

File Ref: OIA 37295

30 MAY 2018

[REDACTED]
[REDACTED]
[REDACTED]

Tēnā koe [REDACTED]

Official Information Act request

Thank you for your information request dated 15 May 2018. You asked for the following information:

- *"All information created for the Chief Executive ahead of appearing at the Māori Affairs Select Committee Annual Review on 14 February 2018; and*
- *All correspondence regarding the Chief Executive's appearance at the Māori Affairs Select Committee Annual Review on 14 February 2018".*

Your request has been considered in accordance with the Official Information Act 1982 (the Act).

Seven documents have been identified in scope of your request. The documents and my decisions with regard to the release of the information are set out in the table attached as Appendix A.

I trust my response satisfies your request.

You have the right to seek an investigation and review by the Ombudsman of this response. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.



Please note that Te Puni Kōkiri publishes some of its OIA responses on its website, after the response is sent to the requester. The responses published are those that are considered to have a high level of public interest. We will not publish your name, address or contact details.

If you wish to discuss any aspect of your request with us, including this decision, please feel free to contact Todd Cleaver, Manager Strategy & Planning, via cleat@tpk.govt.nz

Ngā mihi



Michelle Hippolite
Toihautū | Chief Executive



Appendix A – documents

Item	Date	Document description	Decision
1.	29 Jan. 2018	Te Puni Kōkiri internal memorandum – Select Committee written questions	<i>Released in full</i>
2.	1 Feb. 2018	Letter to Clerk of the Committee	<i>Released in full</i>
3.	9 Feb. 2018	E-Mail confirming TPK attendees at the MA(S)C hearing	<i>Released in full</i>
4.	13 Feb. 2018	Chef Executive's presentation to MA(S)C – slides with notes	<i>Released in full</i>
5.	13 Feb. 2018	Potential lines of enquiry	<i>Released in full</i>
6.	19 March 2018	Te Puni Kōkiri Aide Memoire for Minister for Māori Development – 2016/17 Annual Review of Te Puni Kōkiri	<i>Released in full</i>

Te Puni Kōkiri, Head Office, Te Puni Kōkiri House
 143 Lambton Quay 6011, PO Box 3943 Wellington 6140, New Zealand
 Waea (Pn) +64 4 819 6000 Waea Whakaahua (Fax) +64 4 819 6299
 Imera (email) info@tpk.govt.nz Paetukutuku (Web) www.tpk.govt.nz

He Pānui

Te Puni Kōkiri Memorandum

Whakapānga kōnae

Te Rā 29 January 2018

Ki a: Michelle Hippolite - Chief Executive

Nā: Guy Beatson - DCE Strategy and Organisational Performance

Tauira Pārua:

Kaupapa: Select Committee Written Questions

Kia ora Michelle

1. Māori Affairs chairperson, Rino Tirikatene in a letter to you of 20 December 2017 advised the arrangements for their annual review of Te Puni Kōkiri covering the 2016/17 financial year.
2. The Annual Review of Te Puni Kōkiri will be on **14 February 2018, from 10.15am to 11.15am**, in Māui Tikitiki-a-Taranga (Select Committee Room 6) Parliament House. The appointment is in the ET diaries.
3. An initial **tranche of MAC questions**, 106 of them, primarily relating to finance and personnel issues, have been answered and cleared by Fiona and myself.
4. A copy of these responses along with a letter to the Clerk of MAC is referred for your sign-out.
5. There is every likelihood that the MAC will advise of further questions before and/or after the hearing.
6. Once the letter is signed, I shall arrange for my team to forward the required number (10) of responses to MAC, including the sending of an e version.

Ngā mihi

Guy

1 February 2018

Rebecca Bonner
Clerk of the Māori Affairs Committee
Parliament Buildings
Wellington

Tēnā koe Rebecca

Select Committee Written Questions

I refer to a letter dated 20 December 2017 from the chairperson of the Māori Affairs Committee, and 106 questions regarding your 2016/17 annual review.

Enclosed are ten copies of the Te Puni Kōkiri written responses and associated appendix A, B and C. An electronic version of these responses will also be emailed to the clerk of the committee.

On behalf of the Executive Team we look forward to the hearing of evidence on Wednesday 14 February 2018.

Ngā mihi

Michelle Hippolite
Toihautū | Chief Executive

Māori Affairs Committee

Questions and Te Puni Kōkiri Responses (1-106)

Annual Review 2016/17

	RESTRUCTURING/REVIEWS
1	<p>What restructuring occurred during 2016/17 and each of the previous four financial years? Please provide copies of any evaluations carried out prior to restructuring, and details of the structural change; the objective of restructuring; staff increases or reductions as a result; and all costs associated with the change including costs of redundancy.</p> <p><i>Please note that the unchanged details of all restructuring in Te Puni Kōkiri (2009/10 -2015/16) has been provided to the Committee previously.</i></p> <p><i>During 2016/17 Te Puni Kōkiri undertook a change resulting in strengthening its establishment. This was essential given the pace and volume of work that had picked up in recent years, paralleled with significant growth in the Te Puni Kōkiri investment funding and activity. This has required the organisation to change and grow in order to meet those challenges and opportunities.</i></p> <p><i>It has required Te Puni Kōkiri to:</i></p> <ul style="list-style-type: none"> <i>strengthen the investment function;</i> <i>strengthen the regions, which are critical to an interface with whānau, hapū and iwi;</i> <i>integrate Māori Business Facilitation Services into regional offices with a focus on business growth; and</i> <i>strengthen the ability to invest in whānau, hapū and iwi success.</i> <p><i>At the same time Te Puni Kōkiri took the opportunity to review its communication, human resources and financial services, implementing a new business partnering approach to strengthen the delivery of these services.</i></p> <p><i>The overall impact of these decisions was that 27 roles were disestablished and 75 new ones created.</i></p> <p><i>The changes resulted in eleven redundancies at a total cost of \$803,598.</i></p>
2	<p>Was any work conducted around mergers with other agencies in the 2015/16 year? If so, for each such project, what agencies were being considered for mergers?</p> <p><i>No.</i></p>
3	<p>Was any rebranding undertaken in the 2015/16 financial year? If so, what did the rebranding involve, how much was spent on rebranding, why was it undertaken, and was it carried out internally or externally? What rebranding was carried out in each of the previous six financial years?</p> <p><i>No rebranding was undertaken in 2016/17 or in the past four financial years.</i></p> <p><i>Te Puni Kōkiri has commenced initial planning stages of reviewing its brand reach and usage. Costs have been limited to staff time only.</i></p>

4 Are any inquiries or investigations currently being undertaken into performance by any external agency? If so, please provide the following details:

- The body conducting the inquiry/investigation
- The reason for the inquiry/investigation
- The expected completion date

No.

BUDGET INITIATIVES

5 For each new spending initiative introduced over the last four Budgets (i.e. Budget 2013, 2014, Budget 2015 and Budget 2016), what evaluation has been undertaken of its effectiveness and what were the findings of that initiative? Please provide a copy of the evaluation reports. Where no evaluation has been completed, what provision has been made for an evaluation to occur and what is the timeframe for that evaluation?

Budget	New Spending Initiative	Evaluative Activity
2016	<ul style="list-style-type: none">Māori Land Service ProgrammeMāori Land War CommemorationsElectoral ParticipationTe Mātāwai	All four to be determined - There was no evaluative activity carried out for these programmes due to the timeframes (i.e. it is early in the establishment and development of these programmes to measure impact and determine attribution). The programmes are monitored within a continuous monitoring and improvement cycle as is appropriate.
	<ul style="list-style-type: none">Whānau Ora	Formative evaluation progressed and completed 2016 – Report published 2017. (independent). Findings informed ongoing improvements early development.
2015	Māori Housing Network	Applied research Māori Housing Network early implementation conducted in 2016/2017. Findings incorporated and informed ongoing delivery. (Internal report not for public release)
	Māori Housing Fund: (transferred from Vote Housing)	
	Te Ture Whenua Network.	Early impact evaluation Māori Housing Network progressed and completed in 2017 – report will be published in 2018. (Independent)
	Rangatahi Māori Suicide Prevention	Early implementation evaluation has been completed with improvements for further investment identified and incorporated. This is the report for internal use and is not for public release. The programme is monitored as part of business as usual on a quarterly basis.
2014	Māori ICT Development Fund	To be determined.

			<i>Moving the Māori Nation</i>	<i>Mid-point evaluation completed in December 2015, with final evaluation completed in April 2016.</i>	
		2013	<i>Te Reo Māori Research and Development Fund</i>	<i>Administered by Te Taura Whiri i te Reo Māori.</i>	
COST AND SERVICE CHANGES					
6	What new services, functions or outputs have been introduced in the last financial year? Please describe these and estimate their cost. <i>Policies or outputs new in 2016/17 included:</i> <ul style="list-style-type: none"> • <i>Māori Land Service Programme - \$6m;</i> • <i>Māori Land War Commemorations - \$1m;</i> • <i>Electoral Participation - \$2m; and</i> • <i>Te Mātāwai - \$3m.</i> 				
7	What services, functions or outputs have been cut, reduced, or had funding reprioritised from in the last financial year? Describe the service or function concerned and estimate the cost saving. <i>None.</i>				
8	What programmes or projects, if any, were delayed in the 2016/17 financial year and what was the reason for any delay in delivery or implementation? <ul style="list-style-type: none"> • <i>Māori Digital Technology Development Fund – whilst the fund was fully committed for the 2016/17 year, the majority of the delivery will occur in 2017/18; and</i> • <i>Micro Financing – disbursement of the funds were delayed given the time required for policy and programme design.</i> 				
9	How much funding for specific projects, policies or programmes has been carried forward from the 2016/17 financial year to the current financial year? For each, please provide the following details: <ul style="list-style-type: none"> - <i>Name of project, policy or programme</i> - <i>Amount of funding brought forward</i> - <i>Amount of funding already spent</i> - <i>Amount of funding originally budgeted for the project</i> - <i>Estimation completion date.</i> 				
	<i>Project / Policy / Programme</i>	<i>Amount of funding brought forward*</i>	<i>Amount of funding spent**</i>	<i>Amount of funding originally budgeted***</i>	<i>Estimated completion date</i>
		<i>\$000</i>	<i>\$000</i>	<i>\$000</i>	
	Departmental				
	<i>Māori Land Service Programme</i>	<i>1,000</i>	<i>7,877</i>	<i>6,000</i>	<i>TBC</i>
	<i>Māori Land War Commemorations</i>	<i>998</i>	<i>2</i>	<i>1,000</i>	<i>Ongoing</i>
	<i>Constitutional Review Panel****</i>	<i>800</i>	<i>1,200</i>	<i>2,000</i>	<i>Ongoing</i>

Non-Departmental																						
Crown Contribution to the Parihaka Community Electoral Participation	8,000	-	8,000	2017/18																		
Māori Digital Technology Development Fund	750	1,249	2,000	Ongoing																		
Te Ture Whenua Māori Fund	1,217	1,033	4,250	2020/21																		
Iwi Housing Support	4,937	1,463	4,200	Ongoing																		
Māori Housing Network	113	843	1,956	Ongoing																		
Kāinga Whenua Infrastructure Grant	298	11,641	8,885	Ongoing																		
Rural and Māori Housing	58	3,861	2,800	Ongoing																		
Mātauranga (Knowledge)	950	5,588	4,000	Ongoing																		
Rawa (Resources)	398	5,520	5,668	Ongoing																		
Whakamana (Leadership)	1,144	3,891	4,285	Ongoing																		
	390	4,546	5,394	Ongoing																		
* Brought forward from 2016/17 to 2017/18.																						
** Funding spent during the 2016/17 financial year.																						
***Budget figures reflect the budgeted amounts as published in the main Estimates of Appropriations for the 2016/17 financial year.																						
****The Constitutional Review Panel expenditure and budgets stated include all amounts over the life of the project, which includes budgets and expenditure from previous financial years.																						
10	How many projects or contracts that were due to be completed in 2016/17 were shelved, curtailed or pushed into out years? For each, what was the project name, what was the total budgeted cost, what is the actual cost to date, what was its purpose and why it was it not completed in 2016/17?																					
	None were shelved or curtailed, some extended into the current year. A full list of contractors can be found (see appendix B) in response to question 63.																					
USER CHARGES																						
11	What user charges were collected in the last financial year and what was the revenue from each of them? How does this compare to the previous four financial years?																					
	N/A.																					
PROPERTY/CAPITAL WORKS																						
12	How much funding was allocated to capital works in the last financial year? How does this figure compare to that allocated and that spent in the previous four financial years?																					
	<table><tr><th>Financial year</th><th>Allocated \$000*</th><th>Spent \$000</th></tr><tr><td>2016/17</td><td>2,614</td><td>2,271</td></tr><tr><td>2015/16</td><td>1,632</td><td>1,351</td></tr><tr><td>2014/15</td><td>1,648</td><td>960</td></tr><tr><td>2013/14</td><td>1,385</td><td>845</td></tr><tr><td>2012/13</td><td>2,410</td><td>1,728</td></tr></table>				Financial year	Allocated \$000*	Spent \$000	2016/17	2,614	2,271	2015/16	1,632	1,351	2014/15	1,648	960	2013/14	1,385	845	2012/13	2,410	1,728
Financial year	Allocated \$000*	Spent \$000																				
2016/17	2,614	2,271																				
2015/16	1,632	1,351																				
2014/15	1,648	960																				
2013/14	1,385	845																				
2012/13	2,410	1,728																				
	*Total budget per the Supplementary Estimates of Appropriations.																					
13	What land, building, and other assets were sold in 2016/17? What processes were undertaken for the disposal of these assets and how much did they sell for? How does that compare to each of the previous four financial years?																					

In accordance with the Fleet Vehicle Management Policy of Te Puni Kōkiri, the Ministry sold 54 motor vehicles in 2016/17 and received proceeds of \$511,568. All vehicles are sold through Turners Auctions. The number of motor vehicles disposed of in the last four years are outlined in the following table:

<i>Financial year</i>	<i>Number of Vehicle Assets Sold</i>	<i>Proceeds on sale of Vehicle Assets \$</i>
2016/17	54	511,568
2015/16	8	135,593
2014/15	1	7,503
2013/14	0	nil
2012/13	57	596,199

14 How much floor space does your department, agency or organisation lease and what is the annual cost per square metre and total cost in each building of those leases? How does this compare with each of the previous four financial years?

The table below shows all Te Puni Kōkiri offices along with the total cost per square metre for each as at 30 June 2017.

<i>Regional Offices</i>	<i>Area Size (m²)</i>	<i>Cost per m²</i>	<i>Total Cost</i>
Whangārei	267.16	\$180	48,092
Kaitiāia	60.00	\$106	6,360
Auckland	431.00	\$229	98,699
Hamilton	355.00	\$205	72,775
Tauranga	174.50	\$257	44,846
Rotorua	205.00	\$234	47,970
Whakatāne	88.25	\$442	39,006
Hastings	344.51	\$199	68,557
New Plymouth	52.00	\$221	11,492
Whanganui	180.00	\$242	43,560
Palmerston North	144.00	\$139	20,016
Taumaranui	25.00	\$80	2,000
Lower Hutt	172.00	\$189	32,508
Nelson	20.00	\$814	16,280
Christchurch	162.50	\$568	92,300
Dunedin	102.90	\$142	14,612
Invercargill	31.15	\$471	14,672
Head Office	5007.57	\$396	1,981,998
Gisborne	284.40	\$265	75,366

With the exception of small cost indexed increases, the cost per square metre for Te Puni Kōkiri has been consistent over the last four years. The only exceptions are the following two offices:

	<ul style="list-style-type: none">The Christchurch office relocated as part of the Government's commitment to locate government agencies in the city centre following the 2011 earthquake. Prior to the move, Te Puni Kōkiri leased 252m² in Christchurch at a cost of \$180 per metre per year.Gisborne relocated to a new office in April 2017 and the annual rent increased from \$165 to \$265 per square metre.																								
15	<p>Were any of your offices relocated in 2016/17? In each case please provide where did the office move from and to, a breakdown of the cost of relocating, the amount of any saving or increase in rent paid resulting from the move, the floor space of the original and new office, and the reason for the relocation. Please also provide these details for each of the previous four financial years.</p> <p><i>In 2016/17 the only office to relocate was the Gisborne office. The office moved from the corner of Lowe Street and Reads Quay to 299 Gladstone Road. The reason for the relocation was staff safety as the office wasn't fit for purpose. As part of this move Te Puni Kōkiri also established a hub.</i></p> <p><i>Listed below are the office relocations in 2016/17 and the previous four years:</i></p> <table><tr><th>Office</th><th>Date Relocated</th><th>Relocation Cost \$</th><th>Old Floor space – Square Metres</th><th>New Floor space – Square Metres</th><th>Savings (Increase) \$</th></tr><tr><td>Gisborne</td><td>March 2017</td><td>1,000</td><td>361.68</td><td>284.40</td><td>(15,875)</td></tr><tr><td>Christchurch</td><td>February 2016</td><td>840</td><td>252</td><td>163</td><td>(42,882)</td></tr><tr><td>Auckland</td><td>August 2012</td><td>3,059</td><td>653</td><td>431</td><td>44,370</td></tr></table>	Office	Date Relocated	Relocation Cost \$	Old Floor space – Square Metres	New Floor space – Square Metres	Savings (Increase) \$	Gisborne	March 2017	1,000	361.68	284.40	(15,875)	Christchurch	February 2016	840	252	163	(42,882)	Auckland	August 2012	3,059	653	431	44,370
Office	Date Relocated	Relocation Cost \$	Old Floor space – Square Metres	New Floor space – Square Metres	Savings (Increase) \$																				
Gisborne	March 2017	1,000	361.68	284.40	(15,875)																				
Christchurch	February 2016	840	252	163	(42,882)																				
Auckland	August 2012	3,059	653	431	44,370																				
16	<p>How much was spent on each renovation, refurbishment or redecoration project in offices or buildings of the department, agency or organisation that cost more than \$5,000 in the 2016/17 financial year? For each, please provide the following details:</p> <p>a. A description of the renovation carried out b. Location of the project c. Name of provider(s) or manufacturer(s) d. Type of product or service generally provided by the above e. Cost of the project f. Completion date g. Whether tenders were invited, if so, how many were received h. List separately any single item of furniture or fixture worth more than \$2,500 with its cost.</p> <p><i>The following table describes the development and set-up of the new Gisborne office and the initial set up for the Auckland office (which was completed in 2017/18)</i></p> <table><tr><td>a) A description of the renovation carried out</td><td>Set up of a new Gisborne office at Gladstone Road.</td></tr><tr><td>b) Location of the project</td><td>Gisborne</td></tr><tr><td>c) Name of provider(s) or manufacturer(s)</td><td>Waterford Security, VideoPro NZ Ltd, Aspect Furniture Systems Ltd, UFL Group Ltd, Noel Leeming Ltd</td></tr><tr><td>d) Type of product or service generally provided by the above</td><td>Security, Communication and Furniture Suppliers</td></tr><tr><td>e) Cost of project</td><td>\$199,560</td></tr><tr><td>f) Completion date</td><td>April 2017</td></tr></table>	a) A description of the renovation carried out	Set up of a new Gisborne office at Gladstone Road.	b) Location of the project	Gisborne	c) Name of provider(s) or manufacturer(s)	Waterford Security, VideoPro NZ Ltd, Aspect Furniture Systems Ltd, UFL Group Ltd, Noel Leeming Ltd	d) Type of product or service generally provided by the above	Security, Communication and Furniture Suppliers	e) Cost of project	\$199,560	f) Completion date	April 2017												
a) A description of the renovation carried out	Set up of a new Gisborne office at Gladstone Road.																								
b) Location of the project	Gisborne																								
c) Name of provider(s) or manufacturer(s)	Waterford Security, VideoPro NZ Ltd, Aspect Furniture Systems Ltd, UFL Group Ltd, Noel Leeming Ltd																								
d) Type of product or service generally provided by the above	Security, Communication and Furniture Suppliers																								
e) Cost of project	\$199,560																								
f) Completion date	April 2017																								

	<p>g) Whether tenders were invited, if so, how many were received</p> <p>h) List separately any single item of furniture or fixture worth more than \$2,500 with its cost</p>	<p><i>Tenders were not invited. Work was completed either by the Landlord's preferred suppliers or by suppliers on an All-of-Government panel.</i></p> <p><i>1x Sony 85' Television \$8,210</i></p> <p><i>1x Oven \$3,695</i></p> <p><i>1 x large table - \$3,150</i></p> <p><i>1x high-back sofa \$3,918</i></p>
	<p>a) A description of the renovation carried out</p> <p>b) Location of the project</p> <p>c) Name of provider(s) or manufacturer(s)</p> <p>d) Type of product or service generally provided by the above</p> <p>e) Cost of project</p> <p>f) Completion date</p> <p>g) Whether tenders were invited, if so, how many were received</p> <p>h) List separately any single item of furniture or fixture worth more than \$2,500 with its cost</p>	<p><i>Set up of a new Manukau Office.</i></p> <p><i>Ronwood Ave Manukau</i></p> <p><i>Right Round Security, Aspect Furniture Systems Ltd, UFL Group Ltd, Noel Leeming Ltd</i></p> <p><i>Security, Communication and Furniture Suppliers</i></p> <p><i>\$160,950</i></p> <p><i>August 2017</i></p> <p><i>Tenders were not invited. Work was either completed by the Landlord's preferred suppliers or by suppliers on an All-of-Government panel.</i></p> <p><i>1x Fridge/Freezer \$3,149</i></p> <p><i>1x large table - \$3,150</i></p>
17	<p>What offices were closed in 2016/17 and how much is the closure of each office expected to cost or save? What offices were closed in each of the previous four financial years?</p>	<p><i>No offices were closed in the 2016/17 financial year.</i></p> <p><i>The only office that has been closed in the last four financial years was the Blenheim office in 2014/15, which was relocated to Nelson. This resulted in a saving of \$2,200 per annum.</i></p>
18	<p>What offices did your department, agency or organisation open in 2016/17 and how much is the opening of each office expected to cost or save? What offices were opened in each of the previous four financial years?</p>	<p><i>No offices were opened in 2016/17. The only office opened in the past four years was Nelson.</i></p>
19	<p>How many regional offices, other than your department, agency or organisation's head office, reduced their opening hours during the 2016/17 financial year listed by new and former opening hours, date of change, and location?</p>	<p><i>No Te Puni Kōkiri offices reduced their opening hours during the 2016/17 financial year. Opening hours have been consistent over the past four years.</i></p>
20	<p>How many vehicles did your department, agency or organisation own during the 2016/17 financial year and to what office are each of these vehicles assigned by vehicle year and vehicle model? How many were owned during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?</p>	<p><i>Te Puni Kōkiri owned 67 vehicles as at 30 June 2017. A breakdown of the fleet is attached at appendix A.</i></p>

	<i>Details of the past four years vehicles has already been provided to the Committee.</i>												
21	<p>What was the total amount spent on purchasing vehicles during the 2016/17 financial year and to what office were each of these vehicles assigned by vehicle year and vehicle model? How much was spent during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?</p> <table> <tr> <th><i>Financial year</i></th><th><i>Amount \$000</i></th></tr> <tr> <td>2016/17</td><td>1,584</td></tr> <tr> <td>2015/16</td><td>460</td></tr> <tr> <td>2014/15</td><td>Nil</td></tr> <tr> <td>2013/14</td><td>Nil</td></tr> <tr> <td>2012/13</td><td>1,594</td></tr> </table> <p><i>Breakdown of the 2016/17 fleet allocation is attached at appendix A.</i></p> <p><i>Details of the past four years vehicle allocation has already been provided to the Committee.</i></p>	<i>Financial year</i>	<i>Amount \$000</i>	2016/17	1,584	2015/16	460	2014/15	Nil	2013/14	Nil	2012/13	1,594
<i>Financial year</i>	<i>Amount \$000</i>												
2016/17	1,584												
2015/16	460												
2014/15	Nil												
2013/14	Nil												
2012/13	1,594												
22	<p>Were any labour and/or contractor costs been capitalised into capital project costs during the 2016/17 financial year, if so, for each project what is the breakdown by project of labour vs non labour costs?</p> <p><i>There were no labour and/or contractor costs capitalised in any capital project costs in the 2016/17 financial year.</i></p>												
	ICT												
23	<p>Does your department, agency or organisation have a policy about the use of personal email accounts (e.g. Gmail accounts) in the workplace; if so, what policies are in place and do those policies include a prohibition on the use of such accounts for official government business? How many breaches of any such policy during the last financial year were reported and how does this compare to each of the previous four financial years?</p> <p><i>Personal email accounts are blocked on the Te Puni Kōkiri network by default, although certain staff members have been given access to personal email accounts as deemed appropriate by Information Services and their manager, with assurances that the access is only for the deemed purpose. We have operated this way for over 7 years and during this time there have been no reported breaches.</i></p>												
24	<p>What IT projects, if any, were shelved or curtailed in the 2016/17 year and how much will have been spent on each project before it is shelved or curtailed?</p> <p><i>None.</i></p>												
25	<p>What IT projects, if any, were completed or under way in the 2016/17 year? For each, please provide the following details:</p> <ul style="list-style-type: none"> - Name of project - Initial estimated budget - Initial estimated time frame - Start date - Completion date or estimated completion date. - Total cost at completion or estimated total cost at completion. <p><i>Name of project – Intranet Redevelopment</i></p> <ul style="list-style-type: none"> - Initial estimated budget - \$83,300 												

	<ul style="list-style-type: none"> - Initial estimated time frame – 6 months - Start date – June 2016 - Completion date or estimated completion date – Estimated April 2018 (deferred due to other priorities) - Total cost at completion or estimated total cost at completion – Estimated \$110K (additional work required) <p>Name of project – Website enhancements</p> <ul style="list-style-type: none"> - Initial estimated budget - \$34,500 - Initial estimated time frame – 3 months - Start date – 22 March 2016 - Completion date or estimated completion date - 31 August 2016 (after variation increased scope of project) - Total cost at completion or estimated total cost at completion - \$63,000 (after variation increased scope of project).
26	<p>How much was spent for software licensing fees in the 2016/17 financial year and how does this compare with spending in each of the previous four financial years?</p> <p><i>Te Puni Kōkiri spent \$460,000 in 2016/17 for enterprise software licensing fees, similar to 2015/16. This is \$30,000 more than 2014/15 due to general increases in licensing cost. Prior to 2014/15 our licensing costs were around \$350,000, but increased due to the implementation of a new Financial Management System, TechnologyOne.</i></p>
27	<p>How many websites did your department, agency or organisation run in 2016/17 and for each, what is it called, what is its URL, when was it established, what is its purpose and what is the annual cost of operating it?</p> <p><i>Te Puni Kōkiri internet - www.tpk.govt.nz Established in 2002. The website is one of the platforms that the public can access information about Te Puni Kōkiri, Māori Development and Whānau Ora. Annual cost approximately \$100,000.</i></p> <p><i>Te Kāhui Māngai - www.tkm.govt.nz Established in 2005. The website provides a directory of Iwi and Māori organisations. Annual cost approximately \$50,000.</i></p>
28	<p>How many data security issues were identified in 2016/17 and how many data security issues were there in each of the previous four financial years? If there were breaches, what were they and what are the titles of any reports into them?</p> <p><i>There have been no recorded data security issues in 2016/17, or in the four years prior.</i></p>
29	<p>How many laptop computers, tablet computers and hard drives, if any, provided or paid for by your department, agency or organisation have been lost or gone missing in the 2016/17 financial year; and how many of these were returned to or found by the agency or organisation if any? How many were lost or missing and how many subsequently returned or found in each of the previous four financial years?</p> <p><i>Te Puni Kōkiri is aware of the following missing/stolen equipment (due to break-ins) over the period requested: 2016/17 – 0 laptops were stolen 2015/16 – 5 laptops were stolen, none recovered 2014/15 – 5 laptops were stolen, none recovered.</i></p>
REPORTS, PLANNING, AND EVALUATION	
30	<p>Please provide a list of all reports that were prepared in 2016/17 relating to:</p>

	<p>baseline update (if applicable) value for money savings identified</p> <p><i>2017 March Baseline Update submission for Vote Māori Development; and</i> <i>2016 October Baseline Update submission for Vote Māori Development.</i></p>
31	<p>Please provide copies of the current work plan.</p> <p><i>Information on the current work plan is contained within the Strategic Intentions 2015-2019 for Te Puni Kōkiri and in our four year plan on the web site.</i></p>
32	<p>Please list projects and major policy initiatives progressed in 2016/17.</p> <p><i>For details of projects and major policy initiatives progressed in 2016/17, please refer to the Te Puni Kōkiri Annual report to 30 June 2017, pages 8 to 55.</i></p>
33	<p>Please provide copies of any reports made to the Minister in 2016/17 about performance against the agency or organisation's Statement of Intent, Statement of Corporate Intent, Statement of Performance Expectations or Output Plan.</p> <p><i>As we have a large number of reports it is not practical to send them all. Copies can be made available to the Committee on request.</i></p>
34	<p>How many evaluations of policies or programmes were completed in 2016/17? Please provide details of who carried out the evaluation, the cost of the evaluation, the date completed, and its main findings.</p> <p><i>A formative evaluation of Whānau Ora was contracted to Research Evaluation Consultancy Limited at a cost of \$98,000.00. The final report was published on 13 December 2016. The evaluation report was completed and published in 2016/17.</i></p> <p><i>The evaluation report provided recommendations to strengthen and enhance the Whānau Ora commissioning model. These included maintaining a focus on relationships, prioritising agency capability to report to Whānau Ora outcomes, promoting the Whānau Ora commissioning approach, and disseminating what is working in Whānau Ora.</i></p> <p><i>Please also see response to question 36.</i></p>
35	<p>What reviews of capability were started or completed in 2016/17? What aspects of capability were or are being reviewed? Who undertook or is undertaking these reviews and when were or will they be completed?</p> <p><i>Te Puni Kōkiri considers capability as a core aspect of its organisational development, and continues to review the match between capability and function / requirements. Growth in the policy portfolio and an increased requirement for operational policy and service delivery resulted in decisions in 2016/17 to increase capability and capacity, especially to support innovative investments and support regional development.</i></p> <p><i>A specific area of capability building in 2016/17 has been in the investment area, where new capability has been recruited. Upskilling intervention for policy analysis, critical thinking and specialist leadership has been developed, focusing on increasing the capability of existing staff.</i></p> <p><i>Te Puni Kōkiri is now focusing on developing the strategy and implementation plan to maintain and develop capability to design, deliver and evaluate the portfolio of initiatives and to support the government in delivery of advice and services to iwi, hapū and whānau Māori.</i></p>

	<p><i>This work has been performed internally with support from external training providers in the development and delivery of programmes.</i></p>
36	<p>Please provide details of all monitoring, evaluation and auditing of programmes or initiatives undertaken or commissioned by your department, agency or organisation in the 2016/17 financial year (including details of all performance measures, targets and benchmarks and whether programmes contributed to desired outcomes in an efficient and effective manner).</p> <p>Whānau Ora: <i>Information concerning Whānau Ora is detailed in the Te Puni Kōkiri Annual Report for 2016/17, reference page 25.</i></p> <p><i>An annual summary report for 2016/17 is currently in development. This report will look to collate information across the three Commissioning Agencies, due before June 2018.</i></p> <p>Māori Housing Network: <i>Information on the Māori Housing Network are also in the Annual Report for 2016/17, reference page 28.</i> <i>An evaluation of the Māori Housing Network is currently underway.</i></p> <p>Governance Training Trial: <i>The Trial contracted the Institute of Directors to deliver governance training to 144 attendees including pre- and post-settlement iwi trustees, board members, management staff and rangatahi.</i> <i>Sapere Limited were commissioned to conduct the evaluation of the Governance Training Trial. The evaluation concluded that the governance training is relevant and efficient in delivering the fundamentals of governance.</i></p> <p>Rangatahi Suicide Prevention Fund: <i>Information about this fund is contained in the Te Puni Kōkiri Annual Report for 2016/17, reference page 32.</i> <i>Naomi Manu was commissioned to undertake a case study based evaluation of the Rangatahi Māori Suicide Prevention Fund. The evaluation found that:</i></p> <ul style="list-style-type: none"> <i>• Rangatahi Engagement provided greater insight into what is and what is not working for rangatahi.</i> <i>• Rangatahi Leadership in determining solutions was critical to the success of the programme.</i> <i>• Whānau Cohesion and integrated approaches to whānau wellbeing enhanced outcomes.</i> <i>• Suicide Communication supports rangatahi and whānau identify clues, warning signs and risk factors associated with suicide including cyber bullying.</i> <i>• Kaupapa Māori Approaches improved outcomes for whānau.</i> <i>• Regional Collaboration and coordination enhanced suicide prevention initiative outcomes.</i> <p>Cadetships Initiative: <i>The Cadetship initiative funded employers to provide employment, mentoring and training to 181 Māori cadets (either new or existing employees) in 2016/17.</i> <i>Reporting for 2016/17 shows that almost half of the cadets have completed training and almost all cadets were working full time on completion of their cadetship.</i> <i>An evaluation of the Cadetships Initiative has been contracted to BERL and is currently underway.</i> <i>Please also see response to question 34.</i></p>
	<p>GIFTS AND EXTERNAL RELATIONSHIPS</p>
37	<p>What policies were in place in 2016/17 on accepting corporate gifts or hospitality? How did this compare to the previous financial year? Please list all corporate gifts or hospitality accepted by staff in the 2016/17 financial year with the following details:</p> <p>- Gift or hospitality accepted</p>

	<ul style="list-style-type: none"> - Position of staff member who accepted - Estimated value - Date received - Name of the organisation or individual who paid for/gave the gift or hospitality. <p><i>The gifts policy at Te Puni Kōkiri provides guidance to ensure employees have a clear and consistent understanding of accepting gifts. Te Puni Kōkiri also has a conflicts of interest policy that promotes effective practices to ensure that all employees correctly declare any offers or receipt of gifts and/or hospitality given to them during the course of business.</i></p> <p><i>These policies are consistent with previous years.</i></p> <p><i>There were no recorded gifts and/or hospitality in accordance with these policies in 2016/17.</i></p>
38	<p>What policies were in place in 2016/17 on the organisation giving gifts to external organisations or individuals? How did this compare to the previous financial year? Please list all gifts given to external organisations or individuals in the 2016/17 financial year. For each, please provide the following details:</p> <ul style="list-style-type: none"> - Gift given - Name of external organisation or individual - Reason given - Estimated value - Date given. <p><i>There is no policy on giving gifts within Te Puni Kōkiri. Gifts given to external organisations or individuals is dependent on the occasion and applied moderately when undertaken. Te Puni Kōkiri does not keep a register of any gifts given.</i></p>
39	<p>What policies were in place in 2016/17 on giving gifts to staff? How did this compare to the previous financial year? Please list all gifts given to staff exceeding \$100 in value in the 2016/17 financial year. For each, please provide the following details:</p> <ul style="list-style-type: none"> - Gift given - Position of staff member - Reason given - Estimated value - Date given. <p><i>Te Puni Kōkiri does not have a policy or practice of giving staff gifts.</i></p>
40	<p>What potential conflicts of interest were identified regarding the board, management or senior staff in 2016/17? For each, please provide the following details:</p> <ul style="list-style-type: none"> - Conflict identified. - Whether or not any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in the last three financial years. - Value of any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in each of the previous three financial years. - Steps taken to mitigate any possible conflict in granting any contract, policy, consent or other consideration which has been entered into with any entity identified in any conflict in each of the previous four financial years. <p><i>Te Puni Kōkiri has robust processes and practices in place to manage conflicts of interest. Staff complete a conflict of interest declaration when they commence employment and receive advice on what constitutes a potential conflict of interest. Declarations are reviewed and completed annually thereafter, with a requirement that staff notify their manager of any change to their declaration at the earliest opportunity (between annual review cycles). Staff must complete a nil declaration as applicable.</i></p>

	<i>Te Puni Kōkiri follows the “All-of-Government” procurement approach in relation to procurement practices. Disclosing the details of any identified conflict would breach our obligations of privacy to individuals or potentially breach commercial sensitivity provisions for any conflicts that may have been identified.</i>																														
41	<p>What non-government organisations, associations, or bodies, if any, was your department, agency or organisation a paid member of in 2016/17? For each, what was the cost for each of its memberships? How does this compare to each of the previous four financial years?</p> <table><tr><th><i>Organisation Name</i></th><th><i>Amount \$ 2016/17</i></th><th><i>Amount \$ 2015/16</i></th><th><i>Amount \$ 2014/15</i></th><th><i>Amount \$ 2013/14</i></th><th><i>Amount \$ 2012/13</i></th></tr><tr><td><i>Institute of Public Administration NZ</i></td><td>1,650</td><td>1,650</td><td>3,547</td><td>1,650</td><td>3,000</td></tr><tr><td><i>Leadership Development Centre</i></td><td>16,788</td><td>15,615</td><td>-</td><td>15,372</td><td>15,090</td></tr><tr><td><i>*Diversity Works NZ</i></td><td>1,500</td><td>1,500</td><td>2,152</td><td>1,500</td><td>1,021</td></tr><tr><td><i>Government Supply Board</i></td><td>-</td><td>-</td><td>3,500</td><td>-</td><td>5,750</td></tr></table> <p><i>*rebranded in 2016/17, previously Equal Employment Opportunities</i></p>	<i>Organisation Name</i>	<i>Amount \$ 2016/17</i>	<i>Amount \$ 2015/16</i>	<i>Amount \$ 2014/15</i>	<i>Amount \$ 2013/14</i>	<i>Amount \$ 2012/13</i>	<i>Institute of Public Administration NZ</i>	1,650	1,650	3,547	1,650	3,000	<i>Leadership Development Centre</i>	16,788	15,615	-	15,372	15,090	<i>*Diversity Works NZ</i>	1,500	1,500	2,152	1,500	1,021	<i>Government Supply Board</i>	-	-	3,500	-	5,750
<i>Organisation Name</i>	<i>Amount \$ 2016/17</i>	<i>Amount \$ 2015/16</i>	<i>Amount \$ 2014/15</i>	<i>Amount \$ 2013/14</i>	<i>Amount \$ 2012/13</i>																										
<i>Institute of Public Administration NZ</i>	1,650	1,650	3,547	1,650	3,000																										
<i>Leadership Development Centre</i>	16,788	15,615	-	15,372	15,090																										
<i>*Diversity Works NZ</i>	1,500	1,500	2,152	1,500	1,021																										
<i>Government Supply Board</i>	-	-	3,500	-	5,750																										
INVOICES AND PROCUREMENT																															
42	<p>How many penalties for late payment of an invoice were incurred in the 2016/17 year and what was the total cost of that. How does this compare to each of the previous four financial years?</p> <p><i>No such penalties were incurred in 2016/17, nor has Te Puni Kōkiri paid/incurred any late penalties on invoices in the previous four financial years.</i></p>																														
43	<p>How many and what proportion of invoices and bills received in the 2016/17 financial year were not paid on time, and how does this compare to each of the previous four financial years?</p> <p><i>Te Puni Kōkiri does not collect this information.</i></p>																														
ADVERTISING, POLLING, AND PUBLIC RELATIONS																															
44	<p>What polls, surveys or market research did your department, agency or organisation undertake in the last financial year and what were the total estimated costs of this work? Please provide a copy of the polling report(s) and the following details:</p> <p>a. Who conducted the work</p> <p>b. When the work commenced</p> <p>c. When it was completed (or due to be completed)</p> <p>d. Estimated total cost</p> <p>e. Whether tenders were invited; if so, how many were received.</p> <p><i>None.</i></p>																														
45	<p>How much was spent on advertising, public relations campaigns or publications in the last financial year? How does this compare to the cost of this in the previous four financial years?</p> <p><i>The total expenditure on advertising, public relations campaigns or publications for 2016/17 and the last four financial years is provided in the table below.</i></p>																														

<i>Financial Year</i>	<i>Total Cost (\$000)</i>
2016/17	557
2015/16	514
2014/15	229
2013/14	208
2012/13	196

During 2016/17, \$1,249,000 costs were incurred for the Electoral Participation campaign which included advertising, collateral, social media and promotion to increase Māori participation in the 2017 general election.

- 46 For each advertising or public relations campaign or publication conducted or commissioned in the 2016/17 financial year, please provide the following:**
- Details of the project including a copy of all communication plans or proposals, any reports prepared for Ministers in relation to the campaign and a breakdown of costs**
 - Who conducted the project**
 - Type of product or service generally provided by the above**
 - Date the work commenced**
 - Estimated completion date**
 - Total cost**
 - Whether the campaign was shown to the Controller and Auditor-General**
 - Whether tenders were or are to be invited; if so, how many were or will be received.**

During 2016/17 Te Puni Kōkiri commenced the Electoral Participation campaign which included advertising, collateral, social media and promotion to increase Māori participation in the 2017 general election.

The following table lists all publications and brochures commissioned over \$1,000:

<i>Publications 2016/17</i>	<i>Total Cost \$</i>
<i>43 Māori Family Violence Infographic</i>	<i>\$6,000</i>
<i>Annual Report for Year Ended 30 June 2016</i>	<i>\$26,757</i>
<i>Kore Māori Development For Year Ended 30 June 2016</i>	<i>\$10,308</i>
<i>The Whānau Ora Outcomes Framework</i>	<i>\$2,910</i>
<i>Te Ture Whenua Māori Reform UPDATE</i>	<i>\$10,997</i>
<i>Introduction to the Whenua Māori Fund Brochure</i>	<i>\$1,624</i>
<i>Kōkiri</i>	<i>\$46,740</i>
<i>Māori Housing Network Brochure</i>	<i>\$4,610</i>
<i>Whānau Ora Evaluation Report</i>	<i>\$14,167</i>
<i>Whānau Ora Annual Summary Report</i>	<i>\$16,050</i>
<i>Japan Mission Booklet</i>	<i>\$4,096</i>
<i>Korea Mission Booklet</i>	<i>\$1,067</i>
<i>Māori Housing Network Chatham Islands Flyer</i>	<i>\$1,080</i>
<i>Whānau Ora Brochures</i>	<i>\$1,117</i>
<i>He Kai Kei Aku Ringa Booklet</i>	<i>\$1,356</i>
<i>National Māori Wardens Conference Booklets</i>	<i>\$1,912</i>
<i>Effectiveness for Māori Framework</i>	<i>\$4,590</i>
<i>Kia Mauriora te Reo Strategy</i>	<i>\$3,770</i>

- 47** How many public relations and/or communications staff, contractors/consultants or providers of professional services were employed in the last financial year; what was the total salary budget for these staff and how much were these staff paid broken down by salary band? Provide a numerical and percentage breakdown of public relations or communications staff by employment status ie permanent, contractor/consultant, provider of professional service. For each of these provide a comparison with each of the previous four financial years?

Te Puni Kōkiri has a permanent establishment of 9 FTE's in the Communications team.

In 2016/17 and the last four financial years, Te Puni Kōkiri has spent the following on communications personnel. Information is not provided by salary band as this could identify individuals.

<i>Year</i>	<i>Costs communications personnel</i>
<i>2016/17</i>	<i>\$852,453*</i>
<i>2015/16</i>	<i>\$630,432</i>
<i>2014/15</i>	<i>\$554,296</i>
<i>2013/14</i>	<i>\$464,915</i>
<i>2012/13</i>	<i>\$551,428</i>

**Following an internal change programme the Communications function was fully staffed in 2016/17.*

These roles have been filled by permanent staff and contractors with the majority being permanent staff supported by contracted resource where needed.

Communications contractors/consultants employed to support specific projects are included in the response to question 63.

- 48** How much was spent in 2016/17 on merchandise/promotional products (apparel, stationery, pen drives etc) carrying the branding of your department, agency or organisation or its campaigns, policies or marketing? How did this compare to each of the previous four financial years? For each invoice over \$1,000 in 2016/17 please provide the item purchased, the amount purchased, costs and the intended use.

In 2016/17, Te Puni Kōkiri spent a total of \$112,399.51 on merchandise/ promotional products carrying the Te Puni Kōkiri brand. This includes items such as apparel and stationery for events such as Te Matatini and the Electoral Participation campaign.

A list of purchases on invoices over \$1,000 in 2016/17 are as follows:

<i>Item Purchased</i>	<i>Amount Spent</i>
<i>Backpacks (Māori Wardens)</i>	<i>\$4,433.50</i>
<i>Totes (Te Matatini)</i>	<i>\$1,448.80</i>
<i>Apparel (Te Matatini and Electoral Participation)</i>	<i>\$52,069.40</i>
<i>Hacky Sacks (Te Matatini)</i>	<i>\$5,007.40</i>
<i>USBs</i>	<i>\$4,288.80</i>
<i>Drink Bottles (Māori Wardens)</i>	<i>\$3,729.30</i>
<i>Notebooks (Māori Wardens)</i>	<i>\$1,337.60</i>
<i>Torch (Māori Wardens)</i>	<i>\$1,048.21</i>

	<p><i>Lip Balm (Te Matatini)</i> \$4,629.80</p> <p><i>Mesh Banners</i> \$1,432.00</p> <p><i>RP Collateral (a range of collateral for all regional offices)</i> \$32,974.70</p> <p><i>These costs reflect Te Puni Kōkiri general practices and therefore compare favourably with the previous four financial years for core activities.</i></p>																								
49	<p>How many press releases, if any, were released in the 2016/17 financial year? How many were released in each of the previous four financial years?</p> <p><i>Te Puni Kōkiri does not collect this information.</i></p>																								
OFFICIAL INFORMATION AND PRIVACY																									
50	<p>In 2016/17, did your department, agency or organisation have an internal group of staff whose primary role was to support the Minister or their Office by processing information requests such as Parliamentary questions, Official Information Act requests, and ministerial correspondence; if so, what is the name of that group, how many staff were in the group, what was the cost of this, and where were they located? What were these numbers for each of the previous four financial years?</p> <p><i>Yes. The Ministerials and Business Support team in Te Puni Kōkiri administers and tracks the progress of official correspondence which includes Parliamentary Questions, Official Information Act 1982 requests and Ministerial correspondence. The team administers other functions within the agency and as such Te Puni Kōkiri does not separate out the costs associated with the various functions performed by the team.</i></p> <p><i>The ministerial servicing functions of the team are supported by a Manager, one co-ordinator, one Senior Ministerial Advisor and one Ministerial Advisor. The team is located in Te Puni Kōkiri National Office with numbers being consistent with the previous four financial years.</i></p>																								
51	<p>What was the number of Official Information Act Requests received, responded to within 20 working days, responded to after 20 working days, transferred, and declined during 2016/17? What were these numbers for each of the previous four financial years?</p> <p><i>The number of Official Information Act 1982 requests received by Te Puni Kōkiri in the last five financial years is set out in the table below. The numbers are broken down by the number responded to within and outside 20 working days. Te Puni Kōkiri records the date of receipt, response and whether the response was on time. Data on whether a request is refused or transferred is therefore not readily available.</i></p> <p><i>Table: Number of OIA requests responded to within 20 working days for last five financial years:</i></p> <table><tr><th><i>Financial Year</i></th><th><i>Total number of requests</i></th><th><i>Responded to within 20 working days</i></th><th><i>Not responded to within 20 working days</i></th></tr><tr><td><i>2016/17</i></td><td><i>132</i></td><td><i>92</i></td><td><i>40</i></td></tr><tr><td><i>2015/16</i></td><td><i>167</i></td><td><i>110</i></td><td><i>57</i></td></tr><tr><td><i>2014/15</i></td><td><i>120</i></td><td><i>91</i></td><td><i>29</i></td></tr><tr><td><i>2013/14</i></td><td><i>131</i></td><td><i>104</i></td><td><i>27</i></td></tr><tr><td><i>2012/13</i></td><td><i>131</i></td><td><i>111</i></td><td><i>20</i></td></tr></table>	<i>Financial Year</i>	<i>Total number of requests</i>	<i>Responded to within 20 working days</i>	<i>Not responded to within 20 working days</i>	<i>2016/17</i>	<i>132</i>	<i>92</i>	<i>40</i>	<i>2015/16</i>	<i>167</i>	<i>110</i>	<i>57</i>	<i>2014/15</i>	<i>120</i>	<i>91</i>	<i>29</i>	<i>2013/14</i>	<i>131</i>	<i>104</i>	<i>27</i>	<i>2012/13</i>	<i>131</i>	<i>111</i>	<i>20</i>
<i>Financial Year</i>	<i>Total number of requests</i>	<i>Responded to within 20 working days</i>	<i>Not responded to within 20 working days</i>																						
<i>2016/17</i>	<i>132</i>	<i>92</i>	<i>40</i>																						
<i>2015/16</i>	<i>167</i>	<i>110</i>	<i>57</i>																						
<i>2014/15</i>	<i>120</i>	<i>91</i>	<i>29</i>																						
<i>2013/14</i>	<i>131</i>	<i>104</i>	<i>27</i>																						
<i>2012/13</i>	<i>131</i>	<i>111</i>	<i>20</i>																						
52	<p>What was the average response time for Official Information Act Requests during 2016/17? What was this number for each of the previous four financial years?</p>																								

Te Puni Kōkiri does not record average response times. The percentage of Official Information Act requests responded to within 20 working days is set out in the following table:

Table: Percentage of OIA requests responded to within 20 working days for last five financial years:

<i>Financial Year</i>	<i>Responded to within 20 working days</i>
2016/17	69%
2015/16	66%
2014/15	76%
2013/14	80%
2012/13	85%

During 2017/18 Te Puni Kōkiri has increased focus on Official Information responses, resulting in a 88.7% timeliness results for the period 1 July to 31 December 2017. During this period 53 requests were received and 47 were responded to on time.

- 53 How many complaints were received under the Privacy Act or Official Information Act during 2016/17 broken down by whether each has been upheld, dismissed, or still under investigation? How does this compare to each of the previous four financial years?**

No Privacy Act complaints were received during 2016/17. This has been the same for the preceding four years.

Te Puni Kōkiri received five Ombudsman complaints in 2016/17. The total number of complaints received, including a breakdown of whether they were upheld, dismissed or are unresolved for the last five financial years is set out in the table below:

Table: Number of Ombudsman complaints and status for last five financial years:

<i>Financial Year</i>	<i>Total number of Ombudsman complaints received</i>	<i>Upheld</i>	<i>Dismissed</i>	<i>Unresolved</i>
2016/17	5	1	4	-
2015/16	3	2	1*	-
2014/15	1	-	1	-
2013/14	1	-	1	-
2012/13	3	2	1	-

**reported as unresolved in 2015/16 and subsequently resolved and dismissed in 2016/17.*

- 54 What policies are in place for Official Information requests to be cleared by or viewed by the Minister's office? Have any of these policies changed since the new Government was sworn in?**

None. Te Puni Kōkiri may, from time to time, provide the Minister's office with copies of responses to Official Information requests in line with a 'no surprises' approach. This approach was in place prior to the new Government being sworn in and has not changed since then.

- 55 Does your department, agency or organisation have specific policies or procedures that apply to requests for information from media, bloggers, political parties, or OIAs deemed 'high risk' which differ to those for regular requests; if so, please provide full details of those policies?**

No. Te Puni Kōkiri does not have any specific policies or procedures in place to deal with media, bloggers or political parties. Every request for information is considered on its own merits and assessed under the legislative provisions set out in the Official Information Act 1982.

56

What instructions or directions from Ministers or their staff regarding the processing or handling of Official Information Act requests did the agency or organisation receive during 2016/17?

None.

57

Were any privacy issues identified in the 2016/17 financial year and in the previous four financial years? If so, what were they and what are the titles of any reports into them?

No.

PERMANENT STAFF/GENERAL STAFFING BREAKDOWNS

58

How many staff positions in the policy area were left unfilled in the 2016/17 financial year broken down by policy area in total? How did that compare with each of the previous four financial years? How is the agency or organisation continuing to carry out work in the absence of staff in these positions?

Given the changes in organisational structure following the November 2014 Te Puni Kōkiri refocus, it is not possible to provide comparisons by area over the past four financial years. As at 30 June 2017, the total policy vacancies were 13.

At the same time in 2015/16 the total policy vacancies were 11.

59

How many permanent staff were employed within your department, agency or organisation during the last financial year? How does this compare to each of the previous four financial years? Please breakdown by:

- Role (e.g. policy/admin/operational)
- Classification (full and part-time)
- Office (e.g. geographical location)

Please provide detailed explanations for any fluctuations in staff numbers of plus or minus 10%.

The table below includes information on all permanent staff employed by Te Puni Kōkiri throughout the period covered by this review. Therefore, it includes all permanent staff who were employed at any time during the year (including those who have started and finished in the year).

As at 30 June 2017 Te Puni Kōkiri had 273 permanent staff.

2016/17	Service Delivery		Management		Policy/Advisor		Support	
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Permanent								
National Office	48	3	26	0	36	3	72	1
Parliament	0	0	0	0	2	0	2	0
Te Taitokerau	9	0	1	0	0	0	0	0
Tamaki Makaurau	13	1	1	0	0	0	0	0
Waikato Waiairiki	28	1	1	0	0	0	0	0
Ikaroa Rawhiti	17	0	1	0	0	0	0	0
Tai Taihauauru	21	1	1	0	0	0	0	0
Te Waipounamu	10	1	1	0	0	0	0	0
Totals	146	7	32	0	38	3	74	1
Total	301							

Details for the past four years has previously been provided to the Committee.

In 2015/16 the number was 278.

- 60** Please provide a breakdown by role (e.g. policy/administration/operational) and location of the agency or organisation's staff numbers in 2016/17 and each of the previous four financial years, by age and gender.

The table below includes information on all permanent, fixed term and intern staff employed by Te Puni Kōkiri throughout the period covered by this review. Therefore, it includes all permanent, fixed term and intern staff who were employed at any given time during the year (including those who have started and finished in the year).

As at 30 June 2017 Te Puni Kōkiri had 308 permanent and fixed term staff.

2016/17 Gender	Service Delivery		Management		Policy/Advisor		Support	
	Male	Female	Male	Female	Male	Female	Male	Female
National Office	20	46	12	23	19	31	28	57
Parliament	0	0	0	0	0	2	0	2
Te Taitokerau	2	9	0	1	0	0	0	0
Tamaki Makaurau	5	11	0	1	1	0	0	0
Waikato Waiairiki	9	21	0	1	0	0	1	0
Ikaroa Rawhiti	10	14	0	1	0	0	0	0
Tai Taihauauru	11	14	0	1	0	0	0	0
Te Waipounamu	4	8	1	0	0	0	0	0
Totals	61	123	13	28	20	33	29	59
Total	366							

As at 30 June 2017 the average age for female staff was 47.1 years and for male staff was 49.1 years. Details for the past four financial years has previously been provided to the Committee.

- 61** If your agency or organisation has a cap on the number of Full Time Equivalent (FTE) positions in 2016/17, what was the figure at which it was capped? How many FTEs were employed in 2016/17, and how does this compare to each of the previous four financial years?

The table below includes information on all staff as at 30 June 2017.

Year	Establishment	FTE	Vacancies
2016/17	341.7	301	44
2015/16	301	283	25
2014/15	300	270	30
2013/14	365	340.7	24.3
2012/13	362	306.4	55.6

The vacancies are as reported to the State Services Commission. In 2015/16 and 2016/17 the actual vacancies and FTEs do not equal the establishment (staffing cap) due to additional roles that are short term/project based and are over the cap i.e. those in non-established positions.

- 62** How many of the total staff employed are considered to be frontline staff and how many are considered back office staff (both in nominal terms and as a percentage of total staff) and how does that number compare to the number of frontline and back office staff in each of the past four financial years?

Please refer to the response provided to Question 60. Te Puni Kōkiri does not classify roles by frontline and back office.

	CONSULTANTS, CONTRACTORS/TEMPORARY CONTRACTS, PROVIDERS OF PROFESSIONAL SERVICES
63	<p>How many contractors, consultants, including those providing professional services, were engaged or employed in 2016/17 and what was the estimated total cost? How did this compare to each of the previous four financial years, both in terms of the number engaged and the total cost? For each consultant or contractor that has been engaged in the previous four financial years please provide the following details:</p> <ul style="list-style-type: none"> - Name of consultant or contractor - Type of service generally provided by the consultant or contractor - Details of the specific consultancy or contract - Budgeted and/or actual cost - Maximum hourly and daily rates charged - Date of the contract - Date the work commenced - Completion date - Whether tenders were invited; if so, how many were received - Whether there are proposals for further or following work from the original consultancy; if so, the details of this work? <p><i>Please refer to appendix B for a list of all contractors and consultants engaged during 2016/17.</i></p> <p><i>All matters relating to departmental Procurement are conducted in accordance with the legal obligations, and state sector entity rules and requirements. Procurement processes are aligned with 'all of government approach', and guided by a set of principles that include:</i></p> <ul style="list-style-type: none"> ▪ <i>best value for money over whole-of-life of the procurement;</i> ▪ <i>open and effective competition; and</i> ▪ <i>Full and fair opportunities for the suppliers.</i> <p><i>On matters relating to contracting and tendering Te Puni Kōkiri provides guidance to staff while ensuring processes are followed and documented to ensure we do not incur undue risk or liability through contractor/consultant engagements.</i></p> <p><i>Details of the past four years contractors and consultants has already been provided to the Committee.</i></p>
64	<p>Were any contracts awarded in the last financial year which were valued at \$1 million or more? If so, please list by name of company contracted and total value of contract. How did this at compare with each of the previous four financial years?</p> <p><i>Please refer to appendix B for a list of all contractors and consultants engaged during 2016/17.</i></p> <p><i>Details of the past four years has already been provided to the Committee.</i></p>
65	<p>What is the policy of your department, agency or organisation on the use of consultants, contractors or people providing professional services as opposed to regular employees? Has this policy changed in the last financial year, if so, why and how?</p> <p><i>Te Puni Kōkiri's approach on the use of consultants and contractors has been in effect since 2006 and provides that Te Puni Kōkiri may engage consultants and contractors for the purposes of:</i></p> <ul style="list-style-type: none"> • <i>providing specialist advice that is not readily available internally in Te Puni Kōkiri;</i> • <i>supporting a one-off initiative where there is a gap in internal capacity; or</i> • <i>temporarily filling or covering a vacancy.</i>
66	<p>How many consultants, contractors or people providing professional services contracted in 2016/17 were previously employed permanently within your department, agency or organisation during the previous two financial years broken down by whether they had received a redundancy payment, severance or other termination package or not? How many contractors hired in each of the previous</p>

	<p>four financial years had previously been permanent employees in the agency or organisation in the previous two financial years?</p> <table border="1"> <tr> <th><i>Financial Year Contracted</i></th><th><i>Number contracted</i></th><th><i>Number who had received a redundancy payment</i></th></tr> <tr> <td>2016/17</td><td>1</td><td>1</td></tr> <tr> <td>2015/16</td><td>1</td><td>1</td></tr> <tr> <td>2014/15</td><td>5</td><td>2</td></tr> <tr> <td>2013/14</td><td>3</td><td>0</td></tr> </table>	<i>Financial Year Contracted</i>	<i>Number contracted</i>	<i>Number who had received a redundancy payment</i>	2016/17	1	1	2015/16	1	1	2014/15	5	2	2013/14	3	0
<i>Financial Year Contracted</i>	<i>Number contracted</i>	<i>Number who had received a redundancy payment</i>														
2016/17	1	1														
2015/16	1	1														
2014/15	5	2														
2013/14	3	0														
67	<p>Were any consultants, contractors or agencies contracted to provide communications, media or public relations advice or services in the 2016/17 financial year; if so, with whom did they contract, what was the specific purpose or project, for what length of time and at what total actual or estimated cost? How does this compare to each of the previous four financial years?</p> <p><i>Please refer to the response provided to question 63, and for previous four years, the lists of consultants and contractors has already been provided to the Committee.</i></p>															
68	<p>How many temporary staff were contracted by your department, agency or organisation in the 2016/17 financial year, listed by purpose of contract, name of company or individual contracted, duration of temporary staff's service, hourly rate of payment and total cost of contract?</p> <p><i>For the number of fixed term staff please refer to the response provided to question 70. For information on contractors/consultants please refer to the response to question 63.</i></p>															
69	<p>How many staff were hired on each of the following contract lengths: three-month or less, three-to-six month, or six-to-nine month in the 2016/17 financial year? How does this compare to the number hired on each of these contracts in each of the previous four financial years?</p> <p><i>Te Puni Kōkiri does not hire fixed term staff on this basis. Fixed term staff are usually hired on an 'event-related' basis, including for example until such time as; a vacant position has been recruited to; a specific initiative or piece of work has been completed; or a specific event has occurred.</i></p>															
70	<p>How many staff were employed on a fixed term contract in total in 2016/17? How does this compare to each of previous four financial years?</p> <p><i>The table below includes all fixed term staff who were employed at any time during the year (including those who have started and finished in the year).</i></p> <p><i>As at 30 June 2017 Te Puni Kōkiri had 35 fixed term staff.</i></p> <table border="1"> <tr> <th>Year</th><th>Fixed Term</th></tr> <tr> <td>2016/17</td><td>65</td></tr> <tr> <td>2015/16</td><td>50</td></tr> <tr> <td>2014/15</td><td>58</td></tr> <tr> <td>2013/14</td><td>86</td></tr> <tr> <td>2012/13</td><td>71</td></tr> </table> <p><i>During 2016/17 Te Puni Kōkiri strengthened the Investment function with the introduction of a specific Te Puni, while recruitment was undertaken fixed term staff were used to support set up and services design and development.</i></p>	Year	Fixed Term	2016/17	65	2015/16	50	2014/15	58	2013/14	86	2012/13	71			
Year	Fixed Term															
2016/17	65															
2015/16	50															
2014/15	58															
2013/14	86															
2012/13	71															

	COLLECTIVE BARGAINING AND EMPLOYMENT ISSUES																								
71	<p>How many staff were hired in the last financial year whose contracts included a 90-day probationary period? Please provide a breakdown by role.</p> <p><i>Te Puni Kōkiri does not hire employees on 90 day trial periods and has not done so in the past.</i></p>																								
72	<p>Please provide a summary of any collective employment agreement negotiations completed in the 2016/17 financial year including the cost of that, and an outline and timeline of negotiations to be conducted in 2017/18?</p> <p><i>Te Puni Kōkiri and the PSA negotiated a new CEA during 2016. These negotiations concluded in the 2016/17 year. There were no additional costs in 2015/16.</i></p>																								
73	<p>How many staff were on collective and individual employment agreements respectively in the last financial year? How does this compare with the numbers of staff on collective and individual employment contracts for each of the previous four financial years?</p> <p><i>The table includes information on all permanent, fixed term and intern staff employed by Te Puni Kōkiri throughout the period covered by this review. Therefore, it includes all permanent, fixed term and intern staff who were employed at any given time during the year (including those who have started and finished in the year).</i></p> <table><tr><th>Year</th><th>Individual</th><th>Collective</th><th>Total</th></tr><tr><td>2016/17</td><td>104</td><td>262</td><td>366</td></tr><tr><td>2015/16</td><td>103</td><td>225</td><td>328</td></tr><tr><td>2014/15</td><td>108</td><td>235</td><td>343</td></tr><tr><td>2013/14</td><td>110</td><td>237</td><td>347</td></tr><tr><td>2012/13</td><td>123</td><td>228</td><td>351</td></tr></table>	Year	Individual	Collective	Total	2016/17	104	262	366	2015/16	103	225	328	2014/15	108	235	343	2013/14	110	237	347	2012/13	123	228	351
Year	Individual	Collective	Total																						
2016/17	104	262	366																						
2015/16	103	225	328																						
2014/15	108	235	343																						
2013/14	110	237	347																						
2012/13	123	228	351																						
74	<p>Were any specific instructions, directions or advice received in relation to employment agreement matters from the State Services Commission or responsible Minister in the 2016/17 financial year? If so, please provide details.</p> <p><i>Te Puni Kōkiri and the State Services Commission (SSC) communicated many times during CEA negotiations and the SSC offered support and advice that contributed to a settlement agreed by all parties. SSC advice included information about what other agencies settlements included.</i></p>																								
	LEAVE AND EAP																								
75	<p>How many days of annual leave did employees have accrued on average during 2016/17? How does this compare to each of the previous four years? What strategies are used to encourage employees to reduce annual leave balances?</p> <p><i>Te Puni Kōkiri staff accrue 20 days per year, which aligns with the Common Leave Provisions for Public Service Employees implemented in late 2008. Staff with leave balances of more than 25 days are required to develop a leave plan with their manager. This is comparable with the previous four years.</i></p>																								
76	<p>How many annual leave applications did the agency or organisation cancel or refuse during 2016/17? How does this compare to each of the previous four financial years?</p> <p><i>Te Puni Kōkiri did not cancel any annual leave applications during 2016/17 and has not cancelled annual leave applications within the last four years.</i></p>																								

77	<p>How many employees sold their fourth week of annual leave in the 2016/17 financial year? How does this compare to each of the previous financial years since this policy came into effect?</p> <p><i>Te Puni Kōkiri has only twice cashed up the fourth week of annual leave in the past four years. Te Puni Kōkiri does not encourage the cashing up of leave.</i></p>												
78	<p>How many days of sick leave did employees take on average during 2016/17? How does this compare to each of the previous four financial years? What strategies are used to reduce the amount of sick leave employees need to take?</p> <p><i>The table includes the average number of sick days taken by Te Puni Kōkiri staff:</i></p> <table border="1" data-bbox="252 517 624 752"> <thead> <tr> <th>Year</th><th>Average Sick Days</th></tr> </thead> <tbody> <tr> <td>2016/17</td><td>7.2</td></tr> <tr> <td>2015/16</td><td>9.2</td></tr> <tr> <td>2014/15</td><td>4.8</td></tr> <tr> <td>2013/14</td><td>9.7</td></tr> <tr> <td>2012/13</td><td>11.2</td></tr> </tbody> </table> <p><i>Strategies used to reduce the amount of sick leave staff need to take, include providing annual influenza vaccinations, health checks, subsidised group scheme medical insurance, and access to a Wellness Allowance. In addition, Te Puni Kōkiri has policies regarding flexible working arrangements; smoke-free aimed at helping smokers quit; and work life balance leave.</i></p>	Year	Average Sick Days	2016/17	7.2	2015/16	9.2	2014/15	4.8	2013/14	9.7	2012/13	11.2
Year	Average Sick Days												
2016/17	7.2												
2015/16	9.2												
2014/15	4.8												
2013/14	9.7												
2012/13	11.2												
79	<p>How much was spent on EAP or workplace counselling in the 2016/17 financial year and how did that compare to each of the previous four financial years?</p> <p><i>The following table shows the Te Puni Kōkiri spend for EAP support:</i></p> <table border="1" data-bbox="252 1115 663 1350"> <thead> <tr> <th>Financial Year</th><th>Amount</th></tr> </thead> <tbody> <tr> <td>2016/17</td><td>\$11,288</td></tr> <tr> <td>2015/16</td><td>\$8,518</td></tr> <tr> <td>2014/15</td><td>\$13,225</td></tr> <tr> <td>2013/14</td><td>\$13,474</td></tr> <tr> <td>2012/13</td><td>\$11,000</td></tr> </tbody> </table>	Financial Year	Amount	2016/17	\$11,288	2015/16	\$8,518	2014/15	\$13,225	2013/14	\$13,474	2012/13	\$11,000
Financial Year	Amount												
2016/17	\$11,288												
2015/16	\$8,518												
2014/15	\$13,225												
2013/14	\$13,474												
2012/13	\$11,000												
SECONDED STAFF													
80	<p>What was the number and cost of staff seconded to Ministerial offices during 2016/17 and how many of these had their salaries paid by the department, agency or organisation rather than Ministerial Services? What were these numbers in each of the previous four financial years? For each staff member seconded, please provide the following details:</p> <ul style="list-style-type: none"> - How long they were seconded for (less than 6 months, 6-12 months, 12-24 months or 24 months or more); - The role they were seconded to; - The role they were seconded from; - The reason for the secondment; - The remuneration they have received over and above the remuneration they are contracted for in the role they have come from. <p><i>As at 30 June 2017, Te Puni Kōkiri had four staff seconded to Ministerial offices.</i></p>												

The table below provides comparison information on staff seconded to Ministerial offices during the period covered by this review. Therefore, it includes staff who were seconded at any given time during the year (including those who have started and finished in the year).

Year	Number of seconded Ministerial Staff	Costs \$000
2016/17	6	493
2015/16	5	429
2014/15	4	417
2013/14	4	493
2012/13	4	464

All salaries are paid by Te Puni Kōkiri.

In general secondments to Ministerial offices were between 12 – 24 months.

The roles seconded to were Senior/Private Secretaries, providing support on specific portfolios and managing administrative flows between Te Puni Kōkiri and Ministerial offices.

The staff seconded came from roles mainly within Policy and Ministerial Services.

Only one seconded staff member received a minimal higher duties allowance.

- 81 What was the turnover rate of staff seconded to Ministerial offices from the agency or organisation during 2016/17 and what was it for each of the previous four financial years?**

Any turnover in staff at Ministerial offices is at the discretion of either the Minister concerned or the individual being seconded.

- 82 Has your department, agency or organisation covered any travel or accommodation costs for any staff seconded from one role to another in 2016/17; if so, what was the total cost for each secondment, broken down by type of expenditure? How does this compare to the previous three financial years?**

Year	No of roles	Costs Travel \$000	Costs Accommodation \$000
2016/17	1	\$26	\$39
2015/16	4	\$39	\$44
2014/15	5	\$33	\$28
2013/14	5	\$23	\$22

STAFF TURNOVER/TERMINATION OF EMPLOYMENT

- 83 What was the staff turnover for 2016/17 and what was the staff turnover for each of the previous four financial years by category? Please provide this information both as a percentage and in numerical terms. Is the turnover rate cause for any concern, if so, what are the major issues and how will these be addressed in 2016/17?**

Year	Number	Percentage (SSC definition)
2016/17	24	7.6%
2015/16	23	8.6%
2014/15	17	7.4%
2013/14	26	10.9%
2012/13	23	8.4%

Te Puni Kōkiri does not consider this to be a concern.

- 84** What was the average length of service in your department, agency or organisation in the 2016/17 financial year and each of the previous four financial years? Please also provide this information broken down by age and gender

Year	Average length of Service (Years)
2016/17	8.5
2015/16	9
2014/15	9.3
2013/14	10.5
2012/13	9.2

Average age and gender for tenure as at 30 June 2017:

Gender	average tenure	average age
Female	7.5	47.1
Male	8.2	49.1

Average age and gender for tenure as at 30 June 2016:

Gender	average tenure	average age
Female	7.9	47.8
Male	8.7	49.8

Average age and gender for tenure as at 30 June 2015:

Gender	average tenure	average age
Female	9.0	47.2
Male	9.6	47.7

Average age and gender for tenure as at 30 June 2014:

Gender	average tenure	average age
Female	7.8	46.0
Male	8.6	47.8

Average age and gender for tenure as at 30 June 2013:

	Gender	average tenure	average age		
	Female	7.0	44.6		
	Male	8.5	48.1		

85 How many staff resigned during 2016/17, what were the reasons provided, and what are the possible implications for the agency or organisation? Please also provide the number broken down by age and gender.

Termination Reason	Total	Male	Female	Average Age
Resign to other than Pub Serv	15	6	9	47.7
Resigned To Public Service	5	4	1	29.4
Resignation - Reason Unknown	1	1	0	41.5
Total	21	11	10	43.0

Te Puni Kōkiri is not concerned with this level of turnover.

In 2016/17 Te Puni Kōkiri also had two retirements and one bereavement.

86 How many people received and how much was spent in total on redundancy payments, severance or other termination packages by the agency or organisation in the 2016/17 financial year? How does that compare to the number and amount spent in each of the previous four financial years?

Year	Number	Spent
2016/17	11	\$803,598
2015/16	3	\$367,105
2014/15	35	\$2,949,120
2013/14	5	\$563,270
2012/13	0	NIL

87 How much, in \$10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2016/17 financial year? How does this compare to the individual total amounts paid out in redundancy, severance or other termination packages in each of the previous four financial years?

Band	2016/17	2015/16	2014/15	2013/14	2012/13
\$0 to \$10,000	0	0	0	0	0
\$10,000 to \$20,000	1	0	0	0	0
\$20,000 to \$30,000	0	0	2	0	0
\$30,000 to \$40,000	2	0	0	0	0
\$40,000 to \$50,000	0	0	4	1	0
\$50,000 to \$60,000	2	0	6	1	0
\$60,000 to \$70,000	2	0	2	0	0
\$70,000 to \$80,000	1	0	5	0	0
\$80,000 to \$90,000	0	0	2	0	0
\$90,000 to \$100,000	0	2	2	0	0
\$100,000 to \$110,000	1	0	4	0	0
\$110,000 to \$120,000	0	0	4	0	0
\$120,000 to \$130,000	0	0	0	1	0
\$130,000 to \$140,000	1	0	1	0	0
\$140,000 to \$150,000	0	0	0	0	0
\$150,000 to \$160,000	1	0	1	1	0
\$160,000 to \$170,000	0	0	1	0	0
\$170,000 to \$180,000	0	1	0	0	0
\$180,000 to \$190,000	0	0	1	1	0
Total	11	3	35	5	0

SALARIES AND BONUSES

- 88** How much was spent on performance bonuses, incentive payments or additional leave in 2016/17 and each of the previous four financial years? Please provide a breakdown of the number of bonuses received during 2016/17 in \$5,000 bands. What were the specific criteria for such performance payments? Has there been any changes to the criteria since November 2008; if so, what specific changes and why?

The Te Puni Kōkiri criteria for one-off performance payments are:

- *Where a staff member has made an outstanding contribution to a significant one-off event and has met all of the outputs described in their performance agreement, and any other work allocated to them by their manager over the performance period; or*
- *Where a staff member has exceeded performance expectations against all of the outputs described in their performance agreement, and any other work allocated to them by their manager over the performance period, i.e. has performed outstandingly over the entire period.*

There have been no changes to the eligibility criteria for performance bonuses since 2008.

The table provides a breakdown of the number of bonuses paid in \$5,000 bands.

Band	2016/17	2015/16	2014/15	2013/14	2012/13
\$0 to \$5000	26	22	33	20	18
\$5000 to \$10000	18	17	15	5	4
\$10000 to \$15000	4	0	3	2	2
\$15000 to \$20000	1	0	2	0	0
\$20000 to \$25000	1	0	0	0	0
Totals	50	39	53	27	24

- 89** In \$10,000 bands, what are the salary levels of all staff, and how does this compare with the salary levels for each of the previous four financial years? Please also provide this information by age and gender.

The table includes information on all permanent, fixed term and intern staff employed by Te Puni Kōkiri throughout the period covered by this review. Therefore, it includes all permanent, fixed term and intern staff who were employed at any given time during the year (including those who have started and finished in the year).

Band	Total number of staff (permanent, fixed term and intern)				
	2016/17	2015/16	2014/15	2013/14	2012/13
\$10,000 - \$19,999	0	0	0	0	0
\$20,000 - \$29,999	0	0	0	0	1
\$30,000 - \$39,999	2	1	3	9	7
\$40,000 - \$49,999	35	33	23	26	24
\$50,000 - \$59,999	26	26	30	33	35
\$60,000 - \$69,999	46	53	61	78	91
\$70,000 - \$79,999	59	48	58	62	60
\$80,000 - \$89,999	56	50	50	43	35
\$90,000 - \$99,999	39	40	35	29	32
\$100,000 - \$109,999	21	18	19	9	11
\$110,000 - \$119,999	12	11	12	13	14
\$120,000 - \$129,999	13	8	8	10	10
\$130,000 - \$139,999	10	4	7	7	9
\$140,000 - \$149,999	1	5	11	10	8
\$150,000 - \$159,999	8	4	4	5	3
\$160,000 - \$169,999	10	10	8	2	4
\$170,000 - \$179,999	7	5	4	3	2
\$180,000 - \$189,999	5	4	3	2	2
\$190,000 - \$199,999	5	1	2	1	0
\$200,000 +	11	7	5	5	3
Totals	366	328	343	347	351

As at 30 June 2017 the average age for female staff was 47.1 years and for male staff was 49.1 years.

For information on gender pay please refer to the response to question 105.

TRAINING, TRAVEL AND OTHER EXPENSES

- 90** How much was spent on catering in the 2016/17 financial year? What policies were in place for the use of catering and were there any changes to these?

Te Puni Kōkiri spent \$556,302 on catering during 2016/17. This includes costs associated with the significant consultation and engagement on Te Ture Whenua, Māori Land Service and HKKAR.

A Hospitality Policy is in place to guide spending in this area. This policy was reviewed in December 2016 with some adjustments, including guidance on when to provide and delegated authority for Level 3 Managers to approve team events to acknowledge achievements.

- 91** How much was spent on domestic travel in the 2016/17 financial year and how does this compare to each of the previous four financial years? Please provide a list of the positions of the top twenty spenders on domestic travel for 2016/17 including the amount spent

Year

Amount Expended (\$000)

	2016/17	1,818																		
	2015/16	1,920																		
	2014/15	1,843																		
	2013/14	1,711																		
	2012/13	2,304																		
	Top 20 Spenders for 2016/17	\$																		
	Director, Māori Land Service	35,926																		
	Project Manager, Māori Wardens	28,950																		
	Deputy Chief Executive Regional Partnerships	28,939																		
	Manager, Economic Wealth	27,193																		
	Regional Manager, Te Tai Tokerau	24,831																		
	Regional Coordinator, Māori Wardens	24,339																		
	Chief Executive	23,835																		
	Senior Advisor, Māori Growth	23,692																		
	Regional Manager, Ikaroa Rāwhiti	21,351																		
	Māori Land Service Engagement Lead	20,989																		
	Regional Manager, Te Waipounamu	20,504																		
	Regional Manager, Te Tai Hauāuru	17,697																		
	Pouwhakahaere	16,236																		
	Senior Advisor, Te Tai Hauāuru	16,077																		
	Regional Manager, Tāmaki Makaurau	15,685																		
	Senior Advisor, Te Tai Hauāuru	15,278																		
	Systems Administrator	14,304																		
	Chief Advisor	13,550																		
	Trainer, Māori Wardens	13,200																		
	Regional Coordinator, Māori Wardens	13,020																		
92	<p>How much was spent on international travel in the 2016/17 financial year, how does this compare to each of the previous four financial years, and what proportion of operating expenditure does this represent? Please provide a list of the positions of all spenders on international travel for 2016/17, including the amount spent (broken down by travel, accommodation and other expenditure), locations travelled, reason visited and outcomes achieved. For any items of other expenditure greater than \$15,000 please provide details of what this was.</p> <table> <tr> <th>Financial Year</th><th>Amount Expended (\$000s)</th><th>% of Operating Expenditure</th></tr> <tr> <td>2016/17</td><td>188</td><td>0.62%</td></tr> <tr> <td>2015/16</td><td>321</td><td>1.30%</td></tr> <tr> <td>2014/15</td><td>75</td><td>0.27%</td></tr> <tr> <td>2013/14</td><td>168</td><td>0.58%</td></tr> <tr> <td>2012/13</td><td>118</td><td>0.40%</td></tr> </table> <p>Further details for 2016/17 are shown in appendix C.</p>		Financial Year	Amount Expended (\$000s)	% of Operating Expenditure	2016/17	188	0.62%	2015/16	321	1.30%	2014/15	75	0.27%	2013/14	168	0.58%	2012/13	118	0.40%
Financial Year	Amount Expended (\$000s)	% of Operating Expenditure																		
2016/17	188	0.62%																		
2015/16	321	1.30%																		
2014/15	75	0.27%																		
2013/14	168	0.58%																		
2012/13	118	0.40%																		
93	<p>How many staff have Koru Club memberships paid for by your department, agency or organisation, and how does this compare with each of the previous four financial years? What is the policy regarding entitlement to Koru Club membership?</p> <p>The table below refers to Te Puni Kōkiri staff with Koru Club memberships paid for by Te Puni Kōkiri:</p>																			

	<p><i>Financial Year</i></p> <p>2016/17</p> <p>2015/16</p> <p>2014/15</p> <p>2013/14</p> <p>2012/13</p> <p><i>Number of Memberships</i></p> <p>9</p> <p>2</p> <p>0</p> <p>0</p> <p>2</p> <p><i>Te Puni Kōkiri policy for Koru Club membership states:</i></p> <p>“Koru Club Membership</p> <p><i>Where staff travel frequently on business, the Chief Executive or relevant Deputy Chief Executive may approve a Koru Club membership.</i></p> <p><i>These memberships will be reviewed, renewed and/or approved by the relevant Deputy Chief Executives on an annual basis.”</i></p>												
94	<p>How many staff had the use of vehicles paid for by your department, agency or organisation in 2016/17; what are the estimated costs; how do these numbers compare to each of the previous four financial years?</p> <p><i>As at 30 June 2017 Te Puni Kōkiri had 67 vehicles within its fleet primarily for use by regional staff in the course of their ‘day to day’ duties. Within the fleet, there are seven vehicles supplied as part of the staff member’s individual employment agreement.</i></p> <p><i>The table below refers to what Te Puni Kōkiri has spent on motor vehicle expenses for the last five years:</i></p> <table> <tr> <th><i>Financial year</i></th><th><i>Amount \$</i></th></tr> <tr> <td>2016/17</td><td>410,874*</td></tr> <tr> <td>2015/16</td><td>255,517</td></tr> <tr> <td>2014/15</td><td>251,301</td></tr> <tr> <td>2013/14</td><td>218,980</td></tr> <tr> <td>2012/13</td><td>535,811</td></tr> </table> <p><i>* Increase due to expensing the service agreements when purchasing new vehicles.</i></p>	<i>Financial year</i>	<i>Amount \$</i>	2016/17	410,874*	2015/16	255,517	2014/15	251,301	2013/14	218,980	2012/13	535,811
<i>Financial year</i>	<i>Amount \$</i>												
2016/17	410,874*												
2015/16	255,517												
2014/15	251,301												
2013/14	218,980												
2012/13	535,811												
95	<p>How much was spent on internal conferences and seminars, staff retreats, offsite training, or planning and teambuilding exercises, including travel costs, and what is the purpose of each in 2016/17? How does this compare to each of the previous four financial years? For each year please include:</p> <p>a. Purpose</p> <p>b. Venue</p> <p>c. Cost (including travel and accommodation costs)</p> <p>d. Activities undertaken</p> <p><i>The table below refers to expenditure in this area for the last five years:</i></p> <table> <tr> <th><i>Financial year</i></th><th><i>Amount Spent \$000</i></th></tr> <tr> <td>2016/17</td><td>142</td></tr> <tr> <td>2015/16</td><td>127</td></tr> <tr> <td>2014/15</td><td>91</td></tr> <tr> <td>2013/14</td><td>87</td></tr> <tr> <td>2012/13</td><td>76</td></tr> </table> <p><i>Te Puni Kōkiri does not record the cost of each individual internal conference, seminar, staff retreat, offsite training, or planning and team-building exercises. See the response to question 97 regarding staff training.</i></p>	<i>Financial year</i>	<i>Amount Spent \$000</i>	2016/17	142	2015/16	127	2014/15	91	2013/14	87	2012/13	76
<i>Financial year</i>	<i>Amount Spent \$000</i>												
2016/17	142												
2015/16	127												
2014/15	91												
2013/14	87												
2012/13	76												

96

What are the measures used to evaluate the success or effectiveness for internal conferences or seminars?

Te Puni Kōkiri uses a participant evaluation method of assessment.

97

How much was spent on staff training in 2016/17; and what percentage of the vote does the amount represent? How does this compare to each of the previous four financial years?

Approximately three percent of Te Puni Kōkiri total salary costs is budgeted annually for staff training.

Financial Year	Amount Spent \$000	Percentage of departmental expenditure
2016/17	692	1.1%
2015/16	624	1.1%
2014/15	527	0.9%
2013/14	334	0.6%
2012/13	610	0.9%

98

What specific activities or events were conducted that contributed towards staff morale in the last financial year?

It is common practice for the following activities or events to occur:

- Te Puni or Te Puni Kōkiri-wide hui including internal communications, and pōwhiri;
- End of year functions (partially subsidised);
- Supporting participation in significant sporting activities, such as the Rotorua Marathon;
- Te Wiki o te Reo;
- Chief Executive Awards;
- Staff indoor sports team (soccer and netball);
- Wellness allowance;
- Internal social events, such as quiz nights, talent events (self-funded).

99

How much was spent on pay television in the last financial year? How much was spent in each of the previous four financial years and how much has been budgeted for the latest financial year?

Financial Year	Amount Spent \$
2016/17	2,029
2015/16	2,153
2014/15	3,622
2013/14	4,824
2012/13	4,049

Te Puni Kōkiri has budgeted a similar amount for 2017/18 as in 2016/17.

100

What is the total amount spent, if any, on speakers' fees and/or speaker honorariums for year of the last seven financial years by event, event date, speaker and amount received?

Financial Year	Event	Event Date	Speaker	Amount Spent \$
2016/17				

	<i>The Rise and Rise of Mātauranga Māori. (Indigenous knowledge, methodology and mayhem. Defining and measuring the impact of research)</i>	October 2016	L Smith (The University of Waikato)	1,000
	<i>Te Ritorito Hui</i>	April 2017	H Leahy (Te Pūtahitanga o Te Waipounamu)	750
	<i>Te Ritorito Hui</i>	April 2017	F Chase	750
	<i>Te Ritorito Hui</i>	April 2017	J Hudson (Constellate NZ)	750
	<i>Te Ritorito Hui</i>	April 2017	R Steedman	750
	<i>Te Ritorito Hui</i>	April 2017	M Durie (Aorangi)	5,500
	<i>Te Ritorito Hui</i>	April 2017	A Sporle (McDonaldsporle Ltd)	750
	<i>Speaker Series (Imoko Initiative)</i>	March 2017	L O'Sullivan (Navilluso Medical Ltd)	609
	2016/17 total			10,859
	2015/16			0
	2014/15			0
	2013/14 Ohu Hui	February 2014	P Gray (Kororā Consulting)	550
	2012/13			0
	2011/12			0
	2010/11			0

101	<p>Does your department, agency or organisation pay travel and/or accommodation costs for guest speakers; if so what was the total amount of travel and/or accommodation costs paid over the last seven financial years by speaker and event spoken at?</p> <p><i>Te Puni Kōkiri does not pay travel and or accommodation costs for guest speakers, nor have any been incurred over the previous seven years.</i></p>
102	<p>What special units, task forces or reviews have been set up; and what particular issue or issues are they providing advice or analysis on? How many people are in any such units or reviews, and from what other government departments or outside organisations, if any, are they drawn? What is the total cost of this work?</p> <p><i>None.</i></p>
103	<p>What actions, if any, have been taken to improve the seismic safety of buildings, offices, and workplaces; or the seismic resilience of key infrastructure? What is the total cost of this work?</p>

Additional work to increase the seismic condition was completed on National Office and the new Gisborne office. This work was undertaken by the landlord at no cost to Te Puni Kōkiri.

104
What actions, if any, have been taken to lower greenhouse gas emissions; and how does the level of greenhouse gas emissions in 2016/17 compare to previous years? What is the total cost of this work?

No additional work was undertaken in the 2016/17 year to lower greenhouse gas emissions.

105
What actions, if any, have been take to improve the gender pay gap; and how does the gender pay gap in 2016/17 compare to previous years? What is the total cost of this work?

Te Puni Kōkiri constantly monitors the gender pay gap. The table below provides the average salary by grade and gender for all permanent, fixed term and intern staff. This shows that overall there is a gap of 8.26% however this is made up of differences in many grades, this shows no pattern to the gender pay gap and no evidence of any practice of gender bias in the salaries of staff doing similar work. Ongoing monitoring and reporting of the relative gender pay positions has been effective in managing the potential for bias. No other action is planned, therefore no cost is anticipated. As at 30 June 2017 Te Puni Kōkiri had 308 permanent and fixed term staff.

Grade	Male		Female		Pay Gap
	Average Salary	Headcount	Average Salary	Headcount	
11	\$44,587	3	\$48,117	3	-7.92%
12	\$59,720	2	\$51,473	20	13.81%
15	\$70,296	33	\$70,120	58	0.25%
16	\$75,480	8	\$78,502	11	-4.00%
17	\$100,251	26	\$91,891	64	8.34%
18	\$120,737	16	\$121,775	8	-0.86%
20	\$167,914	8	\$173,714	20	-3.45%
All (including Executive grades)	\$101,153	103	\$92,799	204	8.26%

Note: grades 13, 14, 19 and 21 have been excluded due to no or an individual staff member in them, making them identifiable.

106
What specific work, if any, has the department, agency or organisation undertaken in relation to the Government’s 100 day plan? Has this required the employment of additional staff, contractors or consultants; if so, for what purpose? What is the total or budgeted cost for undertaking this work?

In supporting the Government’s 100 day plan, Te Puni Kōkiri has focused on providing advice and comments on Cabinet papers and developing position papers on three priorities:

- Establishing a ministerial inquiry on Mental Health;
- Establishing an inquiry into the abuse of children in state care; and
- Legislation to introduce a child poverty reduction target.

Other than strengthening internal resourcing, this work has not required the employment of additional staff, contractors or consultants, with costs kept within baseline.

Appendix A: Question 20: Breakdown of Fleet as at 30 June 2017

Make	Model	Year	Primary Location	Number of Vehicles
Ford	Mondeo	2016	Auckland	1
Mazda	Mazda 3 GSX	2017	Auckland	5
Ford	Escape	2017	Auckland	2
Ford	Escape Trend	2017	Christchurch	1
Ford	Mondeo	2017	Christchurch	1
Hyundai	Santa Fe 2.2 CRDi A5	2016	Christchurch	1
Ford	Territory	2016	Christchurch	1
Mazda	Mazda 3 GSX	2017	Christchurch	1
Ford	Escape Trend	2017	Dunedin	1
Hyundai	Santa Fe 2.2 CRDi A5	2016	Gisborne	1
Ford	Focus	2017	Gisborne	2
Ford	Escape Trend	2017	Gisborne	1
Mazda	Mazda 3 GSX	2017	Hamilton	2
Ford	Mondeo	2016	Hamilton	1
Ford	Escape	2017	Hamilton	1
Ford	Escape Trend	2017	Hamilton	1
Ford	Escape	2017	Hastings	1
Ford	Focus	2017	Hastings	2
Ford	Mondeo	2017	Hastings	2
Hyundai	Santa Fe 2.2 CRDi A5	2016	Hastings	1
Ford	Escape Trend	2017	Invercargill	1
Mazda	Mazda 3 GSX	2017	Lower Hutt	1
Hyundai	Santa Fe 2.2 CRDi A5	2016	Lower Hutt	1
Ford	Focus	2017	Lower Hutt	1
Ford	Escape	2017	Lower Hutt	1
Skoda	Octavia TDI 77 DSG	2013	Nelson	2
Skoda	Octavia TDI 77 DSG	2013	New Plymouth	1
Skoda	Octavia TDI 77 DSG	2013	Palmerston North	2
Skoda	Octavia TDI 77 DSG	2013	Rotorua	4
Suzuki	Grand Vitara	2012	Taumarunui	1
Skoda	Octavia TDI 77 DSG	2013	Tauranga	2
Hyundai	Santa Fe 2.2 CRDi A5	2016	Tauranga	1
Skoda	Octavia TDI 77 DSG	2013	Wellington	1
Mazda	Mazda3 GSX	2016	Wellington	1
Suzuki	Grand Vitara	2012	Whakatāne	1
Skoda	Octavia TDI 77 DSG	2013	Whakatāne	2
Skoda	Octavia TDI 77 DSG	2013	Whanganui	5
Suzuki	Grand Vitara	2013	Whanganui	1
Ford	Territory	2016	Whanganui	1
Skoda	Octavia TDI 77 DSG	2013	Whangārei	3
Hyundai	Santa Fe 2.2 CRDi A5	2012	Whangārei	1
Ford	Territory	2016	Whangārei	1
Skoda	Octavia TDI 77 DSG	2012	Turners Auctions	1

Hyundai	Santa Fe 2.2 CRDi A5	2012	Turners Auctions	1
Hyundai	Elantra	2012	Turners Auctions	1

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

Appendix B: Questions 63 & 64: 2016/17 Contractors and Consultants

Business Name	Purpose	Start Date	End Date	Contract Amount	Total Amount Expensed
Adrian Heke	Photography services.	09/07/2015	30/06/2018	70,000	987
Alice Marfell-Jones	Advisory services.	18/07/2016	23/12/2016	55,023	55,770
Allen and Clarke Policy and Regulatory Specialists Limited	Cabinet processes lead services.	13/04/2015	22/12/2017	709,192	283,580
Andrea Evans	Advisory services.	22/08/2016	30/06/2017	122,080	76,480
Anne Moefa'auo	Advisory services.	11/07/2016	31/07/2016	5,000	5,000
Asset Pro Limited (formerly known as Sunchild Limited)	Advisory services.	10/04/2017	09/04/2018	114,000	13,809
BD Smith	Advice and support.	31/01/2017	30/06/2018	126,000	29,334
Boris van Beusekom	Policy and legislative analytical services.	22/11/2016	30/06/2017	117,520	106,470
Brendan Morris Consulting Limited	Emergency Management process services.	18/01/2016	31/10/2017	81,000	29,620
Bright Spot Consulting Limited	Advisory and analytical services.	17/10/2016	31/03/2017	95,000	63,125
Brookeside Consulting Limited	Transition management services.	05/05/2016	16/12/2016	193,630	45,730
Business and Economic Research Limited	Advisory services.	27/02/2017	29/06/2018	140,000	31,238
Cambell Squared Communications Limited	Social media services.	01/06/2017	31/07/2017	33,763	2,048
Capital Recruitment Limited	Policy analysis services.	09/05/2016	31/03/2017	238,834	247,611
Capital Recruitment Limited	Policy analysis services.	09/05/2016	22/12/2017	391,011	242,289
Capital Recruitment Limited	Advisory and support services.	09/02/2017	22/12/2017	140,000	57,151
Capital Systems Pty Limited	Te Wheke support services.	01/05/2015	30/04/2018	459,000	160,990
Careering Options Limited	Policy advisory services.	05/08/2016	30/10/2016	50,183	42,441
Careering Options Limited	Advisory services.	04/07/2016	27/04/2018	342,500	183,050
Chev Horstford	Photography services.	01/06/2016	30/06/2018	20,000	732
Chrometoaster New Media Limited	Website design services.	22/03/2016	31/08/2016	63,500	12,390
Chrometoaster New Media Limited	Website design services.	05/09/2016	30/11/2016	49,910	30,499
Civicsquare Limited	Learning and development programme.	04/10/2016	30/12/2016	110,000	1,233
Craig Owen	Advisory services.	01/08/2016	31/10/2016	41,600	18,800
Craig Owen	Advisory services.	08/11/2016	07/05/2017	66,560	66,560
Creative Leap Limited	Develop training modules.	22/06/2017	29/09/2017	34,000	3,400
Deloitte Limited, as trustee for Deloitte Trading Trust	Advice and support.	23/02/2017	20/06/2017	30,000	14,455
Dr Acushla Sciascia	Advisory services.	11/07/2016	31/07/2016	5,000	5,000
Eli Waata-Amai	Policy support.	04/10/2016	28/02/2017	20,000	7,900
Empower Advisory Services Limited	Project management services.	23/05/2016	30/06/2018	260,000	133,065
Enlighten Designs Limited	Experience design capability services.	03/04/2017	26/08/2017	84,300	45,892
Erica Sinclair	Photography services.	07/09/2015	31/08/2016	10,000	717
Ernst & Young Tahi Limited	Detailed service design services.	01/08/2016	28/04/2017	2,833,600	2,833,600
Ernst & Young Tahi Limited	Programme management office services.	01/08/2016	28/04/2017	668,745	668,745

Business Name	Purpose	Start Date	End Date	Contract Amount	Total Amount Expensed
Ernst & Young Tahiti Limited	Senior analyst services.	18/04/2017	22/09/2017	142,450	62,900
Excelltium Limited	Strategic communications.	18/08/2015	31/10/2016	98,103	40,318
Excelltium Limited	Communications Services.	03/04/2017	30/06/2018	169,000	71,002
Excelltium Limited	Communications services.	02/05/2017	31/07/2017	23,255	21,455
Fernhill Solutions Limited	Procurement strategy services.	05/01/2017	07/07/2017	88,500	79,800
FJA Contracting Limited	Senior Policy advice and support.	01/05/2017	22/12/2017	181,440	44,786
GBL Personnel Limited	Administrative services.	20/03/2017	31/07/2017	28,773	22,523
Graeme Aitken	Principal advisory services.	01/07/2016	31/01/2017	171,600	117,150
H2R Limited	Human resources cover pending return of secondees.	18/04/2016	22/12/2016	208,755	144,209
H2R Limited	Executive assistant services.	10/10/2016	27/01/2017	27,011	24,319
H2R Limited	Analysis and advice services.	24/04/2017	30/06/2017	56,160	8,073
Hawkins & Co Limited	Communication services.	15/02/2016	23/12/2016	213,050	62,424
HenleyHutchings	Advisory and support services.	21/02/2017	30/06/2017	12,000	3,740
Hingston Mill Limited	Policy analysis and support services.	18/05/2016	22/12/2017	100,000	2,700
Hope Brokers Inc Limited	Te Ritorito speaker.	03/04/2017	04/04/2017	750	750
Hori Mataki trading as Aniki Creative	Graphic design services.	21/02/2017	31/03/2017	5,000	5,000
Hudson Global Resources Limited	Receptionist and administration support.	19/10/2016	31/03/2017	25,298	20,434
IBM New Zealand Limited	Staff engagement survey.	10/02/2017	30/12/2017	39,140	39,140
Inside Executive Recruitment Limited	Senior advisory services.	14/11/2016	24/02/2017	34,116	29,489
Inside Executive Recruitment Limited	Senior advisory services.	09/11/2016	22/12/2017	200,000	122,647
Inside Executive Recruitment Limited	Advice and support.	10/03/2017	22/12/2017	25,000	8,772
IQA New Zealand Limited	Independent quality assurance services.	23/02/2017	17/03/2017	32,200	32,200
James Turner t/a JT Associates	Analysis and support services	27/02/2017	29/06/2018	186,000	67,625
JBM Global Limited	Specialist Communications Services.	22/05/2017	31/08/2017	81,800	5,040
John Isles	Analysis services.	23/03/2015	30/06/2017	70,000	1,050
John Stevens	Analysis services.	14/05/2014	30/11/2016	216,200	13,700
John Stevens	Advisory Services.	24/03/2017	30/06/2018	100,000	6,450
Josie McClutchie	Photography services.	11/16/2015	30/06/2018	40,000	3,458
Kahui Legal	Specialist advisory services.	27/10/2016	20/12/2016	12,000	12,000
Kath Boswell	Policy advice and support.	16/05/2017	31/08/2017	42,000	16,575
Kayleen Katene	Project management support services.	20/05/2016	31/12/2016	99,000	53,500
Korn Ferry Hay Group Limited	Job evaluation services.	13/07/2016	26/09/2016	800	800
KTRA Limited t/a Kia Tū Rangatira Ai Consulting	Governance training services.	01/12/2016	30/06/2017	22,500	2,955

Business Name	Purpose	Start Date	End Date	Contract Amount	Total Amount Expensed
Lang Consulting Limited	Evaluation services.	28/02/2017	10/04/2017	12,000	12,000
Leigh Halstead	Research Services.	02/02/2015	30/04/2017	448,573	163,875
Lisa Swan trading as Swan Consulting	Needs analysis services.	12/04/2017	31/08/2017	65,000	43,161
Manpower Services (NZ) Limited t/a Experis	Advisory Services	17/05/2017	17/08/2017	41,500	1,875
Marija Bakulich	Policy advice and support.	06/04/2017	30/06/2018	217,600	41,350
Mark Holloway	Management accounting services pending return of secondees.	11/01/2016	13/10/2017	321,552	175,560
Martin Taylor	Analysis services.	01/07/2012	30/06/2018	350,000	60,000
Martin, Jenkins & Associates Limited	Organisational review services.	04/02/2016	24/09/2016	244,100	76,786
Martin, Jenkins & Associates Limited	Policy advice and support.	04/07/2016	11/11/2016	98,000	75,395
Martin, Jenkins & Associates Limited	Review services.	15/04/2016	12/08/2016	60,000	14,000
Martin, Jenkins & Associates Limited	Policy advice and support.	26/01/2017	28/02/2017	30,000	28,520
Martin, Jenkins & Associates Limited	Leadership and management support services.	31/10/2016	31/05/2017	295,000	183,983
Martin, Jenkins & Associates Limited	Review services.	09/01/2017	31/05/2017	52,000	36,339
Martin, Jenkins & Associates Limited	Advice and support services.	30/05/2017	18/08/2017	45,000	5,038
Martin, Jenkins & Associates Limited	Advisory services.	12/11/2016	11/05/2017	79,040	79,040
Martin, Jenkins & Associates Limited	Advisory and Mentoring services.	22/03/2017	30/11/2017	222,460	105,280
Maui Studios Aotearoa Limited	Design services.	19/06/2017	04/07/2017	2,960	2,960
Middelberg Chartered Accountants Limited	Accounting and taxation services.	01/11/2010	30/06/2017	58,600	750
Miriama Evans	Advisory services.	15/08/2016	14/10/2016	37,800	10,710
Momentum Consulting Group Limited	Human resources recruitment pending recruitment of position.	01/02/2016	31/07/2016	175,760	13,558
Momentum Consulting Group Limited	Planning services.	10/05/2016	31/08/2016	82,000	40,049
Momentum Consulting Group Limited	Principal advisory services.	15/02/2016	30/12/2016	217,944	112,561
Momentum Consulting Group Limited	Planning services.	03/04/2017	30/11/2017	169,200	40,124
Momentum Consulting Group Limited	Advisory services.	09/01/2017	31/01/2018	200,925	89,014
Native Voice Limited	Research Services.	14/11/2016	28/02/2017	30,000	25,000
Native Voice Limited	Communication Services.	23/05/2016	23/05/2017	86,000	26,650
Nesus Limited	Policy Analysis and Support.	14/06/2017	22/12/2017	160,000	13,131
Nichola Grant	Writing services.	20/03/2017	25/08/2017	62,500	39,950
Patrick Southee	Project management services.	11/01/2016	31/07/2016	138,560	17,680
Pattillo Limited	Facilitation services.	09/05/2016	16/12/2016	90,000	2,750
Paula Cuff Consulting Limited	Project management services.	20/01/2016	30/09/2016	192,000	61,125
Paula Cuff Consulting Limited	Project management support services	26/09/2016	31/03/2017	92,000	75,093
Paula Cuff Consulting Limited	Programme Management Services.	17/05/2017	18/08/2017	46,000	27,125

Business Name	Purpose	Start Date	End Date	Contract Amount	Total Amount Expensed
People&Company Limited	Contract writing services.	29/11/2016	23/12/2016	16,216	14,840
People&Company Limited	Business analyst services.	09/01/2017	31/03/2017	54,055	52,253
People&Company Limited	Project coordination services.	04/01/2017	30/06/2017	103,782	93,650
People&Company Limited	Ministerial writer.	06/03/2017	30/06/2017	68,918	7,095
People&Company Limited	Change project management services.	28/11/2016	31/10/2017	267,033	164,145
People&Company Limited	Business analyst services.	09/01/2017	28/02/2018	251,309	103,606
People&Company Limited	Advisory and support services.	20/04/2017	31/03/2018	240,370	47,205
People&Company Limited	Programme Coordinator services.	06/06/2017	28/02/2018	132,766	12,838
Ponter Amor Consulting Limited	Te Ture Whenua Māori Networks lead services.	03/08/2015	30/11/2016	400,225	122,238
Ponter Amor Consulting Limited	Te Ture Whenua Māori Networks Lead services.	09/01/2017	22/12/2017	170,625	85,794
Ponter Amor Consulting Limited	Policy support services.	17/02/2017	22/12/2017	164,675	63,744
PricewaterhouseCoopers	Implementation services	21/12/2015	31/08/2016	256,800	3,141
PricewaterhouseCoopers	Project support services.	01/07/2016	23/12/2016	226,800	180,459
PricewaterhouseCoopers	Project support services.	01/07/2016	31/10/2017	1,995,478	1,753,996
PricewaterhouseCoopers	Tax advisory services.	30/11/2015	30/06/2019	24,000	6,750
Pru Dryburgh	Analysis and support services.	17/10/2016	31/08/2017	129,575	98,475
Puata Hou Limited	Advisory and support services.	23/01/2017	30/04/2017	56,500	56,437
R&K Consultants Limited	Project Management Services.	19/12/2016	31/05/2017	28,800	28,800
Reason Consultants Limited	Peer review and support services.	12/09/2016	30/06/2018	27,000	9,240
Reece Martin trading as Matana Consulting	Policy advisory services.	26/02/2016	08/06/2016	48,000	25
Reece Martin trading as Matana Consulting	Policy advisory services.	24/06/2016	22/12/2017	225,400	143,400
Richard Batley	Financial accounting services.	01/11/2013	31/10/2018	101,100	20,220
Riki James Ellison	Policy analysis and support.	11/07/2016	22/12/2017	100,000	126,938
Robert Walters New Zealand Limited	Programme co-ordinator services.	30/05/2016	30/08/2016	30,000	12,589
Robert Walters New Zealand Limited	Financial management services.	06/06/2017	08/09/2017	52,795	12,528
Robert Walters New Zealand Limited	Procurement services.	29/05/2017	30/11/2017	99,209	20,945
Robert Walters New Zealand Limited	Advice and support services.	08/06/2017	03/11/2017	86,016	8,354
Roimata Kirikiri	Principal advisory services.	23/11/2016	24/12/2016	18,400	12,000
Scientific Software & Systems Limited	IT security services.	03/04/2017	21/04/2017	20,000	17,538
Sir Mason Durie	Advisory services.	01/07/2016	28/02/2017	10,000	8,000
Sir Mason Durie	Advice and Review Services.	01/05/2017	30/06/2017	5,000	1,600

Business Name	Purpose	Start Date	End Date	Contract Amount	Total Amount Expensed
SM Smith Consulting	Policy Advice and support services.	15/05/2017	30/06/2018	276,000	35,663
Southern Cross Health Services Limited	Wellness services.	12/03/2014	11/03/2017	69,000	46
State Services Commission	Review services.				89,238
Stephanie Tibble	Communications services.	07/11/2016	30/06/2017	80,000	28,180
Stephen Church trading as Stephen Church Consulting	Writing Services.	22/05/2017	31/10/2017	78,000	1,650
Stokes Communications Limited	Communication services.	01/06/2016	30/11/2016	106,200	84,445
Stuart Harrington	Operational and Design Services.	15/05/2017	29/06/2018	273,800	31,680
Synapsis Limited	Advisory services.	11/07/2016	31/07/2016	5,000	5,000
Taaua Limited	Advisory services.	01/07/2014	30/12/2016	96,000	14,500
Tactics Limited	Design and development services.	01/06/2017	30/06/2017	37,800	37,800
Tapiri Atu Limited	Policy advisory services.	01/08/2016	23/12/2016	100,400	48,100
Te Aiorangi Limited	Communication Services.	01/12/2016	22/12/2017	200,000	99,965
Te Amokura Consultants Limited	Principal advisory services.	19/04/2017	15/12/2017	146,880	40,800
Te Amokura Consultants Limited	Policy advice and assistance.	31/05/2017	22/12/2017	138,420	19,200
Te Iti Kahurangi Limited	Advisory Services.	26/02/2017	31/10/2017	50,000	3,610
Te Kei Limited	Project Coordinator.	18/01/2016	31/07/2016	60,046	10,200
Te Kei Limited	Advisory and support services.	05/04/2017	28/07/2017	31,300	23,400
Te Kopu Legal	Advisory services.	27/10/2016	20/12/2016	8,200	7,240
Te Pou Matakana Limited	Moving the Māori Nation Contestable Fund Advisory Panel Member.	31/08/2016	30/06/2017	5,150	94
Te Pūtahitanga o Te Waipounamu GP Limited	Advisory Services.	27/10/2016	20/12/2016	2,450	900
Te Rawhitiroa Photography	Photography services.	01/12/2016	30/06/2018	30,000	382
Te Ruhi Te Moana	Review services.	16/02/2017	30/06/2017	117,600	117,154
Te Whakakitenga o Waikato Incorporated (Waikato Raupatu River Trust)	Facilitation services.	12/10/2015	31/05/2017	250,000	155,000
Technology One New Zealand Limited	FMIS support and management services.	22/05/2017	21/11/2017	22,500	7,500
Tenzing Limited	Business case services.	01/08/2016	28/04/2017	619,575	602,278
The Dragon Institute for Innovation Limited	Change management and risk management.	05/04/2017	29/06/2018	377,250	63,750
The Practitioners Limited	Analysis services.	12/05/2017	23/06/2017	45,000	44,800
ThinkPlace Limited	Strategy design and facilitation services.	30/11/2016	01/02/2017	13,000	11,935
Thought Partners Limited	Learning and development services.	23/01/2017	22/01/2018	65,000	2,064
Tony Sole	Website administration and maintenance.	16/12/2016	30/06/2018	23,500	7,496
Tracey Davies	Review services.	24/02/2017	17/03/2017	10,000	9,300
Tregaskis Brown Limited	Specialist Advisory Services.	13/02/2017	13/02/2017	480	480

Business Name	Purpose	Start Date	End Date	Contract Amount	Total Amount Expensed
Tuhituhi Limited	Communications Services.	26/01/2016	30/06/2018	229,850	123,950
Tuia Group Limited	Legal advisory and support services.	24/04/2017	30/06/2017	45,500	18,160
Tuia Group Limited	Advisory and support Services.	13/03/2017	30/06/2017	39,000	34,087
Unite Software and Solutions Limited	Advisory services.	24/08/2016	30/06/2017	223,224	175,415
Unite Software and Solutions Limited	Principal advisory services.	16/01/2017	30/06/2017	178,000	155,998
VIII (8) Limited	Advisory services.	01/07/2016	31/07/2016	5,000	5,000
Waka Taurua Limited	Policy analysis services.	11/01/2016	30/06/2017	283,120	139,890
Whainiho Developments Ltd	Evaluation services.	22/05/2017	07/07/2017	7,500	7,500
Whakauae Research Services Limited	Whānau Ora Outcomes.				2,870
Zusammen Investments Limited	Scoping services.	19/12/2016	31/03/2017	25,000	4,800

Note: The total amount differs slightly from the annual report exactly due to year end accruals and timing.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

Appendix C: Question 92: International Travel

Destination	Reason/Outcomes	Staff Member	TOTAL \$	Travel Costs \$	Other Expenses\$*	Accommodation Expenses \$
Australia	TPK staff member attending the AES Conference in Perth	Manager	2,228	1,414	330	484
Australia	TPK staff member attending the NDC Conference in Sydney	Senior Web Developer	3,032	593	545	1,895
Geneva	TPK staff to attend the 73rd Session of the Committee on the Rights of the Child	Deputy Chief Executive, Regional Partnerships	12,359	9,886	303	2,171
USA	TPK staff to attend American Evaluation Association - Evaluation 2016 Conference	Senior Advisor, Organisational Knowledge	4,807	208	947	3,652
USA	TPK staff member to attend a University programme at Stanford School of Business	Deputy Chief Executive, Organisational Support	7,994	6,796	495	703
United Kingdom & USA	CE and two delegates to accompany the Minister for Maori Development on Ministerial visits to Ireland, Wales and the USA	Chief Executive & two delegates	48,684	35,632	5,051	8,001
Australia	TPK staff member to attend Brisbane training course	Senior Advisor, Risk and Assurance	753	115	120	518
Japan	TPK staff member to attend the Ka Awatea Kai Fisheries Forum	Policy Analyst, Economic Wealth	2,645	252	1,443	950
London	TPK staff to attend a programme delivered by the London Business School	Deputy Chief Executive, Strategy & Organisational Performance	10,778	8,571	478	1,729
USA	TPK staff members to attend the United Nations Permanent Forum on Indigenous Issues	Policy Manager & Chief Advisor	46,965	25,637	7,594	13,734
Australia	TPK staff members to attend the Programme Management Institute Australia Conference	Programme Support Manager & Project Planner	4,121	1,521	192	2,407
Malaysia & Singapore	TPK staff members and delegates to attend a Trade Mission to support the Minister for Māori Development	Regional Manager, Chief Advisor & Regional	59,649	30,824	22,937**	5,888

Destination	Reason/Outcomes	Staff Member	TOTAL \$	Travel Costs \$	Other Expenses\$*	Accommodation Expenses \$
		Business Analyst				
Australia	TPK staff members attending the NDC Conference in Sydney	Senior Web Developer & Business Analyst	5,229	1,874	-	3,355
Canada	Whakapakari Kaimahi	Principal Advisor, Communications	13,291	11,065	-	2,225
Australia	TPK staff to attend the International Institute of Internal Auditors Conference	Acting Manager, Risk & Assurance	1,066	575	-	491
Australia	TPK staff member to attend ANZSOG 2017 Melbourne conference	Manager, Ministerials & Business Support	3,355	1,008	701	1,647

* Includes allowances, conference fees and other associated costs.

**Also includes photography, coach hire, reception catering & food.

Note: The total amount differs slightly from the annual report exactly due to year end accruals and timing.

Ken Collins

3

From: Ken Collins
Sent: Rāmere, 09 Hui-tanguru, 2018 10:31 a.m.
To: 'Rebecca Bonner'
Cc: Executive Team; Greg Hanlen; Todd Cleaver
Subject: RE: Māori Affairs Select Committee meeting 180214

Kia ora Rebecca

Te Puni Kōkiri Chief Executive Michelle Hippolite will be presenting at the Hearing on Wednesday 14th February 2018.

Her Executive Team will also be attending in support:

Di Grennell	Deputy Chief Executive, Regional Partnerships
Lisa Davies	Acting Deputy Chief Executive, Policy Partnerships
Guy Beatson	Deputy Chief Executive, Strategy and Organisational Performance
Susan Shipley	Acting Deputy Chief Executive, Investment
Fiona McBeath	Deputy Chief Executive, Organisational Support
Nancy Tuaine	Chief Advisor
Richard Laverty	Chief Advisor

Ngā mihi

Ken Collins
Senior Advisor
National Office



Te Puni Kōkiri
Māori Language Development

Tauwaka DD : +64 4 819 6741 | Waea Pūkoro M : +64 27 491 9976
Waea Whakaahua F : +64 4 819 6299

Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011, New Zealand
PO Box 3943, Wellington 6140, New Zealand



Te Puni Kōkiri Website



Kōkiri Magazine



Facebook

From: Rebecca Bonner [mailto:Rebecca.Bonner@parliament.govt.nz]
Sent: Friday, 9 February 2018 9:59 a.m.
To: Ken Collins <collk@tpk.govt.nz>
Subject: Māori Affairs Select Committee meeting 180214

Mōrena Ken

The Māori Affairs Select Committee will be meeting on Wednesday 14 February and will be hearing the 2016/17 annual review of Te Puni Kōkiri. This will take place from 10.15am – 11.15am in Select Committee Meeting Room 6, Parliament House.

Please let me know who will be speaking, and their job titles, so that they can be added to the agenda. This hearing will be open to the public, and media may be present.

We will also have a few interpretation devices sitting on the chairs, if your colleagues need to use them. They are pretty easy to use, you just have to turn the volume switch up and that turns them on.

Ngā mihi

Rebecca Bonner

Te Manahautū o te Komiti Whiriwhiri Take Māori
Clerk of the Māori Affairs Committee



**Te Tari o te Manahautū
o te Whare Māngai**

Office of the Clerk of the House of Representatives

Level 10, Bowen House, Parliament Buildings,
Private Bag 18041, Wellington 6160
P +64 4 817 9479



Visit us
Parliament.nz



Follow us
@NZParliament



Watch & Listen
Parliament TV



Connect with us
NZParliament

Please consider the environment before printing this email.

The content of this email, including any attachment, is intended for the named recipient only and is not necessarily the official view or communication of the Office of the Clerk. It may contain privileged material and/or confidential information.

If you are not the intended recipient of this email, you must not copy it, distribute it or take any action in reliance on it. If you have received this email in error, please notify the sender immediately and delete this email. Although this email has been scanned for viruses, this email is not guaranteed to be free of viruses and should be checked by your own security mechanisms. No liability is accepted for any loss or damage arising from the use of this email or its attachments.



13 February 2018

Mihi

Congratulations to new Committee Members. Look forward to working with Committee to advance aspirations for Māori development.

Recognising the passage of time, the outcome of the election and that we are now working for new Ministers, this presentation will cover both the 2016/17 financial year, but also look at more recent activities and project into the future.

Te Puni Kōkiri 2016/17

Some of the 2016/17 highlights: for Te Puni Kōkiri:

- Empowering whānau and rangatahi
- Recalibrating responsibilities for te reo Māori
- Addressing Māori housing needs
- Improving our capability and capacity in the regions and investment



Te Puni Kōkiri
PUNANUI KōKIRI

Looking specifically at the 2016/17 financial year, it was another big year for Te Puni Kōkiri.

We succeeded in delivering an extensive work programme of policy advice, investments and regional engagement.

Picking up on some of the highlights:

Housing

- The Māori Housing Network continued to deliver real gains for whānau, ensuring they have healthy homes;
- We are tapping into high levels of enthusiasm, particularly around papakāinga;
- We also see good levels of co-investment. Whānau are investing in their own future.

Te reo Māori

- We began to implement Te Ture mō Te Reo Māori 2016, which recalibrates our Te Reo efforts through the establishment of Te Mātāwai, who actively protect and promote the taonga of te Reo Māori;
- We also lead the development alongside other government agencies of the Maihi Karauna, aimed at revitalising te reo Māori across New Zealand.

Whānau and rangatahi

- We continued to empower whānau and rangatahi through our investments in whānau, iwi and hapū;
- Whānau Ora, delivered through the three commissioning agencies remains the key investment mechanism;
- In 2016/17 we saw real gains through commissioning agencies working to improve social, economic and cultural outcomes of over 12,500 whānau;
- We strengthened our focus on rangatahi with our continued investment in the Rangatahi Suicide Fund, the provision of drivers licence training through the Māori Potential Fund, investment through Moving the Māori nation and working with other government agencies in the regions on Vulnerable Children's Boards.

Strengthening Te Puni Kōkiri

- We also grew our capability and capacity in the regions and a new investment group;
- This aligns with my stewardship responsibilities as Chief Executive, ensuring we have the right capability in the right place to support the work programme.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

Te Waipounamu

Improving whānau housing outcomes

- Te Rūnanga o Koukourarata: Commissioning the design and build of affordable whānau homes

Reducing community violence - Integrated Safety Response (ISR) pilot

- Whānau-centred approach to give whānau / victims tools to achieve better outcomes from ISR

Case Study

Crofts' whānau whare



Reimona Crofts outside the whānau whare in Tuahiviri.

I now want to take you on a quick journey across Aotearoa, via our six regions, to highlight both the breadth of the mahi we are involved in and also give you a flax-roots perspective.

Improving whānau housing outcomes – affordable homes

- The Māori Housing Network works across the country seeking to improve housing outcomes for Māori, from urgent repairs to assisting with affordable housing;
- Regional staff in Te Waipounamu are working with Te Rūnanga o Koukourarata and a building company to commission, the design and build affordable whare for whānau;
- Ngai Tahu properties are working with the rūnanga and providing a project manager/advisor.

Reducing community violence

- Coordinating with other government agencies and tackling key issues is another staple role for our regional staff;
- Our staff in Te Waipounamu are working alongside Police; Oranga Tamariki; Corrections; Health and Non-Government Organisations on the Integrated Safety Response pilot;
- This pilot provides support at both governance and operational levels to support victims, perpetrators and whānau of family violence;
- The pilot adopts a whānau-centred approach to give whānau / victims tools to achieve better outcomes from Integrated Safety Response;

- Kaupapa Māori organisations will receive 33% of total funding to promote Māori participation in the pilot.

Improving whānau housing outcomes - Case study – Crofts' whānau whare

- Too many of our whānau live in difficult and unhealthy housing situations;
- In the case of one whānau the Network engaged with a whānau to undertake urgent repairs included re-roofing, replacement floorboards, wiring, window repairs, bathroom renovation and installation of hot water and drinking water systems;
- This project was also an example of the whānau supporting their own development. They contributed 2/3 of the funding (\$34,000 of \$51,000) required to complete the repairs and also project managed the repairs, building capability and experience within the whānau;
- The whānau kaupapa of the whare is one of aroha ki te tangata, making sure their whānau has a roof over their head should they need it.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

Te Tai Hauāuru

Improving whānau housing outcomes with wrap-around support

- Taumarunui Community Kōkiri Trust

Pūhoro STEM academy

- Partnership programme to support and encourage young Māori with a passion for science

Case Study

Te Kawenata ō Rongo Deed of Reconciliation Parihaka



Signing the official reconciliation (From left) Sharon Cassidy, an Office of Treaty Settlements representative, Te Akeu Wharehoka, Tina Mason and Puna Wano-Bryant.

Housing is a priority across the country, but its only one component of our activities to support healthy and thriving whānau.

Improving whānau housing outcomes – wrap-around support

- Regional staff in Te Tai Hauāuru are working with the Taumarunui Community Kōkiri Trust who are working with 365 whānau;
- The Trust's approach uses a comprehensive wrap around process to assess the wellbeing of the whānau – the wrap around services include home repairs among financial literacy, parenting, smoking cessation and employment readiness.

Pūhoro STEM academy

- Partnership between Massey University, industry partners and eight schools, iwi and whānau to build a community of young Māori who have a passion for learning science;
- Encourages students to maintain NCEA science and technology subjects through school;
- Students are exceeding the nationwide pass rate of non-Māori in physics, chemistry and biology standards.

Meeting Crown Māori relationship obligations - Case study - Te Kawenata ō Rongo Deed of Reconciliation Parihaka

- Te Puni Kōkiri worked with the people of Parihaka on the Te Kawenata ō Rongo Deed of Reconciliation;

- The success of this process emphasised the importance of regional stakeholder engagement, legal and policy expertise, combined with flexible investment framework;
- Regional engagement also strengthened the flax roots and cross-agency relationships.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

Ikaroa-Rāwhiti

Unlocking the potential of whenua Māori

- Landlocked land
- Working with the Māori Land Court and Te Tumu Paeroa

Improving whānau housing

- Housing repairs improving the health and safety of whānau

Case Study

Whareponga papakāinga opening



We are continuously looking to unlock the immense potential for Māori land and its owners to provide local and /or regional sustenance.

Unlocking the potential of whenua Māori

- Our staff in Ikaroa-Rāwhiti facilitated a workshop held with the Māori Land Court and Te Tumu Paeroa;
- The aim of the workshop was to analyse landlocked whenua issues in Tairāwhiti, in light of the implication of the Whenua Māori Fund;
- The workshop resulted in commitment to improved communication between Te Puni Kōkiri, Māori Land Court and Te Tumu Paeroa.

Improving whānau health and safety through housing repair projects

- Regional staff in Ikaroa-Rāwhiti have improved the health and safety of whānau through supporting He Kāhui Wairarapa to deliver a housing repair project;
- This project included 20 whānau and whare assessments followed by essential repairs for the 10 most in-need whānau.

Increasing the supply of whare - Case study – Whareponga papakāinga opening

- Te Puni Kōkiri worked in partnership with the proprietors of Pahitaua to provide funding support through our Māori Housing Network;
- This funding was used to build 4 affordable rental homes and install infrastructure for up to 6 homes;
- Providing safe and secure housing for the whānau and hapū of Whareponga,

provides a way to bring whānau back to the whenua for the benefit of current and future generations.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

Waikato-Waiariki

Improving regional employment and training opportunities

- Whakatōhea Workforce Development Strategy

Increasing the productivity of whenua Māori

- Toi Moana and Waikato programmes to increase productivity of whenua Māori

Case Study

Edgecumbe Flood / Better Responses to Natural Disasters



Economic and Regional development are key components to ensure Māori are thriving as Māori. We have also been supporting other agencies and marae to deliver effective information and services to our whānau during crisis situations, as a key focus for the region's restoration.

Improving regional employment and training opportunities

- Our staff in Waikato-Waiariki are working with the Whakatōhea Māori Trust Board to develop a Workforce Development Strategy for Whakatōhea;
- The goal of the strategy to improve employment and further training outcomes for the region;
- The strategy promotes using existing harbour and mussel farm developments to progress this goal.

Increasing the productivity of whenua Māori

- Regional staff in Waikato-Waiariki, through the Toi Moana and Waikato Regional Growth Programmes are working to increase productivity of whenua Māori;
- Through increasing the capability of whānau Māori, governors and entrepreneurs to increase the productivity of whenua Māori.

Responding to community need - Case study - Edgecumbe Flood Relief

- Since the Edgecumbe floods in April 2017, Te Puni Kōkiri has invested \$1.3 million to establish an emergency housing initiative at Kokohinau marae in Te Teko to accommodate whānau effected by the floods;

- We have also supported civil defence and emergency management pilot projects in Kawerau, Whakatāne and Ōpōtiki;
- These projects have included the development of Marae Preparedness Toolkits that provides resources for local and regional councils to enable effective engagement with whānau Māori.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

Te Tai Tokerau

Regional and Economic Development

- Tai Tokerau Northland Economic Action Plan (TTNEAP) working group

Assisting whenua Māori development

- Papakāinga workshops

Promoting Māori and regional development

- Māori-led conversations around supporting the One Billion Trees initiative

Case Study

Taiohi Ararau (Passport to Life)



Te Ūma O Te Kōwhiri Youth Space – a collaboration of agencies and organisations to support local youth in Kaitiaki and managed by Te Kaitiaki Māori Trust.

We are reorienting our work to the new government's priorities and combining an existing focus on whenua and regional development and aligning this with new priorities towards forestry through the One Billion Trees programme. We are also seeking to ensure rangatahi have viable pathways from education through to employment.

Regional and Economic Development

- Tai Tokerau Northland Economic Action Plan working group commissioned a review and refresh of the action plan after evaluation highlighted engagement shortcomings with Māori stakeholders;
- TPK are well placed to provide regional input and align collaborative initiatives, relationships and networks to respond to this opportunity and improve engagement;
- Successful investment in collaborative arrangements to manage resources for economic benefit include:
 - Tai Tokerau Forestry Collective,
 - Te Hiku Farming Collective,
 - Te Tai Tokerau Mīere Collective, and
 - Māori Tourism Narrative Strategy.
- TPK will continue to move forward and support capability development of Māori business and cross-agency support for community-led initiatives such as He Poutama Rangatahi.

Assisting whenua Māori development - Papakāinga workshops

- Regional staff in Te Tai Tokerau are assisting whānau to develop papakāinga on their whenua;
- This mahi focuses on Te Puni Kōkiri facilitating workshops to grow whānau capability;
- After attending the workshops whānau have the tools and skills to progress with the development of papakāinga.

Promoting Māori and regional development - One Billion Trees

- Our staff in Te Tai Tokerau are promoting whānau, hapū and iwi Māori interests to regional development through supporting increasing the stock of pinus radiata and native trees;
- We have supported the Taitokerau Māori Forest Collective to develop a business case identifying the need for diversification of the stock and implementing a planting prototype for Māori land owners;
- This has resulted in 1,042 hectares of pinus radiata and 66 hectares of mānuka the equivalent to 1,108,000 plants being planted in the region;
- Following the success of this initiative the Tai Tokerau Māori Forest Collective will lead and host a national-level Forestry Summit to include both Crown and Māori forest owners;
- This summit will focus on a Māori-led conversation about longer term forestry opportunities within the Government's one billion trees programme.

Targeting support for rangatahi - Case study – Taiohi Ararau

- In Budget 2017, Vote Māori Development received additional funding of \$4 million over four years for Taiohi Ararau, an initiative designed to reduce the number of rangatahi who are not in employment, education and training (NEET);
- The Te Tai Tokerau region is leading the implementation of Taiohi Ararau, this reflects a significant number of rangatahi who are NEET in the region;
- The primary focus of the pilot to support rangatahi who are not receiving a benefit, obtain essential documents to enter further education, employment or training;
- Results from the pilot will inform the on-going management and monitoring of the programme;
- It will also provide insights and evidence to inform future investment for rangatahi who are NEET;
- Since the funding was approved in Budget 17, we have finalised 4 contracts to support rangatahi with services to obtain essential documents including drivers licences in Kaikohe, Moerewa, Otangarei and Kaitiāia.

Tāmaki Makaurau

Advancing Māori interests working with housing providers

- Te Puea (emergency housing)
- Papakura marae (social housing)
- Auckland Rough Sleepers (ARS)

Adopting a Zero Suicide framework

- Waitematā DHB
- Te Puni Kōkiri role supporting whānau and rangatahi

Case Study Youth Employability Programme – Licence to Work



Our relationships with social and emergency housing providers and DHBs allows us to facilitate whānau housing access and mental health support. We are also working to attain viable education, employment and life pathways for rangatahi.

Advancing Māori interests working with housing providers

- Regional staff in Tāmaki-Makaurau were established and maintained excellent relationships held with Housing New Zealand (HNZ), The Southern Initiative (TSI) and Māori housing providers such as Te Puea (Emergency Housing) and Papakura marae (Social Housing);
- Because we have these relationship we are able to provide the relevant forums, collaborative frameworks and networks to advance Māori housing interests;
- These relationships also make it easier for whānau housing needs to be met as whānau are able to access a number of providers at the same time;
- It also ensures that there is a co-ordinated response to emergency and social housing, where a rapid response is often required.

Supporting whānau and rangatahi through the Zero Suicide Framework

- Our staff in Tāmaki-Makaurau are working with the Waitematā DHB to reduce the number of suicidal individuals who fail to come to the attention of the health care system;
- Te Puni Kōkiri is assisting with this working through normalising the conversation, providing information about suicide, increasing awareness of warning signs, and ensuring that rangatahi and whānau know where to seek help for someone who is

suicidal.







Targeting support for rangatahi – Youth Employability Programme: “Licence to Work”

- We are collaborating with the City of Manukau Education Trust (COMET) to design and provide employment pathways for rangatahi through building and recognising employability competencies and skills for success;
- This has resulted in pilot initiatives in two kura kaupapa in Mangere and Glen Innes;
- Rangatahi achievement information from the pilots has been used to profile and understand the rangatahi employment journey and role of whānau in rangatahi employability and success;
- The pilot also showed significant demand from students to gain driver licences and employment;
- There are plans to roll out the pilot to two more kura kaupapa in Tāmaki-Makaurau.







RELEASED UNDER THE
OFFICIAL INFORMATION ACT

2016/17 Regional Investment Highlights

Māori Development Fund

Capability Building  56 <small>initiatives and projects that supported the capability of iwi and whānau, including governance training and organisational support</small>	Economic Development  27 <small>initiatives that supported Māori economic development strategies, business growth and career opportunities in local communities</small>	Education and Training  29 <small>education and training programmes including support for over 200 students through distance learning training</small>
Employment  21 <small>initiatives to support people to obtain and remain in employment, including supporting 184 careers and business start-up services</small>	Social Outcomes  48 <small>projects and initiatives to provide wrap-around and whānau-centred support for whānau to achieve their aspirations</small>	Te Ao Māori  351 <small>over 100 Māori-led celebrations, nearly 100 marae to support for cultural and historical identity events and community activities</small>

Māori Housing Network

Whānau Home Repairs  144 <small>repairs to whānau homes in areas of high deprivation</small>	Capability Building  6 <small>capability building projects, including capability feasibility analysis</small>	Increasing Knowledge  44 <small>initiatives to increase whānau knowledge about housing issues, including capability building</small>
Affordable Rental Homes  22 <small>contributions to the cost of building new affordable rental homes on public land</small>	Infrastructure Projects  66 <small>whānau-led projects for new homes for whānau</small>	Emergency Housing  10 <small>emergency housing initiatives</small>

Although we are a small Ministry we take an integrated approach to our work. And because of the broad interests and needs of Māori it is important that we take a flexible and supporting approach to the funding we control.

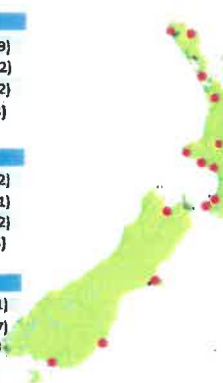
Māori Development Fund

- The image on the right is a snapshot of funding support through the Māori Development Fund across 2016/17. Appropriation of \$16.854m in 2016/17
- The key feature of the MDF is its flexibility to align investment to meet current priorities and emerging needs, and as the snapshot demonstrates, it supports a wide variety of aspirations.
- It allows investment in innovative pilots and projects, to support local community events and work collaboratively with other agencies and communities.

Māori Housing Network

- The image on the left is a snapshot of funding through the Māori Housing Network across 2016/17. Appropriation of \$21.984m in 2016/17.
- It highlights the varied ways in which the funding is making practical difference to whānau, improving health and social outcomes.
- Also that we are working across the spectrum of opportunities, from repairs, to affordable homes, to building capability.
- Funding from Budget 17 is also allowing us to explore ownership pathways in more depth.

2016/17 Investment Portfolio Allocation



Te Tai Tokerau	
Māori Housing Network	\$ 4,330,440 (9)
Māori Development Fund	\$ 1,708,300 (72)
Whenua Māori Fund	\$ 238,000 (2)
Total	\$ 6,276,740 (83)

Waikato-Wairariki	
Māori Housing Network	\$ 3,238,642 (22)
Māori Development Fund	\$ 1,577,034 (91)
Whenua Māori Fund	\$ 690,655 (12)
Total	\$ 5,506,331 (125)

Te Tai Hauāuru	
Māori Housing Network	\$ 2,089,187 (21)
Māori Development Fund	\$ 2,323,101 (127)
Whenua Māori Fund	\$ 187,000 (6)
Total	\$ 4,599,288 (154)

Tāmaki Makaurau	
Māori Housing Network	\$ 90,000 (2)
Māori Development Fund	\$ 1,205,972 (55)
Whenua Māori Fund	\$ 22,000 (1)
Total	\$ 1,317,972 (58)

Ikaroa-Rāwhiti	
Māori Housing Network	\$ 4,527,297 (12)
Māori Development Fund	\$ 1,331,193 (78)
Whenua Māori Fund	\$ 285,650 (8)
Total	\$ 6,144,140 (98)

Te Waipounamu	
Māori Housing Network	\$ 1,858,879 (4)
Māori Development Fund	\$ 832,363 (68)
Whenua Māori Fund	\$ 40,000 (1)
Total	\$ 2,731,242 (73)

National	
Māori Housing Network	\$ 70,000 (1)
Māori Development Fund	\$ 4,989,473 (41)
Whenua Māori Fund	\$ 0
Total	\$ 5,059,473 (42)

- Highlighting the three primary investment funds Māori Housing Network, Māori Development Fund and Whenua Māori Fund.
- Each fund is expressed per region to show high level investment areas based on priorities for the respective regions.

Looking to the future of Māori development

New Government, Ministers, Priorities and Policies



Facilitate whānau enterprise and community development

Partnering with Māori to develop sustainable approach to community development and service provisions by encouraging a 'whole of community' action plan vested in social enterprise, micro-financing and progressive procurement opportunities.

Support cultural pride, language, identity and mātauranga

Culture, language and identity are central components to a Māori worldview. As we seek to enhance, grow and develop; we have the opportunity to leverage off the economic, regional, community and social landscape by integrating aspects of language, cultural pride and identity as a valuable advantage.

Invest in youth development and leadership

Coordinated an early investment in the development and support of rangatahi initiatives to build resilience, support innovation and enhance cultural competence will make a significant contribution to Māori Development.

Regional growth and Māori opportunity

Commitment to new partnership agreements with iwi, hapū, Māori collectives and businesses to support an integrated regional development plan, access to capital and community outcomes.

13 February 2018

Potential lines of enquiry

Table of Contents

What has changed under the new Government	2
<i>What are the new priorities for Te Puni Kōkiri?</i>	2
<i>What funding or project changes have taken place?</i>	2
<i>What is the role of Te Puni Kōkiri in the new Crown-Māori Relations portfolio?</i>	2
New Government's 100-day programme	3
<i>How has Te Puni Kōkiri supported the Government's 100-day programme?</i>	3
Whenua Māori	5
<i>How has the focus changed?</i>	5
<i>How much was expended on the Māori Land Service?</i>	5
Independent Review of Whānau Ora	6
<i>What are the likely outcomes and costs?</i>	6
<i>What actions have been taken to improve the gender pay gap?</i>	6
Contractors/consultants	6
<i>Why does Te Puni Kōkiri use contractors and consultants?</i>	6
Monitoring and State Sector Performance	7
<i>How is Te Puni Kōkiri pursuing improvements across government?</i>	7
Micro-financing	7
<i>How far has work progressed?</i>	7
Māori Land Wars Commemorations	7
<i>What work has been advanced?</i>	7
Waitangi Tribunal Inquiries	8
<i>What assistance is Te Puni Kōkiri providing including freshwater?</i>	8

What has changed under the new Government

What are the new priorities for Te Puni Kōkiri?

Addressing poverty and investing in youth are particularly important priorities for Māori.

In discussion with Ministers, we are shaping our areas of emphasis around:

- Whānau wellbeing and community enterprise development;
- Cultural pride, language, identity and mātauranga;
- Investing in youth development and leadership; and
- Regional growth and Māori opportunity.

What funding or project changes have taken place?

Māori Development aligns well with the new Government's priorities. Improvements for Māori are an essential element of the Government's goals around addressing poverty and is focus on developing rangatahi.

We are however discussing with the Minister how best to support her goals within existing funding. Any changes will be noted through normal Budget and finance processes.

What is the role of Te Puni Kōkiri in the new Crown-Māori Relations portfolio?

There are many potential intersects between the Crown-Māori Relations and Māori Development portfolios. Ministers have agreed to collaborate on areas of shared interest and are currently working through what this will involve. We are working with the Ministry of Justice to support the Ministers' consideration of their shared areas of interest and priorities.

The work of Te Puni Kōkiri necessarily impacts on and involves leadership of a wide range of Crown-Māori relationships.

New Government's 100-day programme

How has Te Puni Kōkiri supported the Government's 100-day programme?

Te Puni Kōkiri has focussed on housing, the mental health inquiry, child poverty reduction, and the inquiry into the abuse of children in state care.

In general our advice has aimed at ensuring agencies understand and take into account the needs, interests and aspirations of whānau Māori, as well as iwi, hapū, Māori community groups and other Māori organisations.

We have also advised of the importance of engaging whānau Māori and relevant Māori groups as part of the inquiry, policy, and service design or delivery processes that arise from the 100-day programme.

Housing

We are working closely with other agencies, particularly the Ministry of Business, Innovation and Employment and the Ministry of Social Development, providing advice relating to a number of different work streams progressing the Government's housing priorities in the 100-day programme, including KiwiBuild.

Our advice on understanding and taking into account the needs and aspirations of whānau Māori, iwi and hapū includes access by whānau to healthy, secure and affordable homes, as well as future partnership opportunities for iwi, hapū and rūpu.

Mental Health Inquiry

Te Puni Kōkiri has been working with the Ministry of Health on the setup of the Mental Health and Addictions Inquiry.

We have provided advice on:

- the form of the Inquiry, including that it should reflect the views, experiences and interests of whānau Māori (including tāngata whaiora);
- the scope of the Inquiry, including that it consider kaupapa Māori models as well as clinical models, and the broader social, economic and environmental determinants of mental health;
- the importance of engaging with whānau Māori;
- Proposed nominees for the Inquiry Panel.

Child Poverty Reduction

We have advised the Minister for Māori Development that the Child Poverty Reduction Bill, that will establish requirements for child poverty targets and a child wellbeing strategy, is a significant step in improving the lives of tamariki Māori and their whānau.

Tamariki Māori are more likely to be exposed to the impacts and effects of severe poverty and persistent poverty, putting them at particular risk of poor life outcomes.

To ensure the legislation and associated child wellbeing strategy are effective for Māori, Te Puni Kōkiri has advised that it is important to:

- specifically monitor for tamariki Māori poverty outcomes and have associated measures and targets;
- engage with Māori in the development of the child wellbeing strategy;
- co-design with Māori any actions to reduce child poverty among tamariki Māori and their whānau.

Inquiry into the Abuse of Children in State Care

The Inquiry is of great significance for Māori because of the disproportionate numbers of tamariki Māori in state care, both currently and historically. Over the last five years, between 54% and 61% of children in state care were Māori. In 2017, 3,500 children were in state care.

We have been working with officials from the Ministry for Children, Oranga Tamariki and the Department of Internal Affairs on the establishment of the Inquiry, and have supported the Minister for Whānau Ora on the Ministerial Working Group.

Our advice to these agencies has included that:

- officials work with the Oranga Tamariki Māori Service Design Group and key Māori individuals and stakeholders to develop a Māori engagement strategy;
- cultural abuse, arising from state failure to recognise the central role of iwi, hapū and whānau for tamariki Māori, be included in the definition of abuse;
- the Inquiry consider the differential impacts of abuse for Māori and consider both current and historical impacts;
- The Inquiry Chair must have mana and credibility in Te Ao Māori and preferably should be Māori - we provided advice on potential Māori nominees for Inquiry Chair. Nominees for other Panel members will be considered at a later stage.

Whenua Māori

How has the focus changed?

We are no longer implementing a Programme of work that is centred on and focussed around the Bill.

However, as Committee members are aware, Māori land owners continue to feel that the systems supporting whenua Māori need to be improved. We are therefore exploring options, outside of large legislative change, around possibilities for building capability and services.

Our focus is on taking a strategic partnering and leadership approach, at both a national and regional level. The intention is to identify and facilitate access to appropriate advice and guidance to assist Māori free hold land owners to realise the opportunities and aspirations for their land.

How much was expended on the Māori Land Service?

Māori Land Service

In 2015/16, \$0.418 million of the operating funding was spent on the Māori Land Service.

In 2016/17, there was an increase to **\$7.877 million** operating funding spent on the Māori Land Service. The increase in funds spent was due to:

- Programme management and drafting business cases;
- Detailed design of different potential services for Māori land owners including new technological solutions.

For 2017/18, **\$11.390 million** operating funding was appropriated to support the establishment of the Māori Land Service. As of 30 September 2017, \$3.1 million of this funding was spent on key deliverables including:

- **Productivity Case Studies** carried out in Te Tai Tokerau, Waiairiki, Tairāwhiti and Aotea. These studies identify regional barriers and opportunities for Māori free hold land owners to improve productivity and management of their whenua;
- **Te Tumu Paeroa** completed capability case studies for each of the above regions designed to identify economic opportunities for specific areas within each region;
- Detailed design and procurement activities to support the development of a **Māori Land Register**. This register will improve data and information management about whenua, for Māori.

Te Ture Whenua Bill

In 2014/15 – \$1.113 million

In 2015/16 - \$3.024 million

In 2016/17 - \$1.021 million

Independent Review of Whānau Ora

What are the likely outcomes and costs?

The review will scope the applicability of a whānau-centred approach as an exemplar for improving outcomes for whānau and families across the government social sector, and assess the efficacy of devolved commissioning model.

Recommendations from the review will inform Government decisions on future funding, collective impact across government, accountability mechanisms, and information sharing.

We are yet to finalise the costs, but estimate the review cost at approximately \$560,000. This represents less than 1% of the Government's annual investment in Whānau Ora and is a deliberate and purposeful investment to understand its impact and inform future decision-making.

Gender pay gap

What actions have been taken to improve the gender pay gap?

We have a small gender pay gap with no pattern across job types or grades. Through regular internal reporting we monitor the gender pay situation and will continue to consider ways to further improve issues of equality.

Please also refer to written answer 105.

Contractors

Why does Te Puni Kōkiri use contractors and consultants?

Contractors and consultants are a regular aspect of operations for all departments, especially where specialist capabilities and high-quality surge capacity is required.

It is an operational matter reflecting an evolving work-programme, and over the past few years, expenditure by Te Puni Kōkiri has been in line with the ranges of expenditure of other similar departments.

Overall contractor use is down by 14 (29%). 49 were engaged as at 30 November 2017, with the number reduced to 35 as at 31 January 2018.

Monitoring and State Sector Performance

How is Te Puni Kōkiri pursuing improvements across government?

Effectiveness for Māori is the responsibility of the entire state sector, not just Te Puni Kōkiri or the Māori Development portfolio.

We monitor and influence in a range of ways: through our regional networks who engage daily with whānau, hapū and iwi Māori; through our interactions with other agencies with significant policy and delivery responsibilities for improving outcomes for Māori; and through the design of our own interventions, which provide alternative examples for engaging successfully with Māori.

Micro-financing

How far has work progressed?

We are presently exploring how micro-finance services may be incorporated into broader Whānau Ora services/support to deliver Whānau Ora outcomes. Te Pou Matakana is contracted to undertake research and development. Financial stability and access to capital are important components of whānau wellbeing.

[Note: Te Pou Matakana's first report back will be received on 15 April 2018. Their final report on the requirements for, and viability of, a new microfinance initiative will be received on 15 July 2018. After reviewing this report, a decision will be made on whether to pilot a new microfinance initiative.]

Māori Land Wars Commemorations

What work has been advanced?

We have supported several rūpū to commemorate activities related to Land Wars and Conflicts in New Zealand through the Te Pūtake o Te Riri Investment Fund.

Examples of our support include:

- the commemorative event of the 1865 Battle of Te Kupenga a Taramainuku Pā;
- a symposium with schools and kaumātua to discuss Te Pūtake o Te Riri through Te Whare Wānanga o Awanuiārangi;
- A panel discussion with historians, rangatahi and kaumātua on Te Pūtake o Te Riri through the Māoriland Hub in Ōtaki.

Waitangi Tribunal Inquiries

What assistance is Te Puni Kōkiri providing including freshwater?

We work across agencies to provide advice on rights and interests in freshwater to the lead agency, the Ministry for the Environment.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT



19 March 2018

HE PĀRONGO | AIDE MEMOIRE

2016/17 Annual Review of Te Puni Kōkiri

Te Puni Kōkiri contact: Todd Cleaver, Manager Strategy and Planning
Phone: 027 499 2694
TPK tracking no: 36847

Purpose

1. The purpose of this aide memoire is to provide you with a copy of our responses to the Māori Affairs (Select) Committee, who had advised of 30 additional questions following our hearing on 14 February 2018.

Context

2. Annual reviews are a standard procedure following the tabling of annual reports for every department. They normally take place in November of each year, but due to the General Election and newly formed select committees, the appearance was scheduled last month.

Comment

3. We have already provided written responses to 106 questions from the Committee, and your office was provided with an information only copy. Those earlier questions were mostly of a standard type issued to every department, covering detailed financial and personnel matters.
4. As is usual practice, the Committee sought further information with more questions (including around MLS and evaluations) for written response and these answers are now attached for your information.
5. Unlike the Estimates examination of departments' appropriations which you will lead (usually in June following a May Budget), there is no requirement for Ministers to be directly involved in the annual review process, which focuses on departmental performance.
6. It has been the intention, however, of the Chief Executive to keep you apprised of our engagement with the Committee.

2016/17 annual review of Te Puni Kōkiri

Post-hearing questions for written response

Please find attached post-hearing questions for written response. Please note that these questions have been numbered sequentially, and that the numbering sequence starts with the number after the final number of the pre-hearing questions.

107. We note the Auditor-General has recommended improvements to the Ministry of Māori Development - Te Puni Kōkiri's management control environment, and service performance information and associated systems and controls.

- **What action has been taken or is planned to address these recommendations?**

Audit NZ assessed the management control environment and internal controls in place for financial and performance information systems as good after taking into account the size of the organisation and complexity of our operations. Some minor recommendations were suggested that have since been implemented.

The 2016/17 Audit NZ rating for financial information, systems and controls in Te Puni Kōkiri was assessed as very good, an improved rating from good received in 2015/16.

Over the past two years we continued to improve our performance framework by developing a comprehensive set of impact measures to better measure the impact Te Puni Kōkiri is having. We will continue to seek improvements to our performance story (including through engagement with Treasury and Audit NZ) to create a more integrated measurement system that will provide a line of sight from the key activities we undertake, to the outcomes we seek to influence.

108. The Committee notes that the Ministry has undertaken a restructure in recent years.

- **What analysis has the Ministry undertaken to measure the benefits from the Strengthening Te Puni Kōkiri restructure?**

The Executive Team pays ongoing attention to building an agile and flexible department. This helps Te Puni Kōkiri adapt to our evolving environment and the new challenges that have arisen, particularly in the last 18 months. There have been significant discussions, including consultation with staff, on the collective ability of Te Puni Kōkiri to design and deliver investments and services in a way that improves outcomes for whānau, hapū and iwi.

- **To what extent has Strengthening Te Puni Kōkiri helped to manage the risks of insufficient capacity described in the Ministry's Four Year Plan?**

As our most recent four year plan highlighted, "growth in the Te Puni Kōkiri investment portfolio has seen an increased shift towards operational policy and service delivery. This has caused ongoing capacity and capability pressures that Te Puni Kōkiri are targeting and addressing."

Our strategy is to ensure we have the right people at the right time for what is often complex work. We intended to create more full-time roles to negate the need to engage contractors. However, when mahi requires specific expertise then contractors are often more appropriate to mitigate the risk. Our medium-term plan to grow internal capacity and capability continues to reduce the risk of using contractors. The overall contractor use is down by 14 (29%) as at 31 January 2018.

Te Puni Kōkiri has drafted a people capability strategy and implementation plan which we are currently consulting managers on and implementing components (like introducing a learning management system and maintaining our core development programmes for all staff).

• **In what parts of the Ministry have the 42 new positions been allocated?**

The new positions were required mostly to establish an Investment Te Puni and to strengthen our presence in the regions which is critical to our engagement with whānau, hapū and iwi.

• **What is the current total headcount at the Ministry?**

The current total head-count of permanent staff including fixed-term employees in Te Puni Kōkiri was 322 as at 1 March 2018.

• **What were the reasons for expenditure on contract workers more than doubling since 2015/16? Does the Ministry expect this expenditure to reduce over time?**

The pace and volume of our work has increased in recent years. This change has paralleled a significant growth in our investment funding and activity. Associated with our extremely wide mandate, Te Puni Kōkiri has needed to procure specialist resource, through contractors/consultants (see details already provided to the Committee - question 63/appendix B). This is mainly to assist us with major pieces of mahi and where specialist resource or skills are required. This has been the case in respect of Whānau Ora, Te Ture Whenua, and early work associated with the Māori Land Service.

Expenditure is reducing and this is expected to continue while ensuring Te Puni Kōkiri is able to bring in specialist advice and support in project and targeted areas.

109. How does the Ministry monitor the state sector's effectiveness for Māori?

Te Puni Kōkiri has a role to understand what is going on across the public sector and to influence the choices within the public service being made in respect of Māori. There has been an evolution from the earlier audit approach – reflecting decisions made more than a decade ago.

Influence now comes from deliberate and strategic choices to support and advise other agencies who have significant putea and policy leverage to contribute to improving whānau, hapū and iwi outcomes.

In addition to our existing engagement, the Minister for Māori Development has recently asked Te Puni Kōkiri to further consider the approach to monitoring. This work will be undertaken during 2018.

110. What is the Ministry's view of the state sector's capability to provide effective programmes and services to and for Māori?

There will always be room to improve state sector performance for Māori, particularly given current outcomes.

Our view is that improved accountability and responsibility in government agencies for improving Māori outcomes is needed for delivery of outcomes (including possible measures).

Additionally, there is scope to promote meaningful engagement between the Crown and Māori on education and skills, whānau and economic development, housing, justice and natural resources (water, marine, minerals etc).

111. What approach does the Ministry take to influencing the policies and programmes of other government departments and agencies?

Te Puni Kōkiri has a range of ongoing engagements with other government departments and agencies.

We are always using these engagements in Wellington and regionally across Aotearoa to ensure a focus on Māori outcomes, understanding Te Ao Māori and ensuring that policy is designed and delivered to support improved outcomes for Māori.

Most recently we produced work on the previous Government's Better Public Service Results as they related to Māori. (See www.tpk.govt.nz)

We also look at key indicators in our performance framework and report these in our Annual Reports. At a narrower level, we consider the extent to which there is a Māori and Māori outcomes focus in various strategies that are developed within the public service (e.g. Housing, Health and Education) and major policy initiatives that have an impact on Māori.

112. How does the Ministry prioritise and decide where it should focus its efforts in influencing other government departments and agencies?

Our focus is guided by Ministerial priorities and those areas where we think that we can achieve significant influence.

We do this in three areas: Crown-Māori relationships both regionally and nationally, through our policy advice (particularly through strategy and where there are significant changes, for example in relation to the establishment of Oranga Tamariki and in the work on the first 100 days work programme) and through innovative trials, investments and institutional arrangements designed to improve outcomes for Māori, such as Whānau Ora, the Māori housing network and implementing the Māori language legislation (including Te Mātāwai).

113. How does the Ministry evaluate or measure how effective it is in influencing the work of mainstream government departments and agencies?

Effectiveness for Māori is the responsibility of the entire public service, not just Te Puni Kōkiri or the Māori Development or Whānau Ora portfolios.

We monitor and influence in a range of ways: through our regional networks who engage daily with whānau, hapū and iwi; through our interactions with other agencies with significant policy and delivery responsibilities for improving outcomes for Māori; and through the design and evaluation of policy that we deliver, which provide alternative examples for engaging successfully with Māori.

114. Please provide examples of the innovations and trials designed and implemented by the Ministry.

- Highly successful Cadetships programme – ongoing since 2009 supporting 1,767 Māori cadets to a higher level of skill;
- Māra kai – developed in 2009 and still relevant today, increasing knowledge of traditional gardening techniques;
- Te Ara Mauwhare – Pathways to Home Ownership, to trial new approaches to help whānau achieve housing independence, including pathways to home-ownership; and
- Whānau Ora.

115. How is learning from these examples captured and disseminated?

Through an evaluation process of each initiative and positive feedback obtained from participants that is reported in the Te Puni Kōkiri Annual Report to Parliament. Case studies and success stories are also published on our web site and publicised in social media.

116. What success has the Ministry had in getting proven approaches that it has trialled adopted by mainstream agencies?

Through the delivery of innovative programmes and approaches such as Whānau Ora and the Māori Housing Network we are able to influence others by demonstrating the success of different options.

117. What steps has the Ministry taken to address the issues and recommendations identified in the formative evaluation of the Whānau Ora commissioning agency model?

The Formative Evaluation found that the Whānau Ora commissioning model could be strengthened in a number of ways, including:

- Balancing the reporting requirements of Commissioning Agencies and the information and accountability needs of Ministers and Te Puni Kōkiri
Te Puni Kōkiri officials have engaged with Commissioning Agencies on reporting and have witnessed significant improvements in the quality of Commissioning Agencies reported information.
- Increased advocacy and promotion of the Whānau Ora commissioning model
The Te Puni Kōkiri website has consistently grown and improved the information that is available regarding Whānau Ora to include sections on Whānau Ora Phase 2, Commissioning Agencies and the commissioning model. Te Puni Kōkiri officials have presented, both internally and externally, on the benefits of Whānau Ora, the Commissioning Agencies and the commissioning model.
- Prioritising agencies' capabilities to report on Whānau Ora outcomes
In March 2017, Te Puni Kōkiri invested in the development of Commissioning Agencies' data capture, analysis and reporting capabilities which has facilitated improved capability to report valuable insights into the achievements made by Commissioning Agencies and whānau.
- Disseminating what is working in Whānau Ora across the government sector and public

Information is provided to the government sector and the public through various means including: publicly available Annual Summary Reports; Te Puni Kōkiri website; regular engagement with officials across government on the benefits of Whānau Ora; and presenting on Whānau Ora at events.

118. What are the main benefits arising from the commissioning model for the delivery of Whānau Ora?

The commissioning model offers distinct advantages, including:

- Commissioning Agencies and their providers are closer to whānau and, therefore, positioned to be better informed about their needs;
- Commissioning Agencies have strong networks and expertise in working with and supporting whānau capability building;
- The model allows for opportunities to build community networks which broaden the investment scope beyond service providers to include community organisations; and
- More flexible and innovative approaches are possible as Commissioning Agencies are less encumbered by government bureaucracy while still being accountable for outcomes.

119. What are the main risks to the commissioning of Whānau Ora outcomes, and how are these being managed?

As with any approach to delivery of Whānau Ora services there are some inherent risks associated with the commissioning model that includes lack of granularity and performance management.

Lack of granular insight

Te Puni Kōkiri is one step removed from Whānau Ora service providers who are contracted by the Commissioning Agencies. This gives rise to the potential for a lack of granular insight into Whānau Ora services delivered and whānau impact at ground level. This is mitigated and managed through Commissioning Agency contractual reporting requirements with Te Puni Kōkiri, Formative Evaluation and Commissioning Agencies' own publications.

Commissioning Agency performance

Failure by Commissioning Agencies to perform to the expectations of the Minister for Whānau Ora and Te Puni Kōkiri is mitigated through the existing contractual obligations between Te Puni Kōkiri and the Commissioning Agencies which ensure specific agreed performance measures are met.

120. How does the Ministry encourage other government agencies to adopt a Whānau Ora approach?

Te Puni Kōkiri are advocates for the Whānau Ora approach and regularly communicates, and makes, information available to government agencies that inform the success of a whānau-centred approach. This is supported by the monitoring and evaluation programme.

121. What evidence is there that the approach of Whānau Ora is being taken up by other government departments and public sector agencies?

Government agencies publish information on their websites on their Whānau Ora approach e.g. the Ministry of Health.

122. What evaluations have or are being undertaken of how the approach of Whānau Ora is being adopted across different sectors of government?

An Independent review of Whānau Ora is currently being scoped and presented to Cabinet. One of the review aspects will look into how the approach of Whānau Ora is being adopted across different sectors of government.

123. What evaluation of the Māori Housing Network has been undertaken? What were the findings?

In late 2017, Te Puni Kōkiri commissioned an external evaluation of the early impacts of the Māori Housing Network. This evaluation was completed in December 2017, and will be made publicly available in March/April 2018.

The evaluation found that the Māori Housing Network exceeded the targets outlined in its Investment Plan 2016/17. It has:

- increased the supply of affordable housing for Māori by contributing to building affordable new homes and providing infrastructure support;
- improved the quality of housing for whānau by funding urgent and essential repairs;
- increased the supply of emergency housing by contributing to emergency housing projects; and
- built whānau, hapū and iwi capability in the Māori housing sector by funding workshops.

The evaluation also found that investment in the above activities contributed to more whānau living in safer, more secure and healthier homes.

The evaluation identified some potential areas for improvement regarding the Māori Housing Network's grant criteria, application and assessment process. Te Puni Kōkiri has already addressed some of these areas for improvement by providing templates and relevant information to Te Puni Kōkiri regional staff, whānau and rūpu. Further work will continue to ensure that the information provided to whānau and rūpu can be easily understood and that the processes are as user-friendly as possible.

124. How does the Ministry work with other government departments and agencies that have responsibility for social housing and housing affordability to ensure their work improves housing outcomes for Māori?

Te Puni Kōkiri has a strong working relationship with other agencies including the Ministry for Business, Innovation and Employment (MBIE), Ministry of Social Development (MSD) and Housing New Zealand (HNZ). We work with these agencies to ensure housing policies and programmes address the needs and aspirations of whānau, hapū, iwi and Māori communities.

We are working with MBIE and MSD on key Government priorities such as increasing the supply of public housing, establishing KiwiBuild and improving conditions for whānau in rental accommodation. We have worked with the MSD to align our investments supporting Māori providers of emergency housing. We have collaborated with Te Rūnanga o Ngā Maata Waka, HNZ and the Rātā Foundation to

build transitional housing in Aranui, Ōtautahi and with Kokohinau Marae and MBIE to build transitional housing near Edgecumbe for whānau displaced by floods.

We draw on our experience working with whānau and Māori communities, particularly through the Māori Housing Network to inform our advice and we put particular emphasis on how access to affordable, healthy and secure housing is central to whānau and community development.

125. What work does the Ministry undertake with local authorities to support the housing aspirations and plans of owners of Māori land?

Regional staff engage regularly with local authorities across a range of mahi where we:

- share information between local authorities and Te Puni Kōkiri that will benefit whānau housing aspirations on whenua Māori;
- encourage and facilitate engagement between local authorities and Māori land owners to understand the processes and services available associated with Māori land use;
- seek opportunities to actively partner with local authorities to support Māori land owner aspirations;
- provide advice on how councils can include papakāinga in their District Plans;
- work to find solutions to potential infrastructure impacts on planned housing developments;
- attend public meetings to better understand the local authorities information platforms, decision making and key messaging;
- advocate for whānau Māori on an as needs basis;
- provide quality information to local authorities (on an as needs basis) on a range of factors that may impact on housing aspirations and plans for example:
 - whānau ties;
 - cultural considerations – for example historical and geographical features and landscapes;
 - politics – hapū/iwi; Treaty claims; and
- understand:
 - mana whenua rangatiratanga;
 - iwi representation – and positioning in council structures;
 - local issues for example Māori wards.

126. Please provide an update on Te Maihi Karauna, including information about when it will be finalised and arrangements for its implementation.

Te Puni Kōkiri is leading the development of the Maihi Karauna, along with Te Taura Whiri i te reo Māori, the Ministries of Education and Culture and Heritage, the Department of Internal Affairs, and the Māori language entities, Te Māngai Pāho and Māori Television.

Once finalised, Te Taura Whiri will co-ordinate its implementation across the state sector, with support from Te Puni Kōkiri and the other agencies involved.

Upcoming government engagements with communities in April and May 2018 could provide further information and assist us with some issues related to te reo Māori. For example, the Education Summit in early May is likely to involve some kōrero about te reo Māori. That being the case, we expect that the Maihi Karauna will be considered by Cabinet in May 2018.

127. Please provide details of the support that the Ministry provided for the establishment of Te Mātāwai.

Te Mātāwai was established following the enactment of Te Ture mō te Reo Māori in April 2016. Under the Act, each member was selected through the relevant cluster (iwi and te reo tukutuku clusters), and the Crown appointments by the Minister for Māori Development. Each cluster set up its own process for appointment including selecting specific and relevant criteria for its appointee. Te Puni Kōkiri supported processes to select the Crown appointments. The final step of having the Crown appointments approved through the Cabinet Appointment and Honours Committee (APH) was administered by Te Puni Kōkiri.

Following the appointment of all its members by September 2016, Te Puni Kōkiri organised the inaugural meeting of Te Mātāwai in October 2016, which included the preparation of an induction pack for Te Mātāwai members to assist them in implementing statutory requirements and Cabinet decisions.

Since the inaugural meeting, operational matters of Te Mātāwai were established with support from Te Puni Kōkiri for stakeholder's communications and human resources. Te Puni Kōkiri arranged and funded independent consultants to Te Mātāwai to enable the preparation of its business including:

- A purchase agreement with the Minister for Māori Development;
- Financial arrangements, including its tax status; and
- Funding including operational, research and community language initiative funding.

128. What is the Ministry's ongoing role in supporting and monitoring the work of Te Mātāwai?

Te Puni Kōkiri officials maintain a close working relationship with Te Mātāwai officials, meeting on a weekly basis. Officials provide support and advice to Te Mātāwai as required, which has included production of the Te Mātāwai Statement of Intent and Investment Plan. Our officials monitor Te Mātāwai by way of tri-annual performance reports. These relate to the annual Performance Agreement which is agreed between the Minister for Māori Development and the Co-Chairs of Te Mātāwai, and outlines the outputs (and related performance standards and measures) being purchased through its Crown Appropriation.

129. On the evaluation of TPK programmes and initiatives:

- Please provide details of the Ministry's approach to evaluating programmes.

Te Puni Kōkiri has increased emphasis on innovative trials and investments that promote better results for whānau, in order to respond to challenges facing whānau, hapū and iwi.

This requires increased focus and commitment to monitoring and evaluation within a continuous improvement cycle for all pilot programmes.

To give effect to these activities, Te Puni Kōkiri is developing a robust monitoring and evaluation approach/framework that uses whānau-centred principles and practices.

The intent is to implement a systematic staged monitoring and evaluation approach that is aligned to the programme theory and programme logic model we have been implementing in our investment work-streams.

Te Puni Kōkiri also commissions external evaluators to ensure independence in reporting findings.

- **Which programmes have had a completed evaluation in the past two years?**

Over last two years the following programmes have received evaluation:

2016: Whānau Ora: Formative evaluation. Findings informed ongoing improvements in early development.

2017/18: Māori Housing Network (Qualitative research and early outcomes evaluation). Please see response provided to question 123.

The Rangatahi Suicide fund process evaluation. Areas for improvements to the Te Puni Kōkiri funding model have been identified and implemented.

2018: Governance Training Trial early outcomes. Areas for improvements have been identified and recommendations provided for consideration.

- **What proportion of TPK programmes receive an evaluation?**

All Te Puni Kōkiri programmes and initiatives are monitored and reviewed within the organisation's performance activities.

The decision to evaluate a programme is determined by a range of factors as follows.

- To determine the impact of a programme for whānau, hapū and/or iwi;
- Cabinet and Ministerial decisions;
- Whether the programme, fund or initiative is a trial/pilot;
- Potential for a programme or initiative to be scaled up and, therefore, require increased investment;
- The size of the investment;
- To determine efficiencies and effectiveness of a programme, fund or initiative in achieving its intended outcomes; and
- The life cycle of a programme, fund or initiative.

130. On the value of the work undertaken on the proposed Māori Land Service:

- **What is the total amount spent on the Māori Land Service to date?**

				YTD Jan 2018	
	14/15	15/16	16/17	17/18	TOTAL
MLS Programme		0.418	7.877	5.707	14.002
TTWM Bill reforms	1.113	3.024	1.021	0.386	5.544
Total	1.113m	3.442m	8.898m	6.093m	19.546m

- **What other benefits will be gained from this work, now that this programme of work is currently on hold?**

The programme is not on hold.

Te Puni Kōkiri is exploring options that are not premised on wide legislative reform, but rather targeted business-focused initiatives underpinned by legislative changes that accelerate Māori development through whenua for whānau.

A Business Case is being currently prepared for consideration by Ministers in the first half of this year. The proposed outcomes of the programme are that whānau are supported to realise the potential of their land and have improved economic security and wealth creation, as well as returning to their land and learning their connections through whakapapa.

- **How is TPK working with other agencies involved (such as the Ministry of Justice and Land Information New Zealand) to make sure that these benefits are realised?**

Te Puni Kōkiri is actively working with other agencies to develop the Business Case along with initiating Strategic Partnering to ensure the approach delivers benefits that are realistic and achievable.

131. On Maori Home Ownership Pathways Fund (He Huarahi Ki Te Whare):

- **To date how many whanau have been helped into home ownership under this fund?**

The initiative funded by this putea is known as Te Ara Mauwhare: Pathways to Home Ownership.

Home ownership is increasingly out of reach for many whānau. The previous census recorded 28 percent of Māori adults owning their own home compared to 50 percent of the total population. The rate of home ownership is declining faster than for the general population.

Many whānau who aspire to home ownership face barriers including lower incomes that make it difficult to save for a deposit, qualify for a bank loan and service a mortgage, along with some evidence of discrimination. Intergenerational poverty means few whānau can help the next generation into home ownership, while lower incomes increase the risks of poor credit histories. At the same time there is a lack of affordable housing options. Those who wish to build on Māori land face a range of additional challenges including collective ownership and novel construction methods not previously consented by Councils.

Te Ara Mauwhare is an initiative to identify, trial, and evaluate innovative concepts and models to overcome such barriers, and assist low to median income whānau to move toward home ownership.

The models selected for the trials may include shared equity, rent to buy and/or collective housing. They may be on Māori or general land, and the intention is to select a spread of regional and urban models. Te Puni Kōkiri is working with the Commission for Financial Capability to develop a standard financial capability building component for all the trials.

Evaluation of the pilots will inform future decisions on tailoring home ownership support and building financial capability for whānau, and may contribute to any home ownership support products that Ministers wish to pursue.

- **By 2020 how many whanau will the fund have assisted into home ownership?**

The invitation for ropū to submit proposals for these trials made clear, that the number of houses to be built for the trial was not one of the criteria for selection. However the selection panel's initial evaluation indicates that the trials could deliver a significant number of houses, with the total depending on which proposals are selected.

Te Puni Kōkiri expects to move during March 2018 to co-design as the final stage of selection of the models to be trialled.

These trials are likely to result in around 70 houses funded by Te Ara Mauwhare.

- **Under the new Te Kōtuitui Hanga Whare mō ngāi Māori (Māori Housing) Fund, how many whanau and housing providers have been assisted? Has the fund contributed directly or indirectly to any new homes being built?**

In Budget 2017/18 the Māori Housing Network received an additional \$2.0 million for Te Kōtuitui Hanga Whare mō ngāi Māori, bringing the total annual appropriation for this Fund up to \$19.641 million.

Since the Māori Housing Network was launched in October 2015, it has supported 228 projects to help whānau live in safe, secure and healthy homes. The activities supported include:

- 25 feasibility studies for small-scale papakāinga;
- contributing to the build costs of 68 affordable rental homes on papakāinga;
- infrastructure to support 244 homes;
- the repair of 632 whānau homes;

- 172 initiatives to increase whānau knowledge about housing issues, including papakāinga workshops; and
- Supporting the set-up or establishment costs for 15 emergency housing initiatives.

132. On the Māori Development Fund (Tahua Whanaketanga Māori Fund),

- **In the last year how much of this fund has was spent on contractors?**

Nil.

- **How much did the Ministry spend on external contractors - including external businesses, organisations and individuals - in the last financial year?**

From departmental expenditure \$13,927,540 was the total amount expended on contractors and consultants in 2016/17.

- **What breakdowns of its contractor spending in the last financial year can the Ministry provide?**

For departmental please refer to our earlier response regarding pre-hearing question 63 and the breakdown of costs provided in appendix B.

- **How much does the Ministry project to spend on external contractors in the current financial year?**

To date in 2017/18 \$9.6m departmental has been expended on contractors and consultants. Actual costs for the current financial year will not be known until final figures have been audited. This information will be provided in the next annual review.

133. On Whānau Ora

- **In the last review did the 3 Whānau Ora Commissioning Agencies meet their agreed contractual outputs with TPK and, if not, how does the Ministry intend to assist those Commissioning Agencies?**

Following review of Commissioning Agencies' performance within the last financial year, Te Puni Kōkiri officials found that all three Commissioning Agencies performed satisfactorily against their Annual Investment Plans.

- **Of the 12,500 whanau 'supported' under Whanau Ora, please provide a description and breakdown of the types of 'support' provided to whanau?**

Whānau Ora supports whānau in setting goals and accessing the means to achieve those goals. Support provided to whānau includes:

- Navigational services – navigators who help whānau access the means to achieve their goals, including improving housing conditions, gaining employment and enrolling in education;
- Provider programmes – programmes available for whānau to improve their skills in areas such as health management, parenting, education, workforce training, financial management and culture; and

- Small grants – providing one-off access to financial resources in times of need for whānau.

134. On Ka Hao

- **What learnings have the Ka Hao Team taken away from the first funding round?**

There are a lot of Māori with positive ideas about how to get into digital technology, but not as many that focus on creating jobs or building the capacity of Māori in digital technology, which is the objective of the Ka Hao fund.

We have added a registration of interest step in our process to allow the Ka Hao Team to engage with all prospective applicants to discuss their application before it is submitted. This helps potential applicants better understand what the Expert Advisory Group (EAG) is looking for, and encourages better quality applications that will help achieve the Fund's objective.

The Ka Hao Team are also building into the stage two process a step that will see that team engage with all stage two applicants to explain any particular features of the application the EAG want to see when the stage two application is completed. This may include application specific matters, but also performance measures (which were not well done in the applications last time).

Despite inviting applicants to contact us to discuss their stage two application, few applicants took up that offer, which resulted in several poorly considered applications. The new approach will address this.

- **Have the successful applications met the criteria outcomes and if so are those outcomes recorded?**

Yes, each applicant that has been funded is required to deliver documented outputs that contribute to the criteria outcomes being met. Te Puni Kōkiri keeps track of each applicant's performance and records progress in a centralised repository.

- **What processes have the Ka Hao Team put in place now so the funding round is done in a timely manner?**

We have added a registration of interest process to stage one of our application process to allow us to know exactly how many applications we will receive. Last time we received 170 applications, which was considerably more than anticipated.

Following the registration of interest process, we can populate the scoring spreadsheets for sending to the EAG to record their scores. This will increase the speed at which we can get all the applications to the EAG.

We have allowed more time for face-to-face moderation to ensure that the EAG can get through all moderation discussions and make their decisions over two consecutive days.

In stage two, we have added a presentation stage for all applicants. This will allow the EAG to ask applicants all relevant questions in a single session, instead of needing to send emails back and forward to obtain important information.

We will recycle the form of briefings to joint Ministers, which should streamline final decision-making.

135. How many whanau have benefitted from Waka Oranga (Mobile Health Clinic)?

None.

136. Does the Ministry intend to use funds from the Whaiwāhitanga Māori (Māori Participation) fund to increase awareness of the Māori option?

Yes. Te Puni Kōkiri has been consulting with the Electoral Commission about the upcoming Māori Electoral Option. We are currently considering our options to complement the Electoral Commissions awareness campaign.

Finally, and further to our response regarding pre-hearing **question 31** and request of Adrian Rurawhe, please find attached copy of the final 2016/17 high-level performance report reflecting the progress made against the most recently agreed work plans.

The Executive Team at Te Puni Kōkiri is currently looking at developing our new work plan for the upcoming 2018/19 year. The new work plan will reflect the Government's priorities and how we can support Māori Development. A new Strategic Intentions document will be published after Budget 2018. A copy will be sent to committee members at that time.

RELEASED UNDER THE
OFFICIAL INFORMATION ACT

2016/17 MĀORI DEVELOPMENT END OF YEAR PERFORMANCE REPORT

25 JUNE 2017

WHĀNAU	WHAKAPAPA	WHARE	WHENUA	WHANAKETANGA	WHANAUNGATANGA	FUNDING
<ul style="list-style-type: none"> Whānau Ora Commissioning Growing Whānau Ora Commissioning activity Whānau Ora Partnership Group Promoting whānau wellbeing and supporting healthy lifestyles 	<ul style="list-style-type: none"> Maihi Karauna Te Mātāwai – Māori Language Revitalisation Cultural Vitality Hīkoi Rangahau Initiatives – te reo pih, bi-lingual town Māori Soldiers Trust Repatriation Enabling other agencies to monitor and improve Te Reo outcomes Identifying opportunities to promote and recognise Māori culture 	<ul style="list-style-type: none"> Improving the quality of housing Increasing the supply of affordable housing Building capability within the Māori housing sector Emergency housing Tāku Kāinga – Growing the Māori Housing Network 	<ul style="list-style-type: none"> Te Ture Whenua Māori Bill, Regulations and Whenua Enablers Māori Land Service (MLS) Programme Whenua Māori Fund 	<ul style="list-style-type: none"> He kai kei aku ringa refresh Regional Growth Programme Business Growth Service Micro-finance Māori Tourism Trade Missions Natural Resources 	<ul style="list-style-type: none"> Crown-Māori Relationship International Human Rights and Indigenous Issues Post Settlement Māori Arts and Craft Institute/Te Puia vesting arrangements Statutory pardon for Rua Kenana and others Māori representation and participation 	<ul style="list-style-type: none"> Rangatahi Suicide Prevention Fund Moving the Māori Nation Māori Potential Fund Māori Housing Network Whenua Māori Fund Ka Hao – Māori Digital Technology Fund
<ul style="list-style-type: none"> Regional engagement in promoting whānau-centred outcomes 	<ul style="list-style-type: none"> Regional engagement in strengthening te reo-related outcomes 	<ul style="list-style-type: none"> Regional engagement in promoting housing-related outcomes 	<ul style="list-style-type: none"> Regional engagement in whenua reforms and outcomes 	<ul style="list-style-type: none"> Regional engagement in whanaketanga outcomes 	<ul style="list-style-type: none"> Regional engagement in Crown – Māori Relationship outcomes 	<ul style="list-style-type: none"> Decision point
<div> <div>On track</div> <div>Not on track and/or significant risk to delivery</div> <div>Delays and/or risk to delivery</div> </div>						