



Te Puni Kōkiri  
REALISING MĀORI POTENTIAL

1 JULY 2006

## Statement of Intent 2006/07



COVER IMAGE: MANUKA - KNOWN AS NEW ZEALAND'S TEA TREE, MANUKA HAS LONG BEEN USED BY MĀORI FOR ITS MIRACLE HEALING ABILITIES.

# Nurture the humble kaponga: it has the potential to shelter (the people).



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

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## FOREWORD RESPONSIBLE MINISTER

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E te hunga kua riro ki tua o  
Paerau, kua ngaro nei i te kanohi  
kitea, moe mai koutou. Ki aku  
hoa Pāremata, ki ngā Tumuaki  
Whakahaere Tari Kāwanatanga  
ngā iwi, me ngā hapori katoa o  
Aotearoa – aku mihi aroha ki a  
koutou.

In 2006, we are able to identify significant gains for Māori across the economic, cultural and social spectrum of New Zealand: Māori unemployment is at a 20 year low; more Māori participate at all levels of education than ever before; Māori are working across the economy and participating in enterprise; the Māori language is thriving; and Māori have experienced a cultural renaissance.

Significant progress has also been made by this Government in laying the foundation for New Zealand's transformation to a dynamic, knowledge-based economy and society. Māori economic development is inextricably linked to the nation's economic growth, and we are seeing the increasing contribution of positive development of Māori people, their assets, resources and enterprise.

The Government's investment in Māori, particularly through the focus on building the infrastructure of, and Government relationships with, Māori organisations has provided a sound platform for government engagement with Māori communities and organisations. It has also resulted in an increase in the number of partnerships between Māori organisations and private/international partners to access finance, product and market development opportunities, and global markets.

The Government's overall objective for the next decade is to continue the transformation, underpinned by the values of fairness, opportunity and security. The Government's policy programme balances economic and social policy, with three key priorities: economic transformation; ensuring that families, young and old, are able to secure and have the opportunity to reach their full potential; and strengthening our national identity. These objectives are consistent with Māori aspirations, and the need to recognise the increasing diversity in the Māori population to ensure quality outcomes for all.

As recognised in the tenor and findings of the Hui Taumata 2005, whilst Māori have, and will increasingly, lead their own development, the Government has a contribution to make as it shares the aspirations, objectives and priorities of Māori. In this regard, this Government has already signalled that strong education, employment and enterprise policies will see Māori potential realised. The Government, along with Māori, is committed to ensuring that Māori have opportunities to gain the knowledge, experience and skills needed to increase their participation in a modern economy.

Current indicators of Māori progress and achievement highlight significant progress in

the return of assets and Treaty settlements; major growth in Māori employment figures; increase participation in Enterprise; greater participation by Māori in tertiary education and industry training; high returns on investments in primary production; and greater opportunities for whānau and Māori community development. Clearly, this is an opportune time to build on these achievements, using an outcomes-based approach to enable the realisation of potential that exists within all Māori. This means a focus on lifting the aspirations of individual and extended families, alongside iwi and hapū. This will be achieved through celebrating and encouraging success in many areas, including education, music, film, arts and culture, business and sport.

This Statement of Intent is consistent with the policies and performance expectations of the Labour-Progressive Government.

Ngā manaakitanga a te Atua Kaha Rawa ki a koutou katoa.

Signed



Hon. Parekura Horomia  
Minister of Māori Affairs



*"The Government, along with Māori, is committed to ensuring that Māori have opportunities to gain the knowledge, experience and skills needed to increase their participation in a modern economy."*





## INTRODUCTION CHIEF EXECUTIVE

Ki a koutou kua pāngia e te ringa kaha  
o mate, moe mai rā ki roto i Te Ariki.

Ki a tātou te hunga ora, iwi Māori, tauiwi mā,  
aku mihi nui tonu i runga i te mōhio  
kei te ahu whakamua tātou katoa.

Over the next five years, a window of opportunity exists for Māori to build on the achievements of the past. These achievements have seen Māori confirm themselves as a unique and valuable partner in the development of New Zealand's nationhood. Increasingly the positive development of Māori, their assets, resources, knowledge and enterprise, are contributing factors to Māori succeeding as Māori.

As a significant part of the New Zealand population, Māori are contributing substantially to the New Zealand economy. Our challenge is to unlock the potential that exists in the growing Māori population and the growing Māori asset base. Success for Māori means success for Aotearoa New Zealand.

Without a doubt Māori are making a strong contribution to the economic, cultural and social fabric of our society and are confidently taking their place on the national and world stage.

But not all Māori are benefiting from this trend of positive achievement. Our five year goal is to ensure that these people become part of the upward trend while not losing the momentum of success gained in past years. How do we accomplish this? – through careful and focused strategic investments.

It is time to invest in opportunities that accelerate education and skill development for Māori so they can move into those

jobs provided by existing labour and skill shortages. Māori can increasingly benefit from New Zealand's growing, globalised, and knowledge-based economy.

Guided by Government priorities and the Māori Potential Approach, Te Puni Kōkiri has identified three core areas for strategic investment: the building of knowledge and skills (*Mātauranga*); strengthening of leadership and decision-making (*Whakamana*); and the development and use of resources (*Rawa*).

These investments will focus on lifting aspirations and celebrating and encouraging success in many areas, including education, music, film, arts and culture, business and sport.

This Statement of Intent closely aligns to the government's three priorities – *Families – young and old; National Identity; and Economic Transformation*. Our priorities will produce positive, measurable results for Māori that support Government's desire to build a strong economy that delivers a quality of life aimed at supporting all New Zealand families.

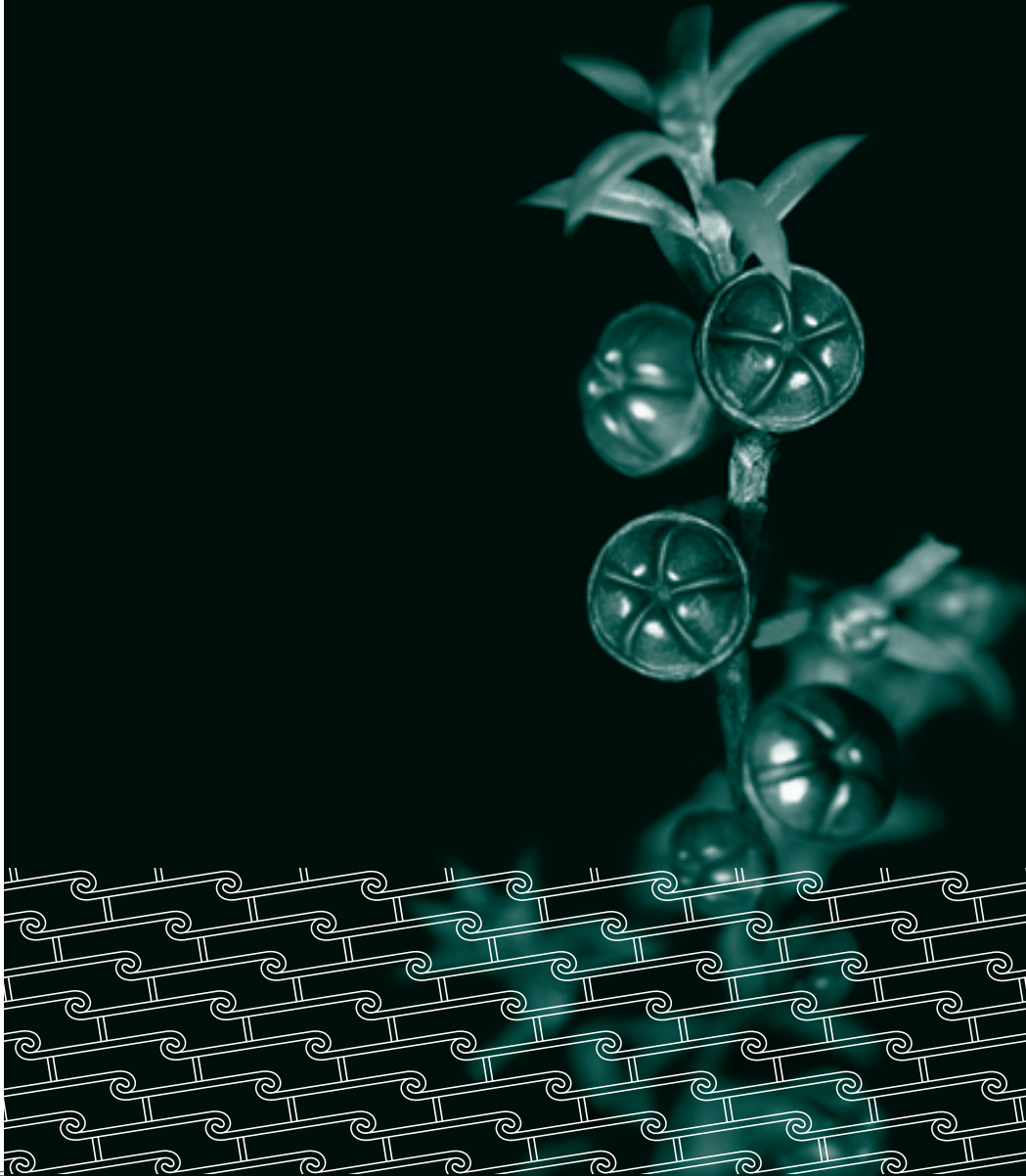
It outlines developments in our thinking about each priority and the work that needs to be done to achieve outcomes and enable improved life quality. It gives more detail about how we are going to measure the extent to which we are achieving our goals and how we are going to build our evidence-base.

Kia tau te rangimārie, me ngā atawhai a te Wāhi Ngaro,  
ki runga ki a tātou katoa.

Signed

Leith Comer  
Chief Executive

# 1. WHERE WE HAVE COME FROM



# A SNAPSHOT OF MĀORI DEVELOPMENT

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The past three decades have seen a considerable economic, social and cultural transformation of Māori.

Having been disproportionately affected by the economic downturn of the 1980s due to an over-representation in low-skilled and vulnerable jobs, Māori have made significant progress developmentally<sup>1</sup>:

- Driven by economic growth and labour market recovery, and increased educational attainment, Māori unemployment has steadily declined. Māori employment has also diversified, with growing participation across all sectors.
- There have been marked gains in educational attainment, particularly at the early childhood and tertiary levels. There has been growth in adult learning, with parent involvement in their children's education, as a catalyst, as well as the accessibility of Wānanga.
- There has been a Māori cultural renaissance, involving revitalisation of the Māori language, strengthening of traditional iwi institutions, growth of Māori immersion education, health and other service providers, investments in Māori culture, and development of Māori broadcasting in television and radio.

- There has been progress in addressing the past through Treaty settlements. The work of the Waitangi Tribunal and direct negotiations between the Crown and Māori, have provided a process and forum for recognition and redress of the injustices of colonialism.
- Overall, Māori assets in the New Zealand economy are now conservatively estimated at \$9 billion, including labour market participation, entrepreneurship, and resources including land and fisheries.

Arriving at this point however has been quite a journey. Significant changes were made that began with policy that was put in place to meet those earlier challenges. The policy focus was specifically on providing Māori with the means to make positive changes for themselves. And, Te Puni Kōkiri played a key role in implementing this by:

- delivering four programmes<sup>2</sup> that identified inequalities between Māori and mainstream and targeted funding into those areas that might reduce those inequalities. Te Puni Kōkiri also directed funds into priority areas identified by whānau, hapū, iwi and Māori organisations.
- Providing information, advice, relationship facilitation and inter-agency coordination to support the development of whānau, hapū, iwi and Māori organisations.

1 Ringold, Dena - *Accounting for Diversity: Policy Design and Māori Development in Aotearoa New Zealand*, 2005.

2 Capacity Assessment, Capacity Building, Local Level Solutions and Direct Resourcing of Local Level Solutions.



Over this period, Te Puni Kōkiri also invested heavily in facilitating Māori participation in the economy by developing a business facilitation service to support business start-ups, provide mentors to progress businesses through their early stages of growth, and establish professional and business networks to strengthen business relationships.

The Ministry of Social Development's state sector-wide leadership of the *Reducing Inequalities* programme resulted in their taking responsibility for monitoring and reporting on state sector performance in reducing inequalities. This required Te Puni Kōkiri to focus more on the development of collaborative relationships with state sector agencies to influence planning and associated outcome targets.

In 2004, Te Puni Kōkiri released its new strategic direction, which highlighted two fundamental principles:

- Māori want to live as Māori and, at the same time, participate in Aotearoa New Zealand and the world; and
- Māori success is important to New Zealand's sustainable development.

Out of these principles came the new outcome: 'Māori succeeding as Māori'. This gave rise to a focus on those areas that Te Puni Kōkiri expected to have a significant influence on Māori succeeding as Māori in:

- Māori Specific Outcomes (that Māori are generally responsible for): Culture and Language, Māori and Crown Relations, and Land, Other Assets and Entities; and
- Universal Outcomes (that mainstream government agencies are responsible – for all New Zealanders): Education, Health, Economic and Society. Recognising the youthfulness of the Māori population, building human capability.



*"Māori success  
Is important to  
New Zealand's  
sustainable  
development."*



# WHAT THE FUTURE HOLDS

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The Government's investment in Māori, particularly through the focus on building the infrastructure of, and Government relationships with, Māori organisations has provided a sound platform for government engagement with Māori communities and organisations. It has also resulted in an increase in the number of partnerships between Māori organisations and private/international partners to access finance, product and market development opportunities, and global markets – including those that seek to maximise the niche value of distinctly indigenous products.

While consolidating gains (in reduced unemployment and increased educational participation) as well as continuing work in health, housing, justice, and family support, now is the time to increase efforts to build on achievements, to position Māori to engage with the private/international sector, local government, and Māori organisations to leverage greater economic, social and cultural gains.

Demographic trends released by *Statistics New Zealand* in 2005 emphasise the increasing diversity in the Māori population that will create new challenges in enabling Māori to leverage off the opportunities available

to them through New Zealand's growing, globalised, and knowledge-based economy. By 2021:

- the Māori population is projected to increase to 749,000 (17% of the total population);
- the median age of Māori will be 27 years compared to 43 years for non-Māori;
- Māori children will make up about 28% of all children aged 0–14 years;
- the number of Māori in the main working ages (15–64 years) will increase from 350,000 in 2001 to 468,000 (an increase of 34%); and
- Māori will make up one in five (19%) of workers aged 15–39 years.

Current indicators of Māori achievement, coupled with the increasing mood of confidence and desire for success amongst Māori families and communities, presents an opportune time to reframe the policy approach to Māori development – a change from primarily focusing on reducing disparity to a more balanced outlook in terms of Māori potential, development, aspiration and success.

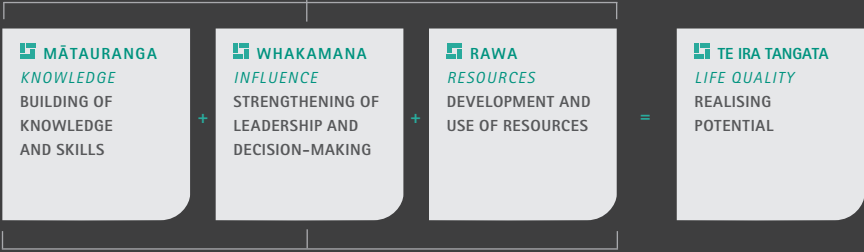
# OUTCOME FRAMEWORK

## KEY INTERNAL ACTIVITIES

- KNOWLEDGE MANAGEMENT
- PEOPLE CAPABILITY
- RELATIONSHIP MANAGEMENT
- COMMUNICATIONS

MĀORI SUCCEEDING AS MĀORI

## INTERMEDIATE OUTCOMES



## PRIORITIES



OUTPUT PLAN

# THE MĀORI POTENTIAL APPROACH

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The Māori Potential Approach

is the way in which

Te Puni Kōkiri gives effect

to its strategic outcome of

*Māori succeeding as Māori.*

The realisation of Māori potential is a forward looking, innovative approach that seeks to accelerate Māori from intergenerational dependency to being high performing contributors to the New Zealand economy and society.

The Māori Potential Approach is about exceptional life quality that focuses on Māori people themselves as the key catalyst for change. It affirms that Māori have the capability, initiative and aspiration to make choices for themselves, and seeks opportunities for Māori to make choices in ways that support their cultural identity and contribute to exceptional life quality.

The ultimate aim of the Māori Potential Approach is to better position Māori to build and leverage off their collective resources, knowledge, skills and leadership capability to improve their overall life quality.

Together, the Māori Potential Guiding Principles and Framework provide for a consistent transparent and coordinated approach to the Māori Affairs portfolio and Māori public policy.

## MĀORI POTENTIAL GUIDING PRINCIPLES

The Māori Potential Guiding Principles are intended to guide the development and implementation of Māori public policy in ways that reflect the strengths and aspirations of Māori people and to maximise opportunities for Māori to realise this potential.

*The Guiding Principles are:*

*Māori Potential – This principle affirms that Māori are diverse, aspirational people with a distinctive culture and value system.*

This principle highlights that Māori are a diverse people with significant potential as an indigenous people, strong in culture, as a New Zealand population and as global citizens. It recognises that all Māori have positive potential, regardless of age, gender, location or socio-economic status and that their potential as individuals and/or collectives may be unleashed and realised in dynamic ways.

This principle guides Te Puni Kōkiri in supporting Māori to identify their strengths and potential and develop and facilitate opportunities to maximise this potential in ways that contribute to sustainable success.

Culturally Distinct – *This principle recognises the Māori community and their indigenous culture as a net contributor to the identity, wellbeing and enrichment of wider society.*

This principle recognises that Māori communities are both part of, and net contributors to the wider society in which they participate. It distinguishes Māori as the first people of Aotearoa/New Zealand and acknowledges the positive contributions they may bring to, and enrich their communities with, as an indigenous people, as cultural beings and as contemporary citizens of New Zealand and the world.

This principle guides Te Puni Kōkiri to support the creation of an environment and facilitation of opportunities with, and for Māori, to sustain and leverage off their indigenous identity and culture in ways that contribute to their own wellbeing and that of the communities of which they are a part.

Māori Capability – *This principle affirms the capability, initiative and aspiration of Māori to make choices for themselves.*

This principle guides investment in Māori to bring about change in their life circumstances and their environments. It suggests that by changing the way people view themselves and their power to act on their own behalf, they inevitably change their interaction

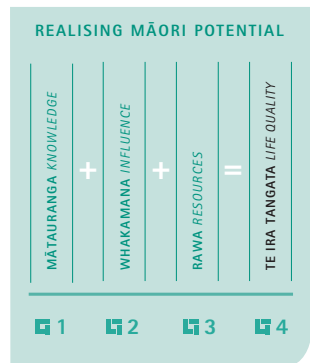
with and the reaction of the communities or activities they are involved with. This principle advocates that while strengthening organisational and infrastructural capacity, it is equally important to build the capability of people and their sense of their choices and power to act.

This principle guides Te Puni Kōkiri to support and facilitate opportunities for investment in Māori people themselves that builds upon their own capability and initiative to be catalysts for change in their own lives.

### MĀORI POTENTIAL FRAMEWORK

The Māori Potential Framework is an outcomes-based tool for identifying where and how to support the realisation of Māori potential. It provides a frame of reference that helps expose priorities for intervention, and measure, track and report the sustainable development of Māori over time.

The outcome state of realised potential described within the framework is *Te Ira Tangata* which refers to the Māori person and the full realisation of their spiritual, emotional, psychological and physical wellbeing. As wellbeing ultimately depends on people having a sense of choice or control over their lives, the framework describes the state of *Te Ira Tangata* as one in which Māori are exercising confident and responsible choices about the quality of life they experience.





The Framework identifies three key enablers that are fundamental to Māori achieving improved life quality and realising their potential. These are:

**1 MĀTAURANGA KNOWLEDGE**

**Building of Knowledge and Skills**

This area acknowledges the importance of knowledge to building confidence and identity, growing skills and talents and generating innovation and creativity. Knowledge and skills are considered as a key enabler of Māori potential as they underpin choice and the power to act to improve life quality. As identified in 'The Social Report 2005', knowledge and skills enhance people's ability to meet their basic needs, widen the range of options open to them in every sphere of life, and enable them to influence the direction their lives take.

**2 WHAKAMANA INFLUENCE**

**Strengthening of Leadership and Decision-making**

This area recognises that Māori success relies on their capacity to lead, influence and make positive choices for themselves and others. It acknowledges that the capability and opportunity for Māori to make decisions for themselves, to act in self-determining ways and to actively influence decisions that affect their lives, is integral to individual/collective wellbeing.

This area can incorporate all forms of leadership and decision making, from governance, management and leadership of a collective through to an individual exercising responsible choice for the benefits of themselves and others.

**3 RAWA RESOURCES**

**Development and Use of Resources**

This area recognises the importance of ensuring Māori can access the necessary resources at the right time and place in order to meet their basic needs and take advantage of opportunities to use, develop and retain their resources in ways that will improve their quality of life.

Resources may include: financial resources (e.g. income, assets), natural resources (e.g. land, water, plants) or physical resources (e.g. food, clothing, housing, technology, buildings and other infrastructure) and all other resources required to meet needs and provide opportunities for Māori cultural, social and economic development.

**Māori Potential Implementation System**

As shown in Figure 1 opposite, the Māori Potential Approach gives rise to an organised implementation system that supports Te Puni Kōkiri in:

- determining strategic priorities and outputs that are informed by government priorities, the Māori Potential Guiding Principles and the Māori Potential Framework;
- developing and implementing policy interventions to achieve outcomes; and
- measuring and reporting on performance and contribution to the achievement of government priorities and the desired outcome state of improved life quality for Māori.

**GOVERNMENT PRIORITIES**  
 Economic Transformation, National Identity, Families – young and old

- MĀORI POTENTIAL GUIDING PRINCIPLES**
- Affirm Māori as a diverse, aspirational people with a distinctive culture and value system
  - Māori community and their indigenous culture as a net contributor to the identity, wellbeing and enrichment of wider society
  - The capability, initiative and aspiration of Māori to make choices for themselves

**MĀORI POTENTIAL FRAMEWORK**  
 Desired Outcome State – *Te Ira Tangata*  
*A state of realised potential through Māori exercising confident and responsible choices about the quality of life they experience*

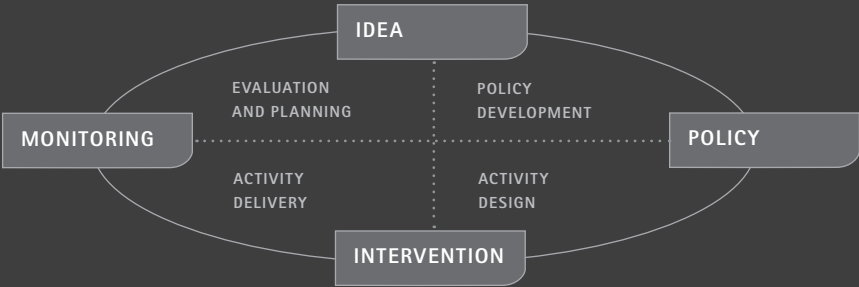
To be enabled through:

- Building of Knowledge and Skills – *Mātauranga*
- Strengthening of Leadership and Decision-Making – *Whakamana*
- Development and Use of Resources – *Rawa*

- STRATEGIC PRIORITIES**
- Economic transformation through maximising Māori collective assets and growing Māori innovation
  - Strengthened national identity through maximising Māori cultural capital
  - Families – young and old through maximising whānau potential

**OUTPUTS**

- MEASURING PERFORMANCE**
- Policy
  - Research
  - Evidence
  - Capability
  - Information
  - Stakeholders
  - Evaluation



## BUILDING AN EVIDENCE BASE TO INFORM PRIORITIES AND ACTIVITIES

To fully realise Māori potential we need to understand what is best within Māori society, and to cultivate positive experiences of work, learning, relationships and culture. This underpins the Māori potential approach. It is an opportunity to create a public policy approach that builds strengths to enable Māori to achieve.

Te Puni Kōkiri is building an evidence base about Māori experiences of success, to supplement current research and literature that highlights barriers to Māori development.

By the end of 2009 we will have built the internal reporting and analytical systems we need to better identify opportunities that produce the sort of success that matches Māori aspirations. We will also work with other agencies and institutions to assist them to broaden their data collection and research programmes so that collectively we are able to utilise the widest range of evidence on Māori success.

## MEASURING PROGRESS

Building on the information and data collection, analysis and reporting of the last 5 years, our focus to 2009 is to increase the depth and breadth of our knowledge about measuring progress towards Māori success. This means a new range of questions and data collection instruments are needed to augment all we have learned over the past decade or so about redressing problems and ensuring government services perform well for Māori.

With regard to measuring progress towards outcomes Te Puni Kōkiri is completing a series of outcome indicators that illustrate the condition of Māori society. Over the next 6 years these will be used to assess the changes that Te Puni Kōkiri contributes to at the outcome level.

To measure the effectiveness of our most important investments for the 2006/07 financial year we will collect data about the quality of the inputs, processes and impacts using a combination of evaluation, case studies, other research and staff reporting. The account we will be able to provide at the end of the 2006/07 year will be used to inform the course of investments, as well as to demonstrate how well we are achieving.

These measures will be supported by more detailed operational performance measures and other evidence to enable managers to improve performance. Most of the data that will underpin these measures will be sourced from within Te Puni Kōkiri using a combination of evaluation, research and systematic administrative reporting. The results of our reporting strategy will be used to account for our actions and to improve the linkages between policy and operational decision making.



## COST EFFECTIVENESS OF INTERVENTIONS

At the operational level, we conduct research and evaluation on our programmes to gain an understanding of what works, and what works well. We use this information to make improvements to the services and programmes we deliver. This information provides part of the material needed to build a picture of cost effectiveness.

Over the next year we will work on establishing a suitable set of cost effectiveness measures to include in future statements of intent, as required under section 40(d)(ii) of the Public Finance Act 1989.

Te Puni Kōkiri's core work of providing policy advice does not lend itself to direct cost-effectiveness analysis.

Measurement of the effectiveness of our policy advice is best made through stakeholder assessment, in particular that of the Minister through his 4 monthly review of the quality of our advice.



## THE ROLE OF TE PUNI KŌKIRI

Te Puni Kōkiri's broad functions, enabled through the Ministry of Māori Development Act 1991, are:

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

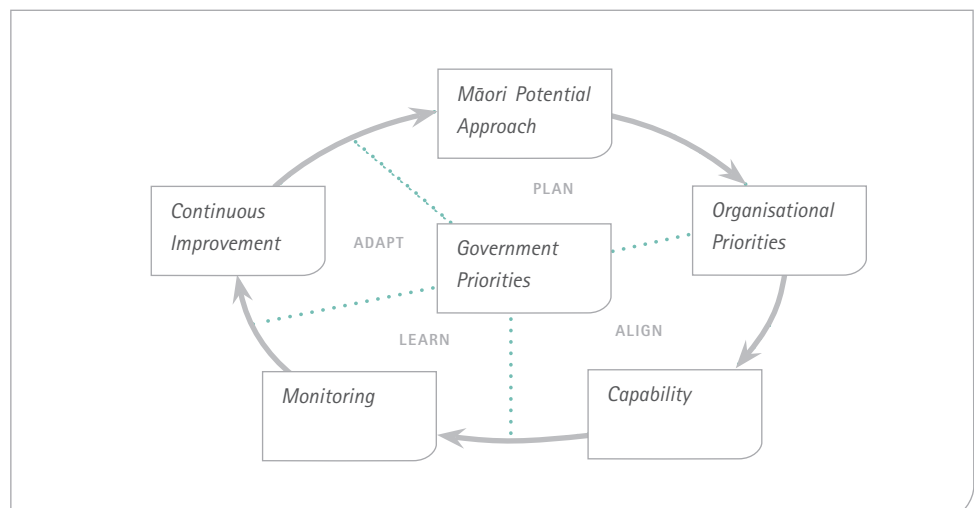
Since its establishment, and through successive administrations, changes in the way that Te Puni Kōkiri's role has been effected have been numerous. For example, in the immediate post-mainstreaming environment, Te Puni Kōkiri built up its monitoring and evaluation function, operating an active programme of effectiveness audits, agency reviews, and internal programme evaluations; and invested heavily in an information and publishing programme that collated, synthesised, and reported on Māori statistics and research.

As mainstream agencies became more adept in the design, delivery and evaluation of interventions to raise Māori achievement, and in the collection, analysis and reporting of relevant data, Te Puni Kōkiri moved from a 'policing role' to that of a 'critical friend' – focusing more on the development of constructive relationships with state sector agencies to influence planning and associated outcome targets.

Since 2004, Te Puni Kōkiri's efforts have been directed towards 'Māori succeeding as Māori', which recognises the importance of Māori achieving a sustainable level of success:

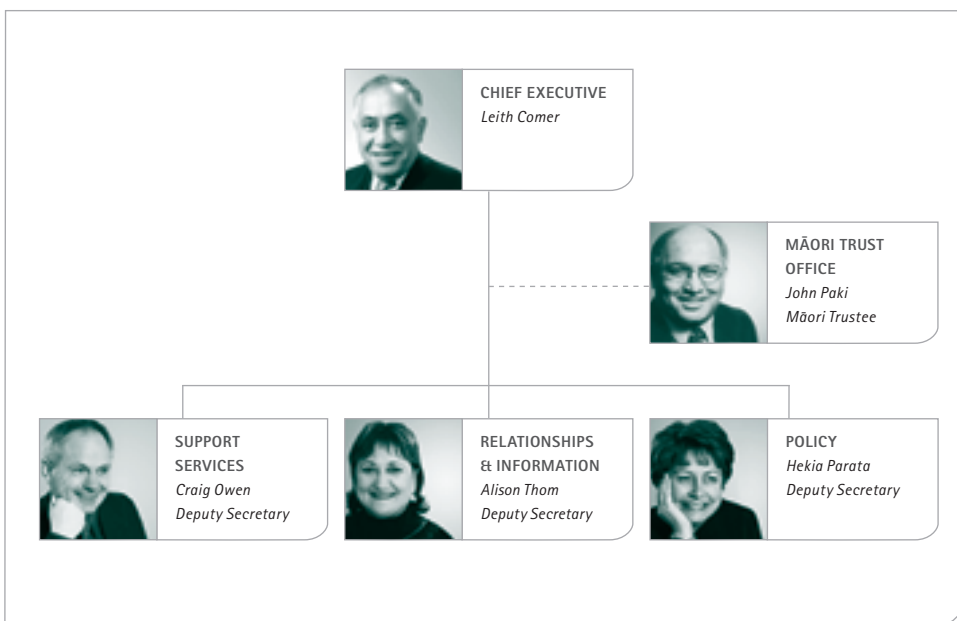
- Māori leveraging off their collective assets for economic gain;
- Māori utilising their skills, knowledge and talents for increased innovation;
- A flourishing Māori culture and Māori identity;
- Māori families who are strong, healthy and connected; and
- Mutually beneficial partnerships between Māori and local, national and international stakeholders.

## STRATEGIC FOCUS

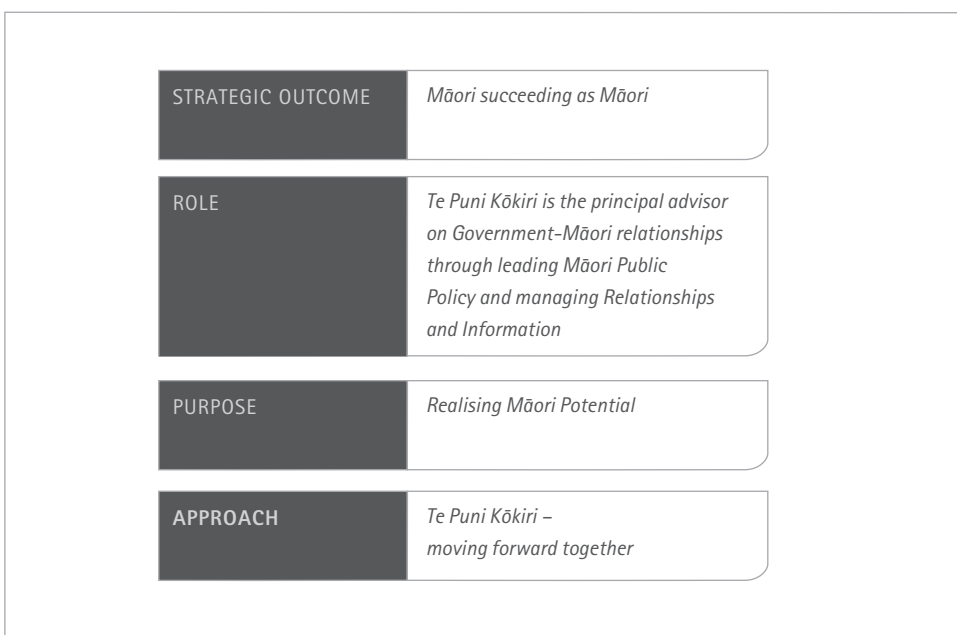


# OUR ORGANISATION

## ORGANISATIONAL INFORMATION



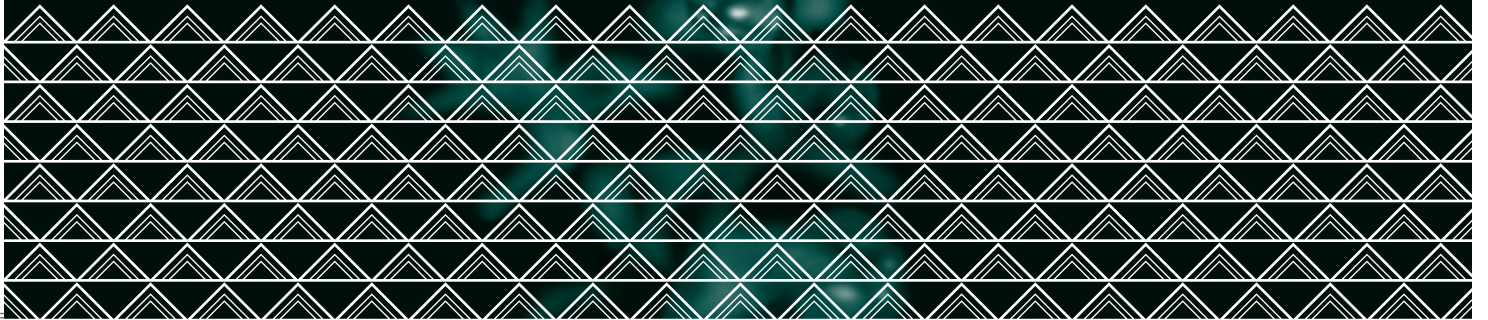
## ORGANISATIONAL STRUCTURE



## ORGANISATIONAL STRUCTURE - IN DETAIL

<p><b>STRATEGIC OUTCOME</b> <i>Māori succeeding as Māori</i></p>	<p>Te Puni Kōkiri's efforts are directed towards its Strategic Outcome of <i>Māori succeeding as Māori</i>, which recognises the importance of Māori achieving a sustainable level of success without compromising what it means to be Māori. Māori succeeding as Māori includes:</p> <ul style="list-style-type: none"> <li>• Māori leveraging off their collective assets for economic transformation;</li> <li>• Māori utilising their skills, knowledge and talents for increased innovation;</li> <li>• A flourishing Māori culture and Māori identity;</li> <li>• Māori families who are strong, healthy and connected; and</li> <li>• Mutually beneficial partnerships between Māori and local, national and international stakeholders.</li> </ul>
<p><b>ROLE</b> <i>Te Puni Kōkiri is the principal advisor on Government-Māori relationships through leading Māori Public Policy and managing Relationships and Information</i></p>	<p>As a state agency solely focused on Māori, Te Puni Kōkiri is in a unique position to provide leadership and support to its stakeholders. This is achieved by leading and supporting government through high quality policy advice, effective monitoring, and building and maintaining strong relationships.</p>
<p><b>PURPOSE</b> <i>Realising Māori Potential</i></p>	<p>Significant potential exists in the growing Māori population and Māori asset base. Te Puni Kōkiri's purpose is to assist in unlocking and realising this potential so that Māori may succeed as Māori.</p> <p>To achieve this purpose Te Puni Kōkiri has developed the Māori Potential Approach; an innovative, forward looking policy approach that aims to better position Māori to build and leverage off the potential of their collective resources, knowledge, skills and leadership capability to improve their overall quality of life.</p>
<p><b>APPROACH</b> <i>Te Puni Kōkiri – moving forward together</i></p>	<p>Te Puni Kōkiri's approach of moving forward together recognises the need to work with a common purpose, commitment and focus as an organisation internally and in collaboration with external stakeholders including state sector agencies, whānau, hapū, iwi, Māori organisations and communities, local and international businesses and other organisations.</p>

## 2. WHERE WE ARE GOING





## PRIORITIES

*Our intentions for the year ahead, are closely aligned to the government's three priorities – Families, – young and old; National Identity and Economic Transformation. Our priorities will produce positive, measurable results for Māori that support Government's desire to build a strong economy that delivers a quality of life aimed at supporting all New Zealand families.*

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# ECONOMIC TRANSFORMATION

through Maximising Māori Collective Assets and Growing Māori Innovation

## WHY MAXIMISING MĀORI COLLECTIVE ASSETS AND GROWING MĀORI INNOVATION IS VITAL TO IMPROVING LIFE QUALITY

*'In broad terms, economic development is a process that involves adapting and changing institutions, processes and policies in order to create and support economic development opportunities for individuals, families and communities, thereby improving their quality of life. Implicit in the concept of economic development is the idea that economic participation is a key means by which people can enhance their wellbeing.*

*The most significant contribution to Māori economic development over the next 20 years is likely to come from improving the education and skills of Māori people. The effects of such improvements are likely to be wide-ranging and long-lasting. They include increased access by Māori to employment and higher incomes, the effective governance and management of Māori enterprises, and the sustainable development of Māori commercial assets'.*

Māori collective assets include, among other things, Māori land, forestry, fisheries, and business interests and investments. There is substantial anecdotal evidence which indicates that the full potential of Māori assets is underutilised. The Hui Taumata 2005 concluded that Māori assets and resources could more effectively contribute to economic growth.

As outlined in *The Context for Māori Economic Development* paper:

*'there is no doubt that Māori own a significant physical asset base, although the exact value of these assets is difficult to quantify. Te Puni Kōkiri has estimated that in 2001, total Māori-owned commercial assets were worth just under \$9 billion. Despite the challenges it [collective ownership] poses, collective ownership is not an insurmountable barrier to economic development. For example, it is common practice for collectively-owned land to be developed or leased for economic gain, while still being retained for the benefit of future generations.'*

Treasury's paper also identified specific human capital requirements to enable economic development: 'research suggests that three broad categories of skills are most important for productivity:

- **Entrepreneurial Ability.** This refers to the ability to exercise judgement, identify market opportunities and respond to market shocks. It encompasses risk-taking, innovation, resource re-allocation, arbitrage and coordination.
- **Managerial Capability.** This refers to the leadership and organisational skills required to oversee the effectiveness of production processes. It encompasses the ability to organise tasks, motivate people and adapt structures and processes.
- **Technical Skills.** These skills enable people to undertake production tasks and take advantage of technological improvements.'

The Hui Taumata 2005 promoted the hope that by 2025 Māori will have revitalised an enterprise culture within their whānau and communities. This enterprise culture would be manifested in a positive belief among future generations about their opportunities for income and wealth generation. This renewed self-confidence will help to increase Māori participation in all aspects of enterprise, and engender ongoing Māori development and ownership of products and services for expanding niche markets such as media and communications, creative arts, and information technology, as well as traditional markets with value-added sectors such as bio-technology.

As such, economic transformation through maximising Māori collective assets and growing Māori innovation is an appropriate priority for Te Puni Kōkiri in enabling Māori to leverage off the opportunities available to them through New Zealand's growing, globalised, and knowledge-based economy, and in turn, improve life quality.

### TE PUNI KŌKIRI'S ROLE IN MAXIMISING MĀORI COLLECTIVE ASSETS AND GROWING MĀORI INNOVATION

Te Puni Kōkiri will develop, implement and evaluate policy, and engage in meaningful relationships to maximise Māori collective assets and grow Māori innovation, with particular focus on the enablers of

*Mātauranga, Whakamana and Rawa.*

We will also monitor the contributions of other government agencies in this area.

### TE PUNI KŌKIRI ACTIONS: MOVING FORWARD

Based on our analysis, we have identified some key themes for consideration. Foci and activity will be heavily informed by priorities emerging in each Te Puni Kōkiri Region.

These themes include:

- **Maximising Māori Collective Assets**

It is clear that Māori have collective ownership interests in significant assets, including land, fisheries, aquaculture and forestry. The Hui Taumata 2005 identified potential to significantly improve the return to owners that is generated by these assets, using a range of strategies. Our work will focus on creating the environment to maximise the return from these assets.

There is also significant work underway in terms of oceans policy and water rights. Māori are significant stakeholders in this work. We are interested in understanding the nature of Māori interests and rights, ensuring that these are reflected in policy development, and providing Māori with information in these areas.



- **Human Capital Development (education and skills)**

The maximisation of collectively-owned Māori assets is dependent, in a large part, on access to a highly skilled and innovative Māori workforce. Māori participation and achievement in education and meaningful employment opportunities will play an important role. We seek to provide advice and support to enhance Māori education, employment and enterprise outcomes.

The Hui Taumata 2005 identified the importance of growing Māori enterprises and entrepreneurs. This will contribute to the development of an enterprise culture that supports the creation of income and wealth and the transfer of these skills within whānau.

We also maintain an interest in supporting the effective governance and management of Māori assets and enterprises.

- **Increasing Māori Innovation and Participation in Areas of Emerging Economic Opportunity**

The identification, development and commercialisation of new products and approaches is the innovation challenge for all enterprises. We are interested in ensuring that Māori can leverage off the opportunities available to them through New Zealand's growing, globalised, and knowledge-based economy.

We will also specifically invest in:

- Partnered interventions in: industry/asset specific development opportunities; the creation and application of new bodies of knowledge, and acquisition of knowledge in areas of emerging economic opportunity; and to support leadership development and informed decision-making in areas of emerging economic opportunity;
- The development and application of tools to: facilitate greater understanding of emerging areas of economic opportunity and options to take advantage of opportunities; grow financial literacy amongst Māori to enable their economic development; and facilitate informed decision making on options to utilise and leverage collective assets for greater economic gain; and,
- Investigative studies into: specific areas of emerging economic development (market) opportunities; options for proactively building relevant human capital to realise emerging economic opportunities; and the nature and capability of leaders, governors and managers required to take advantage of new economic development opportunities.



# STRENGTHENED NATIONAL IDENTITY

through Maximising Māori Cultural Capital

## WHY MAXIMISING MĀORI CULTURAL CAPITAL IS VITAL TO IMPROVING LIFE QUALITY

There is substantial research about the importance of maintaining unique Māori identities as the bases for Māori success. These unique identities shape Māori social and economic engagement and contributions to New Zealand society and the wider world. Māori language and culture help form these unique identities. The maintenance and development of Māori language and culture have been consistent themes in Māori development over the last thirty years.

Māori culture is integral to the development of our national identity, as Māori language and cultural practices are key symbols of our nationhood. There are many examples of this including the use of haka to celebrate success by New Zealand athletes at the recent Commonwealth Games, and the development of a unique New Zealand English influenced by the increasing use of Māori words and concepts. Māori iconography is incorporated into the key representations of New Zealand, including our coat of arms, national anthem, and passports. In addition, Māori performing and visual arts have been the 'face of New Zealand' in international events for many years.

There is also substantial research about the importance of maintaining and developing

unique Māori identities as the basis for Māori success. These unique identities drive Māori social and economic engagement and contributions to New Zealand society and the wider world. Māori language and culture are the bases for these unique identities. They provide the foundation for Māori succeeding as Māori. This is why the maintenance and development of Māori language and culture have been consistent themes in Māori development over the last thirty years.

In the *Framework for Considering Māori Educational Achievement* (2001), Mason Durie argued that 'education should be consistent with the goal of enabling Māori to live as Māori. That meant being able to have access to te ao Māori, the Māori world – access to language, culture, marae, resources such as the land, tikanga, whānau... Being Māori is a Māori reality.' Māori would then be able to apply dual frameworks – to effectively navigate mainstream and Māori societies and, in doing so, add value to both.

In light of the Government's priority, and existing and emerging evidence, it is appropriate for Te Puni Kōkiri to give priority to further strengthening national identity through maximising Māori cultural capital.

This will include Policy advice that recognises Māori skills, talents, and achievements in areas such as sport, art and culture.



## TE PUNI KŌKIRI'S ROLE IN MAXIMISING MĀORI CULTURAL CAPITAL

Through our departmental and non-departmental outputs, Te Puni Kōkiri will develop, implement and evaluate policy, and engage in meaningful relationships to maximise Māori cultural capital, with particular focus on the enablers of *Mātauranga*, *Whakamana* and *Rawa*. We will also monitor the contributions of other government agencies in this area. We are uniquely placed to undertake this work because of our connections with Māori through our network of regional offices and the cultural expertise and experience that we possess in-house through our Pouwhakahaere.

## TE PUNI KŌKIRI ACTIONS: MOVING FORWARD

We have identified some key themes for consideration. Foci and activity will be heavily informed by priorities emerging in each Te Puni Kōkiri Region. These themes include:

- **Mātauranga Māori.**

Mātauranga Māori is the knowledge base that underpins Māori culture. Accordingly, understanding Mātauranga Māori helps us to understand how Māori engage with the world. It derives from traditional knowledge, and evolves within new generations. Te Puni Kōkiri is interested in understanding Mātauranga Māori and how it manifests in the dynamics of contemporary Māori society. In addition, we seek to support the retention and development of Mātauranga Māori in culturally authentic ways that allow Māori to gain advantage. We also recognise that there are some significant policy issues associated with cultural and intellectual property rights in this area.

Marae are important sites for the practical expression of Māori culture and transfer of Mātauranga Māori. In addition, marae are storehouses of taonga. We are interested in ensuring that policy frameworks support the self-determination of marae.

- **Developing Māori language and broadcasting.**

The Māori language is a taonga of the Māori people. It is also the primary vehicle for the transmission of Māori culture.

Government has a clear and longstanding commitment to support the revitalisation of the Māori language, and Te Puni Kōkiri has the lead policy role in this work. Māori broadcasting is an important vehicle for the transmission of Māori language, and will increasingly become more important in the facilitation of connections and access to information to inform decision making.

- **Facilitating Treaty of Waitangi Settlements.**

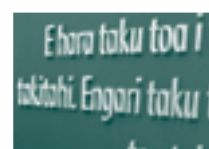
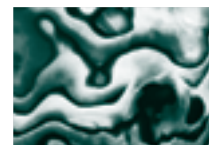
Through Treaty of Waitangi Settlements, the Government is able to address long-standing grievances that have affected the ability and willingness of Māori to engage in New Zealand society. Our work is intended to facilitate this process. The settlement process also provides an important mechanism for recording and portraying important elements of New Zealand history.

- **Developing Traditional and Contemporary Māori Arts.**

Traditional and contemporary arts provide expressions of Māori culture through a range of media. They provide images that contribute to the development of our national identity, and increasingly provide opportunities for economic development in the international market. We recognise that there are some significant policy issues associated with cultural and intellectual property rights. In addition, there are opportunities for us to nurture the development of these arts through brokerage and investment.

We will also specifically invest in:

- Partnered interventions: in the development and application of cultural capital as an economic resource; in the development of Māori innovation and entrepreneurial capability for accelerated economic transformation; and to enable the effective practice of kaitiakitanga;
- The development and application of tools to: support the production of resources that capture and sustain Mātauranga Māori for future generations; capitalise on the global significance of Māori culture as an international brand; and grow capability to partner and influence the decision-making of others for mutual benefit; and
- Investigative studies into: the current status, utilisation and value of Māori cultural capital; the nature of infrastructure required to enable the intergenerational transfer of traditional cultural knowledge; and the nature and characteristics of traditional Māori leadership and its relevance in a contemporary context.



# FAMILIES – YOUNG AND OLD

through Maximising Whānau Potential

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## WHY MAXIMISING WHĀNAU POTENTIAL IS VITAL TO IMPROVING LIFE QUALITY

Policy learnings from Te Puni Kōkiri's 2004/2005 Whānau Development: Action and Research programme identified whānau as the core unit of Māori society, the prime unit of action, and the prime vehicle for the inter-generational transmission of culture. Findings from the programme implied that if Māori are to realise their potential, they need to realise it as Māori. And to be Māori is to be in whānau, contributing to that whānau, being influenced by that whānau, and helping to grow that whānau.

The tried and proven means of effecting whānau development were those that supported whānau to identify their own needs, determine their own priorities and plan their own development. Whānau want to be architects of their own futures, driving their own successful development.

Whānau success through strengthening and mobilising their potential is essential to Māori success as arguably measures that strengthen whānau are also likely to strengthen the foundations of Māori society and support Māori development.

Demographic trends released by Statistics New Zealand in 2005 emphasise the opportunity inherent in maximising whānau potential. By 2021:

- the Māori population is projected to increase to 749,000 (17% of the total population);
- the median age of Māori will be 27 years compared to 43 years for non-Māori;
- Māori children will make up about 28% of all children aged 0-14 years;
- the number of Māori in the main working ages (15-64 years) will increase from 350,000 in 2001 to 468,000 (an increase of 34%); and
- Māori will make up one in five (19%) of workers aged 15-39 years.

## TE PUNI KŌKIRI'S ROLE IN MAXIMISING WHĀNAU POTENTIAL

Through our departmental and non-departmental outputs, Te Puni Kōkiri will develop, implement and evaluate policy, and engage in meaningful relationships to maximise Māori cultural capital, with particular focus on the enablers of *Mātauranga*, *Whakamana* and *Rawa*. We will also monitor the contributions of other government agencies in this area.

## TE PUNI KŌKIRI ACTIONS: MOVING FORWARD

Based on our research, we have identified some key themes for consideration. Foci and activity will be heavily informed by priorities emerging in each Te Puni Kōkiri Region.

These themes include:

- **Developing Whānau Connections.**

Through research, whānau have identified the importance of reconnecting with each other, so they can rebuild whānau knowledge and traditions and the practices of whānau knowledge transfer. We are interested in ensuring that policy frameworks support whānau connections, and enable whānau to access all their appropriate entitlements.

- **Strengthening Whānau Leadership.**

Whānau have identified leadership as a critical factor in overall whānau development. There are many aspects of whānau leadership, including cultural leadership, governance of whānau assets and the provision of succession planning within whānau. Our work is directed at supporting whānau to identify and pursue their leadership interests.

- **Enhancing Whānau Outcomes.**

Strong whānau are a prerequisite for overall Māori development. Te Puni Kōkiri is interested in strengthening the policy and operational environment to enhance health, justice, housing, and labour market outcomes for whānau. We will seek to partner with those agencies who have primary responsibility, to find new ways to accelerate improved outcomes for whānau.

We will also specifically invest in:

- Partnered interventions: in the identification and promotion of positive models and examples of 'realised whānau potential'; in the development of models to harness whānau skills and talents to accelerate their development; and to support the succession of cultural leadership within whānau;
- The development and application of tools to: facilitate whānau development and implementation of plans to realise their own aspirations; support whānau to identify, capture and maintain their unique knowledge and pass it onto future generations; and facilitate the succession of leadership capability within whānau; and,
- Investigative studies into: the current status of, and opportunities to better utilise, whānau assets/resources; options to increase whānau demand for quality learning opportunities for their children and themselves; and the nature of infrastructure required to enable the effective practice of whānau leadership and decision-making.



# FOUNDATION FOR ACHIEVING RESULTS

Te Puni Kōkiri has been through significant changes in foci since its establishment in 1991. Having adopted the Māori Potential Approach as the new approach to Māori public policy, Te Puni Kōkiri has the challenge of ensuring that it has the capability to understand, interpret, apply and represent the

many dimensions of contemporary Māori culture in true and authentic ways. Such capability enables Te Puni Kōkiri staff to work at the interface between Māori communities and the Government, and to demonstrate its credibility as the lead policy advisor on these matters.

A BALANCED APPROACH	
• Closing the Gaps	• Māori Potential
• Process focus	• Outcomes focus
• Programme funding for 'bottom up' solutions	• Strategic investment for growth towards outcomes
• Second opinion advice on policy developed by other agencies	• Leading Māori public policy development
• Facilitation and coordination of inter-agency support of iwi and Māori organisations	• 'Impact' facilitation of cross-agency solutions to accelerate improvements in Māori outcomes

As an integrated agency, Te Puni Kōkiri is concerned with leading and influencing policy that contributes to this strategic outcome. Policy advice, whether primary or secondary advice, is directed at improving the quality of life of Māori, and at creating an environment of opportunity and choice that enables and enriches that life quality.

Te Puni Kōkiri maintains a strong network of regional offices that provides for close and interactive connections with Māori, in all their diversity. This proximity allows Te Puni Kōkiri to develop significant knowledge of the dynamics of different groups and their interests, and to ensure that its policy advice is well informed by the local realities of these groups. It also ensures that Te Puni Kōkiri is able to carry out its leadership function of advising on relationships between the Crown, iwi, hapū, whānau, and Māori.

Internally, Te Puni Kōkiri also has the challenge of ensuring that it has the capability to understand, interpret, apply and represent the many dimensions of contemporary Māori culture in true and authentic ways. Such capability enables Te Puni Kōkiri staff to work at the interface between Māori communities and the Government, and to demonstrate its credibility as the lead policy adviser on these matters.

The Māori Potential Approach provides a consistent, transparent and coordinated approach for Te Puni Kōkiri in conducting its business through the policy and operational implementation of the Māori Affairs portfolio. It does this by providing the bridge between the strategic outcome of *Māori succeeding as Māori* and the functional activities of Te Puni Kōkiri.

A healthy and capable organisation will ensure that Te Puni Kōkiri has the staff and resource ability to meet its strategic outcome, fulfil its role and move resolutely towards its purpose of realising Māori potential.

With this purpose always in mind, Te Puni Kōkiri has reviewed its previous strategic internal objectives and key internal activities.



## STRATEGIC INTERNAL OBJECTIVES AND KEY INTERNAL ACTIVITIES

The last Statement of Intent listed the specific strategies and development initiatives that Te Puni Kōkiri pursued in achieving outcomes for Māori. They were:

- *To establish and sustain leadership of Māori Public Policy, and the Key internal activities; the Māori Potential Approach; and implementing the Knowledge Management Strategy*
- *To build and sustain relationships with the Key internal activity of implementing the Relationship Management Strategy*
- *To build and sustain capability with the Key internal activity of implementing the People Capability Strategy.*

This 2006/07 Statement of Intent builds on those objectives and activities and identified the following three areas for development: Knowledge Management; People Capability and Relationship Management Strategy.

### Knowledge Management

Having completed the information audit and Knowledge Management strategy, Te Puni Kōkiri has started its implementation to provide staff with greater mobility through the increased use of wireless technology and laptop personal computers. Also, initiatives to improve staff access to the agency's knowledge base have been identified, agreed to by management and resourced in preparation for implementation in 2006/07.

### People Capability

The strategic objective to make Te Puni Kōkiri a desirable career destination for talented graduates, experienced professionals and public servants continues to be refined and developed. Accordingly, the focus for the new financial year is on promoting the development and retention of staff instead of recruitment activities only.

- Improvements in this area include: the implementation of a remuneration strategy which includes salary ranges in the public service's top quartile; a simplified recruitment process; the implementation of an ongoing job evaluation and sizing programme; and a marked reduction in staff turnover.
- Also, each Wāhanga, or division, produced its own training and development plan:
- A collective employment agreement between Public Service Association members and Māori Trust Office staff was successfully negotiated;
- Initiatives centred on career development and leadership opportunities for staff are ongoing, and;
- *Government pay and employment equity plan of action:* Te Puni Kōkiri will undertake a Pay and Employment Equity Review and develop a Response Plan in the second half of 2006/07. The Review will determine if women and men have an equitable share of rewards, participate in all areas of Te Puni Kōkiri and are treated with respect and fairness.

Our People Capability strategy to 2010 is aimed at *"attracting, developing and retaining a sustainable supply of highly skilled people..."*



Given the emphasis on bringing in and holding on to skilled staff we consider that appropriate indicators of performance against the plan are those around recruitment and retention. For the 2006/07 year we have selected the number of vacancies; the number of days taken to recruit and staff turnover as the key performance measures.

	JULY 2005	DEC. 2005	JUNE 2006 (est)	JUNE 2007 (target)
Vacancies	120	93	75	70
Days to recruit	59	32	28	28
Staff turnover	26%	12.5%	15%	15%

**Relationship Management Strategy**

Te Puni Kōkiri acknowledges the importance of high quality relationships and information to implement its Strategic and Intermediate Outcomes. An improved Relationship Management Strategy will deepen relationships built with key stakeholders, in particular Māori.

Strengthening Te Puni Kōkiri's network of regional offices and supporting their work at the local level is the prime focus of the Relationship Management Strategy. In particular it involves:

- Activating, developing and realising Māori Potential through key stakeholder relationships
- Building stronger relationships with whānau, hapū, iwi, Māori organisations and communities, to enable them to develop sustainable opportunities for themselves

- Strengthening partnerships between Māori and other key stakeholders
- Gathering information from the regions to inform Māori development activities and investment in Māori people
- Using information gathered to inform policy development
- Facilitating timely involvement for the government with Māori and increasing that connection.

Implementing the Relationship Management Strategy will strengthen the ability to collect regional and local level information on Māori views, experiences, and issues. In this way policy interventions receive realistic and well-informed feedback and provide accurate guidance and advice to regional agencies and organisations (including both central and local government) on how best to assist Māori in the realisation of their potential.

**Communications**

Te Puni Kōkiri requires a proactive approach to informing its stakeholders, state sector agencies and the public about its activities, achievements and interventions. To do this a Communication strategy has been implemented that identifies its purpose as providing support for the Minister of Māori Affairs and raises Te Puni Kōkiri's profile as the leader of Māori public policy.

Part of this strategy requires engaging actively with stakeholders through planned events, developing informative publications that reflect the agency's efforts and working alongside the media to ensure risk is mitigated and positive stories are disseminated to the public.



## DEVELOPMENT GOALS FOR THE STATE SERVICES

Te Puni Kōkiri is contributing to the goals set by the State Services Commission as shown below:



## TE PUNI KŌKIRI'S RISKS

Te Puni Kōkiri is in the process of aligning and strengthening its existing risk management processes and systems through an implementation of an integrated risk management framework. This framework is being designed to provide a more systematic approach to dealing with risk and to continuously improving the internal control environment.

The objectives of the integrated risk management framework are to:

- recognise and upgrade current risk awareness activities and management policies;
- embed risk management practices as integral management functions into policy development, strategic and business planning, and project management functions to ensure that key risks are identified and managed throughout Te Puni Kōkiri;

- ensure key internal governing bodies are being informed on a regular basis of the key risks identified and how they are being managed; and
- provide key internal governing bodies information on the effectiveness and responsiveness of the risk management activities.

In 2005/2006 Te Puni Kōkiri established an Audit and Risk Management Committee and an independent Internal Audit function as principal components of its Risk Management Framework.



Inherent in the new approach are a range of risks which must be effectively managed to ensure benefits are fully realised. Major risks and associated management strategies are detailed in the table below.

RISK	MANAGEMENT STRATEGY
Stakeholder relationships are damaged, messages and behaviours are inconsistent, relationships are not driven off outcomes, and there is a lack of skills, time and resources invested in stakeholder relationships	<ul style="list-style-type: none"> <li>Continued development of relationship management strategies;</li> <li>Improving relationship management skills;</li> <li>Development of clear communication initiatives to support the priorities and Te Puni Kōkiri's role in achieving outcomes.</li> </ul>
Lack of understanding and support for the change in approach to Māori public policy	<ul style="list-style-type: none"> <li>Implementation of a national and regional Communications Strategy to ensure stakeholder appreciation of the basis and nature of change;</li> <li>Continual improvement of our evidence base and evaluation frameworks to measure the effectiveness of interventions; and</li> <li>Continual improvement of policy development, implementation and evaluation to ensure more effective integration and alignment of initiatives.</li> </ul>
Making an effective transition from 'funding' to an investment-based purchasing approach	<ul style="list-style-type: none"> <li>Development of an Investment Framework to guide planning and ensure application to all of the business of Te Puni Kōkiri;</li> <li>Development of operational processes and systems (to be reflected in an Operations Manual) and associated staff training, particularly on effecting the operational models (co-production, action and research, and community-based initiatives);</li> <li>Implementation of a national and regional Communications Strategy, coupled with Budget 2006 announcements, to ensure stakeholder appreciation of the basis and nature of change.</li> </ul>
The perception of less transparency and accountability	<ul style="list-style-type: none"> <li>Ensuring clear linkages between outcomes, outputs and inputs in the 2006/2007 Statement of Intent and Output Plan;</li> <li>Redevelopment of monitoring, evaluation, performance measurement, and reporting processes.</li> </ul>
Moving from the Closing the Gaps indicators to Māori Potential indicators	<ul style="list-style-type: none"> <li>Emphasise the principle of 'partnership' in purchasing mechanisms to ensure co-ownership/strong relationships underpin activities;</li> <li>Work with iwi, Māori and whānau to research and baseline the current state of Māori achievement and potential, and forecast possible trends and scenarios that may impact on, or contribute to, the realisation of potential in the future;</li> <li>Establish a series of integrated indicator sets including population based indicators, culturally based indicators, and collective based indicators.</li> </ul>

### 3. SUPPORTING INFORMATION



## KEY SOURCE DOCUMENTS

- Hui Taumata Summary of Proceedings, Hui Taumata Taskforce, 2005;
- Ministry of Māori Development Act 1991;
- Te Puni Kōkiri Briefing to the Incoming Minister, 2005;
- Te Puni Kōkiri Statement of Intent 2004/2005;
- The Context for Māori Economic Development, The Treasury, 2005.
- Osborne, David and Gaebler, Ted, Reinventing Government: How the entrepreneurial spirit is transforming the public sector, Addison-Wesley, 1992, p49.
- Accounting for Diversity: Policy Design and Māori Development in Aotearoa New Zealand, Dena Ringold, 2005;

## CONTACT DETAILS

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FAX *Waea Whakaahua* + 64 4 819 6299

WEB *Paetukutuku* [www.tpk.govt.nz](http://www.tpk.govt.nz)

### Regional Offices

#### *Te Taitokerau*

WHANGĀREI ..... PHN *Waea* 09 430 3731

KAITIA ..... PHN *Waea* 09 408 2391

#### *Tāmaki Makaurau*

AUCKLAND ..... PHN *Waea* 09 571 2940

#### *Waikato*

HAMILTON ..... PHN *Waea* 07 834 7100

#### *Te Moana ā Toi*

WHAKATANE ..... PHN *Waea* 07 307 1057

TAURANGA ..... PHN *Waea* 07 577 6254

#### *Te Arawa*

ROTORUA ..... PHN *Waea* 07 349 7810

#### *Te Tairāwhiti*

GISBORNE ..... PHN *Waea* 06 868 0208

WAIROA ..... PHN *Waea* 06 838 7904

#### *Takitimu*

HASTINGS ..... PHN *Waea* 06 878 0757

FEATHERSTON ..... PHN *Waea* 06 308 6240

#### *Te Tai Hauāuru*

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TARANAKI ..... PHN *Waea* 06 759 5450

TAUMARUNUI ..... PHN *Waea* 07 895 7356

#### PALMERSTON

NORTH ..... PHN *Waea* 06 354 1706

#### *Te Whanganui ā Tara*

LOWER HUTT ..... PHN *Waea* 04 570 3180

BLENHEIM ..... PHN *Waea* 03 579 4167

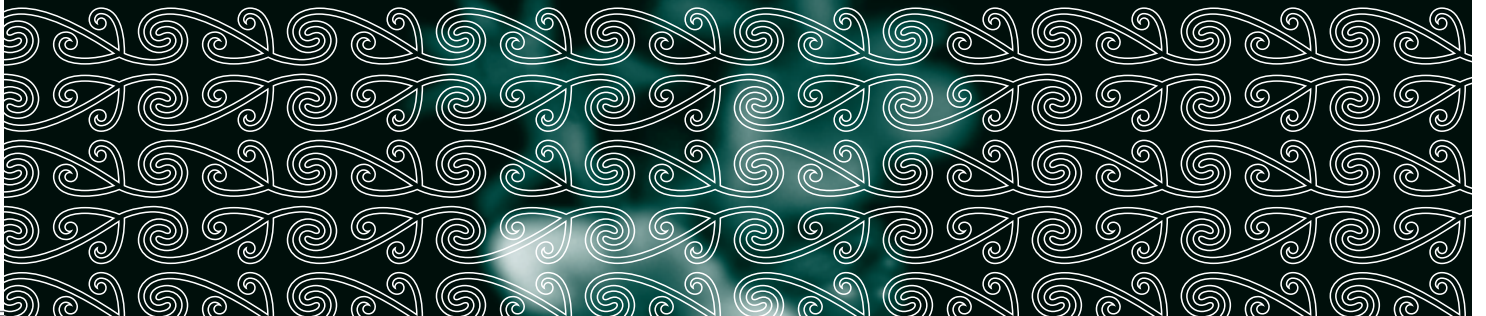
#### *Te Waipounamu*

CHRISTCHURCH ..... PHN *Waea* 0800 8758 3924

DUNEDIN ..... PHN *Waea* 0800 8758 3924

INVERCARGILL ..... PHN *Waea* 0800 8758 3924

## 4. FINANCIAL FORECASTS



# STATEMENT OF RESPONSIBILITY

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The information contained in this Statement of Intent for Te Puni Kōkiri has been prepared in accordance with section 38 of the Public Finance Act 1989.

As Chief Executive of Te Puni Kōkiri, I acknowledge, in signing this Statement, my responsibility for the information contained in this Statement of Intent.

The performance forecast for each class of outputs in the Statement of Forecast Service Performance is as agreed with the Minister responsible for Vote: Māori Affairs administered by Te Puni Kōkiri.

The financial performance forecast for Te Puni Kōkiri in the Forecast Financial Statements is as agreed with the Minister of Māori Affairs, who is the Minister responsible for the financial performance of Te Puni Kōkiri.

The information contained in this Statement of Intent is consistent with existing appropriations, and with the appropriations set out in the Appropriation (2006/07 Estimates) Bill.

*Signed*



*Leith Comer*  
*Chief Executive*  
*20 April 2006*

*Countersigned*



*Julie-Anne Morrison*  
*Group Manager Finance*  
*20 April 2006*



# STATEMENT OF FORECAST SERVICE PERFORMANCE

## OUTPUT EXPENSES

### OUTPUT CLASS 1: POLICY AND MONITORING – SOCIAL AND CULTURAL

#### Description

The Minister will purchase:

- advice on policies and programmes that specifically impact on realising the social and cultural potential of Māori people and resources across the three dimensions of mātauranga, whakamana and rawa to support economic transformation, the development of national identity, and strengthening families; and
- monitoring of other state sector agencies' policies and programmes that are intended to realise the social and cultural potential of Māori people and resources across the three dimensions of mātauranga, whakamana and rawa, to support economic transformation, the development of national identity, and strengthening families.

#### Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and Policy Advice and are detailed at the end of this section.

Te Puni Kōkiri will:

- provide advice on, and monitor, issues and opportunities for enhancing Māori education outcomes (economic transformation);

- provide advice on, and monitor, issues and opportunities for developing whānau connections and leadership (strengthening whānau);
- provide advice on, and monitor, issues and opportunities for enhancing whānau health and housing outcomes (strengthening whānau);
- provide advice on, and monitor, issues and opportunities associated with the development of traditional and contemporary Māori arts (national identity);
- provide advice on, and monitor, issues and opportunities associated with the provision of support for marae development (national identity);
- provide advice on, and monitor, work to implement the Māori Language Strategy across government (national identity); and
- provide advice on, and monitor, work associated with the development of the Māori broadcasting sector (national identity and economic transformation).

#### Cost

Outputs in this class will be provided within the agreed appropriated sum of \$5,578,000.



## OUTPUT CLASS 2: POLICY AND MONITORING – ECONOMIC AND ENTERPRISE

### Description

The Minister will purchase:

- advice on policies and programmes that specifically impact on realising the economic and enterprise potential of Māori people and resources across the three dimensions of mātauranga, whakamana and rawa, to support economic transformation, the development of national identity, and strengthening families; and
- monitoring of other state sector agencies' policies and programmes that are intended to realise the economic and enterprise potential of Māori people and resources, to support economic transformation, the development of national identity, and strengthening families.

### Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and Policy Advice and are detailed at the end of this section.

Te Puni Kōkiri will:

- develop a Māori Economic Forecasting Report (economic transformation);
- provide advice on, and monitor, issues and opportunities for enhancing Māori employment outcomes (economic transformation);
- provide advice on, and monitor, issues and opportunities to grow Māori enterprise opportunities (economic transformation);
- provide advice on, and monitor, issues and opportunities to maximise the potential of

collectively owned Māori assets (economic transformation); and

- provide advice on, and monitor, issues and opportunities to support the retention and development of Māori land (economic transformation);
- administer the Māori Business Facilitation Service.

### Cost

Outputs in this class will be provided within the agreed appropriated sum of \$14,326,000

## OUTPUT CLASS 3: POLICY – CROWN – MĀORI RELATIONSHIPS

associated with the administration of Māori  
Affairs legislation.

### Description

The Minister will purchase advice on the relationship between Māori and the Crown and on the links between that relationship and the realisation of Māori potential across the three dimensions of mātauranga, whakamana and rawa, to support economic transformation, the development of national identity, and strengthening families.

It includes all treaty policy issues and advice on the impact of legislation not addressed in any other output class.

### Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and Policy Advice and are detailed at the end of this section.

Te Puni Kōkiri will:

- provide advice on, and monitor, issues and opportunities associated with facilitating Treaty of Waitangi settlements, including advice about the mandating of settlement entities and the provision of support for post-settlement entities (national identity);
- provide advice on, and monitor, issues and opportunities to support the development and application of Māori governance models (economic transformation and strengthening whānau);
- provide advice on, and monitor, issues and opportunities associated with Māori interests in oceans policy and the water programme of action (economic transformation); and
- provide advice on, and monitor, issues

### Cost

Outputs in this class will be provided within the agreed appropriated sum of \$6,443,000.



## OUTPUT CLASS 4: RELATIONSHIPS AND INFORMATION

### Description

The Minister will purchase outputs that are designed to assist Māori to realise their social, economic and cultural potential at the local level. These outputs include policy advice, information services, communications, and brokerage and coordination services to support relationships between Māori and state sector agencies, local government, non-government organisations and the private sector.

### Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and are detailed at the end of this section. The outputs that will be delivered will be aligned with our Relationship Management Strategy.

Te Puni Kōkiri will:

- provide information to Māori and others about issues and opportunities associated with our organisational priorities;
- collect and analyse local-level information about issues and opportunities associated with our organisational priorities;
- provide brokerage services between Māori and state sector agencies, local government, non-government organisations and the private sector;
- provide coordination services between Māori and state sector agencies, local government, non-government organisations and the private sector; and
- provide advice on, and monitor, the ownership and regulatory interests of the Minister of Māori Affairs in various entities.

### Quantity

The expected deliverables will include:

- regular (at least quarterly) proactive reports on all Regional issues or activities prepared and referred to the Minister
- monthly reports on the status of deliverables in regional plans including:
  - information on the number of interventions completed
  - time spent on each of the programmes/ services.

### Quality

- Satisfaction amongst whānau, hapū, iwi, Māori communities and Māori organisations with the services provided. This will be measured by stakeholder surveys.

### Timeliness

All specified reporting deadlines will be met and assessed by comparison against deadlines set in the regional plans, and modified during the course of the year.

### Cost

Outputs in this class will be provided within the agreed appropriated sum of \$9,662,000.

## OUTPUT CLASS 5: OPERATIONS MANAGEMENT

### Description

The Minister will purchase outputs that are designed to ensure the efficient and effective management of operational programmes that are administered by Te Puni Kōkiri.

### Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and are detailed at the end of this section. The outputs that will be delivered will be aligned with our Relationship Management Strategy.

Te Puni Kōkiri will:

- manage the delivery of the Kaitātaki-a-Rohe programme to provide for community workers (\$3,300,000);
- manage the delivery of the Special Housing Action Zones programme to provide for capacity building support (\$456,000);
- manage the Māori Regional Tourism Organisations programme (\$175,000); and,
- manage the Kapohia Ngā Rawa programme to place key workers (specific expertise) into Māori communities to ensure informed decision-making as it relates to the acceleration of development and leveraging opportunities (\$2,911,000).

### Quality

Work will be produced according to the following quality standards:

- satisfaction amongst whānau, hapū, iwi, Māori communities and Māori organisations with the services provided measured through stakeholder surveys.

- compliance with programme funding criteria and contract management policy and standards.

### Timeliness

All specified reporting deadlines will be assessed by comparison against deadlines set in the regional plans, and modified during the course of the year.

### Cost

Outputs in this class will be provided within the agreed appropriated sum of \$14,317,000.



## OUTPUT CLASS 6: SERVICES TO THE MĀORI TRUSTEE

### Description

This class of outputs involves the provision of full office services to the Māori Trustee, including personnel, accommodation and corporate support.

The Māori Trustee (as established by The Māori Trustee Act 1953) exists:

- to protect and enhance the interests of Māori clients and their resources
- to manage the adverse effects of fragmented and multiple ownership of Māori land
- to provide fair, proper and prudent administration and management of clients' assets within the principles and obligations of trusteeship and agency.

### Performance Measures

Te Puni Kōkiri will provide the quantity and quality of services as detailed in the agreement between the Chief Executive of Te Puni Kōkiri and the Māori Trustee.

### Cost

Outputs in this class will be provided within the agreed appropriated sum of \$4,389,000.

## STATEMENT OF FORECAST FINANCIAL PERFORMANCE FOR THE YEAR ENDING 30 JUNE 2007

	2006 Budget <sup>1</sup>	2006 Estimated Actual	2007 Forecast
	\$000	\$000	\$000
<b>Revenue</b>			
Crown	53,545	53,545	54,295
Other	793	793	420
<b>Total Revenue</b>	<b>54,338</b>	<b>54,338</b>	<b>54,715</b>
<b>Output Expenses</b>			
Personnel	28,096	28,096	29,837
Pension expenses	415	415	485
Rental & leasing costs	3,184	3,184	3,184
Audit fees	188	206	217
Other operating expenses	20,437	20,772	19,430
Depreciation	1,711	1,358	1,215
Capital charge	307	307	347
<b>Total Output Expenses</b>	<b>54,338</b>	<b>54,338</b>	<b>54,715</b>
<b>Net Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>

## STATEMENT OF FORECAST MOVEMENTS IN TAXPAYERS' FUNDS AS AT 30 JUNE 2007

	2005 Actual	2006 Estimated Actual	2007 Forecast
	\$000	\$000	\$000
Opening Balance	3,360	3,835	4,835
Add-Capital Contributions	475	1,000	-
Net Operating Surplus	1,808	-	-
Provision for Repayment of Surplus	(1,808)	-	-
<b>Taxpayers' Funds</b>	<b>3,835</b>	<b>4,835</b>	<b>4,835</b>

<sup>1</sup> In relation to all forecast financial statements, budget figures are the Supplementary Estimates of appropriation for the year ending 30 June 2006.



**STATEMENT OF FORECAST FINANCIAL POSITION  
AS AT 30 JUNE 2007**

	2005 Actual \$000	2006 Estimated Actual \$000	2007 Forecast \$000
<b>TAXPAYERS' FUNDS</b>	3,835	4,835	4,835
Represented by:			
<b>Assets</b>			
Cash	11,442	4,612	5,249
Short term receivables & advances	87	50	50
Prepayments	313	200	200
Physical assets	2,723	4,149	3,647
<b>Total Assets</b>	<b>14,565</b>	<b>9,011</b>	<b>9,146</b>
Less:			
<b>Liabilities</b>			
Payables & provisions	1,762	1,000	1,000
Other accrued liabilities	4,777	1,360	1,360
GST Payable	372	150	150
Provision for Restructuring	175	-	-
Provision for Repayment of Surplus	1,808	-	-
Employee Entitlements	1,836	1,666	1,801
<b>Total Liabilities</b>	<b>10,730</b>	<b>4,176</b>	<b>4,311</b>
<b>Net Assets</b>	<b>3,835</b>	<b>4,835</b>	<b>4,835</b>



## STATEMENT OF FORECAST CASH FLOWS FOR THE YEAR ENDING 30 JUNE 2007

	2006 Budget	2006 Estimated Actual	2007 Forecast
	\$000	\$000	\$000
<b>OPERATING ACTIVITIES</b>			
<i>Cash Provided From:</i>			
Supply of outputs Crown	53,545	53,545	54,295
Supply of outputs Other	943	943	420
<i>Cash Disbursed To:</i>			
Output expenses (excl. Capital charge)	(57,066)	(57,066)	(53,018)
Capital charge	(307)	(307)	(347)
<b>Net Operating Cash Flows</b>	<b>(2,885)</b>	<b>(2,885)</b>	<b>1,350</b>
<b>INVESTING ACTIVITIES</b>			
<i>Cash Provided From:</i>			
Sale of physical assets	200	200	200
<i>Cash Disbursed To:</i>			
Purchase of physical assets	(3,337)	(3,337)	(913)
<b>Net Cash Flows Investing</b>	<b>(3,137)</b>	<b>(3,137)</b>	<b>(713)</b>
<b>FINANCING ACTIVITIES</b>			
<i>Cash Provided From:</i>			
Capital Contributions	1,000	1,000	-
<i>Cash Disbursed To:</i>			
Repayment of surplus to Crown	(1,808)	(1,808)	-
<b>Net Financing Cash Flows</b>	<b>(808)</b>	<b>(808)</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>(6,830)</b>	<b>(6,830)</b>	<b>637</b>
Opening Cash Balance	11,442	11,442	4,612
<b>Closing Cash Balance</b>	<b>4,612</b>	<b>4,612</b>	<b>5,249</b>



### FORECAST RECONCILIATION OF NET CASH FLOWS FOR THE YEAR ENDING 30 JUNE 2007

	2006 Budget \$000	2006 Estimated Actual \$000	2007 Forecast \$000
<b>OPERATING SURPLUS</b>			
<i>Plus Non-Cash Expenses</i>			
Depreciation	1,711	1,711	1,215
<i>Working Capital Movement</i>			
Increase/(Decrease) in Accrued Liabilities	(4,576)	(4,576)	-
Increase/(Decrease) in Employee Entitlements	(170)	(170)	135
Increase/(Decrease) in Receivables & Advances	150	150	-
<b>Net Operating Cash Flows</b>	<b>(2,885)</b>	<b>(2,885)</b>	<b>1,350</b>

### FORECAST DETAILS OF FIXED ASSETS, BY CATEGORY AS AT 30 JUNE 2007

	2007 Estimated Actual \$000	2007 Forecast Cost \$000	2007 Forecast Accumulated Depreciation \$000	2007 Forecast Net Book Value \$000
Office Equipment	11	255	248	7
IT Equipment	666	1,714	1,226	488
Furniture and Leasehold Improvements	2,688	3,779	1,375	2,404
Motor Vehicles	598	1,172	906	266
Computer Software	123	2,091	1,672	419
Other Assets	63	63	-	63
<b>Total</b>	<b>4,149</b>	<b>9,074</b>	<b>5,427</b>	<b>3,647</b>

## FORECAST DEPARTMENTAL CAPITAL EXPENDITURE AS AT 30 JUNE 2007

to be incurred in accordance with section 24 of the Public Finance Act 1989

Category	2007 Forecast \$000	2006 Estimated Actual \$000	2006 Budget \$000	2005 Actual \$000	2004 Actual \$000	2003 Actual \$000	2002 Actual \$000
Computer Hardware	111	328	328	439	284	384	238
Computer Software	400	135	135	11	90	291	1,208
Office Equipment	-	10	10	8	9	-	-
Furniture Et Fittings	200	2,764	2,764	400	123	21	164
Motor Vehicles	202	100	100	910	65	142	168
<b>Total</b>	<b>913</b>	<b>3,337</b>	<b>3,337</b>	<b>1,768</b>	<b>571</b>	<b>838</b>	<b>1,778</b>

The forecast capital equipment for 2007 is primarily routine replacement and upgrade of Te Puni Kōkiri's information technology, office equipment and vehicle fleet. Furniture and fittings expenditure in 2006 reflects refurbishment of office premises.

## FORECAST HUMAN RESOURCE LEVELS AS AT 30 JUNE 1997

	Unit	2006 Budget	2006 Estimated Actual	2007 Forecast
<b>HUMAN RESOURCES</b>				
Staff Turnover	%	20	15	15
Average length of service	Years	5	6	6
Total staff	No.	411	375	406



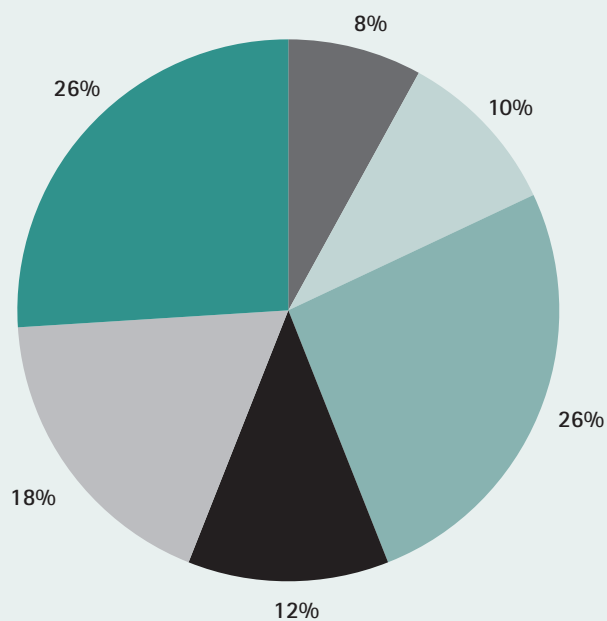
## STATEMENT OF FORECAST DEPARTMENTAL EXPENDITURE AND APPROPRIATIONS FOR THE YEAR ENDING 30 JUNE 2007

*Te Puni Kōkiri has agreed to provide output classes in 2006/2007 as agreed with the Minister of Māori Affairs and various purchasers in terms of their nature, timeliness, quality and quantity specifications and costs.*

	Revenue Crown \$000	Revenue Other \$000	Total Revenue \$000	Surplus (Deficit) \$000
Policy and Monitoring - Social and Cultural	5,252	326	5,578	-
Policy and Monitoring - Economic and Enterprise	14,317	9	14,326	-
Policy - Crown Māori Relationships	6,432	11	6,443	-
Relationships/Information	9,645	17	9,662	-
Operations Management	14,300	17	14,317	-
Services to the Māori Trustee	4,349	40	4,389	-
<b>Total</b>	<b>54,295</b>	<b>420</b>	<b>54,715</b>	<b>-</b>

## ALLOCATIONS OF RESOURCES TO OUTPUT CLASSES

REVENUE CROWN



Policy and Monitoring - Social and Cultural	10%
Policy and Monitoring - Economic and Enterprise	26%
Policy - Crown Māori Relationships	12%
Relationships/Information	18%
Operations Management	26%
Services to the Māori Trustee	8%

# SUPPORTING STATEMENTS

## STATEMENT OF SIGNIFICANT UNDERLYING ASSUMPTIONS

The forecast financial statements have been prepared in accordance with Section 34A of the Public Finance Act 1989 and are consistent with generally accepted accounting practice. The purpose of the forecast financial statements is to facilitate parliamentary consideration of the appropriations for, and planned performance of, Te Puni Kōkiri.

Actual results achieved for the year to 30 June 2007 are likely to vary from information presented in these statements and the variances may be material.

These forecast financial statements have been prepared on the basis of assumptions as to future events that the Chief Executive of Te Puni Kōkiri reasonably expects to occur at the date this information was prepared. It is not intended that this published information will be updated.

These forecast financial statements have been compiled on the basis of government policies, and Te Puni Kōkiri's Output Plan agreed with the Minister of Māori Affairs at the time the statements were finalised. The statements assume the functions and duties of Te Puni Kōkiri will remain consistent with those set out in the Ministry of Māori Development Act 1991.

## REPORTING ENTITY

Te Puni Kōkiri is a government department as defined by section 2 of the Public Finance Act 1989.

## STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

These forecast statements comply with generally accepted accounting practice and are in accordance with applicable Financial Reporting Standards approved by the Accounting Standards Review under the Financial Reporting Act 1993.

## MEASUREMENT SYSTEM

The prospective financial statements have been prepared on an historical cost basis.

## REVENUE

Te Puni Kōkiri derives revenue through the provision of outputs to the Crown for service to third parties. Such revenue is recognized when earned and is reported in the financial period to which it relates.

## SPECIFIC ACCOUNTING POLICIES

### Fixed Assets

Fixed Assets, other than Leasehold Improvements and Land and Building as at 1 January 1992, were incorporated at historical cost less accumulated depreciation or modified



historical cost. Subsequent additions are at cost.

#### Depreciation

Depreciation on revalued fixed assets is based on the revalued amount. Depreciation rates are on a straight line basis over the estimated useful life of the assets. They are:

Leasehold Improvements	over the unexpired period of the lease
Furniture and Equipment	5 Years
EDP Equipment	4 Years
Motor Vehicles	5 Years
Software Developments	3 1/3 Years

#### Cost Allocation

Te Puni Kōkiri has determined the cost of output classes using the cost allocation system outlined below.

##### *Criteria for direct costs*

Direct Costs are those costs that are directly attributed to an output.

##### *Criteria for indirect costs*

Indirect Costs are those costs that cannot be attributed in an economically feasible manner, to a specific output.

Personnel costs (excluding those of Support Services wāhanga) are allocated to outputs based on budgeted staff hours attributable to each output.

Property and other premises costs, such as maintenance, are charged to wāhanga (business units) on the basis of budgeted full time equivalents (FTEs).

Corporate overheads are allocated to outputs on the basis of budgeted staff hours attributable to each output.

#### Accounts Receivable

Accounts receivable are recorded at realisable value.

#### Goods and Services Tax

Income, expenditure, assets and liabilities are recorded exclusive of GST.

## CHANGES IN ACCOUNTING POLICIES

There are no changes to accounting policies planned for 2006/2007.

# OUTPUT PERFORMANCE

## MINISTERIAL SERVICING PERFORMANCE

Outputs	Delivery Timeframe
Responses to Ministerial correspondence	Within one month
Parliamentary questions	Within 4 working days
Briefings	Individually agreed
Speech notes	Individually agreed
Official Information Act requests	Within 20 working days
Cabinet Submissions	Individually agreed
Ombudsman Complaints	Within 20 working days
Reports to the Māori Affairs Committee	Individually agreed

Te Puni Kōkiri aims to provide responses on time in 95% or more cases. This performance must achieve a ministerial satisfaction rating of "good", "very good", or "excellent" in the Four Monthly Survey of Ministerial Satisfaction. The possible values are "poor", "adequate", "satisfactory", "good", "very good", and "excellent".

### Schedule of Quality Standards

Te Puni Kōkiri will seek every four months, a written response from the Minister on its performance against the quality standards outlined on the next page.

All policy advice produced will be in accordance with the Te Puni Kōkiri Quality Assurance Handbook. Cabinet papers will comply with the Cabinet Manual.

In addition to the Minister's satisfaction survey, the completion and referral of high quality policy advice (as defined by the quality characteristics) will be assessed throughout the year by an independent expert in Public Sector policy.

All specified reporting deadlines will be met and assessed by comparison against deadlines set in the output plan.



## QUALITY STANDARDS

The quality characteristics are as follows:

Characteristic	Criteria
Purpose	The aims of any papers/briefings Te Puni Kōkiri is responsible for have been clearly stated and all the issues addressed.
Logic	The assumptions behind the advice/briefings provided are explicit, and the arguments are logical and supported by facts.
Accuracy	The facts in the papers/briefings prepared by Te Puni Kōkiri are accurate and all material facts have been included.
Options	An adequate range of options have been presented and each option is assessed for benefits, costs and consequences to the Government and the community.
Consultation	There is evidence of adequate consultation with interested parties and possible objections to the proposals have been identified where appropriate.
Practicality	Problems of implementation, technical feasibility, timing and consistency with other policies have been considered.
Presentation	The format meets Cabinet Office standards or other relevant requirements. The material is effectively and concisely summarised, has short sentences in plain English and is free of spelling and grammatical errors.
Timeliness	Papers are completed and presented within specified deadlines.



