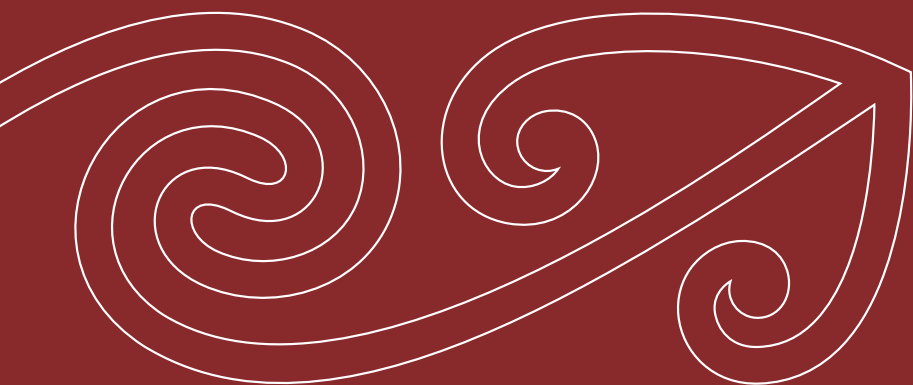


Pānui Whāinga 2014–2018
Strategic Intentions 2014–2018





Presented to the House of Representatives
Pursuant to Section 39 of the Public Finance Act 1989

New Zealand Government

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From Our Ministers

Hon Dr Pita Sharples

He mihi māhana tēnei ki a koutou ka whai wāhi ki te Pānui Whāinga a Te Puni Kōkiri mō whānau, hapū, iwi, me Ngāi Māori, mō ngā tau 2014–2018.

This is a poignant occasion for me, because it is one of my last official strategic statements for the Māori Affairs portfolio ahead of my pending retirement in September 2014.

It has been an absolute privilege over the past six years to lead and work alongside dedicated people to positively contribute to Government policy decisions and direction for Māori. Collaboratively, there have been significant gains across a range of areas which bode well for continuous Māori development and social, cultural and economic success in Aotearoa New Zealand, and abroad.

I am proud of the many achievements:

- *He Kai Kei Aku Ringa* as the first ever strategic plan to grow a more productive, innovative and internationally connected Māori economic sector;
- Providing market intelligence and facilitating business networks so Māori enterprises and collectives can enter and grow in export markets;
- Māori tourism is flourishing in one of the fast-growing foreign exchange earning sectors;
- The initiation of a new Māori Language Strategy reflecting sociolinguistics theory and best practice about language revitalisation;
- The introduction of the Māori Language (Te Reo Māori) Bill;
- Significant progress in advancing the Whānau Ora approach; and

- Since 2009, 897 Māori have been supported through the cadetship programme, with 96% remaining employed following the term of their 'cadetship'.

More recently Te Puni Kōkiri has been in transitional mode following Cabinet decisions in November 2013 to refocus the Ministry. This includes placing greater emphasis on providing "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.

The future of Te Puni Kōkiri depends on crucial relationships; with their public sector colleagues, with our communities, with the private sector and between themselves. Ultimately this will help Te Puni Kōkiri to harness the collective strengths of iwi, hapū and whānau Māori – to produce a stronger Aotearoa/New Zealand.

Within this document, Te Puni Kōkiri has set out its intentions of focusing on three medium to long term complementary outcomes as follows:

- **Partnership – Te Ara Rangapu:** the Crown, iwi and Māori collectives enjoy relationships that support their shared and respective duties, interests and aspirations, and foster the economic interests of iwi and Māori collectives;
- **Protection – Te Tū Rangatira:** Māori are more secure, confident, and expert in their own language and culture; and
- **Participation – Te Ara Whakamua:** Whānau Māori are pursuing and realising an improved quality of life and citizenship for their members.



As I move into retirement, I know that the Māori Affairs portfolio will remain challenging but also rewarding as steady progress ensues on Crown / Māori Relationships; Treaty Settlements; te reo Māori and economic growth.

Finally, I take this opportunity to sincerely thank the management and staff of Te Puni Kōkiri for their State sector guidance and leadership towards achieving measurable results for Māori and their unwavering support to me as the Minister of Māori Affairs.

Hei kupu wehenga, noho pakari mai tāku Manatu tautoko, Te Puni Kōkiri, noho ora mai hoki ngā iwi katoa o te Motu.

Hon Dr Pita Sharples
Minister of Māori Affairs

Ministerial Statement of Responsibility

I am satisfied that the information provided by Te Puni Kōkiri in this Strategic Intentions document and the Information Supporting the Estimates is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

A handwritten signature in blue ink that reads "Pita R Sharples". The signature is fluid and cursive.

Hon Dr Pita R Sharples
Responsible Minister for Te Puni Kōkiri
July 2014



From Our Ministers

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Hon Christopher Finlayson

*Tēnā koutou e whai wāhi ana ki tēnei Pānui
Whāinga – 2014 ki 2018.*

I have enjoyed working alongside Hon Dr Pita Sharples on a large number of issues across the Māori Affairs portfolio over the past three years. My particular focus as his Associate Minister has been the review of Te Ture Whenua Māori Act 1993. We are currently consulting widely around the country on exciting proposals to give owners more options and allow better utilisation. The response from iwi has been hugely positive.

Te Puni Kōkiri has played an important role in supporting the Review and extensive consultation, both at the Wellington office as well as throughout their regional network. I have appreciated their contribution and input and wish the Ministry well for achieving their strategic intentions going forward.

Nāku iti nei,

A handwritten signature in blue ink that reads "Christopher Finlayson".

Hon Christopher Finlayson
Associate Minister of Māori Affairs
July 2014

Hon Tariana Turia

Ahakoā ngā piki, ngā heke, he whakatepe nō te kō ka taea.

Regardless of the circumstances, working in unison can produce results.

Whānau: we may not have it all together but together we have it all.



Since its inception, Whānau Ora has driven a broad range of positive outcomes for whānau and families. These outcomes have included a renewed focus on whānau self-determination and empowerment, and a more integrated approach to the delivery of whānau-centred social services.

The Whānau Ora approach focuses on identifying and supporting whānau aspirational aims, including self-management, healthy lifestyles, full participation in society, confident participation in te ao Māori and Pasifika communities, successful involvement in wealth creation, and cohesive, resilient and nurturing whānau.

Whānau Ora aims to uplift whānau and families by recognising their strengths and building whānau capacity and capability to determine their own futures. Over the past few years, Whānau Ora has assisted thousands of whānau to develop whānau plans for improving their lives, and has encouraged provider collectives to work with whānau in new and innovative ways. Collectives are providing targeted education and training programmes, such as parenting programmes, financial planning, career planning and encouraging involvement in tikanga Māori.

During the four years of Whānau Ora, we have seen a shift from a focus on building whānau-centred social services and engaging whānau and families to a focus on building whānau and family capability to be self-managing. An important step in this shift has been the recent establishment of the three Whānau Ora Commissioning Agencies, tasked with

brokering to match the needs and aspirations of whānau with initiatives that will assist them to boost their capability. Three Commissioning Agencies have been appointed:

- Te Pou Matakana for the North Island;
- Te Pūtahitanga o Te Waipounamu for the South Island; and
- Pasifika Futures for Pasifika families.

The appointment of the Commissioning Agencies represents a major milestone in the Whānau Ora journey. The three Agencies will commission innovative local level programmes that best meet the needs of whānau and families from a range of community entities, such as Whānau Ora provider collectives, iwi, marae, church groups, land trusts or community organisations.

These developments fill me with hope for the future of our whānau and families. Collectively, as Ministers, government departments, providers and whānau we have achieved enormous momentum in focusing on outcomes for whānau. Thank you for your dedication.

Mā ihupuku ko momoho, mā momoho ko tau o te mauri, ko puta o te ihu ki Te Whai Ao, ki Te Ao Mārama.

Hon Tariana Turia
Minister for Whānau Ora
July 2014



Chief Executive's Introduction

Michelle Hippolite

For Aotearoa/New Zealand to achieve its cultural, social and economic goals it needs to achieve better results for iwi, hapū and whānau Māori. This means that Te Puni Kōkiri needs to have a sharper focus, increase its impact and be recognised as a valued partner both across the state sector and with Māori communities.

Like all Government organisations Te Puni Kōkiri operates in a complex and evolving environment.

The nature of Crown, iwi, hapū and whānau Māori relationships is changing. The landscape of Māori organisations is increasingly diverse with more groups active in iwi development, industry and business and service provision.

As a key partner and broker of these relationships it is clear that Te Puni Kōkiri must change with the times and be more responsive to new demands.

There is an ongoing need to focus our efforts and resources to have the most impact. Collaboration across agencies and sectors is increasingly important to meet the Government's strategic priorities.

This Strategic Intentions document demonstrates our progress towards the sharper focus that Te Puni Kōkiri is bringing to enable Māori to succeed as iwi, hapū and whānau Māori. It reflects a number of changes since Cabinet made decisions on the future focus of Te Puni Kōkiri in November 2013.

Alongside this work, we have also confirmed a new operating model to guide how Te Puni Kōkiri will approach its work. All of these matters are explained further in this document.

In particular, this document sets out the defined priorities for Te Puni Kōkiri. These priorities are a foundation for integrating and coordinating our work, understanding who our key partners and stakeholders are and the impacts we are looking to achieve over the next four years.

In early 2014, I welcomed a new Executive Team. Over the 2014/15 year, we will implement new ways of working and refining our systems and structures. These are crucial first steps to achieving the impacts that we need to make in the next four years. Mā whero, mā pango, ka oti ai te mahi. Cooperatively, we will get our work done.

Michelle Hippolite

Chief Executive



Chief Executive Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in this Strategic Intentions document for Te Puni Kōkiri. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2014/15 Estimates) Act 2014, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

Michelle Hippolite
Chief Executive

Michelle Ewington
Chief Financial Officer



Our Environment

Ngā tatauanga whaitake – our environment. *A snapshot of key statistics for Māori.*

THE CURRENT SITUATION

690,500

Population

Māori represent 15% of the Aotearoa population (4.47m). Māori are projected to make up almost 17% of the population by 2026.

24 Years

Median age

The median age for Māori compared to 37 years for all New Zealanders.

57%

Regional distribution

Percent of Māori who live in Northland, Auckland, Waikato or Bay of Plenty.

81%

Overall life satisfaction

Percent of Māori are as satisfied with their lives as other New Zealanders.

75 Years

Life expectancy

Average life expectancy from birth for Māori, six years lower than for all New Zealanders.

50%

Whānau size

Māori adults said their whānau consisted of fewer than 11 people.

CULTURAL WEALTH

Māori think it is "somewhat important" to be involved in Māori culture.

70%

Māori know their iwi.

89%

Māori adults have some ability in te reo Māori.

55%

Ngāpuhi, Ngāti Porou and Ngāti Kahungunu are the three largest iwi groupings.

Te Reo Māori

In 2006, 23.7% of the Māori ethnic population could hold a conversation in te reo about many everyday things compared to 21.3% in 2013. This is despite the Māori population increasing by 5.9% during the same period.

STATE SECTOR EFFECTIVENESS – improving outcomes for iwi, hapū and whānau Māori

The Government has implemented a range of policy reforms in the last five years, concurrently framed within work programmes relating to Better Public Services and the Business Growth Agenda. At a general level, the reforms have been focused on the redistribution and better targeting of mainstream agency resources to areas with the greatest need and ability to deliver meaningful results for our national economy.

In addition to partnering with other agencies to accelerate improved outcomes, we will also develop innovative initiatives to accelerate Māori advancement, and in doing so, gather evidence to demonstrate where targeted and tailored approaches can make more meaningful and sustainable gains for Māori and focus State sector effectiveness efforts to support mainstream agency performance in delivering appropriate outcomes for iwi, hapū and whānau Māori.

ECONOMIC WEALTH

\$36.9 Billion

Estimated value of Māori Assets.

1/3

Māori in working age population who are not in the labour force.

13.2%

The Māori unemployment rate, twice the total unemployment rate.

\$59,700

Median annual household income, \$11,000 less than all households in Aotearoa.

The Māori Economy

The Māori economy has potential to contribute more to national GDP – real growth in the Māori economy between 2006 and 2010 was assessed at \$5.7 billion (18%) or 4.3% annually. With the right focus and support, the Māori economy could contribute an additional \$12 billion annually to national GDP and support an additional 150,000 job opportunities by 2061.

SKILLS, LEARNING & EDUCATION

Māori participation in ECE prior to starting school, compared to 96% for all New Zealanders.

92%

NQF level four or higher (25-34 years).

9 vs 31%
Māori Non-Māori

NCEA achievement level two or above (18 year olds) compared to 77% for all New Zealanders.

61%

Skills and knowledge

Skills and knowledge are at the cornerstone of achieving better outcomes across most areas in life. Higher qualifications in the right areas provide access to better paid employment in growth industries. Gaining higher skills, and the increased income that follows, strengthens whānau circumstances and enables better life choices, with positive impacts on overall wellbeing.



Our Context

.....

This Strategic Intentions document covers the four financial years from 2014/15 to 2017/18. It serves to identify the Ministry's medium-term key priorities and impacts.

A number of contextual factors have influenced the identification of our priorities, including:

- a. *Crown-Māori relationships:* Capable Māori intellectual leadership, versed in the workings of government, and with expectations regarding the accessibility, quality and effectiveness of services provided by the social sector; and future investment and growth opportunities, will continue to have a significant impact on whānau, hapū, iwi and Māori expectations of government, including giving effect to obligations confirmed through Treaty settlements and sustaining a durable relationship. Further dimensions influencing the changing nature of Crown - whānau, hapū, iwi relationships also include rights and interests in, and shared governance and management arrangements over, natural resources all of which will continue to add to the complexities and challenges faced by government in the coming period.
- b. *Representational landscape:* The changing landscape of iwi and hapū representative entities and Māori organisations, along with the emerging expectations iwi and Māori have of government, requires a correspondingly sophisticated approach to managing government's interface with and between these various entities and groups beyond settlements related dialogue.
- c. *Language and Culture:* Māori culture is an integral and defining part of Māori development. It provides the values, norms and context for Māori engagement with each other, and with other New Zealanders (including the Government).

Māori people value their relationships with their iwi and their tūrangawaewae and practice their culture in many ways. They invest in Māori cultural development as an end in itself, and expect the Government to provide support for key elements of Māori culture in line with its Treaty of Waitangi obligations. This approach requires us to find the appropriate balance between Māori leadership and direction, which calls upon Government support.

In addition, Māori cultural values and norms influence how Māori people engage with services provided by government agencies. This means that better public services for Māori have to be informed by, and respond to, these values and norms.

Between 2006 and 2013, the Māori ethnic population increased by 5.9 percent, yet the proportion of Māori population that can hold a conversation about many everyday things in te reo decreased by 4.8 percent. The percent of Māori speakers went from 23.7 percent in 2006 down to 21.3 percent in 2013.

According to Te Kupenga¹, 55 percent of Māori adults had some ability to speak more than a few words or phrases in te reo Māori. This compares with 42 percent in 2001. 50,000 (11 percent) Māori adults could speak te reo Māori very well or well; that is, they could speak about almost anything or many things in Māori.

Te Kupenga also showed that 70 percent Māori adults said it was at least somewhat important for them to be involved in things to do with Māori culture. Just 10 percent said it

¹ Te Kupenga 2013 – Key Facts, Statistics New Zealand.

was not important. Eighty-nine percent said they knew their iwi, while 62 percent had been to their ancestral marae and 34 percent had done so in the last 12 months.

- d. *Whānau Wellbeing:* For whānau working to build their capability through Whānau Ora, education and training has been a common aspiration and a critical step towards rangatiratanga.

66% of whānau have achieved goals in education and training through Whānau Ora.

Many whānau engaged with Whānau Ora have made improvements to whānau relationships and strengthening their whakapapa links. This has paved the way for other improvements to social, cultural and economic outcomes.

73% of whānau have improved whānau connections and relationships through Whānau Ora.

The most common type of aspirations for whānau engaged with Whānau Ora was related to health or disability support. Common improvements were made in healthy eating and exercise, as well as in access to health services.

61% of whānau have improved health outcomes through Whānau Ora.

The shift to the Whānau Ora commissioning model has brought with it a change in Te Puni Kōkiri's roles and responsibilities in relation to Whānau Ora. Te Puni Kōkiri has now established contractual relationships with Whānau Ora Commissioning Agencies. Te Puni Kōkiri's emphasis will now be on ensuring measurable results for whānau and families, including monitoring the performance of Commissioning Agencies.

- e. *Educational Status:*

In education, despite improvements in recent years, Māori continue to lag behind all other populations in NCEA achievement (at secondary level) and National Standards (at primary level). Māori boys achievements are well below those of Māori girls.

In tertiary education, Māori participation tends to be highest at the lowest levels (NZQF Levels 1-3). This is of particular concern as the evidence shows that Māori with higher-level qualifications (NZQF L4 and above) enjoy better outcomes: they earn more, are more likely to be employed, and live up to ten years longer.

Māori participation in tertiary education tends to be clustered in the older age bands, while younger Māori (those aged under 25 years) are less likely to be enrolled at a tertiary institution.

Whānau engagement in learning is important, both for its own sake, and to create the positive home learning environments for tamariki.

As a consequence, Māori are over-represented in low skilled occupations and industries, which are particularly vulnerable in economic downturns. They are under-represented in knowledge-intensive sectors, which are key growth areas in the future, particularly in the knowledge economy. Māori are also consistently over-represented in welfare beneficiary numbers, particularly in the Bay of Plenty, East Coast, Northland, Taranaki and Waikato.



Our Context (continued)

f. *Economic opportunity*: The growth of the Māori asset base, most recently quantified at \$36.9 billion², has been significant, with real growth between 2006 and 2010 assessed at \$5.7 billion or 4.3 percent per annum. This asset base contributes 5.9% of production GDP.

Importantly, with the right focus and support from government, the Māori economy could contribute an additional \$12.0 billion annually to national GDP and support an additional 150,000 job opportunities by 2061.

g. *State sector responsiveness*: The drive for Government to achieve better results for all New Zealanders, such as *Better Public Services*, has had significant implications for the way agencies work, with much greater cross-agency and cross-sector effort being applied to entrenched issues, and a greater emphasis on functional leadership and co-ordination across government.

Te Puni Kōkiri is a small to medium sized Ministry. To make a significant difference to whānau, hapū, iwi, Māori, the Ministry partners with other agencies in the State sector, works alongside whānau, hapū, iwi, and is focused in where it places its emphasis.

In November 2013 Cabinet confirmed Te Puni Kōkiri's role in providing strategic leadership and guidance to Ministers and the State sector on the Crown's partnerships and relationships with iwi, hapū and whānau Māori.

Cabinet also agreed that all departments would consider and support Te Puni Kōkiri's principal role of providing advice and investment that is focused on supporting positive Crown-iwi, hapū and whānau Māori partnerships and relationships, and State sector effectiveness for Māori.

Our five priorities signal the thrust of our work with our Ministers to achieve a strong and focused organisation which leads the Māori Affairs sector, and Government's implementation of Whānau Ora.

2 The Asset Base, Income, Expenditure and GDP of the 2010 Māori Economy, BERL and Te Puni Kōkiri, 2010.

Our Vision, Roles and Approach

Our vision

Iwi, hapū and whānau Māori succeeding as Māori.



Our purpose

Te Puni Kōkiri works within the public sector and with Māori communities to support Māori collective success at home and globally.



Our roles

Te Puni Kōkiri's substantive roles, reflected through our strategic intentions are:

- **Ārahitanga** – provision of 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.
 - **Whakamaherehere** – provision of advice to Ministers and agencies on achieving better results for whānau Māori.
 - **Auahatanga** – development and implementation of innovative trials and investments to test policy and programme models that promote better results for Māori.
- Te Puni Kōkiri is an agile multi-disciplinary agency.
- **As a Policy Ministry** we are committed to providing well-informed and strategic advice to address the needs and aspirations Māori hold: as hapū and iwi partners to the Treaty of Waitangi; as culturally distinct peoples; and as whānau members and citizens.
 - **Through our national and regional network** we are committed to facilitating effective relationships between Māori communities and stakeholders, and to assisting others to understand and respond to the needs and aspirations of iwi and Māori communities, and their whānau.
 - **As an investment agency** we are committed to smart and accountable investment to evidence new policy and programme approaches to support Māori-led development and better outcomes.



Our Approach

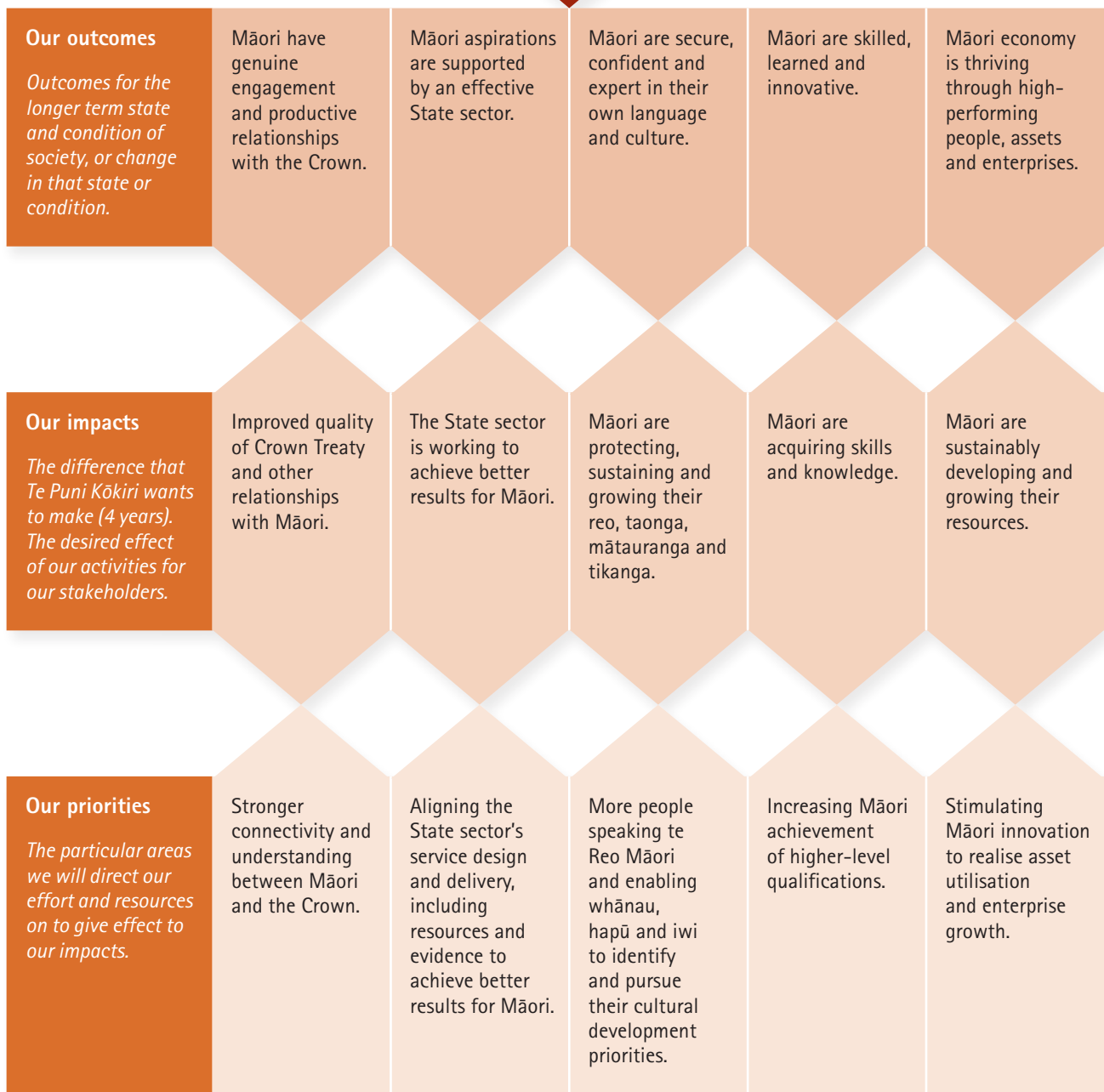
Te Puni Kōkiri's approach to its roles and functions is guided by the following operating model.



Our Strategic Intentions

Te Puni Kōkiri's strategic intentions are captured in the following table:

Partnership – Te Ara Rangapu	Protection – Te Tu Rangatira	Participation – Te Ara Whakamua
The Crown, iwi and Māori collectives enjoy relationships that support their shared and respective duties, interests and aspirations, and foster the economic interests of iwi and Māori collectives.	Māori are more secure, confident and expert in their own language and culture.	Whānau Māori are pursuing and realising an improved quality of life and citizenship for their members.



Outcome 1:

Crown – Iwi, Hapū and Whānau Māori Relationships

Desired Outcome	Māori have genuine engagement and productive relationships with the Crown.
Impact	Improved quality of Crown Treaty and other relationships with Māori.
Te Puni Kōkiri Priority	Stronger connectivity and understanding between Māori and the Crown.
Why are we doing this?	<p>The Treaty of Waitangi establishes a partnership between Māori and the Crown. For both the Crown and Māori this confers an obligation to act in good faith, and the Crown has an obligation to actively protect Māori interests.</p> <p>Both the Crown and Māori must continually work to retain enduring and meaningful connections.</p>
How will we measure our success?	We will know we are making progress when we see stronger connection and understanding between Māori and the Crown ³ .
Te Puni Kōkiri Partnerships	<p>Te Puni Kōkiri will:</p> <ul style="list-style-type: none"> • focus on enhancing policy and processes for improved outcomes for whānau, hapū, iwi, Māori; • partner with the relevant agencies to increase the transparency and accountability of State sector agencies for their performance for Māori; and • provide guidance for Māori input and participation in priority-setting, planning and reporting, and strengthening performance improvement framework processes.
Te Puni Kōkiri's Intentions	<p>Te Puni Kōkiri will:</p> <ul style="list-style-type: none"> • support the development of Crown-Māori relationships capability and capacity; • provide strategic leadership and guidance to Ministers and the State sector on the Crown's partnerships and relationships with iwi, hapū and whānau Māori; and • facilitate and broker direct engagement and relationships between the Crown and Māori that: <ul style="list-style-type: none"> - support the rights, interests, aspirations and priorities of Māori being appropriately represented or addressed to the State sector; and - contribute to improved outcomes for iwi, hapū and whānau Māori.

³ Note that measures for Outcome 1 will rely to some extent on performance measures for Outcomes 3-5.

Outcome 2:

State Sector Effectiveness for Māori

Desired Outcome	Māori aspirations are supported by an effective State sector.
Impact	The State sector is working to achieve better results for Māori.
Te Puni Kōkiri Priority	Aligning the State sector's service design and delivery to achieve better results for Māori.
Why are we doing this?	<p>Māori are significant consumers of many services provided by the State sector, and current results are capable of considerable improvement.</p> <p>Most socio-economic indicators show that outcomes for Māori have improved over time, but deteriorated relative to outcomes for non-Māori.</p> <p>Māori success, particularly in education, skills and employment, is critical for New Zealand's future economy.</p> <p>Better aligning and directing existing state resources has the potential to provide more effective services for whānau, hapū, iwi, and Māori.</p>
How will we measure our success?	We will know we are making progress when we see evidence of Te Puni Kōkiri's influence in assisting the State sector to develop, implement and review policy and processes to achieve improved results for Māori ⁴ .
Te Puni Kōkiri Partnerships	<p>Te Puni Kōkiri will partner with State sector agencies to:</p> <ul style="list-style-type: none"> • increase their transparency and accountability in relation to their performance for whānau, hapū, iwi, and Māori; • improve the resources and evidence available for the State sector to achieve results for whānau, hapū, iwi, and Māori; and • develop, implement and review policy and processes in relevant sectors to meet whānau, hapū, iwi, and Māori needs and priorities.
Te Puni Kōkiri's Intentions	<p>Te Puni Kōkiri will:</p> <ul style="list-style-type: none"> • actively work to ensure that key agencies within the state sector are focused on achieving better results for whānau, hapū, iwi, Māori, including measuring and reporting on their results; • invest in trial initiatives aimed at supporting Māori-led development and guiding the State sector, including whānau centred services; • provide whānau, hapū, iwi, Māori with access to information to support their engagement with government on the services being delivered; • facilitate and broker relationships between whānau, hapū and iwi, and State sector agencies; • provide strategic policy advice on the issues of most importance to Māori, including whānau centred services; and • measure and track progress towards the achievement of results for Māori in key outcome areas.

4 Note that measures for Outcome 2 will rely to some extent on performance measures for Outcomes 3-5.



Outcome 3:

Strengthening Māori Cultural Wealth

Desired Outcome	Māori are secure, confident and expert in their own language and culture.
Impact	Māori are protecting, sustaining and growing their reo, taonga, mātauranga and tikanga.
Te Puni Kōkiri Priority	More people speaking te Reo Māori and enabling whānau, hapū and iwi to identify and pursue their cultural development priorities.
Why are we doing this?	<p>Te reo Māori remains a crucial cultural asset for Māori. The Courts and Waitangi Tribunal have found that te reo is protected under the Treaty of Waitangi. Te Puni Kōkiri has a leadership role in the government's efforts to support the revitalisation of the Māori language.</p> <p>Māori culture is one of the main distinguishing features of Māori society, and provides a point of difference for Aotearoa / New Zealand more generally.</p>
How will we measure our success?	We will know we are making progress when the number of proficient and fluent te reo Māori speakers is increasing and we see increases in whānau, hapū, iwi and Māori cultural development.
Te Puni Kōkiri Partnerships	<p>Te Puni Kōkiri will lead work across the State sector and with whānau, hapū, iwi and Māori organisations to:</p> <ul style="list-style-type: none"> • promote more people speaking te reo Māori; and • enable whānau, hapū and iwi to pursue their cultural development priorities.
Te Puni Kōkiri's Intentions	<p>Te Puni Kōkiri will:</p> <ul style="list-style-type: none"> • lead the provision of advice, and oversee the regulatory framework for the promotion and protection of te reo Māori, to ensure it remains relevant and fit for purpose; • work with Te Taura Whiri, Te Māngai Pāho and the Māori Television Service to ensure the delivery of effective programmes and services that promote te reo Māori; • support whānau, hapū and iwi to actively plan for their own cultural development; • work across the state sector to ensure that agencies are providing appropriate support for Māori cultural development priorities; • support work to ensure Māori access to Māori language and culture and other Māori development opportunities through digital media; and • gather evidence and intelligence on the effective delivery of Māori programmes and services that promote te reo Māori.

Outcome 4:

Skills, Learning and Education

Desired Outcome	Māori are skilled, learned and innovative.
Impact	Māori are acquiring skills and knowledge.
Te Puni Kōkiri Priority	Increasing Māori achievement of education qualifications.
Why are we doing this?	<p>Evidence shows that Māori with higher-level qualifications, particularly at tertiary NZQF L4, are more likely to be employed (and less likely to become unemployed), earn more, and live up to 10 years longer.</p> <p>Improving Māori education and skills will increase incomes, enabling more Māori to have greater control over their lives and more freedom to carve out their own paths, with fewer constraints on their choices and less reliance on the State.</p> <p>Skills and education benefit individuals first, their whānau and communities second, and in turn, the New Zealand economy.</p> <p>Te Puni Kōkiri is focused on investing in people for New Zealand's future.</p>
How will we measure our success?	We will know we are making progress when the number/percentage of Māori achieving higher-level qualifications is increasing.
Te Puni Kōkiri Partnerships	Te Puni Kōkiri will partner with State sector agencies, including the Ministry of Education, Ministry of Social Development, Ministry of Business, Innovation and Employment, and the Tertiary Education Commission to accelerate improved skills, learning and education outcomes for Māori.
Te Puni Kōkiri's Intentions	<p>Te Puni Kōkiri will:</p> <ul style="list-style-type: none"> gather evidence to inform targeted and tailored policy and approaches aimed at providing more meaningful and sustainable gains for Māori education and skills; support the development and evolution of state sector capability and policy to improve Māori skills, learning and education outcomes; invest in trial initiatives aimed at supporting Māori to achieve higher qualifications and support intergenerational success for Māori, and ensure that the State sector learns from them; and partner with employers in growth industries to increase Māori participation, and representation at higher levels.



Outcome 5:

Strengthening Māori Economic Wealth

Desired Outcome	Māori economy is thriving through high-performing people, assets and enterprises.
Impact	Māori are sustainably developing and growing their resources.
Te Puni Kōkiri Priority	Stimulating Māori innovation to realise asset utilisation and enterprise growth.
Why are we doing this?	<p>A thriving Māori economy will result in benefits for the wider New Zealand economy, including greater employment opportunities, higher incomes, and an expanded tax base.</p> <p>Māori have ambitions to be innovators and to be part of internationally-connected pathways to global markets. Unlocking the potential of Māori people and assets are prerequisites for this to occur.</p>
How will we measure our success?	We will know we are making progress when we are able to evidence that Māori are sustainably developing and growing their resources.
Te Puni Kōkiri Partnerships	Te Puni Kōkiri will build on its targeted, coordinated, and collective relationships with the public and private sectors to promote individuals, whānau, hapū and iwi to be active participants in a high performing New Zealand economy.
Te Puni Kōkiri's Intentions	<p>Te Puni Kōkiri will:</p> <ul style="list-style-type: none"> • support economic scale by facilitating collectivisation, business partnerships and growth, especially in the primary production sector; • promote Māori business innovation; • promote effective and efficient legislation which enables Māori to meet the aspirations of Māori for their resources; • support policies and initiatives which increase whānau financial literacy; • advise on iwi rights and interests across a range of natural resources; • gather evidence to support understanding and opportunities for growing the Māori economy, business partnerships and growth; and • monitor the effectiveness of state sector initiatives to promote Māori in business and the Māori economy.

Organisational Health and Capability

Our Workforce

Our people are our wealth and we want Te Puni Kōkiri to be a place where people are inspired and rewarded for their contributions. It is critical that we continue to imbed our values in our behaviours and attitudes and maintain a workforce under our new operating model that will enable us to meet the requirements of our new strategic direction.

Transformation

Our future workforce is likely to be smaller and more highly and differently skilled. The Transformational change presented to Te Puni Kōkiri staff on 17 June 2014, proposes further structural changes within Wāhanga to support the implementation of the Ministry's new operating model. Some of the key themes that may impact on our workforce include:

- Upholding and driving our vision and values;
- Improving our ability to deliver against our kaupapa;
- Making it easier for staff to connect with their peers across Wāhanga;
- Leveraging our existing strengths and build new capability where we need it; and
- Being sustainable and financially viable over the medium term.

At the time this Strategic Intentions document was signed, the Ministry was in the process of collating the submissions received from staff consultation on the Future Focus review, with a view to confirming the final approach by 31 August 2014.



Organisational Health and Capability (continued)

People Capability Strategy

Our new People Capability Strategy will build on the positive environment already in place and will include improvements to our Performance Framework. This will ensure we continue to have robust and timely information available to us on our current capabilities and common areas of development.

To assist us to transition successfully to our new operating structure, the strategy will provide a framework that will enable us to:

- continue to build our leadership capacity across the organisation, and to provide our staff with opportunities to not only build their analytical capabilities, but also their resilience in the face of change;
- consider the need to supplement or change existing systems to effectively monitor and review the depth of capability within core areas of the Ministry;
- ensure that our staff have the right mix of skills and capability so that we are best placed to move towards our strategic direction;
- harness the diverse skills, knowledge and talent of our people across kaupapa to get results and to be a performing agency where people want to work;
- invest in staff and set up learning opportunities in areas such as critical thinking and financial acumen; and
- provide opportunities for staff to connect with their whakapapa interests.

Key Assessments of our Organisational Health

Te Puni Kōkiri has enjoyed a positive workplace culture for some time, with staff engagement being at or above the State Sector average over the past seven years. The results of our most recent external assessments (summarised in the table on page 23), across the full range of public sector indicators confirm that Te Puni Kōkiri continues to maintain both a capacity and a capability comparable to that of our colleague agencies.

Measure / Review	Outcome / Result
Stakeholder Surveys	<p>Key Regional Stakeholders Survey 13/14 – 4.56 out of possible 5.</p> <p>MBFS Client Satisfaction Survey 13/14 – 4.45 out of possible 5.</p> <p>MPF Client Satisfaction Survey 13/14 – 4.49 out of possible 5.</p> <p>One of five government departments recognised by the Equal Opportunities Commission as leading in equal employment opportunities practice (2014).</p>
Staff Engagement Survey May 2014	Significantly improved result compared with 2012 and significantly ahead of the State Sector Average.
SSC PIF Report	Undertaken in 2010. Of the 30+ agencies reviewed since, Te Puni Kōkiri compares favourably. A self-review was completed by Te Puni Kōkiri in late 2013, preparatory to a future PIF review by external assessors.
SSC Human Resources Capability Survey Report	Released by SSC in October 2013. Compares Te Puni Kōkiri positively with the core public sector.
Treasury led Benchmarking Administrative and Support Services (BASS) report	Compares Te Puni Kōkiri favourably with other agencies with a similar profile. Trend data shows continual improvement in both efficiency and effectiveness over time.
Independent Audit Ratings of our Management Control Environment	<p>Based on Audit NZ ratings for 2012/13:</p> <ul style="list-style-type: none"> • Financial information, systems, and controls – good; • Management control environment – needs improvement; and • Service performance information, systems, and controls – needs improvement.



Organisational Health and Capability (continued)

Equality and Diversity

We have staff who are passionate about their work and who bring a depth of knowledge and understanding to their assignments. We acknowledge that whakapapa, tikanga and other cultural connections are part of the "intelligence" that staff bring to their jobs and we welcome, respect and learn from that diversity.

Over 70% of our employees identify as Māori. We actively provide an environment where they are supported and encouraged in their aspirations as Māori. We will continue to recruit, nurture and grow Māori public servants to become leaders in their fields and to enhance the capability of the public sector.

We have a 60/40 gender ratio in favour of women within our senior management, reflecting the overall make-up of our workforce making Te Puni Kōkiri a leader in the public sector.

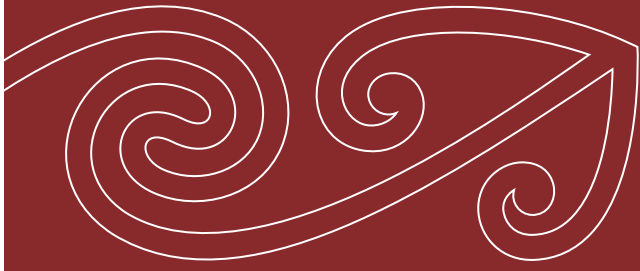
We also have one of the lowest gender pay gaps in the Public Service. These measures demonstrate that the continued commitment to attracting a diversity of quality applicants for our vacancies, and retaining the talent we employ, is effective.

Our People Capability Strategy, will build on the key themes of equity in rewards; participation; fairness, respect and diversity. We will also continue to monitor key HR performance indicators and will ensure that fair and transparent performance management systems and processes are in place.



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