



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

JULY 2013

Pānui Whāinga 2013-2016
Statement of Intent 2013-2016





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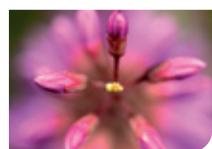


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New Zealand Government

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From Our Ministers

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Hon Dr Pita Sharples

Ka mihi ahau ki a koutou ngā kaiwhiriwhiri ō tēnei Pānui Whāinga a Te Puni Kōkiri. Tirohia ngā wawata ki roto hei painga mo iwi, mo hapū, mo whānau, me ngai Māori.

In reviewing and updating my priorities for the Māori Affairs portfolio, I do so against a backdrop of significant change, both within Te Puni Kōkiri and in the Māori world in general.

This year we have welcomed a new Chief Executive, Michelle Hippolite, who now sits at the helm of the organisation. Her strategic leadership and commitment to Māori development are encouraging signs for the Ministry's future focus and success.

We have made significant inroads across a range of areas which will have a positive impact on Māori development. We have broken ground with our efforts to support the growth of the Māori Economy, with the launch of the 'Crown-Māori Economic Growth Partnership - He Kai Kei Aku Ringa' last year; we are in the midst of a national constitutional conversation which could have significant impacts on tangata whenua and Te Tiriti o Waitangi; and of course we have been working on the Māori language strategy which is also due to be released by the end of 2013.

These initiatives are happening alongside a range of projects which cross the entire spectrum of Māori development. In essence, every issue, is a Māori issue.

At the same time I am expecting some changes within the portfolio as a result of the reviews of Te Puni Kōkiri and Whānau Ora. These changes are aimed at positioning the Ministry in the best possible way to meet the needs of Māori communities.

With all these changes, comes the momentum for further positive development. In line with that, I have re-framed my priorities firstly; to reflect that whole of government effectiveness for Māori underpins the full set of priorities and

secondly; to make sure it is firmly anchored against the core Treaty of Waitangi principles of partnership, protection and participation. My priorities are:

Strong Treaty partnership relationships

As we move further into the post-Treaty settlement era, both Māori and the Crown are facing some unique challenges. There is an increasingly diverse Māori representative landscape; Crown-Māori relationships are evolving across a range of development areas; and while we continue with historical settlements, we are seeing more diverse contemporary Treaty claims and settlements coming through. Maintaining and evolving the Crown-Māori Treaty relationships requires co-ordination, a focus on relationships, and support. Te Puni Kōkiri will maintain a lead role in supporting these relationships, as it is the only agency of state that has the experience and expertise to fulfil this role across government.

Active protection of taonga Māori

Both whenua Māori and te reo Māori are specific priorities for the rest of this term of government. On one hand, I have been pleased with progress on Māori land issues including the review of Te Ture Whenua Māori Act 1993 being led by the Associate Minister of Māori Affairs and look forward to progressing this further in the 2013 legislative programme. On the other hand, in spite of successive governments accepting active responsibility for the protection of te reo Māori, our language continues to be at risk. Therefore, I am keen to explore further plans to develop Māori language initiatives, including Māori language in education, as a major part of a new Māori Language Strategy which is due to be released by the end of 2013.

Improved Māori population outcomes

I am still concerned that Māori are disproportionately and adversely represented in key areas of social and economic wellbeing. Although we have made excellent progress in the economic development space, Māori wellbeing, education and employment outcomes remain a worry.

Whānau Ora will have a critical role to play in transforming wellbeing outcomes for our whānau. Te Puni Kōkiri will also be leading innovating approaches to more effective service delivery to Māori to address issues across the wellbeing spectrum. The ultimate success of these initiatives, however, will rely on the support of other central government agencies to incorporate any learning into their own policy and service design.

The work we are doing to grow the Taniwha Economy has proven a successful initiative, with flow on effects for Māori communities. I will be continuing to work with the Minister of Economic Development to push forward Māori economic aspirations.

Effectiveness for Māori

This underpins all of my priorities and reflects my desire to see a greater sense of responsibility and accountability across the state sector for their performance for Māori. If we are to achieve results for all New Zealanders, which we surely want to, we need a concerted effort to achieve better results for Māori. Success for one will lead to success for all.

As we look towards Matariki I am mindful that the month of May traditionally represents the completion of the yearly cycle. The old year has ended and the New Year is about to begin. I look forward to a productive and fruitful year; the fruits of which we can all enjoy.

Mauri ora ki a koutou katoa.



Ministerial Statement of Responsibility

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

Hon Dr Pita R Sharples

Responsible Minister for Te Puni Kōkiri

April 2013



From Our Ministers



Hon Christopher Finlayson

Aku mihi māhana ki a koutou e hono ana ki tēnei Pānui Whāinga.

I enjoy working with Hon. Dr Pita Sharples on a number of issues across the Māori Affairs portfolio. This year my particular focus continues to be on policy and legislative reform related to Māori land.

There is huge potential in Māori land that has been held back by flawed legislation and complex regulation. This is a key reason why the Review of the *Te Ture Whenua Māori Act 1993* was commissioned. It is aimed at improving the Act for the benefit of Māori land owners and will help to build a more productive and competitive economy as part of the Government's *Business Growth Agenda*.

An expert panel was asked for suggestions on how to improve the Act and, as I write, are collecting feedback from landowners and those with an interest in Māori land and Māori land development for their views. I look forward to getting a bill introduced into the House before the end of the year.

Te Puni Kōkiri staff play an important role in supporting the Review both at the Wellington office as well as throughout their regional network. I appreciate their contribution and input.

Noho ora mai e koutou.

A handwritten signature in blue ink that reads "Christopher Finlayson".

Hon Christopher Finlayson

Associate Minister of Māori Affairs

Hon Tariana Turia

Ēhara taku toa i te toa takitahi, ēngari taku toa he toa takitini.

The strength is not of the individual but of the collective.

Whānau Ora is evolving at a remarkable rate and early results paint a positive picture of whānau-led development and, most importantly, whānau outcomes.

The next phase of our work will include gathering a stronger evidence base to inform future programme design and delivery. Research, evaluation and monitoring will have a greater focus on capturing results as well as shared stories of transformation from whānau and families.

A further priority will be to broaden the range of sectors and agencies supporting the Whānau Ora approach. From a whānau perspective, there are clear gaps in support that can be addressed through a mix of greater participation from agencies and realignment of existing programmes and services.

The Government's investment in provider transformation has been a critical part of the establishment phase. The challenge now is to concentrate on building the capacity and capability of whānau during the next stage of implementation.

Our aim is to ensure that our agencies are focused on whānau-centred innovation and investment as well as facilitating and enabling greater co-investment across the sectors.

Whānau Ora heralds a transformation of our own futures by taking control of our lives. This transformation is not just grounded in optimism – it is pragmatic, meaningful to each whānau, and firmly driven by outcomes. I am confident we are making progress towards a better way of life for our people.

Mā ihupuku ko momoho, mā momoho ko tau o te mauri, ko puta o te ihu ki Te Whai Ao, ki Te Ao Mārama.



Hon Tariana Turia
Minister for Whānau Ora



Chief Executive's Introduction

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Michelle Hippolite

Tēnei te tuku mihi maioha ki a koutou katoa, te hunga ka whai wāhi ki te Pānui Whāinga a Te Puni Kōkiri – tōku tuatahi.

It is my privilege to lead Te Puni Kōkiri – the principal advisor within Government on Crown-Māori relationships.

I take up the responsibility as Chief Executive of this waka at a crucial time for our organisation. Reviews of both Te Puni Kōkiri and Whānau Ora were already well underway and final decisions regarding both are expected soon. In working with my Ministers it is clear to me that our core purpose as a trusted advisor to them, their colleagues and other agencies is to generate good ideas and understandings to improve the lives of Māori people.

During my first few months I have concentrated on getting to know, or sometimes reacquainting myself with, the Te Puni Kōkiri whānau in Wellington and around the motu as well as the many Māori stakeholders; organisations, iwi, hapū and whānau actively interested and engaged in our mahi. It has been very pleasing to discover the deep and keen interest that Te Ao Māori still has in 'Te Tari Māori' and our future direction.

This Statement of Intent signals our new arrangements so far and, over the next 12 months, I will lead further engagements with my Ministers and my team to implement and further refine our strategic direction and approach.

Beyond that my key concern is to ensure that Te Puni Kōkiri is supporting the Whole of Government priorities to ensure a competitive and productive economy, better public services, the Ōtautahi rebuild, and responsible financial management.

To do this alongside the Government's priorities for Māori Affairs and Whānau Ora, we will focus on three long term and complementary outcomes: *He Ara Whakamua*, which focuses on Māori rights and interests as tangata whenua as partners to the Treaty of Waitangi; *Whāinga ki Mua*, which focuses on Māori as a culturally distinct group; and *Ōranga ā Mua*, which focuses Māori aims and aspirations as citizens and whānau.

This is an exciting time for us. As we refine our strategy we will continue to share our progress. The upcoming Matariki will herald a period of renewal for our organisation as we begin to reflect the literal meaning of our name, Te Puni Kōkiri – a group moving forward together.

Noho ora mai ki a koutou rohe kāinga ki raro i ngā manaakitanga a Te Kaihanga.



Chief Executive Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in the *Statement of Intent* for Te Puni Kōkiri. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2013/14 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

Michelle Hippolite
Chief Executive

Michelle Ewington
Chief Financial Officer



Our Role, Functions and Approach

Our Role and Functions

Te Puni Kōkiri works within the public sector, and with Māori communities, to support Māori collective success at home and globally.

We do this in three main ways:

- **Ārahitanga**

By providing strategic leadership advice and guidance to Ministers and the state sector on the Crown's ongoing and evolving partnerships and relationships with iwi and Māori collectives.

- **Whakamaherehere**

By providing evidence-based advice to Ministers and direction to the state sector on the barriers to, and opportunities for, achieving better outcomes for Māori and, especially, those most vulnerable.

- **Auahatanga**

By developing innovative trials and investments to test policy and programme models to address barriers to, and achieve better outcomes in, Māori economic, cultural and social development.

How we carry this out

We are an agile and multi-disciplinary agency.

As a Policy Ministry we are committed to providing well-informed and strategic advice to address the needs and aspirations Māori hold: as hapū and iwi partners to the Treaty of Waitangi; as culturally distinct peoples; and as whānau members and citizens.

Through our national and regional network we are committed to facilitating effective relationships between Māori communities and stakeholders, and to assisting others to understand and respond to the needs and aspirations of iwi and Māori communities, and their whānau.

As an investment agency we are committed to smart and accountable investment to evidence new policy and programme approaches to support Māori-led development and better outcomes.

Our functions, and the mix of ways in which we apply them, are critical to how we deliver the best possible support to the Māori Affairs and Whānau Ora portfolios and priorities, and the diverse range of issues which sit across them.

Long-Term Outcomes and Strategic Direction

Our revised statements of Role, Function and Approach signal our work with our Ministers to achieve a strong and focused organisation which leads the Māori Affairs sector, and Government's implementation of Whānau Ora; and shares in achieving the performance and results the Government expects from all parts of the state sector in the interests of Māori and non-Māori.

The focus of our performance, therefore, is on achieving meaningful and demonstrable gains against three long-term outcomes:

- **He Ara Whakamua**

The Crown, iwi and Māori collectives enjoy relationships that support their shared and respective duties, interests and aspirations.

- **Whāinga ki Mua**

Māori are more secure, confident, and expert in their own language and culture.

- **Ōranga ā Mua**

Whānau Māori are pursuing and realising an improved quality of life and citizenship for their members.

These long-term outcomes are reflective of the ongoing and evolving Treaty of Waitangi-based relationships between the Crown and Māori; the importance of Māori language and culture to Māori well-being and to New Zealand's identity as a nation; and to creating an environment within which our most vulnerable families and communities can realise improved and sustainable results and outcomes.

Our more immediate work for our Ministers, and with the state sector and Māori communities, aligns strongly with those long-term outcomes.

We intend our leadership and influencing role within the state sector to support quality partnerships and relationships between the Crown and iwi and Māori collectives; and to help the Crown partner to identify and mitigate risks which may arise to its relationships with Māori.

We intend for our lead work on Māori land, language and culture to assist more Māori to reconnect with, enjoy, and drive the further development of their physical and mātauranga cultural estates.

And we intend for our lead agency work on Whānau Ora to impact in ways which achieve connected, culturally assured whānau realising their own positive aspirations.

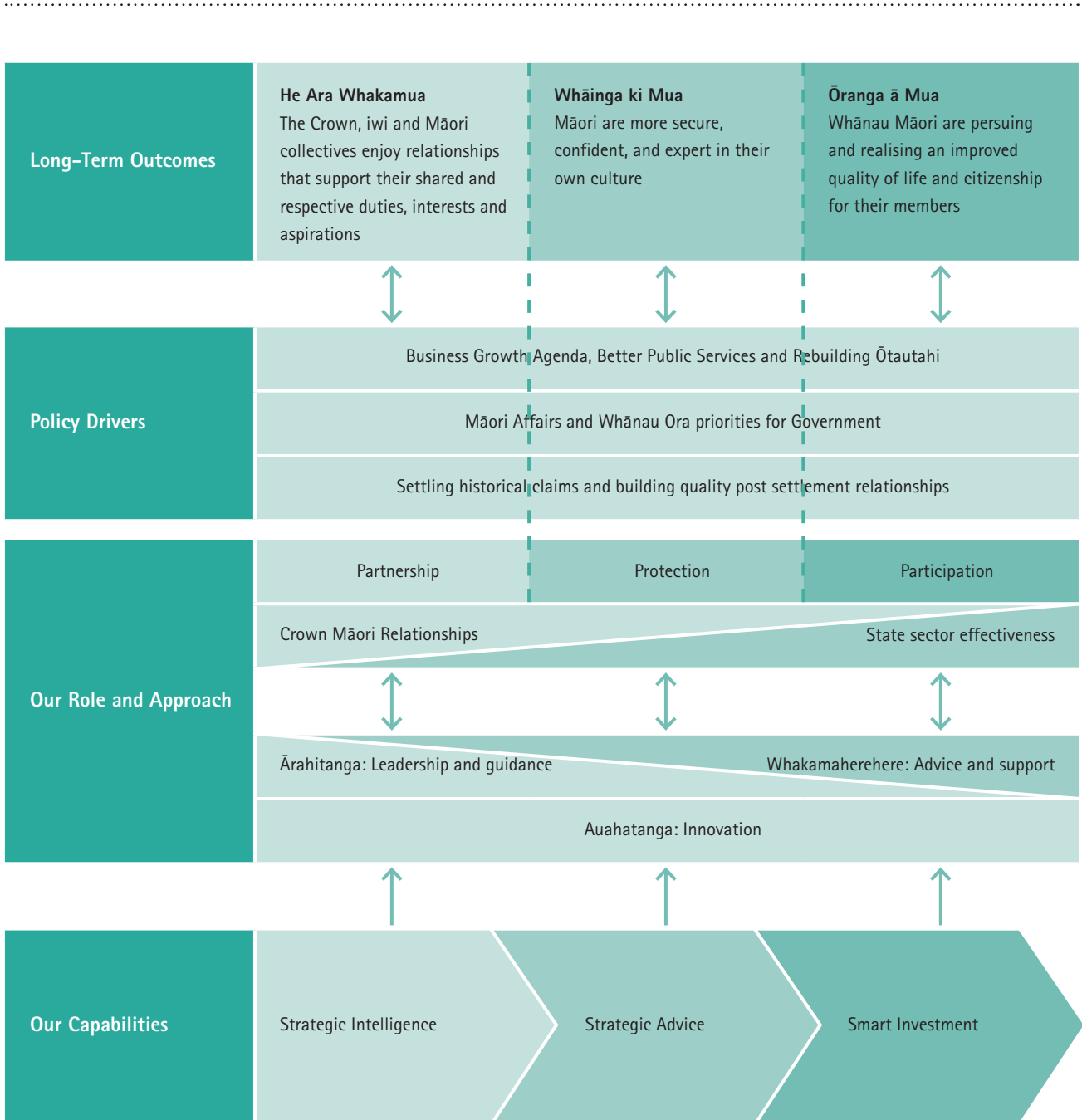
These descriptions of our strategic direction and focus are subject to final decisions from our Ministers but arise from two independent reviews undertaken over the last year as part of the *National-led Government and Māori Party Relationship Accord and Confidence and Supply Agreement*. In the meantime, our Statement of Intent provides for the delivery of a well focused and meaningful programme of work in support of our Ministers' priorities, and sets clear accountabilities against which to measure our performance over the next 12 months.



Aligning Our Capability and Performance to Outcomes

10 The diagram opposite summarises the alignment of our functions, and supporting capabilities, to achieve our Ministers' immediate priorities and make real progress towards the three long-term outcomes sought. The broad outline of our work programme against, and across, the long-term outcomes is described in the next section of our Statement of Intent.





Towards Outcomes: What we will do

Outcome One: He Ara Whakamua

The Crown, iwi and Māori collectives enjoy relationships that support their shared and respective duties, interests and aspirations.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">He Pae Tāwhiti Indicators</p>	<p>High quality relationships</p> <ul style="list-style-type: none"> • Crown-Māori Relationships are formed appropriately to address matters of mutual significance. • Crown-Māori Relationships demonstrate the principles of mutual respect, good faith and the recognition of each others' contribution. <hr/> <p>Partnership and Participation</p> <ul style="list-style-type: none"> • The Māori authorised voice is effectively provided for in central and local government decision-making processes of significance to Māori rights and interests. • Māori rights and interests are clearly identified and understood, and fairly and transparently balanced against other interests. • Māori are participating more in local and central government electoral processes.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">He Whakamārama Rationale</p>	<p>The Treaty of Waitangi is an integral feature of our nation's constitutional arrangements. Accordingly, an environment in which the Treaty partnership is recognised, respected and acted upon enables New Zealand as a whole to move together with a shared purpose and a clear commitment to an optimistic future.</p> <p>Full Māori engagement in the systems of local and central government, including electoral, governance and government policy and decision-making processes, is fundamental to giving effect to the Treaty's partnership promise.</p> <p>Strong and effective Crown-Māori partnerships and relationships better enable iwi and Māori communities to realise their potential, for themselves and for the nation.</p> <p>It is important then that the Government maintains momentum with its iwi and hapū partners so that the partners can build positively on their restored relationships.</p>

He Pae Tata Desired Impacts

- We have promoted processes to achieve more frequent and more meaningful consideration of iwi and Māori perspectives in policy development and decision-making across local and central government.
- Our support for the Government's long term review of New Zealand's constitutional arrangements provides for Māori to shape the development of forward looking and inclusive models of national governance and democratic participation.
- Our advice on Treaty claim negotiation mandates and settlement ratifications supports the progress and durability of Treaty settlements.
- Our co-ordination of Whole of Government Settlement Accords' implementation supports the positive development of Crown-iwi post settlement relationships.

Whaia kia Tata Achieving the Desired Impacts

We will contribute a mix of lead and supporting advice, local level facilitation and trial initiatives to inform, or otherwise support, Government on:

- significant risks to Crown-Māori relationships, and how these can be mitigated;
- Māori interest in New Zealand's constitutional arrangements and the Government's long-term review;
- known Māori rights and interests, and how these intersect with government policy proposals;
- good models of practice to improve sector and local government collaboration with iwi and Māori collectives;
- iwi and Māori representation and mandate; and
- co-ordination of Whole of Government settlement accord implementation with iwi and support, as appropriate, for other settlement related commitments by Government.



Towards Outcomes: What we will do (cont...)

Outcome Two: Whāinga ki Mua

Māori are more secure, confident and expert in their own culture.

He Pae Tāwhiti Indicators

Protecting, Maintaining and Developing Taonga Māori

- More Māori people can speak the Māori language.
- More Māori people are affiliated with their iwi.
- Māori people are engaging more often with their marae.
- The Māori cultural estate is protected and enhanced, as Māori people identify and manage their connection to their ancestral lands, wāhi tapu and other physical taonga.

He Whakamārama Rationale

Māori culture is the defining characteristic of whānau, hapū and iwi Māori. Māori culture is an important driver of Māori development in and of itself, and Māori people are invested in maintaining and developing their lands and other physical taonga, and language and other mātauranga in ways which support them as culturally distinct peoples. Māori culture has also proven to be a key catalyst in growing Māori participation in pre-school, improving education outcomes for Māori learners and supporting strong and diverse participation in the economy. This adds to a growing body of evidence that Māori people who are secure in their cultural identity, and active in the practice of their culture, tend to achieve better social and economic outcomes.

He Pae Tata Desired Impacts

- Our approach promotes and results in active Māori leadership of the retention, practise and development of their language and cultural heritage utilising customary and contemporary platforms.
- Our state sector leadership and support for Māori language and culture policy, and related work supports Māori access to, acquisition, use and enjoyment of their language and cultural heritage.
- Our advice on and support for iwi and hapū interests in their shared cultural estates promotes ways to improve access, use and development arrangements by the estate owners.
- We will promote processes to achieve more frequent and more meaningful consideration of iwi and hapū perspectives in policy development and decision-making across local and central government.

Whaia kia Tata Achieving the Desired Impacts

We will provide leadership across the state sector, and contribute a mix of supporting advice, local level facilitation, investment, and trial initiatives to inform Government on:

- the protection and development of taonga Māori, with a particular emphasis on revising the Government's current *Māori Language Strategy to 2028*;
- opportunities to support Māori-led promotion and take up of te reo Māori across new and emerging technology-based platforms;
- pilot investment in marae as hubs of cultural practise for whānau, hapū and other marae-based collectives;
- enhancing Māori engagement with, and utilisation of, their collectively owned assets and cultural estates, with a particular emphasis on Māori land under *Te Ture Whenua Māori*; and
- its ownership and purchase interests in Māori language entities funded through Vote Māori Affairs.



Towards Outcomes: What we will do (cont...)

Outcome Three: Ōranga ā mua

Whānau Māori are pursuing and realising an improved quality of life and citizenship for their members.

<p>He Pae Tāwhiti Indicators</p>	<ul style="list-style-type: none"> • More Māori report that they are satisfied or very satisfied with their life. • Māori live longer. • More Māori are employed. • Fewer Māori live in poverty. • Māori education outcomes are increasing. • Improved financial performance of Māori enterprises.
<p>He Whakamārama Rationale</p>	<p>It is increasingly recognised that families are both the central support structure for their individual members, and the key shaper of their members' experiences and life choices. This presents a challenge and an opportunity for Government to support Māori and other vulnerable groups in ways which are inclusive of family and the family context and, importantly, invites and enables ownership and leadership by families.</p> <p>The <i>Whānau Ora Approach</i> has been established in response to that aspiration. <i>Whānau Ora</i> recognises that, despite the challenges and circumstances they face, all families have within them the collective potential to realise social, cultural and economic gains for their members. To complement this strengths-based and holistic approach <i>Whānau Ora</i> also focuses on building greater cross-sector and service collaboration so that families have access to more family-centred support as they set and progress towards their goals and aspirations.</p> <p>At a population level, most socio-economic indicators show that the outcomes enjoyed by Māori citizens and households have improved over time but that there has been deterioration relative to outcomes enjoyed by non-Māori.</p> <p>These population level indicators are of serious concern to Government, to Māori and to the wider community. Without effective intervention and investment, Māori demand for remedial support will place inordinate stress on public services (particularly given the Māori population age profile and growth projections) and constrain Māori participation and productivity within the economy.</p> <p>To that end, through the <i>Crown – Māori Economic Growth Partnership – He Kai Kei Aku Ringa</i>, the Government has made it a cross-sector priority to support stronger and higher quality Māori participation in the economy. This commitment spans a focus on Māori households, and lifting financial literacy; to greater skills and qualification acquisition across the Māori labour market; through to creating an enabling environment for Māori asset utilisation in current and emerging growth sectors for the national economy.</p>

He Pae Tata
Desired Impacts

Whānau-centred Approaches

- We will have established strong evidence on the contribution of whānau-centred approaches to improving whānau outcomes: self-management, healthy lifestyles, participation in society, economic security and wealth creation, and cohesion.
- We will have consolidated a network of community-based service approaches that directly supports family-led and family-centred transformation.
- Sectors beyond social development and primary health will be active participants in the *Whānau Ora Approach* and its implementation.

State Sector Effectiveness

- Our advice will realise effective consideration of Māori needs and aspirations in social and economic policy and strategy development across government.
- Our advice will improve scope for good public service measurement and reporting on Māori outcomes.
- Our trial initiatives will evidence good practice guidance and advice to lead sectors to lift Māori participation and quality of outcomes against key socio-economic indicators.

Whaia kia Tata
Achieving the Desired Impacts

We will contribute a mix of lead and supporting advice, local level facilitation, programmes and trial investments to:

- consolidate the Government's *Whānau Ora Approach* in collaboration with the Ministries of Social Development and Health, district health boards, communities, Whānau Ora provider collectives and other key sector participants;
- support achievement of *Better Public Services* results and targets of particular priority to vulnerable whānau;
- progress implementation of *He Kai kei Aku Ringa* and the wider *Business Growth Agenda* by facilitating strong Māori engagement and participation in high growth vocational, sector and resource development initiatives;
- collaborate with and inform lead social and economic development sector agencies' priorities, strategies, performance measurement and policy development processes in respect of Māori needs and aspirations; and
- Facilitate better local-level awareness, access and relationships between service delivery agencies and high needs Māori communities.



Towards Outcomes: How we will measure progress and performance

He Ara Whakamua

		Measure	Initial State	Current	Trend
Outcome Indicators	Crown-Māori Relationships	Iwi with completed settlements Target: all settlements completed by 2014	17% (1997-2008)	33% (2011)	↑
		Number of registered contemporary claims from PSGEs	New measure	New measure	
	Participation	Voter turnout in Māori electorates	57.6% (2002)	58.2% (2011)	↑
		Proportion of Māori MPs	15.8% (2002)	16.5% (2011)	↑

		Measure	Target	Baseline
Impact Measures	Promotion of Māori perspectives across local and central government	Ministerial decision-making on key relevant issues has been informed by our advice	100%	New measure
	Support of the progress and durability of Treaty settlements	Claimant groups progress through the settlements process following mandate and ratification decisions	100%	New measure
	Co-ordination of Whole of Government Settlement Accords	Number of Accord formal compliance complaints	0	New measure
		Compliance with requirements of Māori Affairs Accords	100%	New measure



Towards Outcomes: How we will measure progress and performance (cont...)

Whāinga ki Mua

		Measure	Initial State	Current	Trend
Outcome Indicators	Language	Increased Te Reo speakers. Target: 51% by 2028	25.2% [2001]	23.7% [2006]	↓
	Iwi affiliation	Increased level of affiliation with iwi	75.2% [2001]	79.5% [2006]	↑
	Marae	Increased engagement with marae	New measure in Māori Social Survey 2013		

		Measure	Target	Baseline
Impact Measures	Language and culture	Uptake of Māori language radio and television programmes	37% radio 70% TV	35% radio 63% TV
		Perceived increased Māori language acquisition and use following participation in programmes, services and events	75%	75%
	Active Māori leadership	Across key cultural heritage domains there is an enabling environment for more Māori leadership	At least 2 domains	New measure
	Cultural and collective held estates	Iwi and hapū are able to be more actively engaged with natural resources as a result of significant new mechanisms that provide for their interests	At least 2 mechanisms	New measure
		Self-reported strength of connection to Tūrangawaewae	New measure	New measure
		Satisfaction of iwi resource managers with their relationship with local council	45%	42%
	Consideration of iwi and hapū perspectives	Ministerial decision-making on key relevant issues has been informed by our advice	100%	New measure



Towards Outcomes: How we will measure progress and performance (cont...)

22

🏡 Ōranga ā mua

		Measure	Initial State	Current	Trend
Outcome Indicators	More Māori report that they are satisfied or very satisfied with their life	Increased life satisfaction	81.5% (2008)	83.4% (2010)	↑
	Māori live longer	Increased life expectancy	71.6 years (2000-2)	74.7 years (2010-12)	↑
	More Māori are employed	Increased Māori employment rate	58.2% (Dec 2002)	55.2% (Dec 2012)	↓
	Fewer Māori households live in poverty	Decreased Māori households in bottom income quintile	24.3% (2002)	25.1% (2010)	↑
	Māori education outcomes are increasing	Increased Māori with a post-school qualification	21.2% (2001)	27.9% (2006)	↑
	Improved financial performance of Māori enterprises	A new tier one statistic to measure the financial performance of Māori enterprises is under development. Date of entry: 2014			

		Measure	Target	Baseline
Impact Measures	Evidence on contribution of whānau-centred approaches to improving whānau outcomes	Whānau Ora collectives report on Whānau-centred approaches and its impact on whānau transformation	90%	New measure
		Engaged whānau are taking steps to improve their outcomes	At least 65%	New measure
	Community-based service transformation	Providers have transformed to provide whānau-centred approaches	90%	New measure
	Increased collaboration	Lead sector agencies participating in Whānau Ora nationally and regionally	At least 1 new sector	New Measure
	Consideration of Māori needs and aspirations in social and economic policy development	Ministerial decision-making on key social and economic policy issues has been informed by our advice	100%	New measure
	Good public service measurement and reporting on Māori outcomes	Sector ministers and agencies are informed of opportunities for improved engagement, planning, service delivery and performance reporting for Māori	At least 5 opportunities	New measure
	Evidence of good practice of trial initiatives	Reports from trial initiatives detailing good practice are produced and disseminated	100% of evaluation reports and good practice guidance	New measure



Managing in a Changeable Operating Environment

Operating Environment and Strategic Challenges

The Ministry's immediate operating environment carries some uncertainty, including the medium to long term role, shape and position of Te Puni Kōkiri. While the role based recommendations arising from the recent reviews are broadly aligned with the Ministry's current roles and functions, there are a number of recommendations relating to structure, capability and emphasis which together speak to a programme of organisational change and sharpened prioritisation of work programme. The areas of likely potential change are future delivery arrangements and appropriations for Whānau Ora, strategic emphasis in the policy function and innovation emphasis in the investment function.

Effecting agreed change, including building depth of capability (in terms of broad-based sector coverage), and managing expectations to align with a more sharply focused work programme, present some medium term challenges. Ministerial support, particularly in terms of agreeing work programme trade-offs, will be important to the future success of the Ministry. Other important factors impacting on our current and future state include:

- the Government's wider drive for delivering on its Better Public Services, Business Growth Agenda and Rebuilding Canterbury commitments, and managing the associated expectations of Te Puni Kōkiri within our capacity limits;
- the Relationship Accord and Confidence and Supply Agreement between the National Party and the Māori Party, and emerging political commitments between parties within government; and

- the changing Māori and iwi representational landscape, and the higher expectations these parties have in terms of their engagement with government and their experience of government services.

The most significant strategic challenge facing Te Puni Kōkiri at the present time is establishing clarity about its medium to long term role, shape and position going forward. Although the Ministry has positioned itself and continues to be well placed to advise on and respond to the two most recent reviews, we intend to focus in the coming months on ensuring we have the right capability mix to deliver on agreed directions and to build upon our current leadership role in critical areas of Māori achievement and success.

This will include building a depth of capability in areas of agreed emphasis, and shifting regional capability towards a stronger relationship focus.

Assessing Organisational Health and Capability

Our Workforce

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Te Puni Kōkiri enjoys a positive culture, and maintaining and indeed building upon this over the coming period, as we realign our work programme to our strategic priorities, is of critical importance to us.

We continue to position ourselves to ensure we retain sufficient flexibility to implement the changes we envisage during the term of this Statement of Intent, both in terms of the skills and capability mix that we will need to meet the requirements of our new strategic direction and outcome focus and, if required, to our structure.

We are focused on becoming a dynamic and agile organisation, and one which is able to both understand our stakeholders, and respond to their needs and expectations in a manner which further builds their confidence in us. Continuous improvement is becoming embedded and staff will “always look for a better way” to maximise both value for money and stakeholder benefit.

Our People Capability Strategy and underlying Performance Framework ensures we continue to have robust and timely information available to us on our current capabilities and common areas of development. We intend in the short term to build our leadership capacity across the organisation, and to provide our staff with opportunities to not only to build their analytical capabilities, but also their resilience in the face of change. As part of our strategy for development, we will also consider whether we need to supplement or change existing systems to effectively monitor and review the depth of capability within core areas of the Ministry.

The current fiscal environment means that our workforce going into the future may be smaller and more highly and differently skilled. However until the outcomes of the review processes, and in particular the Future Focus review, have been confirmed, it isn't possible to be more specific than this. Once final decisions have been made, we intend to commence a targeted recruitment campaign to allow us to further build the depth of skills and capabilities we believe will be necessary to fulfil the Ministry's agreed role and functions - *Ārahitanga*, *Whakamaherehere* and *Auahatanga*.

Despite the uncertainties of recent years, including the widespread changes across the public sector generally, the results of our most recent external assessments (summarised in the table on page 26), across the full range of public sector indicators confirm that Te Puni Kōkiri continues to maintain both a capacity and a capability comparable to that of our colleague agencies.



Assessing Organisational Health and Capability (cont...)



Key assessments of our organisational health

Measure / Review	Outcome / Result
Independent Review of Policy Advice for year ended June 2012	4.97 out of a possible 6.
Treasury led Benchmarking Administrative and Support Services (BASS) report	Compares Te Puni Kōkiri favourably with other agencies with a similar profile. Trend data shows continual improvement in both efficiency and effectiveness over time.
SSC Human Resources Capability Survey Report	Released by SSC in October 2012. Compares Te Puni Kōkiri positively with the core public sector.
SSC PIF Report	Undertaken in 2010. Of the 15 + agencies reviewed since, Te Puni Kōkiri compares favourably. As a matter of continuous improvement, a follow-up self-assessment will be undertaken.
2011/12 Stakeholder Surveys	Key Regional Stakeholders Survey – 4.5 out of possible 5. MBFS Client Satisfaction Survey – 3.9 out of possible 5.
Independent Audit Ratings of our Management Control Environment	Based on Audit NZ ratings for 2011/12. <ul style="list-style-type: none"> • Financial information, systems, and controls very good (2011: very good). • Management control environment good (2011: good). • Service performance information, systems, and controls needs improvement (2011: needs improvement).

Equality and Diversity

The State Sector Act sets out particular employment responsibilities for the public service in relation to the employment and aspirations of Māori people and the need for greater involvement of Māori in the Public Service. 70% of our employees identify as Māori.

With a 50/50 gender ratio within our senior management, Te Puni Kōkiri is a leader in the public sector. We also have one of the lowest gender pay gaps in the Public Service. These measures demonstrate that the ongoing commitment to attracting a diversity of quality applicants for our vacancies, and retaining the talent we employ, is effective.

The People Capability Strategy, which has evolved over recent years, continues to build on the key themes of equity in rewards; participation; fairness and respect. Human resource key performance indicators will continue to monitor for equity, as will periodic reporting mechanisms such as staff participation in performance management and annual reward rounds. 2013 has seen a significant increase in participation in the performance management process.

Financial Health

Te Puni Kōkiri is accountable for departmental appropriations of \$62.657m and non-departmental appropriations of \$156.002m within the Vote Māori Affairs portfolio. The majority of the Vote's non-departmental expenditure can be categorised as either Crown and other statutory entities for which Te Puni Kōkiri has a monitoring and policy development role or programme investment, including the Māori Potential Fund and Whānau Ora.

Within its profile of departmental expenditure the Ministry's main input cost driver is personnel related costs, which represent some 52% of expenditure and is the major determinant of other operating costs.

Risk Management

Te Puni Kōkiri has an established risk management framework. The Ministry's Executive Leadership team is responsible for establishing policies and procedures relating to risk management, the primary aim of these being to manage, rather than eliminate risk and to minimise any adverse impacts.

We have worked to ensure our overall approach to managing risk has become embedded in our day to day operations. This has resulted in risk management discussions as an integral element to all management activity, with risks continuously identified and assessed with risk treatment plans put in place. The Ministry's Audit and Risk Management Committee oversees risk management and audit activities and provides independent assurance and risk management advice to the Chief Executive.



Assessing Organisational Health and Capability (cont...)

Cost Effectiveness

The Government is committed to delivering high-quality public services in a challenging fiscal environment. To this end, the Ministry is committed to:

- ensuring value for money across all areas of expenditure;
- progressing a demonstrably results-focussed work programme; and
- developing and maintaining the capabilities, systems, innovation and flexibility to achieve these objectives.

Our participation in the All of Government purchasing initiative has begun to deliver significant savings to the Ministry. Within the Ministry we have also implemented a number of additional measures including the proposed reduction of our filing footprint, and a review of our approach to print-based publications.

This is the third year Te Puni Kōkiri has completed the collection of data for the BASS programme. The summary results from the 2011/12 BASS benchmarking (published in April 2013) are illustrated in the table opposite.

These show:

- improvements across all Administration and Support functions for the past three financial years; and
- Administration and Support costs are below or within 1% of those of our colleague agencies.

Capital and Asset Management

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

The Ministry monitors the performance of its physical assets to ensure effectiveness and efficiency and replaces these assets as appropriate to ensure that acceptable business standards are maintained. All capital purchases are largely part of the routine asset replacement programme.

Overall Efficiency

Measuring the use of resources to minimise cost, effort and time

Te Puni Kōkiri recorded an increase in efficiency of 13% (from 54% to 67%) from the 2010/11 financial year.

The improvement in efficiency ratings are mainly reflective of the following changes that have occurred within Te Puni Kōkiri in the last 12 months:

- finance and payroll restructuring in late 2011;
- automation and strengthening of systems; and
- proactive review and analysis of key expenditure area.

Overall Effectiveness

Measuring the extent to which activities achieve results

Te Puni Kōkiri recorded an increase in effectiveness of 9% (from 45% to 54%) from the 2010/11 financial year.

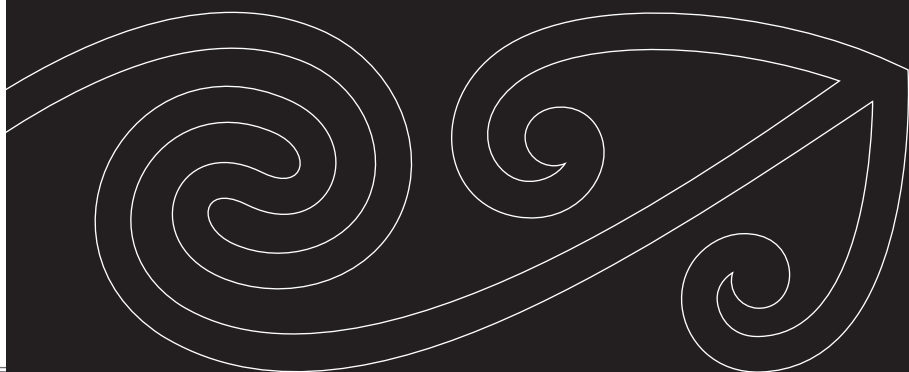
The improvement in effectiveness ratings are mainly reflective of the following changes that have occurred within Te Puni Kōkiri in the last 12 months:

- increased participation in All of Government (AOG) initiatives and syndicated contracts;
- strengthened management practices, especially in property 9/10 (Peer 8/10) and legal 8/10 (Peer 5/10); and
- ICT supportability and commitment to a 15 minute response time (compared to Peer median 48 minutes and NZ median 60 minutes).











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