



He Takunetanga Rautaki 2018-2022

Strategic Intentions 2018 -2022



Cover

The Tawhai whānau built a three home papakāinga that will provide safe, warm and affordable rental housing for whānau members. They have realised the aspirations of their parents, developing a legacy for future generations to come. The papakāinga highlights one of the key outcomes of the Te Puni Kōkiri Māori Housing Network, which is to provide affordable housing for whānau. Photo credit: Josie McClutchie.

Inside Cover

Pera Te Amo (Tuhoe, Ngāti Porou) is owner and director of Complete Siteworks Company Limited, and founder of the mobile classroom that delivers a Values Programme to year 5 to 9 students at low decile schools. Te Puni Kōkiri supports the Values Programme through the Matika – Moving the Māori Nation fund and Rangatahi Suicide Prevention fund. Complete Siteworks also participates in the Te Puni Kōkiri Cadetship initiative providing youth employment-based training and skills. Photo credit: Adrian Heke.

Presented to the House of Representatives pursuant to section 44 (1) of the Public Finance Act 1989





 *Children of the Mist*
COMPLETE
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Statements of Responsibility

Ministerial Statement of Responsibility

I am satisfied that the information on future operating intentions provided by Te Puni Kōkiri in this Statement of Strategic Intentions is in accordance with the requirements of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



Hon Nanaia Mahuta

Minita Whanaketanga Māori | Minister for Māori Development

October 2018

Chief Executive Statement of Responsibility

In signing this document, 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

Toihautū | Chief Executive

October 2018





Minister for Māori Development, Hon Nanaia Mahuta and Te Puni Kōkiri Chief Executive, Michelle Hippolite attending the opening of the Te Puni Kōkiri Te Upoko o te Ika office, March 2018. Photo credit: Adrian Heke.



Minister's Foreword

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Kei ngā pā harakeke o te motu, tēnā tātou katoa,

Ko te kupu te whakatinanatanga o te whakaaro, ka mutu, ko te whakaaro te waka kawē o tā te kanohe kite ai, o tō te ngākau rongo ai, o tō te hinengaro wānanga ai.

Nō reira, ka tuku a kupu tuatahi kia inoi ki te wāhi ngaro kia tau iho mai a whakapono, a aroha, a kōtahitanga, ki tēnā, ki tēnā ō tātou.

Ko te kupu tuarua ka tuku ki ngā mātāngohi o te kūpenga whakaiwikore a Taramainuku. Haere koutou ki te rangi whakamoe ariki, oti atu!

Ngā tauārai o te pō, tītoko ko te ao mārama e!

Ko aku kupu whakamihi ka rere ki ngā iho pūmanawa o te motu! Rarau mai ki ēnei pitopito kōrero, ēnei kohinga kupu e whakaatu atu i te whānui me te whāroa o ngā mahi a Te Puni Kōkiri! Tēnā tātou katoa!



In September 2018, the Government announced twelve priorities as part of our plan for a modern and prosperous New Zealand. These priorities come under three key themes:

- Building a productive, sustainable and inclusive economy;
- Improving the wellbeing of New Zealanders and their families; and
- Ensuring new leadership by government.

I am pleased to present this Statement of Strategic Intentions for Te Puni Kōkiri for 2018-2022. Its central vision of thriving whānau in engaged communities, captures the convergence of the Government's priorities and the aspirations of whānau, hapū and iwi.



This approach recognises that whānau are fundamental building blocks of Māori society. If whānau thrive, so will iwi and hapū. Whānau leading their own development aspirations provides the platform for them to drive and lead development in their community. If we can support all whānau to thrive, this will create a step change for Aotearoa New Zealand and create a much fairer and more prosperous future for everyone.

My overall approach to achieve this is called Te Ohu Whanake, or sowing the seeds of development. It is an approach with three elements that inform the strategic direction in this document:

- Opportunity, which is about identifying where we can make the biggest impact for whānau wellbeing
- Innovation, which is about finding new and holistic ways to support whānau in achieving their aspirations
- Aspiration, which is about acknowledging that whānau, hapū and iwi desire to be self-managing, and to thrive on their own terms.

The role of government is that of activator, enabler or a partner, rather than the sole provider of solutions. It will require creating an enabling environment, so that whānau can achieve their

aspirations with the relevant government support. Innovation includes learning from the insights provided by whānau, hapū and iwi themselves, so that the public sector progressively gets better at creating this enabling environment.

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

Hon Nanaia Mahuta

Minita Whanaketanga Māori

Minister for Māori Development

October 2018



Chief Executive's Introduction

The wellbeing of whānau, hapū and iwi is central to the future wellbeing of Aotearoa New Zealand. All are nurturers of rangatahi, who are crucial to our future. Many have clear goals that they want to achieve for their members, such as building skills or moving towards financial success, and are looking for opportunities to do so.

Whānau, hapū and iwi Māori share many priorities in common with those of the Government, whose priorities emphasise the wellbeing of all New Zealanders and their families. Government also recognises the need for transformational, new leadership based on strong relationships and partnerships with these groups.

Developing meaningful partnerships with whānau is the best approach to shifting intergenerational issues. Te Puni Kōkiri has significant experience in this. Over a number of years we have delivered and overseen key interventions like Whānau Ora. Through our housing work, for example, we have seen that, while a warm and dry home is crucial, it is only one milestone on the whānau journey. We must support whānau aspirations beyond the physical house as an end-point if we want to be truly transformational.



Te Puni Kōkiri has a wide view across a range of national and regional initiatives – social, cultural, environmental and economic. We have daily contact with whānau, hapū and iwi across these issues.

We can gather feedback and insights from the people, often through our regional staff, and use these with quantitative data to develop our policy thinking. We can then make sure these real life experiences help to shape policy development. This is important in order that government policy initiatives enable the needs of whānau, rather than stymying them.



The very broad role of Te Puni Kōkiri, our access to information and ability to make connections make us ideally placed to spark innovation. We will work to bring innovation in carrying out our key roles:

- **Leading** work towards policy and legislative change;
- **Influencing** the mahi of others by working in partnership and bringing Māori voices to decision-makers; and
- **Investing** with whānau, hapū and iwi to enable the achievement of the goals they hold mutually with government, and to enable whānau to lead development in their own communities.

We have identified eight key focus areas for our work. These are outlined in Part Four of this document.

We continue to strengthen our systems and people capability. In order to deliver our vision of *Thriving Whānau*, we know we will have to be at the top of our game.



Michelle Hippolite

Toihautū | Chief Executive

October 2018



My dream Career...

Be a Teacher
M.A.D TOGETHER HIP HOP SINGER WFG
Spread our language to the world
To be Beyoncé
Queen
Zahr
Jahmay was here
To be a singer or in a band
To complete my P.H.D.
Policeman
at the disco
DJ
Rugby
gipato



Part One:

Our Environment; Our Response

Now, as a new generation of leaders is emerging, and after the completion of most Treaty settlements, the focus is moving more rapidly than ever from grievance towards aspiration and opportunity. It is important for government to place Māori needs and aspirations front and centre of its thinking, to focus on opportunities for Māori development and to be open to community-led innovation.

In keeping with the changing times, the public sector needs to move forward from its traditional approaches. It needs to deepen its ability to work with whānau, hapū and iwi, to understand their aspirations and support their achievement.

Looking forward towards the milestone of the 200th anniversary of the signing of Te Tiriti o Waitangi in 2040, there are both opportunities to be taken and obstacles to be removed. These are important considerations in determining the direction and approach that Te Puni Kōkiri will take over the next four years.

Aotearoa New Zealand in 2040

There are many important reasons to invest in the wellbeing of whānau, hapū and iwi now.

By 2040, over 1 million people in Aotearoa New Zealand will identify as Māori, as will around 30 per cent of all Aotearoa New Zealand children aged 0 – 14 years. These children will be the innovators, workers and leaders to take Aotearoa New Zealand well into the future.

The ambition of whānau, hapū, iwi and Māori organisations will see them engaged in all aspects of society - social, cultural, environmental, and economic, as well as in all levels of decision-making. Interventions that are designed by Māori for Māori will be more prevalent.

The Māori economy will continue to grow. It is likely to remain based on exports and tourism. The web of international connections and value chains, and the rapid development of technology, will require greater agility. This will involve the development of new skills.

Rangatahi who are at high school now will be in the prime of their working lives and those children born in the next three years will be entering the workforce in 2040. But it is likely that many jobs currently undertaken by Māori in the transport, warehousing and communications sectors will become automated. It will be important to find ways to transition workers into new roles and equip today's rangatahi Māori with the relevant skills and confidence to build their future.

Image: Māori youth share their career aspirations at Te Ra o te Raukura 2018, Waiwhetu. Photo credit: Adrian Heke.



Within a globalising world and rapidly diversifying Aotearoa New Zealand population, te reo Māori and Māori culture will be anchors for an emerging sense of national identity. While whānau, hapū and iwi will remain the kaitiaki of te reo Māori and Māori culture, these can also be points of difference, distinguishing us from other countries on the world stage.

Enabling good lives for tamariki and rangatahi Māori is a necessary foundation for building a cohesive country and enhancing national wellbeing.

Wellbeing of whānau, hapū and iwi

To ensure Māori are well positioned to take advantage of these changes and emerging trends, Te Puni Kōkiri, as a small agency, has made a number of conscious decisions regarding its approach, its focus, and its strategic direction.

The Te Puni Kōkiri approach to development and wellbeing is reflected through *Te Ohu Whanake* – sowing the seeds of development. It is an approach that seeks to:

- create a solid platform of community-based relationships and engagement with whānau, hapū and iwi;
- improve outcomes by focusing on Māori aspirations, and on opportunities and innovative ways to accelerate development;

- position government to be an enabler and a partner, empowering Māori choices; and
- to create equity and equitable outcomes in an environment in which Māori can succeed, both here and abroad.

Te Puni Kōkiri cannot do this alone. We need to work with other agencies to shape policy, co-invest, and bridge the gaps between the on-the-ground skills and resources and the aspirations of the community.

Our vision

All the above elements come together in the Te Puni Kōkiri vision for 2018-2022: *Thriving Whānau*. Whānau development and whānau-centred approaches sit at the centre of Te Puni Kōkiri policy, activities and initiatives.

Whānau provides the basis for how Māori engage, how strengths are viewed, and how success is shared. When whānau are doing well, so too will hapū and iwi – as will New Zealand. A thriving whānau builds intergenerational social, cultural and economic wellbeing. Understanding and empowering whānau are key to supporting wider Māori aspirations, such as community development.

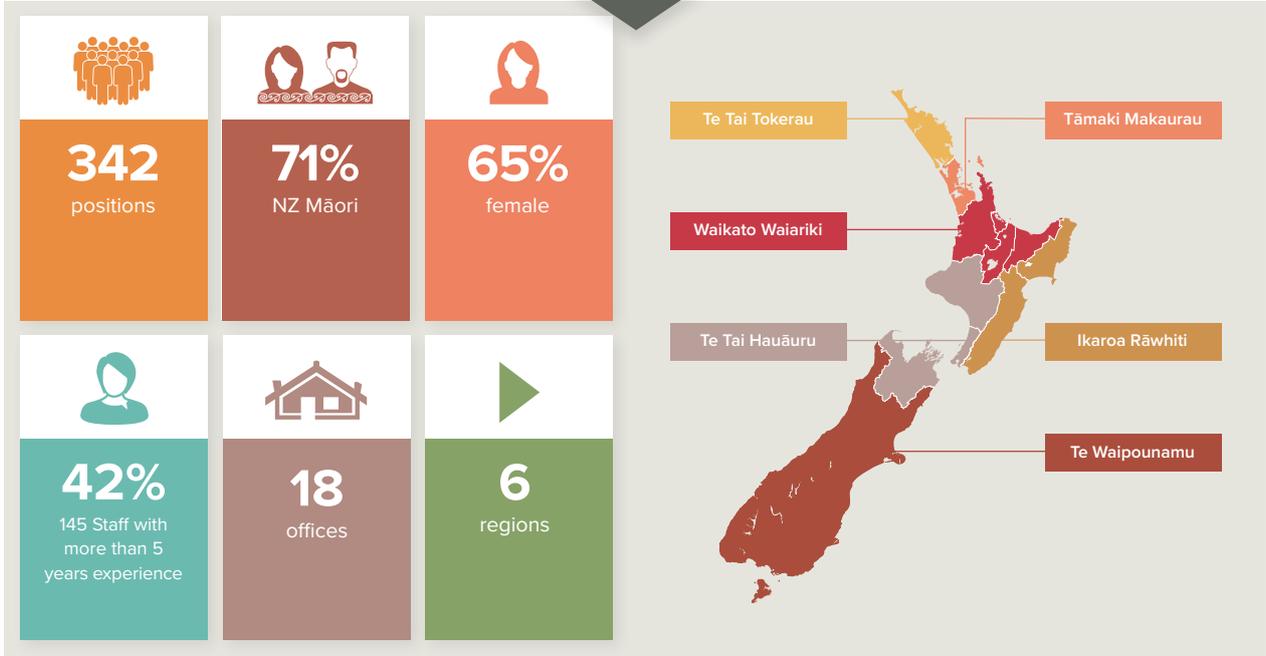
Image: Te Rūnanga o Te Rarawa, in partnership with Te Aho Tū Roa, ran a three day symposium at Ōhaki marae in Pawarenga. The intention of the wānanga was to reconnect the people - while also learning about the importance of mauri; of te taiao and of people.



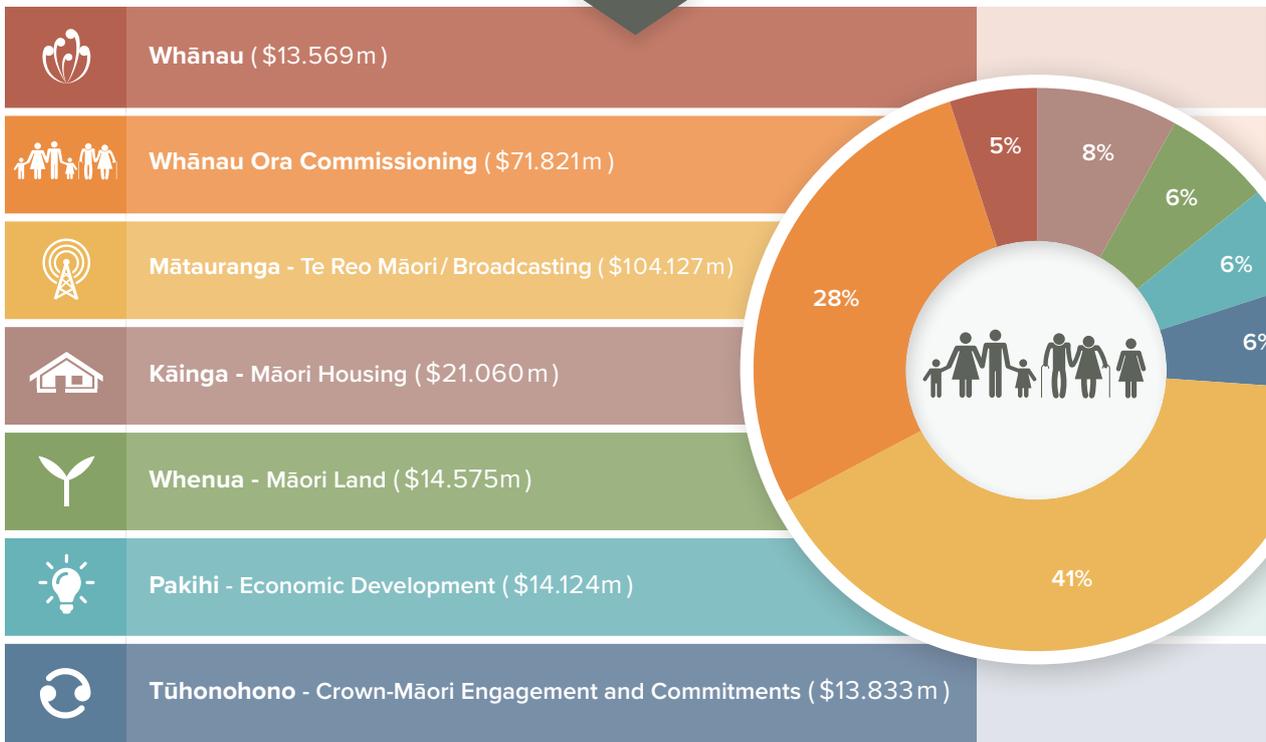


Te Puni Kōkiri at a Glance 2017-2018

Our People and Our Reach



Non-departmental funding was \$253.108 million



Part Two:

Our Role in Whānau, Hapū and Iwi Wellbeing

Who we are

Te Puni Kōkiri was established under the Māori Development Act 1991 to promote “increases in the levels of achievement attained by Māori” in a number of key sectors. Te Puni Kōkiri has a range of responsibilities that are very broad, from te reo Māori and culture through many social and economic issues, to the environment and natural resources.

The Ministry’s strong connections within Māori communities through whānau, hapū and iwi, as well as with other government agencies, help to generate trusted partnerships and flows of information. This approach enables a shared focus on issues important to Māori.

As a small agency with broad responsibilities, Te Puni Kōkiri has to be smart in maximising its impact. This involves partnering with others – both within government and with Māori and non-Māori organisations. It also requires careful choices about how and where we will become involved in particular issues.

Presently, Te Puni Kōkiri has 342 permanent positions, a national office and 17 regional and local offices.

Our value proposition

Te Puni Kōkiri brings the following attributes to the public sector as it works to achieve the Government’s priorities:

We are the principal connector between the Crown and whānau, hapū and iwi.

We invest with whānau, hapū and iwi to achieve their aspirations.

Together, we design and enable innovative approaches to accelerate whānau, hapū and iwi development.

We use our knowledge to influence the public service to lift its performance for whānau, hapū and iwi.

These are the ways in which we complement the work of other policy and delivery agencies in the public sector, many of which are much larger than Te Puni Kōkiri. As a comparatively small agency in terms of resources (the Māori Development portfolio represents 0.3 per cent of government expenditure), Te Puni Kōkiri must carefully prioritise where it becomes involved, and, in doing so, ensure that it maximises the impact and influence it brings.



What we do

Te Puni Kōkiri does the following three key things to achieve the impacts the Government and iwi, hapū and whānau want.

- **Leads** work towards policy and legislative changes, as well as innovative approaches that will deliver improved outcomes for Māori. Two examples are our lead work to revitalise te reo Māori and supporting Māori land owners to use their whenua for their wellbeing.
- **Influences** the work of others by working in partnership and bringing Māori voices to decision-makers. For example, this includes working alongside other public sector agencies to reduce the number of tamariki Māori in poverty and State care.
- **Invests** with Māori to pursue opportunities, including through funding and partnerships. For example, this includes supporting whānau to establish papakāinga, to build homes and communities, and strengthening connections.

As shown in the following diagram, being able to perform these roles successfully relies on our ability to engage meaningfully with whānau, hapū and iwi, and to partner with other public sector agencies.

Tikanga – the values that underpin our work

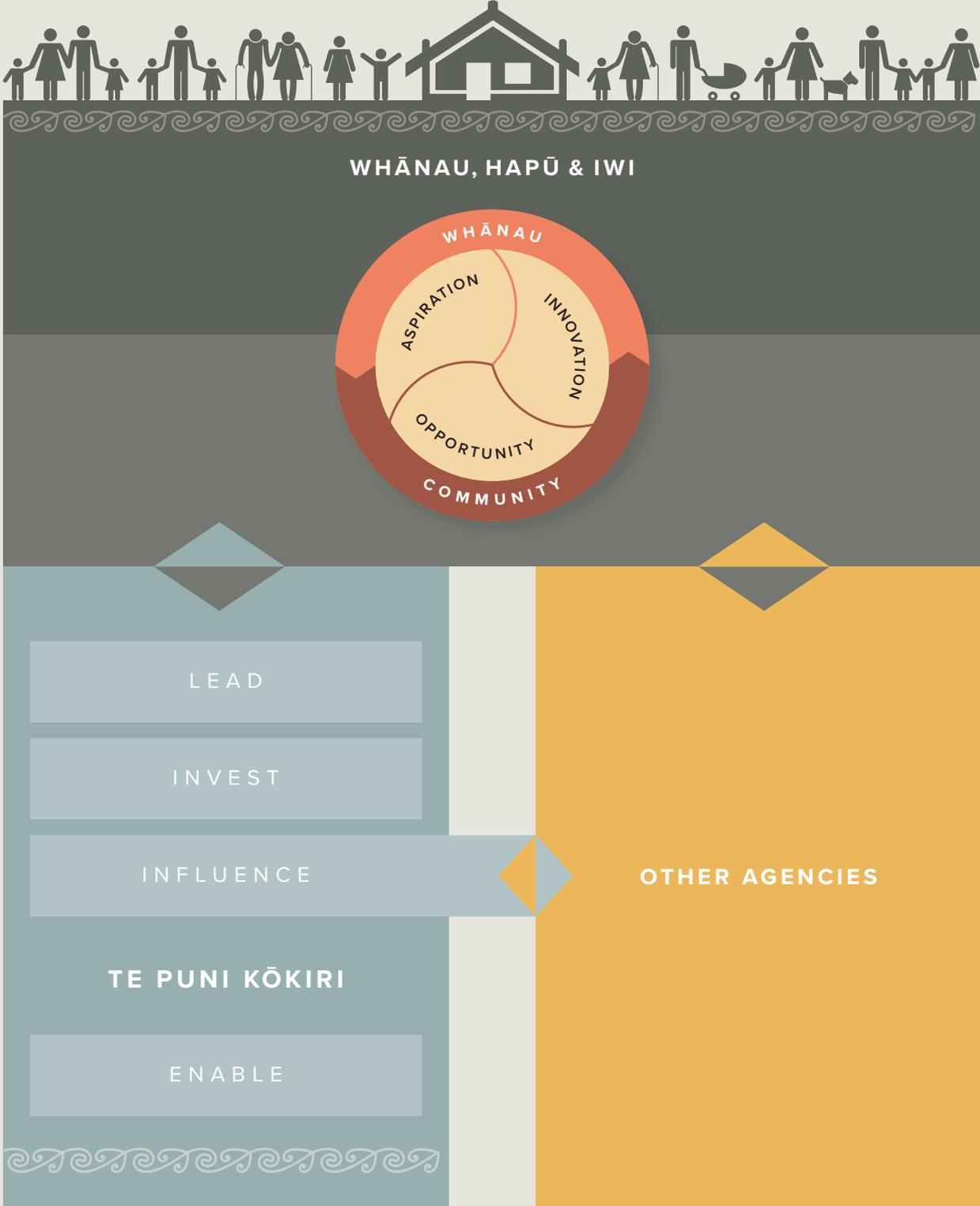
We have a strong set of values that guide the way we operate and ensure our work remains rooted in key concepts deriving from te ao Māori.

Our values are:

- **Te Wero** - *We pursue excellence.* We strive for excellence and we get results. We act with courage when required, take calculated risks and are results focused;
- **Manaakitanga** – *We value people and relationships.* We act with integrity and treat others with respect. We are caring, humble and tolerant. We are co-operative and inclusive;
- **He Toa Takitini** - *We work collectively.* We lead by example, work as a team and maximise collective strengths to achieve our goals; and
- **Ture Tangata** – *We are creative and innovative.* We test ideas and generate new knowledge. We learn from others and confidently apply new information and knowledge to get results.



Role of Te Puni Kōkiri





Part Three:

Achieving Impact

The frameworks that underpin our way of working

The following is an explanation of four key frameworks that we use to inform our work. These are:

- Te Tiriti o Waitangi;
- Whānau-centred approaches;
- Pā to policy, policy to pā; and
- Investing strategically.

Te Tiriti o Waitangi

Te Tiriti o Waitangi underpins all relationships between the Crown and iwi, hapū, and whānau. It guides all the Crown's activities and investment and creates particular obligations on both parties.

The Crown is expected to act consistently with the principles of the Treaty. These principles have been broadly defined by the Courts and the Waitangi Tribunal as:

- **Partnership:** the Crown and Māori have a duty to act in good faith, fairly, reasonably and honourably towards the other;

- **Protection:** the Crown has a duty to protect Māori interests including tino rangatiratanga and taonga, including the duty to provide redress for Treaty breaches; and
- **Participation:** iwi, hapū, whānau and Māori should have the same opportunities to participate in society as other New Zealanders and should be able to have an active say in decisions that affect them.

As historical Treaty settlements are completed, new opportunities are emerging for the Crown and whānau, hapū and iwi to partner for growth and development opportunities. Te Puni Kōkiri will work with others to ensure that Treaty principles continue to guide these new, future-focused relationships.

Empowered whānau are more likely to build on their own strengths and to access support through government, their community, and through their whakapapa, marae, iwi and hapū. This is consistent with the practice of rangatiratanga, which is a key Māori aspiration and a promise under Article 2 of the Treaty of Waitangi.

Te Waihoroi Shortland, Chair of Te Mātāwai, attending Te Rūnanga Reo, Wellington, 2018. Te Rūnanga Reo acts as the overarching governance group for the Māori Language Bill and it will plan and coordinate roles in support of strategies for te reo Māori revitalisation. Members comprise Te Mātāwai representatives and Crown Ministers. Photo credit: Mark Coote.



Whānau-centred approaches

Whānau wellbeing is vital to achieving the Government's priorities for the wellbeing of all New Zealanders and their families. Te Puni Kōkiri continues to champion a whānau-centred approach across government in order to achieve the transformational change that the Government, and whānau themselves, are seeking.

The public sector's traditional way of working with Māori involves delivering services to individuals for their individual needs. This can be done with the intention of achieving transformational change, however focusing on benefits to an individual only, may miss opportunities to effect wider impact for whānau for enduring solutions.

Relatively little effort has been invested in partnering with whānau to empower them and the communities of which they are a part to achieve better results. However, a whānau-centred approach that engages the whole whānau is far more likely to achieve intergenerational shifts than traditional approaches.

A whānau-centred approach includes the following features:

- recognises the role of the collective, and addresses the individual within the collective;
- enables whānau to control their own future and develop their own solutions;
- applies holistic approaches that address multiple factors (e.g. cultural, social, economic and environmental);
- values strengths and capabilities that already exist within whānau;
- focuses on relationships that build collaboration;
- grounds engagement with whānau in te ao Māori and kaupapa Māori;
- collaborates across government to match policy and services to whānau needs and realities; and
- works towards a flexible and enabling policy environment that supports whānau in achieving their aspirations.



Pā to policy, policy to pā

Te Puni Kōkiri is able to implement a ‘pā to policy, policy to pā’ approach. That means we can run an end-to-end process in which we take an initial concept – whether it comes through the political system or from analysis of existing practice – and shape policy with information and insights about the reality of people’s lives. We also co-design initiatives with whānau to meet their needs, then monitor and evaluate success to learn and apply the lessons in future projects.

By testing initiatives in this way, and by capturing feedback and insights from whānau, we are able to drive improvements to government policy and identify opportunities for future innovation.

The ‘policy to pā’ model is illustrated in the following diagram. Te Puni Kōkiri has in-house capability to work at all different points of the cycle.



Investing strategically

The Māori Development investment portfolio supports a broad range of social, cultural, economic and housing outcomes. It has grown significantly in recent years with total non-departmental funding in Vote Māori Development for 2018/19, totalling over \$250 million. This funds a mix of programmes managed directly by Te Puni Kōkiri and investments through statutory entities, Crown Entities and commissioning agencies.

Our Investment Strategy guides our own investment decisions at the community, regional and national levels. This supports the development needs, aspirations and opportunities of whānau, hapū and iwi. It builds upon the Coordinated Investment Approach introduced in 2016 across three of the Ministry's largest investment funds, and extends this across the whole portfolio so that we are able to respond flexibly and holistically to whānau aspirations.

A Te Ohu Whanake approach is embedded in the Investment Strategy. It sets out how investments will be targeted, the principles at the heart of the investment process, and how success will be measured. Implementing this approach requires changes and enhancements at all levels across our investment system, with a detailed work programme in place to support this.

Our guiding principles are that:

- We invest in initiatives that take a community and whānau-development approach to their delivery and support sustainable change;
- We invest in building capability and capacity to support the achievement of whānau, hapū and iwi aspirations;
- We invest in initiatives that promote and encourage the use of te reo me ngā tikanga Māori in everyday situations and settings;
- We co-invest in partnership with the community and with other agencies to maximise outcomes; and
- We invest strategically using regional knowledge and evidence to target our investment to where it can make the biggest difference.

We demonstrate these frameworks in action in our work to improve homes and communities, for whānau, hapū and iwi. We employ a partnership model which recognises that the aspirations and self-determination of whānau and wider community are key. We work with them to provide tailored support to help achieve their aspirations.¹

Addressing housing needs is part of a journey towards whānau wellbeing, which includes opportunities to improve health, security of tenure, create jobs, develop whānau capability and improve whānau wellbeing across generations.

¹ For further details, see Te Puni Kōkiri, Annual Report 2017/18.





Desiree Taputoro (Ngāti Raukawa) and her son Lyric at their new home on the Ngā Hau e Whā Marae community housing development (Poutūterangi 2018). Te Puni Kōkiri supported Ngā Hau e Whā to develop community housing on its marae in Ōtautahi. The homes were opened in March 2018. Photo credit: Maui Studios.

For example, in one central North Island community with significant housing and other needs, Te Puni Kōkiri is working with iwi, a Māori land trust, and other partners to develop a kāinga project with the following features:

- Local people building local leadership and ownership of change;
- Local people actively involved in planning, decision-making and doing;
- Many sectors working together – fostering connections at a neighbourhood level, and between local groups, agencies, business and government agencies; and
- Learning from doing – both at a local level and encouraging systems change in policy and operational practice by government agencies to enable lasting impact.





Part Four:

Our Strategic Choices

As a small agency with a wide remit, Te Puni Kōkiri has to make careful choices about where to focus its efforts. To progress towards the organisation’s vision of *Thriving Whānau*, in 2018-2022 Te Puni Kōkiri is concentrating its efforts on eight areas where it can have the greatest impact for Māori.

Our success in these key focus areas will contribute to the Whānau Ora outcomes agreed between iwi and the Crown. Ultimately, this will contribute to achieving the vision of *Thriving Whānau*.

The journey towards achieving Whānau Ora outcomes and our vision

KEY FOCUS AREAS	WHĀNAU ORA OUTCOMES	VISION
Our effort is focused on improving:	We want whānau to be:	Collectively this will result in:
1. Whānau, Hapū, Iwi – Crown Relationships 2. Whānau and Community Development 3. Enterprising Whānau 4. Rangatahi Leadership and Development 5. Language, Culture and Identity 6. Kāinga Ora 7. Ahuwhenua 8. Aotearoa ki te Ao	Self managing Living healthy lifestyles Participating fully in society Confidently participating in te ao Māori Economically secure and successfully involved in wealth creation Cohesive, resilient and nurturing Responsible stewards of their natural and living environments	Thriving Whānau

Image: Hīkoi Waewae, an initiative to build culture and wellbeing of whānau and hapū, launched a tourism business to provide a unique cultural experience, the first of its kind on the West Coast, Lake Mahinapua, 2018. Photo credit: Te Pūtahitanga o Te Waipounamu.



The following is a brief explanation of the approach to each of the key focus areas.

1 - Whānau, hapū, iwi-Crown relationships

Te Puni Kōkiri leads	Te Puni Kōkiri influences	Te Puni Kōkiri invests in
Leading on-the-ground engagement and connections with whānau, hapū and iwi.	Influences the agenda reflecting the objectives of the Crown and the voice and interests of Māori.	Building capability and governance to better engage with the Crown and manage interests.
The shift we are seeking:	<i>Our on-the-ground engagement strengthens relationships and brings the voices of whānau, hapū and iwi into policy</i>	

Our goals for the next four years are that:

- Our work, and increasingly that of the wider public sector, is informed by active relationships with whānau, hapū, and iwi;
- Whānau, hapū and iwi are equipped to provide strategic input into the business of government; and
- Our monitoring increases transparency and accountability of the public sector for its performance for whānau, hapū and iwi and informs the Government's strategy for Māori Development.

Our focus over the next year will include implementing an investment approach that responds to the aspirations of whānau, hapū and iwi. We expect to learn lessons from the investments to feed into policy more broadly, and to profile various models of engagement.

We will also be refreshing our approach to our statutory monitoring role in respect of services delivered to whānau, hapū and iwi by the public sector. We expect this to increase transparency and accountability, and to inform better and more sophisticated engagement with Māori by public sector agencies.

We will work closely with other relevant public sector agencies, including Te Arawhiti, the proposed Office for Māori Crown Relations.



2 - Whānau and community development

Te Puni Kōkiri leads	Te Puni Kōkiri influences	Te Puni Kōkiri invests in
Discrete areas of policy and innovation affecting Māori including whānau-centred approaches and design, including Whānau Ora.	Social policy work programmes led by other agencies, such as housing and urban development policy.	Building whānau and rangatahi capability and wellbeing through a range of initiatives.
The shift we are seeking:	<i>Whānau are increasingly able to access whānau-centred services from the public sector</i>	

Our goals for the next four years are that:

- the whānau-centred approach is recognised and adopted by other public sector agencies; and
- whānau, hapū and iwi are able to capitalise on opportunities, and are equipped to innovate and achieve their aspirations.

The coming year's focus will include learning the lessons from the Whānau Ora review initiated during the 2017/18 year, and ensuring that this informs the ongoing development of whānau-centred services. We want to see the whānau-centred approach increasingly adopted across the public sector, and whānau outcomes meaningfully reported.

We will also focus on developing our practice in ensuring that regional insights and intelligence inform policy development and the practices of public sector agencies. This will foster an enabling environment for whānau wellbeing.

Our investments will contribute to whānau-driven community development in particular centres.



3 - Enterprising whānau

Te Puni Kōkiri leads	Te Puni Kōkiri influences	Te Puni Kōkiri invests in
Engagement with whānau to understand revenue generation activities and options.	Economic policy work programmes led by other agencies, including small business and regional development	Opportunities for whānau enterprise, including microfinance and social procurement
The shift we are seeking:	<i>Whānau enabled to grow their capability and access opportunities to develop sustainable enterprises</i>	

Our goals for the next four years are that:

- Whānau enterprises and Māori entities are well connected to the full range of economic development opportunities;
- Whānau revenue generation activities are creating sustainable Small and Medium-sized Enterprises;
- Whānau enterprises and Māori entities are leveraging social procurement opportunities; and
- Whānau enterprises and Māori entities champion a zero/low carbon economy.

The coming year's focus will include partnering with other organisations to grow whānau enterprises. It will also involve influencing the Government's procurement policy review to ensure that whānau enterprises are able to access opportunities. Sharing sustainable practices among Māori enterprise networks will support the overall move towards a zero or low carbon economy.



4 - Rangatahi leadership and development

Te Puni Kōkiri leads	Te Puni Kōkiri influences	Te Puni Kōkiri invests in
Discrete areas of policy and innovation, including addressing levels of rangatahi participation in employment, education and training.	Leadership, education, and employment programmes led by other agencies, such as He Poutama Rangatahi and reduction of child poverty.	Promoting enhanced rangatahi leadership, education and employment outcomes, including through initiatives such as Cadetships.
The shift we are seeking:	<i>Rangatahi are better enabled to participate in leadership development opportunities and to participate in government</i>	

Our goals for the next four years are that:

- rangatahi are growing their skills, knowledge and experience to fulfil their aspirations;
- rangatahi are building resilience and confidence to be future-focused leaders; and
- rangatahi are engaged in achievement through education, training and employment.

Over the next year we will focus on the inclusion of rangatahi perspectives and advice in policy discussions, at a local and national level. Our efforts will also include supporting education to employment pathways, so that we work towards improved Māori in Education, Employment and Training outcomes.



5 - Language, culture and identity

Te Puni Kōkiri leads	Te Puni Kōkiri influences	Te Puni Kōkiri invests in
Implementation of Maihi Karauna, the Crown's Māori language strategy across government, and the commemoration of land wars.	Te reo revitalisation and Treaty of Waitangi settlement work programmes led by other agencies.	Preserving and promoting te reo and tikanga Māori through initiatives such as Oranga Marae.
The shift we are seeking:	<i>Increased levels of te reo Māori spoken in Aotearoa New Zealand</i>	

Our goals for the next four years are that:

- progress is made towards the goals for te reo Māori articulated in the Maihi Karauna strategy;
- our policy advice consistently reflects the relationship between government and Māori, and is led by Māori perspectives; and
- Māori knowledge and taonga are recognised by the public sector.

Over the next year we will begin to implement the Maihi Karauna strategy. This will include convening a te reo Māori summit to mark the UNESCO Year of Indigenous Languages. It will also include working towards a joint measurement programme to capture the outcomes being achieved by the Crown through the Maihi Karauna and iwi and Māori through the Maihi Māori strategy.

More broadly, we will reflect in our policy advice the relationship between the Government's objectives and Māori cultural wellbeing. We will ensure that the importance of mātauranga Māori is reflected in Aotearoa New Zealand's international engagement, including with the United Nations.



6 - Kāinga ora

Te Puni Kōkiri leads	Te Puni Kōkiri influences	Te Puni Kōkiri invests in
Development of approaches for housing on Māori land.	Housing and urban development work programmes led by other agencies.	Supporting whānau aspirations for warm, dry housing and promoting home ownership.
The shift we are seeking:	<i>More whānau live in safe, secure and affordable homes as a basis for social and economic wellbeing</i>	

Our goals for the next four years are that:

- more whānau live in safe, secure and affordable homes;
- housing investment is a vehicle for whānau enterprise and community development; and
- Iwi and Māori are partnering and investing in housing innovation and development.

Over the next year we will support and invest in papakāinga and housing, and will profile the models for doing this, including through Te Ara Mauwhare (Pathways to Home Ownership). We will support the achievement of Māori housing goals in government programmes such as Housing and Urban Development and Kiwibuild. At a local level, we will promote housing investment as a driver and catalyst for the development of whānau and community enterprises.



7 - Ahuwhenua

Te Puni Kōkiri leads	Te Puni Kōkiri influences	Te Puni Kōkiri invests in
Development of options to enable Māori land owners to actively connect with and manage their whenua, including legislative changes.	Land and natural resources work programmes led by other agencies.	Enabling Māori to increase the productivity of their land.
The shift we are seeking:	<i>Whānau are enabled to actively connect with and use their land for social, cultural and economic wellbeing</i>	

Our goals for the next four years are that:

- whānau actively connect with and develop their land for their wellbeing; and
- the Ahuwhenua approach exemplifies excellence in Māori land use.

Over the next year we will develop legislative proposals to improve the Māori land system, so that Māori land owners are more easily able to use their land. We will collaborate across central and local government to improve the support and information available for Māori land owners.

We will partner with others to resource and implement a Māori land maturity model. We will ensure that our investment approach reflects the aspirations and interests of Māori land owners.



8 - Aotearoa ki te ao

Te Puni Kōkiri leads	Te Puni Kōkiri influences	Te Puni Kōkiri invests in
Efforts to ensure Māori regional economic development interests are progressed.	Economic development and trade work programmes led by other agencies, such as free trade agreements.	Supporting Māori entrepreneurship and businesses, and creating international connections.
The shift we are seeking:	<i>Whānau, hapū and iwi are accessing trade opportunities</i> <i>Mātauranga Māori is appropriately protected at home and abroad</i>	

Our goals for the next four years are that:

- mātauranga Māori is protected domestically and internationally;
- knowledge and practices maintain a unique platform for sustainable wealth and well-being;
- trade policy and FTA have enhanced market access and international capability; and
- international indigenous relationships are building the global reputation of Aotearoa New Zealand.

Over the next year we will work to support international trade engagement by Māori enterprises. Māori culture has the potential to be a significant point of difference for exported products, and we will ensure that this is exemplified in international engagements. We will work with our partners to ensure that domestic and international law and policy frameworks support these aspirations, as well as the appropriate protection of mātauranga Māori.



Part Five: Measuring Our Success

In order to measure progress towards our vision of *Thriving Whānau*, we have developed a set of goals focussing on a one year time period (Te Pae Tata – the near horizon), which will be the basis of indicators specified in the Te Puni Kōkiri Annual Plan, and will be reported in the Annual Report. These one year goals are informed by a series of more aspirational four year goals (Te Pae Tawhiti – the distant horizon). Success will be measured through a mix of quantitative and qualitative evidence.



Kōtiro at Te Rā o te Raukura, Waiwhetu, January 2018. Photo credit: Adrian Heke.

Key focus areas and goals

Key focus area	Te Pae Tata (One Year Goal) <i>To be reported in Annual Report</i>	Te Pae Tawhiti (Four Year Goal)
1 - Whānau, Hapū and Iwi – Crown Relationships	Our on-the-ground engagement with whānau, hapū and iwi informs our advice	Our work, and increasingly that of the wider public sector, is informed by active relationships with whānau, hapū and iwi
2 - Whānau and Community Development	Promotion of learnings from the Whānau Ora Review inform whānau-centred policy and practice to enhance whānau wellbeing	The whānau-centred approach is recognised and adopted by other public sector agencies
3 - Enterprising Whānau	Whānau enterprises and Māori entities have direct engagement with Te Puni Kōkiri Business Growth Services and the Provincial Growth Fund	Whānau enterprises and Māori entities are well connected to the full range of economic development opportunities
4 - Rangatahi Leadership and Development	The quality and number of pathway and cadetship initiatives strengthens the participation of rangatahi in education, training and employment	Rangatahi skills, knowledge and experience fulfil rangatahi aspirations
5 - Language, Culture and Identity	The Maihi Karauna incorporates cross-portfolio impact and specific portfolio actions	Progress is made towards the goals for te reo Māori articulated in the Maihi Karauna strategy
6 - Kāinga Ora	Papakāinga and housing models are supported, resourced and profiled so that knowledge is shared with our partners and other agencies	More whānau live in safe, secure and affordable homes
7 - Ahuwhenua	A Māori land maturity model is resourced and implemented in partnership with others. Our investment approach reflects the aspirations and interests of Māori land owners	Whānau actively connect with and develop their land for their wellbeing
8 - Aotearoa ki te Ao	Government culture and trade missions profile Māori business value proposition	Mātauranga Māori knowledge and practices maintain a unique platform for sustainable wealth and wellbeing





Te Puni Kōkiri

Part Six:

Being Match-Ready

This section outlines how Te Puni Kōkiri will equip and prepare itself to achieve its vision of *Thriving Whānau*, deliver on government priorities and respond to an evolving operating environment.

Powering up our influence

Our goals for the next four years are that:

- we have the people, skills and tools, to identify and respond to opportunities to influence the system; and
- our system influence is informed by community insights; our design and delivery are whānau centric.

In order to achieve this, we have work underway to develop leadership capability within the organisation, and to deepen our policy capability. As outlined earlier, we intend to influence key government strategies and policy programmes by bringing insights from our engagement with whānau, hapū and iwi. We will need the internal systems and capability to exemplify the implementation of a pā to policy, policy to pā framework.

Investment strategy

Our goals for the next four years are that:

- our investment system is fit for purpose; aligned with community, regional and national opportunity;
- our investments are targeted strategically towards making the greatest difference; and
- the difference our investment makes is understood and promoted.

In order to achieve this, we will need to maintain strong investment strategies. These will need to enable innovation where whānau, hapū and iwi want to trial different means to advancing their wellbeing. We will need to gather the relevant data and insights from our investments so that we, and the wider public sector, can learn from what has worked.

Image: Kaitohu Tōmua (Senior Advisor) Te Tai Hauaūru, Leighton Karawana engages with visitors at the Te Puni Kōkiri tent, Te Rā o te Raukura, Waiwhetu, January 2018. Photo credit: Adrian Heke.



People development (Our Hoa Mahi Experience)

Our goals for the next four years are that:

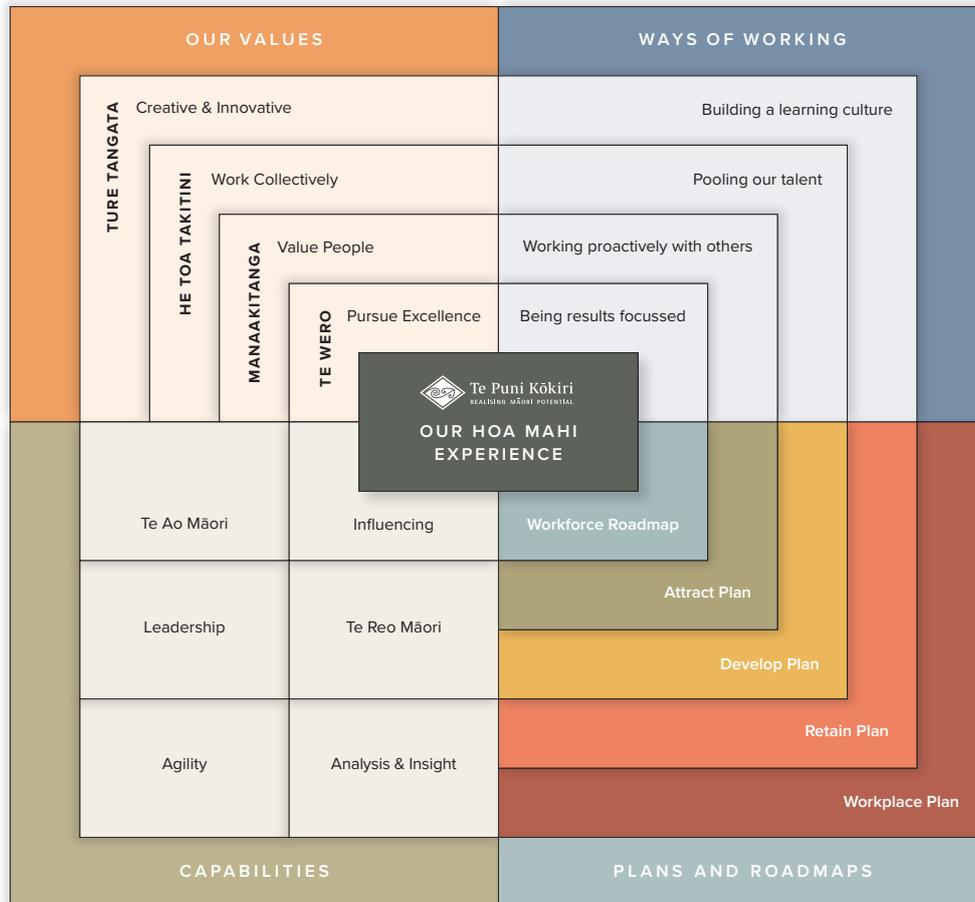
- our ways of working reflect our Te Puni Kōkiri values;
- our people are agile and responsive and have influence across sectors and stakeholders; and
- our strengthened leadership capability and practice builds an engaged, capable and high performing workforce.

Te Puni Kōkiri is currently implementing Our Hoa Mahi Experience (People Capability Strategy). This describes the capabilities and people practices

needed and reflects both employer and employee experiences. The following diagram shows its key elements.

We know we will need capability in leadership, te reo Māori me ngā tikanga, influencing others, analysis and insight. We will need to back this with a change in organisational culture to agile and responsive working in more flexible ways.

Te Puni Kōkiri expects to exemplify great policy and practice in promoting te reo Māori. We have a policy and plan to effectively build language capability within our own Ministry.



Our business systems

Our goals for the next four years are that:

- our business operations are effective, efficient and responsive to our changing needs;
- our systems enable and support engagement and storytelling; and

- we engage with partners and communities to understand their needs and expectations.

Our key business systems that we need to maintain and develop, along with their current status, are summarised in the following table.

Summary of business systems

System	Current status
Governance	<p>The Executive Team advises and supports the Chief Executive. It provides strategic leadership to ensure we deliver on government priorities, monitor performance, manage risk and maintain accountability.</p> <p>The Investment Sub-Committee provides oversight of all community investment programmes and grants.</p> <p>An independent Audit and Risk Management committee provides advice and assurance to the Chief Executive on the appropriateness of our accountability and control framework.</p>
Strategic Risk Management	<p>Risk management is reflected in governance and planning processes, as outlined further below.</p> <p>Te Puni Kōkiri has an independent Audit and Risk Management Committee.</p>
Te Pūnaha Ako (Learning Management System)	<p>Enables staff to complete training and awareness modules online. It provides for engaging, interactive and self-paced learning.</p> <p>An e-learning strategy for Te Puni Kōkiri is being developed.</p>
Information Services Strategic Plan	<p>Currently being refreshed, with increasing focus on enabling the organisation through people and technology.</p> <p>The Strategy is informed by government requirements, technology trends and user expectations.</p> <p>Enables Te Puni Kōkiri to operate in a current and future environment that needs Te Puni Kōkiri to be agile, embracing innovation and digitally efficient.</p>



System	Current status
Investment and Contract Management	<p>Working to streamline the contracting process for the applicants and whānau.</p> <p>Working to improve reporting to identify impacts and returns on investment.</p>
Privacy, Protected Security, Health and Safety	<p>The Te Puni Kōkiri Privacy Strategy and Privacy Roadmap sets out specific actions required to meet optimal maturity.</p> <p>Te Puni Kōkiri has a Privacy and Protected Security Governance Group.</p> <p>Te Puni Kōkiri has a clear Health and Safety policy and a Central Health and Safety Committee.</p>
Property Management	<p>Our Property Management Strategy aligns with the All-of-Government Property Strategy.</p> <p>Our strategy provides for a community hub within each office (where possible) to increase the ease of engagement with Māori communities.</p> <p>Suitability of office accommodation is reviewed when leases expire.</p>



Diversity and inclusion

Te Puni Kōkiri is committed to the principle and practice of equal employment opportunities in order to eliminate barriers that cause or perpetuate inequality in employment opportunities. Appointments are based on merit, while recognising the employment aspirations of Māori, ethnic and minority groups, women, and people with disabilities. Te Puni Kōkiri is currently working with DiversityWorks on a revised diverse and inclusive workplace strategy.

This commitment is evident in:

- our existing workforce, which reflects a predominantly female and Māori staffing balance, including in management and senior management roles; and
- a low gender pay gap – 3.3 per cent in favour of males counting only permanent employees, or 6.8 per cent in favour of males counting both permanent and fixed term staff. The overall Public Service figure for 2017 was 12.5 per cent.

Strategic risk management

Risk management is integral to the operating environment and is reflected in governance and planning processes.

The Risk Management Policy and Framework are consistent with the international risk management standard ISO 31000:2009. The policy and framework are regularly reviewed to ensure that they continue to meet good practice and remain fit for purpose.

The policy and framework ensure a consistent approach is maintained to the identification, treatment and monitoring of risks by all staff. Risks are identified during the strategic planning process through consideration of the risk environment, and wider factors affecting the environment in which Te Puni Kōkiri operates.

Risks are also identified as part of the Ministry's business planning cycle and in particular programmes of work. Risks that are considered high priority are reported to the Executive Team and the Audit and Risk Management Committee.



Appendix One:

Our Crown Entities and Statutory Bodies

Crown Entities are established and managed under the Crown Entities Act 2004. Crown Entities are required to give effect to government policy when directed by their responsible Minister. Te Puni Kōkiri acts on behalf of the Minister to assist the following Crown Entities to give effect to government policy through their Statements of Intent.

- **Te Māngai Pāho** – a Crown Entity established to make funding available to the national network of Māori radio stations and for the production and broadcast of Māori language television programmes, new media, radio programmes and music recordings.
- **Te Taura Whiri i te Reo Māori** – was established under the Māori Language Act 1987 and continued under Te Ture Reo Māori 2016 to promote the use of Māori as a living language and as an ordinary means of communication.

Te Puni Kōkiri also has a monitoring role on behalf of the Government with respect to the following statutory bodies:

- **Te Tumu Paeroa** – supports the statutory roles of the Māori Trustee in relation to protecting and enhancing whenua Māori. It maintains trust and registry services, undertakes property management, and provides governance and business support.

- **Te Mātāwai** – established under Te Ture mō te Reo Māori 2016 (the Māori Language Act 2016), its responsibilities include promoting the health and well-being of the language; supporting and informing Crown initiatives in protecting and revitalising the language and nominating board members to Te Taura Whiri i te Reo Māori, Te Māngai Pāho and Māori Television. It is also responsible for developing the Maihi Māori.
- **Māori Television Service** – was established by the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003. The principal function of the Māori Television Service, Te Aratuku Whakaata Irirangi Māori, is to contribute to the protection and promotion of te reo Māori me ngā tikanga Māori through the provision, in te reo Māori and English, of a high-quality, cost-effective television service that informs, educates and entertains viewers, and enriches New Zealand's society, culture and heritage.

Te Puni Kōkiri will continue working with these agencies and look at ways to achieve improved outcomes for Māori, together.



Appendix Two: Our Legislation

Te Puni Kōkiri administers 71 Acts of Parliament (primary legislation) and 25 Legislative Instruments (secondary legislation).

Examples of the primary legislation include:

- Broadcasting Act 1989 (with Ministry for Culture and Heritage and Ministry of Justice);
- Te Ture mō te Reo Māori Act 2016; and
- Te Ture Whenua Māori Act 1993.

Te Puni Kōkiri also supports the Minister for Māori Development in making and giving advice on appointments for Statutory Responsibilities under numerous different Acts. Examples of these appointment obligations include:

- Arts Council of New Zealand Toi Aotearoa Act 2014;
- Hauraki Gulf Marine Park Act 2000; and
- Maniapoto Māori Trust Board Act 1988.

A full list can be found on our website: <https://www.tpk.govt.nz/en/mo-te-puni-kokiri/what-we-do/legislation>



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