori to better access technical advice to enable land development and housing supply

KEY RESPONSIBILITY: ● KĀINGA ORA ● KĀINGA ORA & OTHERS — This should be read with the full Kāinga Ora Māori Strategy



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This document must be read in conjunction with *Kāinga Ora — Māori Strategy 2021–2026* *Prioritising and supporting iwi and rūpū Māori aspirations in housing – summary*. For reference, the summary document is also on the inside front cover flap.

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### Acknowledgements

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The Vision for the Māori Strategy is;

**He mana i te whenua, he kura kāinga  
he whare haumarū, he puna ora,  
hei oranga tangata.**



## HE MIHI

MIHI FROM THE TIRA WHO DEVELOPED  
THE STRATEGY

### Rukutia

Rukutia te tūāpapa  
o te whare nei  
rukutia ngā poupou  
o te whare nei  
rukutia te tāhuhu  
o te whare nei.

Whano, whano!  
Haramai te toki!  
Haumi e! Hui e! Tāiki e!



Tēnei, ka tangi auē ki ngā mate o te tau. Waihoki, me okioki e koutou ki te okiokinga o ngā mātua o tuawhakarere, e kore e hoki ā-tinana mai. Nō reira, moe mārie mai te moe, e au ai te moe e rarau, kāti.

**He mana i te whenua, he kura kāinga,  
he whare haumarū, he puna ora, hei oranga tangata.**

Kua riro mā te tirohanga ātea nei e kapo i te āhua o te mahi ngātahi a te kāhui tautoko nāna i whakatū ai te whare nei. E kore e mimiti te puna o te mihi ki te kāhui tautoko, arā, ki ngā māngai ā-iwi me ngā mātanga ā-kāinga i whai wāhi nei ki tēnei kaupapa. Nā te Kāinga Ora i whakatakato te tūāpapa o tō tātou nei whare hei tūnga mō te whare. Nā te kāhui tautoko i whakatū i ngā poupou, tatū atu ki tōna tuanui hei iringa mō ngā kete kōrero. E mihi ana anō hoki ki ngā ringa āwhina katoa i mau ai te whao ki te whakairo whakaaro mō te whare nei.

Heoti, kia kaha, kia māia, kia manawanui ki ngā mahi kei mua i te aroaro tāngata kia piki ake ki tōna taumata e manakohia ai kia puta tātou katoa ki te whei ao ki te ao mārama.

**Tihei Mauriora!**

## HE MIHI

MIHI FROM TE RINGA RAUPĀ,  
DEPUTY CHIEF EXECUTIVE MĀORI, KĀINGA ORA

**Whakarongo mai, whakarongo mai  
ki te hiringa i kake ai a Tāne nui a rangi  
te pupuke hihiri, te pupuke te mahara,  
te pupuke te wānanga  
ko te wānanga nui o te kore  
Matua te pupuke  
Matua te hihiri  
Matua nuku  
Matua rangi  
mātūtūā i ā rāua kotahi ki te whai ao,  
ki te ao mārama  
e Rongo whakairia ake ki runga  
turuturu ōwhiti whakamaua kia tīna  
Haumi e! Hui e! Tāiki e!**



Kei aku nui, kei aku rahi, kei ngā mana, kei ngā tapu o te motu,  
tēnā koutou katoa.

Tēnei rā ko te tārai atu i te waka wairua ki a koutou kua hūtia  
te pungua o te waka, kua hāpaingia ko te hoe kia tipua  
horonuku, kia tipua hororangi. Ko mātau nei te hunga e whai  
nei i ngā tapuwae, i ngā taonga tuku iho i waihotia e koutou  
kia tū tangata ai, kia tū rangatira ai te iwi Māori i roto i te ao  
hurihuri nei. Nā reira koutou rā i te pō, e kī ana te kōrero e oti  
te pō, ā, nau mai rā ko te ao.

E pari atu ana ngā tai whakamānawa ki ngā waka tapu, ki ngā  
maunga whakahī, ki ngā wai whakaterere taniwha. Arā, ki ngā  
māngai o ngā iwi, ki ngā kaikōrero o ngā pūtahi, i whai wāhi  
mai ki tā tātou kaupapa, he whare whakamarumarū,  
he tangata ora. Tēnei ka mihi ki a koutou i whakangita i ngā  
hua ki roto i te kete kōrero, i whakakao mai i ngā whakaaro ki  
roto i te kete wānanga kia puta ai tēnei kaupapa  
whakahirahira ki te whai ao ki te ao mārama. Ko tōna aronga  
nui kia whakatinana i ngā kupu i tākohatia mai rā e ngā mana  
nui o te motu hei tāhuhu kōrero mō te kaupapa nei, arā,  
“He mana i te whenua, he kura kāinga, he whare haumarū,  
he puna ora, hei oranga tangata”.

Nā reira huri noa i te motu, tēnā koutou, tēnā koutou,  
tēnā rā tātou katoa

Nā, Te Ariki Pihama

Ngāti Koroki Kahukura, Ngāti Ruanui, Ngāti Māhanga

**Te Ringa Raupā, Deputy Chief Executive Māori, Kāinga Ora**



## He whakarāpopotonga | Executive summary

After an extensive programme of engagement with iwi and Māori from around the motu, Māori housing experts and government agencies, the key components of the *Kāinga Ora Māori Strategy 2021–2026 Prioritising and supporting iwi and rūpū Māori aspirations for housing* have been developed and are presented in this document.

The process of engagement has been significantly affected due to COVID-19. However, the engagement itself (from October 2020 to March 2021) has, to date, been meaningful and comprehensive, involving a range of engagement tools. These have included an internal Kāinga Ora survey, video conference introductory hui with key groups and direct face-to-face engagement with iwi and representative organisations from around the motu.

The vision for the Māori Strategy is:

**He mana i te whenua, he kura kāinga,  
he whare haumarū, he puna ora,  
hei oranga tangata.**

The Kāinga Ora Māori Strategy comprises the following.

- **Vision:** The vision statement sets out the long-term aspirations for Māori and housing.
- **Values/principles:** The values underpin the approach towards the vision.
- **Goals:** The goals frame the steps required to progress towards the vision.
- **Focus areas:** The key focus areas identify areas across the system that have been prioritised as requiring systemic and fundamental changes to enable Māori to reach the vision.
- **Key actions:** The key actions required to reach the goals, are high level enough to give an indication of the ‘how’. These actions will be developed further in the implementation phase.



## He kupu whakataki | Foreword

### Foreword from the Co-Chairs of the Māori Housing Sub-committee of the Kāinga Ora Board

Ka tū pare tokatoka, ka horo pare oneone. E ngā iwi o te motu, e ngā karangatanga maha. Tēnā koutou katoa.

As members of the newly established Kāinga Ora Māori Housing Sub-committee, we are pleased to join Te Ringa Raupā Te Ariki Pihama in presenting *Kāinga Ora Māori Strategy 2021–2026 Prioritising and supporting iwi and rūpū Māori aspirations for housing*.

Kāinga Ora and Te Tūāpapa Kura Kāinga / Ministry of Housing and Urban Development have complementary roles in achieving positive outcomes in Māori housing.

This document and *MAIHI Ka Ora — National Māori Housing Strategy* also have complementary objectives, developed to align with the *Māori and Iwi Housing Innovation (MAIHI) Framework for Action*.

We have utilised the concept of a double-hulled canoe / waka hourua to depict the *Kāinga Ora Māori Strategy* and the *Kāinga Ora Organisational Strategy*. Both hulls are equal — representing mana ōrite — and one cannot go forward without the other. They’re interdependent and are connected through a shared Outcomes Framework and the Statement of Intent.

The *Kāinga Ora Māori Strategy* lays a solid foundation for the expression and realisation of Māori aspirations for housing and is based on the principle of partnership. It sets out the four key focus areas and the many actions within them. This mahi has been created through early and meaningful engagement

and genuine partnership with tira members including iwi, rūpū Māori and partner agencies.

Prioritising and supporting iwi and rūpū Māori aspirations for housing is key to the strategy. Developing and maintaining strong partnerships with iwi and rūpū Māori is essential as it ensures Māori interests are understood and protected and their needs and aspirations are met. Working closely with iwi and Māori enables Kāinga Ora to fulfil its own legislative requirements and those expectations outlined in our Letter of Expectations from the Minister of Housing as well as supporting the Crown to fulfil its obligations in respect of Te Tiriti o Waitangi.

Safe, healthy, affordable and stable homes are the building blocks of thriving communities and the people within them. The actions outlined within this strategy are opportunities to not only house Māori but empower iwi and rūpū Māori to be involved in the building of such communities, creating ongoing opportunities for financial and personal development.

The *Kāinga Ora Māori Strategy* maps a way forward to create opportunity for all Māori with Kāinga Ora to be housed in safe and affordable homes to empower significant and efficient scaling of increased housing options for Māori. It also aims to facilitate and enable Māori-led solutions to Māori issues with support from government.

The *Kāinga Ora Māori Strategy* sets our course in the Māori housing space for the next 5 years. Implementation has begun with the standing up of the Māori Strategy Advisory Group, mapping of key actions achievable in the next 6 months and prioritisation of aspirational key actions complete.

Organisational culture supports our external outcomes so we are building internal cultural capability through the Mātauranga Māori Programme and our National Māori Networks to ensure our people can deliver the strategy effectively.

Awareness and engagement to socialise the high-level key actions of the Māori Strategy began in July and planning continues for further roll-out.

### He mana i te whenua, he kura kāinga, he whare haumarū, he puna ora, hei oranga tangata.

Ngarimu Blair and Victoria Kingi  
Members of the Board and Co-Chairs  
of the Māori Housing Sub-committee.

### An independent perspective on Māori housing<sup>1</sup>

People thrive in safe and healthy places to live. It is what motivated tūpuna Māori to navigate from Hawaiki to Aotearoa, and in 2021, Māori again seek secure and healthy places to live.<sup>2</sup>

Māori make up 15 percent of the population but are disproportionately represented across social outcomes for education, employment and health, and these disparities compound within housing for Māori in 2021. The current Māori experience confronts the impacts of the government’s discriminatory legislation, policies and Treaty of Waitangi breaches that facilitated dispossessing Māori cultural and economic resource to accommodate establishing a new settler nation.

Successful Māori models for healthy living are underpinned by “*cultural values that connect with tikanga Māori, with the land on which kāinga stand, with whānau and local communities*”.<sup>3</sup>

Given that Māori thrived in their own successful models in the past, we know that those designed for the future need to reinforce the environmental, social and cultural infrastructure and relationships of te ao Māori and reflect practices of tikanga Māori, collective values, living and wellbeing.

Access to warm, dry, secure, affordable, and stable housing is now a privilege. Māori and the Aotearoa housing system present the adverse living outcomes alongside an insufficient supply of houses to meet the demand of the increasing population.

1. This foreword has been written by an independent consultant of Te Amokura Consultants Ltd
2. Te Puni Kōkiri. (2019). *Māori Housing Investment Strategy*.
3. Durie, Mason. (2019). *Te Āhua o te Kainga — Shaping the House*. Te Puni Kōkiri Māori Housing Network Seminar, October.

Māori earn 82 percent of the average hourly Pākehā wage in 2017,<sup>4</sup> so whether purchase or rental, the competitive housing market makes accessing a house comparatively more unaffordable.

Individual land and property ownership and title was incongruous to a collective Māori model, but once Māori participated, early ownership rates had reached 71 percent in 1937. However, when national ownership peaked, Māori ownership had already declined with urban migration.<sup>5</sup> More recently, Māori home ownership rates are recorded at 28 percent compared to 57 percent for the general population.<sup>6</sup>

Exploring Māori land (multiply owned) that is available for housing is estimated to include 1.47 million hectares (Māori freehold land), and while 80 percent is deemed underutilised or underproductive, not all Māori freehold land will be suitable for housing. For those that are fortunate to have shares in Māori land, there are still underlying factors that limit engaging in new solutions (like the Kāinga Whenua mortgage loans). With the addition of challenges to explore multiple land ownership (getting consent to build on the land from other owners is difficult without land trusts), the factors from renting and home ownership still ring true, with Māori household incomes unable to adequately service loans. Māori landowners have found there is limited information, advice and support available to navigate.

4. The Treasury. (2018). *Statistical Analysis of Ethnic Wage Gaps in New Zealand*.
5. Rout, Matthew et al. (2019). *Homeless and Landless in Two Generations — Averting the Māori Housing Disaster*. Building Better Homes, Towns and Cities National Science Challenge.
6. Minister for Māori Development. (2020). *Te Maihi o te Whare Māori — the Māori and Iwi Housing Innovation (MAIHI) Framework for Action*.

Home ownership as a pathway to build and transfer wealth across generations and the wider benefits from this security are not afforded to Māori with the low rates of ownership resulting in low equity and contributing to intergenerational poverty.<sup>7</sup> The financing and funding options that consider alternative means for home ownership would enable access and the broader benefits.

Multi-generational housing and whānau within shared living spaces suggests a Māori wellbeing ethos, but the driver is now affordability and can create overcrowding in poor housing conditions and adverse health effects (especially those that are vulnerable including kaumātua and tamariki). In 2018, just over 1.4 million people lived in rental housing and Māori renters (20.5 percent) were more likely to be tenants of Housing New Zealand compared to the total population (12.9 percent).

Severe housing deprivation refers to those in housing that lacks habitability, security of tenure, privacy and control, and populations affected by these types of circumstances are categorised within the housing system by degrees of homelessness (without shelter, in temporary accommodation, sharing accommodation and in uninhabitable housing).

The rates of severe housing deprivation are highest among Māori and Pacific young people, and overall, Māori and Pacific peoples saw severe housing deprivation rates close to 4–6 times that for Pākehā.<sup>8</sup> In March 2021, the Housing Register recorded 11,700 Māori applicants out of the total of 23,688.<sup>9</sup>

7. Stats NZ. (2020). *Housing in Aotearoa*.
8. Department of Public Health University of Otago. (2021). *Severe Housing Deprivation in Aotearoa New Zealand 2018*.
9. <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/statistics/housing/index.html>



The likes of emergency and transitional housing (night shelters, use of motels) provision and accommodation supplement address the short-term and urgent, practical needs to have basic shelter. In lieu of the wider system being able to transition to more long-term sustainable living circumstances, the detrimental impacts are already accruing on social security and cohesion, whānau health, independence and integrity.

Housing is the key to providing the most impact on whānau physical and mental wellbeing, their safety and security, pride and confidence in their homes and communities, and connection to whenua.<sup>10</sup> Addressing

housing inequity needs to be designed to align to Māori success models. The future legislation, policy settings and interventions, programmes and services have quite specific and complex overlays to purposefully reconstruct an enabling system together to achieve Māori aspirations for safe, secure and healthy housing.

Agencies need to understand the current state for Māori, their respective roles and contributions to the housing system that coalesce in an integrated policy response to housing and the wider adverse social statistics.

“The purpose of kainga is to help address the adverse circumstances”.<sup>11</sup>



## He horopaki matua | Important context

### A Government perspective on the Māori housing situation

The Cabinet Paper *Te Maihi o te Whare Māori – the Māori and Iwi Housing Innovation MAIHI Framework for Action (MAIHI)* states;

Healthy, secure and affordable housing is fundamental to living and working with dignity. Home ownership and equity in housing enables whānau to provide for their current and future aspirations. The negative impacts of colonisation, land dispossession and housing system failures on Māori are clear.

Māori have not been central to previous governments’ responses to addressing the growing housing crisis. Evidence shows extensive disparity between Māori and Pākehā along the housing continuum over decades – in homelessness; high rental costs compared to income; low rates of home ownership and resulting low equity; and intergenerational poverty. As a result, Māori have had to pursue a judicial remedy and seek findings and recommendations through the Waitangi Tribunal Housing Policy and Services Kaupapa Inquiry (WAI2750).

The recent visit of the United Nations Special Rapporteur on the Right to Adequate Housing particularly noted these impacts on the rights of Māori and Pacific Peoples to have access to adequate housing.

### The role of Kāinga Ora

Kāinga Ora brings together the people, capabilities and resources of the KiwiBuild Unit, Housing New Zealand and its development subsidiary Homes Land Community (HLC). This is designed to enable a more cohesive, joined-up approach to delivering the Government’s priorities for housing and urban development in New Zealand.

Kāinga Ora has two key roles:

- being a world-class public housing landlord
- partnering with the development community, Māori, local and central government and others on urban development projects of all sizes.

Kāinga Ora provides tenancy services to about 187,000 public housing tenants and maintains and develops around 65,000 public houses while also providing home ownership products and other services. Kāinga Ora prioritises tenants’ wellbeing and is actively working towards providing tenants with good-quality, warm, dry and healthy homes.

The organisation also focuses on delivering quality urban developments that connect homes to jobs, transport, open spaces and the facilities that communities need. This includes accelerating the availability of build-ready land and building a mix of housing, including:

- public housing
- affordable housing
- homes for first-home buyers
- market housing of different types, sizes and tenures.

10. Te Paetawhiti Ltd & Associates. (2020). *Whānau and Community Development Through Housing: Summative Evaluation Report*.

11. Durie, Mason. (2019). *Te Āhua o te Kainga — Shaping the House*. Te Puni Kōkiri Māori Housing Network Seminar, October.



Kāinga Ora and Te Tūāpapa Kura Kāinga / Ministry of Housing and Urban Development have complementary roles in housing and urban development. The Ministry is responsible for leadership in the housing and urban development system, policy, monitoring and advising the Government on strategic direction. Kāinga Ora also has a role in developing and supporting place-based initiatives in housing delivery and is working on a regional-based approach to supporting iwi and rūpū Māori and the housing system in these ways.

### Rationale for the Kāinga Ora Māori Strategy

Given the scene set by the previous perspectives, Kāinga Ora needs a targeted and comprehensive approach to support and empower Māori to achieve aspirations in housing in Aotearoa and to address the housing situation that has been described.

The *Kāinga Ora Māori Strategy* lays a foundation for the expression and realisation of Māori aspirations for housing and is based on the principle of partnership under Te Tiriti o Waitangi. It is intended to sit across and guide the future direction of Kāinga Ora and its workstreams.

We recognise that, as a Crown entity, Kāinga Ora is not a Treaty partner. However, we are committed to building and maintaining relationships between iwi/rūpū Māori and Kāinga Ora through a Treaty partnership model. The *Kāinga Ora Māori Strategy* works to support Kāinga Ora to contribute to meeting Māori housing aspirations in line with the Treaty of Waitangi / Te Tiriti o Waitangi through its foundational Acts: the Kāinga Ora—Homes and Communities Act 2019 and the Urban Development Act 2020.

The development of this strategy follows a process of engagement with iwi, Māori housing experts and providers, and key government agencies to gather all Māori components under an overarching and unifying strategic vision and implementation plan for Kāinga Ora.

Specifically, the *Kāinga Ora Māori Strategy* sets out to:

- demonstrate meaningful relationships between Kāinga Ora, iwi and rūpū Māori through partnerships to develop the strategy
- identify iwi and rūpū Māori aspirations for housing and urban development, which will inform our work within Kāinga Ora
- inform the priorities for Māori and housing and actively work towards achieving better outcomes for Māori
- help us better understand the wellbeing of Māori communities and how Kāinga Ora can play a supporting role in this
- synthesise all Māori components of work within Kāinga Ora under a main strategic vision, values and objectives, which will allow our work to be better connected, collaborative and relevant
- align with Te Tūāpapa Kura Kāinga, Te Puni Kōkiri and the Ministry of Social Development through MAIHI
- enhance the importance of Te Tiriti o Waitangi / Treaty of Waitangi and the principles of the Treaty of Waitangi and what these mean for iwi, rūpū Māori and Kāinga Ora.

The *Kāinga Ora Māori Strategy* is an internal document and will be used specifically to inform Kāinga Ora and its work and, where possible, outline where we can continue working in and establishing inter-agency workstreams to deliver to Māori housing.

The *Kāinga Ora Māori Strategy* is consistent with the *MAIHI Framework for Action (MAIHI) and MAIHI Ka Ora – National Māori Housing Strategy*<sup>12</sup> as the directional documents from Te Tūāpapa Kura Kāinga / Ministry of Housing and Urban Development.

MAIHI supports government agencies to work together more cohesively and draws on the strengths of all players across the housing system. Kāinga Ora is a key player in the MAIHI Partnership programme.<sup>13</sup>

### Co-partner in developing the strategy

The intention to design the *Kāinga Ora Māori Strategy* alongside iwi and rūpū Māori was prioritised and committed to by Kāinga Ora to demonstrate and reflect a Treaty partnership model of working collectively. We recognised that each partner — in this instance, Kāinga Ora (entity of the Crown) with iwi and rūpū Māori — brings together ideas, projects under way and strategic documents already in motion. Our process to design the Māori Strategy needed to recognise these important factors that exist already for Kāinga Ora, iwi and rūpū Māori.

We adopted a co-partnership model of developing the *Kāinga Ora Māori Strategy* enabling both partners to come together and collectively develop the *Kāinga Ora Māori*

*Strategy* that is cognisant and respectful to the factors that may (or may not) have an impact on the process of developing the strategy.

We have based this co-partnership on Te Tiriti o Waitangi as a model, ensuring that, through a kaupapa Māori approach to developing the document, we will find common ground or new agreed ground and seek agreement on key aspects of the *Kāinga Ora Māori Strategy*.

### Our legislation

Kāinga Ora must act consistently with its new operating principles (section 14 of the Kāinga Ora—Homes and Communities Act 2019) and must provide for Māori interests, in specific ways:

- The board must ensure that Kāinga Ora — Homes and Communities maintains systems and processes to ensure that, for the purposes of carrying out its urban development functions, Kāinga Ora — Homes and Communities has the capability and capacity to uphold the Treaty of Waitangi / Te Tiriti o Waitangi and its principles, to understand and apply Te Ture Whenua Māori Act 1993 and to engage with Māori and to understand Māori perspectives.
- It is a function of Kāinga Ora — Homes and Communities to understand, support and enable the aspirations of Māori in relation to urban development.
- The operating principles of Kāinga Ora — Homes and Communities include:
  - identifying and protecting Māori interests in land and recognising and providing for the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu, and other taonga

12. *He Whare Āhuru, He Oranga Tāngata — The Māori Housing Strategy 2014* is currently being revamped under Te Tūāpapa Kura Kāinga, which will represent an all-of-government approach and strategic direction for Māori housing. This strategy will be relaunched in October 2021, and the Kāinga Ora Māori Strategy will, at the annual review period, ensure alignment exists between the renewed He Whare Āhuru and the Kāinga Ora Māori Strategy

13. As part of the MAIHI Framework for Action, a Partnerships Programme was established in 2020 where government agencies (Te Tūāpapa Kura Kāinga / Ministry of Housing and Urban Development, Kāinga Ora — Homes and Communities, Te Puni Kōkiri and Ministry of Social Development) work collaboratively on housing projects that increase supply, prevent homelessness and improve tenure security.

- partnering and having early and meaningful engagement with Māori and offering Māori opportunities to participate in urban development.
- Kāinga Ora — Homes and Communities cannot use the exemptions for Housing New Zealand Corporation and its subsidiaries to dispose of land subject to rights of first refusal under Treaty settlement legislation.
- Kāinga Ora — Homes and Communities must give effect to the Government Policy Statement (GPS), which includes the Government’s expectations in relation to Māori interests, partnering with Māori, and protections for Māori interests.

### Other key areas that inform the Kāinga Ora Māori Strategy

#### Kāinga Ora operating principles

Kāinga Ora has 13 operating principles set out in the Kāinga Ora—Homes and Communities Act 2019. The Kāinga Ora Board has a collective duty to the Minister of Finance and the Minister of Housing to act consistently with each operating principle. This is done through demonstrating how it is giving effect to each of the principles by incorporating them into its strategies, policies and practices.

Kāinga Ora must provide for Māori interests in specific ways, including:

- identifying and protecting Māori interests in land and recognising and providing for the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wāhi tapu and other taonga
- partnering and having early and meaningful engagement with Māori and offering Māori opportunities to participate in urban development.

#### Kāinga Ora Partnership and Engagement Framework — He Toa Takitini (PEF)

The Partnership and Engagement Framework is a functional strategy that provides guidance on how Kāinga Ora can meet some of its new operating principles and acknowledges the partnerships and relationships that Kāinga Ora develops. Sustaining these relationships with the Crown’s Treaty partners, customers and stakeholders is central to our business and, ultimately, to delivering successful outcomes for all New Zealanders.

The PEF responds to the operating principles in section 14 of the Kāinga Ora—Homes and Communities Act 2019 and sits within the context of and is implemented through our overall strategic and legislative framework and work programme.

The PEF recognises the unique and special relationship that Māori, iwi, hapū, marae, Māori providers and organisations have with the Crown and Kāinga Ora and the opportunities for innovative partnerships.

The principles give effect to the significance of the relationship where Kāinga Ora will:

- understand, support and enable the aspirations of Māori by actively seeking opportunities for Māori to participate in urban development
- identify and protect Māori land interests and undertake early and meaningful engagement.

#### Wai 2750 Kaupapa Inquiry

Currently, Kāinga Ora is involved in Wai 2750 — Housing Policy and Services Kaupapa Inquiry. The Inquiry will hear outstanding claims with grievances concerning housing policy and services. Many of the claims, which raise grievances in relation to housing issues, have been brought on behalf of particular whānau, hapū and iwi from across the nation. Many of the related claims allege Crown failure to ensure an adequate standard of housing for Māori, both rural and urban, or to deliver state services, programmes and support enabling Māori access to adequate housing.

The Crown has adopted ARA<sup>14</sup> as its broad approach to the inquiry, which involves accepting the housing history of Aotearoa, showing respect in its engagement by responding to claimant needs and acknowledging the failings and proposing revised actions and outcomes in the system. Kāinga Ora is committed to supporting the Crown in this approach. The Inquiry may have an effect on this strategy once recommendations have been made.

#### Kāinga Ora organisational values

Kāinga Ora has developed a set of values that reflect who we want to be as an organisation. The values were created through staff and leadership surveys and workshops. The organisational values were launched in August 2020:

- Manaakitanga — People at the heart: Through care and empathy, we enhance the mana of all people and whānau, helping everyone to feel they belong.

- Mahi Tahi — Better together: By working together and sharing our knowledge, ideas and passion for what we do, we can make a bigger difference for Aotearoa.
- Whanake — Be bold: With curiosity, creativity and forward thinking, we build a legacy that will allow future generations to thrive.

We acknowledge that these values guide our organisation and are complementary and support the Kāinga Ora Māori Strategy and our values as depicted on page 15 of this document.

#### Leading this work

Te Ariki Pihama (Ngāti Koroki Kahukura, Ngāti Ruanui, Ngāti Māhanga) — Te Ringa Raupā, Deputy Chief Executive Māori at Kāinga Ora — Homes and Communities has led this important work, with the support of Te Kurutao Group Māori, Kāinga Ora and the wider organisation.

We give special acknowledgement to the three tira who were engaged to develop the *Kāinga Ora Māori Strategy* (iwi leaders, Māori housing experts and internal/inter-agency groups). Our continued acknowledgement of the work and critical role these tira have played is provided later in the document, including a list of those involved.

*Nei te reo mihi, e rere kau atu ana ki a koutou katoa i hāpai ake i tēnei kaupapa.*

14. ARA — accepting the past; respecting the inquiry and claimants; acknowledging when things should be changed.





## Ngā wāhanga o te rautaki | Areas of the strategy

The outcomes achieved through a robust engagement process and co-partnership in the development of the Kāinga Ora Māori Strategy has been significant. As a result of input from the three tira, the online video conferences and four face-to-face hui and considerable internal consultation, we now present a final version of the *Kāinga Ora Māori Strategy*.

The areas of the strategy as outlined in this section refer specifically to the contributions that Kāinga Ora can make to the overall housing system, relative to iwi and rōpū Māori. Some components (key actions) of the strategy represent responsibilities that sit outside the scope of Kāinga Ora but are presented cohesively in the *Kāinga Ora Māori Strategy* as key aspirations outlined to us by iwi and Māori housing experts. We have attempted to demarcate the various accountable and responsible agencies/groups for specific actions so as to avoid confusion.

Similarly, we recognise that a collective approach from the Crown is critical to us achieving the vision and goals of this strategy. That is why it is important for us to include key actions where the responsibility is shared with other agencies and groups, as we all have a part to play in addressing Māori housing in Aotearoa New Zealand.

### Vision

The vision will set out the long-term goal that will encompass Māori aspirations for housing in Aotearoa. It is a reminder that we need to lift our gaze to the horizon, be bold and aspirational in our endeavours and put a plan in place for us to reach our pae tawhiti (distant horizon).

Historically, Māori placed their kāinga near puna (source/spring of water). Participants noted that the vision therefore should be

based on wai (water), kai (food/sustenance), whare (house/home) and whenua (land) hei oranga tangata (to bring about wellbeing) as determinants of Māori wellbeing. Māori wellbeing as it relates to housing is reflected in the notion that a whare whakamarumarū (safe and secure shelter) can be a source of puna ora (spring of life).

The vision statement is:

*He mana i te whenua, he kura kāinga,  
he whare haumarū, he puna ora,  
hei oranga tangata.*

The following translation was provided by Rāhui Papa and endorsed by the vast majority of participants:

*With pride of place, with a space to  
call home, with a protective house,  
let the spring of life prosper and  
bring wellbeing to all.*

### Values/principles

The values or principles are designed to underpin the *Kāinga Ora Māori Strategy* and provide foundational guidance. In this case, the values underpin the entire strategy (and are complemented by the aforementioned organisational values) and will guide implementation and guide how Kāinga Ora will work with iwi and rōpū Māori to achieve their housing aspirations.

- **Mana Motuhake** — Māori are empowered and supported to seek Māori solutions to Māori issues. Māori know what is best for Māori.
- **Te Tiriti o Waitangi** — Partners to Te Tiriti o Waitangi are equal in all respects, and while Kāinga Ora is not a Treaty partner, we act in accordance with Te Tiriti o Waitangi and its principles in delivering better outcomes for Māori.



- **He waka hourua** — Authentic partnerships. Like the double-hull canoe, both hulls are positioned equally to enable the waka to launch. Each has a role and brings value to the function of the relationship.
- **Kia manawaroa** — We encourage and support the long-term resilience of whānau that enables them to not just survive but to thrive.
- **He kura kāinga, he kura whānau** — Whānau at the centre. The health and wellbeing of whānau will be the indicative measure of success and that we maintain that whānau are at the centre of this strategy.
- **He mana tō te kupu** — Consistent and timely follow-through. Each partner is true to their word and efficient in their follow-up and maintains honesty with each other.

**Goals**

The goals of the Kāinga Ora Māori Strategy are designed to keep the waka on course. They are designed to ensure that measurable progress is being made towards te pae tawhiti and the achievement of the long-term vision.

The following indicative goals are supported by participants.

**1. At Kāinga Ora, all Māori are housed in safe and affordable homes**

Recognising a significant number of whānau are on the list for emergency housing and that our goal cannot simply be to reduce this number but to be bold in framing the goal that all whānau should be housed in a safe and affordable home.

**2. Significant and efficient scaling of increased housing options for Māori**

Recognising that urgency is critical and we need to act effectively and efficiently to ramp up housing options for whānau.

This requires significant system shifts and access to funding to enable increased scaling of housing options that are innovative.

**3. Māori-led solutions to Māori issues with the support of government**

Ensuring Māori-led solutions to Māori issues. This means supporting Māori to define their needs and therefore the solutions that will support greater wellbeing for whānau. Iwi/Māori leadership needs to be supported by Kāinga Ora and other government agencies, devolving power where possible.

**Focus areas and key actions**

The focus areas have been identified as the four main priority areas where Kāinga Ora should focus its business (in line with its obligations as an entity). It is important to note here that key actions have been identified as an indication of how we will achieve our goals and vision. These will be further developed with greater detail in the implementation phase of the *Kāinga Ora Māori Strategy*.

Some of the key actions identified sit within the roles and responsibilities of other agencies. We have maintained these in the list as our engagement tira have identified them as being critically important to improving the Māori housing situation. We have differentiated these roles/responsibilities in both the summary document on the inside front cover and in the following table, which clearly indicates who holds the primary responsibility and who Kāinga Ora would work alongside to co-achieve some of these actions.

**1. Funding and investment**

To refocus our efforts to support housing solutions that are innovative and are Māori-led. This can include tapping into funding streams external to Kāinga Ora, investigating options for alternative lending, accessing suites of tools, resources and products to enable whānau to get into homes and supporting Māori financial models or loan schemes.

Key actions	Responsibility
Conduct stocktake of land available for housing	Kāinga Ora
Utilise Kāinga Ora initiatives to support iwi and rūpū Māori to access funding streams for Māori housing (Te Puni Kōkiri, Te Tūāpapa Kura Kāinga)	Kāinga Ora, Te Puni Kōkiri, Te Tūāpapa Kura Kāinga
Establish and improve new and existing products/ services for land development (including infrastructure and kāinga whenua) and housing supply funding	Kāinga Ora
Support opportunities for Indigenous/Māori financial models that increase whānau accessing housing	Kāinga Ora
Drive direction and advocacy for Kāinga Ora to focus resources on initiatives that support iwi/rūpū Māori housing needs and aspirations, including whānau wellbeing	Kāinga Ora
Enable and support Māori housing projects (papakāinga/wāhi kāinga)	Kāinga Ora with support through MAIHI Partnership Programme
Support Māori aspirations in urban development	Kāinga Ora
Establish house relocation programme	Kāinga Ora with support through MAIHI Partnership Programme





## 2. Building capability

To actively increase opportunities for Māori to gain skills and capability. This can include building opportunities, coordinating and organising a one-stop shop to simplify engagement, access to information and knowledge (training, resources, toolkits), tailored advice, advocacy to whānau and supporting the development of whānau planning tools.

Key actions	Responsibility
Support iwi to identify areas of capability development in housing and support the roll-out (financial literacy, accessing housing, funding/mortgages, tools)	Kāinga Ora to support iwi providers, Te Puni Kōkiri (and others)
Provide access to vocational and educational pathways as well as internships, secondments and cadetships to increase iwi and rūpū Māori capability	Kāinga Ora with potential support through MAIHI Partnership Programme
Establish an advisory group to Kāinga Ora to provide external views to support the implementation and review of the Māori Strategy	Kāinga Ora
Increase Māori capability across Kāinga Ora for all staff and increase Māori capacity within the organisation (including drawing on iwi pools of capability to fill these roles)	Kāinga Ora
Develop digital innovation for housing and data-sharing approaches for Kāinga Ora, iwi and rūpū Māori	Kāinga Ora with potential support through MAIHI Partnership Programme
Prioritise Māori as localised suppliers and vendors through Kāinga Ora procurement practice	Kāinga Ora

## 3. Partnerships

To create partnerships with iwi and rūpū Māori to deliver outcomes and provide tailored support solutions to people’s needs. This includes in the space of regulatory compliance and regional investment planning as well as supporting place-based projects and kaupapa already in motion.

Key actions	Responsibility
Support existing strategies that have place-based solutions (iwi strategies, community-based strategies and including in rural settings)	Kāinga Ora to support iwi, communities
Better understand and improve the health of our partnerships and relationships with iwi and rūpū Māori	Kāinga Ora
Build partnerships that recognise, social, cultural, economic, environmental and political wellbeing, ease of access, equity, effectiveness, respect and trust and are underpinned by Te Tiriti o Waitangi	Kāinga Ora
Support regional innovation hubs for housing solutions, design and models that are iwi and Māori-led	Kāinga Ora, other agencies, iwi/rūpū Māori
Remove barriers of access and dismantle silos across the housing system and government	MAIHI Partnership Programme





#### 4. Whānau wellbeing

To address the systemic issues for whānau Māori in housing is to define our success through a lens of wellbeing outcomes. This can include access to specialised expertise and personnel, addressing homelessness and shifting from a transactional approach to housing to a transformational approach based on wellbeing indicators.

Key actions	Responsibility
Support the wellbeing and needs of whānau Māori currently living in Kāinga Ora homes	Kāinga Ora, Ministry of Social Development and potential support through MAIHI Partnership Programme
Increase access to quality support services for whānau and partner with Māori social service providers where possible	Kāinga Ora and social service providers
Support whānau Māori in moving through the housing continuum towards home ownership	Kāinga Ora
Identify specific areas of the housing system that do not work for Māori and work collaboratively across government agencies (through MAIHI Partnership Programme) to support whānau to thrive	MAIHI Partnership Programme
Establish and resource a Rapid Response Team to support iwi and rōpū Māori to better accessing technical advice to enable land development and housing supply	Kāinga Ora

## He horopaki mō te rautaki | Context for the Māori Strategy

This section outlines key context and accountabilities for delivering the *Kāinga Ora Māori Strategy*.

### Timeframe

The timeframe for the *Kāinga Ora Māori Strategy* will be 5 years. Strategic priorities typically require 3–5 years to accomplish. Choosing longer-term goals can be too abstract to provide any concrete guidance, while annual goals can lose sight of greater outcomes for short-term wins. However, annual goals will be identified through implementation in order to achieve the necessary short-term targets.

### Mandate

The *Kāinga Ora Māori Strategy* arises as a result of the new statutory obligations owned by our Board to the Minister of Housing, including our new Māori interest obligations. Therefore, the *Kāinga Ora Māori Strategy* will be a *Kāinga Ora* strategic document that will be owned by the Board in reflecting the co-partnership model, in which the *Kāinga Ora Māori Strategy* was developed and to recognise continued involvement by the group that developed the strategy, a Māori Strategy Advisory Group will be established of members from the strategy development tira to provide external views to support implementation and to review the *Kāinga Ora Māori Strategy*.

### Resourcing

There is an organisational commitment to resourcing the operationalising of the *Kāinga Ora Māori Strategy* through staffing and funding to see the key actions and work programmes come to fruition. Specific resourcing requirements are under development and will be delivered as part of the implementation plan of the *Māori Strategy*.

### Target audience

The *Kāinga Ora Māori Strategy* is an internal document that identifies priority areas for Kāinga Ora to focus its work programme. Kāinga Ora as a whole organisation is responsible for delivering outcomes for Māori across the full housing spectrum. Therefore, all departments, leaders and areas of the business are the target audience of the *Kāinga Ora Māori Strategy*. The *Kāinga Ora Māori Strategy* should also be used for Kāinga Ora to facilitate a cross-government alignment. Sharing this strategy with other government departments will invite cooperation and coordination to achieve common goals.

### Success measures

The *Kāinga Ora Statement of Performance Expectations (SPE)* sets out our operational and financial performance expectations for the financial year. The Kāinga Ora Board, Te Tūāpapa Kura Kāinga and the Kāinga Ora leadership team have a desire to improve the services Kāinga Ora delivers, in partnership with Māori, and how success is measured. The 2021/22 SPE targets have been developed to measure progress of Māori interests and obligations within Kāinga Ora.

All target baselines (except one) are yet to be established. This work sits across business groups of Kāinga Ora and will be developed further during the Tū Hengere implementation plan.

- Percentage of supplier contracts and agreements with Māori businesses by volume.
- Number of Kāinga Ora staff who have participated and completed Mātauranga Māori pilot programmes.



- Percentage of tenants who identify as Māori who are satisfied that their interactions with Kāinga Ora are culturally appropriate. Target baseline of ≥75 percent.
- Percentage of new trainees engaged in our Kāinga Ora construction apprenticeship or cadetship programme who identify themselves as Māori.
- Percentage of iwi partners who are satisfied or very satisfied with their on-going partnership with Kāinga Ora.
- Percentage of Māori applicants gaining full pre-approval for the Progressive Home Ownership scheme.
- Percentage of homes purchased by New Zealanders with one or more of our home ownership products who identify themselves as Māori.
- Are we working towards achieving our goals in accordance with the timelines?
- Have the barriers and risks to achieve success changed?
- Could we be achieving more and could we be achieving faster?
- Has this strategy resulted in an increased connection between Māori and ancestral traditional, cultural lands and lives?
- Is Kāinga Ora delivering in new and different ways to Māori because of the strategy?
- Is Kāinga Ora delivering on the expectations of Māori through the lens of the *Kāinga Ora Māori Strategy*?
- Is Kāinga Ora actively increasing and repairing trust between Māori and the Crown?

An evaluation should be conducted every 12 months by a qualified, independent evaluator with appropriate Māori expertise and experience. More detail on the evaluation and monitoring will be provided in the implementation plan.

### Implementation

As with any strategic document, a level that identifies the implementation (the how) is included in some detail to give some direction to the key actions. Here are some key points to understand with regards to implementation.

### Evaluation and monitoring

The *Kāinga Ora Māori Strategy* will be relevant for a term of 5 years. However, annual reviews will be conducted to ensure the strategy remains relevant and to ensure timely progress is achieved against the stipulated goals. The following will be reviewed on an annual basis.

- Are the *Kāinga Ora Māori Strategy* components fit for purpose?
- Are the needs of whānau Māori the same or do we need to consider new consequences that may have an affect on the identified needs of these whānau?

- The full implementation plan is known as *Tū Hengere*, which represents the operationalising of the Māori Strategy into specific workstreams. The *Tū Hengere* implementation plan will be led by Te Kurutao (Group Māori within Kāinga Ora) and supported across business groups within Kāinga Ora.
- The first 6 months of the *Tū Hengere* implementation plan have been developed and will be further developed into a full implementation plan between September 2021 and February 2022.

### Māori Strategy Advisory Group

A Māori Strategy Advisory Group will be established to work alongside the Board as an external group made up of iwi leaders and Māori housing tira participants (who we have engaged through the development phase). This group will operate externally and be managed through Te Kurutao to support the Board through implementation, and annual review of the *Kāinga Ora Māori Strategy*. The exact role and name of the advisory group will be established through a clear set of terms of reference, which will be worked through with appointed members, alongside the Māori Housing Sub-committee. It is intended that the advisory group will provide external views to support implementation and review of the *Kāinga Ora Māori Strategy*.

The advisory group members will be appointed by Te Ringa Raupā, DCE Māori Kāinga Ora and the Māori Housing Sub-committee. The advisory group will not have any delegations or authorities regarding decision making as to the *Kāinga Ora Māori Strategy* and will act in accordance to the agreed terms of reference, which are to be developed and agreed to during the first 6 months of the implementation phase.

### Inter-agency cross-over

Key actions are identified in the *Kāinga Ora Māori Strategy* that fall outside the remit for Kāinga Ora. These actions are clearly demarcated in both the summary document on the inside front cover and this document to represent the various Crown agencies and organisations that Kāinga Ora will support and work with to deliver these actions.

For communities, it is unclear as to the specific roles and responsibilities of the main Crown agencies delivering housing to Māori. This highlights the need to better communicate and articulate our respective roles and responsibilities in serving Māori and housing. We need to explore ways in which inter-agency workstreams continue to be delivered and profiling these inter-agency workstreams more.

The diagram below shows the respective roles and responsibilities of Te Tūāpapa Kura Kāinga, Te Puni Kōkiri, Ministry of Social Development and Kāinga Ora. The *Kāinga Ora Māori Strategy* summary also represents key actions under the four focus areas that are clearly within the remit of Kāinga Ora and key actions that sit with other agencies. As part of implementing the *Kāinga Ora Māori Strategy*, an opportunity for partner agencies and Kāinga Ora exists to come together and co-deliver on important outcomes for Māori. Similarly, this is the role of the MAIHI Partnership Programme.

### Kāinga Ora Māori Strategy position in relation to our legislation, government direction, MAIHI Framework for Action and MAIHI Ka Ora — National Māori Housing Strategy

Within the Government structure, the *Kāinga Ora Māori Strategy* sits at the organisational strategy level alongside the *Kāinga Ora Strategy*. These two strategic documents represent complementary and aligned strategic directions for Kāinga Ora and are interconnected through the Statement of Intent and the Shared Outcomes Framework.

Legislative context (foundation Acts)	Urban Development Act 2020	Kāinga Ora—Homes and Communities Act 2019	Sets out operating principles for Kāinga Ora	
	Crown Entities Act	Public Service Act	Residential Tenancies Act	Public and Community Housing Management Act
Other relevant Acts				
Government direction	Government Policy Statement	MAIHI Framework for Action		Te Tūāpapa Kura Kāinga direction
	Enduring Letter of Expectation	Letter of Expectation	MAIHI Ka Ora	
Organisational strategy	Long-term investment plan	Statement of Intent		Kāinga Ora Board owned
		Kāinga Ora Strategy	Kāinga Ora Māori Strategy	
		Shared Outcomes Framework		
Operational strategy	Functional strategies, policies and standards			Tū Hengere to implement across Kāinga Ora
Measurement forecast and expectations	Statement of Performance Expectations			Kāinga Ora Board owned

### Key roles and responsibilities of main agencies delivering to Māori Housing

Te Tūāpapa Kura Kāinga, Te Puni Kōkiri, Ministry of Social Development and Kāinga Ora: the *MAIHI Framework for Action* informs all of these agencies working across the housing spectrum.





## Ngā tikanga whakahaere | Methodology

### Kaupapa Māori approach

We envisioned a wānanga approach to the development of the *Kāinga Ora Māori Strategy* and so initiated a widespread engagement strategy to get maximum involvement.

To achieve a kaupapa Māori approach to develop this strategy within a government construct has not been an easy task. However, following the regular Crown process of developing such documents in house and then taking them to iwi for consultation simply would not do. Our approach would see us, from the very outset of the process, engage with iwi and rūpū Māori and invite them to kōrero, discuss and wānanga key concepts. Kaupapa Māori challenges norms and assumptions and aims to make a positive difference.<sup>15</sup> Kaupapa Māori goes against the grain of fundamental Western ways of knowing and challenges those norms with Māori ways of thinking. The approach to develop the Māori Strategy is built upon a Māori way of thinking, incorporating Māori values and doing things through a Māori process, such as wānanga to achieve our goals.

The Board approved this approach in June 2020, along with resourcing to make this happen. It was agreed that we would hold 11 regional wānanga across the North and South Islands for whānau, hapū, iwi and communities to come together and wānanga their housing aspirations. As outlined elsewhere in this document, COVID-19 forced us to change

our approach and reduce the level of engagement we originally anticipated. Our wānanga process was based upon building trust with iwi and rūpū Māori and listening through a facilitated process of workshops, feedback, kōrero and sharing in both te reo Māori and English. Our hui were based in Christchurch, Auckland and Wellington, and befittingly, hau kāinga opened and closed each of our wānanga.

Our wānanga process was designed to nurture new ideas, innovation and blue-sky thinking to enable tira participants to think differently about the needs of iwi and rūpū Māori and the housing solutions that could support them. Respect for each other was a key value in our hui, as well as kōrero that was mana enhancing. Our approach to this work has been mā te kōrero, mā te wānanga, ka whai hua / through talking and discussion, we will find a solution.

### Specific feedback for noting

Te Rūnanga-Ā-Iwi-O-Ngāpuhi applauds Kāinga Ora—Homes and Communities for developing a *Kāinga Ora Māori Strategy*. However, Te Rūnanga-Ā-Iwi-O-Ngāpuhi does not support the manner in which the strategy reflects Te Tiriti o Waitangi or the manner in which the strategy omits He Whakaputanga o te Rangatiratanga o Nu Tīreni. Notwithstanding this position, Te Rūnanga-Ā-Iwi-O-Ngāpuhi anticipates working positively and constructively with Kāinga Ora in the future.

## He rārangi kupu | Glossary

āhua ngāwari te utu	affordable
āhuatanga noho	living conditions
āhuatanga toiora	wellbeing
ahurea	culture, cultural
hangaroto	infrastructure
hauora	healthy
hononga ā-ahurea	cultural relationships
hononga ā-taiao	environmental relationships
ine	measure
kāinga noho	housing
kaitāpae take	claimant
mātanga	expert, specialist
moemoeā	dream
pae whenua	site of significance
paerewa whare Māori	Māori housing standards
rautaki	strategy
rawakore	poverty
ritenga	practices
ruruku	coordinate
taha whanaungatanga	relationships of a person or organisation
take	issue, claim
tikanga Māori	Māori customary practices
tohutohu	advise, advice, advisory
tuitui	engage with people
turuki	reinforce
uara	living
wāhi tapu	sacred place
wawata	aspiration
whakahohoro	accelerate
whakaata (tia)	reflect
whakaingoa	nominate
whakatinana	implement
whakatutuki	fulfil
whakawhanake	develop something
whanake	develop
whanaketanga	development

15. Smith, Linda Tuhiwai (1999). *Decolonizing Methodologies: Research and Indigenous Peoples*.

## He tāpiritanga | Appendices

### APPENDIX ONE: Methodology

#### Internal survey

We began our engagement with a Kāinga Ora staff online survey in August 2020 that covered Māori values, engagement, health and wellbeing, Te Tiriti o Waitangi and mātauranga Māori. The survey had a low uptake of just over 180 responses and gathered both qualitative and quantitative data that was used to understand the organisation's readiness for championing the Kāinga Ora Māori Strategy. However, of the responses received, some insights are shared below.

#### Māori engagement

- 130 respondents stated that Kāinga Ora must be aware of engagement across the organisation and across other agencies and try to coordinate engagement efforts better.
- This would reduce any doubling up of engagement efforts, which is demanding on iwi and rūpū Māori as well as a waste of our resources.
- Better systems that ensure we are coordinated within regions and through business groups is something that will be developed and coordinated better through the *Kāinga Ora Māori Strategy*.
- 140 respondents said that we need to ensure staff who work alongside iwi have knowledge and understanding of mana whenua.

#### Te Tiriti o Waitangi

- 83 percent of respondents said that Te Tiriti o Waitangi / Treaty of Waitangi is important to their work, and three in four people consider their work against the principles of Te Tiriti and/or consider how their work supports Māori interests.

- A low 8 percent of respondents felt very confident in their knowledge of understanding the Treaty, and 34 percent felt reasonably confident.

We recognise that understanding of Te Tiriti o Waitangi / Treaty of Waitangi in the context of the *Kāinga Ora Māori Strategy* is important given that a key value of Te Tiriti underpins the strategy. What is reassuring is that a high number of our people are thinking critically about their work in the context of Te Tiriti principles and Māori interests.

#### Health and wellbeing

- An overwhelming 92 percent of people stated that a key approach to improving how Kāinga Ora contributes to health and wellbeing for Māori communities is to better understand the needs of these communities and to work alongside iwi in realising their aspirations for housing.
- This aspiration is reflected in the approach we have taken in developing the *Kāinga Ora Māori Strategy* through asking iwi and rūpū Māori what their needs and aspirations are. Through this understanding, we are better positioned to drive housing solutions that will benefit iwi and rūpū Māori.

The survey insights provide a baseline of data to build upon in terms of our approach to develop the *Kāinga Ora Māori Strategy* and gives us some good indications of the internal interest and capability around better delivery to Māori, what our people's needs are in developing capability and growing more interest and understanding in te ao Māori.

#### Engagement

Our methodology for developing the *Kāinga Ora Māori Strategy* initially began with an approach involving 11 regional wānanga across the motu with iwi and rūpū Māori. We felt that this level of engagement recognised the importance of co-partnership in the development of the *Kāinga Ora Māori Strategy*. Due to COVID-19 and the country's lockdown at Alert Level 4 in March 2020 and then again in July 2020, we needed to change tack on our approach to ensure that we complied with the government's restrictions on gatherings as well as progressing our engagement.

The external engagement was then refocused to six wānanga with identified experts and iwi leaders, with a mixed approach of online and face-to-face wānanga. The following hui were held with three identified tira memberships (see Appendix 3).

#### 2-hour introductory online wānanga

- Inter-agency introduction session — 7 October 2020.
- Māori housing experts session — 28 October 2020.
- Iwi leaders session — 11 November 2020.

#### Four face-to-face wānanga to develop the strategy held across the country

- Christchurch — 18 November 2020.
- Auckland — 26 November 2020.
- Wellington — 2 December 2020.
- Wellington (last minute change to online format due to COVID-19 Alert Level shift) — 5 March 2021.

The wānanga aimed to canvas opinions, ascertain needs and aspirations and act as a waharoa (portal) to iwi across the country. Kāinga Ora and Te Tūāpapa Kura Kāinga presented together at the first introductory online wānanga to link the *MAIHI Framework for Action* and lay the foundations from which a *Kāinga Ora Māori Strategy* could be developed.

#### Strategy writing

As part of an agreed process by the three engagement tira, Dr Acushla Sciascia (Māori Strategy Lead) pulled the discussions together and developed a cohesive draft strategic document that outlined the key components of the strategy. Following the 2 December 2020 face-to-face wānanga, the writing of the first draft of the strategy began and was produced on 15 December 2020 and handed over to the three engagement tira for their review and feedback.

Following the 5 March 2021 wānanga held via Zoom, it was discussed and supported that a small working group of tira participants come together to support the Strategy Lead with the rewriting of the strategy. This was proposed to ensure there is consistency as well as efficiency with our process, given that we were working to a very tight timeframe to turn any feedback around following the 5 March 2020 meeting. Due to the availability of members, the strategy rewrite group consisted of two iwi leader tira participants.



### Feedback

Our three tira were invited to provide feedback via email and Zoom ‘drop-in’ sessions on the *Kāinga Ora Māori Strategy* first draft. One tira participant provided feedback via email, and nine tira participants attended one or more of the above online feedback sessions. The majority of feedback was received verbally at the fourth wānanga held via Zoom on Friday 5 March 2021.

Tira were also invited to submit email feedback the *Kāinga Ora Māori Strategy* second draft. We received feedback from all three tira and significant feedback from some of our partner agencies.

A third draft was produced and disseminated to tira participants on 30 April 2021, and feedback was invited. At this point, the strategy team entered into discussions with key business groups, managers and Deputy Chief Executives across Kāinga Ora to consult on the draft direction for the *Kāinga Ora Māori Strategy*.

The *Kāinga Ora Māori Strategy* was presented to the Māori Housing Sub-committee on 26 May 2021 and feedback was received. This was followed up with a wānanga with Māori Housing Sub-committee Board members held on 15 June 2021. The *Kāinga Ora Māori Strategy* was then presented to Te Tira – Pae Tātaki on 17 June 2021 and was endorsed for presentation to the Kāinga Ora Board on 29 June 2021. Strategy and Risk Pae Tātaki was not required to be consulted with as the *Kāinga Ora Māori Strategy* team had already conducted significant engagement and consultation on the *Kāinga Ora Māori Strategy* and the *Kāinga Ora Organisational Strategy*.

All feedback has been recorded and addressed in an Excel sheet managed by the Strategy Lead, including indicating whether or not or how feedback is responded to in corresponding draft strategy documents.

### APPENDIX TWO: A perspective from an iwi representative on the current Māori housing situation<sup>16</sup>

While some Māori are able to perform as well as their Pākehā contemporaries in home ownership and income levels, the majority of Māori are represented in low home ownership statistics as well as poor-quality housing. Māori are also disproportionately represented as a majority in state housing or council-owned social housing. Furthermore, a larger portion of Māori are on income benefits or in unemployment, as well as a large proportion being in mental health, state hostels and prisons as well as drug addiction care — all of which place pressure on the extended whānau. These aforementioned statistics are a result of low levels of education, rural and isolated living locations, communities with higher deprivation and gang influence, and low income levels inside both struggling small town economies or overinflated city living costs.

Many Māori remain in their original whānau homes, which have not been well maintained and are often in severe states of disrepair, while the whānau lacks the know-how or money to perform any repairs. Many Māori remain within their iwi and hāpu areas to maintain traditions and retain their ancestral rights and identity, but this can result in isolation, unemployment and severe deprivation, which in turn results in low living standards. There are many Māori who live in our big towns who currently live comfortably in a rental residence but who consider saving for a home to be a pointless exercise as the gap between house prices and incomes grows each year.

Our ability and need to live in extended whānau groups does mean that Māori will live in overcrowded homes that have their own set of personal and health pressures. Our children and rangatahi are also overly represented in negative national statistics in violence, education, criminal offending, gangs, teenage pregnancy and suicide. Being able to provide stable quality living situations for them and/or their whānau will aid in reducing these statistics.

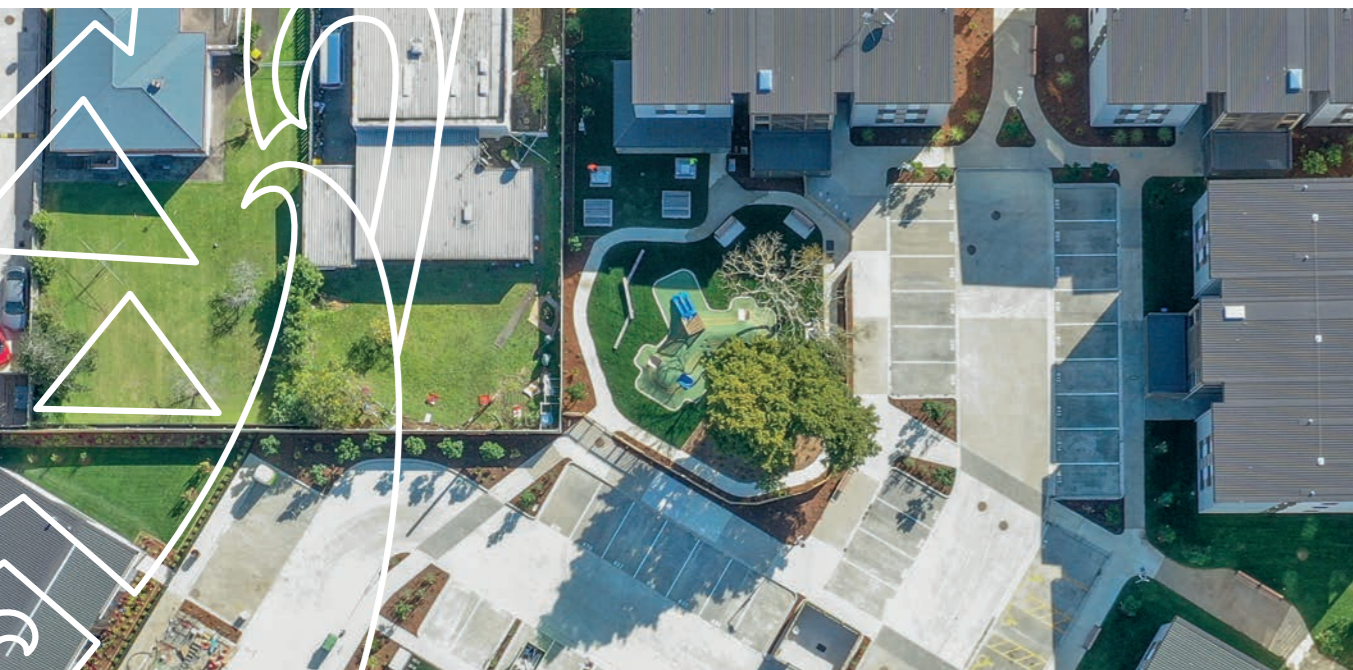
In the end, the basic barriers to home ownership or quality housing for Māori are quite simply expressed as:

- the price of homes is too high against income levels and the cost of living
- not enough income to save a deposit
- not enough income to afford mortgage loan repayments
- insufficient knowledge about home purchasing, financing and home ownership.

The good news is that many iwi and Māori-based organisations as well as Pākehā charities and NGOs exist in the community that demonstrate how positive change and positive results can be achieved. Affordable housing, affordable home ownership and affordable living standards are being achieved in small pockets across Aotearoa with use of:

- Māori-owned land for purchase, lease or occupancy agreements
- government, private investment and philanthropic funding
- KiwiSaver, KiwiBuild and subsidies
- shared-equity and rent-to-buy schemes
- medium to high-density builds for lower cost per square metre
- financial education.

<sup>16</sup> This iwi representative perspective is a tira participant who contributed to the development of the *Kāinga Ora Māori Strategy*.



This dynamic mix of solutions highlights that a range of solutions is needed to address the many personal and whānau situations that exist — there is no singular unicorn that is the panacea to our problems. However, these solutions have some core products and services that have proven to be essential.

- Low cost living whether rented or owned (rent or mortgage only 30 percent of income).
- Structure, support and education on home ownership and maintaining and managing your house.
- Ready and easy access to other support services.
- Regular guidance on integrating into the neighbourhood and community.

These solutions are resulting in Māori gaining a quality home and the associated improved living standards from which many other positive results are beginning to flow. The negative statistics begin to reduce, and whānau are able to retake the mana, dignity, confidence and self-esteem that once existed for Māori. From these individual improvements, we see whānau, neighbourhoods, communities, hapū, iwi and a nation grow and flourish to become a place where every Māori and Pākehā is safe, well and thriving.



### APPENDIX THREE: Membership of the tira who participated in the development of the Kāinga Ora Māori Strategy

Three tira were engaged to participate in the Kāinga Ora Māori Strategy for their expertise, knowledge and experience in the Māori housing sector.

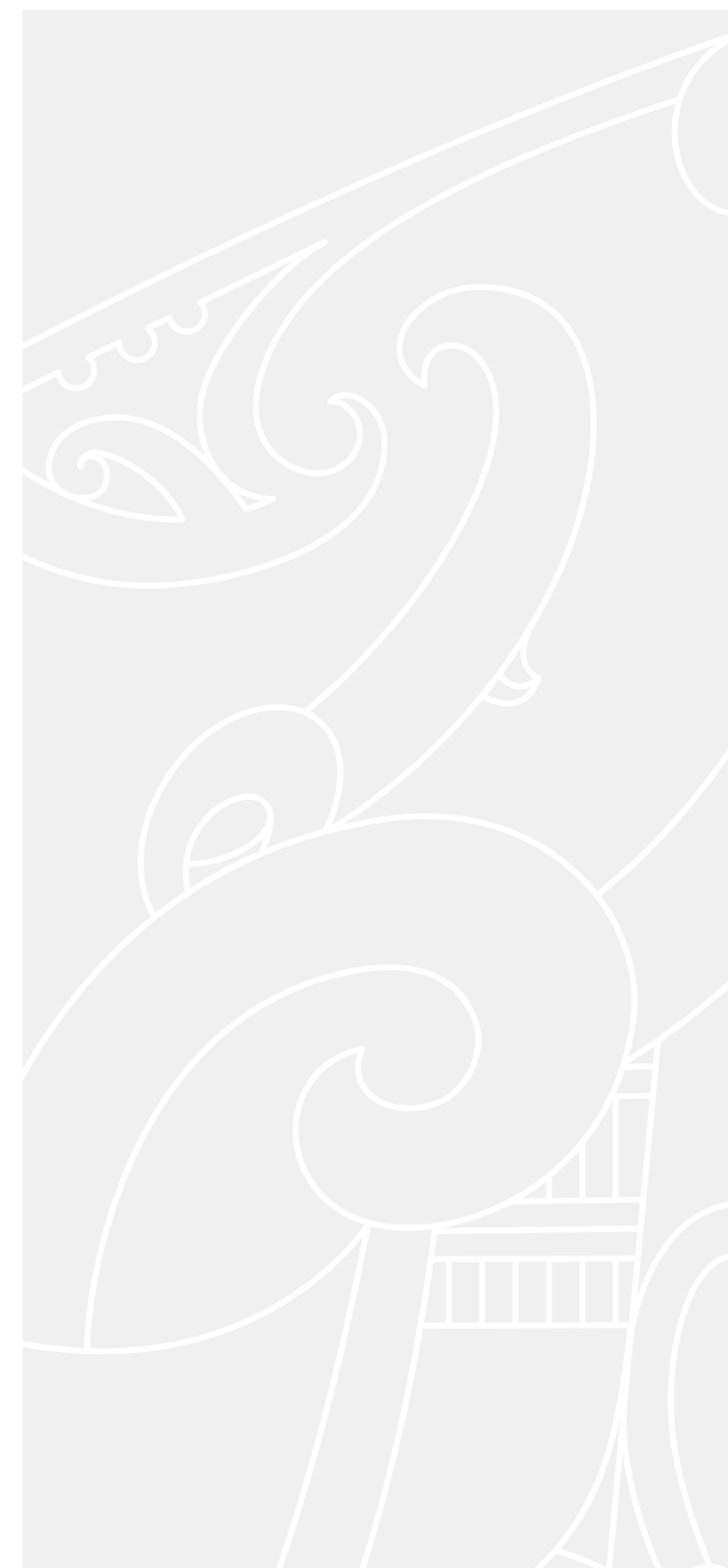
- Iwi leaders/representatives
- Māori housing experts
- Internal and inter-agency tira

Kāinga Ora recognised the importance of individuals and groups contributing their time to this kaupapa, Individuals who were not paid public servants were remunerated for their time, and all travel and accommodation costs were covered.

Kāinga Ora would like to acknowledge and recognise each tira participant who has played a contributing role in attending the hui and shared invaluable kōrero and whakaaro to the development of the Kāinga Ora Māori Strategy. Your wealth of knowledge and experiences have shaped and directed this document, and we are hopeful that the fruits of this hard work will directly, and positively impact whānau Māori across the motu.

*E kore e mutu ngā mihi ki tēnā, ki tēnā o koutou, kei ngā rangatira – tēnā koutou katoa.*

The groups and individuals involved in the three tira were as follows.





Iwi leaders/representatives

Name	Iwi	Rōpū	Role	Zoom	Hui 1	Hui 2	Hui 3	Hui 4
Amiria Tomoana	Te Puna Wai	Te Puna Wai Working Group					●	
Anahera Rawiri	Ngāti Whātua	Ngāti Whātua Ōrākei	Head of Culture and External Relations	●			●	
Andrew Crocker	Ngāti Whātua Ōrākei Whai Rawa Limited	Ngāti Whātua Ōrākei	CE, Ngāti Whātua Ōrākei Whai Rawa Limited	●				
Brennan Rigby	Representative of Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi	Te Rūnanga ā Iwi o Ngāpuhi	Subject matter expert					●
Blandina Diamond	Ngāti Tūwharetoa and Ngāpuhi	Tūwharetoa Settlement Trust	Strategist Kāinga	●		●	●	●
Clayton Wiki	Te Rarawa	Te Rūnanga o Te Rarawa			●	●	●	
Danielle Keil	Ngāti Kahungunu Iwi	Ngāti Kahungunu Iwi Incorporated	Special Projects Coordinator				●	
Geraldine Baker	Ngāpuhi / Whangaroa / Ngāti Toa Rangatira / Moriori	Kahukuraariki Trust / Matauri X Incorporation	General Manager, Chair	●		●	●	
Greg Stebbing	Ngāti Tūwharetoa	Tūwharetoa Settlement Trust	General Manager			●	●	
Huia Puketapu	Te Ati Awa ki Te Upoko / Ngāti Ruapani / Ngāi Tūhoe	Taranaki Whānau (PNBST) Trust — Trustee					●	
Jason Mareroa	Te Whakatōhea	NRAI/ICF	Iwi Representative			●	●	
Katarina Hina	Ngā Wairiki, Ngāti Apa, Te Ātihaunui-a-Pāpārangī	Te Rūnanga o Ngā Wairiki Ngāti Apa	Kai Whakakaupapa-Strategic Lead				●	

Name	Iwi	Rōpū	Role	Zoom	Hui 1	Hui 2	Hui 3	Hui 4
Kemp Dryden	Ngāti Rangī	Te Kumete o Paerangi (Ngāti Rangī Commercial arm)	Director				●	
Leighton Horner	Te Āti Awa	Te Puna Working Group					●	
Lewis Ratapu	Rongomaiwahine, Ngāti Kahungunu	Tātau Tātau o Te Wairoa Trust	General Manager	●			●	
Marama Puketapu	Te Āti Awa	Te Puna Working Group					●	
Maramena Vercoe	Ngāti Manawa	Te Rūnanga o Ngāti Manawa	CEO				●	
Murray Painting	Ngāpuhi	New Zealand Māori Council				●	●	
Nicole Anderson	Ngāpuhi	Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi				●	●	●
Nireaha Pirika	Te Arawa	Ngāti Uenukukopako Iwi Trust	Chairman			●	●	
Oriana Paewai	Rangitāne, Raukawa ki te Tonga, Kauwhata	Rangitāne o Tamaki nui a Rua	Chief Executive		●			
Paaniora Matatahi	Waikato-Tainui	Ngāa Rangatahi a Iwi	Deputy Chair	●	●	●	●	●
Raymon Ashby	Ngāpuhi, Ngāti Kahu	Te Hau Ora o Ngāpuhi					●	
Steven Sanson	Ngāpuhi, Te Rarawa	Te Hau Ora O Ngāpuhi			●	●	●	
Tammy Tauroa				●			●	
Te Rau Allen	Ngāpuhi	Te Rūnanga-Ā-Iwi-Ō-Ngāpuhi	Deputy Chair				●	

Name	Iwi	Rōpū	Role	Zoom	Hui 1	Hui 2	Hui 3	Hui 4
Te Taru White	Te Arawa Ngāti Pikiao, Tainui Ngāti Mahanga, Ngāti Porou Te Whānau-a-Ruataupare	Te Tatau o Te Arawa	Chair	●	●	●	●	●
Tomairangi Mareikura	Ngāti Rangī	Te Kumete o Paerangi (Ngāti Rangī Commercial arm)	Chair				●	

**Māori housing experts**

Name	Iwi	Rōpū	Zoom	Hui 1	Hui 2	Hui 3	Hui 4
Brett Ellison	Ngāi Tahu	Māori housing expert for Te Waipounamu	●	●	●	●	●
Materoa Mar	Ngāti Porou, Ngāti Whātua, Ngāpuhi	Te Tihi o Ruahine Whānau Ora Alliance Charitable Trust	●	●	●		
Ngarimu Blair	Ngāti Whātua	Māori housing expert			●	●	
Nuk Korako	Ngāi Tahu	Te Putake Limited	●	●	●	●	●
Perry Royal	Ngāi Tahu	Te Putake Limited	●	●	●	●	
Peter Jefferies	Ngāti Raukawa	Building Houses for Māori	●	●		●	
Phillippa Howden-Chapman		Housing expert			●		
Rau Hosking	Ngāti Hau, Ngāpuhi	Te Matapihi	●	●		●	
Rito Basil Tapuke	Te Atiawa, Ngāti Mutunga, Taranaki Tūturu, Ngāti Tama and Ngāti Pāoa	Māori housing expert	●	●	●	●	●
Robin Hapi		Māori housing expert		●			
Sarah Isaac	Ngātimanawa, Ngāiterangi, Tūhoe				●	●	

Name	Iwi	Rōpū	Zoom	Hui 1	Hui 2	Hui 3	Hui 4
Tiny Deanes		Visions of a Helping Hand	●	●	●	●	
Toa Faneva		Te Rūnanga o Whaingaroa	●	●			
Victoria Kingi	Nga Pōtiki, Ngāi Te Rangī, Te Arawa, Ngāti Porou, Ngāi Tahu	Māori housing expert			●		
Wayne Knox		Te Matapihi	●	●	●	●	●

**Internal and inter-agency tira**

Name	Iwi	Rōpū	Zoom	Hui 1	Hui 2	Hui 3	Hui 4
Christina Chase (nominated by Kararaina Cribb, DCE Māori, Te Tūāpapa Kura Kāinga)	Ngāti Whitikaupeka, Ngāti Tamakōpiri, Ngāti Tūwharetoa	Programme Manager, Te Tūāpapa Kura Kāinga		●		●	
David Durie		Manager, Supported Housing Delivery, Kāinga Ora		●	●	●	
Elizabeth Richards (nominated by Kararaina Cribb, DCE Māori, Te Tūāpapa Kura Kāinga)		Kaiāki, Te Tūāpapa Kura Kāinga	●	●			
Emma Ferguson (nominated by Janna Campbell, Principal Advisor Strategy & Investment, Kāinga Ora)		Principal Advisor, Strategy & Investment Kāinga Ora	●	●	●	●	



Name	Iwi	Rōpū	Zoom	Hui 1	Hui 2	Hui 3	Hui 4
George Mackey (nominated by Karen McGuinness, DCE Partnership Investments, Te Puni Kōkiri)		Acting Manager, Statutory Entity Monitoring, Te Puni Kōkiri	●			●	
Kararaina Cribb	Ngāti Porou, Ngāpuhi, Ngāti Kauwhata	Deputy Chief Executive Māori, Te Tūāpapa Kura Kāinga	●			●	
Manaia King (nominated by Marama Edwards, DCE Māori Communities and Partnerships, Ministry of Social Development)		General Manager, Māori Partnerships and Programmes, Ministry of Social Development	●			●	
Piripi Winiata (nominated by Kararaina Cribb, DCE Māori, Te Tūāpapa Kura Kāinga)		Principal Advisor, Te Tūāpapa Kura Kāinga	●				
Taina Jones		Regional Director North, Kāinga Ora	●		●	●	
Te Ariki Pihama	Ngāti Koroki Kahukura, Ngāti Ruanui, Ngāti Māhanga	Ringa Raupā Deputy Chief Executive Māori, Kāinga Ora	●	●	●	●	
Whiti Turner (nominated by Kararaina Cribb, DCE Māori, Te Tūāpapa Kura Kāinga)	Ngāi Te Rangi, Ngāti Kahungunu ki te Wairoa	Policy Manager, Te Tūāpapa Kura Kāinga	●				

