

He Uru Whetū, He Ara Haere

Four-Year Plan 2016 - 2020



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PART I: Setting the context

From the Chief Executive

Tē tōia, tē haumatia – Nothing can be achieved without a plan, a workforce and a way of doing things.

A changing environment

Te Puni Kōkiri operates in a complex and evolving environment, both within te ao Māori as well as Government. As a result of Treaty settlement processes over the past two decades, Māori issues have gained greater prominence and we see iwi, hapū, and whānau Māori taking greater control over their destiny. We expect the current trends of increased autonomy, wellbeing and prosperity to continue, while recognising the challenges that must still be addressed to make this a reality.

In response to efforts to more directly address challenges facing Māori, and corresponding priorities for the Minister for Māori Development and Minister for Whānau Ora – Whānau, Whakapapa, Whare, Whenua and Whanaketanga, Te Puni Kōkiri has increased the emphasis on more innovative trials and investments that promote better results for whānau.

While the Whānau Ora approach is perhaps the best known example of this, Budget 2015 saw a step change with an injection of \$100m across four years, focussed on service delivery and investments. Budget 2016, has added a further \$100m over four years towards Māori Development. A large portion of this is directed towards: expanding existing innovative trials and projects (such as Whānau Ora and the Māori Housing Network), commencing new initiatives (such as micro-financing), and exploring entire systems changes (as in the case of the Māori Land Service or the establishment of Te Mātāwai which is a new entity that will oversee the revitalisation of te reo Māori).

This shift and overall increase of work has justifiably triggered an organisational response. The Executive Team is committed to strengthening the Ministry, its people and resources, across a four-year excellence horizon. This is particularly in the execution of our investment function and, in a secondary phase, our participation in the Social Sector.

We are working to strengthen the current operating model, structure and capability of Te Puni Kōkiri so that as an organisation we are 'future proofed' and can react more effectively to changes in our external environment. This will enable us to more effectively help whānau achieve their aspirations and to produce better outcomes for iwi, hapū, and whānau Māori.

We will achieve this by focussing our efforts on:

- Fully adopting a whānau-centred approach to the way we work within the Ministry, how we engage with iwi, hapū, and whānau Māori and respond effectively to the Minister's priorities – Whānau, Whakapapa, Whare, Whenua and Whanaketanga;
- Fully implementing a more robust end-to-end (Policy to Pā) process for our policy initiatives;
- Refining our focus and prioritisation within key kaupapa that deliver the best outcomes for whānau;

- Ensuring greater oversight and strategic leadership of our investments;
- Increasing internal capability for the stewardship of Whānau Ora and the delivery of our investments; and
- Better enabling regional staff to deliver services, advise whānau, and contribute to policy initiatives.

How we work and the difference we expect to make

Te Puni Kōkiri works within government and communities, to support Māori collective success at home and globally, with whānau Māori sitting at the centre of our approach. We are guided by priorities set by the Minister for Māori Development and the Minister for Whānau Ora.

Our formal role is to provide strategic advice on Māori policy issues, be the principal advisor on Crown-Māori relationships, and develop and implement innovative trials and investments that promote better results for Māori. Our responsibilities cover a broad range of sectors, spanning social, economic, natural resources and cultural policy.

A foundation of the Ministry's work is building relationships with iwi, hapū, and whānau Māori, and other State sector agencies to generate partnerships and flows of information that enable a shared focus on issues of material importance to Māori development.

One of our key differences and strengths as a Ministry is our knowledge of and commitment to better outcomes for iwi, hapū, and whānau Māori. Whānau-centred approaches make the biggest difference for Māori, by placing whānau, their needs and aspirations, at the centre of our thinking, our design, and our delivery.

A whānau-centred approach is what drives our 'end-to-end' policy process, which we describe as 'Policy to Pā'. This combines our regional network and their engagement with Māori communities with our policy and delivery functions. Whānau are at the heart of Māori society and whānau-centred approaches are an increasing area of focus for Te Puni Kōkiri.

Within its broad work programme and following the priorities of the Minister for Māori Development and Minister for Whānau Ora, Te Puni Kōkiri is currently prioritising efforts around achieving the following outcomes:

- Increase in the number of te reo speakers (*Whakapapa*);
- More whānau enabled to improve their own lives (*Whānau*);
- Increase in the number of whānau living in quality and affordable housing (*Whare*);
- More Māori-owned land producing benefits for iwi, hapū, and whānau Māori (*Whenua*);
- Growth of the Māori business sector (*Whanaketanga*); and
- Enhanced engagement with iwi, hapū, and whānau Māori and their interests by the public sector.

If we work closely together and value each other's strengths and roles then the aspirations of whānau Māori will be achieved.

Mā whero mā pango ka oti ai te mahi.

Michelle Hippolite
Toihautū Te Puni Kōkiri

Implementation of the Last Four-Year Plan

In conjunction with Four-Year Plan 2015-19, Te Puni Kōkiri developed a new Strategic Intentions document, with outcomes and performance frameworks that has sharpened the strategic focus of the Ministry and provided ways to better communicate the impacts we make within Māori development. These frameworks have been implemented and are becoming embedded across our staff so that they have the necessary tools to effectively deliver on the objectives of Te Puni Kōkiri.

The twelve months to June 2016 has seen the Ministry:

- implement the Māori Housing Network which has seen 59 Māori housing proposals approved totalling \$17.46m, targeting improving the quality and supply of affordable housing for whānau as well as the capability of iwi, hapū, and whānau Māori within the sector. This follows the Minister's **whare** priority;
- complete policy work, and receive Cabinet approval on, key policy changes to the ground-breaking dual-language Māori Language (Te Reo Māori) Bill, enabling it to pass into legislation as Te Ture mō te Reo Māori 2016. This includes giving legislative status to two Māori Language Strategies, one the responsibility of the Crown, and the other the responsibility of tāngata whenua. This follows the Minister's **whakapapa** priority;
- complete policy work enabling the introduction of the Te Ture Whenua Māori Bill, aimed at promoting more active management, retention, and use of Māori freehold land, into the House, including wide-ranging consultation on an exposure draft and the principles motivating the proposed changes This follows the Minister's **whenua** priority;
- implement the Whenua Māori Fund to support Māori land owners to explore different uses for their land and ways of boosting its productivity This follows the Minister's **whenua and whanaketanga** priorities;
- provide ongoing support to the embedding of the new Whānau Ora commissioning model to improve the reach, capability, and effectiveness of the Whānau Ora approach This follows the Minister's **whānau** priority; and
- develop a pilot Māori business hub in Tairāwhiti and conduct eight regional hui, involving iwi, to review and update the Māori Economic Development Strategy and Action Plan – He Kai Kei Aku Ringa – to produce a more productive, innovative, and export-oriented Māori economy that will support better paying jobs and higher living standards for whānau. This follows the Minister's **whanaketanga** priority

PART II: Making a difference

Te Puni Kōkiri concentrates primarily on areas and issues where it has a particular role, mandate, or a specific level of influence. Presently, Te Puni Kōkiri is concentrating particular effort on five key kaupapa directly aligned to Ministerial priorities. These priority kaupapa and other mahi will have a positive impact in the lives of Māori across four longer-term outcome areas.



Near-term Priorities

Whakapapa, Whānau, Whare, Whenua and Whanaketanga are the near-term priorities and conduits through which sustainable gains for iwi, hapū, and whānau Māori and influence of the outcomes will be achieved.



Whakapapa

Ensuring that whānau are connected to their language, culture and history, and these things having a prominent place in New Zealand culture more widely, will enable whānau to succeed on their own terms.



Whānau

Empowering whānau is central to individual and whānau confidence in engaging with the modern and traditional worlds, as well as sharing equal outcomes and opportunities with all New Zealanders.



Whare

Ensuring that whānau live in functional and supportive environments is essential if whānau are to be strong, stable and adaptable. Safe and healthy houses are a key component in creating an environment in which whānau can prosper.



Whenua

Protecting and utilising whenua Māori is an essential element in realising whānau success more widely. It is critical that Māori are able to realise the full economic potential of their land while maintaining its protection for future generations.



Whanaketanga

Supporting iwi, hapū, whānau, and other Māori entities in their development aspirations will empower them to make choices and decisions for their futures. This will be a key catalyst for the prosperity of regional Aotearoa New Zealand.

Longer-term Outcomes

In the longer-term, the five priority kaupapa, as well as other mahi and efforts by Te Puni Kōkiri should positively impact on four outcome areas: **Whakapapa, Oranga, Whairawa and Whanaungatanga.**

The shift being sought and the alignment between the priority kaupapa and outcomes is outlined below:




Specific Aspirations and Activities

Our Outcomes	The difference we want to see	What we are doing to make a difference in the lives of whānau
Whakapapa	Increase of Māori able to hold everyday conversations in te reo from 21% (2013) to 30% by 2020	<ul style="list-style-type: none"> ○ improving the legislative framework governing the approach and responsibilities for revitalising te reo Māori ○ establishing Te Mātāwai, a new entity that recalibrates responsibilities between the Crown and iwi for te reo ○ developing Maihi Karauna to support the revitalisation of te reo and to promote an increase in the number of people speaking te reo ○ leading a more coordinated approach between te reo Māori Vote agencies
Oranga	Enable 15,000 whānau to improve their own lives by 2020 Contribute to 90 new builds and 700 repairs of whānau housing by 2020	<ul style="list-style-type: none"> ○ investing \$66m a year in supporting whānau to reach their development goals within the seven Whānau Ora outcome areas through Whānau Ora commissioning activities ○ investing \$18m p/a to work with whānau and rōpū to significantly improve housing for whānau, through new homes and repairs
Whairawa	Double the amount of land actively managed for the economic, cultural and social benefits of its owners by 2030	<ul style="list-style-type: none"> ○ improving the legislative framework governing Māori land ○ establishing the Māori Land Service to provide streamlined access to a suite of services for Māori land owners and access to information and practical support required to make decisions about their land ○ providing business information and support to Māori business owners and entrepreneurs through the Māori Business Facilitation Service ○ supporting Māori in regions to develop economic development strategies and in priority regions, to actively participate and contribute to the Government's regional growth programme
Whanaungatanga	A Treaty of Waitangi framework embedded across the public sector that produces an enabling environment for engagement with Māori and Māori interests	<ul style="list-style-type: none"> ○ continuing to be the principal advisor within government on Māori rights and interests ○ injecting Māori perspectives into broader public sector considerations and programme development, including the Whānau Ora approach ○ leading key legislative changes that improve outcomes for Māori

Budget 2016

Budget 2016 investments align with four of our priority kaupapa and the longer-term positive shift we seek for Māori.




Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Vote Māori Development Budget 2016


Te Kāwanatanga o Aotearoa

Budget 2016 has consolidated and built upon the achievements of the past three years. Gains made emphasise the significance of Whare, Whenua, Whānau and Whakapapa.


Budget 2016 provides Vote Māori Development funding for the following initiatives:




Whare



Whenua



Whānau



Whakapapa

\$12.6 million over 4 years

SUPPORT FURTHER INVESTMENT IN MĀORI HOUSING

Allows the Māori Housing Network to work alongside more whānau and rūpū to significantly improve Māori housing outcomes.

\$3.6 million over 4 years

TE TUMU PAEROA SERVICES

To assist Māori Trusts to strengthen their governance arrangements to improve land utilisation, asset management and increase their financial returns.

\$40 million over 4 years

WHĀNAU ORA COMMISSIONING

To support up to an additional 2,500 Whānau and families through Whānau Ora commissioning activities.

\$10.6 million over 4 years

MĀORI TELEVISION

Support accessibility to Māori language and culture through multiplex technology.

\$14 million over 2016/17

MĀORI LAND SERVICE

To support the establishment of the new Māori Land Service which will provide a one-stop shop for Māori land owners with the information and practical support they require to make decisions about their land.

\$4 million over 4 years

MICRO-FINANCING FOR WHĀNAU

To improve the financial independence of whānau.

\$5 million over 4 years

MĀORI ELECTORAL PARTICIPATION

To address some of the key barriers for Māori electoral participation.

\$4 million over 4 years

COMMEMORATING NEW ZEALAND WARS

Providing practical and funding support for events that commemorate the New Zealand Wars.

\$12 million over 4 years


TE REO MĀORI WHĀNAU AND COMMUNITY PLANNING

To support whānau, hapū, iwi and communities to develop Māori language strategies, a key objective under Te Ture mō Te Reo Māori 2016.

\$12 million over 4 years

TE MĀTĀWAI

To support the establishment and ongoing operations of Te Mātāwai, a new independent entity to be established under Te Ture mō Te Reo Māori 2016.



Te Puni Kōkiri: Our Part in Māori Development

Te Puni Kōkiri has a wide breadth of responsibility and opportunity to help improve the lives of iwi, hapū, and whānau Māori. However, most of the policies and interventions focused on Māori are led by other government agencies. The below diagram illustrates the part of Te Puni Kōkiri within the Māori Development portfolio as well as the part we play in Government and engaging with whānau to realise the potential of iwi, hapū, and whānau Māori.



Our Role

In essence the role of Te Puni Kōkiri is threefold:

- **Ārahitanga** – strategic leadership and guidance to Ministers and the State sector on the Crown’s ongoing and evolving partnerships and relationships with iwi, hapū, and whānau Māori;
- **Whakamāherehere** – advice to Ministers and agencies on achieving better results for whānau Māori; and
- **Auahatanga** – the development and implementation of innovative trials and investments to test policy and programme models that promote better results for Māori.

In practice, Te Puni Kōkiri has responsibilities for promoting increased levels of attainment by Māori across a number of specified sectors and is charged with leading public policy in the Māori development portfolio. The Ministry’s advisory and programme management functions have come to span a wide range of contexts from social and economic policy as it pertains to Māori, through to natural resources, environment and cultural heritage sectors. Furthermore, successive funding increases have seen more emphasis being given to our ‘auahatanga’ role, requiring a strengthening of our organisational capability and capacity.

Another foundation of the Ministry’s work is building relationships with iwi, hapū, and whānau Māori to generate partnerships and flows of information that enable a shared focus on issues of material importance to Māori development.

We recognise that most of the policies and interventions focused on Māori are led by other portfolios and managed by other government agencies which means extensive cooperation with other State sector agencies.

Our Approach

We seek to adopt a whānau-centred approach in everything that we do. At its most simple level this is about asking what would work best for and make the greatest difference for whānau, understanding that an emphasis on whānau will greatly contribute also to hapū and iwi aspirations. A whānau-centred approach is culturally grounded in te ao Māori, and is a holistic approach focused on improving the wellbeing of whānau and addressing individual needs within a whānau context. The goal is to empower whānau as a whole. Within the context of a government agency, it places whānau, their needs and aspirations, at the centre of policy creation, policy implementation, service design and delivery.

A whānau-centred approach includes:

- focusing on outcomes for whānau;
- recognising whānau strengths and capabilities, and enabling them to take responsibility to identify and find solutions;
- focusing on the whole whānau environment, not just a problem presenting for an individual; and
- focusing on inter-generational success.

Link to Government Priorities

Beyond our immediate focus on the Minister's priorities of Whānau, Whakapapa, Whare, Whenua and Whanaketanga, Te Puni Kōkiri contributes to a range of government goals and strategies including:

- *Better Public Services* Result Area One: Reduce the number of people who have been on a working age benefit for more than 12 months; Result Area Two: Increase participation in early childhood education; Result Area Five: Increase the proportion of 18-year-olds with NCEA level 2 or equivalent qualification; and Result Area Six: Increase the proportion of 25 to 34 year olds with advanced trade qualifications, diplomas and degrees (at level 4 or above);
- *Māori Housing Strategy (He Whare Āhuru He Oranga Tāngata)* outcomes: improving housing for Māori and their whānau; and increasing housing choices for Māori by growing the Māori housing sector;
- *Business Growth Agenda* goals related to Strategic Priority Two: Building a more productive and competitive economy; and
- *He Kai Kei Aku Ringa (The Crown-Māori Economic Growth Partnership)* goals and framework.

PART III: Our Outcome Areas - Expanded



Whakapapa

Ministerial priorities

This outcome relates to the Minister's *Whakapapa* priority. In the short-term the Minister expects to see work progressed to strengthen the use of Te Reo across Aotearoa, including implementing Te Ture mō te Reo Māori 2016, and Te Puni Kōkiri beginning to develop an approach to the cultural revitalisation.

Te Puni Kōkiri Priorities

Over the coming four years Te Puni Kōkiri will have a particular focus on:

- promoting the uptake of te reo Māori through the implementation of the Maihi Karauna and Maihi Māori language strategies, and through support and leadership within the Māori Language Sector;
- increasing the engagement of Aotearoa New Zealand with Māori culture; and
- working with iwi Māori and government agencies to identify ways in which iwi Māori values and aspirations related to the ownership, use and management of natural resources can be realised.

Challenges and Opportunities

Particular challenges and opportunities ahead of Te Puni Kōkiri and its partner agencies include:

- finding the right balance in terms of the respective roles of government, iwi, hapū, and whānau Māori in promoting and protecting te reo Māori and Māori culture; identifying ways in which government can support whānau, hapū, and iwi in the revitalisation of Māori culture; and
- identifying solutions which meet iwi Māori aspirations and values for the ownership, use and management of natural resources.

Te Reo Māori

There has been increasing attention to te reo Māori within Te Puni Kōkiri due to the enacting of Te Ture mō te Reo Māori 2016. This reflects the importance of te reo for whānau and the need to strengthen revitalisation efforts.

The Act includes giving legislative status to two Māori Language Strategies, one the responsibility of the Crown (Maihi Karauna), which will focus on national-level issues and the other strategy the responsibility of tāngata whenua (Maihi Māori) that will focus on matters at an iwi and community level.

The dual-language Act is unique and ground-breaking, with the te reo Māori version having precedence, and it will be the catalyst for a number of changes in the environment. This includes the establishment of Te Mātāwai which will lead the promotion of the health and wellbeing of te reo Māori at the iwi, hapū, whānau and community level, and will provide advice and guidance to government agencies on their contribution to both Māori Language Strategies

The Act will enable the building of a strong and unique partnership between the Crown, iwi and Māori, in regards to te reo Māori, with each partner having distinct and clearly defined roles for revitalising the language.

Te Puni Kōkiri will also support the strengthening of te reo Māori by way of its role within the Māori Language Sector. The Ministry is working to establish a sector that is more concerted and collaborative in its efforts to revitalising te reo Māori. Integral to the ongoing realisation of positive impacts within the Sector is continued provision for te reo Māori across traditional and new media, which Te Puni Kōkiri is committed to, and is supported through Budget 16 decisions.

Māori Culture

As a nation we commemorate occasions that shape who we are as New Zealanders and the New Zealand Land Wars made a significant impression on the future of the country. Funding in Budget 2016 (\$4 million/4 years) will provide practical support for events that extend the understanding of the New Zealand Land Wars at a local and national level by supporting iwi, hapū and whānau to initiate, promote and deliver learning activities and events accessible to all New Zealanders.

Oranga

Ministerial Priorities

This outcome relates to the Minister's *Whānau and Whare* priorities. In the short-term, the Minister expects to see Te Puni Kōkiri extend the reach of the Māori Housing Network and Whānau Ora with the additional resources secured in the 2015 and 2016 Budgets.

Te Puni Kōkiri Priorities

In response to a spectrum of issues that whānau Māori face, Te Puni Kōkiri has singled out three areas of specific focus:

- advancing the Whānau Ora approach to support the development of whānau. Te Puni Kōkiri maintains that empowering whānau to make informed choices, take self-directed steps to overcome challenges, harness their capabilities, and explore opportunities for their development, is fundamental to improvements in Māori wellbeing;
- increasing access to good quality, safe and secure housing. Provision of a stable environment, especially the family home, is considered a fundamental platform for improving whānau Māori outcomes in health, education and employment; and Improving qualifications and skills development so that Māori can achieve stable employment and can develop their assets and enterprises within an evolving environment.

Challenges and Opportunities

Particular challenges and opportunities ahead of Te Puni Kōkiri include:

- identifying appropriate mechanisms and initiatives that support whānau Māori to provide for their wellbeing, and that will produce identifiable differences to this outcome;
- ensuring that initiatives such as Whānau Ora and the Māori Housing Network are linked in to wider State sector investment strategies and initiatives;
- working with Whānau Ora commissioning agencies to focus on

Whānau Ora

Over the coming four years Te Puni Kōkiri will be working to:

- *remove obstacles to whānau Māori fulfilling their development aspirations (e.g. poorly targeted services);*
- *receive consistent, verifiable and timely reporting of results; and*
- *confirm a clear link between interventions and outcomes.*

Whānau Ora navigators and Commissioning Agencies that engage with whānau and facilitate their self-directed development are vital to achieving the above objectives. Ongoing support and expansion of the Navigator workforce and commissioning activity (including through Budget 16 funding increases), as well exploring opportunities for co-investment with Māori to deliver whānau-centred services, is important to the empowerment of whānau in Aotearoa and subsequently the success of the Whānau Ora approach. Te Puni Kōkiri remains dedicated to this approach, as well as the activities that enable it.

Māori Housing Network

The Māori Housing Network has been set up to improve housing outcomes for whānau Māori and to support the energy, enthusiasm and entrepreneurship in the Māori housing sector. This is by way of information, advice and practical support. The Network also manages funds for smaller scale projects that:

- *improve the quality of housing;*
- *build capability and capacity in the sector; and*
- *increase the supply of affordable housing.*

Te Puni Kōkiri continues to explore ways in which it can support whānau Māori housing outcomes in the future, including through expansion of the Network by way of Budget 16 funding increases, and the types of support it provides, as well as reinforcing the positive developments we are currently facilitating in this space.

matching whānau development aspirations to a broad range of services and programmes; and

- identifying a clearer line of sight between Whānau Ora interventions and measurable outcomes for whānau Māori.

Whairawa

Ministerial Priority

This outcome relates to the Minister's *whenua* and *whanaketanga* priorities. In the short-term, the Minister expects to see Te Puni Kōkiri support the passage of the Te Ture Whenua Māori Bill, continue the establishment of the Māori Land Service and contribute to Māori business and regional development.

Te Puni Kōkiri Priorities

The importance of prosperity is that it enables a cycle in which better choices and outcomes can be achieved by Māori. Reflecting this, the priorities of Te Puni Kōkiri are:

- establishing an enabling Māori land tenure system;
- working with regions to identify and progress regional economic development opportunities;
- facilitating Māori business development and innovation, by administering programmes and information aimed at promoting Māori business; and
- supporting and encouraging whānau Māori to provide for their future, including identifying measures and initiatives to boost financial literacy and savings.

Challenges and Opportunities

Challenges and opportunities ahead of Te Puni Kōkiri include:

- understanding of whānau Māori financial literacy and savings, and the mechanisms that better support the provision of these goals;
- approaches to the management of natural and physical resources which appropriately balance Māori economic development aspirations with Māori world views on the sustainable management of natural resources;
- identifying ways to assist Māori business to enable them to succeed locally and globally; and

Whenua Māori and the Māori Land Service

Protecting and utilising whenua Māori is an essential element in realising whānau success more widely.

Te Ture Whenua Māori Act 1993 has been reviewed and the Government has drafted a new Te Ture Whenua Māori Bill to reform Māori land law based on the outcome of the review.

The review recognises the significance of Māori land and will lead to a more coherent, workable and principled legal framework to support owners of Māori land to achieve their aspirations for the retention and utilisation of their lands.

This will require, and is the basis for, the establishment of the Māori Land Service which will be the structure through which the changes in legislation will be administered. The formation of the Māori Land Service is a significant undertaking which will involve considerable investment in design, implementation, and technology and systems.

As a result of changes to the Te Ture Whenua Māori Act, Te Puni Kōkiri will also explore further possible opportunities that exist for the utilisation of Māori land, including the potential inherent within landlocked land.

The legal framework applies to over 27,137 blocks of Māori freehold land comprising 1.4 million hectares, or around five percent of all land in New Zealand.

- influencing other government departments and agencies in the provision of policy advice and initiatives aimed at improving iwi, hapū, and whānau Māori prosperity.

Economic Development – He kai kei aku ringa

Te Puni Kōkiri is engaged in a range of activities and interventions focused on economic development for Māori. This is principally under the banner of He kai kei aku ringa (the Māori Economic Development Strategy) and is aligned with the Business Growth Agenda.

Te Puni Kōkiri intends to focus effort on assisting Māori business aspirations through support for the Regional Growth Action Plans. This includes focussing on business hubs to provide a platform and catalyst for growth and innovation; trade missions to boost exposure to and connections with export markets; regional hui to gain knowledge and build understanding with Māori business around growth pathways and options; and providing micro-financing opportunities through Budget 16 funding.

Whanaungatanga

Ministerial Priorities

This outcomes relates to all of the Minister's priorities and is essential for delivering the Minister's short-term expectations.

Te Puni Kōkiri Priorities

Te Puni Kōkiri engages with iwi, hapū, and whānau Māori, and across government to advise on and support Crown-Māori relations and engagement as well as facilitating direct engagement with iwi, hapū, and whānau Māori on government policies and legislative proposals. Te Puni Kōkiri is continuing to focus on:

- creating opportunities for, and supporting Crown-Māori relationships by connecting Te Puni Kōkiri, government, and iwi, hapū, and whānau Māori through its network of regional offices;
- supporting Treaty of Waitangi settlements by assisting in the mandating and ratification processes; and
- implementing and strengthening relationships with the Crown in a post-settlement environment.

Challenges and Opportunities

Challenges and opportunities ahead of Te Puni Kōkiri include:

- ensuring that Te Puni Kōkiri remains connected with iwi, hapū, and whānau Māori;
- appropriately reflecting iwi, hapū, and whānau Māori views and proposals to agencies and Ministers;
- ensuring that Te Puni Kōkiri remains relevant in an evolving Crown-Māori relationship.

The Crown-Māori Relationship

Te Puni Kōkiri has a number of important responsibilities in ensuring that there is genuine engagement and enduring productive relationships between the Crown and Māori including:

- *Supporting the Treaty Settlement process by participating in the Crown Surplus Land Protection Mechanism and through the mandate and ratification processes in collaboration with the Office of Treaty Settlements to meet the goal of having all willing iwi achieve a deed of settlement by 2017;*
- *Strengthening post-settlement Crown-Māori relationships through the Accords Work Programme and working with the Post-Settlements Commitments Unit on the Central Register of Commitments;*
- *Monitoring and reviewing the Crown-Māori relationship – and supporting whole of government efforts in conjunction with this – in the context of international human right instruments; and*
- *Ensuring that the Treaty and Māori interests are reflected in international instruments and in the international arena.*

Electoral participation

Electoral participation is an important aspect of the Crown and Māori experiencing genuine engagement and a productive, enduring relationship. Given the high number of Māori who are either not enrolled or not voting, it is important to examine and address any impediments that affect that participation.

Funding in Budget 2016 will address some of the key barriers for Māori electoral participation which range from a lack of awareness and understanding of the election process to more practical issues surrounding enrolment.

PART IV: Meeting the challenges

Te Puni Kōkiri Organisational Priorities



The following section is a distillation of the critical performance shifts that Te Puni Kōkiri will need to make over the coming four years in order to deliver on its outcomes. These will be in response to challenges in the following areas:

- **Environment;**
- **Business Strategy;**
- **Operating Model; and**
- **Change Capability.**

Environment

Te Puni Kōkiri operates in a complex and evolving environment in which government is conscious of the need to maximise the effectiveness of its investments, across a range of settings, to achieve better outcomes for iwi, hapū, and whānau Māori. Across the breadth of issues to be prioritised and the diverse relationships and perspectives that exist, particular challenges facing Te Puni Kōkiri include:

- co-ordinating and leading a whole of government understanding on how investment in Māori language and Māori culture can be improved and deliver better outcomes;
- being well positioned to lead thinking and co-ordination of policy advice in the area of targeted investment in Māori social and economic development;
- adopting a more sophisticated and concerted approach to identifying trends and opportunities so that the Ministry can become more proactive in co-ordinating and delivering government policy;
- managing and prioritising within our wide range of responsibilities which include promoting increased levels of attainment by Māori across a number of specified sectors and being charged with leading public policy in the Māori development portfolio;
- identifying ways government can effectively engage with Māori organisations and communities that are at different stages of development, as well as ways in which iwi, hapū, and whānau Māori can be better empowered in their engagement with government; and
- identifying more precise obstacles, and subsequent solutions, to the development of iwi, hapū, and whānau Māori organisations.

Relationships with iwi, hapū, and whānau Māori across Aotearoa are central to the role of Te Puni Kōkiri, and we must make choices around where and how we engage. We need to improve our understanding of our key relationships and points of influence and intervention that will enable and support a more coordinated approach to engagement and the management of information. A key to this process will be close communication with our regional offices and pouwhakahaere who hold considerable knowledge and experience in regards to relationship building and management with Māori and iwi organisations, as well as within communities.

The objective for the Ministry over the coming four years is to have a strong network of relationships (focussed on the highest value relationships) that provides strategic and flax-roots perspectives to inform thinking, decision-making, and policy advice. As a result, Te Puni Kōkiri expects its opinions and perspectives to be valued and sought out by key players within the State sector as well as by iwi and Māori organisations.

Business Strategy

Te Puni Kōkiri facilitates a Māori perspective across government, and advises on a broad range of matters related to Māori development, including tested solutions to improve Māori outcomes. However, it is primarily the responsibility of larger agencies,

particularly those with large service delivery and operational functions, as well as resources to support these, to follow through in delivering outcomes for Māori development.

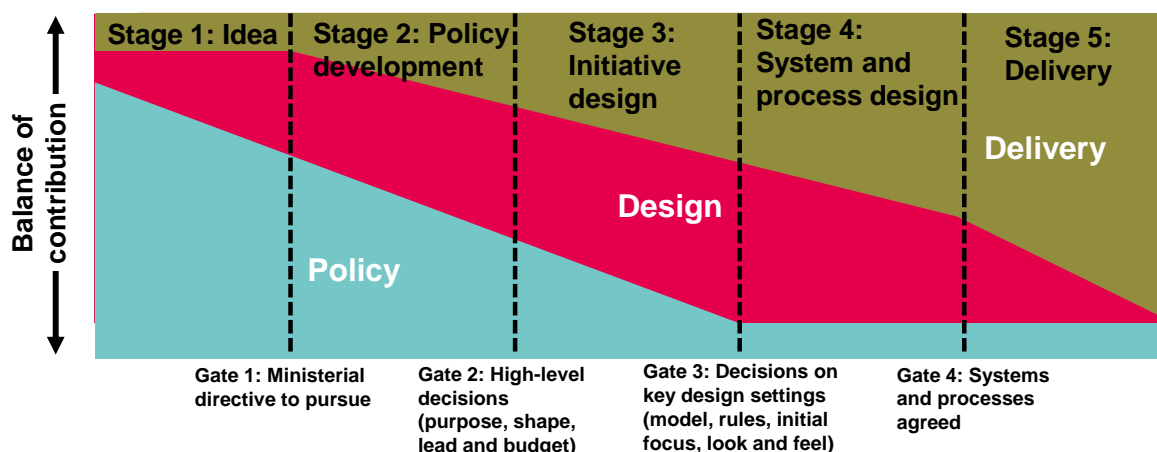
It is essential that Te Puni Kōkiri has a strong working relationship with other Ministries and government agencies. This will necessitate knowing the right people and being in the right places to influence actions and directions that are important for Māori development. This will be enabled by prioritising and focussing our relationships to suit our environment and our priorities over the short and long-term. Gaining the outcomes that we strive for as a Ministry and with iwi, hapū, and whānau Māori will not only necessitate partnering effectively with our colleague agencies, but may also involve challenging these agencies, in terms of Māori engagement and perspectives, to a greater extent than has occurred in the past. This will be facilitated by the Ministry having a strong reputation for informed advice and tested solutions.

Te Puni Kōkiri also has policy and investment functions. We consider our approach, one that we are looking to strengthen, as being 'Policy to Pā'. This refers to an end to end process in which we take an initial concept for approval through the policy process, design and deliver its implementation to iwi, hapū, or whānau (i.e. at the pā level), and monitor and evaluate its success. Key to this is our role in the development and implementation of innovative trials and investments to test policy and programme models that promote better results for whānau Māori. The long-term objective is to be able to influence the policy and investments of other agencies to better support the aspirations of, and outcomes for, iwi, hapū, and whānau Māori. The only way that this can be achieved is through robust and tested policy and delivery which our 'Policy to Pa' approach attempts to facilitate.

The Policy to Pa investment approach encompasses:

- a clear, single point of accountability to manage programmes and integrate related functions;
- operational relationships that facilitate information flows and working across te puni boundaries; and
- building stronger capability, more flexibility and greater efficiency by:
 - grouping similar processes/functions together; and
 - grouping specialist skills together.

Indicative balance of contribution when establishing a new initiative:



To ensure that the Ministry produces demonstrable value and results for its investments, and that these align with the strategic objectives of the organisation, Te Puni Kōkiri is in the process of:

- better enabling staff in regional offices to generate insights into what's working, contribute ideas for how to improve results, and work effectively with whānau;
- equipping and organising ourselves to both invest in initiatives that make a difference for whānau, and demonstrate to other government agencies how to improve outcomes for whānau from their investments; and
- creating greater oversight and strategic leadership of investments, detailed design for the implementation of new initiatives, and support for service delivery.

As a result, Te Puni Kōkiri expects to achieve:

- investment in initiatives that are innovative, demonstrate measurable results, and are adopted by colleague agencies;
- effective collection and analysis of information and results which informs future focus; and
- improved effectiveness and efficiency of investment management.

Operating Model

The operating model of Te Puni Kōkiri seeks to enable and support the Ministry to work effectively across its key priority areas. Our operating model is driven by a whānau-centred approach and is what enables our business strategy to deliver value and better outcomes to whānau Māori.

Whānau-Centred Approaches to Service Delivery

Our regional offices operate within, and are well connected to Māori communities, which enables Te Puni Kōkiri to be well placed to identify the service delivery needs of whānau and to facilitate solutions within the community and across government. A whānau-centred approach places whānau, their needs and aspirations, at the centre of policy creation, policy implementation, service design and delivery.

Whānau Ora is the flagship for Te Puni Kōkiri in terms of its pioneering role to whānau-centred approaches to service and programme delivery. The current phase places the contracting of whānau capability-building in the hands of three commissioning agencies which act as ‘brokers’ in matching the needs and aspirations of whānau with initiatives to increase their capability. As a result, Whānau Ora has created a significant shift in customer-oriented service delivery.

Our work in housing and enabling more effective use of Māori land has continued the Ministry’s shift towards the delivery of particular services, and subsequently, is moving us even closer to communities. This is creating new opportunities to further develop whānau-centred approaches and other solutions that adapt to the needs and aspirations of whānau Māori.

Being Results Focussed

It is the goal of Te Puni Kōkiri, over the coming four years to be recognised as a thought leader for a *select* number of issues and to be delivering tangible benefits that clearly align with our value proposition.

To achieve transformational outcomes as an organisation, Te Puni Kōkiri must focus on results through:

Operational accountability

Part of having a results focus is accountability for those results. Every investment initiative, large or small, will have a single, clear point of operational accountability. This will provide confidence and greater assurance for Te Puni Kōkiri leadership and for key partners that the wide range of tasks required to manage an initiative are being coordinated and carried out effectively.

Decision-making close to the front line

Over time we want decision-making to happen as close as possible to the front-line. Regional staff have a better understanding of whānau needs and we will support them to make decisions by developing and implementing consistent decision-making frameworks. We expect to see more high-quality decision making, informed by better information and analysis and over time more value-for-money from our investments.

Investment based on evidence of what works, for whom

We want our decisions to be based on more rigorous information and analysis. We need to use data to obtain a much more granular understanding of what works, for whom, to inform further investment decisions. We don’t just want to rely on census data and deprivation maps. We want to get better at gathering and sharing the rich, real-world information our regional teams have about whānau, hapū and iwi needs and priorities in different regions.

Commitment to excellence in delivery

We want all staff to be committed to excellence in the things that we deliver, including high-quality policy advice and effective programme design and delivery. This goes beyond just meeting the Minister’s expectations. It means all staff understand their

contribution to the broader outcomes for Māori that Te Puni Kōkiri is committed to achieving and are passionate about being able to demonstrate impact for whānau.

Working Proactively with Others

Hands-on support

We need to build systems and processes that support us to learn fast and can provide hands-on support to the design and evaluation of investment initiatives across the state sector. Second opinion advice and monitoring at arms-length will not on its own provide the support that other agencies require to improve the quality of their investments, or help us improve our own understanding of what works and what doesn't.

Understanding what works best, for who and why is a shared responsibility across Te Puni Kōkiri. As an organisation we need to produce, analyse, use and share information to help us prioritise our effort, keep partners informed, advise decision-makers and influence the practices and priorities of other agencies. Doing so relies on our regional teams, the proposed investment planning and performance team, the organisational knowledge team policy and communications teams working together for this purpose.

Thought leadership

A fundamental part of the Ministry's role is to act as a 'thought leader', particularly in the area of providing advice to government on Crown-iwi, hapū and whānau Māori relationships. Te Puni Kōkiri recognises an opportunity to become an incubator for new ideas, discussions, and solutions that push the boundaries on issues relevant to Māori. This could be through facilitating forums that would bring together relevant expertise and thought leaders from across the Social sector and beyond, around critical shared kaupapa to achieve better results for Māori. Over a longer-term horizon, Te Puni Kōkiri also sees the potential for the Ministry to become a source of future-focused discussion papers based around its selected few areas of focus and expertise.

Pooling our Talent

In order to successfully achieve its desired outcomes, Te Puni Kōkiri intends for its workforce to come together around specific kaupapa and to work as part of interdisciplinary teams, drawing together appropriate skills and capability from across the Ministry. While there is a single point of accountability, there is also a need for shared responsibility for contributing to the success at each stage of an initiative's development: policy, design, delivery, monitoring, evaluation and continuous improvement. These teams will be maintained, even if the balance of effort within them changes over time.

It is the goal of Te Puni Kōkiri for a cross-Ministry approach, and multi-team engagement, to become the standard way of operating. To support such an approach, the Ministry will shift towards a balance of being team-oriented and project-driven in the way it works, and will continue to ensure clear plans exist for priority kaupapa.

Delivering Te Puni Kōkiri-wide projects, such as Whenua Māori which encompasses legislative change as well as operationalisation and service delivery elements, has and will continue to require the Ministry to know its strengths, plan its work programmes, and manage its resources effectively. The priority action for Te Puni Kōkiri is to design,

formalise and implement a working model for cross-Ministry teams, including a governance structure to ensure leadership and accountability.

The objectives over the medium-term is for staff to have the necessary skills and capability to contribute and work within cross-functional teams, and for cross-Ministry cooperation to be the default behaviour for all large work-streams and increasingly across smaller work-streams.

Building a Learning Culture

In building a reputation as an organisation with a knowledgeable and skilled workforce, the Ministry recognises the need to develop an organisation-wide culture of learning and professional growth. The vision is:

A strong commitment to developing the people and culture at Te Puni Kōkiri in a way that embeds learning into the day-to-day operations of the Ministry and results in an innovative organisation that delivers results for Māori.

Ako Ahurea

To create a high-performing Ministry, each member of staff needs to be constantly developing. To this end, the Ministry has developed a programme of work, *Ako Ahurea*, with particular aims of sharpening our analytical and delivery emphasis and modelling our new approach across all staff. Our initial focus has been on building foundational skills in writing and machinery of government. The machinery of government programme has been evaluated and the writing programme will be assessed for learnings and efficacy, in mid-2016, to inform future development programmes. The next foundational courses are aimed at formulating quality advice (2016) and critical thinking (2016/17).

Building internal capability and institutional knowledge

We will progressively move away from relying on external support in investment activities and re-direct resources towards recruiting and developing internal staff, giving current staff the opportunity to gain experience in new areas and progress their careers. This will be enabled by implementation of the Te Puni Kōkiri 'way of working' which will develop a project management methodology and processes for effective transfer of skills and knowledge.

Shifting people/resources across initiatives

We propose to take advantage of the fact that similar functions and skills are required across different initiatives by shifting people across initiatives, while giving them stability by having a consistent people manager to report to. This will provide an opportunity to share best practices and lessons and provide for individual growth, while maintaining team stability.

The goal for Te Puni Kōkiri over the medium-term is to ensure we are organised and equipped to deliver tangible outcomes for whānau Māori and to nimbly respond to an evolving environment.

Change Capability

Strengthening Te Puni Kōkiri

The foundations we established in the refocus of Te Puni Kōkiri in 2014 remain unchanged, however, since 2014, changes in the external environment have stretched our capacity in some areas and highlighted gaps in capability. These changes include the:

- growth in the Te Puni Kōkiri investment portfolio (growth of over \$200 million through Budget 2015 and Budget 2016);
- need to build internal capability and shared knowledge for the stewardship of Whānau Ora;
- increasing opportunities and expectations for Te Puni Kōkiri to lead and influence cross-government social sector policy work; and
- increasing expectations on regional offices to deliver services and advise whānau on a range of kaupapa.

Because of our changing environment and new challenges we face, it has been necessary to consider how we might strengthen what we do and how we do it (giving effect to our outcomes framework and operating model) – as well as how we accelerate our achievements for whānau.

We are going to pay particular focus to three main things while we undertake a strengthening process:

- continuing to strengthen the way we work together across Te Puni and how we engage with iwi, hapū, and whānau Māori and other partner organisations in a values-based, whānau-centred manner;
- strengthening our stewardship of Whānau Ora across Te Puni Kōkiri and with iwi, hapū, and whānau Māori and other Māori organisations, to achieve longer term success; and
- ensuring Te Puni Kōkiri is organised and equipped to nimbly respond to an evolving environment.

The objective of this work is to future proof the organisation as much as possible and to build flexibility in the structure of Te Puni Kōkiri to respond to future changes in the operating environment. Of high priority is that any changes will be financially sustainable and commensurate with budget considerations over at least the next four years.

A stronger emphasis on our 'auahatanga' role

While it was anticipated in the recent restructure of Te Puni Kōkiri that the Ministry would have a role in investment, focused on innovative trials to test policy and programme models, several large new policy projects with significant investment funds were announced in Budget 2015. This included the Māori Housing Network, the Whenua Māori Fund, ICT Development Fund and Suicide Prevention Fund. These were in addition to the Māori Potential Fund and Moving the Māori Nation, and further growth in the amount of funding we administer has occurred as a result of Budget 2016 decisions.

As a result there is a need to strengthen our investment capacity and capability. It will be integral to:

- grow our internal permanent capacity and capability so Te Puni Kōkiri has the right mix of skills to design, implement, deliver and evaluate our growing portfolio of investment initiatives;
- govern our investment portfolio where we are contracting, or monitoring on behalf of the Minister, or managing relationships with Crown Entities (such as Te Taura Whiri i te Reo Māori and Te Māngai Pāho), statutory entities (such as the Māori Television Service, Te Mātāwai, Te Tumu Paeroa, and the Māori Council), Whānau Ora Commissioning Agencies and a number of other smaller funds and initiatives; and
- lead a programme of work to improve our core systems and processes to support service delivery in the regions, as well as investment decision-making and performance monitoring.

Te Puni Kōkiri Workforce Strategy

While we are undertaking a significant project in regards to strengthening our investment function and taking a whānau-centred approach to our work, there are a range of other initiatives taking place within the Ministry over the coming period to ensure that we can adjust to our environment and continually improve our performance as an organisation. Te Puni Kōkiri will be focussed on:

- Reviewing current capability and identifying key gaps to be filled within Te Puni Kōkiri across both short and long-term aspirations;
- Embedding the Te Puni Kōkiri ‘way of working’;
- Continuing to strengthen and review our performance management;
- Developing a plan for retaining and transferring internal skills and knowledge;
- Further building our graduate and intern programme to ensure that there are appropriate entry points for talented people to join the organisation;
- Continuing to identify and develop ‘leaders’ across the Ministry, including through the NRS’ Aspiring Leaders and Building Capable Managers initiatives; and
- Participating in State Services Commission and Leadership Development Centre programmes to enhance the capability of senior leaders within Te Puni Kōkiri in line with the rest of the state sector.

Workforce Capacity, Capability and Costs

The organisational structure that was implemented following the transformation of Te Puni Kōkiri in late 2014, was shaped around a policy development role for Te Puni Kōkiri. This had specific capacity, capability and cost implications for the Ministry.

New challenges have arisen since this time, particularly in response to new initiatives (in Budget 2015 and 2016) and subsequent growth in the Te Puni Kōkiri investment portfolio. There has been an increased shift towards operational policy, service delivery and investment. This has caused ongoing capacity and capability pressures that Te Puni Kōkiri are targeting and addressing through increased resource for our regional staff and our investment function so that we can deliver effectively.

We will recruit to new capabilities that are aligned with this shift in our emphasis on 'auahatanga' and will support this by strengthening the current operating model and structure so that as an organisation we are 'future proofed' and can react more effectively to changes in our external environment. It will also be important for Te Puni Kōkiri to ensure our staff and structure has sufficient flexibility so that we can deploy and move our resources to align with changing priorities and purposes over the coming period.

Diversity

The Ministry's diversity metrics are among the best in the state sector and our workforce reflects our stakeholders:

- Approximately three-quarters of our staff identify as Māori and another two percent identify as Cook Island Māori;
- Approximately one-sixth of our staff identify as Pākehā or New Zealand European;
- Presently the Executive Team has a 5:1 female to male ratio; and
- The gender pay gap at Te Puni Kōkiri is the lowest in the sector.

In light of this, there is no plan for any intervention related to diversity.

On the Horizon

Over a four-year horizon Te Puni Kōkiri expects to have an agile and resilient workforce, guided by te ao Māori and with strong distributed leadership. A culture of ongoing personal and organisational-development will exist, and will be supported by strong behaviours and organisational systems. The Ministry will also have reduced its dependency on consultants and contractors because staff will have strong methodologies and diverse skills, facilitated through a concerted effort to keep lifting our capability, enhanced succession planning, and effective knowledge transfer.

The Ministry anticipates the following conditions to be in place as a measure of success in four years' time:

- Te Puni Kōkiri will have enhanced focus in a few key areas and will be adept at managing immediate issues and achieving long-term results;
- Te Puni Kōkiri will be respected as the agency that others look to for thought leadership on selected policy issues affecting iwi, hapū and whānau Māori, with its influence evident in high-priority policy areas;
- Other agencies will look to Te Puni Kōkiri for guidance, leadership, facilitation and brokerage in managing relationships between the Crown and iwi, hapū and whānau Māori;

- Iwi, hapū, and whānau Māori, as well as government, State sector agencies, and other key stakeholders, will know and understand the areas of focus for Te Puni Kōkiri and the contribution it makes in these spaces;
- Te Puni Kōkiri will facilitate new ideas, thought leadership, and solutions, within the State sector, that push the boundaries on Māori-specific matters;
- Te Puni Kōkiri will be recognised as an innovator that has tested and promoted new ideas that advance Māori success;
- Te Puni Kōkiri policy advice will be recognised by Ministers as high quality and will be in the top half of the NZIER rankings, or an equivalent policy quality benchmark; and
- Te Puni Kōkiri will have an agile and resilient workforce with strong distributed leadership and will be seen as an exciting and innovative place both for experienced officials and the brightest graduates.

PART V: Related Matters

Crown Entities

Te Puni Kōkiri monitors two Crown entities funded through Vote: Māori Development: Te Reo Whakapuaki Irirangi (Māori Broadcasting Funding Agency – known as Te Māngai Pāho); and Te Taura Whiri i te Reo Māori (Māori Language Commission), as well as two statutory organisations: the Māori Television Service; and Te Tumu Paeroa.

The Māori Language Strategy 2014 and its related kaupapa is the shared responsibility of, and what joins the Māori Language sector together. To achieve the results sought under the Strategy, Te Puni Kōkiri is focussed on strengthening the Māori Language sector (including Māori Television, Te Māngai Pāho and Te Taura Whiri i te Reo Māori) through increased interaction and collaboration. This includes:

- progressing discussions from recent sector hui about creating a strong medium-term direction which will define collective (and individual) impacts that can be measured towards the achievement of the Māori Language Strategy result areas;
- coordinating increased discussion and shared planning for the development of the strategic direction of each agency in order to achieve more demonstrable results that, over time, increase the number of te reo Māori speakers; and
- challenging entities to review their resources and to define clearer performance measures that align to the two headline indicators of the Māori Language Strategy.

The Ministry is ensuring that it is proactive in building a more joined-up sector in response to a range of current and future challenges and opportunities that it faces. These include:

- People: declining number of te reo Māori speakers; increasing diversity in the Māori population, and a relatively youthful population (which requires fit-for-purpose strategy for revitalising language, particularly within rangatahi and tamariki demographics that make up nearly 50% of the Māori population);
- Sector changes: with the introduction of Te Ture mō te Reo Māori 2016, these entities along with participating government agencies will need to review their responsibility for language planning and policy at the government and national (or macro) level. This will be in line with the proposed partnership model;
- Technological advances: the use of technology in language revitalisation and the potential for using multi-platform media as a language medium; and
- Cost pressures: a fiscally constrained environment with increasing operational (and technology) costs and the impact that has on entities' ability to deliver/increase performance.

As a response, a common set of strategic priorities have been developed within the sector to facilitate a shift from focussing on coordination towards demonstrable results. This will be enabled by shared performance measures and the development of a

common tool to measure results within the sector. Te Puni Kōkiri has a dual role as a participant in the sector, as well as monitoring it to ensure there is an effective use of resources across the Māori Development portfolio.

This is a critical time for the sector as the Crown-iwi, hapū and whānau partnership model set out within Te Ture mō te Reo Māori 2016 will shift resources closer to iwi, hapū, and whānau Māori through a new entity, Te Mātāwai. It also sets out the development of two separate strategies, Maihi Karauna (national and government level, which will eventually supersede the Māori Language Strategy 2014) and Maihi Māori (iwi and Māori). These developments will likely result in:

- resourcing from Te Puni Kōkiri to establish Te Mātāwai;
- refreshing entities' strategic directions to align with the two new strategies;
- reviewing entities' roles and responsibilities in relation to the strategies;
- review of capability needs as resources shift from within entities towards Te Mātāwai; and
- an increased monitoring role for Te Puni Kōkiri in regards to Te Mātāwai.

Key risks for Te Puni Kōkiri include:

- achieving effective investment of resources during the transitional phase of Te Mātāwai over the coming two years;
- ensuring sufficient buy-in and adequate capability/capacity across entities to implement the new Maihi Karauna strategy (which Te Puni Kōkiri is leading);
- maintaining momentum in building a strong coordinated sector given the likely impacts of Te Ture mō te Reo Māori 2016; and
- managing concurrent demands on resources to ensure fit-for-purpose advice, for strong monitoring practice, and leadership/participation as a sector partner.

These risks will be mitigated by way of strong leadership and support from Te Puni Kōkiri in producing a sector wide plan setting out the transitional timeframe, likely impacts; and how these will be communicated and managed. It is likely that each entity will be expected to deliver a new Statement of Intent in the upcoming 12 months, as well as, or instead of, a Statement of Performance Expectations and/or Output agreement. Te Puni Kōkiri will provide support as appropriate to these ends. This refreshed direction will position them within the new environment and will detail a more focussed approach to delivering impacts for the Māori language which can be measured and monitored.

Risk to the Assumptions Underpinning the Four-Year Plan

Provided below are the key assumptions, risks and mitigation measures that underpin this Four-Year Plan.

Assumption	Risk	Consequence	Risk Rating			Mitigation
Key Assumptions	What might impede/hinder its progress?		Likelihood	Consequence	Risk Level	What else can/should we be doing?
Te Puni Kōkiri is aligned to government priorities for action	Inability to identify trade offs	Unable to focus on the priority areas	Possible	Major	High	We intend to utilise better prioritisation criteria to effectively deploy resources
	Insufficient capacity and capability in-house					We will engage closely with the Minister to remain aware of his and government priorities
						We will increase our capability and capacity through strengthening proposal
Te Puni Kōkiri has meaningful relationships with iwi, hapū, and whānau Māori to identify and address their needs and attitudes	Not engaging with the right people at the right time	Being seen as insular or unresponsive to crucial stakeholder perspectives	Possible	Moderate	Medium	We will undertake a stakeholder mapping exercise to ascertain the key stakeholders
	Inability to translate engagement into meaningful results					We will prioritise the identified needs in order to focus resources as appropriate

Assumption	Risk	Consequence	Risk Rating			Mitigation
Key Assumptions	What might impede/hinder its progress?		Likelihood	Consequence	Risk Level	What else can/should we be doing?
The role of Te Puni Kōkiri is well understood by external stakeholders	Not being able to articulate the purpose of the Ministry and therefore deliver on particular outcomes	Potential for a negative perception by relevant constituents and stakeholders	Possible	Major	High	We will produce clear and accountability-focused organisational planning and communications material
Te Puni Kōkiri adds value to the outcomes of other agencies in developing Māori potential	Not being at the right fora	Being seen as insular and not in the right (key) groups to make a difference	Possible	Minor	Low	In accordance with our learning strategy, <i>Ako Ahurea</i> , we will continue our improvement in the area of policy development
	Not being able to pick up on changing government priorities					We will build relationships by actively engaging on a regular basis with key stakeholders including the Minister and other State sector agencies
Te Puni Kōkiri has evidence-based data to measure its performance	Not having the right in-house skills	Unable to articulate delivery of outcomes	Possible	Moderate	Medium	We plan to identify pertinent available measures and to align these appropriately with our performance outcomes. Will acquire relevant expertise as required
	Not seeking the right data or what data to use					
Te Puni Kōkiri has an operating model embedded in delivering results	Being in 'crisis mode'	Culture of the organisation not being fully embraced and not having a shared language and/or approach	Unlikely	Major	Medium	We expect to align our priorities and planning across puni. This will be informed by long term direction and objectives
	Having a short-term focus					
	Lack of project discipline					

Strategic Assumptions and Challenges

The *challenges* are those matters that will require the attention of Te Puni Kōkiri if the *strategic assumptions* are to continue to hold true. Key strategic assumptions and challenges for the Ministry over the coming four years include:

Key assumptions	Challenges
Te Puni Kōkiri is aligned to government priorities for action.	The Ministry’s limited capacity to have a direct influence in all government priorities and focusing the Ministry’s efforts on those government priorities that will have the biggest impact on Māori development.
Te Puni Kōkiri has meaningful relationships with iwi, hapū, and whānau Māori to identify and address their needs and attitudes.	Maintaining breadth and depth of relationships across the country, including in more remote areas, to generate the right conversations and solutions.
Te Puni Kōkiri has the appropriate skills to deliver on its outcomes.	Taking active steps to ensure that Te Puni Kōkiri continually has the right mix of staff capacity and capability to deliver on its commitments.
Te Puni Kōkiri adds value to the outcomes of other agencies in developing Māori potential.	Close engagement with key State sector agencies to improve alignment of actions to deliver on outcomes.
Te Puni Kōkiri has evidence-based data to measure its performance.	Development of a robust performance reporting framework and dedication to regular reporting against key outcome measures.
Te Puni Kōkiri has an operating model embedded in delivering results.	Forward-thinking strategic leadership and alignment of the Ministry’s priorities and planning across the organisation.

Access to Information

Te Puni Kōkiri has been taking increasing steps to make reports and information more accessible to the public, as well as internally to staff. The objectives are internal and external transparency which aligns with the role of Te Puni Kōkiri as a government agency. A number of initiatives and tools have been implemented with ongoing review and assessment to ensure that they are being utilised effectively and are fit-for-purpose:

- The Ministry's website was extensively reviewed, ensuring content is clear, readily accessible, and easy to search so that the public is aware of what we do and why we do things;
- A similar initiative is scheduled for the Ministry's intranet during 2016/17, to facilitate the sharing of information cross-Ministry and to ensure effective internal communication;
- A focus on electronic publications to access a broader audience and one that is not limited to Aotearoa New Zealand;
- Te Puni Kōkiri operates on an open access philosophy with its information which is held within Content Server (the Electronic Document and Records Management System) to enable Ministry collaboration; and
- Te Puni Kōkiri and Statistics New Zealand co-operated in the development of Te Whakahura a Kupe – Iwi and Rohe Profiles, available on the Ministry's website. This is part of a conscious effort to package relevant Māori development indicators and profile information for internal and external use. The Ministry continues to ensure that its staff are aware of, and are properly equipped to access and utilise this information.

The Te Puni Kōkiri Retention and Disposal Schedule has been signed off in 2016 by Archives New Zealand. This schedule will support a culture of best practice for recordkeeping, provide a mechanism for identifying Te Puni Kōkiri records of high value which need to be kept, and further align our electronic and physical filing systems.

Records subject to the requirements of the Privacy Act are regularly reviewed to ensure they are securely stored and still required for the purpose for which they were first collected.

All of Government Capabilities

Te Puni Kōkiri is conscious of the Government's goal of radically transforming public services for the benefit of all New Zealanders. The vision for Te Puni Kōkiri is that Information Technology is not a limiting factor to the operation of the Ministry, and provides cost effective appropriate modern services to agency stakeholders wherever they may be, in whatever context they may require, while balancing security with accessibility. This is the lens with which Te Puni Kōkiri assesses the All-of-Government capabilities whenever contracts come up for renewal, and is the reason that the Ministry is involved with the following initiatives.

Te Puni Kōkiri is going to be an early adopter of Telecommunications-as-a-Service (TaaS) in 2016. The TaaS Personal Connectivity (Mobile Voice and Data) has already been signed up for, as well as connectivity of our Christchurch office to the GNet. In the short term the Ministry will also be investigating the use of:

- GNet Site Connectivity across all Te Puni Kōkiri (including Wide Area Network connectivity); and
- Unified Communication (Telephone Exchange solutions).

The Ministry also regularly reviews the Infrastructure-as-a-Service offerings against internal services.

Te Puni Kōkiri also utilises:

- the ICT Security and Related Services Panel;
- the Common Web Services Panel;
- Microsoft Licensing Framework G2015;
- Print Device and Print Device Management Services;
- the All-of-Government IT Hardware procurement programme for IT hardware purchases (laptops, desktops, etc.);
- Large Account Reseller Services (VMWare and Adobe Licensing); and
- SEE Mail (for encrypted data between government departments).

Shared Capabilities

Te Puni Kōkiri participates in a number of cross-agency shared capability initiatives including:

- having a joint Enterprise License Agreement with Eagle Technology to provide GIS products and services (with the Ministry of Business, Innovation and Employment, and the Ministry for Primary Industries);
- the Natural Resources Geospatial Leaders Forum (NRGLF) which ensures that organisations are informing each other of what they are doing with their geospatial information and to help identify areas in which the Ministry can collaborate or share resources in order to save resources;
- the Open Text Content Server community which provides advice and demonstrations on how ministries can learn from one another in this space; and
- participating in NRS leadership programmes in order to bring our future leaders in line with the Learning Development Centre's leadership success profile.

Also in the near-term, the potential establishment of the Māori Land Service (dependent on legislation changes) will necessitate significant shared capabilities between Te Puni Kōkiri and other government departments and agencies. Te Puni Kōkiri will be working with these agencies to ensure that a relevant and appropriate information system will be implemented to enable this service to operate.

Privacy and Protective Security

Te Puni Kōkiri has robust policies and procedures in place to safeguard personnel and information. In response to the findings of a privacy audit undertaken in 2014, Te Puni Kōkiri has established the Protective Security and Privacy Requirements Governance Group. The objective of this group is to ensure that Te Puni Kōkiri meets a number of mandatory and evolving expectations of Cabinet and the Government Chief Privacy Officer around security and privacy.

The scope and function of the group is as follows:

- developing and implementing best practice security strategies across the organisation;
- raising the awareness of security and privacy and associated requirements and compliance;
- providing oversight of the Security and Privacy roadmaps; and
- providing assurance to the Executive Team around mandated requirements.

As a result, the Governance Group has undertaken a self-assessment and developed a 'roadmap' (work programme) for 2016/17 to improve the level of security maturity within Te Puni Kōkiri to the desired level. The Protective Security Roadmap is being reviewed regularly to see how work is progressing and whether any changes need to be made to the proposed program of work.

Further to this, Te Puni Kōkiri has advanced similar work on the privacy front, updated its password policy as part of the Governance Group's current review, regularly undertakes systems penetration testing, and performed an IT Security Risk Assessment.

Strategic Property Strategy

Te Puni Kōkiri has a three-year property strategy in place to guide future decision-making and aligns with the strategic objectives of Te Puni Kōkiri, Government priorities, and Government national property goals.

Te Puni Kōkiri currently leases 19 offices (18 regional offices and the national office in Wellington), enabling direct interface and strong connections with iwi, hapū, and whānau Māori. Connection at a regional level is key to identifying approaches and opportunities for Māori development and improved Māori outcomes, as well as the effective and efficient use of space to facilitate customer access to services.

Property Strategy priorities of Te Puni Kōkiri are to:

- retain a regional presence, reducing footprint where viable;

- explore alternative work strategies to maximise property efficiency and effectiveness;
- identify key preferred sub-lease and co-location options. Te Puni Kōkiri currently co-locates with eight agencies or Māori organisations at six locations, and further co-location options are also being investigated; and
- reduce current occupancy density ratio of 31 sq. metres to between 19-23 sq. metres per FTE over three years. Beyond the three-year horizon, Te Puni Kōkiri will continue the movement towards achieving the government office space density goal of 12-16 sq. metres per person.

Te Puni Kōkiri Property at a Glance	
Number of Offices Nationwide	19
Rental Costs	\$2.9 million pa
Total Floor Space	9,902 sq. metres
Number of co-locations	8 agencies at 6 locations
Sub-leases – four-year savings	\$1.5 million

Asset Management and Investment Intentions

With the exception of the management of our vehicle fleet for regional staff, Te Puni Kōkiri asset requirements are fairly straight-forward and common to an office environment. The book-value of the Ministry's fixed assets as of 30 June 2015 was \$2.619 million. These assets typically comprise:

- electronic data processing (EDP) Hardware/Software;
- motor vehicles; and
- leasehold improvements.

EDP Hardware/Software

The EDP Hardware and software mainly relate to supporting some 300 staff in a Microsoft Office application environment, Content Server (document management system), SmartFund (contract management database system), and a new Financial Management Information System (FMIS).

Motor Vehicles

Following an independent review on vehicle usage two years ago, the motor vehicle fleet was rationalised (reduced by 30%) by moving to a pool system. The cyclical replacement of the Ministry's vehicle fleet was also changed from every three years to every four years. Global Positioning Systems (GPS) have also been installed in all cars to help with managing usage and optimising the fringe benefit tax liability.

Leasehold Improvement

With the whole of government approach to property management, Te Puni Kōkiri is now part of a Property Management Centre of Expertise. This influences the Ministry's decisions when looking at leasehold arrangements. The agency continues to look for co-location options with other agencies and over the years, has reduced space in a number of regional offices, and sub-let office space.

The table below shows the Ministry's capital expenditure intention over the next four years and how it's going to be funded.

	2015/16 \$0.000m	2016/17 \$0.000m	2017/18 \$0.000m	2018/19 \$0.000m	2019/20 \$0.000m
Operating balance funding available	2.180	1.642	0.959	1.629	2.104
<u>Add</u> depreciation funding received	0.954	1.354	1.265	1.113	1.376
<u>Add</u> receipts from sale of assets	0.140	0.578	0.000	0.000	0.000
<u>Equals</u> Total Baseline Funding Available	3.274	3.573	2.223	2.742	3.480
<u>Subtract</u> capital investments funded from baselines	1.632	2.614	0.594	0.638	1.145
<u>Equals</u> closing baseline funding available	1.642	0.959	1.629	2.104	2.335

Template One: Workforce Capability and Capacity Information

People capability

Priority workforce groups

Investment

Growth in the Te Puni Kōkiri investment portfolio has seen an increased shift towards operational policy and service delivery. This has caused ongoing capacity and capability pressures that Te Puni Kōkiri are targeting and addressing. Through development and recruitment we are focussing on ensuring we increase our capability to design, implement, deliver and evaluate our growing portfolio of initiatives. We require a workforce that has strong understandings of: investment planning and analysis; the operational policy process and service design; contract management; and performance measurement, if we are going to effectively deliver on our investment portfolio and help produce better outcomes for whānau Māori.

Leadership

It is important over the next four years for the Ministry to ensure that it has capable leaders that can function effectively within and across the organisation and can lead Te Puni Kōkiri in pursuit of better outcomes for Māori. We are enhancing our leadership capability by way of early identification of leaders and 'talent' throughout the organisation, pathways for advancement through the Ministry, a distributed leadership model, and targeted training and development. Te Puni Kōkiri will also continue to participate in State Services Commission and Leadership Development Centre programmes.

While there is a risk that by developing highly capable staff and leaders that we make our staff highly employable within the public sector, and thus susceptible to high-turnover, we plan on mitigating this by making sure that Te Puni Kōkiri is an attractive place to work, both in terms of environment and opportunity. Te Puni Kōkiri also recognises that developing staff that move into other areas is not necessarily a negative outcome for the Ministry or iwi, hapū, and whānau Māori. We understand that if better outcomes are going to be achieved for Māori there must be highly capable people that are grounded in and understand Māori perspectives across the public sector.

Workforce capacity

Included in the strengthening process that Te Puni Kōkiri is undertaking is a departmental resourcing increase that will see a rise in establishment numbers, which is projected at approximately 10% of establishment, in order to deliver our increasing range of investment initiatives.

Forecast position numbers

	30 June 2015 (Base-line)	30 June 2016	30 June 2017	30 June 2018	30 June 2019	30 June 2020
Position numbers – departmental	300	300	[330]	[330]	[330]	[330]
Position numbers – non-departmental	-	-	-	-	-	-
Total Position Numbers	300	300	[330]	[330]	[330]	[330]

Workforce costs

Te Puni Kōkiri are currently in negotiations for a new Collective Employment Agreement with the Public Service Association. There was no agreement for any increase in January 2016 (January being the time that such increases were implemented in the current collective) and any potential increase would be dependent on the outcome of the current negotiation.

While the specific timing and makeup of any remuneration increases will be subject to the good faith bargaining process (in CEA negotiations), it can be reasonably assumed that Te Puni Kōkiri will reach a settlement in line with those achieved by similar agencies in the latter part of 2015, where the cost of settlement has been between 1 and 2%.

A key driver in any agreed cost increase will be performance. While Te Puni Kōkiri has no agreed progression steps in employment agreements, any increases in the cost of employment will need to strongly correlate to improved performance. This is aligned to an employee development strategy that focuses on skill enhancement, quality and productivity improvement. It also recognises the need to develop our own expert Policy practitioners, to ensure that we are not solely reliant on recruiting externally, in a constrained market.

ANNEX 1

Our Outcomes Framework

	Whakapapa	Oranga	Whairawa	Whanaungatanga
Our outcomes	Māori language, culture and values holding a central place in Aotearoa New Zealand.	Opportunities and outcomes that reflect and support the aspirations of whānau Māori.	A thriving Māori economy supported by high-performing people, assets and enterprises.	Genuine engagement and enduring and productive relationships between Crown and iwi, hapū, and whānau Māori.
Our strategic priorities: The period to 2020 will see Te Puni Kōkiri focussed on:	<ul style="list-style-type: none"> Implementing the Māori Language Strategy. Increasing the presence of Māori culture. Facilitating the association of iwi, hapū, and whānau Māori with the natural environment and places of significance. 	<ul style="list-style-type: none"> Advancing whānau development through the Whānau Ora approach. Enhancing Māori qualifications and skills development. Improving Māori housing outcomes. 	<ul style="list-style-type: none"> Supporting whānau Māori to provide for their future. Establishing an enabling Māori land tenure system. Progressing Māori regional development opportunities. Facilitating Māori business development and innovation. 	<ul style="list-style-type: none"> Creating and supporting opportunities for Crown-Māori engagement. Supporting the completion of Treaty of Waitangi settlements. Implementing and strengthening post-settlement Crown-Māori relationship accords.
Our impacts: The difference that Te Puni Kōkiri wants to make:	<ul style="list-style-type: none"> More whānau Māori and other New Zealanders speaking te reo Māori. More Māori understanding and participating in Māori cultural activities. Closer reflection of hapū, iwi Māori values and interests in the use and management of natural resources. 	<ul style="list-style-type: none"> More Māori following through on development opportunities. More Māori with higher skills for the workplace including trade skills. More whānau Māori in good quality and affordable homes. 	<ul style="list-style-type: none"> Increases in whānau Māori savings. Increases in productive use of Māori land. Reductions in regional disparities for whānau Māori development. Growth of Māori business sector. 	<ul style="list-style-type: none"> Better formal and informal interactions between the Government and iwi, hapū, and whānau Māori. Completion of historical Treaty settlements. Fulfillment of Crown Treaty settlement commitments.

ANNEX 2

Our Performance Measures

Further to the implementation of its new Outcomes Framework, over the coming period Te Puni Kōkiri will be focused on embedding its new performance reporting framework. Thirteen outcome measures have been identified across the four outcome areas to help demonstrate the impact Te Puni Kōkiri is having on Māori development. Responsibility for the achievement of these measures resides across the whole of government and Te Puni Kōkiri intends to work closely with its colleague agencies to realise significant improvement shifts for Māori in these spaces.

<p>Outcome One: Māori language, culture and values holding a central place in Māori and New Zealand identity.</p> <p>Measure 1: Māori language proficiency - at different levels (Census, Te Kupenga)</p> <p>Measure 2: Attitudes of NZers towards Māori language (Survey, Te Taura Whiri i Te reo Māori)</p> <p>Measure 3: Connection to Marae (Te Kupenga)</p> <p>Measure 4: Five yearly report on Māori values and interests related to the use and management of natural resources (Te Puni Kōkiri)</p>	<p>Outcome Two: Opportunities and outcomes that reflect and support the aspirations of whānau Māori.</p> <p>Measure 5: Stronger Whānau (Measures TBC)</p> <p>Measure 6: 25 to 34-year-old Māori with advanced trade qualifications, diplomas and degrees at Level 4 or above (Census/Household Labour Force Survey)</p> <p>Measure 7: Number of Māori continuously receiving Jobseeker Support for more than 12 months (Ministry of Social Development)</p> <p>Measure 8: Māori whānau in quality housing (Various existing measures)</p>	<p>Outcome Three: A thriving Māori economy supported by high-performing people, assets and enterprises.</p> <p>Measure 9: Whānau savings (Te Puni Kōkiri/Commission for Financial Capability)</p> <p>Measure 10: Regional socio-economic disparity (Census, Te Kupenga, Household Labour Force Survey)</p> <p>Measure 11: Māori land use (Māori Land Court/Land Information New Zealand/Ministry for Primary Industries)</p> <p>Measure 12: Māori Gross Domestic Product (Māori in the Economy Report, Te Puni Kōkiri)</p>	<p>Outcome Four: Genuine engagement and enduring and productive relationships between Crown and iwi.</p> <p>Measure 13: Status of the Crown-Māori relationship (Te Puni Kōkiri)</p>
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