

Terms of Reference:

Companion Review of Te Puni Kōkiri alongside the Whānau Ora Review

1. This paper sets out the terms of reference for the review of Te Puni Kōkiri. The review is a companion to the in-train review of Whānau Ora arrangements and will give advice and options to ministers on how Te Puni Kōkiri is refocused and reshaped to achieve the Government's and Māori Affairs portfolio's priorities over the medium-to-long term.
2. The main driver of the review is the *Relationship Accord and Confidence and Supply Agreement* between the National and the Māori parties (subsequently confirmed as Government policy). Among other matters the Agreement identified key areas of urgency and priority for the Māori Affairs portfolio and, consequently, the need to refocus and functionally align Te Puni Kōkiri to those key areas. The Government's Better Public Services focus and medium-to-long-term fiscal constraints for the public service, add further impetus to the review.
3. The review's key elements are:
 - A ministerial group to sponsor the review and receive its findings and recommendations;
 - A working party to conduct the review; and
 - Resourcing, secretariat and advisory support from Te Puni Kōkiri, with further advisory support from central agencies as required.

Review scope

4. The review will respond to five main question areas reflective of the key drivers and context for this work.

Review Questions

- (1) *Iwi and Māori are increasingly seeking direct, regular and in-depth dialogue with the Crown across multiple ministerial and agency fronts.*

As a Crown Agency:

- *What might the kaupapa and structure of the Māori Affairs agency be in that arrangement?*
- *How can the Māori Affairs agency better support the relationship between Government and Iwi, particularly in a post-settlement environment; support Māori sector entities; as well as effectively advise on general Māori interests?*
- *How can the focus on Te Puni Kōkiri be shifted to improve Māori employment and training, housing and education outcomes?*

(2) *The Government requires Te Puni Kōkiri and its advice (and other interventions) to be more strategic in focus and result.*

- *How can the policy unit be more strategic and/or operate at a high-level threshold?*
- *What changes might this require to the ministry's kaupapa, functions or approach?*

(3) *How can the refocusing of Te Puni Kōkiri complement the Government's wider public service reforms and ensure sound leadership, coordination and advice on Māori/Iwi issues across Government?*

(4) *What constraints or barriers limit Te Puni Kōkiri's effectiveness in achieving strategic outcomes across the state sector on Government's agreed Māori Affairs priorities and what options should sponsoring ministers consider to address them?*

(5) *How can these considerations, and those arising from the companion review of Whānau Ora, be optimally aligned with each other to ensure agency and portfolio role clarity and complementarity?*

Ministerial sponsors

5. The ministerial group sponsoring the companion review are those principally responsible for observance of the parties' Confidence and Supply Agreement, and related resourcing and machinery reform issues: the Prime Minister, Deputy Prime Minister and Minister of Finance, Minister of Māori Affairs, Minister for Whānau Ora, Associate Minister of Māori Affairs, Minister of Education and Minister for State Services.

Working Party

6. A working party will be formed to conduct the review and report back to sponsoring ministers. The working group, as part of its process, is also required to consult:
- key stakeholders, as identified and agreed by sponsoring ministers; and
 - the Chief Executive of Te Puni Kōkiri, at both a preliminary and final conclusions phase of its work to ensure that key implications for the Ministry are adequately identified and considered.
7. The working party will be comprised of:
- Four suitably experienced members external to the public service, as agreed to by the Prime Minister, Deputy Prime Minister and the Minister of Māori Affairs on behalf of sponsoring ministers; and
 - Two ex-officio members from the Department of the Prime Minister and Cabinet and the State Services Commission.
8. The working party membership is:

Member	Basis
Piri SCIASCIA (Chair)	<ul style="list-style-type: none"> • External appointee • Direct experience in iwi-level governance • Pro Vice Chancellor Victoria University • Current Chair of Te Mangai Paho
Parekawhia McLEAN	<ul style="list-style-type: none"> • External appointee • In-depth knowledge and expertise in Māori public policy and central agency processes • Direct experience in iwi-level governance
Naida GLAVISH	<ul style="list-style-type: none"> • External appointee • In-depth knowledge and expertise in tikanga Māori • Direct experience in iwi-level governance and pan-iwi leadership and relationships with government
Ross TANNER	<ul style="list-style-type: none"> • External appointee • Public Service experience, specialising in public policy, management and governance (including PIF Reviewer) • Former President, Institute of Public Administration New Zealand
Iain RENNIE, or departmental designate	<ul style="list-style-type: none"> • State Services Commissioner (ex-officio member) • links working party process to Government's Better Public Services reforms and related considerations
Maarten WEVERS, or departmental designate	<ul style="list-style-type: none"> • Chief Executive, DPMC (ex-officio member) • links working party process to Government's key results framework, supply and confidence relationship management and related considerations

Process, timeframe and reporting arrangements

9. The working party will be convened by the week of 10 May 2012 and report to the Ministerial group by 16 July 2012.
10. The working party will develop its report, following consultation with a number of key audiences, including:
 - The Whānau Ora Working Group, as a matter of urgency, to ensure alignment of considerations and next steps in decision-making.
 - The Chief Executive, Te Puni Kōkiri; and
 - Other key stakeholders as may be agreed by sponsoring ministers
11. Following receipt of the working party's report, the Minister of Māori Affairs and Minister for Whānau Ora will jointly report to Cabinet, by the end of July 2012, with consolidated proposals for change across the two portfolios.
12. Final Cabinet decisions to be taken by the end of September 2012. Associated organisational changes to Te Puni Kōkiri will be scoped and implemented by its Chief Executive across the balance of the 2012/13 financial year.

Working Party Support and Resourcing

13. Secretariat support and advice to the working party will be provided by Te Puni Kōkiri and, as required, draw on further technical support from the State Services Commission, Treasury and the Department of the Prime Minister and Cabinet. Working party costs will be met through reprioritisation within Vote Māori Affairs.