



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

JULY 2012

Pānui Whāinga 2012-2015
Statement of Intent 2012-2015





Presented to the House of Representatives
Pursuant to Section 39 of the Public Finance Act

New Zealand Government

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MINISTERIAL FOREWORDS

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Tēnā koutou katoa e whaiwāhi ana ki tēnei Pānui Whāinga a te Kāwanatanga. Kei konei e kitea te huarahi e whāia ai kia tutuki ō mātou tūmanako mō ngā iwi me ngā rōpū Māori, otirā mō ngā kaupapa Māori hei painga mō te motu whānui.

I am delighted to have retained the Māori Affairs portfolio that will see further enhanced, stable, and constructive relationships with our coalition partners in a National-led Government, a regime committed to working together to ensure Māori and all New Zealanders enjoy a brighter future. This vision fits well with our founding document Te Tiriti o Waitangi that has created a nation of diversity and shared aspirations for future success and prosperity.

Over my tenure as Minister of Māori Affairs, Te Puni Kōkiri's approach to Māori Affairs policy has focused on supporting Māori economic, social, cultural and constitutional self-determination. This remains our priority. In a climate of restraint, we will also focus on the quality of outcomes for Māori, on who is accountable for contributing to those outcomes, and how. To help ensure better public services, Te Puni Kōkiri's work programme is aimed at enhancing the effectiveness of the wider state sector for Māori.

I intend to drive a significant programme of work that builds, across the wider state sector, a greater sense of ownership, responsibility and accountability for their effectiveness for Māori, especially in relation to education, employment and training, and housing. I expect Te Puni Kōkiri to improve its guidance, influence and therefore value to the key sectors, to help those sectors achieve better outcomes for Māori.

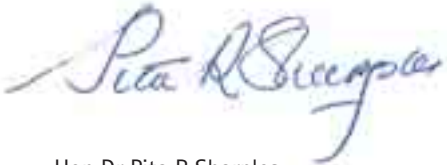
Te Puni Kōkiri's experience and expertise warrants a leadership role in co-ordinating and supporting whole-of-government relationships with iwi and Māori communities.

Alongside this effectiveness for Māori priority which is focused on enhancing the experiences of a population group, my Crown – Māori relationships priority is to promote recognition of the distinct constitutional Treaty based interests of iwi and hapū, and the management of relationship issues and risks that are part of the natural tension of the Treaty partnership.

An overarching piece of work I intend to pursue this year is the refocusing of Te Puni Kōkiri, including the formation of a high-level strategic policy unit to better reflect the developing relationships between Iwi, Hapū and Whānau and Kāwanatanga. This will be aligned with progressing Whānau Ora led by Hon Tariana Turia.

There is also a range of pre-existing sector initiatives that Te Puni Kōkiri will be focusing on, most importantly concluding the review of the Māori Language Strategy and any policy and structural reforms associated with that. In closing, I look forward to a positive working relationship with the Associate Minister of Māori Affairs the Hon Christopher Finlayson, who has an extensive background in Māori interests in his continuing role as Minister for Treaty of Waitangi Negotiations; and Hon Tariana Turia as Minister for Whānau Ora.

Mauri ora ki a koutou katoa.



Hon Dr Pita R Sharples
Minister of Māori Affairs





Aku mihi mahana ki a koutou e hono
ana ki tēnei Pānui whāinga.

I am looking forward to working with Minister Sharples on a range of issues across the Māori Affairs portfolio, in particular the assistance I can bring to bear on policy and legislative reform in relation to Māori land.

I have worked closely with Te Puni Kōkiri staff previously in my role as Minister for Treaty of Waitangi Negotiations and appreciate the opportunity to continue working with them in new areas over the next three years.

Noho ora mai koutou.

A handwritten signature in blue ink that reads "Christopher Finlayson". The signature is written in a cursive, flowing style.

Hon Christopher Finlayson
Associate Minister of Māori Affairs



Tēnā koutou e ngā iwi, e ngā roopu me ngā whānau e ngākau nui ana ki tēnei kaupapa a te Whānau Ora.

The amazing momentum that has characterised Whānau Ora continues to inspire me and has shaped the key priorities articulated in this Statement of Intent.

While all those involved in Whānau Ora speak to its success, I consider it important to raise awareness and improve the understanding of Whānau Ora amongst the general public. To that end I will be looking to utilise some "Whānau Ora Champions" to support the work of the Governance Group and the Regional Leadership Groups in this regard.

I also look forward to the findings of the Whānau Ora Working Group which will no doubt impact on the way that the policy will evolve over the next short while.

My immediate focus is to ensure that we can improve the reach, capability and effectiveness of Whānau Ora. I anticipate that this will involve strengthening the waves of whānau-centred service provision so that by 2015 there will be Whānau Ora providers contracted to provide a wide range of government services across the country. National coverage will ensure that all whānau can access and benefit from Whānau Ora services and support regardless of where they live. I firmly believe that by 2015 many whānau will have developed plans for moving to independence.

In closing, Whānau Ora will increasingly bring a greater focus to address the issues of employment, housing, educational achievement, and the well being of the most vulnerable members of society, including those on low incomes.

Nō reira me ū tonu tātou ki tēnei kaupapa a te Whānau Ora. Mā ihupuku ko momoho, mā momoho ko tau o te mauri, ko puta o te ihu ki Te Whai Ao, ki Te Ao Mārama.

Hon Tariana Turia
Minister for Whānau Ora





MINISTERIAL STATEMENT OF RESPONSIBILITY

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I am satisfied that the information on future operating intentions provided by Te Puni Kōkiri in this Statement of Intent and the Information Supporting the Estimates is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

A handwritten signature in blue ink that reads "Pita R Sharples". The signature is written in a cursive style.

Hon Dr Pita R Sharples
Responsible Minister for Te Puni Kōkiri
16 April 2012



CHIEF EXECUTIVE STATEMENT OF RESPONSIBILITY

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for Te Puni Kōkiri. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2012/13 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

Leith Comer
Chief Executive

Michelle Ewington
Chief Financial Officer





INTRODUCTION FROM THE CHIEF EXECUTIVE

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Tēnei ahau, e mihi nei ki te hunga kua huri ki tua o paerau, ka hoki mai ki a koutou ngā kanohi ora o rātou mā, tēnā koutou katoa.

The Government's overriding priority is undoubtedly about building a more competitive and internationally-focused economy with less debt, more jobs and higher incomes. For Māori one of the pressing challenges is to lift the education and vocational training outcomes they achieve in order that they are positioned for jobs, and better paying jobs. Te Puni Kōkiri will therefore give greater and immediate emphasis to specific services and functions, including policy advice, trial initiatives and facilitated relationships between the state sector and Māori focused on key social sectors to assist government towards improved outcomes and results for Māori in, education, employment and training, and particularly youth employment.

Housing supply, quality and affordability are similarly pressing issues for many whānau over the medium-to-long term. Whānau housing circumstances and home ownership aspirations can only be addressed if education and employment pathways for Māori are strengthened, and Māori participation lifted. Alongside that effort, in the immediate term, Te Puni Kōkiri will apply its advisory, facilitation and capacity building resources

to assist more Māori communities to achieve partnering relationships with the Government's housing sector agencies and social housing funders.

This immediate emphasis on key social development priorities aligns to a stronger, medium-to-long term focus by Te Puni Kōkiri to achieve:

- more targeted collaboration, with lead sector agencies, to lift sector effectiveness and results for Māori;
- greater alignment across agencies responsible for Māori language education, promotion and revitalisation; and between government and Māori language stakeholders and Māori communities; and
- the strengthening of governance and resourcing arrangements for Government's Whānau Ora Approach, and the outcomes realised by, and with, whānau.

Alongside the rest of the state sector, Te Puni Kōkiri is faced with operating challenges in an environment of fiscal constraint, and a requirement to deliver better public services, more effectively and more efficiently.

In terms of better public services, our current approach, as noted above, is to align policy and organisational capability and capacity to be able to facilitate appropriate Crown-Māori relationships, and a leadership role to drive increased effectiveness for Māori across the State Sector. More recently we have initiated a

programme of work that is designed to bring a sharper focus on the effectiveness of the wider state sector for Māori.

In conclusion, Te Puni Kōkiri is required to deliver an efficiency dividend of 3% of departmental budget effective from 1 July 2012. We are currently working through a set of internal change management initiatives, including prioritisation of our work programme, achieving operating efficiencies and organisational reconfiguration in order to ensure that we are able to operate within appropriations in out-years.

Although fiscal pressures do pose some challenges, we are confident in our ability to deliver a sharpened work programme to best support government priorities with respect to Māori.

Nō reira, noho ora mai koutou i ngā marae kāinga.



Leith Comer
Chief Executive



NATURE AND SCOPE OF FUNCTIONS

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Our Purpose

Te Puni Kōkiri was established by the Ministry of Māori Development Act 1991, and began operating on 1 January 1992. Statutory responsibilities include:

- Promoting increases in the levels of achievement attained by Māori with respect to education, training and employment, health and economic resource development; and
- Monitoring, and liaising with, each department and agency that provides or has a responsibility to provide services to or for Māori for the purpose of ensuring the adequacy of those services.

We lead Māori public policy and we provide government with high quality policy advice on issues affecting Māori wellbeing. We are the principal advisor on Government-Māori relationships and we ensure that government decision making and processes are informed by Treaty considerations and are reflective of the aims, aspirations and realities of Māori communities.

We strive for Māori to enjoy a better quality of life – Māori succeeding as Māori, achieving a sustainable level of success as individuals, in organisations and in collectives.

We recognise the importance of Māori achieving success without compromising what it means to be Māori. Our investments in Māori development build resources.

We build and maintain close and interactive connections with Māori, through our strong network of regional offices. We cultivate information and knowledge, even while we interpret and represent the many dimensions of contemporary Māori culture.

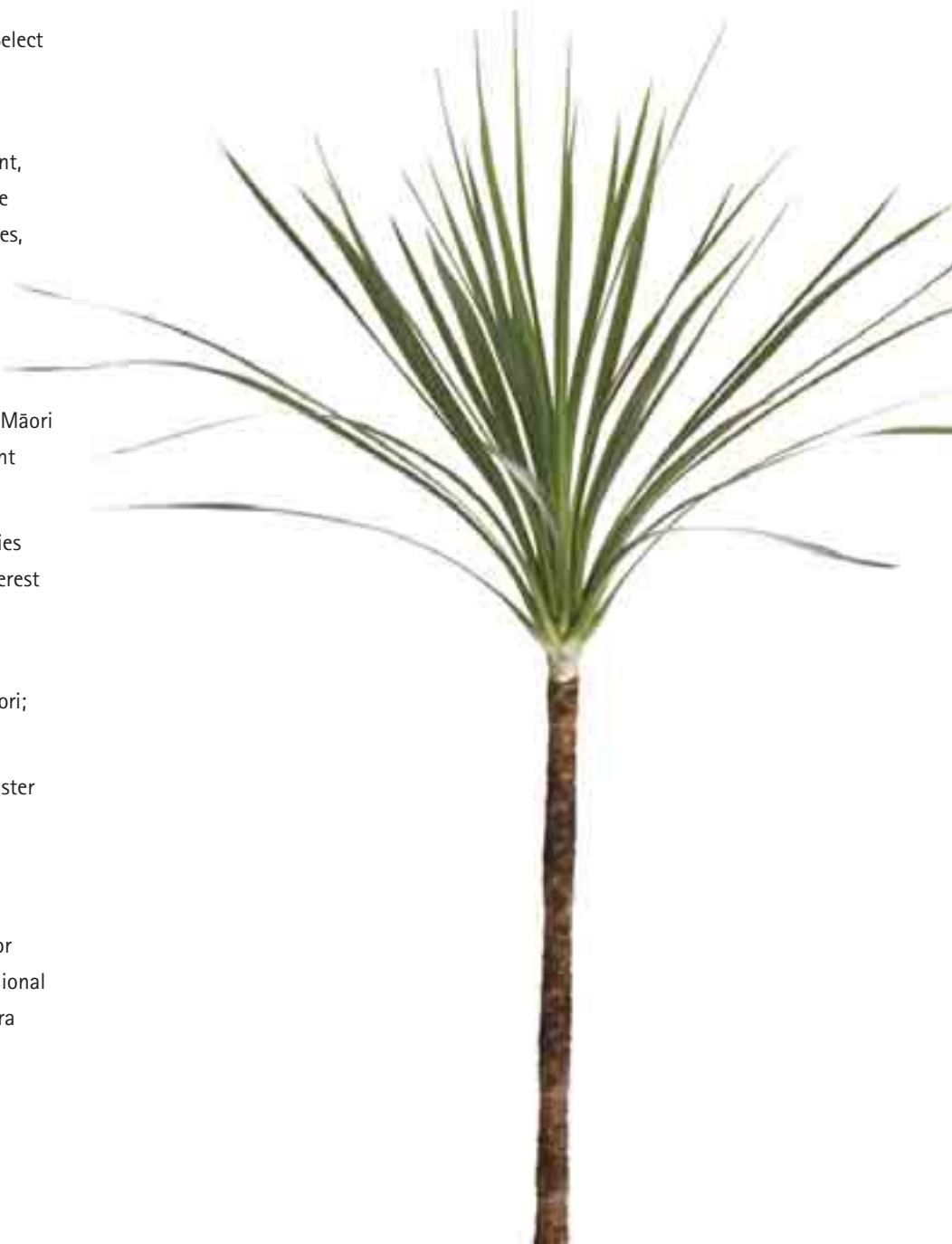
The scope of our work

Te Puni Kōkiri provides advice and services to Ministers, primarily the Minister of Māori Affairs, through Vote Māori Affairs. In the 2011-2014 Government, Te Puni Kōkiri also provides advice and services to the Associate Minister of Māori Affairs and the Minister for Whānau Ora.

We perform several roles:

- leading and influencing public policy, with a particular focus on policy that impacts on Crown-Māori relationships;
- protection and promotion of Māori rights, interests and development opportunities in cultural, natural and other resources;
- promotion of economic opportunities for Māori;

- lead the Māori Affairs portfolio legislative programme, and contribute to wider legislative reform outside of the direct purview of the Māori Affairs portfolio, including the provision of support to Select Committees as required;
- processes for the provision of social, criminal justice, education, employment, health and housing policy advice to the Minister of Māori Affairs, other agencies, and other Ministers as required;
- statutory monitoring role;
- research and information functions;
- processes for advising the Minister of Māori Affairs on appointments to Government appointed boards and organisations;
- engage with iwi and Māori communities on issues of concern or significant interest to them;
- administer the Ministry's services and programmes (including funding) to Māori;
- develop, implement and monitor the Whānau Ora approach led by the Minister for Whānau Ora; and
- relationships and engagement with Whānau Ora providers, and other stakeholders including the social sector agencies involved in Whānau Ora, Regional Leadership Groups and the Whānau Ora Governance Group.



STRATEGIC CONTEXT

In common with its colleagues across the public sector, Te Puni Kōkiri now operates in a changed environment. A suite of reforms designed to address the priority needs of New Zealanders, including a context of global fiscal constraint, means that Te Puni Kōkiri, too, must refocus its activities to best address the needs of Māori in line with the wider government strategic priorities.

During this time, it is critical that we retain focus on the enduring reasons for concentrating closely on outcomes for Māori. In spite of some positive changes in certain sectors, it is clear that outcomes for Māori are not improving at a pace that will maximise the ability of all Māori to contribute fully to the social and economic health of New Zealand.

Why the work we do is important

Such outcomes are of concern in terms of Māori wellbeing, in terms of economic productivity and on the future demand for public services. Lifting the effectiveness of

Figure 1: Why the work we do is important

Population	15% identify as Māori. Increased by 30% over 15 years ¹ .
Education	130,000 the number of Māori with no qualification. Increased between 2001–2006 (although % decreased as a proportion of the total Māori population). ¹
Employment	57% Māori employment rate. ²
Home Ownership	30% Māori individual home ownership tenure. ¹
Asset Base	5% and growing – Māori asset base as a proportion of the total NZ asset base. ³

¹ Census of Population and dwellings 2006.

² Household Labour Force Survey, Statistics New Zealand, December 2011.

³ The Asset Base, Income, Expenditure and GDP of the 2010 Māori Economy, Te Puni Kōkiri and BERL, 2011.

agencies in relation to results achieved for Māori is a key area where Te Puni Kōkiri can assist priority sectors to achieve improved results and performance accountability with respect to outcomes for Māori.

The landscape for iwi, Māori communities and Māori entities and their associated and developing relationships and expectations of the Crown are becoming increasingly complex. Government agencies tend to focus on managing agency based relationships. Te Puni Kōkiri is in a position to provide leadership, coordination and consistency of approach for the whole of government.

Links to Government's Strategic Direction

In determining our strategic direction, Te Puni Kōkiri has carefully considered our intentions in line with the wider Government strategic priorities. The four key Government priorities for this term, and the life of this Statement of Intent, are to:

- responsibly manage the Government's finances;
- build a more competitive and productive economy;
- deliver better public services; and
- rebuild Christchurch.

Te Puni Kōkiri expects to play a lead role in delivering better public services and will contribute to building a more competitive and

productive economy. How we contribute to these priorities is shown in Appendix 1. Te Puni Kōkiri will be focused along two lines of engagement;

- Whole of Government Effectiveness for Māori (EfM); and
- Crown – Māori Relationships (CMR).

Crown – Māori Relationships and Effectiveness for Māori: A dual organisational focus on improved Māori outcomes

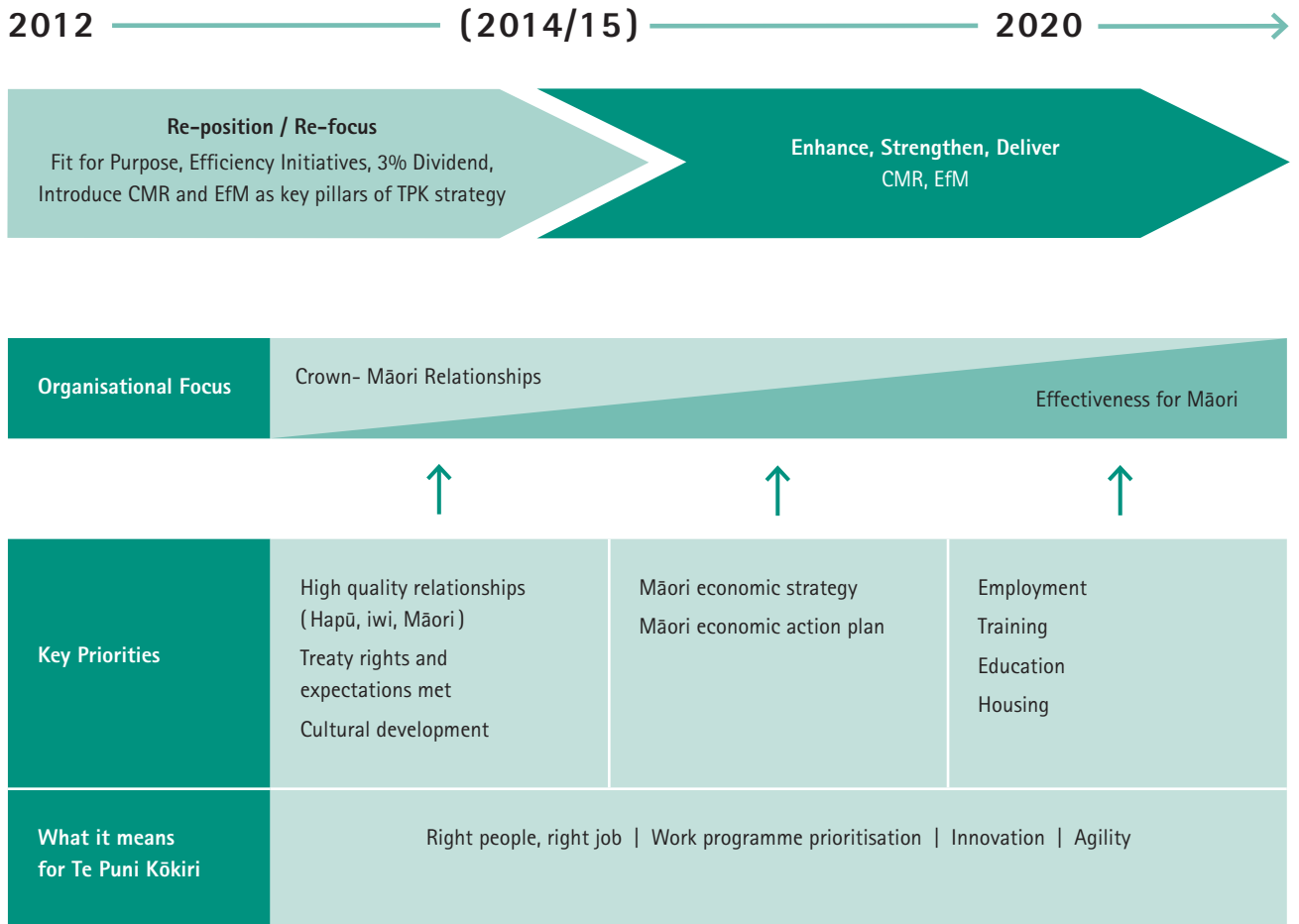
Te Puni Kōkiri currently operates in a rapidly changing environment. These changes are altering the shape and size of the public sector, and more closely focusing it on achieving priority results that will make the most difference to New Zealanders.

This requires Te Puni Kōkiri to carefully consider how it can make the greatest contribution to improving Māori outcomes with the resources available across government. As a consequence, Te Puni Kōkiri intends to focus as an organisation on two key dimensions that each supports and enhances the other:

- **Effectiveness for Māori:** the means by which government delivers on its responsibilities to Māori; and
- **Crown–Māori Relationships:** the means by which government considers and engages with Māori on priority areas to achieve those responsibilities.



Figure 2: Strategic Direction - Te Puni Kōkiri 2020



Strong Crown-Māori relationships will contribute to greater effectiveness, and greater effectiveness for Māori will contribute to a stronger Crown-Māori relationship. Together they define Te Puni Kōkiri's dual role and orientation, one which serves and looks towards both the government and te ao Māori.

To embed the dual organisational focus in our business, Te Puni Kōkiri will engage a range of

mechanisms. We will pay particular attention to our strategic relationships, as well as key aspects of policy advice and programme design and delivery. The measurements of output quality in key areas are inherent to our business, as set out below:

Figure 3: Whole of Ministry activities

Area	Outputs	As measured by
Crown-Māori relationships	Lead, broker and facilitate Crown-Māori relationships	The establishment of a robust CMR system Independent monitoring and evaluation of relationship outputs
Results for Māori and whānau	Contribute meaningfully to policy development associated with achievement of government priorities	Participation in appropriate working groups Uptake of Te Puni Kōkiri advice
Strategic relationships	Forge and maintain strong strategic relationships across government and with communities	The implementation of a strategic relationship plan Te Puni Kōkiri participation in key activities at all levels of government
Evidence base	Build an evidence base to understand and measure results for Māori, including through investment in new models of delivery	Internal and commissioned research is independently validated for robustness, relevance, timeliness and representativeness
Policy advice	Provision of quality policy advice	The uptake of Te Puni Kōkiri advice and feedback across government
Monitoring	Implement monitoring strategy across government priorities and results areas	The implementation of a monitoring strategy The quality and uptake of monitoring outputs

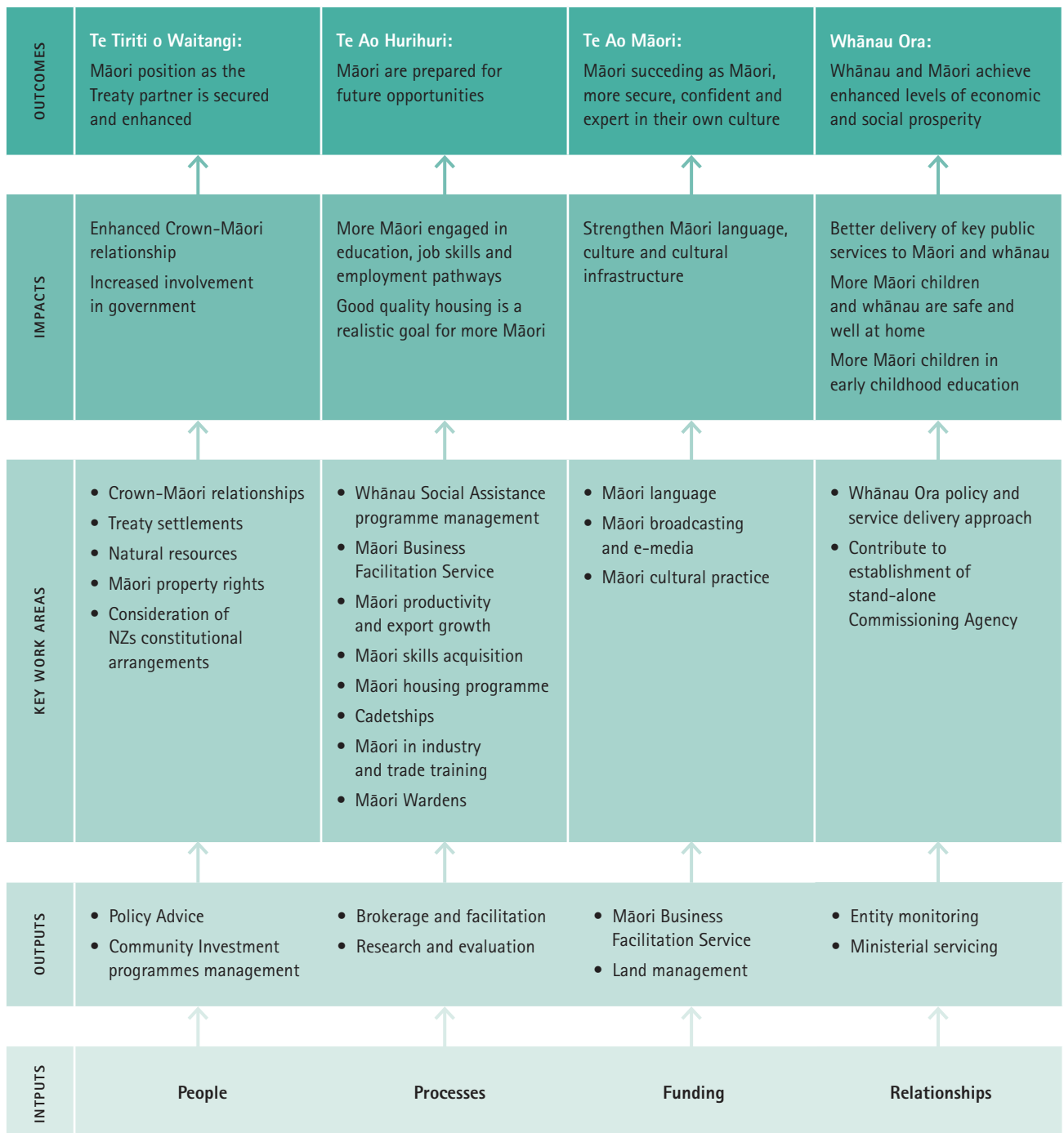


Outcome framework

As illustrated below, our outcome framework has, and continues to align closely to the priorities of Government. These, together with our wider Whole of Government Effectiveness

for Māori approach, Crown-Māori relationship and statutory responsibilities signal the medium term direction for Te Puni Kōkiri.

Figure 4: Te Puni Kōkiri Outcome Framework



Details on each outcome, our work programme, and how we will measure progress can be found in the Operating Intentions section of this document and in the Information Supporting the Estimates for Vote Māori Affairs.

Our outcome framework reflects key dimensions of the Treaty of Waitangi: he aha te mea nui o te ao.... and tino rangatiratanga.

Priority Sectors

Te Puni Kōkiri will also focus its efforts on (with the Ministry of Justice) jointly supporting the Independent Constitutional Advisory Panel to initiate and implement its programme of engagement to inform and engage New Zealanders on constitutional issues. The Independent Panel's programme of engagement aims to stimulate conversations and increase awareness about NZ's constitutional arrangements. Through this work we will be able to provide Responsible Ministers with an understanding of New Zealanders' perspectives on our constitutional arrangements, topical issues and areas where reform is considered desirable.

The Māori Economic Development Panel will provide a strategy and action plan to improve the performance and productivity of Māori in the economy to the Minister of Māori Affairs and the Minister for Economic Development in July 2012. That strategy and action plan will inform the development of policy to enable growth of the Māori contribution to the New Zealand economy, supporting the broader government business growth agenda.

As part of our focus on Māori economic growth, we will also progress work to strengthen the Māori ICT sector. In recent years, Māori have engaged in various parts of the ICT sector (for example, radio, television,

telecommunications, broadband) through a range of entities. It is timely to take stock of current arrangements, and to ask how we can better position Māori at all points of the ICT value chain. This will enable us to support Māori economic development, and to promote the Māori language and culture through ICT. This will include the enactment of the Māori Television Service Amendment Bill and the implementation of any Cabinet decisions about the allocation of the 700 MHz band.

In 2012/2013, we propose to offer 500 cadetships, targeting large employers in growth industries where significant opportunities and key skill shortages exist. These include the energy, telecommunications, infrastructure, information and communication technology (ICT), primary/food production and tourism sectors. We will also target the largest regional employers to support their development of Māori capability.

Also in 2012/13, we will work to confirm a new Māori Language Strategy that will provide strategic direction and whole-of-government coordination for Māori language programmes and services across various agencies. In line with the focus on better public services, this will enable us to do more and better with current resources, and will provide a basis to strengthen current infrastructure arrangements, to support some of the key themes identified in recent reviews of the current Māori Language Strategy. We will also continue to support Māori cultural development. In particular, we will provide support for marae directly, and undertake related work to strengthen planning and coordination across key agencies that provide support for marae development. We will also continue to support the development of the whole-of-government response to the



WAI 262 report, and related work about the preservation, protection and promotion of mātauranga Māori.

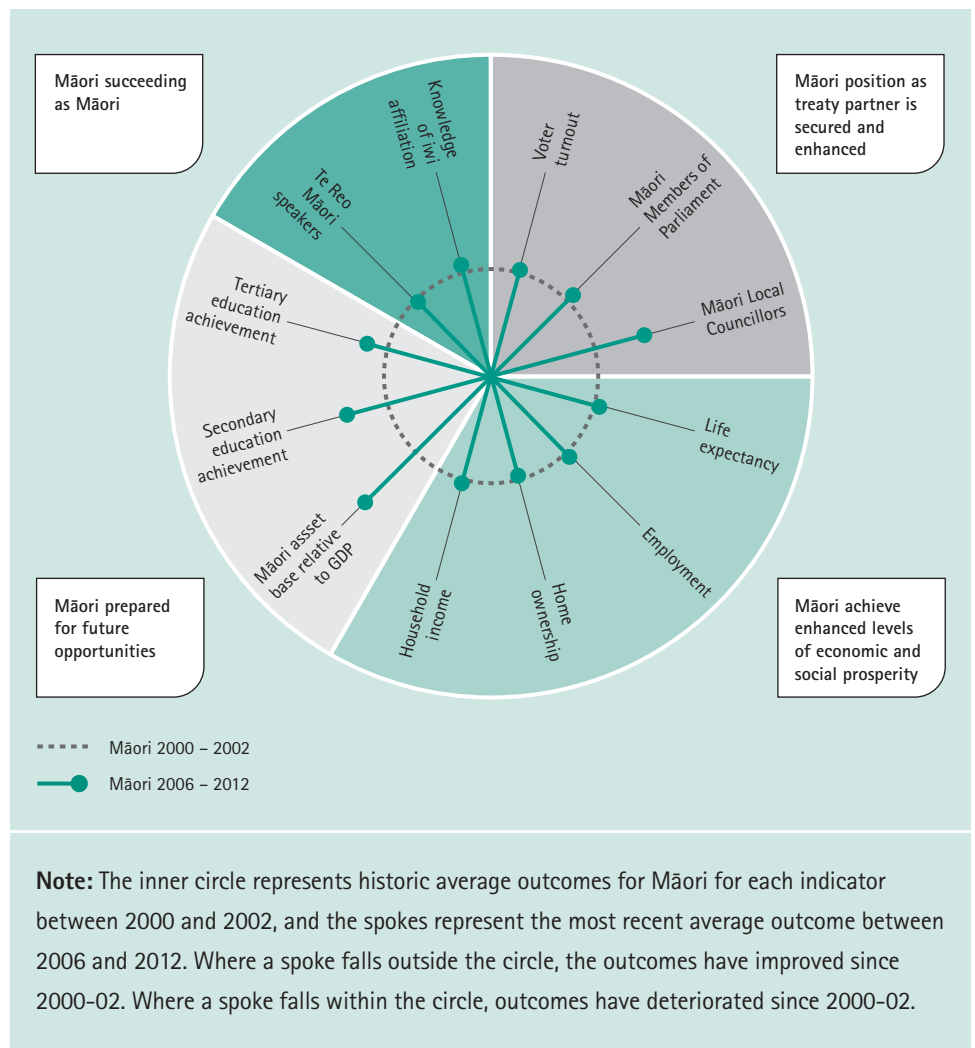
Priority over the medium term will be focused on the sectors devoted to improving the level and quality of Māori employment. Significant effort will be brought to bear on improving Māori achievement and choice in education and the quality and affordability of housing for Māori. These issues are closely associated with

the Whānau Ora approach and any changes to the Māori Affairs portfolio will be well aligned, arranged and focused to ensure the best support for government's efforts for Māori as well as the needs and aspirations of Māori people themselves.

How we will measure progress

The chart below shows key statistical findings on the progress of Māori and gives an overall

Figure 5: Key Outcome Indicators: Baseline Data



view of the general progress Māori have made across the selected indicators since the year 2000. The most recent indicator values for Māori (2006–11) are compared with historical values (2000–02)⁴.

Māori have made gains in the last decade across all the reported indicators, with the exceptions of home ownership, and te reo Māori speakers. The largest gains occurred in the areas of local government representation, secondary education, the Māori asset base and tertiary education.

We have also established a set of impact measures specifically to assess and report on our performance. These are detailed within the Operating Intentions section of this document. They include baseline data and current trends and where appropriate we have established specific performance targets.

Even in the medium term, progress on the outcome indicators and impact measures will depend not just on our efforts but also on many other factors. The indicators and measures should therefore be interpreted with care.

How we will work with other agencies

Working co-operatively with other agencies is a key platform for our combined success, as the public sector continues to strive for more efficient public services that achieve value for money.

Appendix 2 shows our connections to other agencies.

In addition, some of the policy work we do is implemented by the Crown Entities and the Māori Trustee we monitor. Appendix 3 shows how these organisations contribute to our outcomes.



⁴ This analysis reflects comparisons based on data obtained at two points in time. It provides a simplistic trend analysis that reflects relative change rather than the absolute status of the indicators.



OPERATING INTENTIONS

This section sets out the work we will deliver over the next three years, including our intended outcomes and impacts; and the measures we will use to assess our progress.

KEY OUTCOME 1:

Te Tiriti o Waitangi: Māori position as the Treaty partner is secured and enhanced

Context

The Treaty of Waitangi is the founding document of New Zealand. It created a nation based on the acceptance of the partnership promise that is inherent within the Treaty. Māori view the Treaty as under-pinning their relationship with the Crown based on mutual respect, recognition of the contributions each partner makes to that relationship and working with each other in good faith. For the Crown, the essential bargain created by the Treaty requires the active protection of all things of importance to Māori, but most importantly, the protection and the exercise of rangatiratanga that Māori define as their own development preferences and norms. The Treaty is also the starting point for the process of reconciliation between iwi, hapū and the Crown.

What we are seeking...

The position of iwi and hapū as the Treaty partner is secured and enhanced.

Achievement of this outcome reflects a state in which the quality of the Treaty partnership is evident through:

- Contributing to the completion of the settlements process between the Crown and iwi and hapū;
- the on-going consideration and acknowledgement of the Treaty of Waitangi in Government decision making processes;
- the involvement and participation of Māori in the systems of Government; and,
- an equitable quality of citizenship experienced by Māori according to their own aspirations, preferences and norms.

An environment in which the Treaty partnership is recognised, respected, and acted on is a necessary pre-requisite to enabling New Zealand as a whole to move forward together with a shared purpose and a clear commitment to an optimistic future.

This outcome presents a wide scope of possible intervention points. In the short to medium term, we have refined our focus on supporting Government's delivery of its Treaty settlements programme; and on enhancing its engagement with and involvement and participation of, Māori in government processes. We consider that these dimensions of intervention are necessary platforms for

rebalancing the Treaty relationship, and supporting Māori to live as Māori and to have access to at least the same level of citizenship rights as afforded to all New Zealanders.

What we are doing to contribute towards achieving this...

Key areas of impact demonstrated through our activities include:

- supporting the progress of iwi through settlement processes;
- increased Māori involvement and participation in government processes; and
- Monitoring of effectiveness of government services to Māori.

Our output priorities that demonstrably contribute towards these results include:

Progress of iwi through Treaty settlement processes, including providing advice, facilitation and brokerage on:

- the Treaty settlement process and policies;
- mandate representation and ratification;
- the disposal and protection of surplus Crown land for Treaty settlements under the protection mechanism;
- the resolution of inter and intra iwi, and Crown-iwi, disputes that arise prior to and during the settlements process; and
- the establishment of, and investment in strengthening the capacity and capability of post settlement governance entities.

On a related Treaty settlements note, although not directly a component of progressing iwi through Treaty settlement processes, as part of the Minister of Māori Affairs' statutory responsibilities, we prepare for tabling in the House of Representatives an annual report on the progress made by the Crown in implementing recommendations of the Waitangi Tribunal; and we have a lead role in co-ordinating the Government's response to the Waitangi Tribunal report on the WAI 262, the indigenous flora and fauna and intellectual property claim.

Māori involvement in government processes

- providing advice on constitutional issues, including Māori representation;
- co-ordinating appointment processes for which the Minister of Māori Affairs is responsible, including the key appointments to the Māori Land Court Judges, Waitangi Tribunal members, Māori Trustee, and Board members of Te Māngai Pāho, Te Taura Whiri i te Reo Māori and the Māori Television Service;
- providing advice on nominations to Government appointed organisations and bodies; and
- engaging with, and supporting other agencies to engage with, iwi/Māori.

Other key areas of our work programme that contribute to this outcome include:



- the consideration of New Zealand's constitutional arrangements: supporting the Constitutional Advisory Panel to undertake a programme of engagement with all New Zealanders including Māori to seek their views on New Zealand's constitutional arrangements;
- Involvement in Government reporting to the United Nations and its related bodies on international obligations, and in international fora on issues associated with indigenous peoples, and the related rights and interests of Māori people;
- Advice on issues associated with the Māori property rights and interests with respect to natural resources;
- Continued support during the transition period of the Māori Trustee as a stand-alone organisation, to ensure the provision of enhanced trustee and development services to Māori land owners by the Māori Trustee⁵; and
- Advising on the Crown's purchase interest in the Māori Trustee.

More detailed information about our work programme, and performance in these areas, is provided in the Information Supporting the Estimates for Vote Māori Affairs, and in the Ministry's Output Plan.

How we will demonstrate progress towards achieving this...

In terms of **Treaty settlements**, our advice on mandate and representation supports Ministers to make decisions about whether

negotiations can be entered into with an entity mandated to represent iwi; and our advice on settlement and governance ratification supports Ministers to make decisions about whether a Deed of Settlement has the support of its claimant community and therefore should be finalised. We also provide facilitation and mediation services to assist with the resolution of inter and intra iwi, and Crown-iwi disputes, which enable paused negotiations to proceed. Although the overall negotiations work programme is set and led by the Office of Treaty Settlements, maintaining the work programme momentum, and thus meeting the overall aspirational 2014 goal, is contingent on the quality and timeliness of our contribution in these key areas of the settlements process.

In terms of **increasing Māori involvement in government processes**, the Treaty relationship is premised on three key principles – partnership, protection and participation. Participation includes involvement in government processes, and is fundamental to giving effect to the Treaty's partnership promise. We are able to have a direct influence on this type of involvement, including through directly managing the Minister of Māori Affairs' appointment responsibilities, enhancing Māori participation in governance of government appointed boards and organisations (measured through the success rate of our nominations and appointment advice), and involvement in government decision making (measured through our direct engagement with Māori on policy matters we lead).

⁵ Māori Trustee services are reflected in this outcome area, as Crown funding is provided for the express purpose of the Māori Trustee delivering a range of Treaty obligations on behalf of the Crown.

Monitoring the effectiveness of government

services to Māori will be undertaken at various levels within Te Puni Kōkiri in a coordinated and considered approach. The scoping and planning of any state service monitoring programme will be developed by the Policy Wāhanga with full support and participation of the Relationships and Information Wāhanga. The key outcomes for monitoring of government services is to enhance the effectiveness of the state sector for Māori, improve the quality of outcomes for Māori, while maintaining constructive and disciplined Crown-Māori relationships.

The diagram on page 24 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on enhancing and securing the position of Māori as the Treaty partner.



Outcome 1: Te Tiriti o Waitangi – Māori position as the Treaty partner is secured and enhanced

Government policy drivers				
<ul style="list-style-type: none"> • Complete the settlement of historical Treaty of Waitangi claims by 2014; • Consideration of Constitutional Arrangements. 				
Outcome measure	State	Initial	Status	Trend
Number of iwi with completed settlements (%)	Aspirational goal is the completion of all historical Treaty settlement claims by 2014	17% (1997-2008)	33% (2011)	↗
Voter turnout in Māori electorates (%)		57.6% (2002)	58.2% (2011)	↗
Māori MPs (%)		15.8% (2002)	16.5% (2011)	↗
Māori elected in Local Elections ⁶ (%)		4.0% (2001)	8.0% (2007)	↗
Impact	Impact Measure	Target	Status	Trend
Enhanced Crown-Māori relationship	% facilitation and brokerage activities leading to enhanced relationships	New measure	-	-
Increased Involvement in government processes	Success rate of nominations and appointments advice to Ministers and appointing agencies	45%	67% (2010/11)	↗
	Key Government policy decisions are informed by Te Puni Kōkiri advice &/or the facilitation of direct Māori engagement	Annual results reported in Te Puni Kōkiri Annual Report		
Output / Activity				
Policy – Crown Māori Relationships <ul style="list-style-type: none"> • Treaty settlements towards 2014 • Consideration of constitutional arrangements • Advice on property rights • International issues • Nominations and appointments • Involvement and participation of Māori in the systems of Government 	Operations Management <ul style="list-style-type: none"> • Management of Māori Potential Fund (MPF) investments 	Relationships and Information <ul style="list-style-type: none"> • Broker and facilitate relationships and opportunities between Māori and central and local government, and assist in the settlement process • Treaty settlement related dispute resolution • Monitoring state sector services to Māori 	Key non-departmental output expenses <ul style="list-style-type: none"> • Māori Potential Fund investments • Māori Trustee Functions • Tūranga Capacity Building 	
Performance Measures				
Further information on output performance measures are provided in the Information Supporting the Estimates 2012/13				

⁶ Information about Māori elected into local government is based on the Local Authority Candidates Survey, Conducted by the Department of Internal Affairs. This Survey has been discontinued.

KEY OUTCOME 2:

Te Ao Hurihuri: Māori prepared for future opportunities

Context

The majority of Māori contribution to the economy still comes from wages and consumption rather than ownership, entrepreneurship and management. Critically, there appears to be significant scope for Māori asset holders to add economic value and return on investment from their assets, including through the better utilisation of skills and workforce development, innovation, management and governance, and other key drivers for economic growth. Therefore, in line with the government's agenda, future economic growth should focus on increasing contribution to the economy at all levels, including exports, in order to ensure growth in the Māori asset base and employment, leading to rising levels of Māori household income, home ownership and improving Māori life expectancy.

The social, economic and cultural gains experienced by wider New Zealand over the last two decades have not been experienced by many Māori families. What has worked for many New Zealand families over this period does not appear to be working for whānau who are vulnerable.

Our approach to education, training and employment is underpinned by three key principles:

- Human capital is the most important economic asset that Māori own; efforts to assist economic development are best aimed at educational and training opportunities;
- Early childhood education and compulsory schooling are important delivery vehicles for increasing Māori education outcomes and need to be focused on these results; and
- Māori with higher levels of qualifications, particularly tertiary level 4 qualifications or above are more likely to be, employed; earn higher incomes; and live longer.

What we are seeking...

The basis for the Government's Economic Growth Agenda is to deliver greater prosperity, security, and opportunities to all New Zealanders by fostering economic development. As part of that goal the Government is aiming to catch up with Australia's income per person by 2025. The Government also wants to increase exports to 40 percent of our GDP. The export target requires New Zealand to nearly treble the value of exports over 15 years. New Zealand cannot rely on business as usual to reach these goals.

This is a significant challenge not only for New Zealand, but also for Māori. Key outcome indicators for this outcome focus particularly on increasing Māori productivity, through the Māori asset base, supporting Māori businesses and educational attainment and skills acquisition. They are:





- Contribution to the growth of the Māori asset base;
- Increased value of the Māori asset base as a proportion of nominal GDP; and
- Increased levels of Māori educational achievement at secondary (proportion achieving NCEA level 2) and post compulsory levels (proportion achieving level 4 or above on the National Qualifications Framework).

What we will do to contribute to achieving this...

Achievement of this outcome is largely dependent on decisions taken by individual Māori leaders and their whānau, asset owners, Māori businesses and prevailing economic conditions. Accordingly, we have clarified our role in this outcome area to ensure the best path of intervention for government.

Our contribution to this outcome is thus focused on Māori achieving higher levels of participation and success in the priority areas of education, training, skills acquisition and enterprise and science and innovation as these are key platforms from which to drive future economic success. Importantly, the relatively youthful construct of the Māori population means that it will make up an increasing larger proportion of the New Zealand workforce and economic engine, and thus it is critical to ensure that Māori have high standards of educational attainment and appropriate skills to help drive the future economy.

Initiatives to date and going forward include:

- **enabling Māori success through Cadetships** – since 2009/10, on average over 100 cadets have been placed in employment each year across a range of industries, more recently the energy, telecommunications and infrastructure sectors;
- **Māori in Infrastructure Industry Training** – we have partnered with InfraTrain (the Infrastructure Industry Training Organisation) to recruit and train 1350 Māori over 3 years to gain relevant industry qualifications as well as providing 31 scholarships for Māori to commence Diploma-level industry qualifications;
- **supporting Māori to realise training and employment opportunities arising from the Canterbury Recovery** – since July 2011 with help from the Christchurch Polytechnic Institute of Technology, 193 Māori have been recruited in training and employment opportunities in the Canterbury recovery; and
- **Growing Māori Assets through targeted education and training** – we have worked with Victoria University to host 750 Māori students (years 7-13) at a "Rangatahi Cybrospace Day" to expose them to career opportunities in science, technology, engineering, architecture and design. Also supported 37 Māori in primary sector industries to complete the level 5 National Diploma in Business.

In 2012/2013, we propose to offer 250 cadetships, targeting large employers in growth industries where significant opportunities and key skill shortages exist.

These include the energy, telecommunications, infrastructure, information and communication technology (ICT), primary/ food production and tourism sectors. We will also target the largest regional employers to support their development of Māori capability.

Cadetships:

- enable unemployed Māori to move into employment opportunities, and expose cadets to new skill and career development opportunities, and develop their generic and industry-specific skills;
- build the confidence and ability of cadets to move into employment opportunities in what are often perceived as non-traditional industries/roles;
- enable employers to find, train and mentor cadets, thereby supporting improved business recruitment, retention and productivity; and
- are more likely to be extended (into permanent employment) when the cadet performs well and where there is a genuine need for the employer to fill a capability gap.

Alongside this, we continue to explore opportunities to generate greater productivity and diversification of Māori owned assets, and to support a policy and regulatory environment within which Māori business can flourish, while balancing the protective factors of ensuring the retention of Māori assets in Māori ownership.

Key areas of impact which are able to be demonstrated through our activities include:

- Ensuring that consideration of the impact on Māori education and skills pathways informs key decisions made by government;
- Enhancing Māori business services;
- Enhancing opportunities for Māori to utilise their assets; and
- Direct investment in Māori economic development initiatives.

New developments this year are consistent with the driving goal of building a more competitive and internationally-focused economy with less debt, more jobs and higher incomes, and include strengthening and promoting Māori tourism, supporting the growth of Māori export opportunities, supporting Māori science and innovation and growing Māori contribution to the economy. In the latter area, there is a strong focus on improving skills and governance capabilities in the productive sectors aligned with Māori asset holdings. Other key areas of our work include:

The quality and experiences of Māori in education, training and employment

- Influencing policy settings and decisions on matters related to education, training and skills pathways;
- Providing discrete reports on the quality and experiences of Māori in employment; and
- Supporting the improved participation of rangatahi in training and learning opportunities.



Participation and success in business and the economy

- Administration and delivery of the Māori Business Facilitation Service;
- Progress options for iwi housing providers through the Social Housing Unit, including opportunities for grants and loans, land and surplus State house purchase or transfers;
- Follow up on opportunities for Māori businesses from the Shanghai Expo of 2010 and subsequent visits, working collaboratively with NZTE and MFAT through the NZ Inc China Strategy; and
- Providing discrete reports on Māori participation and success in the economy.

Enhancing Opportunities for Māori to Utilise their Assets

- Advising on options for reducing barriers to the effective utilisation of Māori assets;
- Progressing work to support Māori science and innovation, including better alignment between science and innovation and the Māori economy;
- Progressing work on a new basis for the rating and valuation of Māori land; and
- Review of te Ture Whenua Māori Act.

How we will demonstrate progress towards achieving this...

The main impacts we have are for enhancing opportunities for Māori economic development and skills acquisition.

Our work in this outcome area recognises that the pathway to growing Māori economic performance is largely dependent on increased productivity. Productivity has many dimensions and we recognise that we will need to focus our efforts. Therefore the focus will be on improved education and skills profile; creating an environment in which Māori business can flourish; and providing opportunities through which skilled asset managers are able to make positive decisions about asset utilisation. It also has a focus on opportunities relevant to the existing profile of the Māori asset base, and emerging economic opportunities, such as the tourism sector and through science and innovation.

The diagram on page 29 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on positioning Māori for future opportunities.

Outcome 2: Te Ao Hurihuri – Māori prepared for future opportunities

Government policy drivers				
<ul style="list-style-type: none"> Achieve a step-change in economic performance, through higher, more sustainable, economic growth 				
Outcome measure	State			Trend
	Initial	Current		
Māori school leavers with NCEA Level 2 or above (%) Target: 55% by 2012/13	28.8% (2003)	47.8% (2011)		↗
Māori with post-school qualifications (%) Māori aged 21–35 in education or training achieving level 4 NQF	21.2% (2001)	27.9% (2006)		↗
Māori asset base as a proportion of total assets (%)	1.2% (2001)	5.5% (2011)		↗
Māori employment rate (%)	57.5% (2001)	57.1% (2011)		↘
Māori individual housing tenure (%)	31.7% (2001)	30.1% (2006)		↘
Impact	Impact Measure	Target	Status	Trend
More Māori are engaged in education, job skills and employment pathways	# of Māori cadetships (in ICT & other high growth industries)	250	Average 105 annually	
	# of mentoring and business advisory engagements with Māori owned enterprises	Min 600	426 (Apr 2012)	
	# of Māori attaining infrastructure industry formal qualifications	Min 200	Average 225 annually	
	# of Māori in growth industries attain management qualifications	100	Average 35 annually	
Good quality housing is a realistic goal for more whānau and Māori	# of new housing solution relationships between Māori communities and the Ministry of Business, Innovation and Employment Social Housing Unit brokered by SHAZ	Min 8	New Measure	
	# of Māori households engaged by EECA, with TPK support, to secure Warm Up NZ subsidies and assistance	Min 1000	New Measure	
Improved productivity and sustainability of Māori entrepreneurs and small businesses	% of businesses that complete mentoring programme show productivity gains	8–12%	New Measure	
More businesses start trading through the support of MBFS	# of new businesses	Min 80	7 (Feb 2012)	
Better trained and equipped Māori Wardens	Numbers recruited and trained	400 / 85%	868 / 89% (Nov 11)	↗
Output / Activity				
Relationships & Information <ul style="list-style-type: none"> Broker and facilitate relationships and opportunities for Māori Support opportunities to strengthen cultural practice 	Policy – Māori Development <ul style="list-style-type: none"> Māori Business Facilitation Service Advice on enhancing the wellbeing of whānau and Māori Contribution to education, skills training, employment and welfare policy 	Operations Management <ul style="list-style-type: none"> Management of MPF investments and other programmes that contribute to intermediate outcome Land management 	Key non-departmental expenses <ul style="list-style-type: none"> Māori Potential Fund investments Māori Productivity and Export Growth Māori Tourism 	
Performance Measures				
Further information on output performance measures are provided in the Information Supporting the Estimates 2012/13				



KEY OUTCOME 3:

Te Ao Māori: Māori succeeding as Māori, more secure, confident and expert in their own culture

Context

The Māori culture is the unique and distinguishing feature of Māori people vis-à-vis non-Māori, and is the foundation for the key outcome of Māori succeeding as Māori, more secure, confident and expert in their own culture. In considering Māori culture, we have focused on two broad areas: the artefacts of culture (such as language and arts) and the values, norms, behaviours and infrastructure that shape the fabric of Māori society. It is well understood that those who have a strong sense of cultural attachment and identity are better positioned to uptake wider opportunities⁷; and that a strong and unique indigenous culture accrues significant benefits to the nation as a whole.

What we are seeking...

The intent of this outcome is for Māori success, as New Zealanders and as global citizens, to be underpinned by their success as Māori, secure, confident and expert in their own culture. Key success indicators for this outcome focus on the cornerstones of culture: language, marae and kinship. They are:

- Increased levels of Māori language proficiency and use;
- Increased levels in the health of marae; and
- Increased knowledge of iwi affiliation.

What we will do to achieve this...

The key impact we demonstrate through our activities is that Māori people and other New Zealanders are actively participating in Māori language and culture activities.

Recently, an independent panel undertook a comprehensive review of the Māori Language Strategy and Sector. Going forward, this will provide an important basis for developing and implementing a new Māori Language Strategy. In addition, Te Puni Kōkiri will support the development of the whole of government response to the WAI 262 report about Māori cultural and intellectual property. This will provide important opportunities for thinking about the roles of government in supporting Māori cultural development. The Rugby World Cup 2011 was an important event for all New Zealanders, and there will be some ongoing legacy opportunities. Other key areas of our work include:

⁷ Proceedings of a Conference held at the World Bank, Washington DC, Sept 27-28 1993. Environmental Sustainable Development Proceedings Series No 4 (Shelton H Davies and Katrinka Ebbe, editors World Development Report 2000/01: Attacking Poverty (Oxford University Press, New York, 2000).

Māori Language and Broadcasting

- Supporting work to develop and implement a new Māori Language Strategy;
- preparing reports about research into the health of the Māori language, drawing from data sources including the Census and the Māori Social Survey being undertaken by Statistics New Zealand with significant support from Te Puni Kōkiri;
- completing the legislative reforms and related work arising from the review of the Māori Television Service Act 2003;
- supporting work to strengthen the Māori ICT sector;
- providing on-going policy leadership of the Māori Broadcasting and E-Media Outcomes Framework; and
- advising on the Crown's ownership interest in, and performance of, language and broadcasting agencies funded through Vote: Māori Affairs.

Māori Cultural Practice and Infrastructure

- preparing and implementing a marae development programme, based on data from our Marae Survey and related work;
- providing a policy and practical support for Māori performing and static arts;
- supporting community based opportunities to strengthen Māori cultural practice; and
- supporting the Tūhono Trust to link Māori people with their iwi through the delivery of the Māori Affiliation Service.

How we will demonstrate progress towards achieving this...

The main impact we have is increasing participation by Māori and other New Zealanders in Māori language and culture activities and programmes. This ultimately supports the strengthening of Māori language and culture per se, and cultural infrastructure.

The diagram on page 32 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on Māori succeeding as Māori.



Outcome 3: Te Ao Māori – Māori succeeding as Māori, more secure, confident and expert in their own culture

Government policy drivers					
<ul style="list-style-type: none"> • Māori Language Strategy • Public Sector performance 					
Outcome Measure			State		Trend
			Initial	Current	
Te Reo Māori speakers (%) (Target : 51% of Māori able to speak some Māori by 2028)			25.2% (2001)	23.7% (2006)	↘
Māori who know their iwi (%)			75.2% (2001)	79.5% (2006)	↗
Impact	Impact Measure	Target (if applicable)	Status		Trend
Improved Māori cultural infrastructure	Marae are supported to identify and address their development needs (number of marae supported, by nature of support)	40	Te Puni Kōkiri has provided support for marae to identify and address their development needs		
Increased exposure to Māori language resources	% satisfaction with Māori language initiatives	75% of participants in selected programmes and events are satisfied with the Māori language outcomes	Te Puni Kōkiri provides support for nine key initiatives including Māori Language Week, the annual Māori Language Awards 'Huia Kaimanawa' and Tainui Waka Iwi exhibition, in addition to a number of cultural initiatives undertaken by whānau, hapū and iwi		
Increased access to Māori language and culture	% uptake of Māori radio and TV programmes (by survey)	50%	In 2010 survey 35% had listened to iwi radio in the last 12 months and 63% had watched Māori TV in the week prior to the survey		
Output / Activity					
Policy – Māori Development <ul style="list-style-type: none"> • Support development of new Māori Language Strategy (MLS) • Support work to strengthen Māori ICT sector • Reports on health of the Māori language • Advice on implementation of Māori Broadcasting and e-Media • Preparation of a Marae Development programme 		Operations Management <ul style="list-style-type: none"> • Management of Māori Potential Fund investments and other programmes that contribute to intermediate outcome 		Relationships and Information <ul style="list-style-type: none"> • Broker and facilitate relationships and opportunities for Māori • Support opportunities to strengthen cultural practice 	
Performance Measures					
Further information on output performance measures are provided in the Information Supporting the Estimates 2012/13					

KEY OUTCOME 4:

Whānau Ora: Whānau and Māori achieve enhanced levels of economic and social prosperity

Context

The social, economic and cultural gains experienced by wider New Zealand over the last two decades have not been experienced by many Māori families. What has worked for many New Zealand families over this period does not appear to be working for whānau who are vulnerable. Income support and other forms of social protection, without corresponding investment in the building of resilience amongst families and whānau, has in part compounded the cycle of social deprivation by increasing the dependency of some individuals and families on social assistance from the state.

For too many whānau, the ability to focus on planning and achieving positive outcomes has been lost and needs to be reconstituted.

Whānau Ora is built on the premise that while the status of individuals is important, the way in which the group operates as a whole to achieve health and wellbeing for its members is critical. The aim of Whānau Ora is to uplift whānau and to enable whānau to assume responsibility for their own affairs, for self-management and self-determination.

In addition there remains considerable gaps and fragmentation in government's key services to vulnerable families and whānau. Increasingly integrating services in primary health, social services, early childhood education, coupled with active engagement by welfare agencies is intended to change this. The Whānau Ora

Approach is being implemented to integrate services that focus on the whole whānau rather than individual outcomes.

The Whānau Ora approach is led by the Whānau Ora Governance Group, which reports to and is appointed by the Minister for Whānau Ora. The Governance Group has agreed to an outcomes framework against which progress is reported. Key to the outcomes to be achieved is change at the whānau level, provider level and agency level.

Whānau Ora is one of a number of cross-cutting initiatives being undertaken in the social sector to improve the delivery of services to citizens. The Social Sector Forum is co-ordinating many of the delivery changes in the social sector. Te Puni Kōkiri is represented at the level of Deputy Secretary in the Social Sector Forum work.

What we are seeking...

Whānau and Māori achieve enhanced levels of economic and social prosperity.

Achievement of this outcome would be characterised by a state where whānau interact in a manner that provides for the best overall wellbeing of the whānau according to its own preferences and norms. We are working in conjunction with the Ministry of Health, Ministry of Education and the Ministry of Social Development, on the implementation of Whānau Ora and on monitoring and evaluation of outcomes. On the ground our focus is on achieving practical change in the way that service providers work with whānau to meet their outcomes.

We continue to actively seek improvement in the level of social and economic prosperity





of Māori. Consistent with our establishment legislation, the particular focus areas for this outcome are health, employment, education and whānau level indicators of economic wellbeing. We are also actively working to address the drivers of crime by working across agencies to improve the effectiveness of the interface between the justice and social sectors. We have located education indicators within a previous outcome area, which incorporates education as a pathway to skills acquisition and economic success. That said, indicators of educational success are equally relevant to Whānau Ora in particular the focus on ensuring young children have access to high quality early childhood education to give them the best possible start in life.

What we are doing to contribute towards achieving this...

Key areas of impact to be demonstrated through our activities include:

- Ensuring that consideration of the impact on Māori and whānau wellbeing informs key decisions made by Government in the focus areas of this outcome;
- Supporting access to key services for children including early childhood education, immunization and rheumatic fever services;
- Whānau informing and shaping service development, and accessing services appropriate to their needs;
- progress establishment of skills- and trades-based academies;

- ensure job and skills training places, and trade training apprenticeships will be allocated proportionate to the needs of groups over-represented in unemployment statistics, such as Māori youth;
- give urgent priority to improving Māori employment and training , housing and education outcomes; and
- Increased whānau connectedness, resilience and self-reliance.

Te Puni Kōkiri is working with 33 provider collectives to support them to implement service delivery changes to work more effectively on achieving whānau outcomes. Te Puni Kōkiri and Whānau Ora Regional Leadership Groups are supporting whānau planning and the implementation activities to support whānau leadership, resilience, connectedness and self reliance.

Whānau Ora places families in the centre and in control of achieving their own outcomes. While whānau will be self managing, there will also be expectations that government services will deliver better results for all New Zealand families. Whānau Ora implementation includes Te Puni Kōkiri working across social sector agencies to ensure better contracting practices and supporting providers to further focus on improving whānau outcomes.

This will include grouping together social sector contracts and supporting community providers to work with whānau to improve their lives. The approach is part of a learning process, of providing service delivery that empower whānau as a whole, rather than focusing separately on individual whānau members and their outcomes.

Key areas of work include:

Advice across government on enhancing the wellbeing of whānau and Māori

- Influencing the policy settings across the health, social services, employment, housing and justice sectors;
- Undertaking a number of innovative models of delivery to provide evidence of approaches that work for Māori and whānau;
- Leading advice across government on the opportunities and benefits of whānau as a unit of intervention for policy development and programme delivery;
- Operating a range of programmes designed to support vulnerable whānau and ensure their safety and wellbeing including: Kaitoko Whānau, Oranga Whānau, and Māori Wardens;
- Developing an evidence base to support, and leading advice across government, on the efficacy of Māori designed, developed and delivered programmes to deliver sustainable outcomes to Māori people and their families;
- facilitating advice which works to support children who may be vulnerable as a consequence of the environment within which they are being raised where physical, mental and cultural risks or deficits threaten well being; and
- Programme management, including evaluating a selection of WIIIE Fund initiatives and programmes that support enhancing whānau wellbeing, in accordance with the agreed Evaluation Strategy and priorities.

How we will demonstrate progress towards achieving this...

The main impacts we have is on:

- Ensuring that consideration of the impact on Māori and whānau wellbeing informs key decisions made by Government in the focus areas of this outcome;
- Whānau informing and shaping service development, and accessing services appropriate to their needs; and,
- Building whānau connectedness, resilience and self-reliance.

Our work in this outcome area is premised on the view that bringing about positive change on the key outcome indicators is at least partly dependent on the decisions, and consequent actions, of three key actors: government, in terms of the policy decisions it takes; service providers, in terms of the effectiveness of service delivery; and whānau, in terms of the decisions they take that affect the quality of their lives. We therefore seek to influence each of these key actors, in ways that positively shape their understanding of the potential impacts of their decisions, builds their capacity to take positive decisions; and builds a social policy and service delivery sector that is more whānau centred and acts in ways that recognise whānau preferences and norms.

The diagram on page 36 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on enhancing the economic and social prosperity of Māori and whānau.



Outcome 4: Whānau Ora: Whānau and Māori achieve enhanced levels of economic and social prosperity

Government policy drivers

- Establishment and implementation of a Whānau Ora approach that reflects the aspirations of whānau to be self-managing and take responsibility for their own economic, cultural and social development
- Public Sector Performance

Outcome measure	State		Trend	
	Initial	Current		
Māori life expectancy at birth (years) [Source: He Korowai Oranga MoH; no quantitative target set. Ref Annual Health Targets for contributing areas, MoH]	69.0yrs (male) 73.2yrs (female) (2000-02)	70.4yrs (male) 75.1yrs (female) (2005-07)	↗ ↗	
Māori employment rate (%)	57.5% (2001)	57.1% (2011)	↔	
Māori individual housing tenure (%)	31.7% (2001)	30.1% (2006)	↘	
Māori in households in bottom income quartile (%)	24.3% (2002)	24.4% (2011)	↔	
Impact	Impact Measure	State		Trend
		Target	Status	
More Māori children and whānau are safe and well at home	# of vulnerable whānau with support brokered by 50 kaitoko whānau case workers	600-1000	New measure	
	# of new parents supported and mentored by 21 ōranga whānau case workers	400	New measure	
	# new māra kai across high needs communities and their whānau	250	New measure	
	% of engaged whānau with children who have up to date vaccinations	75-80%	New measure	
Better delivery of key public services to Māori and whānau	# of Whānau Ora navigators coordinating services to at least 15 whānau	No fewer than 100	New measure	
More Māori children are enrolled in early childhood education	% of whānau with children enrolled in early childhood education	90-100%	New measure	
More whānau are taking active steps to improve the well being of their members	% whānau engaged by provider collectives that have taken steps to improve the wellbeing of their members	No less than 60%	New measure	
More whānau have positive whānau connections	% of engaged whānau that have taken steps to strengthen whānau connections	80-90%	New measure	
Output / Activity				
Policy – Māori Development <ul style="list-style-type: none"> • Advice on enhancing the wellbeing of whānau and Māori 	Relationships Et Information <ul style="list-style-type: none"> • Broker and facilitate relationships and opportunities for Māori 	Whānau Ora Administration <ul style="list-style-type: none"> • Develop and implement process to support Whānau Ora governance and service delivery 	Key non-departmental expenses <ul style="list-style-type: none"> • Whānau Ora Based Service Development • WIIE Fund investments 	
Performance Measures				
Further information on output performance measures are provided in the Information Supporting the Estimates 2012/13				



MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT

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We continually strive for excellence, through internal policies and processes that provide our stakeholders with confidence of an efficient and effective agency. Additionally, our relationship with our stakeholders is very important to Te Puni Kōkiri, best reflected in the breadth of our investments and work at the local level.

This is indicative of the tightening fiscal environment, and substantial reprioritisation of government spending, which Te Puni Kōkiri and the rest of the state sector has been operating within.

More recently we have revisited our medium-term focus and approach to policy, programme and local level facilitation roles to include consideration of the urgent government priority of improving Māori employment and training, housing, and education outcomes as well as improving New Zealand's longer-term productivity and competitiveness, particularly to:

- reflect Te Puni Kōkiri's forecast budget restrictions over the next four years (and beyond); and
- be consistent with the government's "Better Public Service" project, which is looking at the reform of the public sector as a whole.

Specific measures have been underway and will continue across the next year, which include:

- The continued focus on ensuring greater efficiency and resource alignment of Te Puni Kōkiri's regional network and its wider policy work programme;
- A programme of work to develop and analyse measures of effectiveness and efficiency across Te Puni Kōkiri, incorporating Treasury led Better Administration and Support Services programme (BASS) benchmarking;
- Managing operating expenditure through a programme of targeted expenditure reviews;
- Rationalisation of support service functions through the active consideration of business process improvements, greater use of technology, outsourcing and opportunities for cross-agency collaboration; and
- On-going prioritisation of resource, including a reduction or termination of some work output in order to achieve an agreed and rationalised work programme.

In addition, Te Puni Kōkiri intends to keep aware of the changeable operating environment throughout the period of this Statement of Intent, by:

- Regularly reviewing its risk exposures and dealing with new consequential risks as they arise;

- Ensuring responsiveness to key stakeholders such as Ministers, state sector agencies, whānau, hapū, iwi, and Māori organisations; and
- Addressing business planning throughout the year so that changes to priorities can occur.

Te Puni Kōkiri's risk management strategy is based on the following objectives to:

- embed risk management practices as integral management functions into all aspects of our business to ensure the timely identification and management of risks; and
- ensure key internal governing bodies are being informed on a regular basis on the effectiveness and responsiveness of risk management activities.

The Internal Audit function is responsible for evaluating and testing the adequacy and effectiveness of Te Puni Kōkiri's governance, risk management process, system of internal control, and the quality of performance in carrying out assigned responsibilities.

Internal Audit works to a rolling three-year internal audit plan, with progress overseen by an independent Audit and Risk Management Committee. The plan contains a strong mix of both compliance and efficiency / effectiveness elements.

In addition to the Internal Audit function, other assurance mechanisms within Te Puni Kōkiri include: management monitoring and reporting, quality assurance, peer review, evaluations and external audit.



ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

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To succeed, our organisation needs strong leaders, a clear sense of direction, and a constant form of communicating the outcomes that are to be achieved. We continually strive for a healthy, vibrant and capable organisation with all the appropriate resources to contribute to our desired outcomes. Te Puni Kōkiri is in sound operational shape, but there are always areas that can be strengthened and built on. We shall face pressures and challenges in an environment of fiscal constraints and significant change in the public service over the term of this Statement of Intent.

With this in mind, Te Puni Kōkiri will continue to actively seek ways to improve in critical areas as follows:

- Capitalise on strong external relationships that enable us to provide quality advice and deliver on our responsibilities in the most effective way;
- Greater focus on career planning and talent development;

- Employ excellent people who have top quality intellect, commitment, balance individual and team work and work with a passion for achieving Māori success;
- To achieve more with less by improving our productivity;
- Maintain sound financial, quality assurance and governance systems; and
- Engage effectively to promote and communicate the outcomes for which Te Puni Kōkiri is responsible.

Success Indicators

We shall know we are achieving success if we maintain or improve our status against the following organisational health indicators, baseline data and trends:

Figure 6 : Success Indicators

ORGANISATIONAL HEALTH INDICATOR	BASELINE DATA/TRENDS
Stakeholder Surveys (annual)	A stakeholder survey ⁸ conducted in 2010/11 across key regional stakeholders showed positive results (42% response rate) with an average score of 4.6, minimum of 3 sought. A survey was also completed of MBFS clients that reported a satisfaction level of 3.77, minimum of 3 the target.
Staff Turnover (annual) is equal to, or lower than the public sector average	At March 2012: unplanned turnover was 9% (public sector average as at Jun 2011: 9%)
Independent Audit Ratings	<p>Based on Audit NZ ratings for 2010/11</p> <ul style="list-style-type: none"> • Financial information, systems, and controls "very good" (2010: "very good"); • Management control environment "good" (2010: "good"); and • Service Performance information, systems, and controls "needs improvement" (2010: "needs improvement")
BASS Benchmarking Results capturing our performance of administrative and support service functions (annual)	The most recent BASS benchmarking results were published in March 2012 and pertained to the 2010/11 financial year. The summary results are illustrated in the graph below. Results for the 2010/11 financial year show improvements across all Administration and Support functions against our 2009/10 results.
Independent Review of Policy Advice (annual)	For the year ended 30 June 2011, assessed overall quality as 5.53 out of a possible score of 6 (5.57 in 2009/10)

⁸ Using core questions from the 'Common Measurement Tool' of the SSC Kiwi's Count national survey.



Graph 1: Summary of total Administration and Support costs

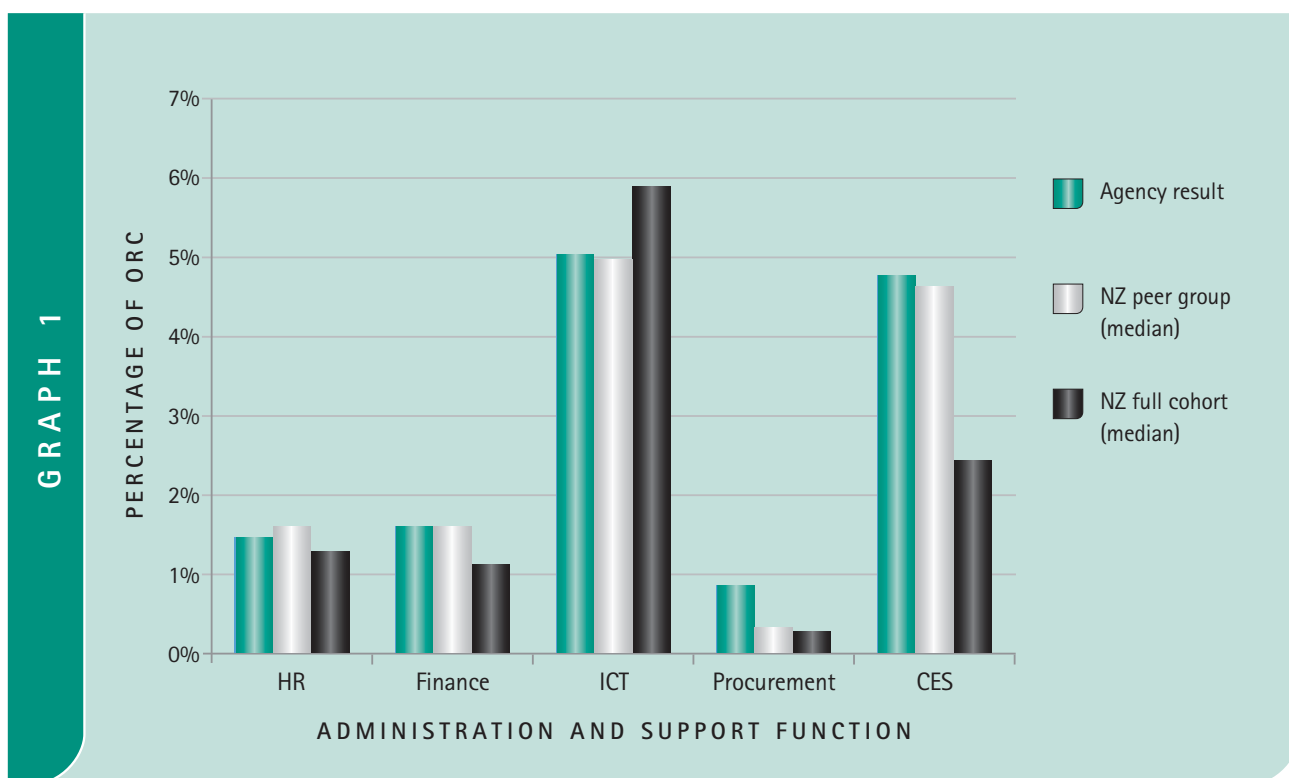


Figure 7: Administration and Support costs as a percentage of organisational running costs

	HR	FINANCE	ICT	PROCUREMENT	CES
Agency result	1.49%	1.58%	5.03%	0.85%	4.76%
NZ peer group (median)	1.56%	1.57%	4.97%	0.31%	4.60%
NZ full cohort (median)	1.34%	1.14%	5.90%	0.27%	2.41%

Cost Effectiveness

The challenge is to ensure that Te Puni Kōkiri continues to be cost-affordable over the medium-term. This will mean further, and ongoing, drives to find cost savings and efficiencies across all aspects of our business. However, it is equally important that these decisions be framed within the wider objective of ensuring Te Puni Kōkiri stays "fit for purpose" to address functional and structural issues; to meet agreed government priorities; and to ensure that Te Puni Kōkiri is able to address Māori aims and aspirations to the very best of its ability.

Te Puni Kōkiri has been using benchmark data, through both the Better Administration and Support Services (BASS) Programme and the Review of Expenditure on Policy Advice, and uses this to inform continuous business improvement and development. The most recent BASS benchmarking shows that Te Puni Kōkiri has delivered improvements across all support service functions.

Other cost effectiveness activities include:

- Managing operating expenditure through a programme of targeted expenditure reviews and active participation in collaborative procurement arrangements offered across the public sector; and
- Rationalisation of support service functions through the active consideration of business process improvements, greater use of technology and opportunities for cross-agency collaboration.

Communications

Te Puni Kōkiri is always looking for new and better ways to do its work and engage with Māori. We aim to be a more effective communicator and to proactively promote the activities and achievements of Te Puni Kōkiri. External publications, such as Kōkiri and our Fact Sheets are an effective means of advising the most relevant, timely, and factual information to staff and stakeholders alike. A further communiqué, – Kōtuitui, is our main means of internal networking that aims to link us all in our work by sharing success stories.

We have recently launched Kōkiri Facebook and are exploring ways to use this medium as a business tool. We will continue this shift in focus toward e-based communication tools over the next period.

Maintaining an Evaluation Programme

The Te Puni Kōkiri Evaluation Strategy focuses our evaluation activity on programmes and investments that are aligned to Government and organisational priorities, involve significant expenditure and impacts and that are likely to contribute to good practise knowledge or meet gaps in management and policy information for decision-making.

We maintain a medium term evaluation work programme, which spans community based investment categories and departmental outputs. This evaluation activity supports our organisation to:



- provide an evidence-based approach to support decision-making in relation to investment decisions and allocation of limited resources, programme planning and design, implementation and related policy advice;
- demonstrate value for money in respect to the expenditure of public funds; and
- demonstrate progress in achieving outcomes for Māori.

Over the next three to five years, this will include work in several areas including:

- Te Puni Kōkiri implementation of the Whānau Ora Programme; and
- Reviewing the success of projects related to Cadetships Initiatives.

The Strategy and associated work programme is monitored by an Evaluation Advisory Group to ensure that operational decision-making needs are being met.

Better, smarter public services

Te Puni Kōkiri will continue to be proactive and open-minded to new ways of delivering services through shared delivery (Whānau Ora and Māori language), outsourcing or public-private partnerships (PPP's) and improving the whole of Government effectiveness for Māori.

The Government Procurement Reform is expected to achieve productivity gains to include a suite of initiatives on cost savings, building capability, simplifying suppliers' interactions with the Government and improving governance. Te Puni Kōkiri will continue to be a proactive participant in this reform programme.

In addition we need to try other approaches to forming policy advice to enhance the quality, rigour and speed of the advice we offer. Targeted and timely consultation with robust analysis and public participation and acceptance of new ideas is an option. To realise the aim of government to lift the productivity levels in the public sector Te Puni Kōkiri will over the term of this SOI ensure:

- services are designed and delivered to Ministers and Stakeholders alike in ways that are cost-effective and that we can prove it;
- there is clear and shared understanding of good public sector performance by Ministers, Parliament, the public sector, the media and the public, and that we are accountable for its delivery;
- success is transparently measured by what has been achieved, not purely on what has been produced;
- sound investment in people, processes and systems; and
- an internal review programme to identify and implement efficiency and effectiveness improvements in policy development, programme management, relationships and information and corporate compliance.

Working Better Together

The Government has given clear signals to the Public Sector that it expects government agencies to work together collaboratively; to focus on "front-line" delivery; to deliver "smarter, better public services for less".

Te Puni Kōkiri is ideally placed to contribute significantly to the Government's challenge. We are an agency that works together with a wide range of government, non-government and Māori organisations.

People Capability

We continue to be committed to making Te Puni Kōkiri a place where people aspire to work, are able to develop and can make a difference. Our People Capability Strategy through to 2016 has been completed and will be promulgated. It is informed by our Values, our staff engagement surveys and the public service context within which we operate. Our remuneration, employment relations, learning and development and career management planning strategies form component parts of the overall strategy.

Performance Improvement Action Plan

Te Puni Kōkiri participated in the first round of the Performance Improvement Framework (PIF) formal assessment programme that provided comprehensive analysis of our capability and capacity. It was an independent review to ascertain our performance in the areas of; leadership; direction and delivery; external relationships; people development; and financial and resource management.

Overall, the review findings were positive and the priority areas of strategic direction; work prioritisation; people development; and measuring/achieving effectiveness and efficiency were identified as areas for improvement. Te Puni Kōkiri has been working to address these areas and will continue to report on progress in the 2012/13 Annual Report to Parliament.



Figure 8: The PIF Report identified 12 priority areas for action as follows:

AREA	FOCUS	CURRENT STATUS
Strategic capability	Establish a strategic coordination focus across agencies and in sector wide processes	Complete
	Develop Te Puni Kōkiri economic development and growth strategy	Complete
Work prioritisation, information sharing, and policy alignment	Prioritise activities to manage a steadily increasing workload	Ongoing
	Better alignment of resources across the organisation	Ongoing
	Revise the planning process to involve tier 3 management	Complete
Efficiency and effectiveness	Improve the use of non-financial performance and impact measures	Ongoing
	Improve value for money on delivery options	Ongoing
Performance management and staff development	Improve performance management systems and manager performance	Ongoing
	Provide opportunities for high performing staff	Ongoing
Communication	Greater stakeholder communication on Whānau Ora	Ongoing
Audit & assurance	Improve internal audit and risk management functions	Ongoing
	Improve risk management activities for managing more complex multi-provider contracts	Complete
	Improve regulatory impact analysis	Ongoing
	Review information technology security controls	Complete

Capital and Asset Management

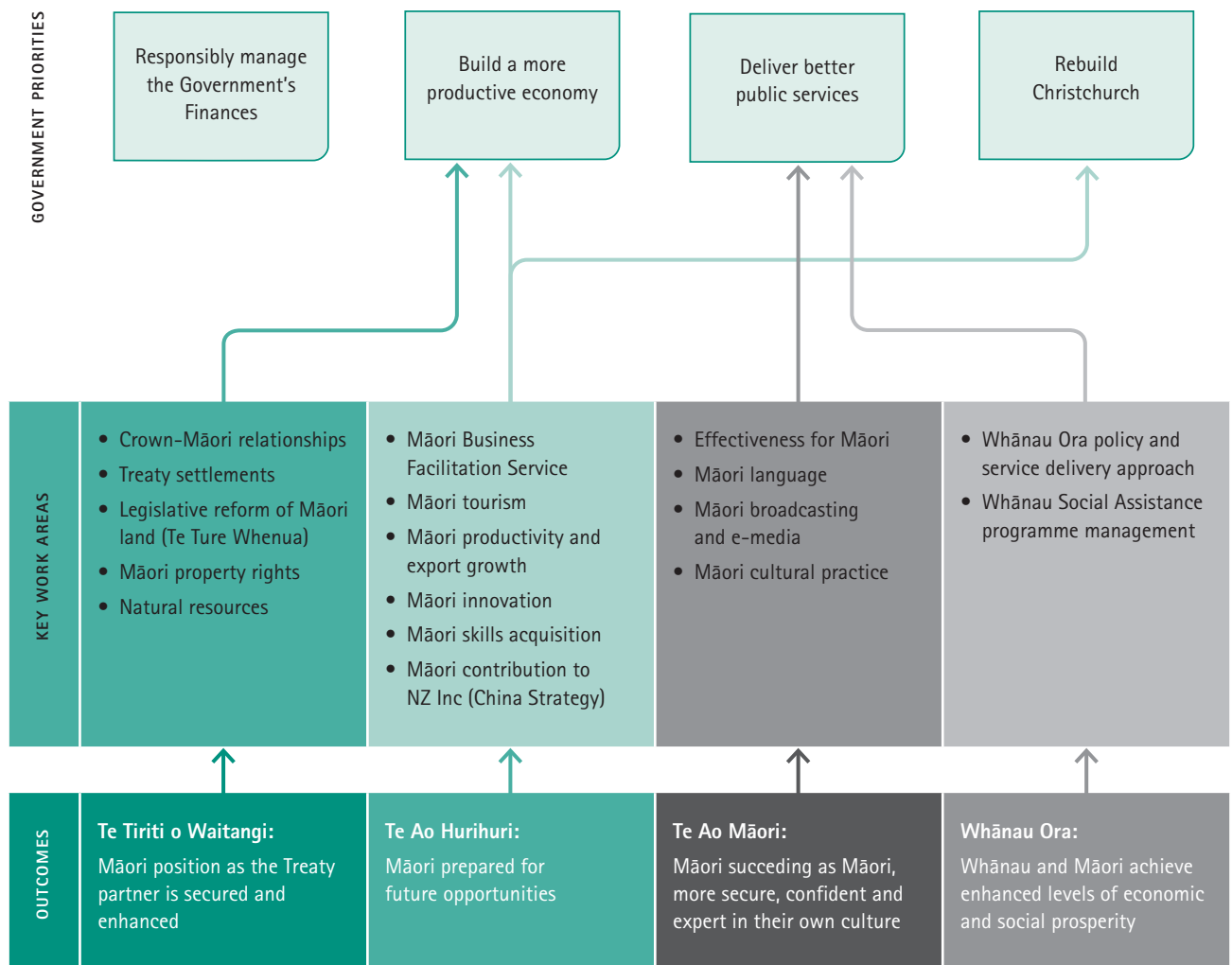
Te Puni Kōkiri's forecast capital expenditure reflects the four to five year cycle of replacement or upgrading of assets to maintain and develop capability. The capital asset strategy ensures we meet acceptable business standards for condition, availability and functionality. The most significant component of our capital programme relates to maintaining suitably equipped leasehold premises, motor vehicles and generic IT hardware/software.

Te Puni Kōkiri monitors the performance of its physical assets to ensure effectiveness and efficiency and replaces the assets to ensure that acceptable business standards are maintained. All capital purchases are largely part of the routine asset replacement programme.

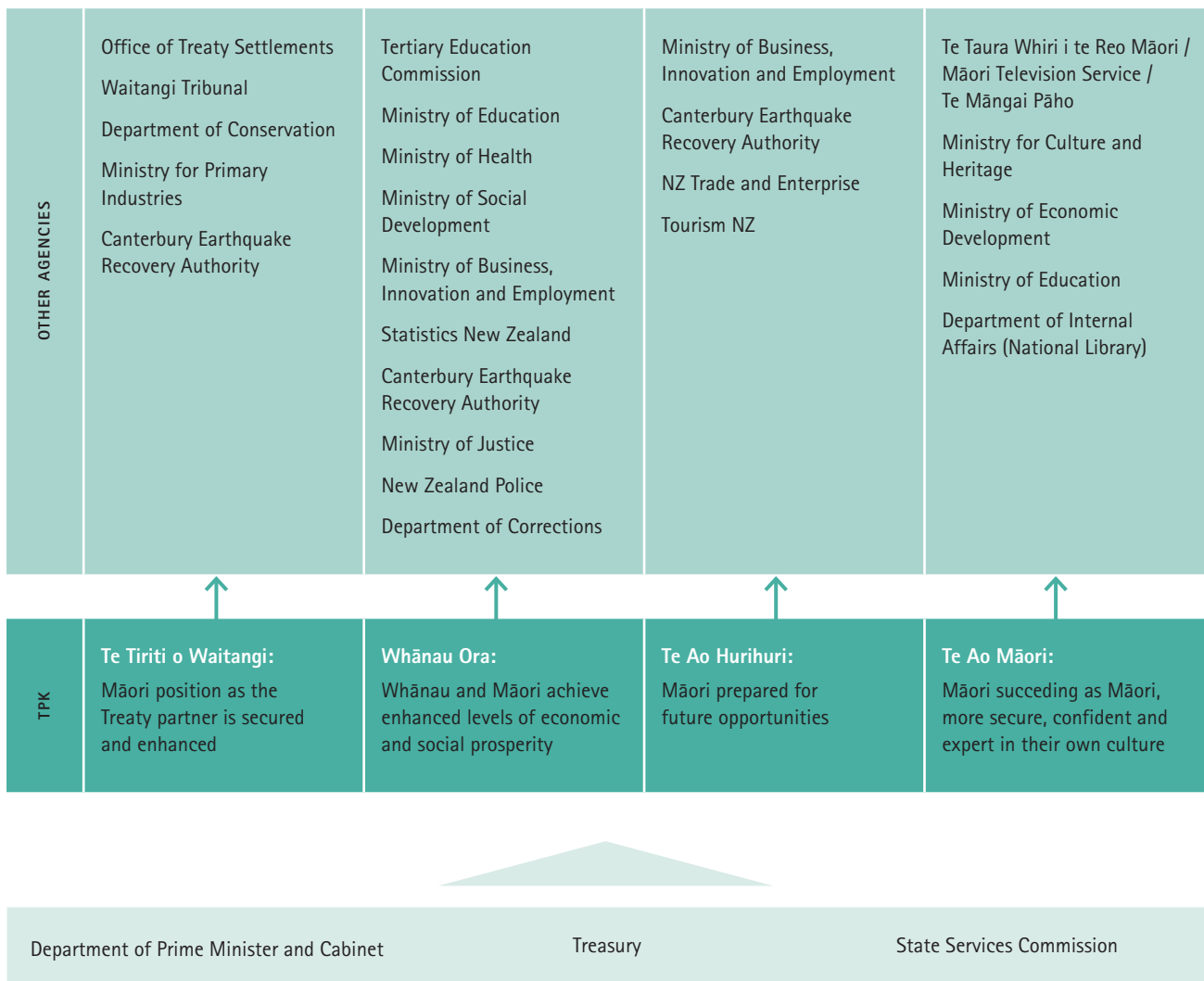


APPENDIX

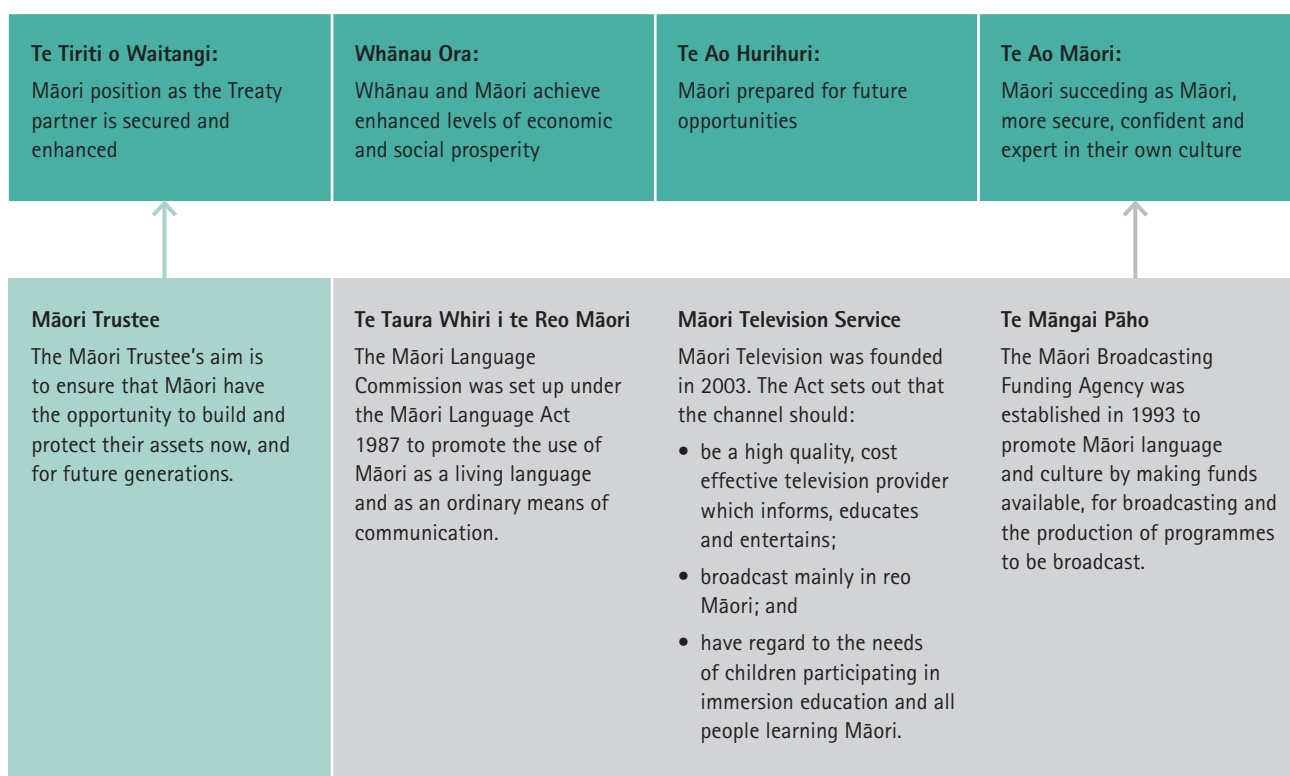
Appendix 1: Te Puni Kōkiri contribution to Government priorities



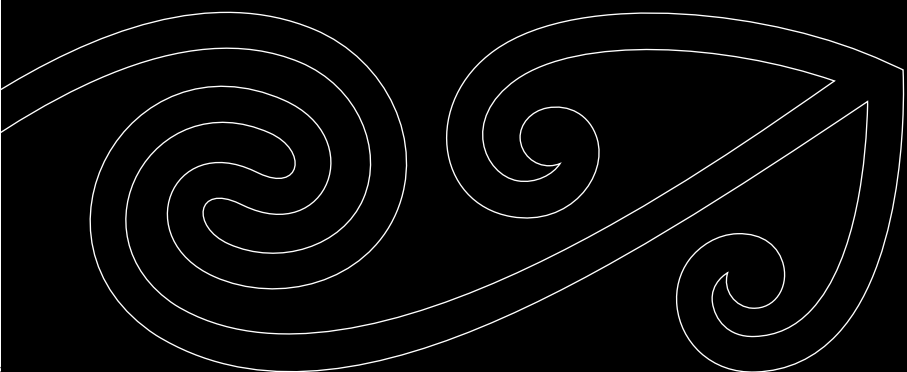
Appendix 2: Our connections with other agencies



Appendix 3: How the Crown Entities and the Māori Trustee contribute to Te Puni Kōkiri's Outcomes









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