



He Uru Whetū, He Ara Haere

He Takunetanga Rautaki 2015-19

Charting Our Voyage

Strategic Intentions 2015-19



Summary

This document outlines the Ministry's strategic outcomes, key priorities, and desired impacts for the period 2015–2019. It addresses how Te Puni Kōkiri will ensure it can deliver on these objectives that will result in meaningful contributions to Māori development.

Whakatauki

Tē tōia, tē haumatia

Not dragged, not shouted

The metaphor is based on the traditional method of launching a large canoe. The dragging of the canoe cannot be done without its being followed by the shouting. Nothing can be achieved without a plan, a workforce and a way of doing things.

Presented to the House of Representatives pursuant to section 39 of the Public Finance Act 1989.

Contents

Minister's Foreword.....	2
Chief Executive's Introduction	4
Statement of Responsibility	5
Our Strategic Direction	7
Our Outcome Areas	17
Outcome One: Whakapapa – Identity	18
Outcome Two: Oranga – Wellbeing	22
Outcome Three: Whairawa – Prosperity	26
Outcome Four: Whanaungatanga – Relationships	30
Meeting the Challenges	33



Kupu Whakataki

Kei te Ao Māori, o uta, o tai, o mārakiraki, o mātongatonga, o ngā tōpito o te motu, tēnā koutou katoa. Tēnei tātou e aue nei mō te hunga kua ngaro atu i te tirohanga kanohi, mō nunui mā, mō roroa mā, arā, mō te hunga i whakariterite i te huarahi mō tēnei whakatupuranga. Ki a koutou i te pō, e moe. Ki a tātou ngā urupa o rātou mā, tēnā tātou katoa.

E ahu whakamua ana ngā whānau, ngā hapū me te iwi Māori i ngā horopaki huhua, mai i te tū rangatira a te ahurea e whakaaturia mai ana ki te ahurei kapa haka o Te Matatini, tae atu ki te hunga pakihī Māori me te hunga Māori e kawekawe rawa atu hoki e nui haere ana.

Heoi anō, he nui tonu te mahi kei mua i te aroaro hei hāpai i ngā hua ka puta mō te whānau, te hapū, me te iwi Māori. E ngākaunui ana au ki te whakatutuki te whai pānga tōruna ki te whanaketanga Māori, ā, mā te arataki mai a te Ao Māori i a au e angitu ai.

I ngā marama kua hori nei, kua pōkai roa, pōkai whānui taku haerēre haere i te whenua. Kua tūtaki au i te tini tāngata, arā, ko ngā whānau tae atu ki ngā rangatira o ngā iwi, me te hunga e mahi ana me te Māori ia rā, ia rā. Kua whakarongo au ki ō rātou take, kua rongo kōrero hoki mō ngā uaua kei mua i te aroaro o ō tātou hapori. He mea hirahira ki a au kia āhei tō tātou iwi ki te whakapuaki whakaaro, ā, kia taea ai e tātou te whakaaroaro tahi ki ngā ara hei hāpai ake i te oranga o te tangata.

Nā tēnei kōrero aku whāinga i tārai, ā, nā ēnei wheako ōku whakaaro me āku mahi hoki i arotahi ki te **whānau**, te **whare** me te **whenua**.

Ka kitea te hua o tēnei arotahi i taku whiwhi pūtea i te Tahua 2015/16. Koirā ko te āta whakarahi ake i Whānau Ora, me ngā mea whakapai ake hei tautoko i te kaupapa whare, te whenua Māori, me te rangatahi e pēhia ana e ngā uauatanga o ō rātou oranga.

Kei te manawa o tēnei mahere te arotahi ki te whakamana i te **whānau** kia pai ake ai tā rātou mahi hoahoa, whakatakoto ara hoki mō ngā rā kei te haere mai. He mea whakaara tino kaha tēnei hei whakatairanga, hei whakatutuki hoki i te whanaketanga Māori toitū. Ko te whakamana whānau Māori ko te tautoko i te whānau ki te kimi rongoā mō rātou anō e pai ai te hauora, e whai mātauranga ai, e whai wāhitanga ā ahurea ai, ā, kia tū motuhake ai hoki rātou. Mā tērā, ā, mā te whakatūturu hoki i tō rātou hononga ki te ahurea me te reo, e pakari ai te whānau ki te whai wāhitanga ki ngā hua me ngā mea angitu o ngā tāngata katoa o Aotearoa.

Ko te **whare** whakamārohirohi, arā, ko te nohoanga haumarū – he tino āhuetanga kia kaha ai, kia pakari ai, ā, kia urutau ai hoki te whānau. Koia te anga tautoko mō ngā whānau katoa, arā, he whare whai kiko tonu tērā, he hapori māia tērā rānei. He tūāpapa hoki tērā mō te tipu.

Ko te **whenua** tērā i whānau mai ai tātou, waihoki ko te whenua te taiao hoki nō tātou te kawenga hei kaitiaki, ā, ko ngā rawa totoka mai, waihanga kore mai, e whiwhi ai tātou ki te tōnuitanga. Ko te whenua Māori te taonga ka taunaki i te whānau, i te hapū me te iwi Māori mai rā anō, ā, haere ake. Whakatinanahia ai te pito mata o te whenua i te wā ka tiaki ai te whenua mō ngā uri whakatipu te tino o te whakatipu i te ahurea Māori, ōhanga Māori hoki.

Mā te whakatinana i tēnei Takunetanga Rautaki, ka pīrangī au kia āta mahi tahi mātou ko Te Puni Kōkiri, ko ētahi atu pokapū kāwanatanga hoki, ki te whakaahu whakamua i ōku whāinga whanaketanga Māori.

Ko ngā pae tawhiti whāia kia tata, ko ngā pae tata, whakamaua kia tina.

Nā Hōnore Te Ururoa Flavell
Minita Whanaketanga Māori
Minita Whānau Ora
Whiringa-ā-nuku 2015



Minister's Foreword

To the Māori domain (people), on land, on sea, of the north, of the south, of the many points of the nation, acknowledgments to you all. Collectively we lament those who have disappeared from our sight, those great esteemed figures, those of great longevity, that is, those who prepared the pathway for this present generation. To you who have assembled in the night, be at rest. As for us who carry the embedded memory of those that have passed beyond, here we are.

Iwi, hapū, and whānau Māori are making progress in a range of contexts, from the rich expression of culture demonstrated at Te Matatini kapa haka festival, to the growing number of Māori businesses and exporters.

However, there is still a considerable way to go in improving outcomes for iwi, hapū, and whānau Māori. I am dedicated in my efforts to achieving positive impacts in the area of Māori development, and to be successful I will be guided by Te Ao Māori.

Over the past few months I have travelled the length and breadth of the country. I have met with many people, from whānau to iwi leaders, as well as those who work with our people every day. I have listened to their issues and heard about the challenges they and our communities face. It is important to me that our people have the opportunity to share their views so that together we can consider practical solutions to improve people's lives.

This kōrero has also helped shape my intentions, and from these experiences I have centred my thinking and efforts on **whānau, whare** and **whenua**.

This focus is evident in the funding I secured through Budget 2015. In particular there are targeted increases to Whānau Ora, as well as improvements to support housing, te whenua Māori and rangatahi who face difficulties in their lives.

At the heart of this Strategic Intentions is a focus on empowering **whānau** to better plan and provide for their future. This will be a powerful catalyst for promoting and achieving sustainable Māori development. Empowering whānau Māori means supporting whānau to find solutions for themselves so that they can be healthy, well educated, culturally engaged, and independent. By doing so, and ensuring their connection to culture and language, whānau are better situated to share in the outcomes and opportunities of all New Zealanders.

A resilient **whare** – a safe environment – is essential if whānau are to be strong, stable and adaptable. It is the support structure for all whānau and can be a physical house or a dependable community. It is also a platform for growth.

Whenua is not only the land from which we were born, it is the natural environment for which we have responsibilities as kaitiaki and our resources, both tangible and intangible, through which we will achieve prosperity. Whenua Māori is a taonga that has and will continue to sustain iwi, hapū, and whānau Māori. Unlocking its potential while also protecting it for future generations, is a key to Māori cultural and economic growth.

In implementing this Strategic Intentions, I expect Te Puni Kōkiri to work closely with me, and other government agencies, to further my Māori development goals.

Ko ngā pae tawhiti whāia kia tata, ko ngā pae tata, whakamaua kia tina – We must strive to bring our vision closer to realisation and to achieve the goals that are already within our grasp.

Hon Te Ururoa Flavell

Minister for Māori Development

Minister for Whānau Ora

October 2015





Chief Executive's Introduction

E aku rahi, e aku nui, e aku rau rangatira mā, nei rā te mihi kau ana ki a koutou katoa. He mihi hoki ki a rātou kua ngaro ki te pō haere atu rā, ki a tātau ka noho tonu i tēnei ao, tēnā tātau katoa.

For iwi, hapū, and whānau Māori to succeed and achieve better results across the spectrum, Te Puni Kōkiri needs to be a strong and focussed organisation.

Te Puni Kōkiri works in a complex environment and Māori operate in a multiplicity of contexts that we must connect with. Equally we must engage across the State sector with different agencies. Through these relationships we can be responsive to our various stakeholders as well as ensuring we are making the most impact.

Due to our wide span of responsibilities, which exceed those of most ministries, we must be deliberate in our choices. We will concentrate primarily on interventions where we have a mandate, a high level of influence, or can make a significant difference.

With a new operating model now established in the Ministry, we will go about embedding a new outcomes framework that will see our strategic decisions informed by achieving results for Whakapapa (Identity), Oranga (Wellbeing), Whairawa (Prosperity), and Whanaungatanga (Relationships).

These new outcome areas will refine the focus and objectives of Te Puni Kōkiri. They will also encourage a collaborative approach across the organisation in our endeavour to achieving better results for iwi, hapū, and whānau Māori development.

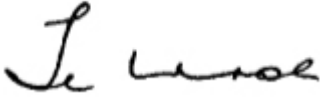
This document lays out Te Puni Kōkiri's new outcomes framework, its key priorities in these areas, and the desired impacts we aim to accomplish over the coming four years. Accompanied by our new way of working, these outcomes will provide the foundation on which our vision of iwi, hapū, and whānau Māori succeeding as Māori will be reached, and Māori development opportunities will be progressed.

Michelle Hippolite
Toihautū | Chief Executive



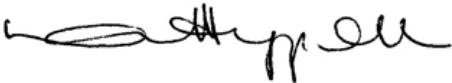
Statement of Responsibility

I am satisfied that the information on strategic intentions prepared by Te Puni Kōkiri is consistent with the policies and performance expectations of the Government.



Hon Te Ururoa Flavell
Responsible Minister for Te Puni Kōkiri
October 2015

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for Te Puni Kōkiri. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

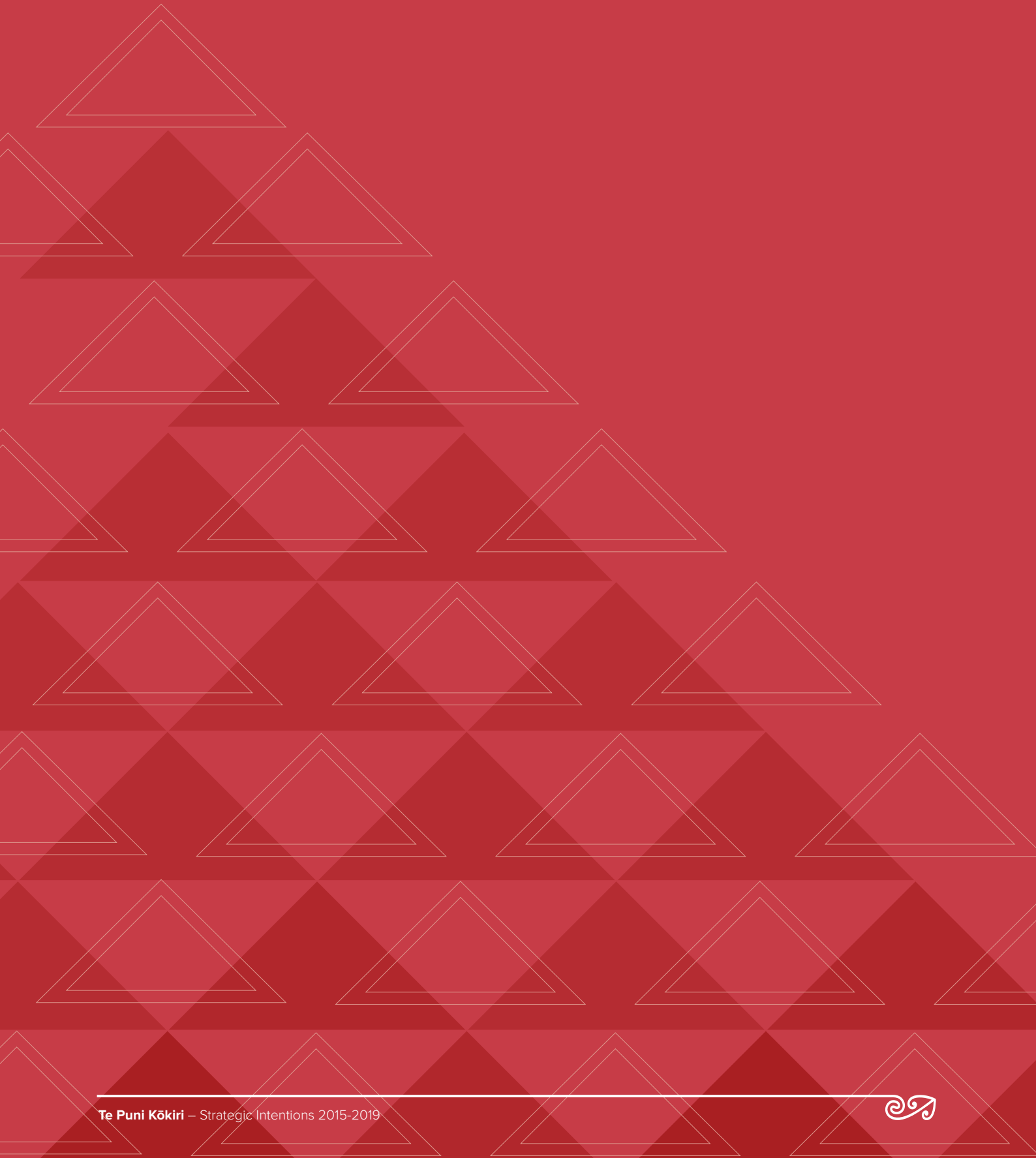


Michelle Hippolite
Chief Executive





Our Strategic Direction



Who We Are and What We Do

Te Puni Kōkiri was established under the Ministry of Māori Development Act 1991 with responsibilities (among others) for promoting increased levels of attainment by Māori across a number of specified sectors.

In addition to these core policy functions, Te Puni Kōkiri is charged with leading public policy in the Māori development portfolio. The Ministry's advisory and programme management functions have come to span a wide range of contexts from social and economic policy as it pertains to Māori, through to natural resources, environment and cultural heritage sectors.

Te Puni Kōkiri has a wide reach despite being a small Ministry. It has both regional and local offices, providing direct interface with iwi, hapū, and whānau Māori which is important to meeting their needs as well as facilitating better Crown-Māori relationships and engagement. The National Office is located in central Wellington.

Successive governments have progressively increased the scope of the Ministry's responsibilities which now extend beyond those of a standard policy agency. These include:

- management of a range of programmes, including: strengthening whānau; Māori business facilitation; and from 2015, housing facilitation and support;
- management of community funding contracts;
- establishment, implementation and, in recent times, monitoring and oversight of the Whānau Ora approach; and
- monitoring the performance of, and liaison with, other Crown entities funded through Vote Māori Development.



Te Puni Kōkiri contributes to the achievement of the Government's priorities through its ability to:

- connect and engage with iwi, hapū, whānau, and Māori organisations, including at a regional level to identify approaches and opportunities for development;
- access and assess Māori viewpoints and concerns quickly and efficiently;
- work with Māori organisations to identify solutions to achieve Māori development aspirations and provide informed policy advice to effect these solutions;
- identify measures and trial initiatives specifically targeted at increasing Māori achievement in a range of sectors; and
- actively inform other State sector agencies of ways in which they can better design and deliver services and programmes to Māori.

Following the report of a Working Party established in 2012 to review and provide recommendations on the future focus of Te Puni Kōkiri, Cabinet agreed in late 2013 to revise and refine the role of Te Puni Kōkiri¹ as follows:

- **Ārahitanga** – strategic leadership and guidance to Ministers and the State sector on the Crown's ongoing and evolving partnerships and relationships with iwi, hapū, and whānau Māori.
- **Whakamāherehere** – advice to Ministers and agencies on achieving better results for whānau Māori.
- **Auahatanga** – the development and implementation of innovative trials and investments to test policy and programme models that promote better results for Māori.

Ko tā Te Puni Kōkiri mahi e whai ake nei:

- **Ārahitanga** – te ārahitanga ā-rautaki, aratohu hoki ki ngā Minita me te rāngai Kāwanatanga mō te moroki tonu me te whanake haere o ngā rangapū me ngā hononga ki te whānau, ki te hapū, ki te iwi, ki a ngāi Māori hoki.
- **Whakamāherehere** – te tohutohu ki ngā Minita me ngā pokapū mō te whiwhi i ngā hua pai ake.
- **Auahatanga** – te whanaketanga me te whakatūnga o ngā whakamātautau, whakangao auaha hoki hei whakamātau i ngā kaupapa here me ngā tauira kaupapa ka toko ake i ngā hua mō ngāi Māori.

¹ Cabinet Minute: CAB (13) 655 (2013) Refocus of Te Puni Kōkiri.



Strategic Assumptions and Challenges

The development of the Ministry's new operating model, and the subsequent restructure which has allowed it to implement this, have been critical in positioning the Ministry to fulfil the promise implicit in the Working Party's recommendations, and the expectation of government that the Ministry is well placed to do so.

Together with the whole of the public sector, Te Puni Kōkiri is also focused on overcoming the capacity constraints brought about as a consequence of a tightened fiscal environment. Te Puni Kōkiri has been through a period of change which has had workforce-related implications that the Ministry is actively continuing to respond to.

It is within this context that the Minister and Te Puni Kōkiri has sought to prioritise where it places its efforts. This is a principal focus of this Strategic Intentions.

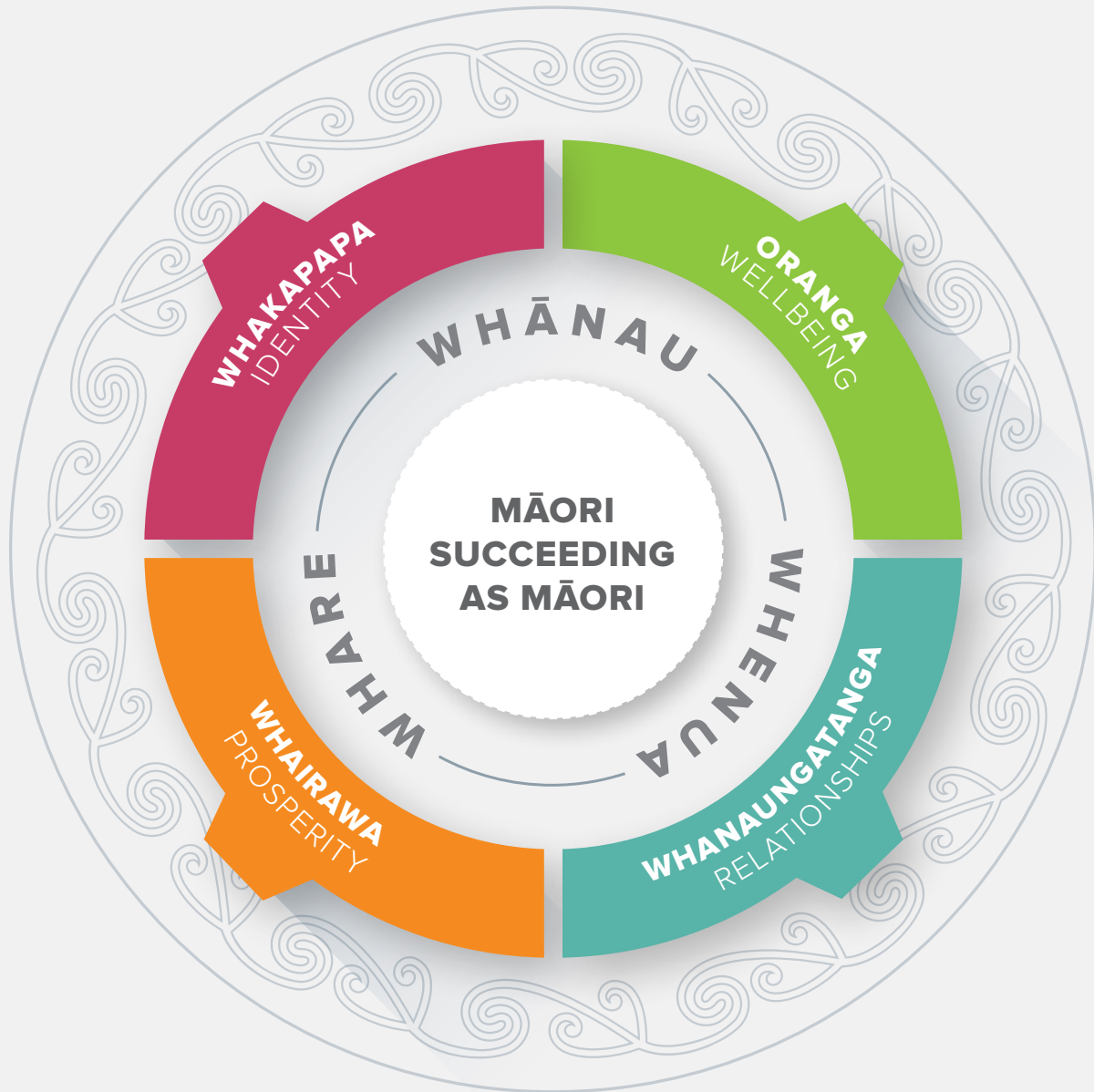
This Strategic Intentions is bound by a number of strategic assumptions and challenges. The strategic assumptions are those matters that Te Puni Kōkiri has assumed in forming this Strategic Intentions.

The challenges are those matters that will require Te Puni Kōkiri's attention if the strategic assumptions are to continue to hold true. Key strategic assumptions and challenges for the Ministry over the coming four years include:



Key assumptions	Challenges
Te Puni Kōkiri is aligned to government priorities for action.	The Ministry's limited capacity to have a direct influence in all government priorities and focusing the Ministry's efforts on those government priorities that will have the biggest impact on Māori development.
Te Puni Kōkiri has meaningful relationships with iwi, hapū, and whānau Māori to identify and address their needs and aspirations.	Maintaining breadth and depth of relationships across the country, including in more remote areas, to generate the right conversations and solutions.
Te Puni Kōkiri has the appropriate skills to deliver on its outcomes.	Taking active steps to ensure that Te Puni Kōkiri continually has the right mix of staff capacity and capability to deliver on its commitments.
Te Puni Kōkiri adds value to the outcomes of other agencies in developing Māori potential.	Close engagement with key State sector agencies to improve alignment of actions to deliver on outcomes.
Te Puni Kōkiri has evidence-based data to measure its performance.	Development of a robust performance reporting framework and dedication to regular reporting against key outcome measures.
Te Puni Kōkiri has an operating model embedded in delivering results.	Forward-thinking strategic leadership and alignment of the Ministry's priorities and planning across the organisation.





Tō Mātou Tūtoro

Ko tā Te Puni Kōkiri tino tūtoro, arā, “kia whai angitu te Māori hei Māori” ka whakaū i tā te Māori mahi i roto i ngā horopaki huhua. Tīmata mai ai i te whānau, ki te hapū me te iwi whānui, ā, kei tēnā horopaki, kei tēnā horopaki ōna ake pānga, me ngā kipakīpa hoki.

Ko te pūtake o te tūtoro ko te ariā o te angitu hei Māori, ā, ko te iho o tērā ko ngā take tuakiri, ahurea hoki.

Our Vision

Te Puni Kōkiri’s primary motivation is to realise the vision of “iwi, hapū, and whānau Māori succeeding as Māori” which recognises that Māori operate in a multiplicity of contexts. That begins with iwi more widely, through to hapū and then whānau, and each one of these contexts will have its own set of interests and motivational drivers. The vision is also one grounded in the notion of success as Māori, in which matters of identity and culture are core.



Our Goals

Whānau

Our experience suggests that whānau Māori who feel empowered to make their own decisions and who are connected to their language and culture are the more resilient among us. Empowering whānau is critical to individual and whānau confidence in engaging with and within the modern and traditional worlds, as well as sharing equal outcomes and opportunities with all New Zealanders. Whānau is who we are and who we aspire to be.

Whare

Ensuring that whānau live in functional and supportive environments is essential if whānau are to be strong, stable and adaptable. The centre of this environment is the whare, which encompasses both the idea of a physical home as well as the wider community. Figurative or literal, the whare provides support, stability, and a sense of connection. It is a platform enabling whānau Māori to engage readily and enthusiastically with the world. Safe and healthy houses are a key component in creating an environment in which whānau can prosper. Subsequently, they can contribute valuably to their communities and their own wellbeing, which is critical in breaking the cycle of poverty.

Whenua

Protecting and utilising whenua Māori is an essential element in realising Māori success more widely. It is critical for Māori, and increasingly relevant to New Zealand as a nation, that Māori are able to realise the full economic potential of their tangible and intangible assets while maintaining their protection for future generations. Increased development and prospective wealth is an enabler that has the ability to unlock further Māori economic potential in the future.

Our Outcomes

The focus on **whānau**, **whare** and **whenua** Māori are simultaneously goals of Te Puni Kōkiri as well as acting as key drivers to the organisation's primary outcomes. Furthermore, they are co-owned. First and foremost, they are priorities for Māori themselves. They are also the responsibility of many other actors: Māori organisations and entities, including iwi and civil society organisations; other government agencies; centres of learning; businesses; and others.

Accordingly, Te Puni Kōkiri intends to concentrate primarily on those settings where it has a particular role, mandate, or a specific level of influence. These have been brought together in the following four high level outcome areas or desired states:

- **Identity** – Māori language, culture and values holding a place at the centre of Māori and Aotearoa New Zealand identity;
- **Wellbeing** – Māori New Zealanders being confident of enjoying both opportunities and outcomes that are equal to those of all New Zealanders;
- **Prosperity** – high performing people, assets and enterprises creating a thriving Māori economy; and
- **Relationships** – the Crown and iwi Māori experiencing genuine engagement and a productive, enduring relationship.

These outcomes are elaborated further in Table One on the following page.

Ō Mātou Whāinga

- **Whānau** – Mai i ō mātou wheako tautohu ko ngā **whānau** Māori whai hononga ki tō rātou reo, ahurea hoki he pakari ake ki te whakatau whakaaro, he hunga māia ake o tātou katoa. Ko te whakamana whānau tētahi mea nui mō te whakamanawa i te tangata takitahi, i te whānau hoki kia whai wāhi ai ki te ao hou, ki te ao Māori hoki. Waihoki ka whiwhi te Māori i ngā hua me ngā mea angitu hoki pērā i ngā tāngata katoa o Niu Tīreni. Ko te whānau ko tātou, ko te tū hei whānau tō tātou whāinga hoki.

- **Whare** – He mea nui te whakatika i te noho a te whānau ki ngā horopaki mahi pai, tautoko hoki kia kaha ai, kia pūmau ai, kia urutau ai rātou. Kei te manawa o tēnei horopaki ko te **whare**, tae rawa ki te kāinga totoka, me te hapori whānui hoki.

Ahakoia tūturu, ahakoia ariā rānei, ko tā te whare ko te tautoko, ko te pūmautanga, ka whai hononga. He tūāpapa tērā e āhei ai te whānau Māori ki te whakauru tika, kia ngākau whiwhita hoki ki te ao.

Ko ngā whare haumarū, hauora hoki tētahi tino wāhanga o te whakatū horopaki e taea ai e te whānau te whai tōnuitanga. Nō reira, ka āhei rātou ki te tuku wāriu ki ō rātou hapori, me ō rātou orange anō, ā, he mea nui tēnei hei whakamutu i te whakapaparanga rawa kore.

- **Whenua** – Ko te tiaki me te whakamahi **whenua** Māori tētahi tino āhuatanga o te whakawhānui ake i te whakatinana i te angitu a te Māori. He mea waiwai tēnei ki te Māori, ā, ka nui haere te hāngai ki te mana motuhake o Aotearoa hoki te āhei a te Māori ki te whakatinana i te pito mata ōhanga o ā rātou rawa totoka, waihanga kore hoki i te wā e tiaki tonuhia ana mō ngā uri whakatipu.

Ko te nui haere o te whanaketanga me te pito mata whai rawa hoki tētahi mea e kaha ake ai te āhei ki te whakapuare ake i te pito mata ōhanga Māori ā ngā rā kei te haere mai.



Table One: Te Puni Kōkiri Outcome Areas

	Identity	Wellbeing	Prosperity	Relationships
Our outcomes We expect our influence to result in:	Māori language, culture and values holding a central place in Aotearoa New Zealand.	Opportunities and outcomes that reflect and support the aspirations of whānau Māori.	A thriving Māori economy supported by high-performing people, assets and enterprises.	Genuine engagement and enduring and productive relationships between Crown and iwi.
Our strategic priorities The four years to July 2019 will see Te Puni Kōkiri focused on:	<ul style="list-style-type: none"> Implementing the Māori Language Strategy. Increasing the presence of Māori culture. Facilitating the association of iwi, hapū, and whānau Māori with the natural environment and places of significance. 	<ul style="list-style-type: none"> Advancing whānau development through the Whānau Ora approach. Enhancing Māori qualifications and skills development. Improving Māori housing outcomes. 	<ul style="list-style-type: none"> Supporting whānau Māori to provide for their future. Establishing an enabling Māori land tenure system. Progressing Māori regional development opportunities. Facilitating Māori business development and innovation. 	<ul style="list-style-type: none"> Creating and supporting opportunities for Crown-Māori engagement. Achieving historical Treaty of Waitangi settlements and responding to Waitangi Tribunal recommendations. Following through on Crown Treaty settlement commitments.
Our impacts The difference that Te Puni Kōkiri wants to make (four years):	<ul style="list-style-type: none"> More whānau Māori and other New Zealanders speaking te reo Māori. More Māori understanding and participating in Māori cultural activities. Closer reflection of hapū, iwi Māori values and interests in the use and management of natural resources. 	<ul style="list-style-type: none"> More Māori following through on development opportunities. More Māori with higher skills for the workplace including trade skills. More whānau Māori in good quality and affordable homes. 	<ul style="list-style-type: none"> Increases in whānau Māori savings. Increases in productive use of Māori land. Reductions in regional disparities for whānau Māori development. Growth of Māori business sector. 	<ul style="list-style-type: none"> Increases in the formal and informal interactions between the Government and Māori organisations. Eventual completion of historical Treaty settlements. Fulfilling Crown Treaty settlement commitments.



Tūtohi Tuatahi: Ngā Wāhanga Hua a Te Puni Kōkiri

	Whakapapa	Oranga	Whairawa	Whanaungatanga
<p>Ā mātou hua Mā tō mātou awenga e hua mai ai:</p>	<p>Kei te manawa o Aotearoa-Niu Tīreni te reo Māori, te ahurea Māori, me ngā uara Māori.</p>	<p>He mea angitu, he hua hoki ka whakaatu, ka tautoko hoki i ngā whāinga o te whānau Māori.</p>	<p>He ōhanga Māori tōnui e tautokona e ngā tāngata pukumahi, ngā rawa, me ngā hinonga.</p>	<p>He tūturu te whakaanga me ngā whanaungatanga matatū, whai hua hoki i waenga i te Karauna me ngā iwi Māori.</p>
<p>Ō mātou Tuatahitanga rautaki Ngā tau e whā ki te Hōngongi 2019 ka kitea a Te Puni Kōkiri e arotake ana ki :</p>	<ul style="list-style-type: none"> • Ko te whakatū i te Rautaki Reo Māori. • Ko te whakanui ake i te kitenga o te ahurea Māori. • Ko te tūāpā i te hononga o te whānau, te hapū me te iwi Māori ki te taiao me ngā wāhi whakahirahira. 	<ul style="list-style-type: none"> • Ko te kōkiri i te whanaketanga whānau mā te aronga o Whānau Ora. • Ko te whakareinga o ngā tohu mātauranga me te whanaketanga pūkenga o ngāi Māori. • Ko te whakapai ake i ngā hua noho whare mō ngāi Māori. 	<ul style="list-style-type: none"> • Ko te tautoko i te Whānau Māori kia whai hua mō ngā rā kei te haere mai. • Ko te whakatū me te āhei o tētahi pūnaha whenua Māori matatū. • Ko te whakaahu whakamua i ngā mea angitu mō te whanaketanga ā-rohe. • Ko te tūāpā i te whanaketanga me te auhatanga. 	<ul style="list-style-type: none"> • Ko te waihanga, te tautoko hoki i ngā mea angitu mō te whakaanga a te Karauna me ngāi Māori. • Ko te whakatutuki i ngā whakataunga take Tiriti o Waitangi o mua me te tuku urupare ki ngā whakataunga a Te Rōpū Whakamana i Te Tiriti o Waitangi. • Ko te whai haere i ngā takohanga whakataunga take Tiriti o te Karauna.
<p>Ō mātou pānga Te rerekētanga e whai ana e Te Puni Kōkiri (whā tau)</p>	<ul style="list-style-type: none"> • Tokomaha atu ngā whānau Māori, tangata kē hoki o Aotearoa-Niu Tīreni e kōrero ana i te reo Māori. • Tokomaha atu ngā Māori e whai wāhi ana ki ngā ngohe ahurea Māori. • Ka āta whakaaturia ngā uara me ngā pānga ā-hapū, ā-iwi hoki i roto i te whakamahinga me te whakahaerenga o ngā rawa taiao. 	<ul style="list-style-type: none"> • Tokomaha atu a ngāi Māori e whakatutuki ana i ngā mea angitu whanaketanga. • Tokomaha atu ngā Māori whai pūkenga tino kaha o te wāhi mahi tae atu ana ki ngā pūkenga mahi. • Tokomaha atu ngā whānau Māori e noho ana ki ngā whare pai, māmā te utu hoki. 	<ul style="list-style-type: none"> • E nui haere ana te penapena a ngā whānau Māori. • E nui haere ana te whakamahinga whai hua o te whenua Māori. • E iti haere ana ngā rerekētanga ā-rohe mō te whanaketanga whānau Māori. • Ko te tipu o te rāngai umanga Māori. 	<ul style="list-style-type: none"> • E nui haere ana ngā whakawhitinga ōkawa, ōpaki hoki i waenga i te kāwanatanga me ngā rōpū whakahaere Māori. • Ko te whakataunga o ngā take Tiriti ā tōna wā. • Ko te whakatutuki i ngā takohanga Tiriti o te Karauna.



Understanding our Strategic Choices

Te Puni Kōkiri works in an especially complex environment.

- **Te Puni Kōkiri's responsibilities are expansive and few government agencies have such span.**

The Ministry provides advice to the Government on an extremely diverse range of areas and interests. These range from Treaty settlements, natural resources and cultural rights, to social development and business growth, through to criminal justice.

- **Te Puni Kōkiri leads the Government's numerous and diverse relationships with Māori.**

These range from national Māori organisations with broad remits, to iwi and hapū pursuing a range of Treaty and development interests, through to vulnerable individuals and whānau seeking direct assistance from our regional network. This means understanding the priorities, needs and issues facing groups involved in a diverse variety of sectors and at a range of different levels.

- **Te Puni Kōkiri's primary role is supporting, advising and influencing other government agencies.**

This is because most of the policies and interventions focused on Māori are managed by other government agencies. Therefore, it is integral that Te Puni Kōkiri develops and maintains productive working relationships with a broad range of Ministers and government agencies.

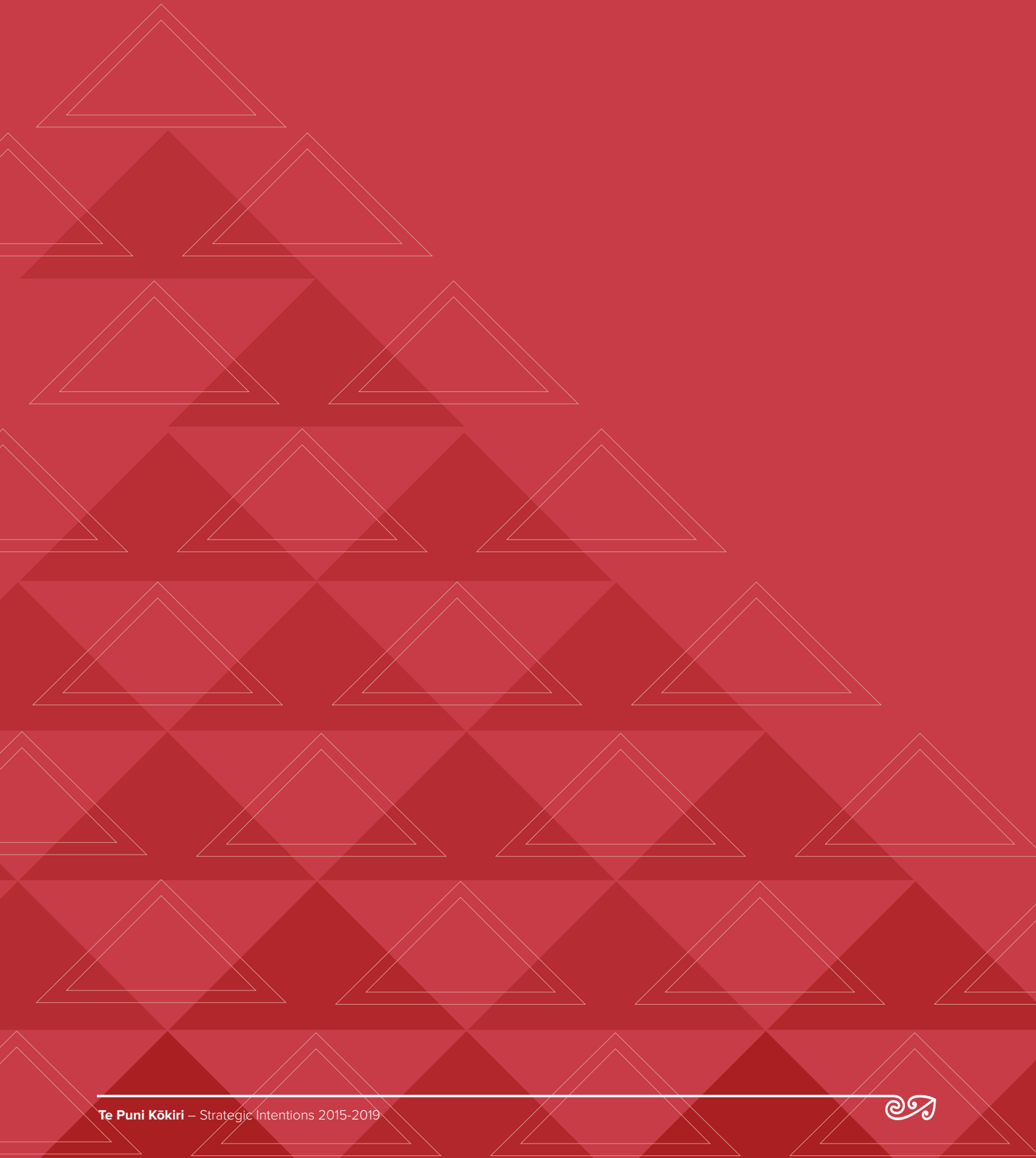
This complex environment creates both opportunity and tension.

Opportunity comes from being small and nimble, allowing Te Puni Kōkiri to shift focus quickly to new priority areas. However, prioritising across the breadth of issues impacting Māori is challenging. As such, Te Puni Kōkiri has to be very deliberate about responding to its strategic choices, especially regarding **where to intervene, and where not to intervene.**

The foundation of Te Puni Kōkiri's work is building relationships with iwi, hapū, and whānau Māori, and other State sector agencies to generate partnerships and flows of information that enable a shared focus on **issues of material importance to Māori development.**



Our Outcome Areas



OUTCOME AREA ONE:

IDENTITY



OUR OUTCOMES

Māori language, culture and values hold a central place in Māori and New Zealand identity.

Ko te reo, te ahurea me ngā uara Māori kei te manawa o te tuakiri Māori, me te tuakiri o Aotearoa-Niu Tīreni hoki.

OUR PRIORITIES

Implementing the Māori Language Strategy.



OUR DESIRED IMPACTS

More Whānau Māori and other New Zealanders speaking te reo Māori.

Increasing the presence of Māori culture.



More Māori understanding and participating in Māori cultural activities.

Facilitating the association of iwi, hapū, and whānau Māori with the natural environment and places of significance.



Closer reflection of hapū, iwi Māori values and interests in the use and management of natural resources.





Context

In this outcome Te Puni Kōkiri recognises the importance of Māori culture within our shared national identity, the value of cultural, social and ethnic diversity, and the place that the natural environment holds for iwi, hapū, and whānau Māori. The Ministry also recognises that while New Zealand is a multicultural society, Māori have a unique place in that society.

I roto i tēnei hua ka āhukahuka a Te Puni Kōkiri i te whakahirahira o te tuakiri ā-motu whānui me te whai tūrangawaewae, te mana o te matatini ā-ahurea, ā-pāpori, ā-matawaka hoki, me te mana o te taiao ki tā te whānau, ki tā te hapū, ki tā te iwi Māori titiro. Ka āhukahuka hoki a Te Puni Kōkiri i te mana motuhake o ngāi Māori i roto i taua pāpori, ahakoa he pāpori matatini a Aotearoa-Niu Tīreni.

The Ministry has a leadership role in government efforts to support the revitalisation of te reo Māori and to promote the views of hapū and iwi. This is particularly in regards to the management, use and ownership of natural resources by identifying solutions which balance competing perspectives, interests, and their potential uses.

Identity is closely related to the welfare of **whānau** and the kaitiakitanga of **whenua** as a taonga tuku iho.

Te Puni Kōkiri Priorities

Over the coming four years Te Puni Kōkiri will have a particular focus on:

- promoting the uptake of te reo Māori through the implementation of the Māori Language Strategy;
- increasing the engagement of Aotearoa New Zealand with Māori culture through the development of a cultural revitalisation strategy; and
- working with iwi Māori and government agencies to identify ways in which iwi Māori values and aspirations related to the ownership, use and management of natural resources can be realised.

Strengthening the connections between whānau Māori, te reo Māori and Māori culture, and building the capacity and capability of marae and communities to be critical hubs of cultural engagement are equally key areas of focus.

Māori Language Strategy Result Areas

Te Puni Kōkiri will work to progress opportunities to:

- increase the status of the Māori language in New Zealand society;
- increase the number of whānau Māori and other New Zealanders who can speak Māori;
- increase critical awareness about Māori language revitalisation;
- support the quality and appropriate use of the Māori language and iwi dialect maintenance; and
- increase the use of the Māori language among whānau Māori and other New Zealanders, especially in the home.

Cultural Revitalisation Approach

Te Puni Kōkiri will work to develop a cultural revitalisation approach which:

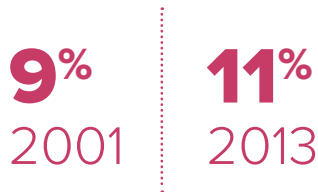
- identifies opportunities for government to support, iwi, hapū, and whānau Māori and community cultural development;
- identifies opportunities to more effectively protect mātauranga Māori and taonga;
- explores opportunities for the advancement of iwi, hapū, and whānau Māori cultural development; and
- confirms cultural outcomes measures by which government and/or Te Puni Kōkiri performance in promoting Māori cultural outcomes can be measured and assessed.





Very good te reo Māori speakers on the rise

(Māori aged 15 years or over who speak te reo Māori well/very well: Health of the Māori Language 2001 and Te Kupenga 2013)



Māori able to hold everyday conversations in te reo decreasing

(Census, 2001, 2006 and 2013)



The Environment

Te Reo Māori

Te reo Māori is a central component of Māori culture and identity, and it forms part of the broader cultural identity and heritage of New Zealand. It is unique to, and part of, how New Zealand presents itself internationally.

The number of whānau Māori and other New Zealanders who can speak te reo Māori is a key indicator for the health of the Māori language.¹

Culture

At another level, active participation in one’s culture can be linked to positive outcomes in areas such as education and health.²

The number of Māori participating in Māori cultural activities is a key indicator for Māori cultural wellbeing.

Māori older than 55 years were more likely to have a marae tipuna as their tūrangawaewae than younger Māori. Forty-nine percent of all Māori aged over 55 also felt strongly or very strongly connected to their marae tipuna, compared with twenty-five percent of Māori aged 15-24, and thirty-one percent of those aged 25-34.

The Natural Environment

Iwi, hapū, and whānau Māori closely value their association with the natural environment. In each of these settings, Māori have clearly held views on the care, management, development and ownership of the natural environment, and the taonga within it. These values are often tested when faced with development and use propositions.

In recent times Māori values and practice have started to be reflected in legislation, government policy and government practice. Significant dialogue is held between the Government and iwi Māori over the ownership, use and management of natural resources. This has included in more recent times, the foreshore and seabed and water resources.

1 Cabinet Minute: CAB (14) 247 (2014) A New Māori Language Strategy.

2 Durie, M et al. (2002); Durie, M (2006).





Māori culture is important to Māori

(Māori adults who said it was at least somewhat important for them to be involved in things to do with Māori culture: Te Kupenga 2013)

70%
2013

Māori adults know their marae tipuna

(Te Kupenga 2013)

71%
2013

Marae is the tūrangawaewae

(Māori who knew their ancestral marae thought of it as their tūrangawaewae: Te Kupenga 2013)

76%
2013

Link to Government Priorities

Outcome One: Identity leverages off the commitment of government to te reo Māori, by way of the Māori Language (Te Reo Māori) Bill. It takes account of previous Court and Waitangi Tribunal decisions and commentaries which refer to te reo Māori as an Article II taonga and its inherent relationship to Māori culture. It also recognises the desire of successive governments to more clearly reflect iwi Māori values in the use and management of natural resources.

Challenges and Opportunities

Particular challenges and opportunities ahead of Te Puni Kōkiri and its partner agencies include:

- finding the right balance in terms of the respective roles of government, whānau, hapū, and iwi in promoting and protecting te reo Māori and Māori culture;
- identifying ways in which government can support whānau, hapū, and iwi in the revitalisation of Māori culture, whilst respecting that balance; and
- identifying solutions which meet iwi Māori aspirations and values for the ownership, use and management of natural resources.



OUTCOME AREA TWO:

WELLBEING



OUR OUTCOMES

Opportunities and outcomes that reflect and support the aspirations of whānau Māori.

He mea angitu, he hua hoki ka whakaatu, ka tautoko hoki i ngā whāinga o te whānau Māori.

OUR PRIORITIES

Advancing whānau development through the Whānau Ora approach.



Enhancing Māori qualifications and skills development.



Improving Māori housing outcomes.



OUR DESIRED IMPACTS

More Māori following through on development opportunities.

More Māori with higher skills for the workplace including trade skills.

More whānau Māori in good quality and affordable homes.





Context

As a youthful population, relative to the wider New Zealand population, Māori have enormous potential to play a more significant role in the future direction of New Zealand. In order to realise this positive potential it is vital to raise levels of wellbeing experienced by whānau Māori in areas such as health, education, housing and employment.

He nui noa atu te pitomata o ngāi Māori ki te whai wāhi i te ahunga whakamua o Aotearoa-Niu Tīreni haere ake nei. Mā te toko ake i te oranga o te whānau Māori, arā, mō te hauora, te mātauranga, te noho whare, te taimahi hoki, e whakatinanahia ai te pitomata tōrunga nei.

Wellbeing links strongly to aspirations around **whānau** and **whare** – improving the livelihoods and immediate environment for Māori.

Te Puni Kōkiri Priorities

In response to a spectrum of issues and the current environment of whānau Māori wellbeing, Te Puni Kōkiri has singled out three areas for particular focus:

- advancing the Whānau Ora approach to support the development of whānau. Te Puni Kōkiri maintains that empowering whānau to make informed choices, take self-directed steps to overcome challenges, harness their capabilities, and explore opportunities for their development, is fundamental to ensuring improvements to the wellbeing of Māori generally;
- improving qualifications and skills development. This is a critical pathway to Māori achieving stable and fulfilling employment and developing their assets and enterprises. Statistics show that Māori achievement in education requires a significant boost. Increasing this number is also an important part of preparing young Māori for the country's future workforce and changing demands in skills; and
- increasing access to good quality, safe and secure housing. Provision of a stable environment, especially the family home, is considered a fundamental platform for, and precursor to, improving whānau Māori outcomes in health, education and employment.

Whānau Ora

Whānau Ora is delivered by three commissioning agencies. Te Puni Kōkiri's role is to contract these agencies for the delivery of Whānau Ora.

Over the coming four years Te Puni Kōkiri will be working to:

- remove obstacles to whānau Māori fulfilling their development aspirations (e.g. poorly targeted services or programmes);
- receive consistent, verifiable and timely reporting of results; and
- confirm a clear link between interventions and outcomes.

Māori Housing Network

The focus of the Māori Housing Network over the coming four years is:

- increasing access to safe, secure and affordable housing;
- working with Māori to develop housing pathways for whānau that are secure and sustainable; and
- to increase capacity and capability of the Māori housing sector work across government for an effective, co-ordinated response to Māori housing issues.

Māori Cadetships

As part of the Māori Cadetships Programme, Te Puni Kōkiri provides subsidies to employers in growth industries to employ and support Māori cadets for at least six months.

The Programme allows employers flexibility to recruit and support staff in a manner that best meets the needs of their business. It also requires employers to provide training/development.





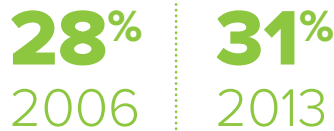
Long-term unemployment for Māori has increased over the mid-term

Percentage of unemployed Māori, who have been unemployed > 12 months: Household Labour Force Survey March Quarter 2010; 2014; 2015).



Small increase in qualified Māori

(25-34 year olds at NQF level four and higher: Census 2006; 2013).



The Environment

Whānau development

Current data supports a general understanding that Māori face a disproportionate level of risk for adverse socio-economic outcomes. This is evident in lower standards of health, poorer educational outcomes, intergenerational unemployment, increased rates of whānau violence, and other offending.

Although improvements over time are evident in some areas, research points to a need for greater focus on empowering whānau Māori to realise their potential which means having clearer pathways to fulfil their aspirations. This requires facilitating better engagement with government services and programmes.

Māori skills development and qualifications

Evidence shows that individuals with higher-level qualifications (NZQF L4 and above) enjoy better outcomes. They earn more, are more likely to be employed, and, in the case of Māori, live up to ten years longer.

Māori are under-represented in knowledge-intensive sectors, which are key growth areas in the future, particularly in the knowledge and creative economy.

Without adequate skills Māori will tend to remain consigned to low skilled occupations where jobs are consistently vulnerable to economic downturns and downsizing. These jobs lack stability, in turn compromising their ability to provide better life opportunities for their whānau.

Improved Māori housing

Safe and stable **whare** are key to facilitating whānau Māori success. However, Māori are disproportionately represented in state housing and on state housing waiting lists¹; are more likely to live in substandard housing²; and are less likely to own their own homes compared with non-Māori.

Furthermore, Māori household income is significantly lower on average than non-Māori which sees Māori more likely to reside in poor-quality rental accommodation. Those in the lowest income decile are required to spend a high proportion of their income (about 13 percent) on energy³, whilst over 12 percent of Māori households that are renting are paying over 50 percent of the household income on housing costs⁴.

1 In November 2011, members of households tenanted by Māori accounted for 39 percent of all people living in HNZC properties, with more than 73,000 total household members. (Personal communication with Housing New Zealand Corporation, December 8, 2011.)

2 There is no agreed definition of substandard dwellings either in practice or in statute.

3 New Zealand Productivity Commission (2012) Housing Affordability Inquiry, p.203

4 Customised data set provided by Statistics New Zealand: Household Economic Survey.





Link to Government Priorities

Wellbeing aligns to the Government's *Better Public Services goals* which are related to social outcomes, and more particularly to:

Result Area One: Reduce the number of people who have been on a working age benefit for more than 12 months.

Result Area Six: Increase the proportion of 25 to 34 year olds with advanced trade qualifications, diplomas and degrees (at level 4 or above).

Wellbeing links indirectly to a number of government's other key result areas and aligns to its Māori Housing Strategy (*He Whare Āhuru He Oranga Tāngata*), the two major outcomes of which are:

- improving housing for Māori and their whānau; and
- increasing housing choices for Māori by growing the Māori housing sector.

Challenges and Opportunities

Particular challenges and opportunities ahead of Te Puni Kōkiri include:

- identifying appropriate mechanisms to support iwi, hapū, and whānau Māori to provide for their wellbeing;
- identifying and supporting robust initiatives which make an identifiable difference to outcomes for whānau Māori wellbeing;
- influencing and partnering with other government departments and agencies in the provision of policy advice and initiatives aimed at improving whānau Māori wellbeing;
- ensuring that initiatives such as Whānau Ora and the Māori Housing Network are linked in to wider State sector investment strategies and initiatives;
- bedding down the Whānau Ora Commissioning models, including standardising results reporting;
- working with Whānau Ora commissioning agencies to attain a better focus on matching whānau development aspirations to a broad range of services and programmes;
- identifying a clearer line of sight between Whānau Ora interventions and measurable outcomes for whānau Māori; and
- confirming outcome measures that provide a realistic understanding of the impact that government initiatives are having on whānau Māori wellbeing.



OUTCOME AREA THREE:

PROSPERITY



OUR OUTCOMES

A thriving Māori economy supported by high-performing people, assets and enterprises.

He ōhanga Māori tōnui e tautokona e ngā tāngata pukumahi, ngā rawa, me ngā hinonga.

OUR PRIORITIES

OUR DESIRED IMPACTS

Supporting whānau Māori to provide for their future.



Increases in whānau Māori savings.

Establishing an enabling Māori land tenure system.



Increase in productive use of Māori land.

Progressing Māori regional development opportunities.



Reductions in regional disparities for whānau Māori development.

Facilitating Māori business development and innovation.



Growth of the Māori business sector.





Context

Economic security or *prosperity* allows whānau to make choices. While the Māori economy is growing and is increasingly contributing to the overall New Zealand economy, it is clear that too many Māori whānau do not have the luxury of being able to make effective choices to enhance their wellbeing both now and in the longer term. This comes at a high cost. As a people, Māori cannot afford to have this systemic cycle of disadvantage continue into generations to come. Also, New Zealand cannot afford to have such a significant proportion of its population in a position where they remain unable to contribute to its productivity and growth. Focusing on the enablers and opportunities to support the effective deployment of Māori resources and skills will result in a number of positive contributions. Prosperity spans across **whānau, whare** and **whenua**. It means making Māori resilient to change and realising their full potential.

Te Puni Kōkiri Priorities

The importance of *prosperity* is that it enables a cycle in which better choices and outcomes can be achieved by Māori. Reflecting this, Te Puni Kōkiri's principal priorities are:

- supporting and encouraging whānau Māori to provide for their future, including identifying measures and initiatives to boost financial literacy and savings;
- establishing an enabling Māori land tenure system;
- working with regions to identify and progress regional economic development opportunities; and
- facilitating Māori business development and innovation, including administering programmes aimed at promoting Māori business growth. Encouraging greater diversity of the Māori asset base and the resilience of Māori to economic changes is also important.

Review of Te Ture Whenua Māori Act

Te Ture Whenua Māori Act 1993 has been reviewed and the Government is drafting a new Te Ture Whenua Māori Bill to reform Māori land law based on the outcome of the review.

The legal framework applies to over 27,137 blocks of Māori freehold land comprising 1.4 million hectares, or around five percent of all land in New Zealand.

In the last 150 years there have been almost 200 different Acts and amendments dealing with Māori land law. As a result Te Ture Whenua Māori Act 1993 inherited a patchwork of complex rules many of which were designed to serve objectives that are now outdated and no longer relevant.

The review recognises the significance of Māori land and will lead to a more coherent, workable and principled legal framework to support owners of Māori land to achieve their aspirations for the retention and utilisation of their lands.

Māori Business Facilitation Service

The Māori Business Facilitation Service is provided through Te Puni Kōkiri and is available to those who:

- are of Māori descent;
- are the company director or business owner;
- are living within New Zealand and have or intend to have a New Zealand registered company; and
- have a business or business idea that seeks commercial gain.

The Māori Business Facilitation Service does not provide funding but supports Māori businesses through a range of services including: facilitation; brokerage; mentoring; coaching, problem-solving; networking; and accessing resources and referrals to other business services.





Value of Māori assets is growing

(Estimated value: Te Ōhanga Māori 2013: Māori Economy Report 2010 & 2013)



Māori gross domestic product growing

(Estimated value, not adjusted for inflation: Te Ōhanga Māori 2013: Māori Economy Report 2010 & 2013)



The Environment

The Māori economy is a significant and an increasingly important contributor to New Zealand’s economy.

The Māori asset base increased over 15 percent between 2010 and 2013 and it is estimated the Māori economy increased its contribution to national GDP by over six percent, to \$11 billion.

The median Māori income rose over seven percent between 2006 and 2013, adding \$900 million to Māori household income.

In 2013, \$11.2 billion (26.4%) of the Māori asset base was in the agriculture, forestry and fishing sectors, with \$8.2 billion (19%) in the property services sector.

At a broad regional level, the Māori asset base is dominated by Te Puku o Te Ika (27%, \$11.4 b); Tāmaki Makaurau (21%, \$8.9 b); and Te Waipounamu (19%, \$7.9 b).

Despite these gains, Māori prosperity lags behind that of other New Zealanders. Māori households, in comparison to the rest of New Zealand, have a relatively higher proportion of income derived from social security transfers, with entrepreneurial, interest, and pension fund income featuring less prominently. This reflects the higher incidence of Māori who are unemployed and welfare beneficiaries, as well as the youthful Māori population.

Link to Government Priorities

Prosperity, aligns to the Government's Business Growth Agenda goals related to Strategic Priority Two: Building a more productive and competitive economy. It also aligns with the framework and goals of *He kai kei aku ringa* (The Crown-Māori Economic Growth Partnership).





Median Māori income on the rise

(15 years and over: Census 2006 and 2013)

\$20,900

2006

\$22,500

2013

Māori net household savings improving

Estimated value: Te Ōhanga Māori 2013: Māori Economy Report 2013

UP\$1.6 Billion

2010–2013

Challenges and Opportunities

Challenges and opportunities ahead of Te Puni Kōkiri include:

- gaining clearer insight on how to respond to looming changes in the global and national economy;
- understanding of whānau Māori financial literacy and savings, and the mechanisms that better support the provision of these goals;
- promoting changes to legislation to better empower the sustainable development of natural resources while recognising the need to actively protect Treaty of Waitangi Article II resources;
- confirming approaches to the management of natural and physical resources which appropriately balance Māori economic development aspirations with Māori world views on the sustainable management of natural resources;
- identifying ways to assist Māori business to enable them to succeed locally and globally (improving their international connections);
- influencing other government departments and agencies in the provision of policy advice and initiatives aimed at improving iwi, hapū, and whānau Māori prosperity; and
- confirming outcome measures that provide a realistic understanding of the impact that Te Puni Kōkiri and wider government initiatives are having on iwi, hapū, and whānau Māori prosperity.





OUTCOME AREA FOUR:

RELATIONSHIPS

connection

whenua



rights and interests



taonga

future

kaitiakitanga

Crown-Iwi

partnership

natural resources



leadership



Engagement



protection



settlement



Treaty of Waitangi



OUR OUTCOMES

Genuine engagement and enduring and productive relationships between the Crown and iwi Māori.

Ko te whakaanga tūturu me ngā whanaungatanga matatū, whai hua hoki i waenga i te Karauna me ngā iwi Māori.

OUR PRIORITIES

Creating and supporting opportunities for Crown-Māori engagement.



OUR DESIRED IMPACTS

Increases in the formal and informal interactions between the Government and Māori organisations.

Achieving historical Treaty of Waitangi settlements and responding to Waitangi Tribunal recommendations.



Eventual completion of historical Treaty settlements.

Following through on Crown Treaty settlement commitments.



Fulfilling Crown Treaty settlement commitments.





Context

Te Tiriti o Waitangi is part of New Zealand's historical and constitutional fabric. It establishes a partnership between Māori and the Crown, conferring an obligation to act in good faith and, for the Crown, an obligation to actively protect Māori interests. Both the Crown and Māori must continually work to preserve enduring and meaningful partnerships. Relationships is important across **whānau**, **whare** and **whenua**, creating meaningful connections with Māori as individuals and collectives and assessing the rights and interests of Māori in terms of natural resources.

Ka whakatū Te Tiriti o Waitangi i te rangapū o ngāi Māori me te Karauna, me te whakatau i te herenga ki te mahi pono, ā, ka herea te Karauna ki te āta tiaki i ngā pānga Māori.

Te Puni Kōkiri Priorities

Te Puni Kōkiri engages with iwi, hapū, and whānau Māori, and across government to advise on and support Crown-Māori relationships and engagement. Te Puni Kōkiri's continuing focus is on:

- creating opportunities for, and supporting Crown-Māori relationships by connecting Te Puni Kōkiri, government, and iwi, hapū, and whānau Māori through its network of regional offices. The facilitation of direct engagement with iwi, hapū, and whānau Māori on government policies and legislative proposals is of utmost importance;
- achieving historical Treaty of Waitangi settlements, responding to Tribunal recommendations, and continued support for settlement processes by means of mandating and ratification; and
- supporting relationships with the Crown in a post-settlement environment and ensuring settlement commitments are monitored and followed through on.

The Environment

Te Puni Kōkiri has an important role in continuing its support for the Treaty Settlement process as well as positioning and facilitating Crown-Māori relationships within a post-settlement environment.

Over the past thirty years in particular the relationship between hapū and iwi, and the Crown, has evolved considerably. Many significant contemporary and historical Treaty of Waitangi claims have been addressed by the Waitangi Tribunal. The bulk of historical Tiriti o Waitangi grievances have been or are in the process of being settled.

New frameworks for addressing issues of relevance to whānau Māori have emerged.

Hapū and iwi organisations have evolved. They have a keener commercial edge and are involved in an increasingly diverse range of activities. Māori organisations have an increasingly significant presence in the delivery of primary health, education and social services. Many Māori organisations are active in the commercial and business sectors.

Yet, challenges to Crown-Māori relationships remain. Te Puni Kōkiri sees a complex set of issues – long-standing, contemporary and emerging – coming to the fore in ways that will require careful consideration and engagement between Crown and Māori. These include discussions on water, possible constitutional reform, and issues related to national identity.





Link to Government Priorities

Outcome Four: Our outcome area of Relationships aligns to the Government's commitment to complete Treaty settlements by 2017¹, to fulfil commitments arising from Treaty settlements², and to better engage with iwi, hapū, and whānau Māori.³

Challenges and Opportunities

Challenges and opportunities ahead of Te Puni Kōkiri include:

- ensuring that Te Puni Kōkiri remains connected with iwi, hapū, and whānau Māori;
- promoting Te Puni Kōkiri as a government conduit to iwi, hapū, and whānau Māori in relation to proposed policy and legislative proposals, and government programmes and initiatives;
- appropriately reflecting iwi, hapū, and whānau Māori views and proposals to agencies and Ministers;
- evolving relationships for a post-settlement environment; and
- understanding the strength of the Crown-Māori relationship.

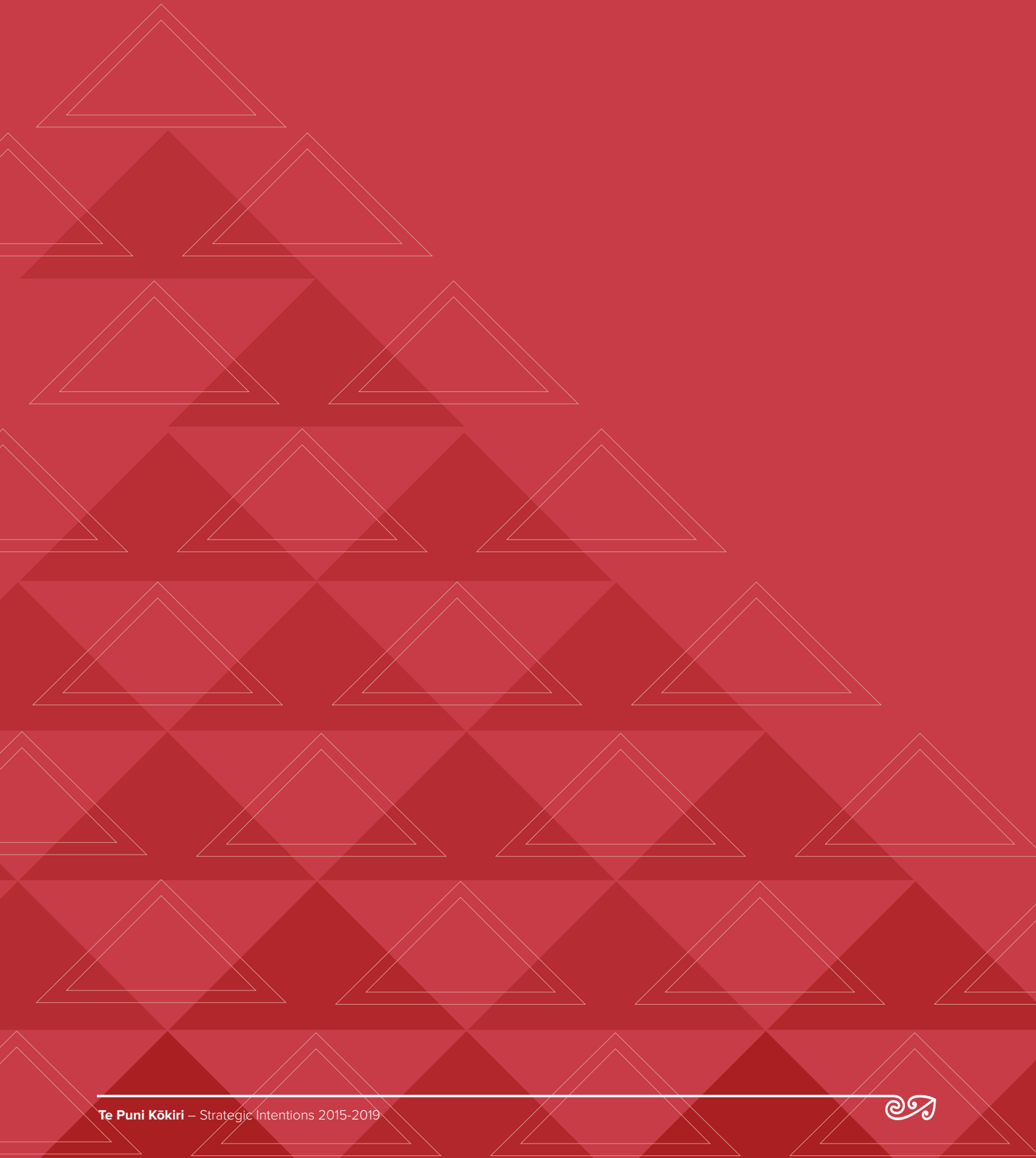
1 Prime Minister's announcement, December 2013.

2 Commitments given in Crown-Iwi post settlement accords and relationship agreements.

3 Māori Party-National Party Relationship Accord (2014) Te Tatau ki te Paerangi – A Doorway to our Horizons.



Meeting the Challenges



Our Performance Measures

As part of the move to the new Outcomes Framework, Te Puni Kōkiri is moving to put in place a new performance reporting framework to enable better assessment of its performance in meeting its outcomes. At this stage thirteen outcome measures have been identified across the four outcome areas:

Outcome One: Māori language, culture and values holding a central place in Māori and New Zealand identity.	Outcome Two: Opportunities and outcomes that reflect and support the aspirations of whānau Māori.	Outcome Three: A thriving Māori economy supported by high-performing people, assets and enterprises.	Outcome Four: Genuine engagement and enduring and productive relationships between Crown and iwi.
Measure 1: Māori language proficiency - at different levels (Census, Te Kupenga)	Measure 5: Stronger Whānau (Measures TBC)	Measure 9: Whānau savings (Te Puni Kōkiri/Commission for Financial Capability)	Measure 13: Status of the Crown-Māori relationship (Te Puni Kōkiri)
Measure 2: Attitudes of NZers towards Māori language (Survey, Te Taura Whiri i Te reo Māori)	Measure 6: 25 to 34-year-old Māori with advanced trade qualifications, diplomas and degrees at Level 4 or above (Census / Household Labour Force Survey)	Measure 10: Regional socio-economic disparity (Census, Te Kupenga, Household Labour Force Survey)	
Measure 3: Connection to Marae (Te Kupenga)	Measure 7: Number of Māori continuously receiving Jobseeker Support for more than 12 months (Ministry of Social Development)	Measure 11: Māori land use (Māori Land Court/Land Information New Zealand/Ministry for Primary Industries)	
Measure 4: Five yearly report on Māori values and interests related to the use and management of natural resources (Te Puni Kōkiri)	Measure 8: Māori whānau in quality housing (Various existing measures)	Measure 12: Māori Gross Domestic Product (Māori in the Economy Report, Te Puni Kōkiri)	

The new performance measurement framework will be initiated in the 2015/16 financial year. Some of the outcome measures require Te Puni Kōkiri investment and coordination.



The following is a distillation of the critical performance shifts that Te Puni Kōkiri will need to make over the coming four years in order to deliver on its outcomes. These will be in response to challenges in the following areas:

- environment
- business strategy
- operating model
- change capability.

Environment

The external environment which Te Puni Kōkiri operates in, continues to evolve. Key elements that will need to be better understood and responded to include:

- cultural identity in the 21st Century;
- a youthful Māori population;
- changing national and global economy; and
- changing nature of Crown-Māori engagement.

Cultural Identity in the 21st Century

Government is committed to supporting the continued revitalisation and use of Māori language and Māori culture in a range of settings. These include education, broadcasting, environmental management processes, protection, curatorial measures and other forms of support.

Correspondingly, government is also conscious of the need to maximise the effectiveness of its investments across these settings to better achieve outcomes for Māori. This requires Te Puni Kōkiri (and the wider public sector) to increase its focus on:

- identifying ways in which government as a whole can more effectively promote te reo Māori and Māori cultural education;
- understanding the most efficient and effective focus of government investment in an environment where there are many channels of communication and interaction;
- identifying approaches to supporting and protecting te reo Māori dialects as part of government support for te reo Māori; and
- considering what role, if any, the Crown has to play in terms of supporting the Māori language and culture to Māori beyond the shores of Aotearoa.

One key challenge for Te Puni Kōkiri in the period ahead is that of co-ordinating and leading a whole of government understanding about how government investment in Māori language and Māori culture can be improved for better outcomes.



Youthful Māori Population

The Māori population is youthful, with a median age of 24, compared with 37 for non-Māori. This differential is expected to continue. Over the coming decades Māori will comprise an increasing proportion of the working age population and a higher percentage of the income-earning, tax-paying population. It will be increasingly important to New Zealand's economic prosperity and social wellbeing that Māori children grow up as educated, skilled, and productive citizens.

The Government needs to continue finding ways to better target its investment in Māori social and economic development, to maximise benefit for whānau Māori and New Zealand as a whole. In coming years Te Puni Kōkiri will need to address this issue in across-government fora, with a particular focus on:

- ensuring Māori gain skills and qualifications needed for the future workforce;
- ensuring Māori are well-informed about and engaged in the educational pathways available to them; and
- ensuring that the education system continues to become more responsive to Māori learners.

A further challenge for Te Puni Kōkiri lies in being well positioned to lead thinking and co-ordination of policy advice in this area. In doing so, this will help to provide government with clear options and approaches to improving outcomes for Māori rangatahi, whānau Māori and New Zealand society.

Changing National and Global Economy

Our economy is changing as New Zealand responds to global trends, opportunities and pressures.

It is important that these changes are anticipated and responded to. There is a danger that Māori, as the least skilled and most vulnerable ethnic group in our society, will be left behind, with potential effects for generations.

The challenge for Te Puni Kōkiri in this context is to adopt a more sophisticated and concerted approach to identifying economic trends and opportunities. This means understanding what is coming at us, rather than simply reporting what has happened, and co-ordinating government policy and action to maximise active Māori participation in the economy.



Changing Nature of Crown-Māori Engagement

Like any population, Māori hold a diversity of views including social, political and economic ones. Iwi are also of different size and at different stages of their evolution and development.

The nature and levels of Crown-Māori engagement has changed significantly over the past thirty years, supported by Waitangi Tribunal decisions, case law and legislative provisions, but also by an increasing understanding of the benefits of positive engagement.

In addition, larger iwi have become particularly influential. Backed by a significant asset base and depth of personnel, these groups command political and economic attention. Māori organisations at an iwi, iwi-consortium, and sector level, have developed independent lines of communication with government and into other sectors. Māori organisations are starting to display increasing autonomy. Iwi and Māori organisations are becoming more influential and active in all aspects of New Zealand society and economy. But many iwi and hapū are, and will remain, much smaller in size. Their influence and needs will be very local, but no less important.

While the Treaty settlement process has been of critical importance, as the 'larger' issues are resolved a new layer of complex issues is being illuminated. Issues regarding landlocked land, rights and interests in relation to natural resources, as well as inter-iwi and within-iwi differences, are now coming to the fore. Addressing these challenges will not be easy and will require a strong balance of consultation, innovation and compromise.

This makes for a more complex environment for both government and Te Puni Kōkiri, in which, a range of interests and interest groups compete for attention. Some groups are already engaging directly with the Government and Ministers. Many however will, at least into the medium term, rely on others, including Te Puni Kōkiri to ensure their interests are taken into account in government decision-making processes.

The challenge for Te Puni Kōkiri in coming years is to:

- identify ways government can effectively engage with Māori organisations and communities that are at different stages of development;
- identify ways in which whānau Māori and Māori organisations can be better empowered in their engagements with government; and
- identify more precise impediments, and subsequent solutions to, the development of whānau, hapū, iwi and Māori organisations.



Business Strategy

As previously stated, Te Puni Kōkiri is a small policy-led Ministry. Although the Ministry advises the Government on a broad range of matters related to Māori development, including tested solutions to improve Māori outcomes, it is primarily the responsibility of larger agencies, particularly those with service delivery and operational functions, to follow through in delivering outcomes for Māori development.

Confirmation in November 2013¹ as to the strategic leadership and guidance role of Te Puni Kōkiri also saw Cabinet agree that departments would support Te Puni Kōkiri in giving effect to its substantive roles.

To deliver on the Cabinet's expectations, it is essential that Te Puni Kōkiri has a strong working relationship with other Ministries and government agencies. The challenge for Te Puni Kōkiri in coming years is to maintain and further develop relationships that improve outcomes for Māori. This may involve guiding and testing agencies to a greater extent than has occurred in the past, while at the same time recognising that the primary responsibility for advancing policy and delivering services across most sectors remains with those agencies. Te Puni Kōkiri acknowledges the delicate balance involved in simultaneously supporting agencies to improve their effectiveness for Māori, whilst correspondingly relying on the support of those agencies to give best effect to its own roles and functions.

Operating Model

Te Puni Kōkiri's operating model seeks to enable and support the Ministry to work effectively across its key priority areas with the following emphases:

- being results focussed;
- working proactively with others to achieve results;
- pooling our talent to work together on specific kaupapa; and
- building a learning culture.

Being Results Focussed

To achieve transformational outcomes as an organisation, Te Puni Kōkiri must focus on results. This means:

- understanding and clearly articulating our roles;
- being deliberate about where we choose to engage and where we choose not to engage;
- where we do engage, being clear about the results we want to achieve, who we need to partner with to achieve them, and how we contribute to their delivery; and
- measuring what we are doing, how well we are doing it, and what impact it has.

¹ CAB Minute (13) 38/7



Being results focussed requires strong, informed strategic leadership and capable management. Stronger strategic management will mean that the Ministry has clear prioritisation criteria that allow it to decide how to most efficiently and effectively deploy its resources. Capable management will ensure our priorities remain clearly defined in turn determining what Te Puni Kōkiri focuses on as an organisation. It also ensures our decision-making, our responsibilities and our accountabilities remain clear and understood by all of our staff.

Working Proactively with Others

A fundamental part of the Ministry's role is to act as a 'thought leader' – advising the Crown on the complexities that exist within Crown-iwi, hapū and whānau Māori relationships. In addition to our continued focus on building a learning culture – including leadership development and opportunities to bolster our critical thinking, innovation and communication skills – the new programme takes a very purposeful look at ways in which our staff can work proactively with others. This is both at a strategic level, and more directly in partnership with other agencies and beyond to achieve better results for iwi, hapū, and whānau Māori.

As informed and aware advisors, Te Puni Kōkiri can transform and be a catalyst for the way that our public sector colleagues think about te ao Māori, and the nature of the relationships between the Crown and iwi, hapū and whānau Māori. Te Puni Kōkiri recognises that when the Ministry works with other departments and agencies, it maximises the impact of the State sector system.



Pooling our Talent

Staff development going forward will focus on both individual professional development and working as part of a multi-disciplinary team.

In the future Te Puni Kōkiri intends its workforce to come together around specific identified kaupapa with across or multi-team engagement eventually becoming a standard way of operating. To support such an approach, the Ministry will be more project-oriented in the way it works, bringing together staff from across Te Puni Kōkiri, and wider, around specific kaupapa.

Delivering Te Puni Kōkiri-wide projects will require the Ministry to know its strengths, plan its work programmes, and manage its resources differently. Managers will be accountable for growing the capability of their teams and supporting team members to make progress on the kaupapa they are working on.

Te Puni Kōkiri will be introducing tools and programmes to support the identification and development of our talent, including:

- the establishment of a graduate and intern recruitment programme to ensure that there are appropriate entry points for talented people to join the organisation;
- participating in and enhancing these State sector schemes, by leveraging our relationships to attract Māori not just to Te Puni Kōkiri, but to the wider sector;
- planned, deliberate management of our 'talent', both to enhance succession planning for Te Puni Kōkiri and to fully participate in the State Services Commission-led talent management process and opportunities, building capability sector wide; and
- the use of a Team Management Profile tool to help teams to inform and assist with team dynamics, work style preferences and to assist with team planning.

Building a Learning Culture

In building a reputation as an organisation with a knowledgeable and skilled workforce, the Ministry recognises the need to develop an organisation-wide culture of learning and professional growth. Furthermore, Te Puni Kōkiri will foster a willingness and receptiveness within and across our workforce to build on existing skills and to develop new ones.

To this end, the Ministry has developed a programme of work, Ako Ahurea, aimed at sharpening our analytical emphasis and modelling our new approach across all staff. Our initial focus is on building foundational skills in writing and machinery of government.



Change Capability

If Te Puni Kōkiri is to influence transformational or iterative improvement in outcomes for Māori, it accepts it will need to be at the top of its game over the next four years. This includes the need to be able to adapt to changing government priorities.

This requires a culture of review and questioning to ensure that the Ministry is doing the right things to achieve its desired outcomes. This in turn requires a strengthened ability to measure effectiveness and efficiency and to use the resulting intelligence for performance improvement (as well as for enhanced public reporting).

Within the State sector, the Ministry needs to be more effective in developing credible, experience-based ideas. In those instances where Te Puni Kōkiri does not have direct sectorial responsibility, it must ensure its advice informs the wider government process of policy making. Better prioritisation, and a move to address the most important policy issues in depth, will help in this effort. Te Puni Kōkiri will not only have to provide thought leadership, it will need to model the behaviours it desires from the wider State sector. For example, the Ministry's push for stronger measurement of outcomes for Māori across the State sector will have more credibility if Te Puni Kōkiri itself is able to be the exemplar through its performance measurement systems.

Furthermore, Te Puni Kōkiri needs to tell a compelling story about what it does and how this adds value. This needs to resonate with multiple audiences and it needs to be understood in particular by Te Puni Kōkiri staff, the wider State sector, and by stakeholders in the Māori community. Greater prioritisation of work programmes will require strong communication with stakeholders, as this may initially challenge some stakeholders' expectations of Te Puni Kōkiri.

In line with the Government's expectation of continued efficiency savings, and achieving more for less by doing things smarter and better, Te Puni Kōkiri will be reviewing its operating expenditure over the coming years.

This includes areas such as:

- reducing the Head Office accommodation footprint;
- developing and implementing an investment strategy to enable improved identification and targeting of resources to achieve government priorities;
- implementing smarter systems to enable improved leadership and staff capability (Financial Management Information System, Learning Management System); and
- reduced reliance on contractors as the Ministry builds its capacity and corresponding capability through the continued appointment of permanent employees and the Ako Ahurea programme.

Diversity

The Ministry's diversity metrics are among the best in the State sector. There are a wide number of ethnicities represented in our workforce and 75 percent of our staff identify as Māori. For some years women have filled 50 percent or more of senior positions and the gender pay gap at Te Puni Kōkiri is one of the lowest in the sector. In light of this, there is no plan for any intervention related to diversity.



Key Assumptions and Risks

Risk to the Assumptions Underpinning the Strategic Intentions

Provided below are the key assumptions, risks and mitigation measures that underpin this Strategic Intentions.

Assumption	Risk	Consequence	Risk Rating		Mitigation	
Key Assumptions	What might impede/hinder its progress?		Likelihood	Consequence	Risk Level	What else can/should we be doing?
Te Puni Kōkiri is aligned to government priorities for action	Inability to identify trade offs	Unable to focus on the priority areas	Possible	Major	High	We intend to utilise better prioritisation criteria to effectively deploy resources
	Insufficient capacity and capability in-house					We will engage closely with the Minister to remain aware of his and government priorities
Te Puni Kōkiri has meaningful relationships with iwi, hapū, and whānau Māori to identify and address their needs and attitudes	Not engaging with the right people at the right time	Being seen as insular or unresponsive to crucial stakeholder perspectives	Possible	Moderate		Medium
	Inability to translate engagement into meaningful results				We will undertake a stakeholder mapping exercise to ascertain the key stakeholders	



Assumption	Risk	Consequence	Risk Rating		Mitigation	
Te Puni Kōkiri has the appropriate skills to deliver on its outcomes	Not being able to articulate the purpose of the Ministry and therefore deliver on particular outcomes	Potential for a negative perception by relevant constituents and stakeholders	Possible	Major	High	We will demonstrate strong strategic leadership in order to produce accountability-focused organisational planning
	Not identifying the key or appropriate personnel					
Te Puni Kōkiri adds value to the outcomes of other agencies in developing Māori potential	Not being at the right fora	Being seen as insular and not in the right (key) groups to make a difference	Almost Certain	Minor	High	In accordance with our learning strategy, Ako Ahurea, we will continue our improvement in the area of policy development
	Not being able to pick up on changing government priorities					We will build relationships by actively engaging on a regular basis with key stakeholders including the Minister and other State sector agencies
Te Puni Kōkiri has evidence-based data to measure its performance	Not having the right in-house skills	Unable to articulate delivery of outcomes	Possible	Moderate	Medium	We plan to identify pertinent available measures and to align these appropriately with our performance outcomes. Will acquire relevant expertise as required
	Not seeking the right data or what data to use					
Te Puni Kōkiri has an operating model embedded in delivering results	Being in 'crisis mode'	Culture of the organisation not being fully embraced and not having a shared language and/or approach	Unlikely	Major	Medium	We expect to align our priorities and planning across puni. This will be informed by long term direction and objectives
	Having a short-term focus					
	Lack of project discipline					





Creative Commons

This work is licensed under the Creative Commons Attribution 3.0 New Zealand License. To view a copy of this license, visit <http://creativecommons.org/licenses/by-nc-nd/3.0/nz/>



Published by

Te Puni Kōkiri
ISBN: 978-0-478-34563-6
Whiringa-ā-nuku/October 2015



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, PO Box 3943, Wellington, New Zealand
PHONE Waea 04 819 6000, **FAX** Waea Whakaahua 04 819 6299, **WEB** tpk.govt.nz