Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

16 January 2025   File Ref: OIA 50335

Tēnā koe

Official Information Act request

Thank you for your information request dated 8 December 2024. Your request has been considered in accordance with the Official Information Act 1982 (the Act). Your questions and our responses are set out below.

"How does your organisation define Māori data as opposed to non-Māori data"?

Te Puni Kōkiri has adopted a working definition for Māori data of "digital or digitisable data, information or knowledge that is about, from or connected to Māori and includes population, place, culture and environment".

"Does your organisation have Māori Data Sovereignty and or a Māori Data Governance policy or strategy? If yes, I request a copy".

Te Puni Kōkiri has a *Data and Analytics Strategy* document which incorporates provisions for Māori data sovereignty. A copy is attached and is released to you in full.

"I also request a copy of your organisation Data Governance strategy/policy/policies"?

As described above, Te Puni Kōkiri's *Data and Analytics Strategy* document is attached.

"Has your organisation had with any success or no/limited success, implementation of any Māori Data Sovereignty Principles or Māori Data Governance? If yes, please provide details of the implementation and how you measured its success".

Te Puni Kokiri takes care in considering Māori Data Governance principles within all new data collection or reporting projects, including stakeholder compliance review.

As a recent example, Te Puni Kōkiri is implementing a new data platform named *Te Kete Raraunga. Te Kete Raraunga* provides a centralised, structured and managed repository for delivering accurate information in the form of dashboards or other tactical reports for the use of Te Puni Kōkiri Policy, Strategy and Regional Development teams in the delivery of policy advice to the government.

Initial use cases embedded in *Te Kete Raraunga* include the following information products:

- Māori in the Labour Market
- Climate Hazards facing Māori communities
- Investments in Māori Development
- Whānau Ora.

Early feedback about the implementation of the new platform from the executive steering group and other stakeholders has been very positive.

"How many fte are allocated to Māori Data practices in your organisation"?

Te Puni Kōkiri Strategy puni has a team of fifteen FTE roles that focus on data, analytics, and insights, working with adjacent kaimahi providing monitoring and evaluation services. All kaimahi are expected to have competency in the tikanga and whakapapa of Māori data and perspectives and are encouraged in further training and development via our Te Tautuhi-ō-Rongo public policy leadership programme.

"What country/countries are the majority of your organisation's data stored"?

In alignment with the Government Chief Digital Office's "Cloud First" policy (endorsed by Cabinet in April 2023), the majority of our organisation's data is stored in Microsoft's Azure cloud service. The geographic regions are "Australia Southeast" and "Australia East" area segments.

"Which Cloud Provider(s) do you use"?

Te Puni Kōkiri uses Microsoft Azure cloud services for data processing and storage.

I trust my response satisfies your request.

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

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

If you wish to discuss any aspect of your request with us, including this decision, please feel free to contact us at oia@tpk.govt.nz.

Ngā mihi

Terina Cowan
Hautū, Te Puni Rautaki | Deputy Secretary, Strategy

Data and Analytics Strategy

January 2021

Whakatauki

Mā te kimi ka kite, Mā te kite ka mōhio, Mā te mōhio ka mārama

Seek and discover. Discover and know. Know and become enlightened.

Dedication to Humphrey Wikeepa

Dear Humphrey, you began this journey with us, giving it all your energy, intellect and passion.

We dedicate to your memory our ongoing effort to make the vision of this endeavour real.

We hope that your whanau, friends and colleagues will be able to see the influence and power of the important material that you worked with in life – and the contribution you have made as the consummate professional and gentlemen to generations of thriving whanau in future.

Section 1. Executive Summary

Te Puni Kōkiri is the principal policy advisor to the Government on Māori wellbeing and development. Our role includes leading policy advice on specific issues of importance to Māori, monitoring effectiveness of public services to Māori and building Māori capability and capacity for thriving whanau.

The recent Performance Improvement Framework (PIF) review of Te Puni Kōkiri identified key achievements required for Te Puni Kōkiri to meet its performance challenge for the next 12-18 months. These include:

a) Producing a Māori macro policy framework - Te Tautuhi o Rongo - focused on public service performance with reference to the Crown's Treaty responsibilities such as improving Māori outcomes and wellbeing.

b) Developing a Māori wellbeing report to further inform policy development and advice to Ministers. The report will be based on data and knowledge repositories, drawing especially on Whānau Ora and the insights of the regional network.

c) Implementing findings from collaboration with Treasury on improving the relevance and usability of the Te Ao Māori lens for the Living Standards Framework from Budget 2020 and from the welfare response and economic resilience perspective in a post-COVID-19 world.

d) Establishing a permanent data and analytics team, with information and data underpinning the Ministry's work.

To this end, Te Puni Kōkiri has accepted the challenge of working toward becoming 'the authoritative Government voice' on the status of Māori wellbeing in New Zealand, and on the efficacy of government programmes to support Māori achievement - the authority on all dimensions of the social, economic, and cultural outcomes of iwi, Māori and whānau."[1]
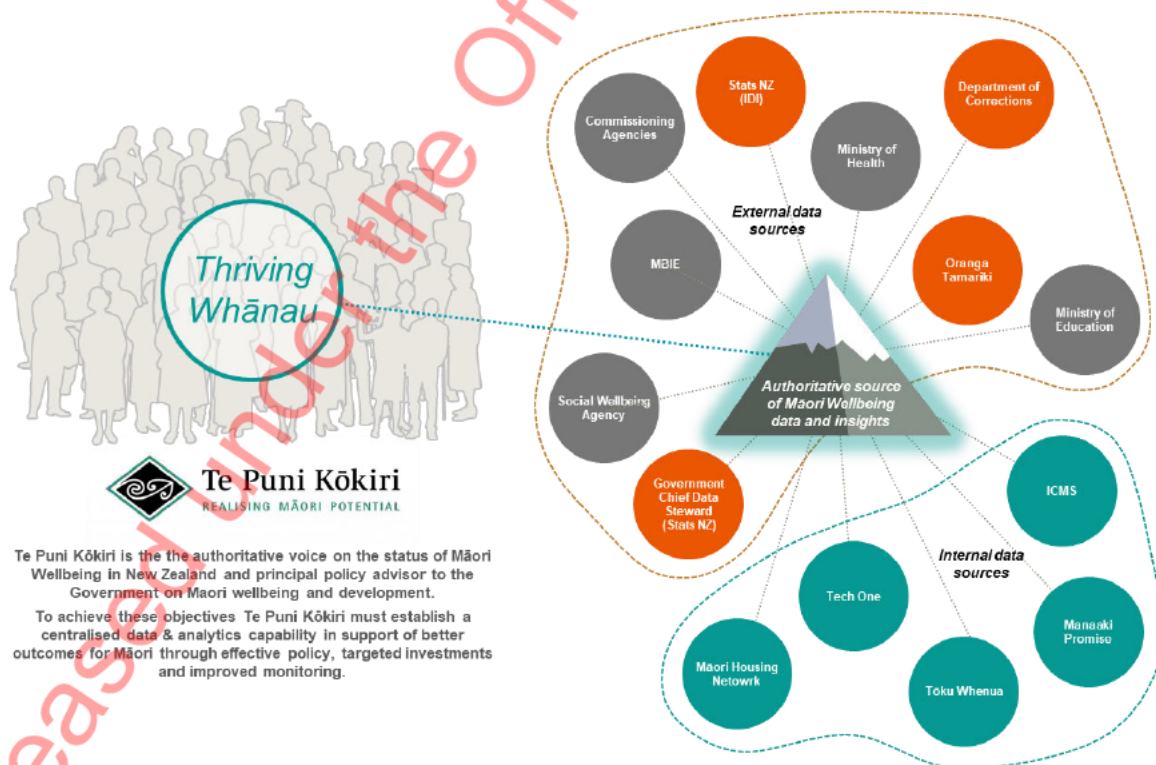

Figure 1: *Data and analytics landscape*

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[1] PIF Review 2020

The PIF report suggests that to build this capability requires development of a data and information management strategy, building on knowledge and skill in accessing, collating, using and analysing data already in the agency but currently dispersed across a number of Puni and teams. It also suggests that Te Puni Kōkiri maintain a central platform for engagement, and data collation and collection, analysis and insights in relation to the impact of government and other services on Māori outcomes and wellbeing.

A broad review of current state data and analytics capabilities conducted in June 2020 with 30 different stakeholders across Te Puni Kōkiri, indicated that the organisation's data and analytics is not optimised to provide and utilise good quality reliable data to support its key strategies, business and operational priorities, and the decision-making of each Puni.

There are a range of reasons for the existing gap between our current data and analytics capability and the ideal capability required by the organisation to properly fulfil the expectations of the government and Māori.

The purpose of this Data and Analytics Strategy is to describe in more detail the reasons for and how Te Puni Kōkiri could improve its capability to position itself to meet the objectives agreed by Cabinet[2] and the PIF review.

The strategy describes the considerations, capabilities and roles required to establish a centralised data and analytics capability and how it aligns with the business strategy and objectives of Te Puni Kōkiri to achieve its vision of Thriving Whānau.

The Data and Analytics Strategy recommends:

- The development of an operational playbook that describes the roles and responsibilities, and associated skills and experience required to implement world class data and analytics capability at Te Puni Kōkiri

- The design of a comprehensive and fit for purpose data platform, comprising foundation data services, data ingestion, data storage and management, data processing and analytics, and data curation, visualisation and reporting capabilities.

When the operational playbook and data and analytics platform designs are complete, Te Puni Kōkiri will be in a position to move to the next phase of building and operationalising the technology, people, governance and business capabilities required to sustain a robust data and analytics capability, and commence prioritised development of information products and services for the organisation.

It is anticipated that the design and specification of the playbook and platform will be completed by the end of 2020, with the implementation of both of these elements of the data and analytic strategy commencing early in 2021.

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[2] J   2019 Strategic Impact Cabinet paper

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Section 2. Introduction

2.1   What is a Data and Analytics strategy?

A strategy is a plan to achieve a series of goals over a period of time and is focused on changing the current state in order to reach a vision for the future. A good strategy provides a clear roadmap with a set of guiding principles that defines the actions the business should take and the things they should prioritise to achieve the desired outcomes.

A data strategy offers the same purpose, it defines the aims and objectives of data and analytics for the organisation, it identifies the changes that need to occur, and how change will be achieved over time in alignment with the guiding principles and governance defined by the Data and Analytics Strategy.

In a data driven organisation it is critical that the Data and Analytics Strategy is fully aligned with the organisation's business strategy and vision which defines the aims and objectives of the organisation and how they will be achieved over time to deliver business change. Similarly, our organisation is unlikely to deliver against its primary business strategy without a complementary data and analytics strategy.

The quality of data and analytics capability is also closely aligned with how the organisation utilises technology, so the Data and Analytics Strategy will closely inform the technology strategy for the organisation.

1. **Optimisation** focuses on improving the current state such as improving BAU efficiency, mitigating risk, ensuring regulatory and financial compliance and so on. It is less concerned with creating new opportunities than it is with optimising current practices.

2. **Transformation** is focused on the use of data to drive new outcomes through new data sources and capabilities and deriving greater value from data assets to deliver outcomes that exceed current state capabilities across the business.

Section 3. Approach

The true value of data and analytics for Te Puni Kōkiri will be realised when the organisation can demonstrate how it has optimised its data and analytics capability and the associated insights and evidence to support Te Tautuhi o Rongo (to listen, consider and analyse deliberately) the Māori macro policy framework.

Figure 2 illustrates the Māori Macro Policy Framework which harnesses the Articles of the Tiriti/Treaty to create axes of relationships along which dynamic interactions occur:

1. **Partnership.** The foundation relationship between the signatories.

2. **Kawanatanga.** The governing of Aotearoa New Zealand.

3. **Rangatiratanga.** The autonomous self-determination of iwi and hapū.

4. **Ōritetanga.** The duality of tangata whenua / Māori citizenship.
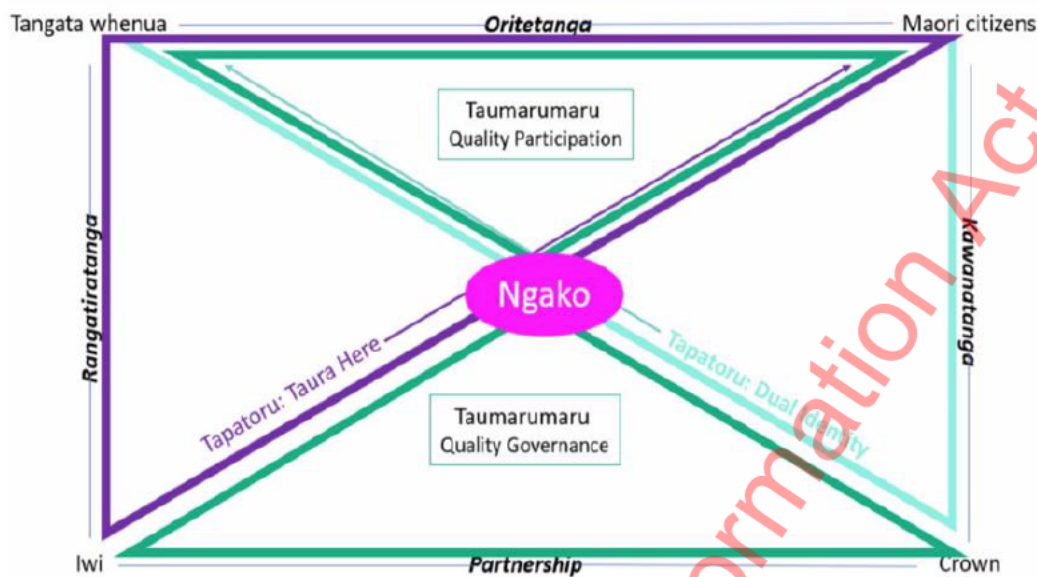
Figure 2: *Te Tautuhi o Rongo*

Te Tautuhi o Rongo recognises:

- Māori as a Treaty Partner
- Māori and citizens of Aotearoa New Zealand.

In consideration of the Crown's Partnership and Kawanatanga responsibilities - and recognising the Rangatiratanga and Ōritetanga rights and interests of iwi, tangata whenua and Māori citizens under the Treaty of Waitangi – the roles of Te Puni Kōkiri are to be:

- The Government's steward for Crown responsibilities to Māori
- The Principal Advisor to the Government on Māori Outcomes
- The Governments advisor on Māori Rights and interests, and matters of specific importance to Māori.

Stewardship means Te Puni Kōkiri has "the job of supervising or taking care of" the Crown's responsibilities to Māori. As a policy Ministry, in order for Te Puni Kōkiri to properly undertake its stewardship role, it needs to be **the Government authority on the data, information, evidence** to support the best advice on **Māori outcomes and rights and interests** – and to locate the issues and solutions developed by the Government in as close to the Ngako (in Figure 2 above) as possible.

In this context a clear strategy and world-class data and analytics capability needs to support Te Puni Kōkiri in its stewardship role to clearly:

- Prioritise, formulate and develop the matters, issues and solutions on which the government should be focussing in relation to Māori outcomes, rights and interests
- Articulate how the government should behave in engaging with and giving effect to policy solutions that improve outcomes and properly recognise the interests of Māori
- Understand and measure the success of government in meeting its responsibilities to Māori.

Section 4. Business Strategy

4.1 Te Puni Kōkiri strategic principles

Figure 3 (following page) describes the vision, purpose and role of Te Puni Kōkiri in delivering improved wellbeing for Māori through delivery against key strategic priorities and focus areas.

The vision of *Thriving Whānau* is underpinned by four key values:

1. **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.

2. **He Toa Takitini**
   We work collectively.
   We lead by example, work as a team and maximise collective strengths to achieve our goals.

3. **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.

4. **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.

The vision and values of Te Puni Kōkiri lead the way for development of data and analytics capabilities for the organisation. Figure 3 illustrates the Te Puni Kōkiri Strategy Model and how key strategic priorities and focus areas align with the organisation's role and purpose in delivering to the vision.
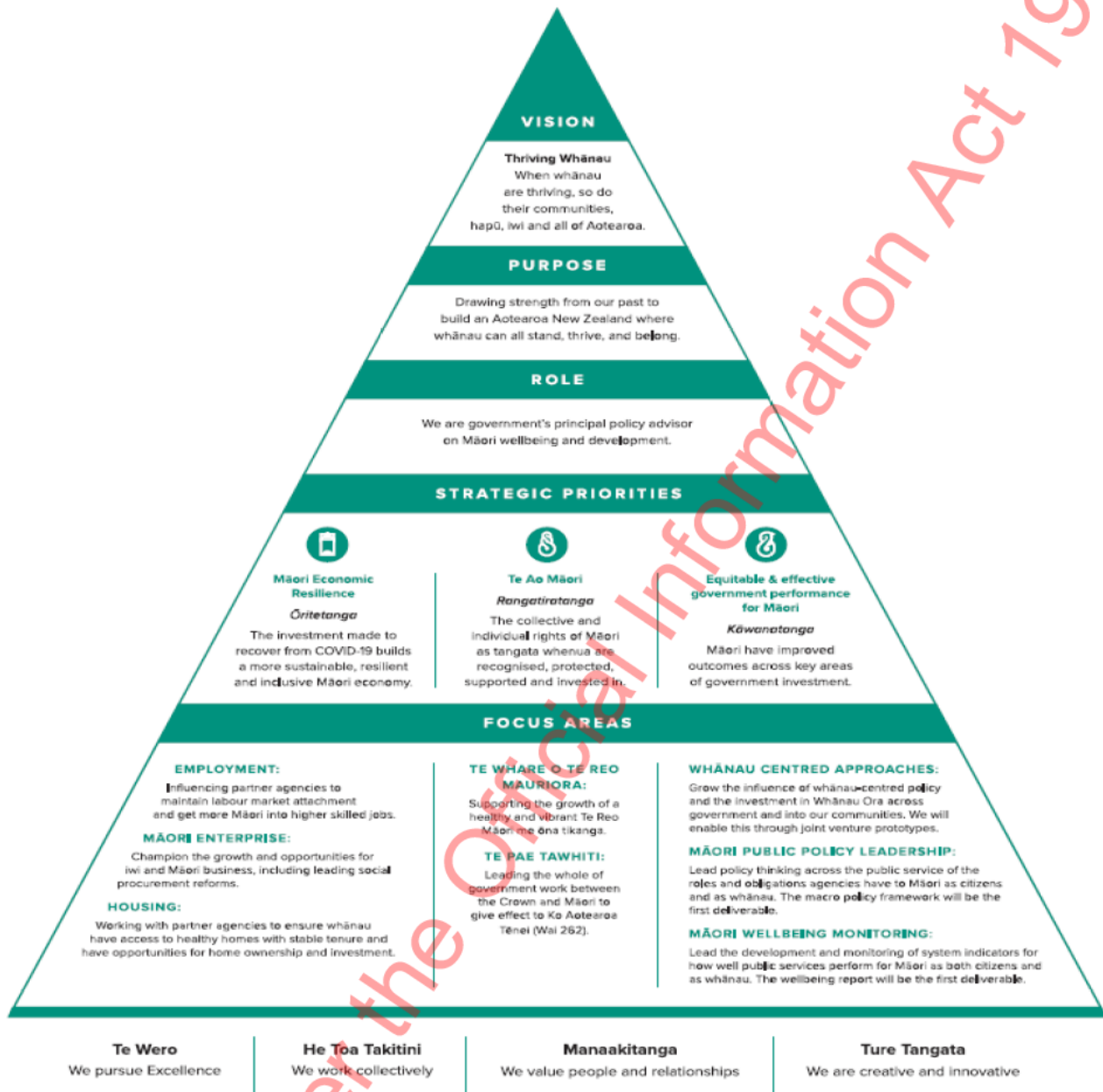
Figure 3: *Te Puni Kōkiri Strategy Model*

Figure 4 (following page) illustrates the top-down approach used for development of this Data and Analytics Strategy starting with the organisational vision and strategic priorities described by the strategy model for Te Puni Kōkiri leading to business initiatives and priorities that are supported by strong data and analytic capabilities.
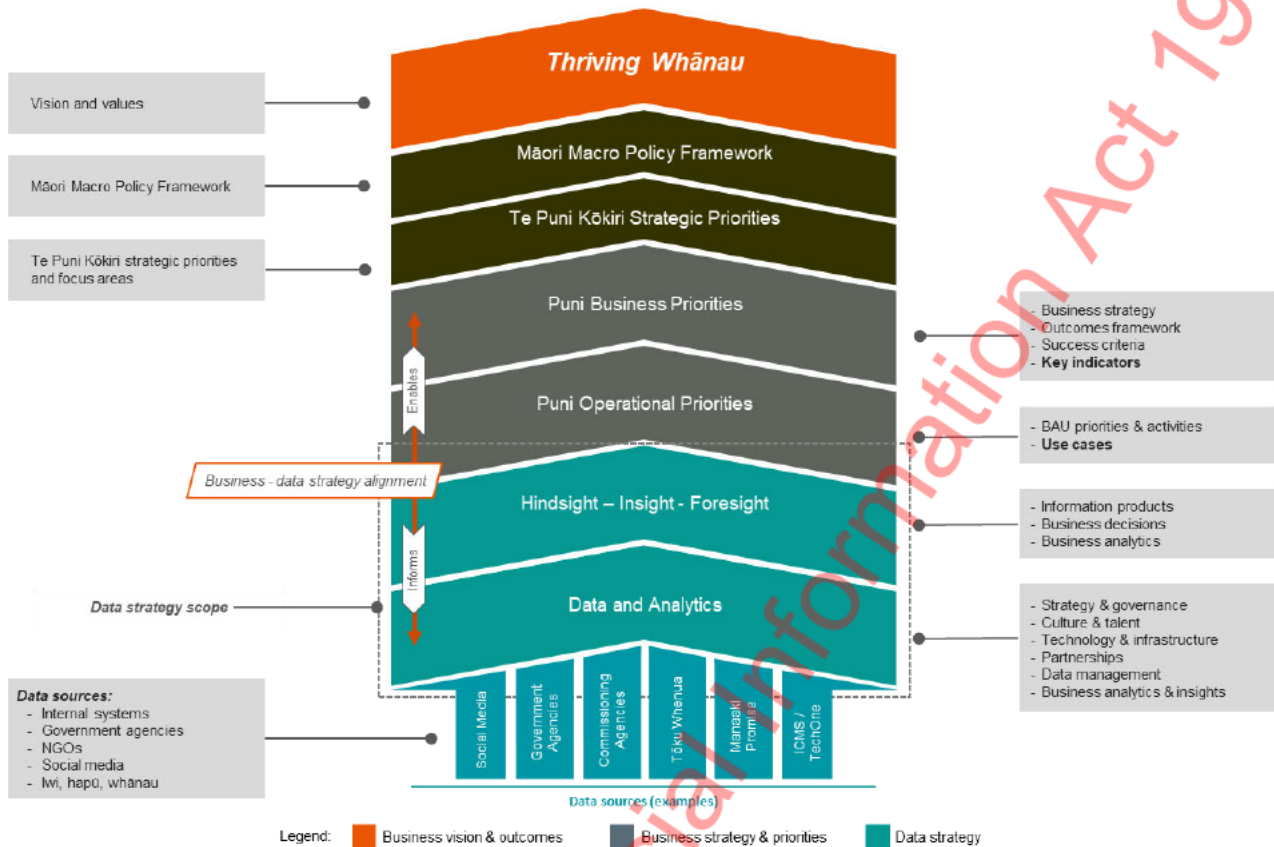
Figure 4: *Data and Analytics Strategy approach*

Te Puni Kōkiri also intends to use the Whānau Ora Development framework domains and the key wellbeing outcomes and indicators identified by the Māori Wellbeing report to guide the design of our data and analytics capability development. As use cases evolve and new use cases are defined, it is expected that the framework and Māori wellbeing outcome indicators will also evolve to support the organisation's strategic priorities.

4.2   Te Puni Kōkiri focus areas

The current operating model defines three strategic priorities and eight focus areas, developed to meet the objectives of the seven Cabinet agreed strategic impact priorities for Te Puni Kōkiri.

The three strategic priorities are:

1. **Ōritetanga | Māori Economic Resilience.** The investment made to recover from COVID-19 builds a more sustainable, resilient and inclusive Māori economy.

2. **Rangatiratanga | Te Ao Māori.** The collective and individual rights of Māori as tangata whenua are recognised, protected, supported and invested in.

3. **Kāwanatanga | Equitable & effective government performance for Māori.** Māori have improved outcomes across key areas of government investment.

Eight focus areas deliver to the three strategic priorities:

1. **Employment.** Influencing partner agencies to maintain labour market attachment and get more Māori into higher skilled jobs.

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

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

4. **Te whare o re reo mauriora.** Supporting the growth of a healthy and vibrant Te Reo Māori me ōna tikanga.

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

6. **Whānau centred approaches.** Grow the influence of whānau-centred policy and the investment in Whānau Ora across government and into our communities. We will enable this through joint venture prototypes.

7. **Māori public policy leadership.** Lead policy thinking across the public service of the roles and obligations agencies have to Māori as citizens and as whānau. The macro policy framework will be the first deliverable.

8. **Māori wellbeing monitoring.** Lead the development and monitoring of system indicators for hwo well public services perform for Māori as both citizens and as whānau. The wellbeing report will be the first deliverable.

4.3   Puni business priorities

Several key business drivers were identified during the current state data and analytics assessment conducted in June 2020 that contribute directly to the ability of Te Puni Kōkiri to deliver against the three strategic priorities.

Business Driver	Contribution to the Strategic Priorities of Te Puni Kōkiri
Showing success	All strategic priorities are dependent on robust and trusted data to evidence the work that Te Puni Kōkiri does in delivering to its business objectives. Without quantitative data to objectively and accurately track progress against each strategic priority it becomes very hard for Te Puni Kōkiri to show success.
Policy outcomes	Development of policy is essential for driving outcomes in each of the strategic priority areas. Effective decision making and good policy making is heavily dependent on access to reliable data and insights, which is a key enabler to track the impact of policy and inform future policy design of investment in coordinated interventions to improve Māori wellbeing. It becomes very difficult for Te Puni Kōkiri to make informed policy recommendations, business cases, decisions and to understand impacts, without good quality data and insights.

Influencing and advocacy	A key part in the role of Te Puni Kōkiri towards achieving its business objectives is the ability to influence other government agencies and external partner organisations. Equally, as the principal advisor on policy advice to the Government on Māori wellbeing and development, other agencies often seek advice from Te Puni Kōkiri. Comprehensive and trusted quantitative and qualitative data providing evidence for that advice is critical to support this function to give confidence to external organisations.
Investment outcomes	Delivering to each of the strategic priorities requires investment and the ability to assess the effectiveness of investments by being able to attribute outcomes to investments in a transparent way with a solid evidence base. Without good data for research and evaluation, it is very hard for Te Puni Kōkiri to judge the true benefits, value and impact on outcomes resulting from investments, to know where to invest, and to exploit investment opportunities from external agencies.
Trend analysis	The ability of Te Puni Kōkiri to successfully achieve its business objectives is directly linked to its ability to harness the full value of data from different parts of the public and Māori sectors, to identify linkages, trends and changes in Māori wellbeing outcomes.
Budget bids	A strong evidence base is required to support budget bids in order to gain funding for initiatives that deliver the policy and programmes that most effectively contribute to improving Māori wellbeing outcomes. Without good quantitative and qualitative data to support the investment advice of Te Puni Kōkiri, it is much less likely Te Puni Kōkiri will be able to most effectively influence government's budget decisions in favour of Māori wel being.

4.4   Puni operational priorities

Several operational priorities have been identified that are essential to successfully achieving the business drivers and business outcomes.

Operational Priority	Impact
Improve internal and external reporting	Streamline operational reporting processes and improve data sourcing for reporting purposes. Improve quality of regular reporting and the ability to respond to ad-hoc information requests such as Ministerial questions and Official Information Act requests in a timely and complete manner. Reduce labour intensive processes that require people to manually pull and process data from various different data sources for reporting purposes.
Improve internal collaboration and information sharing ('acting as one')	Enable different business units to work together more effectively and efficiently through easy access to common, reliable and consistent data. Reduce the dependency on informal networks and institutional knowledge of staff to share information.

Improve enterprise knowledge	Aggregate data that has been captured, created and stored in diverse formats to create a coherent view of data across the organisation with improved searchability and reference-ability of data at an enterprise level to provide enhanced, higher level insights. Reduce the instance of isolated datasets, organic business processes and informal networks that have evolved in an effort to meet enterprise data needs.
Remove single points of failure and single person dependencies	Ensure that data is captured, stored, and analysed in a way that is available to the whole organisation rather than having key individuals working with data in document based formats such as spreadsheets. Reduce the risk of losing key knowledge when people leave the organisation.
Reduce manual handling (focus on higher value activities)	Improve and automate labour intensive processes as much as possible to reduce time and effort lost to manual activities related to collation and transformation of data for reporting and data analysis purposes.
Improve external data sharing and data sources	Improve the ability to consume a wider range of data sources and to be able to request and provide the right data at the right time is critical for Te Puni Kōkiri to become more relevant and responsive to the needs of Māori. Reduce the dependency on manual data requests and data handling between Te Puni Kōkiri and government and other external agencies.
Regional partnership data	Improve standards for collection and sharing of data acquired by regional offices with head office; ensure that the agreements are established to ensure the right data is asked for, and provided, and is available and consistent across all regional offices. Reduce the impact of the lack of data and evidence base to support narratives.

Section 5. Data Vision and Principles

5.1 Data vision

Te Puni Kōkiri is working effectively alongside government, iwi and Māori partners to establish and maintain the highest quality ('source of all truth') repository of Māori Wellbeing data and insights, utilising world class data and analytics capability.

5.2 Data sovereignty

Te Mana Raraunga, the Māori Data Sovereignty Network, identifies six Principles of Māori Data Sovereignty to ensure that data and information is used in an ethical way to enhance the wellbeing of its people. These principles include:

- Rangatiratanga, Authority
- Whakapapa, Relationships
- Whānaungatanga, Obligations

- Kotahitanga, Collective benefit
- Manaakitanga, Reciprocity
- Kaitiakitanga, Guardianship.

Te Puni Kōkiri acknowledges these principles and the rights and interests of Māori individuals, whanau and iwi relation to the collection, ownership, and application of their data.

5.3   Te Puni Kōkiri data principles[3]

1.   Consistent philosophy for managing data

Data collection, sharing, monitoring, research and evaluation needs to be aligned with the primary goals of leading policy advice.

Whānau aspirations are the source of realising the potential of Te Puni Kōkiri vision "Thriving Whānau", rather than Government or state aspiration.

The approach is strengths-based recognising that whanau, hapū, iwi, and Māori communities have skills, knowledge and experiences that contribute to their own resilience

These core principles have implications for the type of data collected and shared. (For example, deficit data collected against government population objectives is not consistent with a Whānau Ora approach).

2.   Demonstrates Kaupapa Māori values

First and foremost, any research process with Māori should benefit those involved. While we acknowledge the importance of demonstrating the value to whānau, Government priorities should not supersede the best interests of whānau (for example, the risk of sharing individual identifiable data for whānau as opposed to the benefit to Government) as described by the following principles:

- Tino rangatiratanga (the 'self-determination' principle)
- Taonga tuku iho (the 'cultural aspirations' principle) Ako Māori (the 'culturally preferred pedagogy' principle)
- Kia piki ake i ngā raruraru o te kainga (the 'socio-economic' mediation principle)
- Whānau (the extended family structure principle)
- Kaupapa (the 'collective philosophy' principle).

3.   Acknowledges progression toward outcomes

The data alignment process needs to reflect the holistic approach of whānau and recognise whānau progression towards multiple outcomes across economic, cultural, environmental, and social factors. Rather than an end state outcome, progression toward outcomes needs to be measured and valued.

4.   Embraces the diversity of whānau

The data alignment process needs to acknowledge the diversity of whānau, gender, sexuality, (dis)ability, demographics, cultural, urban, rural, intergenerational living. While the aim is to achieve

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[3] Te Puni Kōkiri draft data principles as at 20 July 2020

some alignment and consistency, the distinct ways in which Whānau Ora has been realised within the three Commissioning Agencies should be respected as a strength of approach rather than a problem to 'solve'.

5. Respectful of data sovereignty

Māori rights and interests in data to be protected as the world moves into an increasingly open data environment. Data Sovereignty typically refers to the understanding that data is subject to the laws of the nation within which it is stored. Indigenous Data Sovereignty perceives data as subject to the laws of the nation from which it is collected. Māori Data Sovereignty recognises that Māori data should be subject to Māori governance. Māori Data Sovereignty supports tribal sovereignty and the realisation of Māori and Iwi aspirations.

6. Aligned with the outcomes of the Whānau Ora policy

Whānau Ora is focused on achieving improvements for whānau over the short, medium and long-term. The Whānau Ora Development framework, agreed to by the Whānau Ora Partnership Group, made up of Iwi and Crown representatives, is the principle measurement for indicating the success of Whānau Ora. Any process to align data needs to reflect the intentions of the policy. The seven outcomes for whānau are to:

- Be self-managing
- Live healthy lifestyles
- Participate fully in society
- Confidently participate in Te Ao Māori (the Māori world)
- Be economically secure and successfully involved in wealth creation
- Be cohesive, resilient and nurturing
- Be responsible stewards to the r living and natural environment.

5.4 Data and analytics use case themes

The following sections describe typical examples of data and analytics use cases within Te Puni Kōkiri as questions are asked of the business in the areas of monitoring statement sector performance and reporting, strategy and policy development, decision making, and impact evaluation and sharing whānau success stories. The use cases include a description of the data and analysis needed to respond to questions and a description of missing data that inhibits the ability to respond to questions.

5.4.1 Answering questions

Requests for info mation are commonly required to support reporting activities.

- **Answering ministerial questions**

   A wide variety of ministerial questions are required to be answered by Te Puni Kōkiri. These come in the form of questions from the Minister for Whānau Ora, Parliamentary Questions, Official Information Act requests and Select Committee questions that require evidence to support responses.

Specifically, when considering Ministerial Questions and response within mandated time frames, access to the appropriate data would allow Te Puni Kōkiri to respond in a timely manner, without having to draw on resources from external sources such as Commissioning Agencies and other Government agencies, as well as to directly respond to any follow up questions.

- **Answering Te Puni Kōkiri internal questions**

  Internal queries represent a significant proportion of questions that need to be answered by Te Puni Kōkiri, typically required by people needing to find information in order to fulfil responses to other requests such as ministerial questions. Currently people who are responding to external questions reach out to other people in the organisation to help provide a response.

  Examples of internal questions may include information required to understand the effectiveness of policy and investment decisions for Māori, to identify allocation of resources and identify opportunities for operational efficiency.

5.4.2   Making decisions

Good decision making for investments and policy requires access to accurate and timely information.

- **Policy development**

  As a policy organisation Te Puni Kōkiri is fundamentally responsible for making cases and decisions that help drive better outcomes for Māori. Policy development relies on good, trusted data and insights to support and evidence policy development and intervention logic to ensure the best decisions are made to help ensure the intended benefits are achieved.

  Due to the broad potential impact to Māori populations and communities of policy decisions made by Te Puni Kōkiri, it is critical that policy is developed based having good current state data to inform policy and data to support the case for change and knowing what has and hasn't worked in the past.

- **Informed investments**

  A broad range of investment and funding related decisions are required to be made to understand where investment is needed and how effective investments have been in delivering to the intended outcomes. This requires data to understand what the starting positions were, what the goals are, and what progress has been made in achieving those goals for which funding was provided.

  Understanding the efficacy of investments, and the funding and types of funding that achieved good outcomes enables better investment decisions to be made in the future. For example knowing where and when to use marginal funding because it's been shown to produce proportionally higher outcomes in the past.

5.4.3   Monitoring

Comprehensive monitoring of the public service's delivery on outcomes for Māori.

- **Monitoring State Sector effectiveness**

  Te Puni Kōkiri is the authoritative Government voice on Māori wellbeing and access to accurate information is required to effectively assess other public sector agencies' strategies, policies and services in their ability to support improved wellbeing outcomes for Māori. Also as the authority on Māori wellbeing other agencies look to Te Puni Kōkiri as the trusted advisor because of the comprehensive and complete data sets held by the organisation.

The ability of Te Puni Kōkiri to establish and maintain credibility among its state sector counterparts in this monitoring role, to properly assess State Service effectiveness, and to be recognised as the authoritative Government voice, requires access to reliable and trusted data and insights about Māori wellbeing. It also requires Te Puni Kōkiri to be recognised as the trusted custodian of those data and insights.

5.4.4 Showing success

Sharing success stories and demonstrating results with good evidence.

- **Share the whānau experience**

  Showing the positive impact of policy and investment initiatives is a key capability for Te Puni Kōkiri to demonstrate to Government, iwi and Māori how they are making a difference for whānau. This can be achieved through analysing the journeys for each whānau and understanding the support services accessed on their journeys. This requires a strong combination of qualitative data such as narratives and case studies combined with quantitative data to evidence and support the stories.

  Showing success with evidence is also key to the role of Te Puni Kōkiri as an influencer where Te Puni Kōkiri seeks to advise and guide other Government agencies and work towards collaboratively improving wellbeing for Māori.

Section 6. Understanding current state

6.1 Data and analytics capability maturity

The data and analytics review conducted in June 2020 showed that the organisation is constrained by a lack of access to the right data at the right time by the right people and significantly detracts from the ability of Te Puni Kōkiri to make policy and investment decisions and judge the impact of those decisions and show success for Māori.

Figure 5 illustrates a data and analytics maturity scale, Te Puni Kōkiri was assessed to sit between 'ad-hoc' and 'reactive'.

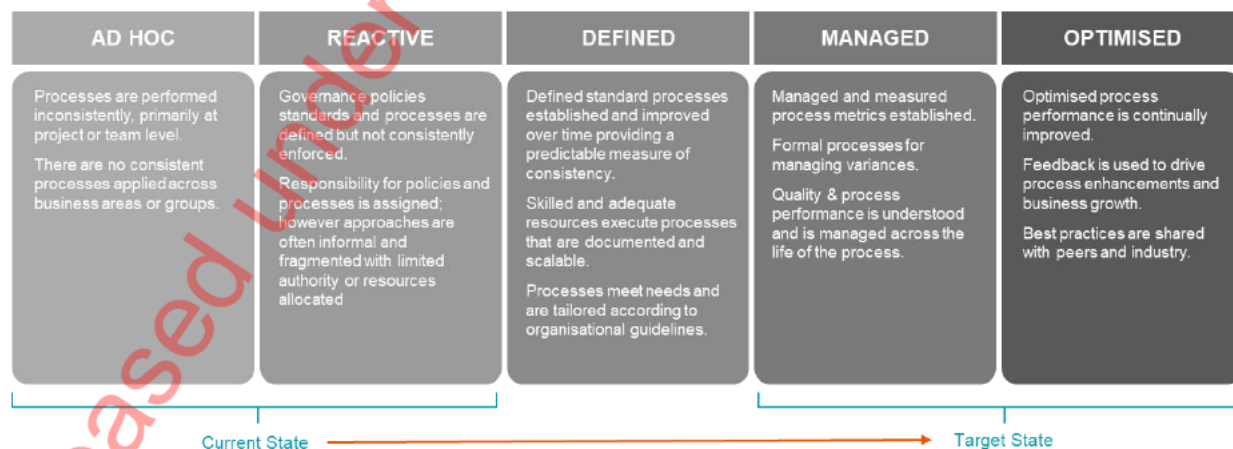| AD HOC	REACTIVE	DEFINED	MANAGED	OPTIMISED
Processes are performed inconsistently, primarily at project or team level. There are no consistent processes applied across business areas or groups.	Governance policies standards and processes are defined but not consistently enforced. Responsibility for policies and processes is assigned; however approaches are often informal and fragmented with limited authority or resources allocated	Defined standard processes established and improved over time providing a predictable measure of consistency. Skilled and adequate resources execute processes that are documented and scalable. Processes meet needs and are tailored according to organisational guidelines.	Managed and measured process metrics established. Formal processes for managing variances. Quality & process performance is understood and is managed across the life of the process.	Optimised process performance is continually improved. Feedback is used to drive process enhancements and business growth. Best practices are shared with peers and industry.

Current State ——————————→ Target State

Figure 5: *Data and analytics maturity scale*

Key observations noted during the assessment include:

- Manual business processes have evolved over time to overcome the challenges posed by insufficient or inadequate data or access to data at the right time
- Different business processes have been developed and applied within different teams and business units to suit individual needs
- Business processes are generally performed consistently within different teams but are not necessarily consistent between different groups and projects
- Sharing of data and information across the organisation is largely based on institutional knowledge and informal networks
- Governance policies and standards are not defined for consistent data and analytics development
- Ownership and responsibility for policies and processes is not defined.

An objective of implementing a strong data and analytics capability is to raise the maturity of data and analytics for Te Puni Kōkiri from 'ad hoc/reactive' to 'defined' and move towards 'managed/optimised' over time.

6.2 Reporting and insights maturity

The data and analytics review also showed that the low current state data and analytics capability is reflected in the limited ability of Te Puni Kōkiri to examine what has happened in the past to help inform the future.

In a data driven organisation business analytics capabilities are commonly split into three levels of maturity.

Maturity Level	Description
Hindsight	Descriptive analytics, the simplest to implement, seeks to address what has happened in the past and see what is going on right now.
Insight	Diagnostic analytics, a step up in business value, supports deeper investigation into historical data to not only understand what happened but why it happened in order to help inform the future.
Foresight	Predictive analytics, the next step up, seeks to use accrued data, event correlation and other data sources to model and predict what might happen. The advantage of predictive analytics is that it allows ideas for change to be tested and validated before implementation, as opposed to implementing change and seeing what happens.

Figure 6 (following page) illustrates the evolution of data and analytics as the organisation progresses from the ability to have hindsight to insight to foresight, based on a solid foundation of enabling capabilities. Data and analytics capabilities are explored in more detail in section 8.3.
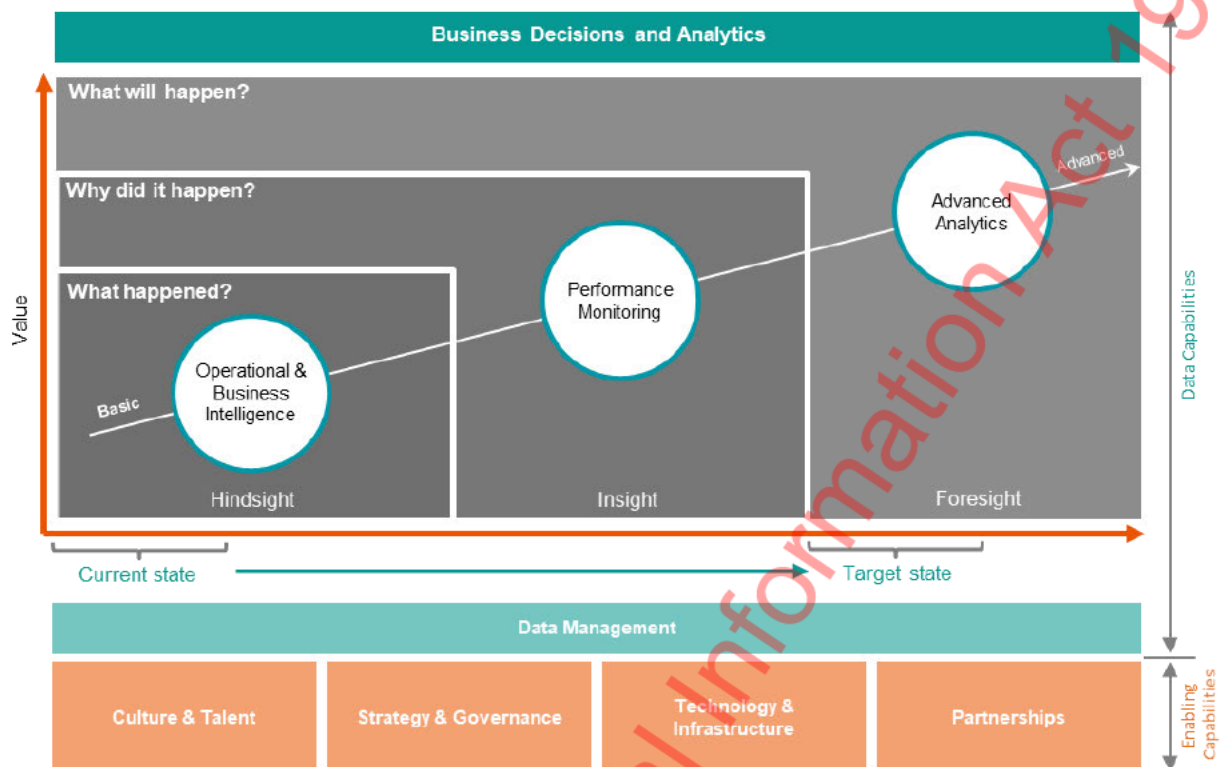
Figure 6: *Business analytics maturity*

Key observations noted during the assessment include:

- Te Puni Kōkiri holds a wealth of information but doesn't necessarily know what they've got, where it is, or how to access it

- Data and information is typically held by different teams and is not easily available to create enterprise level insights

- Ministerial and operational reporting is limited by a lack of data and insights to support narratives and case studies

- The ability to demonstrate trends over time based on data and insights drawn from different parts of the organisation is very limited

- Enterprise knowledge and learning is hampered by the lack of a coherent view of data across the organisation and it is very difficult to harness data assets to their full potential.

A key initial outcome of implementing an enterprise data and analytics capability for Te Puni Kōkiri is to raise the organisation to a level where it can systematically, comprehensively and consistently use data in hindsight to understand 'what happened'. Once this is firmly established, Te Puni Kōkiri can then start working towards a state of insight and begin to understand 'why things happened', enabling Te Puni Kōkiri to target change more effectively in areas where it is needed most for Māori. Once hindsight and insight capabilities are firmly established Te Puni Kōkiri should look to move towards a state of foresight where it can begin to model change and predict what might happen rather than implementing change and then judging the results.

Section 7. Strategy considerations

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An effective data and analytics capability should be supported and complemented by other industry and government initiatives, systems and emerging technology to enable access to, and make effective and efficient use of data in accordance with New Zealand government guidelines and principles. This section of the Data and Analytics Strategy highlights specific areas of consideration for data and analytics at Te Puni Kōkiri.

1.   Government Chief Data Steward (GCDS)

The role of Government Chief Data Steward (GCDS) is held by the Chief Executive of Stats NZ and supports the government's priority to get more value from data. The GCDS facilitates and enables a joined-up approach across government through support and guidance so agencies are empowered to use data effectively, as well as developing policy and infrastructure.

The GCDS:

- Sets the strategic direction for government's data management

- Leads New Zealand's state sector's response to new and emerging data issues

- Is co-developing a Data Stewardship Framework to enable agencies to manage data as a strategic asset and benchmark their data maturity

- Leads the government's commitment to accelerating the release of open data.

Stats NZ is partnering with agencies to work on an enhanced approach to data that will result in more effective and efficient use of data with reduced costs and greater innovation, and ensure that agencies have the tools and support to understand and manage data as a strategic asset.

For Māori this means progressing from the current state where Māori access to data is limited and information needs are not fully understood to ensuring that:

- Strong relationships are established with Māori, ensuring they're enabled to fully participate in decisions about their data

- The Treaty partnership is fully enabled

- Māori co-design and engage with the data system

- Data is accessible for Māori

- New Zealanders have confidence in how government uses algorithms (artificial intelligence) to make decisions that directly impact people or groups.

Further information can be found at https://data.govt.nz/about/government-chief-data-steward-gcds/empowering-agencies-to-use-data-more-effectively/

2.   Māori data governance

Co-design of a Māori data governance model is one of four high priority initiatives for the GCDS and Stats NZ as part of the Mana Ōrite Relationship Agreement[4] that will provide the New Zealand

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[4] https://www.stats.govt.nz/about-us/what-we-do/mana-orite-relationship-agreement/

government the opportunity to develop an approach to data governance that reflects te ao Māori needs and interests in data. The four iniatives are to:

1. Examine and develop ways of addressing disproportionate effects for iwi of 2018 Census results.

2. Improve administrative data to ensure a sustainable and diversified flow of relevant iwi data for Māori.

3. Develop a Māori data governance proposal.

4. Develop a scope of work proposal for potential te ao Māori specific datasets.

A Treaty-based co-design process for data governance provides opportunities for Iwi Māori to add value to the official data system through te ao Māori insights and innovations for the benefit of Iwi Māori and government agencies. The process serves two purposes:

1. Create a Māori data governance model for the official data system.

2. Address immediate and emerging Māori data challenges across the official system and use the outcomes for wider use in other sectors.

The Māori data governance initiative is significant consideration for the data and analytics capability as Stats NZ will play an increasingly substantial and important role as a host and source of data about Māori.

Further information can be found at https://data.govt.nz/assets/Māori-data-governance/2020-07-22-A3-co-designing-Māori-data-governance.pdf [5]

3. New Zealand Data and Information Management Principles (NZDIMP)

The NZDIMP are a set of seven principles for managing data and information to ensure high quality management of the information the government holds on behalf of the public. The principles state that data is:

1. **Open.** Data and information held by government should be open for public access unless grounds for refusal or limitations exist under the Official Information Act or other government policy.

2. **Protected.** Personal confidential and classified data and information are protected (as defined by the GCSB's Guidelines for Protection of Official Information).

3. **Readily available.** Open data and information are released proactively and without discrimination, they are discoverable and accessible and released online.

4. **Trusted and authoritative.** Data and information support the purposes for which they were collected and are accurate, relevant, timely, consistent and without bias in that context, where possible there is an identified authoritative single source.

5. **Well managed.** Agencies are stewards of government-held data and information and must provide and require good practices which manage the data and information over their life-cycle, including catering for technological obsolescence and long-term preservation and access.

[5] This link is broken as at 1 October 2020, the cached version may be found here, https://webcache.googleusercontent.com/search?q=cache:azxgolGdRacJ:https://data.govt.nz/assets/Maori-data-governance/2020-07-22-A3-co-designing-Maori-data-governance.pdf+&cd=3&hl=en&ct=clnk&gl=nz and a copy of the document is recreated in Appendix E – Co-designing Māori Data Governance

6. **Reasonably priced.** Use and re-use of government held data and information is expected to be free, charging for access is discouraged.

7. **Reusable.** Data and information that is released can be discovered, shared, used and re-used over time and through technology change, copyright works are licensed for re-use and open access to and re-use of non-copyright materials is enabled.

Te Puni Kōkiri will manage data under its stewardship in accordance with these data principles to ensure that data is open, readily available, well managed, reasonably priced, re-usable and protected and in accordance with government legislation.

Further information can be found at https://data.govt.nz/manage-data/policies/new-zealand-data-and-information-management-principles/#fn2

4. New Zealand Information Security Manual (NZISM)

The NZISM is the New Zealand Government's manual on information assurance and information systems security and is an integral part of the Protective Security Requirements (PSR) framework which sets out the New Zealand Government's expectations for the management of personnel, information and physical security as directed by cabinet. It details processes and controls essential for the protection of information for use by government agencies and additional and recommended controls in accordance with the security classification assigned to the information being managed by the agency.

Government agencies are required to use the NZ Government Security Classification System and the NZISM for the classification, protective marking and handling of information assets. The same set of controls are used for information marked as UNCLASSIFIED, IN-CONFIDENCE, SENSITIVE or RESTRICTED, with additional controls required for information marked as CONFIDENTIAL, SECRET or TOP SECRET. The use or non-use of controls is the responsibility of each agency and is based on each agency's assessment and determination of residual risk related to information security.

Te Puni Kōkiri will protect information in accordance with the information classifications that have been assigned by the security officer to ensure the appropriate marking and handling of information assets under the stewardship of Te Puni Kōkiri.

Further information about the NZISM and the PSR can be found at https://www.nzism.gcsb.govt.nz/ism-document/ and https://www.protectivesecurity.govt.nz/about-the-psr/ respectively.

Further information about information security classification can be found at https://www.protectivesecurity.govt.nz/information-security/classification-system-and-handling-requirements/classification-system/overview/

5. Artificial Intelligence (AI)

As a signatory to the Algorithm Charter for Aotearoa New Zealand Te Puni Kōkiri is one of several government agencies that intend to use data more effectively to help inform, improve and deliver the services provided to people in New Zealand. The charter is a commitment by government agencies to carefully manage how algorithms are used, to minimise unintended bias, and better reflect the principles

of Te Tiriti o Waitangi whilst maintaining the trust and confidence of New Zealanders in the use of AI. Principles for the use of AI are:

- **Transparency.** Maintain transparency by clearly explaining how decisions are informed by algorithms including plain English documentation of the algorithm; making information about the data and processes available; publishing information about how data is collected, secured and stored

- **Partnership.** Deliver clear public benefit through Treaty commitments by embedding a Te Ao Māori perspective in the development and use of algorithms consistent with the principles of the Treaty of Waitangi

- **People.** Focus on people by identifying and actively engaging with people, communities and groups who have an interest in algorithms, and consulting with those impacted by their use

- **Data.** Make sure data is fit for purpose by understanding its limitations and identifying and managing bias

- **Privacy, ethics, and human rights.** Ensure that privacy, ethics and human rights are safeguarded by regularly peer reviewing algorithms to assess for unintended consequences and act on this information

- **Human oversight.** Retain human oversight by nominating a point of contact for public inquiries about algorithms, providing a channel for challenging or appealing of decisions informed by algorithms, and clearly explaining the role of humans in decisions informed by algorithms.

AI has a significant role to play at Te Puni Kōkiri for the sourcing and cleansing of data prior to storage and analysis. AI may be used to source data from fast changing and difficult to access environments such as social media that would otherwise be unfeasible to access, and to extract data from fixed repositories such as Content Server which holds substantial amounts of relatively unchanging data. AI will not be used for data analytics initially however as confidence and trust in AI increases the opportunity to test AI in this capacity may be explored in the future.

Further information can be found at https://data.govt.nz/use-data/data-ethics/government-algorithm-transparency-and-accountability/

6. Customer Relationship Management (CRM)

Te Puni Kōkiri currently lacks the ability to manage and track customer interactions in a consistent and centralised way across the organisation. Customer interactions are typically conducted on an informal basis, often with different parts of the organisation through different channels such as phone, email, or social media and there is limited ability to generate good data and a 'joined-up' view about customer interactions. Without access to good source data an enterprise data and analytics capability is limited in its ability to provide organisation-wide insights relating to how Te Puni Kōkiri engages with its customers.

Te Puni Kōkiri should therefore consider establishing a well co-ordinated CRM capability providing a common platform to improve management of customer interactions and act as a source system for the data and analytics capability to gain greater customer insights.

Any CRM should be established and maintained as one of the primary sources of quantitative and qualitative data for the proposed central data platform for Te Puni Kōkiri.

7. Document Management

Content Server provides document management capabilities for Te Puni Kōkiri and is widely used across the organisation to store document based information received and created by Te Puni Kōkiri. Despite holding the majority of document based information it is very difficult to find and extract useful data from Content Server which is largely due to limited metadata tagging and subsequent lack of useful metadata that would otherwise make searching for data within Content Server easier.

This problem is caused by the optional use of metadata and the perceived difficulty of entering metadata which results in people not entering metadata when documents are stored. This problem will be exacerbated in the future due to an in-flight initiative to repurpose document metadata fields to exclusively capture document lifecycle management data at the expense of document metadata.

As there is no solution available to retrospectively tag existing or future documents in Content Server the use of AI should be considered to create metadata, and extract data from Content Server into the data and analytics platform. This will help to extract value from, and make better use of, information stored in Content Server and make it available across the organisation.

8. Business Intelligence (BI)

Te Puni Kōkiri currently struggles to use data to gain insights and easily and consistently perform relatively straightforward data related tasks such as operational reporting outside of established patterns. This is caused by difficulty accessing different sources of data in different locations across the organisation and limited access to tools to extract and analyse data from those sources, Excel commonly being used to perform this function.

This problem may be partially addressed in the short term with introduction of BI tools while an enterprise data and analytics capability is established. BI tools and BI skills will provide the ability to access and analyse data collated from existing known data sources such as monthly reports from Commissioning Agencies and present analytical reports, summaries, graphs, charts and maps to provide Te Puni Kōkiri with greater insights than are currently possible. Selection of the right BI tools and development of BI skills will provide short term benefits now that can be carried forward to be used with future data and analytics capabilities.

Section 8. Data & analytics enablement

8.1   Overview

Being a data driven organisation is about acquiring and analysing data to make better business decisions. The right combinations of quantitative and qualitative data are critical to help Te Puni Kōkiri achieve its strategic outcomes and objectives and to be the trusted policy advisor for Māori wellbeing and development through the use of strong narratives and case studies supported by a strong evidence base. Being data driven does not mean the organisation is focussed solely on quantitative data outputs, facts, figures and numbers at the expense of narratives and case studies.

To become data driven organisation requires tools, governance, abilities and an organisational culture that understands the value of data in day to day activities.

8.2 Data & analytics principles

Several key principles underpin the data and analytics capability for Te Puni Kōkiri.

Principles	Alignment to Te Puni Kōkiri
1. **Data assets**	Data is a shared strategic asset, we value and treat data with the same discipline that we treat other assets in the organisation.
2. **Open data**	Data is stored and openly available to everyone in the organisation to enhance enterprise knowledge, data is not isolated within different systems, teams or Puni.
3. **Data privacy**	We ensure protection of personally identifiable information and sensitive personal information under our stewardship
4. **Data guardians**	We protect and guard data throughout the data lifecycle, from acquisition to distribution to ensure the right level of availability, data integrity, confidentiality, authorization and access.
5. **Informed decisions**	We use data to support and enhance narrative and decision making, enhancing our position as the primary policy advisor for Māori, data does not replace our story based philosophy.
6. **Continuous improvement**	We continue to improve and optimise the value derived from data to create greater insights in support of enhanced Māori wellbeing and Māori development.
7. **Respect**	We are responsible with our use of data to ensure we are fair, equitable and impartial in support of all Māori communities across New Zealand.
8. **Transparency**	We use data with good intent and are fully transparent in our activities and can show full traceability for our decisions and outputs.
9. **Data Standards**	We classify our data assets using common standards, models and protocols to represent and communicate data efficiently and effectively throughout the organisation.
10. **Legacy data**	We ensure that data from decommissioned systems and processes including non-digital formats are preserved and available in alignment with data lifecycle management policies. We do not retain legacy systems to act as data archive repositories.
11. **Data stewardship**	We ensure the ongoing quality, availability, protection and reasonable use of our data assets.
12. **Data governance**	We ensure ongoing data governance through defined data roles and responsibilities, data standards, policies and procedures, and accountability for our data assets.
13. **Data quality**	We ensure data quality by applying appropriate quality controls to data as it is received by the organisation, and before it is stored and used.

14. Normalised data	We transform, normalise and standardise data as it is received and before we use it. We do not store data in original formats, e.g. data lakes, for later normalisation.
15. Authoritative data	We have a single source of truth that is the authoritative data source that meets the needs of business. We do not reference individual systems of record.

8.3 Data & analytics capability framework

Figure 7 illustrates the data and analytics capability framework, it identifies key focus areas for establishing and developing a data and analytics capability that supports Te Puni Kōkiri in its role as primary policy advisory for Māori.

6. Business Decisions & Analytics
- Align with Te Puni Kōkiri strategic priorities
- Identify and prioritise core business use cases
- Embed data and analytics within Te Puni Kōkiri business processes.

5. Data Management
- Establish data management capabilities
- Integrate with external data sources where possible
- Secure data and manage privacy

4. Partnerships
- Build trusted partner relationships
- Establish data contracts
- Influence how and what data is captured
- Improve depth of Māori data

1. Strategy & Governance
- Develop operating model with clarity on roles and responsibilities
- Establish data policies and procedures
- Establish governance forums
- Mitigate human and technology risks related to data sharing and/or Government compliance needs

2. Culture and Talent
- Identify and fulfil roles to enable data & analytics
- Uplift data literacy for the organisation through training and change management
- Introduce new skills in data analysis, e.g. data scientists
- Promote and incentivise critical behaviours that support cultural transformation

3. Technology & Infrastructure
- Solidify technology foundations
- Establish data & analytics core enablers and tools that meet complete data and analytics needs
- Develop digital, user-centric applications for mobile, web and enterprise

Te Puni Kōkiri Data Capabilities and Resources

Figure 7: *Data and analytics capability framework*

Enabling capabilities	Description
Strategy & Governance	Establish governance at the right levels in Te Puni Kōkiri so that everyone can better use data as a strategic asset in their day to day jobs.
	Governance is important for establishing accountability and responsibility of data assets throughout the organisation and ensure the value and importance of data is recognised by everyone. We want to ensure that data is managed as a strategic asset to maximise the value of data and promote collaboration across

	different teams and Puni to realise the value of data for the greater benefit of Te Puni Kōkiri.
Culture & Talent	Build the skill, talent and culture needed to enable a data driven organisation and create a culture that understands the value of data. A data driven culture requires the support of everyone from all parts of the organisation to change how data is used for the better. People capacity and willingness to acknowledge change are key enablers to realise the benefits of a data and analytics capability. This ranges from fulfilling key capability roles to improving overall data literacy across the organisation in order to create more value from data in day to day activities. A culture of openness and sharing, and cross collaboration between different teams and Puni supported by strong data and analytics skills is essential for Te Puni Kōkiri to achieve its data ambitions.
Technology & Infrastructure	Ensuring the suitability and robustness of technology foundations that the data and analytics platform is built on is critical for enabling an effective data and analytics capability for Te Puni Kōkiri. Secure, scalable and resilient infrastructure such as network services, server hosting services, storage, and management tools with appropriate monitoring and alerting and a well defined support structure provides the foundation for a durable data and analytics capability that is available and accessible when needed. Defined service level agreements and strong commercial agreements with key technology partners underpin a robust technology and infrastructure capability.
Partnerships (process and integration)	Building strong and sustainable data partnerships with other government agencies and NGOs is a key capability that enables Te Puni Kōkiri to harness a wider pool of data and knowledge to jointly manage better outcomes for Māori. Key partnership roles and capabilities are held in senior levels of Te Puni Kōkiri and are responsible for establishing and maintaining strong relationships with other government agencies and partner organisations. These relationships underpin the ability of Te Puni Kōkiri to establish and maintain enduring data partnerships with creation of data sharing agreements that establish the ground rules for the type of data to be communicated, and data contracts that describe how and what data will be communicated to a level of detail that enables implementation by the data and analytics platform team.

Data capabilities	Description
Data Management	Data management is essential for ensuring that the wealth of data under the stewardship of Te Puni Kōkiri is accessible across the whole organisation and available to be used for analysis reporting and to support decision making. Data management is an operational capability concerned with the day-to-day running of the data & analytics capability and supporting systems ensuring that everyone can discover, access, integrate and share data they need when they need it, and ensuring the integrity of data systems is maintained, and service level agreements are fulfilled. Data management is responsible for optimally managing, organising, integrating and sharing data consistently and with integrity using standards based systems and standardised integration and interoperability patterns.
Business Decisions & Analytics	Use data better to understand what has happened in the past (hindsight), why it happened (insight) and what might happen next (foresight) to make better business decisions and support narratives with trusted data. All other capabilities in the data and analytics framework lead to the ability to use data to make better business decisions, provide better historical insight, provide better advice and respond to requests with insight and integrity. Emerging technology such as AI also has a key role to play in realising greater value from data by allowing people to focus on high value activities such as data science instead of data cleansing, data quality and data transformation tasks.

Figure 8 (following page) provides a high level view of the functions required to enable a data and analytics capability. The operational playbook will expand on the data & analytics capability framework to describe the capabilities, roles and responsibilities, processes and governance relevant to Te Puni Kōkiri in more detail.
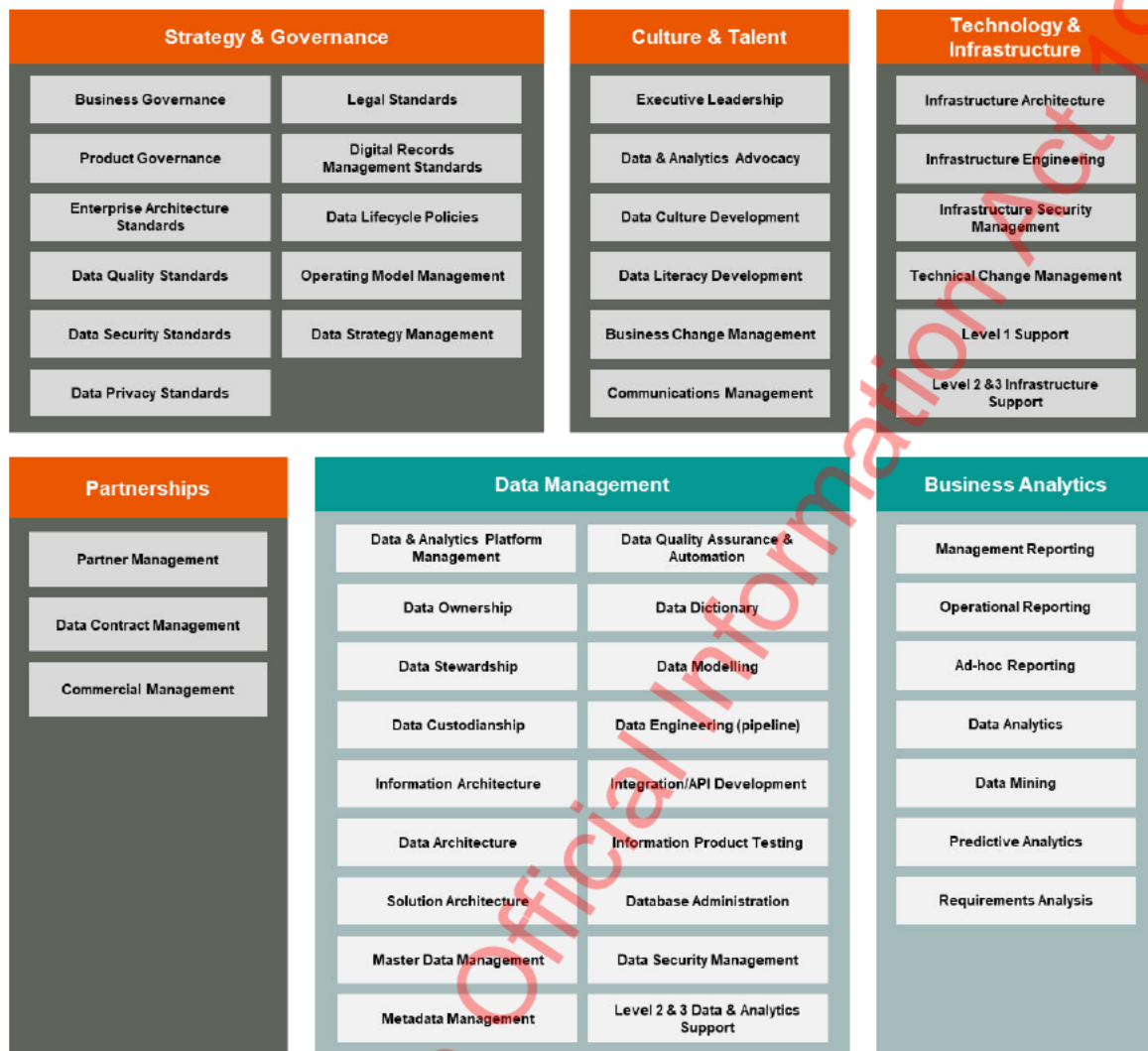
Strategy & Governance

Business Governance	Legal Standards
Product Governance	Digital Records Management Standards
Enterprise Architecture Standards	Data Lifecycle Policies
Data Quality Standards	Operating Model Management
Data Security Standards	Data Strategy Management
Data Privacy Standards	

Culture & Talent

- Executive Leadership
- Data & Analytics Advocacy
- Data Culture Development
- Data Literacy Development
- Business Change Management
- Communications Management

Technology & Infrastructure

- Infrastructure Architecture
- Infrastructure Engineering
- Infrastructure Security Management
- Technical Change Management
- Level 1 Support
- Level 2 & 3 Infrastructure Support

Partnerships

- Partner Management
- Data Contract Management
- Commercial Management

Data Management

Data & Analytics Platform Management	Data Quality Assurance & Automation
Data Ownership	Data Dictionary
Data Stewardship	Data Modelling
Data Custodianship	Data Engineering (pipeline)
Information Architecture	Integration/API Development
Data Architecture	Information Product Testing
Solution Architecture	Database Administration
Master Data Management	Data Security Management
Metadata Management	Level 2 & 3 Data & Analytics Support

Business Analytics

- Management Reporting
- Operational Reporting
- Ad-hoc Reporting
- Data Analytics
- Data Mining
- Predictive Analytics
- Requirements Analysis

Figure 8: *Data and analytics capabilities*

8.4   Key initiatives

Te Puni Kōkiri has many formal and informal systems that are either sources of truth, systems of record, or fulfil data analysis functions. Some systems are based on technology solutions such as Tōku Whenua and Tech One while other systems are a function of people and process using tools and applications that are readily available such as email services and Excel.

Clearly understanding what existing systems Te Puni Kōkiri has, how the data and functionality can be better organised, managed and curated to service the key business functions of Te Puni Kōkiri is required in order to identify key initatives that need to be undertaken to integrate or transfer these systems into a centralised data and analytics capability. This information will also inform the design work for the data and analytics platform.

Figure 9 illustrates key internal systems that have been identified for a data and analytics capability uplift. These initiatives are not shown in any particular order and prioritisation would be determined as part of the information product backlog developed with the business for data and analytics enablement. There will also be a wide range of people and process based systems that are not represented here which will be revealed during discovery with the business and business requirements analysis.
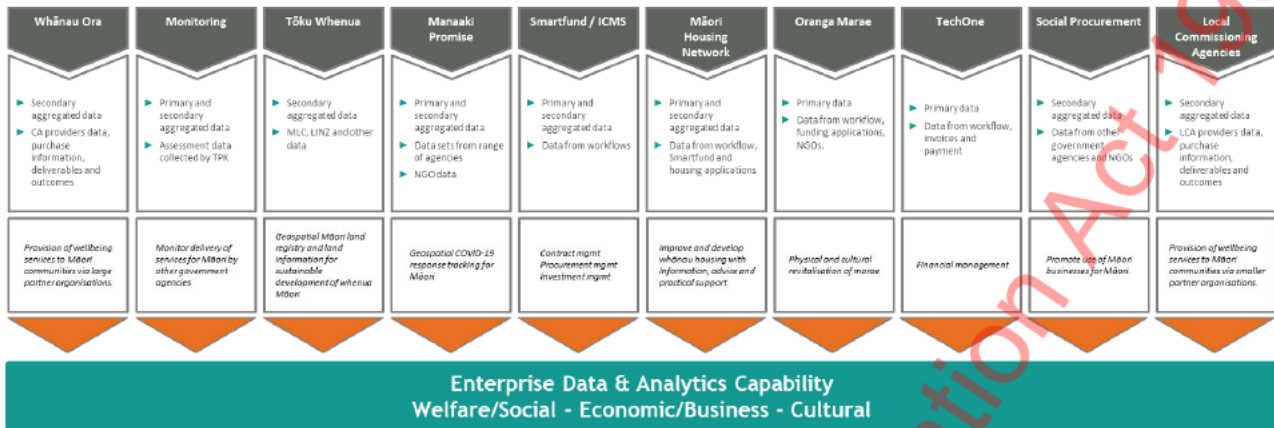
Whānau Ora	Monitoring	Tōku Whenua	Manaaki Promise	Smartfund / ICMS	Māori Housing Network	Oranga Marae	TechOne	Social Procurement	Local Commissioning Agencies
▶ Secondary aggregated data ▶ CA providers data, purchase information, deliverables and outcomes	▶ Primary and secondary aggregated data ▶ Assessment data collected by TPK	▶ Secondary aggregated data ▶ MLC, LINZ and other data	▶ Primary and secondary aggregated data ▶ Data sets from range of agencies ▶ NGO data	▶ Primary and secondary aggregated data ▶ Data from workflows	▶ Primary and secondary aggregated data ▶ Data from workflow, Smartfund and housing applications	▶ Primary data ▶ Data from workflow, funding applications, NGOs.	▶ Primary data ▶ Data from workflow, invoices and payment	▶ Secondary aggregated data ▶ Data from other government agencies and NGOs	▶ Secondary aggregated data ▶ LCA providers data, purchase information, deliverables and outcomes
Provision of wellbeing services to Māori communities via large partner organisations.	*Monitor delivery of services for Māori by other government agencies*	*Geospatial Māori land registry and land information for sustainable development of whenua Māori*	*Geospatial COVID-19 response tracking for Māori*	*Contract mgmt Procurement mgmt Investment mgmt*	*Improve and develop whānau housing with information, advice and practical support*	*Physical and cultural revitalisation of marae*	*Financial management*	*Promote use of Māori businesses for Māori.*	*Provision of wellbeing services to Māori communities via smaller partner organisations.*

Enterprise Data & Analytics Capability
Welfare/Social - Economic/Business - Cultural

Figure 9: *Internal business services*

8.5   High level roadmap for transition of business services

The recommended approach for prioritising the transition of business services to a new data and analytics platform is based on the following criteria:

Criteria	Description
Risk exposure	Are there any services that are at risk of failure due to technology issues, security concerns, single person dependencies or fragile processes that would cause significant impact to Te Puni Kōkiri?
Value creation	Which services could be significantly enhanced to provide better outcomes by migrating to a new data and analytics platform?
Ease of migration	Are there any services that are easily migrated to a new data and analytics platform to provide early benefits realisation?

Figure 10 (following page) illustrates a notional data and analytics roadmap commencing with establishment of the data and analytics capability followed by onboarding of Whānau Ora as the first business service and anchor tenant. This is then followed by a planned transition of other business services.
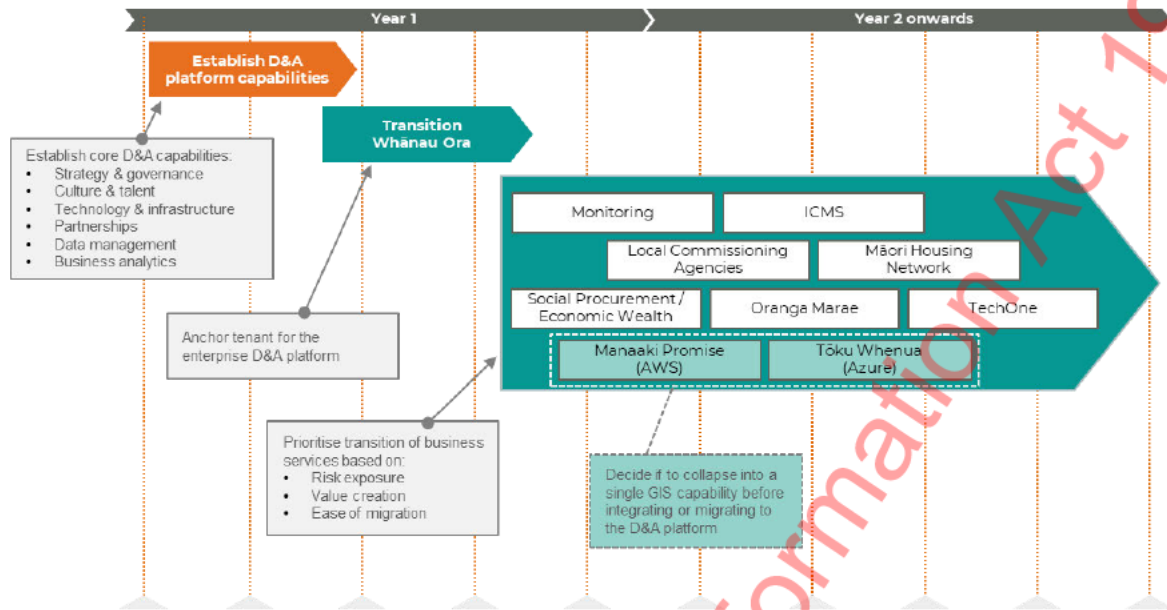
Figure 10: *Notional data and analytics transition roadmap*

Section 9. Document Control

9.1 Document ownership

To be determined during development of the data and analytics operational playbook.

9.2 Document maintenance

In alignment with the role of Te Puni Kōkiri as owners of this document, Te Puni Kōkiri are also responsible for the maintenance of this document.

This document will be reviewed annually to ensure that data and analytics capabilities align with the strategy, principles and policies outlined in this document. It will also be reviewed to ensure that this document remains relevant and accurate.

If the Data and Analytics Strategy needs to be altered to reflect future needs or a change of approach, the document will be redrafted and passed to the data governance for m for review and endorsement.

9.3 Version history

Version	Date	Notes	Approved by
0.81	16/09/2020	Final draft for Te Puni Kōkiri review	
0.82	18/09/2020	Updated draft based on review feedback	
0.84	23/09/2020	Draft release for socialisation with key stakeholders	
0.86	02/10/2020	Draft release distributed to key stakeholders	
0.87	15/10/2020	Updated draft based on stakeholder feedback and re-released to key stakeholders for review	
0.90	16/11/2020	Marked-up draft document received from Te Puni Kōkiri	
0.91	02/12/2020	Final draft for submission to Te Puni Kōkiri	
0.92	20/01/2020	Final Te Puni Kōkiri updates accepted	
1.0	21/01/2020	Final release	

Section 10. Appendices

Appendix A – Positioning Te Puni Kōkiri for Strategic Impact

PDF
proactive release
cover sheet - position

Appendix B – PIF Review for Te Puni Kōkiri

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[PDF]

PIF-Report-TPK-Augu
st-2020.pdf

Appendix C – Consultation Record

Data Strategy Consultation Record		
Anaru Mill	Hamiora Milne	Mani Crawford
Bev Penjeuli	Humphrey Wikeepa	Michael Roberts
Brent Bainbridge	Janet Carson	Natasha Close
Fiona McBeath	Jesse Roth	Sarah Widmer
Frank Hippolite	Katrina Nowlan	Shane Egan
Greg Duncum	Laura Caney	Tamati Olsen
Hamiora Bowkett	Linda Sanders	Tim Kendall

Phase 1 Consultation Record (June 2020)		
Carlos Reweti-Carter	Jane Friend	Rachel Jones
Carra Hamon	Janet Carson	Rachel Lin
Chris Barker	Jason Corsbie	Ratna Bose
Darin Bishop	Jason van Hattum	Ririwai Fox
David Ormsby	Juanita Rapana	Roberta Anetipa
Dee Naidoo	Karen McGuinness	Sarah Howard
Erin Keenan	Kataraina Godfrey	Sarah Widmer
Frances Dagg	Mani Crawford	Shane Egan
Gareth Edwards	Matt Page	Sonya Rimene
Greg Duncum	Monette Mason	Uma Mukherjee
Hamiora Bowkett	Nathanial Pihana	Val Webster
Humphrey Wikeepa	Nicola Grace	

Appendix D – data.govt.nz (Māori Data Governance)

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Māori data governance

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Co-designing Māori data governance

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A publication distributed in July 2020 which describes the mahi aimed at co-designing a Māori data governance model.

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CO-DESIGNING MĀORI DATA GOVERNANCE

The co-design of a Māori data governance (MDG) model is one of four workstreams of the Mana Ōrite Work Programme between Stats NZ and the Data Iwi Leaders Group (DILG) of the National Iwi Chairs Forum (NICF). This is a high priority initiative for the Government Chief Data Steward and Stats NZ that will provide the New Zealand government with a unique opportunity to develop an approach to data governance that reflects te ao Māori needs and interests in data.

Our challenge

Governance of the current official data system has not been designed in partnership with Iwi Māori. Nor do we have a te ao Māori lens across the wider official data system that may support both Iwi Māori and government aspirations for data.

This has resulted in challenges like:

- A lack of trust and confidence by Iwi Māori in the official data system.
- Inadequate meaningful Iwi Māori participation in that system, including at governance levels.
- Missed opportunities for Iwi Māori to add value to the official data system through te ao Māori insights and innovations.
- Government agencies have (or plan to) implement parallel work streams (including multiple Māori data advisory groups) to address
- Māori data sovereignty and/or Iwi Māori rights and interests in data.
- These workstreams are occurring in a disparate way and are 'stretching' the capacity of the currently limited pool of Iwi Māori data experts capable of engaging in this space.

What is the strategic opportunity?

We now have a unique strategic opportunity to enable Iwi Māori to add value to the official data system through te ao Māori insights and innovations. This opportunity will benefit both Iwi Māori and government agencies.

For Iwi Māori:

- In a post-Treaty settlement era, there is increased focus on data to better inform Iwi Māori strategy, policy and planning to achieve positive, sustainable outcomes for both Iwi Māori and all New Zealanders.
- There is increased focus on developing Iwi Māori capability to engage with data and the official data system.
- There is an opportunity to support government agencies to provide better policy development and service delivery for Iwi Māori.
- A significant increase across agencies in Māori-related data workstreams that are occurring in a disparate manner without any strategic co-ordination. This is resulting in inefficient use of government resource and inconsistency in government advice, outputs and outcomes
- The same data activity across government is putting unsustainable pressure on the limited pool of Māori data experts available to provide guidance across government agencies and the data system.

For government agencies:

- A cohesive, system-wide MDG model to ensure consistent, positive outcomes for both Iwi Māori and New Zealand
- The wider data system and government agencies to benefit from te ao Māori insights and innovation about data and its uses.
- Improved system-wide policy development and service delivery that is informed by te ao Māori insight and innovation.
- More meaningful and effective Iwi Māori participation, trust and confidence in data and the official data system.

Our solution

For Iwi Māori to work in collaboration with government agencies to co-design a MDG model for the official data system; a Treaty-based co-design process that appropriately reflects the Treaty partnership between Iwi Māori and the Crown.

As such, it will be co-led by the DILG and Stats NZ, and facilitated by an independent, co-design expert.

The co-design process will serve at least two purposes. First, to co-design a MDG model for the official data system. Second, in the process of doing this, address immediate and emerging Māori data challenges across the official system. Learnings from this process will be synthesised and transferred for potential system-wide use in other sectors.

The DILG will bring together the 'Te Ao Māori' group made up of Māori data experts representative of te ao Māori; that is, both iwi and Māori stakeholders.

Stats NZ will bring together a Kāwanatanga (government) co-design group that is representative of key government agencies that have an interest in MDG.

Measuring our success

Our success will look like:

1. A co-designed model created by Iwi Māori and the Crown to develop a MDG model.
2. An evaluation of the co-design process and implementation by the data system.
3. The identification of any unintended opportunities, outcomes and learnings from this process.

Kāwanatanga agencies

The following agencies have accepted an invitation from Stats NZ CE/GS and GCDS to join the Kāwanatanga co-design group: DIA-GCDO, Te Puni Kōkiri, MSD, OT, Privacy Commission, IR, MoJ, MoE, SWA, LINZ, MBIE.

Preparing for co-design: Thought Leadership group

In preparation for the co-design wānanga, Stats NZ has established a cross- agency Thought Leadership group tasked

- Current, system-wide data governance developments can be informed by partnership with Iwi Māori and reflect a more integrated approach to enhancing the Crown's relationship with Māori.
- The Government Chief Data Steward, the Digital Government Leadership Group and government agencies can access te ao Māori insights and innovations when addressing immediate or emerging official data challenges.
- We can align with Minister of Māori-Crown Relations' adoption of a system-wide, integrated approach to engaging with Iwi Māori to improve the effectiveness of Crown policy and actions, including those concerning data.

Value proposition

Develop a MDG model that improves how Iwi Māori partners with government to add value to the wider official data system. Improved partnership will support:

with thinking deeply about the impacts and opportunities of a MDG model and to engage in the conversations needed to produce a discussion paper. This paper will be provided to the Kāwanatanga co-design group members to enable them to meaningfully participate in the co-design discussions.

Key dates

Jul 2020 Planning and preparation, Thought Leadership group wānanga

Aug – Sep Co-design wānanga between Te Ao Māori and Kāwanatanga groups

Sep – Oct Testing model

Nov Final report for MDG model and evaluation submitted.

Contact

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