



2020-2024

He Takunetanga Rautaki | Strategic Intentions



Cover

Building a future: Matekitātahi Rawiri-McDonald and Te Marino Painting Davis with their baby Tairukupōtaka at the earth-turning ceremony for a new papakāinga at Te Māhurehure Cultural Marae in central Auckland. Matekitātahi is an architect (TOA Architects) on the project and was one of the original babies at the Hinehou Kōhanga Reo at the back of the marae where the papakāinga is to be built. Photo: Rawhitiroa Photography.

Inside cover

Strength from connections: Ihimaera Patea (Ngā Paerangi, Whanganui) on the Whanganui River, part of BIG CAMP 2019, a five-day voyage run by Te Taitimu Trust for rangatahi to strengthen their resilience and confidence. Youth learned tikanga, waiata, haka and kōrero from kaumātua and kuia while on the river journey. Photo: Josie McClutchie.

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



Rārangi Take

Contents

Statements of Responsibility	2
Minister's Foreword	3
From the Secretary for Māori Development	4

7 **Part One:** Our Vision, Purpose and Role

8 **Part Two:** Our Strategic Priorities

11 **Part Three:** Our Focus Areas

Housing	12
Employment	14
Māori Enterprise	16
Te Whare o Te Reo Mauri Ora and Broadcasting	20
Te Pae Tawhiti: Wai 262	22
Te Taiao	24
Whānau-centred Approaches	26
Māori Public Policy Leadership	28
Māori Wellbeing Monitoring	30

32 **Part Four:** Our Environment: Māori in 2020

34 **Part Five:** Strengthening Our Organisation

40 **Appendix One:** Our Crown Entities and Statutory Bodies

41 **Appendix Two:** Legislation

He Tauākī Haepapa

Statements of Responsibility

Ministerial Statement of Responsibility

I am satisfied that the information on future operating intentions provided by Te Puni Kōkiri in this Strategic Intentions document 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 Willie Jackson

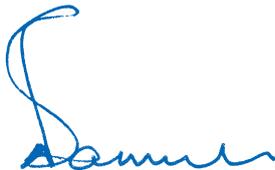
Minita Whanaketanga Māori | Minister for Māori Development

February 2021

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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.



Dave Samuels

Te Tumu Whakarae mō Te Puni Kōkiri | Secretary for Māori Development

February 2021

He Kupu nā te Minita

Minister's Foreword

Tēnei au te hōkai nei i aku tapuwae, ko te hōkai nuku, ko te hōkai rangi, ko te hōkai a te tipua nei a Tama te Wānanga, a Tama te Waihanga Whakaaro, a Hine Hoahoa Kaupapa, a Hine Whakatau Tikanga, tērā koe E Rongo, whakairihia tēnei hunga ki te rangi, kia ū, kia ita, tūturu whakamaua kia tina tina, tina, hui e, tāiki e!

I welcome the clarity and focus in this Strategic Intentions document. It provides real opportunity to strengthen partnerships between the Crown and Māori, including the development of community-led, whānau-focused services building out from the Whānau Ora model.

The intention of this Government, is to continue to significantly reduce disparities for Māori across the broad spectrum of economic, social, health and welfare areas. The strategic focus will be on transformational change for Māori across the motu.

Te Puni Kōkiri has a vital role as the principal policy advisor to Government on Māori wellbeing and development. It will guide the Government in its efforts to achieve better outcomes for iwi, hapū and whānau as a whole.

In 2019, Hon. Nanaia Mahuta and the Cabinet recognised the changes that were needed at Government level and in particular the role of Te Puni Kōkiri to address Māori concerns. Te Puni Kōkiri now has a sharper focus in terms of kaupapa Māori, and a stronger brief in terms of the support and advice it provides to other Government agencies.



Māori voices need to be heard, in te reo Māori and in English, and by everyone working to support Māori wellbeing and development.

With this strategic direction set, we now want to drive towards achieving outcomes that are good for Māori and the wider community.

Kāti rā e te iwi, whakamaua ō tātou ringaringa ki te kakau roa o te hoe, ka hoe ai te waka nei ki tua o pae tawhiti.

A handwritten signature in blue ink, appearing to read 'W Jackson'.

Hon Willie Jackson

Minita Whanaketanga Māori
Minister for Māori Development

February 2021



Mai i te Tumu Whakarae

From the Secretary for Māori Development

Ka whakamau aku kamo ki te tihī maunga, kei reira te oranga mōku. Nau mai e te hā, piki ake e te ora, kawea atu aku manako ki ngā whāruarua me ngā pukepuke rau o te motu, meinga kia oho mai taku iti, mētia kia maranga mai taku rahi, kia pūehuehu ngā ara takahanga i te hunga e ngana ana ki te whakakorikori i te ao, ki te para huarahi i ngā ururua o te korekore ki te whai ao, ki te ao mārama, tihewa mauriora.



This 2020–2024 Strategic Intentions document sets key performance measures against the particular focus areas and strategic priorities of Te Puni Kōkiri.

In July 2019, the Minister for Māori Development tabled a Cabinet paper that identified the role of Te Puni Kōkiri and its functions. That paper solidified the role of Te Puni Kōkiri as the principal policy advisor to the Government on Māori wellbeing and development and identified the shifts the Ministry needed to make to position itself for strategic impact. This is where my focus has been, and this document sets out how we intend to proceed.

The realignment has led to several key pieces of foundational mahi for the Ministry:

1. A Public Sector System Performance baseline, with a focus on wellbeing for Māori.
2. A new Māori Economic Resilience Strategy borne out of the response to COVID-19 and focussed on three key pou: community resilience, skills and workforce, and enterprise.
3. A refreshed Te Puni Kōkiri strategy.
4. The need for Te Puni Kōkiri to lead Government to identify and respond to the needs and issues of Māori.

The **refreshed strategy** clearly outlines our **role**, **purpose**, and **vision**, the **three strategic priorities**, and the **nine focus areas**. The strategic priorities are Te Tiriti based, are integral to the strategy, and carry through to our kawa (way of doing things); including how we prioritise mahi and how we follow through deliberately and clearly in our policy advice to government.



The strategic priorities centre on: building Māori Economic Resilience, supporting Te Ao Māori, and enabling equitable and effective public sector performance for Māori.

The focus areas highlight the primary kaupapa Te Puni Kōkiri intends to lead to give effect to these priorities. They are: Housing, Employment, Māori Enterprise, Te Whare o Te Reo Mauri Ora and Broadcasting, Te Pae Tawhiti, Te Taiao, Whānau-centred Approaches, Māori Public Policy Leadership, and Māori Wellbeing Monitoring.

In the immediate term and in the future, Te Puni Kōkiri will focus on the championing the Māori Economic Resilience Strategy to ensure Māori recover from the economic impacts of COVID-19 and are resilient to future economic shocks brought on by the likes of climate change, natural disasters, and technological developments.

Through our public sector performance functions, Te Puni Kōkiri is working across the public system to deliver for Māori. We intend to generate and use improved data and analytics to inform our advice and to support the wider public service with critical information about whānau, hapū, iwi and Māori communities. In addition, work by Te Puni Kōkiri has identified more Māori enterprises, and programmes are being expanded to connect whānau to papakāinga and whānau ora services.

Over the next four years, Te Puni Kōkiri will be pursuing new ways to deliver for Māori that will see us working closer to the community, enabling Te Puni Kōkiri and our public service colleagues to deliver better solutions for Māori.

E taku iti e taku rahi toko ake tātou ki te kaupapa kua horaina nei ki runga i te takapau o te wharenuī o Te Puni Kōkiri , kia tīkina e au ko ēnei kupu a ngā kaiurungi waka o tuawhakarere hei whakaihī i te ara matua kei mua i a tatou.

“Tirohia te taumata moana , ka whakatere atu ai tātou ki tua”

To all whom I hold with great esteem let us move ahead with the task that lies before Te Puni Kōkiri inspired by these words from the navigators of old.

“Look to the distant horizon, and set sail for what lies beyond”

Dave Samuels

Te Tumu Whakarae mō Te Puni Kōkiri
Secretary for Māori Development

February 2021

An update to the Secretary's mihi has been made in this version of the document.

Te Puni Kōkiri Strategy

Our refreshed strategic framework provides a line of sight between our vision, our purpose, our role, our three strategic priorities and our nine focus areas that best position the Ministry for strategic impact. Underpinning this are our values that reflect how we work within Te Puni Kōkiri, across Government, with whānau, hapū and iwi Māori, and Māori entities.



- Te Wero**
We pursue excellence
- He Toa Takitini**
We work collectively
- Manaakitanga**
We value people and relationships
- Ture Tangata**
We are creative and innovative

Our Vision, Purpose and Role

Our vision – What we want to achieve

The overarching long-term vision of Te Puni Kōkiri is to better enable **Thriving Whānau** – a vision underpinned by the idea that when whānau are thriving, so too do their communities, hapū, iwi and all of Aotearoa.

Thriving Whānau

encompasses a holistic view of wellbeing where whānau are actively contributing towards achieving their social and economic aspirations.

Our purpose – What guides us to achieve our vision

Te Puni Kōkiri is guided by a purpose statement:

“

Drawing **strength from our past** to build an Aotearoa New Zealand where whānau can all **stand, thrive, and belong.**

”

Our role

Te Puni Kōkiri is the Government’s principal policy advisor on Māori wellbeing and development. It was established under the Ministry of Māori Development Act 1991 with responsibilities to:

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

Te Puni Kōkiri has a broad reach despite being a relatively small ministry. We have over 350 staff across our Wellington head office and 17 offices over six regions allowing us to directly interface with whānau, hapū and iwi Māori and support them to meet their needs and facilitate better, more effective, Crown–Māori relationships and engagement.

Over time, the scope of the Ministry’s responsibilities has extended beyond those of a standard policy agency. These now include the management of a range of programmes and investments, such as the Māori Housing Network, and the establishment, implementation and, monitoring and oversight of the Whānau Ora approach.



Our Strategic Priorities

As a small agency with a wide remit to support outcomes for almost one-sixth of the population of Aotearoa New Zealand, Te Puni Kōkiri has to make careful choices about where to focus its efforts. Our three strategic priorities and nine focus areas reflect the organisation's intention to provide more focussed effort within a narrower work programme.



Māori Economic Resilience

The investment made to recover from COVID-19 builds a more sustainable, resilient and inclusive Māori economy.

Te Puni Kōkiri needs to ensure that the investment to recover from COVID-19 builds a more sustainable, resilient and inclusive Māori economy. To achieve this, it is necessary for us to work with other economic public sector agencies, including the Ministry of Education, the Ministry of Social Development and the Ministry of Business, Innovation and Employment (MBIE). Te Puni Kōkiri are currently engaging with these agencies across three pou: Skills and Workforce, Community and Infrastructure Resilience, and Enterprise.

Māori recover at a much slower rate than non-Māori from the impacts of economic shocks. This disproportionate recovery enables the systemic disparities that already exist between Māori and non-Māori to expand. Government needs to invest in Māori not only to enable them to return to pre-COVID levels, but also future-proof Māori against impending disruption likely to be caused by climate change, technological advancements and automation.

Te Puni Kōkiri is focusing on **Housing**, **Employment**, and **Māori Enterprise** growth as they are key contributors to whānau wellbeing and socioeconomic outcomes.





Te Ao Māori

The collective and individual rights and interests of Māori as tangata whenua are recognised, protected, supported, and invested in.

As tangata whenua, Māori have collective and individual rights and interests that as the Crown's agents, Government is expected to recognise, protect, support, and invest in. Government is

responsible for ensuring the active partnership with iwi and Māori is supporting sustainable approaches that reflect those rights and interests.

The work of Te Puni Kōkiri will focus on supporting Māori rights and interests in the areas of **Te Whare o Te Reo Mauri Ora and Māori Broadcasting**, a Crown–Māori partnership to address **Te Pae Tawhiti (Wai 262)** issues, and **Te Taiao** – the natural environment.



Equitable & effective government performance for Māori

Māori have improved outcomes across key areas of government investment.

The public sector system needs to respond more effectively to Māori needs and aspirations, and support whānau toward self-determination and intergenerational transformation. More work is necessary to understand how effective public sector initiatives to improve Māori wellbeing objectives have been. A key piece of work in

this regard is the Māori Macro Policy Framework, Te Tautahi ō Rongo: which guides policy development through the lens of a positive reading of te Tiriti o Waitangi.

In order to increase public sector performance for Māori, Te Puni Kōkiri will support the increased use of **Whānau-centred Approaches** across public sector agencies, increase its **Māori Public Policy Leadership** and guidance across the public sector, and ensure there are public sector accountability mechanisms through **Māori Wellbeing Monitoring**.





Kataraina Rangitarahae Kereama, Te Ariki Morehu and Katie Paul at the first reading of the New Zealand Māori Arts and Crafts Institute Vesting Bill, at Parliament in December 2018. This legislation vests the land and business of Te Puia New Zealand Māori Arts and Crafts Institute with iwi and hapū members. Access to whenua, the opportunity to operate sustainable enterprise and to ensure continuity of mātauranga and skills are recognised as key aspects of thriving Māori communities. Photo credit: Adrian Heke.



Our Focus Areas

A number of distinct focus areas sit within each strategic priority, highlighting where Te Puni Kōkiri will place the greatest emphasis over the next four years. Each focus area has a set of goals that guide how and where we support whānau, hapū and iwi Māori to meet their needs and aspirations, as well as improve the performance across the whole of Government. These activities range from advising and influencing Ministers and agencies to ensure systems and policies are effective for Māori, and through advice, brokering and direct investment to whānau, hāpu and iwi.

Each focus area includes a high-level outcome reflecting our desired state for Aotearoa New Zealand, and the goals to be achieved by us in one year (by June 2021) and four years (by June 2024).



Māori Economic Resilience

Housing
Employment
Māori Enterprise



Te Ao Māori

Te Whare o te Reo Mauri Ora and Broadcasting
Te Pae Tawhiti: Wai 262
Te Taiao



Equitable & effective
government performance
for Māori

Whānau-centred Approaches
Lead Māori Public Policy
Māori Wellbeing Monitoring





Housing

Our goal

Working with partner agencies to ensure whānau have access to healthy homes with stable tenure and have opportunities for home ownership and investment.

Why we focus on housing

Housing has a strong impact on intergenerational whānau health, wealth and wellbeing. Poor access to warm, dry, secure, affordable housing for Māori has led to disproportionate levels of serious housing deprivation, affecting health, employment, and other social and economic outcomes. Māori home ownership rates are half that of non-Māori and there are multiple barriers to building on Māori land.

Current sector activity

- Working closely with Te Tūāpapa Kura Kāinga and Kāinga Ora – Homes and Communities (Kāinga Ora) to implement MAIHI (Māori and Iwi Housing and Innovation) Framework.
- Increasing the supply of new homes for whānau Māori, including the scale and reach of papakāinga developments.
- Increasing the scale and reach of repair programmes so that existing whānau homes are liveable.
- Supporting the roll out of the Progressive Homeownership Fund for access by whānau, hapū and iwi Māori.

- Improving access to finance for Māori to move into homes, including innovative instruments for Māori freehold land.
- Wai 2750 Kaupapa Inquiry relating to housing policy.
- Monitoring and holding agencies in the housing system to account for performance.

Our desired high level outcomes

More whānau Māori
live in homes they own.

More whānau live in
warm, dry and secure housing.



Key performance measures

High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
<p>More whānau live in warm, dry and secure housing.</p>	<ul style="list-style-type: none"> • More whānau Māori live in warm, dry homes that as a result of critical and essential repairs. • Te Puni Kōkiri has more comprehensive data about the current state of repair of existing homes occupied by whānau Māori. 	<ul style="list-style-type: none"> • Improve stability and security of tenure in high quality rental housing to reduce the number of Māori living in severe housing deprivation to 1%. Currently 1.7% for Māori versus 0.7% for non-Māori (Stats NZ, 2020c). • Increase the scale and scope of critical and essential repairs to existing homes that can be made habitable to reduce the proportion of Māori living in damp households to 25%. Currently 35.3% for Māori versus 19.9% for non-Māori (Stats NZ, 2020c).
<p>More whānau Māori live in homes they own.</p>	<ul style="list-style-type: none"> • Increase the uptake of the Progressive Home Ownership Fund by whānau, hapū and iwi Māori. • More Māori live in papakāinga housing on whenua Māori to which they have whakapapa, both in collectively-owned rental homes and homes for ownership by individual whānau. 	<ul style="list-style-type: none"> • Increase the number of Māori that own their own home to 35%. Currently 31.0% for Māori versus 54.7% for non-Māori (Stats NZ, 2020c). • Progress policy development to address the barriers to housing ownership driven by planning and resource management legislation for whānau Māori. • Increase the scale of investment into papakāinga housing on whenua Māori. • Increase the scale of the Progressive Home Ownership Fund by whānau, hapū and iwi Māori. • Improve access to finance for whānau, hapū and iwi Māori to build on whenua Māori to enable Māori to have more choice in vehicles to home ownership and development. • Better information about the number of Māori who own their own homes, as individual whānau or collectively, or under progressive home ownership agreements.





Employment

Our goal

Influencing partner agencies to maintain labour market attachment and get more Māori in to higher skilled jobs.

Why we focus on employment

Paid employment in quality work is an important contributor to whānau wellbeing and socioeconomic outcomes. Work enables us to contribute to our communities, learn new skills and make social connections. The right education, training and support are key factors in finding and retaining quality employment. There are significant participation and achievement gaps for Māori in education and training (MoE, 2020). In 2019:

- participation in ECE for 10 hours or more a week of Māori children aged 3 was 62%, while participation of the total child population was 75%
- the proportion of Māori school leavers attaining at least NCEA Level 2 or equivalent was well below that of all school leavers (65% compared and 79%)
- 19% of Māori school leavers achieved a University Entrance Award, compared to 39% of all school leavers
- the qualification completion rate of Māori for qualifications Level 7-10 (Degree or higher) was 48%, far lower than that of non-Māori (65%).

Wāhine Māori are more likely to be underutilised than their tāne peers and were disproportionately affected by COVID-19 job losses because they were employed in larger numbers in the

most affected sectors, such as tourism, retail and hospitality. However, there are significant opportunities for more and better jobs and skills growth for Māori, through social procurement approaches and through growing Māori enterprise, including increasing export activity.

Current sector activity

The Government has seven employment and training initiatives that include a focus on Māori. These initiatives include funding to:

- training and work-readiness providers, through funding for Pae Aronui (Te Puni Kōkiri), Māori Trades and Training Fund (MBIE), Māori and Pasifika Trades Training (TEC), He Poutama Rangatahi (MBIE), and He Poutama Taitamariki (MSD)
- employers, through funding for Cadetships (Te Puni Kōkiri) and Regional Apprenticeships (MBIE).

The Government has also allocated \$3.8 billion over multiple years to support employment, education, and training programmes as part of Budget 2020 and the COVID-19 response funding. This supports the delivery of approximately 50 programmes across eleven agencies. \$260m of the total funding is aimed at Māori.



Our desired high level outcomes

Māori labour market outcomes recover quickly with **higher participation** than pre-COVID-19 levels.

Greater Māori participation and attainment of qualifications in education and training.

More Māori are employed in Māori and iwi firms and emerging industries requiring high skill levels.

Key performance measures

High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
Māori labour market outcomes recover quickly with higher participation than pre-COVID-19 levels.	<ul style="list-style-type: none"> Work across government to provide greater job matching and training opportunities for Māori. Partner with MBIE in the development of the Employment Strategy Māori Action Plan. Understand the drivers to improving Māori labour market outcomes to inform our policy advice and investment decisions. Review current employment policies and initiatives to determine how they can be more effective for Māori. 	<ul style="list-style-type: none"> Increase the number of Māori in education, training and employment. Increase the Māori labour force participation to 68.7%, up from 66.8% (MBIE, 2020). Government employment programmes are effectively equipping more Māori for jobs in high potential industries and professions. Address barriers to re-employment for wāhine Māori and Māori workers who need to re-skill.
Greater Māori participation and attainment of qualifications in education and training.	<ul style="list-style-type: none"> Understand the barriers to equitable participation and achievement in education and training for Māori. 	<ul style="list-style-type: none"> Partner with the Ministry of Education to and the Tertiary Education Commission to deliver an education and training system that achieves equitable outcomes for Māori across a range of settings.
More Māori are employed in Māori firms and emerging industries requiring high skill levels.	<ul style="list-style-type: none"> Partner with Māori business to develop and pilot training and employment programmes that meet the needs of social procurement key industries and provide entry level and progression opportunities. Understand the enablers for transition into higher skilled occupations to inform our policy advice and investment decisions. 	<ul style="list-style-type: none"> Policy and delivery better enable the development of a skilled Māori workforce that meets the business needs of Māori frontier firms and emerging industries. The proportion of Māori that participate in tertiary education in Science Technology, Engineering and Mathematics (STEM) related subjects increases to 43.1%, up from 30.5% (MOE, 2020).





Māori Enterprise

Our goal

Champion the growth and opportunities for iwi and Māori business, including leading social procurement reforms.

Why we focus on Māori enterprise:

Māori enterprises are a significant contributor to the Aotearoa New Zealand economy and to the prosperity of whānau, hapū and iwi Māori. Māori enterprises are predominantly small and medium-sized enterprises (SME) that are in industries that are vulnerable to shocks to the economy, and many experience barriers in capability, services and support that would ensure they are resilient and able to take advantage of opportunities for growth.

Current sector activity

- Building a baseline data set for Māori enterprise information.
- Progress social procurement reforms to improve the Māori SME eco-system.
- Indigenous collaboration agreements and relationships with other countries to advance indigenous economic, social and cultural interests.
- Development of the national plan to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
- Influencing the public sector to support Māori international trade and investment, including advancing the interests of aspiring Māori exporters.

Our desired high level outcomes

Māori businesses navigate through COVID-19 economic shocks, and **survive and thrive**

Māori SMEs and emerging enterprises are **well supported to grow**

Enable more proportionate participation for Māori in resilient and future focused sectors of the economy

Māori rights and interests are **protected internationally**, and international trade and intellectual property instruments are **promoting high productivity, export-led economic growth**

Māori leadership in global indigenous collaboration is **recognised as a key contributor** to the renaissance in cross-border indigenous trade and investment

Māori champion a refined view of business success based around **self-determination, intergenerational wealth creation and mobility**, values-based business practices and whānau wellbeing



Key performance measures

High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
<p>Māori businesses navigate through COVID-19 economic shocks, and survive and thrive.</p>	<ul style="list-style-type: none"> • Māori SMEs have access to responsive advice and support in the wake of COVID-19. • Māori SMEs are connected to recovery opportunities like the Provincial Growth Fund and Infrastructure Reference Group regional recovery projects. 	<ul style="list-style-type: none"> • Māori enterprise activity and employment has recovered at least as fast as the national economy and exhibits improved resilience against future economic, climate and societal shocks.
<p>Māori SMEs and emerging enterprises are well supported to grow.</p>	<ul style="list-style-type: none"> • The enterprise and business support ecosystem is reviewed for its ability to meet the needs of Māori businesses. • Māori SMEs have greater access to capability and capacity improvements. • Champion and monitor government progress against the Māori Economic Resilience Strategy. • Continue base-line data and insights work on Māori Business and release Te Matapaeroa 2020. • Support a Hui Taumata and a re-invigoration of He Kai Kei Aku Ringa Crown-Māori Economic Development Strategy. 	<ul style="list-style-type: none"> • Increase the number of Māori businesses (currently at least 10,200 Māori enterprises – TPK 2020). • Te Puni Kōkiri supports the development of a viable ‘by Māori for Māori’ ecosystem which provides national access to knowledge, know-how, start-up and growth capital and new markets.

Continued...



High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
<p>Enable more proportionate participation for Māori in resilient and future focused sectors of the economy.</p>	<ul style="list-style-type: none"> • Māori businesses are recognised key stakeholders and participants in regional recovery plans. • Re-align Te Puni Kōkiri enterprise investment and operational approach to support enterprising whānau and start-ups, venture-ups and technology driven scale-ups. • Ensure Māori engagement, governance, and commercial participation in the evolved regional economic development strategy (PRISM), the Industry Strategy and Industry Transformation Plan, is effective and enduring. • Re-open or otherwise replace the Māori Digital Technology Development Fund (Ka Hao) to support high value jobs and enterprise growth. 	<ul style="list-style-type: none"> • Government procurement mechanisms enable Māori enterprises to have effective and equitable access to government and corporate contracts. • Māori asset ownership and enterprise activity in productive, sustainable, value-adding and knowledge sectors/industries are growing at a multiple of the national average. • Government contracts awarded to Māori enterprises accounts for 5% of total government procurement spend.
<p>Māori leadership in global indigenous collaboration is recognised as a key contributor to the renaissance in cross-border indigenous trade and investment.</p>	<ul style="list-style-type: none"> • Initiate and advance indigenous collaboration arrangements with Australia, Canada and Taiwan. • Work with public sector agencies and Māori stakeholders to promote indigenous development in international trade fora. 	<ul style="list-style-type: none"> • Māori economic and cultural leaders are more internationally engaged and recognised, as leaders of economic and cultural development and geo-political influence.
<p>Māori champion a refined view of business success based around self-determination, intergenerational wealth creation and mobility, values-based business practices and whānau wellbeing.</p>	<ul style="list-style-type: none"> • Champion a stronger Māori voice and increased recognition of Te Ao Māori within the NZ Story. 	<ul style="list-style-type: none"> • Traditional intellectual property protections enable productive, sustainable, value-added export growth and ongoing innovation for all of Aotearoa New Zealand under the kaitiaki of Māori.



New research has provided an expanded view of Māori business, revealing more than eight times as many Māori-owned businesses operating in Aotearoa. Vienna Nordstrum, pictured with a client, runs Soldiers Rd Portraits with her sister-in-law Taaniko, providing vintage cultural portraiture. The duo are part of the professional services industry, now understood to be as big an area for Māori operations as construction. Photo: Adrian Heke.



Te Whare o te Reo Mauri Ora and Broadcasting

Our goal

Supporting the growth of a health and vibrant te reo Māori me ōna tikanga with a specific focus on modernising the Māori media and broadcasting sector.

Why we focus on Te Whare o te Reo Mauri Ora and broadcasting

Te Whare o te Reo Mauri Ora describes an active partnership with iwi and Māori to support the revitalisation of te reo Māori. It recognises both that te reo Māori is a taonga of iwi and Māori, and the government's commitment to actively protect and promote the language under Te Ture mō Te Reo Māori 2016.

Ensuring te reo Māori me ōna tikanga is vibrant within Aotearoa New Zealand society reflects the way connection to language and culture is integral to the wellbeing of Māori, and that it is a central component of the broader cultural identity and heritage of Aotearoa New Zealand.

Te Puni Kōkiri, working with Te Taura Whiri i te Reo Māori (Māori Language Commission) and the wider Government, has the key role of creating, maintaining and supporting the societal conditions for te reo Māori to thrive as a living language. This means that it is valued, learned, and used by Aotearoa whānui in a full range of contexts and environments.

Māori media is a powerful mechanism for realising the goals within Te Whare o te Reo Mauri Ora. It elevates the status of te reo Māori me ōna tikanga, tells Māori stories, and reflects Māori perspectives, with broad public exposure.

We must ensure the right policy settings, structures, and funding are in place so that Crown-funded Māori media entities, independent Māori content producers, and iwi media providers can deliver engaging content to diverse audiences across a full range of platforms.

Current sector activity

- Implementation of the Maihi Karauna (Crown's Māori language strategy) through policy, investment, and monitoring, including leading priorities for which we are the responsible agency.
- Support policy and initiatives between government and Te Mātāwai that encourage te reo Māori revitalisation in homes and communities.
- Develop advice to position Te Rūnanga Reo for strategic impact on key issues, risks and co-design opportunities related to te reo Māori revitalisation.
- Review into the operation and effectiveness of Te Ture mō Te Reo Māori 2016 using a partnership approach.
- Positioning of the Māori media sector to be sustainable within a changing environment and to deliver effectively into the future.



Our desired high level outcomes

Te reo Māori me ōna tikanga continues to **grow** and be **healthy and vibrant**.

Māori perspectives and Māori language **flourish** through **increased focus** in Māori and mainstream broadcasting.

Key performance measures

High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
Te reo Māori me ōna tikanga continues to grow and be healthy and vibrant.	<ul style="list-style-type: none"> Ensure te reo me ngā tikanga Māori is included in government's policy development and service design. Evaluate the health of the partnership in undertaking te reo Māori revitalisation. Establish shared strategic priorities for Te Whare o te Reo Mauri Ora. Progress enabling policy settings that will position the Māori media sector to deliver in an era of digital convergence. 	<ul style="list-style-type: none"> Increase in proportion of New Zealanders who can hold an everyday conversation in te reo Māori (from 4% Census 2018, Stats NZ 2020a). Improved health of partnership in te reo Māori revitalisation (baseline indicator to be established through 2021 survey). Increase in the proportion of New Zealanders watching Māori programming (from 29% TMP, 2019). More Māori over 15 speak te reo Māori as a primary language at the home with either parents, their partner, pre-schoolers, schoolchildren or others (up from 3% currently, Stats NZ 2020a).
Māori perspectives and Māori language flourish through increased focus in Māori and mainstream broadcasting.	<ul style="list-style-type: none"> Progress enabling policy settings that will position the Māori media sector to deliver in an era of digital convergence. Progress funding allocation to Māori broadcasting to impact long-term shifts for te reo Māori me ōna tikanga. 	<ul style="list-style-type: none"> Funding Increases annually for Māori Television and iwi radio. Ensure the Māori voice is heard across all media sectors using innovative approaches. Maintain funding profile for te reo Māori and establish new funding for Māori stories in English.





Te Pae Tawhiti: Wai 262

Our goal

Leading the whole of government work between the Crown and Māori to give effect to Ko Aotearoa Tēnei (Wai 262).

Why we focus on Te Pai Tawhiti: Wai 262

Wai 262 issues are complex and multi-faceted, encompassing topics as diverse as natural resources, te reo Māori, and intellectual property. A common thread is the ability of Māori to act as kaitiaki for mātauranga Māori and taonga. A comprehensive partnership approach to the protection, development and use of mātauranga Māori and taonga will help unlock the economic, social and cultural potential of te ao Māori, inclusive of the whole of Aotearoa New Zealand. Touching on matters of great importance to Māori and the Māori–Crown relationship, this mahi offers a unique opportunity to partner with Māori and, together, “learn by doing”. Tackling Wai 262 issues in this way has the potential to fuel innovation, strengthen national identity, and enhance our international reputation, as well as deliver direct benefits to Māori.

Current sector activity

- Strengthening the consistency, coherence and coordination of the government’s responses to Wai 262 issues through inter-agency dialogue and information sharing.

- Supporting Te Taumata Whakapumau¹ to initiate Māori-to-Māori conversations about partnering with the Crown to address Wai 262 issues.
- Advancing conversations with Māori about future joint work, and possible early opportunities for exemplar projects, as Māori-to-Māori conversations progress.

Our desired high level outcomes

The government’s engagement and response to Wai 262 issues is **consistent, coherent and coordinated.**

Māori-to-Māori conversations about partnering with the Crown enable a **joint Māori–Crown work programme.**

1. Te Taumata Whakapumau is the rūpu of whānau and iwi representatives of the original (now deceased) Wai 262 claimants.



Key performance measures

High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
<p>The government's engagement and response to Wai 262 issues is consistent, coherent and coordinated.</p>	<ul style="list-style-type: none"> • Government agencies are actively engaged with their responsibilities as part of whole-of-government work on Wai 262 issues. • Māori–Crown joint work on early opportunities to address Wai 262 issues in specific locations is underway. • At least two key areas of current government work are consistently addressing Wai 262 issues. • Initiatives and joint work that address Wai 262 issues have adequate investment. • Approaches to engaging with mātauranga Māori are better coordinated across agencies. 	<ul style="list-style-type: none"> • Initiatives and joint work that address Wai 262 issues have progressed as expected. • The protection, development and use of mātauranga Māori and taonga are supported by a general policy and legal framework developed jointly with Māori. • Mātauranga Māori has equal mana with other disciplines and Te Ao Māori perspectives are central to policy development affecting Wai 262 issues. • A partnership approach to Wai 262 issues is well supported and resourced.
<p>Māori-to-Māori conversations about future joint work programmes continue to advance</p>	<ul style="list-style-type: none"> • Māori-ki-te-Māori conversations about how to best partner with the Crown on Wai 262 issues are well underway. • Te Taumata Whakapumau are supported as kaitiaki of the Crown-Māori process. 	<ul style="list-style-type: none"> • The Crown and mandated Māori representation are actively working together on Wai 262 issues.





Te Taiao

Our goal

Ensure Māori rights and interests are part of decision making for the environmental issues and natural resources sector.

Why we focus on te taiao

Natural resources are fundamental to the cultural, social and economic wellbeing of Māori. Māori and iwi have a partnership role in the governance and management of natural resources and the response to climate change, to strengthen Māori economic and community resilience.

50% The proportion of Māori commercial assets categorised as highly climate sensitive primary industries (King et al, 2010).

48% The share agriculture contributes to Aotearoa’s total emissions (MfE, 2020).

76% The proportion of indigenous freshwater fish classified as threatened or at risk of extinction (Stats NZ, 2020b).

Current sector activity

- Government is reforming the Resource Management Act 1991 (RMA) after an independent review recommended the RMA be repealed and replaced with three new pieces of legislation: the Natural and Built Environments Act; the Strategic Planning Act; and the Managed Retreat and Climate Change Adaptation Act. The resource management reforms are significant, because they affect all activity that can be undertaken on land, air and water.

- Government is developing policy to achieve a net zero emissions economy by 2050 – Te Puni Kōkiri are working with the Climate Change Commission and government agencies to understand the impacts for Māori and develop policy accordingly.
- A national adaptation plan for climate change responding to 43 identified risks will be developed over the next two years, led by the Ministry for the Environment. The National Adaptation Plan (the Plan) will set out the work required to prepare New Zealand for the challenges we will face as our climate continues to change. Te Puni Kōkiri will be able to create opportunities for the application of mātauranga, and Māori and iwi-led responses to improve New Zealand’s social, cultural, environmental and economic resilience, for both current and future generations.
- Three Waters Review, to address a complex set of issues relating to the regulation, funding, financing, and provision of safe drinking water, wastewater, and stormwater services (the three waters), and to deliver better outcomes for all New Zealanders, the environment, and the economy.



Our desired high level outcomes

Whānau, hapū, and iwi Māori businesses are well positioned to **manage the impacts** of climate change.

Ensure any RMA reforms are focused on **enhancing intergenerational wellbeing** for Māori.

Ensure equitable access and allocation of freshwater for whānau, hapū and iwi Māori.

Key performance measures

High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
Whānau, hapū, iwi and Māori businesses are well positioned to manage the impacts of climate change.	<ul style="list-style-type: none"> ● Māori understanding of te taiao informs our policy advice and investment decisions. ● Increased understanding of how climate change will affect Māori resilience. ● Increased capability and capacity to meet climate change impacts. 	<ul style="list-style-type: none"> ● Whānau are recognised as stewards of their living and natural environments. ● Whānau, hapū, and iwi Māori are prepared for the impacts of climate change and can make decisions to avoid or mitigate any adverse effects of climate change. ● Māori entities and businesses are well positioned to manage the impacts of a changing climate and take advantages of opportunities that may arise.
Ensure any RMA reforms are focused on enhancing intergenerational wellbeing for Māori.	<ul style="list-style-type: none"> ● Increased understanding of RMA capacity and capability needs for Māori. ● Influence policy development to: <ul style="list-style-type: none"> ○ promote capacity and capability building for Māori to engage effectively in the new system ○ enable Māori to exercise kaitiakitanga over natural resources ○ allow Māori to fulfil governance and partnership roles ○ Mātauranga / Te Ao Māori have an equal standing to western science. 	<ul style="list-style-type: none"> ● Māori have a more effective and influential role as a decision maker that recognises and provides for kaitiakitanga and rangatiratanga ● Māori are sufficiently resourced to engage effectively in the new system ● The new system provides for partnership arrangements between Māori, agencies and local authorities ● Mātauranga Māori and Te Ao Māori perspectives are central to policy development and implementation, ● Reduced RMA related barriers to land use and development, with particular regard to whenua Māori.
Ensure equitable access and allocation of freshwater for whānau, hapū, and iwi Māori.	<ul style="list-style-type: none"> ● Increased government capability to understand and respond to the rights and interest of Māori in freshwater. ● Policy development gives effect to the principles of the Treaty of Waitangi. 	<ul style="list-style-type: none"> ● Māori enabled to govern and manage freshwater. ● Equitable access to (and distribution of) freshwater for community and economic resilience. ● Freshwater maintains its life supporting state in the environment and is a valuable natural capital available to all communities.



Whānau-centred Approaches

Our goal

Grow the influences of whānau-centred policy and the investment in Whānau Ora across government and into our communities.

Why we focus on whānau-centred approaches

Whānau Ora is a culturally embedded and holistic approach to achieving whānau wellbeing. There is considerable evidence that conventional service delivery does not work for Māori. Whānau Ora has been shown to be an effective and transformative approach to support whānau to meet their needs and achieve their aspirations. Within an overall Whānau Ora approach there are two key components that drive towards improving outcomes for Māori: Whānau Ora commissioning, and broader whānau-centred approaches to inform government policy and service delivery.

Current sector activity

- Te Puni Kōkiri is working towards a medium-term vision which includes Whānau Ora being adequately resourced to support whānau to achieve their aspirations, is appropriately supported across government agencies, and that whānau are able to play a key role in local decision making regarding Whānau Ora support. This includes growing investment in the Whānau Ora commissioning approach, considering the application of whānau-centred approaches in new areas, empowering more localised approaches to whānau support and improving data and information systems.

- There is an opportunity to review the existing kaitiaki arrangements to ensure Whānau Ora is adequately supported across government and strengthened to remain responsive and accountable to whānau. Preliminary work is under way to consider whether alternative kaitiaki arrangements would position Whānau Ora to deliver more for our whānau and communities, and includes consideration of recent changes to the Public Service Act 2020.

Our desired high level outcomes

Strengthen the delivery of outcomes for, and accountability to, whānau through Whānau Ora.

Increased cross-agency collaboration, commitment and investment in Whānau Ora.



Key performance measures

High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
<p>Strengthen the delivery of outcomes for, and accountability to, whānau through Whānau Ora.</p>	<ul style="list-style-type: none"> • Confirm the strategic direction for Whānau Ora. • Consider kaitiaki/governance arrangements that support the strategic direction. • Develop data and analytics capability for Whānau Ora investments which can be shared across government. • Sharpen the approach to influencing other government agencies to adopt /invest in whānau-centred policy approaches. • Support whānau by implementing new commissioning approaches and strengthening the service offering to support whānau aspirations. 	<ul style="list-style-type: none"> • Use the data and analytics capability to better target the Whānau Ora approach and improve accountability. • A strategic approach to whānau-centred policy is being implemented. • The accessibility of Whānau Ora services to whānau is increased commensurate with Māori population growth and need. • The voice of whānau will be effectively reflected in whānau-centred approaches through robust tools, engagement and surveys.
<p>Increased cross-agency collaboration, commitment, and investment in Whānau Ora.</p>	<ul style="list-style-type: none"> • Implement programmes that already reflect cross-agency investment (for example, Ngā Tini Whetū, Paiheretia, and the Whānau Centred Facilitation Initiative). • Identify options for expanding the cross-agency commitment to and investment in Whānau Ora (including the role of joint ventures, for example). 	<ul style="list-style-type: none"> • Inter-agency investment and commitment for Whānau Ora policy and investment has been expanded. • Increase of partnership arrangements to deliver Whānau Ora into communities. • Increase in whānau-centred policy approaches identifiable in across government agency policies.





Māori Public Policy Leadership

Our goal

Lead the development and monitoring of system indicators for how well public services perform for Māori as both citizens and as whānau.

Why we focus on leading Māori public policy

The Government has prioritised wellbeing outcomes for all New Zealanders, including a stronger and more co-ordinated focus by the public service on lifting wellbeing outcomes for Māori. Well-informed decisions and interventions will improve outcomes and collaborative ways of thinking, behaving and delivering services with and for Māori. Supported by a monitoring programme based on data and analytics insights, Te Puni Kōkiri will act as an authoritative voice on Māori wellbeing and the efficacy of government programmes for Māori.

Current activity across public agencies

- Lead policy advice on issues of specific importance to Māori, such as whenua, te reo Māori, Māori development approaches, Māori economic resilience, whānau centred approaches mātauranga and intellectual property.
- Developing Te Tautuhi-o-Rongo (Māori Macro Policy Framework) to embed Māori and Treaty perspectives into policy, programmes and services.
- Establishing a permanent data and analytics capability, with information and data underpinning the Ministry's work.

Our desired high level outcomes

Te Puni Kōkiri is **influencing the public sector system** to be **more effective** for Māori.

Te Puni Kōkiri is an **effective principal policy advisor** to Government on Māori wellbeing and development.



Key performance measures

High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
<p>Te Puni Kōkiri is influencing the public sector system to be more effective for Māori.</p>	<ul style="list-style-type: none"> • Te Puni Kōkiri is applying a macro policy approach to key issues that is based on Te Tiriti o Waitangi. • Te Tautuhi-o-Rongo is tested and refined so that it can be applied to its advice to key government agencies. 	<ul style="list-style-type: none"> • Te Tautuhi-o-Rongo is used as the government-wide approach to the development of public policies and initiatives that impact Māori.
<p>Te Puni Kōkiri is an effective principal policy advisor to Government on Māori wellbeing and development.</p>	<ul style="list-style-type: none"> • Policy development and advice has a specific focus on those matters that are critical to improving Māori wellbeing. • Policy and operational staff trained in Te Tautuhi-o-Rongo and iteratively testing and applying it in their work. 	<ul style="list-style-type: none"> • Policy development and advice is informed by regional insights to enable sustainable Māori wellbeing development. • Policy practitioners innovate approaches that support the greatest improvements in Māori wellbeing.





Māori Wellbeing Monitoring

Our goal

Lead the development and monitoring of system indicators for how well public services perform for Māori as both citizens and as whānau.

Why we focus on Māori wellbeing monitoring

Under the Ministry of Māori Development Act 1991, Te Puni Kōkiri has a responsibility to monitor each department and agency that provides services to or for Māori, and ensure those services are adequate for Māori. By monitoring the effectiveness of the public service for Māori, Te Puni Kōkiri can take a leadership role to drive and influence improvements to Māori wellbeing outcomes, and improve the transparency of public sector performance against Māori wellbeing.

Current sector activity

- There is a greater emphasis in the public sector on Māori wellbeing, through the Public Service Act 2020, and the Treasury’s Living Standards and He Ara Waiora frameworks. Te Puni Kōkiri collaborates with the Public Service Commission and the Treasury to uphold these commitments.
- Te Puni Kōkiri is currently developing and assessing a set of system indicators for measuring public sector performance in enabling Māori wellbeing and equity across the health, education, employment, housing and justice sectors (compiled into a public sector performance report).
- Te Puni Kōkiri is building internal data and analytics capability on Māori wellbeing, and producing case studies of effective public sector performance.

- Te Puni Kōkiri is influencing the government response to the Health and Disability System Review, and implementing a programme of reviews to monitor impacts of public sector policies, services and programmes. This includes a review of Ka Hikitia, the Māori Education Strategy, and tracking improvements following a review of the Ministry of Social Development’s employment services and programmes in Auckland.
- Te Puni Kōkiri is developing a work programme for enhancing system performance which includes the implementation of monitoring reviews and collaboration on Performance Improvement Framework and baseline reviews.

Our desired high level outcomes

The public sector has **clear accountability mechanisms** to assess performance for Māori.

Te Puni Kōkiri is **influencing system improvements** in public sector policies, services and programmes.

Te Puni Kōkiri is the **principal source** of data and insights to government on Māori wellbeing.



Key performance measures

High Level Outcomes	Te Pae Tata (One Year Goals)	Te Pae Tawhiti (Four Year Goals)
<p>The public sector has clear accountability mechanisms to assess performance for Māori.</p>	<ul style="list-style-type: none"> Te Puni Kōkiri has clear measures of system performance across health, education, employment, housing and justice sectors. Opportunities for strengthening system performance (including monitoring reviews) are identified through assessment of performance measures. Te Puni Kōkiri is collaborating with public sector agencies to strengthen monitoring and accountability mechanisms. 	<ul style="list-style-type: none"> An annual report of public sector performance is used by agencies to assess and improve system performance. Monitoring and accountability mechanisms across government better track performance of public sector for Māori wellbeing.
<p>Te Puni Kōkiri is influencing system improvements in public sector policies, services and programmes.</p>	<ul style="list-style-type: none"> Actionable improvements to the design and implementation of policies, programmes and services are identified through monitoring reviews and actioned by relevant agencies. Public sector agencies have access to resources and guidance on effectiveness for Māori. 	<ul style="list-style-type: none"> Agency policy, design and implementation are demonstrating their commitment to effectiveness for Māori.
<p>Te Puni Kōkiri is the principal source of data and insights to government on Māori wellbeing.</p>	<ul style="list-style-type: none"> Strengthened data and analytics capability within Te Puni Kōkiri. Te Puni Kōkiri is capturing and compiling quantitative and qualitative data, and reporting on Māori wellbeing. 	<ul style="list-style-type: none"> Te Puni Kōkiri has a comprehensive view of Māori wellbeing and system performance that is data-driven and informed.



Our Environment: Māori in 2020

Te Puni Kōkiri uses evidence to provide effective advice to government on the challenges and opportunities for Māori. This snapshot provides some key statistics on the Māori population. While certain key indicators relating to Māori wellbeing are beginning to show signs of improvement, there remains a persistent disparity between Māori and non-Māori along a range of health, employment, housing and enterprises measures.

Key statistics about Māori

850,500

Estimated Māori population in Aotearoa New Zealand

16.7%

One in six people living in Aotearoa New Zealand are Māori

26 years

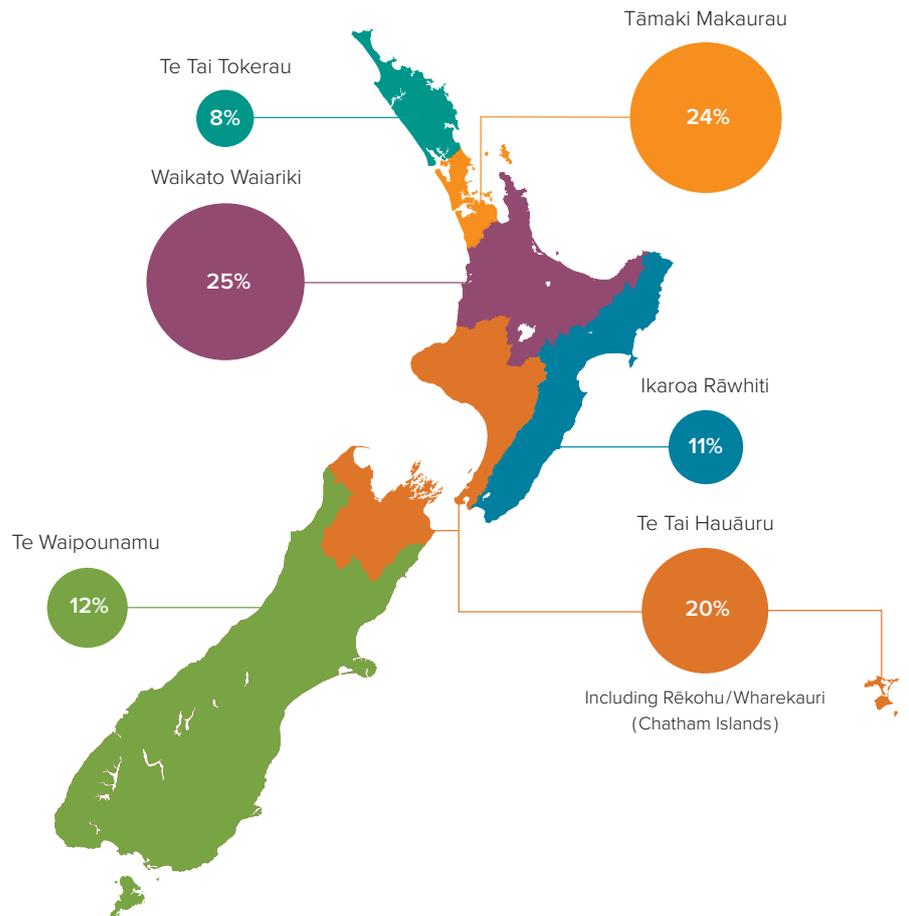
Median age of Māori, compared to 37 for all New Zealanders

10,100

Number of Māori-owned businesses in Aotearoa New Zealand

Māori population

Distribution by region



Sources: Stats NZ 2020d, Stats NZ 2020e and TPK 2020.

Te Puni Kōkiri and Māori wellbeing

As the principal policy advisor to Government on Māori wellbeing and development, Te Puni Kōkiri has a central role to support public sector agencies in upholding their obligations under Te Tiriti o Waitangi. Our legislated monitoring function, which was refreshed by the Minister of Māori Development in December 2018, is one way in which we challenge the public sector to deliver better outcomes for Māori. The 2020 Performance Improvement Framework (PIF) review of Te Puni Kōkiri signalled the importance of using enhanced data and analytics to drive our monitoring function.

System performance analytics

We are working to understand the performance of services in enabling equitable Māori wellbeing, based on system indicators across five sectors: health, education, employment, housing and justice. Work is underway drawing primarily on publicly available data. Findings include:

- Across all sectors, inequity between Māori and non-Māori remains largely unchanged over the past decade. There is also clear inter-relatedness between outcomes.
- Inequity has temporarily reduced in areas that have received intensive resource – such as childhood immunisation, rheumatic fever, and NCEA Level 2 achievement. However trends have started to plateau or reverse as resource has shifted to other priorities.
- Inequity in economic outcomes increased during the Global Financial Crisis, and was slow to diminish following the end of the recession.

The persistent inequities highlight the need for further analytics to understand these and other trends across sectors, and for policy analysis on system-wide solutions to addressing this inequity. The trends also reinforce the importance of intensive, cross-cutting action to improve social and economic outcomes for Māori during the current recession.

Our strategic landscape in the wake of COVID-19

The social and economic consequences of the COVID-19 pandemic have both an immediate and intergenerational impact on Māori wellbeing.

Māori face disproportionate impacts from COVID-19. Analysis commissioned by Te Puni Kōkiri in April 2020 found that economic consequences of COVID-19 will most severely affect industries in which Māori are over-represented in the labour force. These include accommodation, retail trade,

manufacturing, and construction. Additionally, the Māori unemployment forecast to February 2021, released by Te Puni Kōkiri in July 2020, indicates that Māori unemployment may reach a peak as high as 70,000, nearly double pre-COVID-19 levels.

Government's response to COVID-19 should support equitable recovery for Māori and enhance Māori economic resilience to protect against future shocks, including in the development of national infrastructure.



Strengthening Our Organisation

Our values – How we work

Our values underpin how we work, guiding the way we operate and ensuring 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 focussed.

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.

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.

About Us

366
staff

72%
NZ Māori

67%
female

18
offices

3

Ministers

number of Ministers
and associate Ministers
to the Ministry

196

PQs*

100%
on time

110

OIAs*

98%
on time

6

regions

More than
\$450m
2019/20 funding

More than
\$363m
Non-departmental
funding

More than
\$87m
Departmental
funding



* Parliamentary Questions and Official Information Act requests in 2019/20.

Te Puni Kōkiri's
regional footprint
extends across
the motu



Te Puni Kōkiri Positioning

Leading and influencing all-of-government response to COVID-19 for Māori



May 2020

Recognition by Public Service Commissioner, Peter Hughes of Te Puni Kōkiri's contribution to the all-of-government response for COVID-19

High-level findings from the PIF review

February – August 2020

Performance Improvement Framework (PIF) review conducted

The foundations of success to build Te Puni Kōkiri into a high-performing agency

Response to COVID-19

March – June 2020

Swift and robust support to all-of-government response to COVID-19 challenges



The capability, skills, and knowledge of kaimahi and our systems and processes are critical to ensure we operate effectively as an organisation and deliver the best outcomes for Māori. In June 2019 Cabinet approved a repositioning of Te Puni Kōkiri to increase our strategic impact in promoting increases in levels of wellbeing for Māori.

That repositioning provides for Te Puni Kōkiri to influence at a system (state sector) level through enhancing the monitoring role required under the Ministry of Māori Development Act 1991. Te Puni Kōkiri will continue to deliver operationally through its investment functions and regional offices to whānau.

Operating model

In 2020 a new operating model was approved by the leadership team to enable Te Puni Kōkiri to implement its strategic realignment. In implementing this operating model, our mahi continues to be underpinned by a te ao Māori approach and our strong organisational values.

At its core are new kaupapa based teams to drive the work programmes organisational focus areas. The work programmes will be based on 'the voice of whānau' and the Ministry will be developing new ways to bring that voice to our work and our policy advice.

Data and analytics

The key enabler, and shift for Te Puni Kōkiri, will be developing the capability to analyse and report against the data that the state sector holds on Māori achievement and Māori resources.

Only Te Puni Kōkiri has the mandate to look across all government held data (and other data sets we can access; e.g. that held by iwi and Māori organisations) to provide reporting on public sector performance for Māori.

The Data and Analytics work programme will include implementation of a new Customer Relationship Management (CRM) system to capture our engagements with communities and support embedding the voice of whānau in our mahi.

By 30 June 2021 we will have established our Data and Analytics function and completed the business case for implementation.

By 30 June 2024 we be producing an annual Public Sector Performance report for Māori and be providing advice on targeting expenditure in areas where Māori are disproportionately over (or under) represented.

Governing our organisation

As Te Puni Kōkiri continues to grow (in financial terms), and to extend our influence across the state sector we are reviewing the way in which we lead and govern our organisation to achieve its goals/priorities and deliver on our Cabinet-mandated roles and functions.

Audit and Risk Management Committee

The existing independent Audit and Risk Management Committee provides advice and insights to the Secretary for Māori Development and Executive Leadership Team on risk management, the effectiveness of internal controls, assurance, performance reporting and governance.

New governance arrangements

From July 2021 Te Puni Kōkiri will have three additional governance boards to support the Secretary for Māori Development and the Executive Leadership Team with clear and focussed roles in active governance:

- **Strategic Priorities and Critical Work** governance board ensures that the work programme activities across Te Puni Kōkiri will maximise our impact to our strategic priorities.

- **Culture, Capability and Systems** governance board ensures that our business capabilities (people, processes, information and systems) support effective and efficient delivery of our strategic objectives.
- **Finance and Expenditure** governance board ensures that Te Puni Kōkiri is allocating and managing its financial resources responsibly.

By 30 June 2021 we will have established the governance framework for Te Puni Kōkiri and the committee structure.

By 30 June 2024 we will have fully functioning governance arrangements, with Directors and Executive Leadership Team members fully trained and participating in the governance of the Ministry.

Exploring new ways of working

By 1 July 2021 Te Puni Kōkiri national office staff will have moved from Te Puni Kōkiri House to temporary accommodation for up to two years. This will enable the landlord of Te Puni Kōkiri House to carry out seismic strengthening of the building and for the building to be upgraded and the working environment for our kaimahi redesigned.

In the two decades since Te Puni Kōkiri moved into the current premises ways of working have changed and the working environment no longer supports the collaborative working style of the modern public sector.

Over the next two years we will trial alternative working arrangements and the systems and processes to support workflows before reoccupying Te Puni Kōkiri House in 2023.



Te Tai Tokerau senior advisor Jared Pitman in September 2020 with kaumātua Te Warahi Hetaraka at the regional team's monthly wānanga taurikura. "The workshop creates spaces for te reo Māori and tikanga Māori to be at the centre of what we do." Jared says the wānanga is part of his team's commitment to deliver on Te Ahikāroa o Te Reo Māori, the Māori language strategy of Te Puni Kōkiri.

By 30 June 2021 we will have relocated the staff of Te Puni Kōkiri House.

By 30 June 2024 we will have returned to a refurbished Te Puni Kōkiri House redesigned to support our operating model and ways of collaborative working.

Diversity and inclusion

Equal employment opportunity

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.

This commitment is evidenced 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 (permanent employees only), or 6.8 per cent in favour of males (all staff).

Hoa Mahi Experience (People Capability Strategy)

To support whānau to thrive, we need to have a workforce that is able to understand, and reflect, the Māori communities we serve. Te Puni Kōkiri is committed to breaking down barriers that people of different backgrounds, life experiences and physical abilities may face in working with us. Through our Hoa Mahi Experience (People Capability Strategy) we have developed a diversity and inclusion strategy focused on removing barriers and supporting a diverse workforce with a range of life experiences, particularly in relation to te ao Māori.

Collective Employment Agreement

The terms of the Collective Employment Agreement between Te Puni Kōkiri (including the Māori Trust Office) and the New Zealand Public Service Association Incorporated (PSA) made under the Employment Relations Act 2000 (ERA) are based on the agreement that the four values of Te Puni Kōkiri will guide the way and commitment to being good employer and involvement of staff to collectively participate and contribute in the management of the workplace. Te Puni Kōkiri is committed to the Treaty of Waitangi partnership between Māori and the Crown and will promote an understanding of partnership and implement the Treaty of Waitangi principles in the workplace.

Gender Pay Gap Action Plan

Our workforce (permanent and fixed term) is predominantly female (66 percent). As at 30 June 2020, the gender pay gap for all staff (fixed term and permanent) is 12.4 percent in favour of males. However, this reduces to 8.7 percent when calculations are based on permanent employees only. The 2019 public sector average gender pay gap is 10.5 percent. Te Puni Kōkiri has agreed a Gender Pay Gap Action Plan with the Public Service Association, with a focus on removing gender bias and reducing ethnic pay gaps. Te Puni Kōkiri is working with the Public Service Commission through the Pou Mātawaka project to understand the drivers of ethnic pay gaps and suggest interventions to improve this.

Managing risks and emergency response

Risk Management Framework

Our Risk Management Framework and guidelines provide a solid foundation to enable staff to better understand risk and be more confident in applying it to daily work and decision-making. Staff are also more aware of their role in managing risk and how managing risk directly influences our success in improving the lives of whānau, hapū and iwi Māori.



The Risk Management Framework is supported by accessible tools and online learning resources that build staff knowledge of risk management concepts and approaches in an engaging way that actively considers and applies te ao Māori and tikanga.

Civil Defence Emergency Management Response

The Civil Defence Emergency Management (CDEM) Act 2002 places specific responsibilities on Te Puni Kōkiri to engage with Māori communities, and work with other response agencies, to support the needs of whānau, hapū and iwi Māori following an emergency. This includes involvement in the immediate, medium-term, and long-term response and recovery process.

As an emergency welfare services support agency, Te Puni Kōkiri works at the national level to support response governance, communication, and coordination groups such as the Welfare Workstream, Caring for Communities, and support (where required) for the National Crisis Management Centre. In addition, Te Puni Kōkiri plays a key role at the regional level, supporting the CDEM, Regional Leadership Groups and regional Caring for Communities groups, and the wider community response. This includes supporting the Māori Wardens and the Whānau Ora Commissioning Agencies to respond to the individual needs of the whānau and communities they support.

COVID-19

Te Puni Kōkiri engages at a system level and operationally with iwi and whānau in supporting the government's response to COVID-19. The Secretary for Māori Development is part of the Chief Executives' Oversight Committee and our regional offices are part of the Regional Leadership Committees of state sector agencies managing the delivery of the government's support to Māori communities and whānau.

Health and safety

Setting a new organisational direction for health and safety

In February 2020 we launched the Te Puni Kōkiri Health and Safety Strategy 2020–2022. The three-year strategy builds an increased focus on health and safety and supports continuous improvement. The Strategy sets a vision that 'work is healthy and safe for all kaimahi at Te Puni Kōkiri' with six goals and eight priority areas for targeted investment over its life, supported by an implementation plan. The Central Health and Safety Committee meets on a quarterly basis to review progress against the Strategy, while the Privacy and Protective Security Requirements Governance Group oversees the protective security work programme. Over the next year, we will explore health and safety governance arrangements, including reviewing the Central Health and Safety Committee and strengthening worker representation.

Carbon Neutral Government Programme

In December 2020 the Government announced a Carbon Neutral Government Programme which is aimed at reducing emissions and working towards carbon neutrality by 2025. This programme requires Te Puni Kōkiri to measure, verify and report emissions annually, set gross emissions reductions targets and longer-term reduction plans for the next decade; introduce a phased work programme to reduce emissions; and by December 2025, offset remaining emissions to achieve carbon neutrality.

By 30 June 2021 we will have an emissions measurement and reporting framework in place, with the 2021/22 financial year providing baseline data.

By June 2024 we will made progress on reducing emissions in line with the targets set in the Reduction Plan.



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 and media initiatives in music, digital and new media.
- **Te Taura Whiri i te Reo Māori** - was established under the Māori Language Act 1987 and continued under Te Ture mō Te Reo Māori 2016 (Māori Language Act 2016) to promote the use of Māori as a living language and as an ordinary means of communication. It is also responsible for the coordination of the implementation of the Maihi Karauna to revitalise the Māori language.

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 (Māori Language Act 2016), its responsibilities include promoting the health and wellbeing 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 appoint members to Māori Television. It is also responsible for 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 including on demand language learning content 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:

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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