



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

JULY 2011

Pānui Whāinga 2011-2014
Statement of Intent 2011-2014





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New Zealand Government

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FOREWORD FROM MINISTERS

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Tēnā tātou katoa, otirā koutou e whaiwāhi ana ki tēnei Pānui Whāinga a te Kāwanatanga, mō Ngāi Māori.

As we were preparing this Statement of Intent, we learned of the devastation inflicted on Christchurch by a 6.3 magnitude earthquake. There was a huge loss of life, of New Zealanders and foreign nationals, and thousands more who suffered serious injury and loss of treasured possessions, homes, businesses and livelihood. I want to convey my aroha to all those who have suffered. I would also like to acknowledge the collaboration and coordination between agencies and iwi that sprung into action almost immediately. I was very proud of the efforts of Te Puni Kōkiri and Ngāi Tahu who worked together to set up a Māori earthquake response within days of the earthquake. The rebuilding of Christchurch has begun and my ministry will continue to offer its support in these efforts in whatever way it can for as long as is possible.

During my term as the Minister of Māori Affairs commencing in November 2008, Te Puni Kōkiri has supported me well in delivering on the priorities of my portfolio, particularly in shaping the Government's overall direction and focus of generating change in New Zealand's economic performance.

A Māori Economic Taskforce has been operating since the 2009 Jobs Summit and was established to progress responses to the economic downturn. That Taskforce has made

an impact in pursuing a number of critical Māori economic development issues including supporting Māori capacity to participate in public-private partnerships, science and innovation, and international business. During the last year, significant progress has been made on a package of economic initiatives designed to enhance Māori business productivity, export growth and Māori Tourism.

The Māori business delegation participation in the Shanghai Expo last year provided a platform to build and strengthen relationships between Māori and Chinese. I intend to pursue the positive outcomes that arose and apply concerted effort to establishing strong Māori-China business relationships, within the context of the New Zealand Inc China Strategy.

Of particular significance more recently has been the establishment of a leadership role in implementing the Whānau Ora Approach. This approach is distinctive in that it recognises the collective nature and way in which whānau organise and asserts a positive role for whānau within society. Considerable work and associated tight timelines has seen good progress made to date by the Responsible Minister Hon Tariana Turia and Te Puni Kōkiri. Together they have established policy parameters and commenced its roll-out with the first tranche of successful providers being announced in October 2010.

Other major areas of work progressed over the past twelve months have included:

- Policy development underpinning the Marine and Coastal Area (Takutai Moana) Bill in areas such as customary title, the treatment of non-nationalised minerals and the right to development;
- Shaping the proposals for Constitutional review and reform;
- Commissioned an independent Review of the Māori Language Strategy and Sector; and
- Continuing with the high priority and resource intensive Treaty Settlements process.

Building on these initiatives, five key priorities have been agreed by Government that will be the focus for Te Puni Kōkiri for the balance of the Parliamentary term and beyond.

Māori Culture and Indigeneity

Strong and vibrant culture and indigeneity continue to be defining factors in Māori wellbeing, and in shaping national identity. It is an area of public policy leadership in my portfolio and is the foundation for policy and service intervention, and investment in community led initiatives across other sectors, that the Māori Affairs portfolio contributes to. Within this broad area Te Puni Kōkiri will continue to assist me in a range of work, including progressing the review and reform of the Māori Language sector. I anticipate bringing the recommendations of the Independent Panel, established to review the Māori Language sector, to Cabinet in the latter part of the 2011/12 financial year. I expect

that this work will lead to reform of the Māori Language Act and set out the future direction for Te Puni Kōkiri contribution to revitalising the Māori language.

Crown–Māori Relationships

The quality of relationships that underpin interactions between Māori and the Crown continues to be of utmost importance in the conduct of government. I expect Te Puni Kōkiri to continue to bring significant effort to bear across the spectrum of Crown–Māori relationship management. Specifically, they will:

- continue to support my Ministerial role in co-leading the Constitutional Review with a particular focus on ensuring a robust and informed dialogue with Māori;
- continue to support the Government's priority of settling all historical Treaty claims by 2014;
- advise on, and progress, Māori rights and interests in natural resources, with an immediate focus on fresh water, and the RMA reform programme; and
- work towards building a new era of Crown–Māori relationships that are focused on the changing landscape of moving from remedial, to future focused post settlement environment

Māori Economic Opportunities

The Māori asset base and Māori entrepreneurship continue to be valuable, but under-performing contributors to the wider New Zealand economy. My expectations are



for stronger and more export oriented Māori participation in the economy, with a particular focus on the primary sector (where Māori are significant asset owners) by supporting new opportunities in infrastructure investment, facilitating Māori participation in the Rugby World Cup 2011, and supporting initiatives that accelerate skills acquisition among Māori. I will also be looking to invest in Māori enterprises with a particular emphasis in Christchurch and I plan to build on the very positive outcomes arising from the Māori business delegation to Shanghai; and in realising the economic potential of Māori land, scope a review of Te Ture Whenua Māori.

Whānau Ora

Implementation of Whānau Ora policy across a wide range of Māori Communities will remain a key priority for the Māori Affairs portfolio and Te Puni Kōkiri. As the lead agency for implementation of Whānau Ora they have operational responsibility for the delivery of the Whānau Ora approach. As Minister responsible for Te Puni Kōkiri, I look forward to continuing a close working relationship with the Minister Responsible for Whānau Ora, and other Ministers instrumental in empowering whānau to take control of their future. I also continue to be committed to other initiatives that support Whānau Ora, including the Whānau Social Assistance programmes established last year, and the Māori Wardens' programme.

Whole of Government Effectiveness for Māori

Effectiveness for Māori is the responsibility for the whole of government, not just the Māori Affairs portfolio. Statistics show that Māori do

not experience the quality of citizenship that other groups in New Zealand enjoy so it is important that a greater level of performance and accountability for Māori outcomes, on the part of all state sector agencies be put in place. I shall require Te Puni Kōkiri to work closely with central agencies and the wider public sector to focus more sharply on effectiveness for Māori. To support this critical area, Te Puni Kōkiri will take the necessary steps to increasingly equip the public with better information to enable them to assess for themselves the appropriate mix of services needed for their communities.

Finally, as the Minister responsible for Vote: Māori Affairs, I look forward to a close working relationship with other portfolio Ministers to achieve positive results for whānau and Māori. This Statement of Intent gives all readers a good feel for how Te Puni Kōkiri will support me to do this.

I am also pleased to enjoy a positive working relationship with the Associate Minister of Māori Affairs the Hon Georgina te Heuheu; the Responsible Minister for Whānau Ora Hon Tariana Turia, and look forward to working together with Te Puni Kōkiri to ensure our collective success in achieving the priorities of Government.

Mauri ora ki a koutou katoa.



Hon Dr Pita R Sharples
Minister of Māori Affairs



E āku rangatira, e mihi atu ki a koutou mō tēnei mahi e pā ana ki te iwi Māori.

I support the sentiments of my colleagues, Hon Dr Pita Sharples and Hon Tariana Turia in extending to the people of Christchurch sincere condolences for the tragic loss of life, livelihoods and wellbeing in the wake of the devastation caused by the February 2011 earthquake. The courage, resilience and strength of all who call Christchurch their home continue as a shining example of the indomitable nature of the human spirit. We, your fellow New Zealanders, can only watch in admiration, and continue to send our thoughts and practical support.

I am pleased that Te Puni Kōkiri, as part of the Government effort, will continue to play a key role as enabler between Māori and the Government, in rebuilding Christchurch and its communities. In this regard, as the Minister of Pacific Island Affairs, I also acknowledge Te Puni Kōkiri for providing a safe place under its umbrella for Pacific people in the immediate aftermath of the earthquake, and subsequently.

Te Puni Kōkiri continues to have a very important role in supporting the Government's priorities of growing the New Zealand economy and delivering to all New Zealanders prosperity, security and wellbeing. In light of the considerable assets of Māori, both human and physical, that role cannot be underestimated.

Māori sit on the cusp of a new development phase. The Māori population at 15.1% of the total New Zealand population is largely youthful and growing, and is projected to rise to 16.6% in 2021. It is estimated that within twenty-five years, one out of every two babies born will be Māori or Pacific. The implications of these figures for New Zealand's future student population, workforce and taxpayer base are significant.

Additionally, Māori are estimated to be the owner/operators of assets totalling up to \$20 billion. The heightened pace of Treaty of Waitangi settlements in the current term of Government, together with the improved utilisation of assets by longstanding

Māori economic entities help to create a platform for development with considerable potential.

Add to that the growing confidence of Māori over the past 20 years, buoyed by the renaissance of Māori culture and language, improved education outcomes, greater participation in the workforce, increased numbers in the professions and the ranks of the self employed, together with the emergence of successful Māori enterprises, and the role of Te Puni Kōkiri as facilitator and enabler becomes clearer.

The SOI describes a programme of work that recognises Māori and iwi aspirations for their own independence and success, as well as their desire to both participate in and contribute to New Zealand's future prosperity.

It underpins the Government's underlying principles for New Zealanders' wellbeing, namely promoting economic independence and engagement in wealth creation, and nurturing strong families, whānau and communities.

In his foreword the Minister of Māori Affairs has set out, in some detail, the Government's priorities. Hon Tariana Turia has also articulated the importance of Whānau Ora for the future wellbeing of Māori. I expect that, in all these priorities, the Ministry will contribute to the Government's wider goal of better, smarter public services, for less, by maintaining a focus on cost effectiveness.

I look forward to working with the Minister of Māori Affairs, Hon Dr Pita Sharples and the Minister Responsible for Whānau Ora, Hon Tariana Turia, to achieve the priorities of Government.

Noho ora mai rā koutou katoa.

Hon Georgina te Heuheu QSO
Associate Minister of Māori Affairs





Tēnā koutou e ngā iwi, e ngā roopu
me ngā whānau e ngākau nui ana ki
tēnei kaupapa a te Whānau Ora.

Like everyone else, I was shocked and saddened by the destruction of Christchurch from the devastating earthquake. But I was also very impressed with the way New Zealanders from all walks of life came together to help each other in such trying circumstances. With the support of Te Puni Kōkiri and Ngāi Tahu, it was also pleasing to note that He Oranga Pounamu, the Christchurch Whānau Ora provider was part of the first Māori earthquake response. As we look to the future the challenges will be vast, complex and exhausting but I know that with whānau/iwi/agencies working together tirelessly to help, Christchurch will get back on its feet.

Whānau Ora represents a significant investment in whānau and I am excited by the interest generated by the first wave of investment which has resulted in 25 provider collectives encompassing 158 providers. At its very core Whānau Ora is about empowering whānau to take control of their future, to be self-determining, living healthy lifestyles, participating fully in society, and being economically secure.

The Whānau Ora approach will continue to evolve over time. The first few years of implementation is expected to have impacts on:

- a number of providers of services to whānau;
- government agencies that fund service delivery to whānau;

- whānau who engage with those services; and
- more broadly through building the capability of whānau to be more self-managing.

Tracking the practice and action arising from this approach will be undertaken through a range of research and monitoring activities.

The potential for our whānau has never been greater than right now. The spirit of co-operation that is being demonstrated to work together in the interests of whānau is encouraging and I am proud to have witnessed the high level of optimism from the people as a whole.

Te Puni Kōkiri works closely with the Ministry of Social Development and the Ministry of Health in supporting the Whānau Ora Governance Group to facilitate the implementation of Whānau Ora. This is matched across ten regions with Regional Leadership Groups chaired by community leaders and tasked with strategic leadership of Whānau Ora in the region.

Nō reira me ū tonu tātou ki tēnei kaupapa a te Whānau Ora. 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 Responsible for Whānau Ora



MINISTERIAL STATEMENT OF RESPONSIBILITY

I am satisfied that the information on future operating intentions provided by Te Puni Kōkiri in this Statement of Intent 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
7 April 2011





INTRODUCTION FROM THE CHIEF EXECUTIVE

Tēnei ahau, e mihi nei ki te hunga kua huri ki tua o paerau, me koutou ngā kanohi ora o rātou mā, tēnā koutou katoa.

I would like to place on record my condolences for all those who lost cherished family members and friends and suffered other terrible losses. When we learned of the Christchurch earthquake, our initial reactions and thoughts were for our regional staff in our Te Waipounamu regional office, and it was with immense relief and gratitude that we learned all of our staff there were safe and sound although the office itself was damaged. Despite very difficult circumstances, our Te Waipounamu staff almost immediately set about working with Ngāi Tahu to begin coordinating a Māori response to the tragedy. We also deployed extra resources from around the country and helped to mobilise the significant resources provided by Māori NGOs, other iwi, and Māori organisations. We will continue in this role as long as we are needed. It is also our intention that where appropriate, a number of our priority areas will include a focus on the re-build of Christchurch.

The primary focus of Te Puni Kōkiri in the immediate future, undoubtedly, is the five priorities of the Minister of Māori Affairs agreed with Government, and identifying the opportunities for Māori as a result of the Public Sector Reforms.

More recently I have noticed that governments globally and especially the public sector are in various states and rates of change driven by

economic factors such as reducing costs, achieving greater efficiencies or responding to changes in social conditions. New Zealand is certainly no different. The one critical factor however, that is unique for Te Puni Kōkiri in our public service and within the wider machinery of government is the form of Crown-Māori relationships.

Within this context, two important questions arise; what role do Māori people wish to take within change; and what effect might this have on our public service? For us in Te Puni Kōkiri, this means considering the best role and shape for our organisation in order to respond to change. In view of this, we must stay in the present and continue to deliver on the priorities of our Ministers, while maintaining a watch on the medium term. We will of course be guided by our strategic outcome of "Māori succeeding as Māori".

In terms of the Minister of Māori Affairs priorities, the statements contained in the Ministerial Foreword are very explicit. The detail of Te Puni Kōkiri's work is contained in the Operating Intentions section of this document and should be read in conjunction with the Māori, Other Populations and Cultural Sector Information Supporting the Estimates 2011/12, particularly the performance information for appropriations in Vote Māori Affairs. A snapshot of how we intend to address the Government's expectations over the medium term is as follows:

Māori Culture and Indigeneity

Culture is the unique and distinguishing feature of Māori vis-à-vis non-Māori, and is the foundation for the strategic outcome of Māori Succeeding as

Māori – more secure, confident and expert in their own culture. Te Puni Kōkiri will:

- contribute to the development of the whole-of-government response to the Review of the Māori Language Sector and Strategy and implement Cabinet's decisions arising from the Review;
- work to strengthen Māori broadcasting;
- support a strong Māori cultural presence as part of Rugby World Cup 2011; and
- support community based opportunities to strengthen cultural practice and cultural events.

Crown–Māori Relationships

Te Puni Kōkiri in conjunction with the Ministry of Justice will play a lead role in the constitutional review and reform that is likely to require an ongoing facilitation and brokerage role for Te Puni Kōkiri during the process as well as provision of related policy advice. The extent of work required will largely depend on the agreed terms of reference and level of wider engagement required.

Te Puni Kōkiri provides advice, facilitation and brokerage to support the Government's aim of completing the settlement of historical Treaty claims by 2014. We will also advise government on improved and efficient Māori participation in natural resource management, including the Resource Management Act reform programme. These, along with wider national and regional advice, facilitation, brokerage and investment activities contribute to supporting an enhanced Treaty partnership between the Crown and Māori.

Māori Economic Opportunities

Policy settings need to support a shift in the drivers to ensure more balanced and sustainable economic growth for Māori. Te Puni Kōkiri will also be required to influence the policy advice process concerning the impact on Māori as a result of the Government's wider economic growth agenda; dairy, forestry, aquaculture/seafood, mining, resource management, taxation system, and the recent decision to establish a New Zealand Productivity Commission.

The Māori economy is growing. Te Puni Kōkiri research shows that the majority of Māori contribution to the economy still comes from wages and consumption, rather than ownership, entrepreneurship and management.

To support Māori in achieving their economic aspirations, Te Puni Kōkiri will develop an Economic Investment Plan in 2011 to guide their interventions. Specifically, we will advise on increasing Māori participation and success in the economy.

Whānau Ora

Whānau Ora is a new initiative of government developed from a Māori world view and philosophy with a single overarching aim of – best outcomes for whānau. Its meaning is best described as attaining and maintaining wellness, health and resilience. Te Puni Kōkiri has a lead role in the implementation of Whānau Ora on behalf of government and will:

- continue to provide timely advice on Whānau Ora outcomes, linked to regional plans;



- measure the progress of Whānau Ora and associated interventions;
- identify partner agencies output contributions and processes that address agreed Whānau Ora outcomes;
- support Whānau Ora Governance Group and RLG's development;
- Extend uptake of Whānau Ora nationally; and
- maintain a communication plan to promote achievements of Whānau Ora to enhance understanding and support of the programme.

Whole of Government Effectiveness for Māori

Māori are substantial consumers of mainstream services provided by the public sector and are important stakeholders in many aspects of government business. However, there is little tangible evidence about the effectiveness for Māori of the programmes and services delivered by public sector agencies. In this current economic climate, it is important that we find better ways to judge the effectiveness of the public sector's efforts for Māori, and then work to make the necessary improvements.

Te Puni Kōkiri will:

- work with central agencies with the view to sharpening the focus of the public sector accountability system on effectiveness for Māori;
- focus state sector agencies on meeting the needs of Māori and on ongoing improvement to their service delivery;

- lead a comprehensive programme of research and analysis to ensure policy development and programme design is underpinned by robust evidence; and
- provide the public with high quality information so that they can enhance the quality of their engagement with government.

In concluding, Māori know only too well that our history is also our future – looking back not only helps us to look forward but also to be bold in our thinking and approaches. We have responded with pace to improvements identified in the Performance Improvement Framework (PIF), an independent review of our capability and capacity.

I want to take this opportunity to reflect on the future. We need collectively to make maximum use of all the levers, talent and information available to us, to enhance our reputation as a smart, effective public service organisation.

Nō reira, noho ora mai koutou i ngā marae kāinga o te motu.

Leith Comer
Chief Executive



CHIEF EXECUTIVE STATEMENT OF RESPONSIBILITY

In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent 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 Appropriations (2011/12 Estimates) Bill, 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.

Leith Comer
Chief Executive

Michelle Ewington
Chief Financial Officer



NATURE AND SCOPE OF FUNCTIONS

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Te Puni Kōkiri was created by the Ministry of Māori Development Act 1991, with a sharpened focus on education, training and employment, health and economic resource development. Our principal duties under the Act are to promote increases in Māori achievement across these key social and economic areas, and linked to this, to monitor and liaise with each department or agency that provides, or has a responsibility to provide, services to or for Māori for the purpose of ensuring the adequacy of those services. One of the significant challenges we face is striking the right balance between leading and influencing public policy, and assuming a monitoring role akin to a central agency.

To achieve our purposes we focus predominantly on:

- leading and influencing government policy as it pertains to Māori;
- assisting the Government to manage its relationships with Māori; and,
- partnering and facilitating Māori, government and private sector initiative.

Te Puni Kōkiri is a policy-led ministry tasked with advising its Ministers, and government, on the Crown's relationship with Māori, including opportunities and risks inherent within that relationship. The focus of Te Puni Kōkiri's advice is on improving citizenship outcomes for Māori in key social and economic domains through whānau-centred approaches; and on the ongoing Treaty of Waitangi based partnership relationships between the Crown and hapū and iwi. It is the latter, constitutionally based, focus that distinguishes Te Puni Kōkiri, and its role within the public sector.

Te Puni Kōkiri's core roles also include administration of a discrete set of Māori-targeted social assistance and cultural and economic development initiatives and, monitoring and policy oversight of other appropriated entities within the Māori Affairs portfolio, including Te Māngai Pāho (TMP), Māori Television Service (MTS), Te Taura Whiri i te Reo Māori (TTWh) and the Māori Trustee.

To carry out its core roles and functions Te Puni Kōkiri combines a head office of policy, programme coordination and support services personnel with a network of regional offices and teams. The latter are principally tasked with local-level facilitation and brokerage between Māori collectives and the public, private and voluntary sectors; local-level consultation and issues reporting; and local-level management of the Ministry's social and cultural and economic development programmes and initiatives.

There are three key points of difference between Te Puni Kōkiri and other agencies. Firstly, Te Puni Kōkiri is able to offer a cross-sector viewpoint on the barriers to, and potential enablers of, improved citizenship outcomes for Māori as whānau and wider collectives, and as a population group. Secondly, the Ministry can bring operational capacity to its advice and the decisions taken by Ministers, in the form of, for example, action research, programme pilots or substantive roll out. Third, Te Puni Kōkiri's regional network ensures that its advice to the government can be tested against, and grounded in, the diverse realities of iwi and Māori communities: culturally distinct, urban and rural, contemporary and customary, pre-and-post settlement.

These are crucial elements to the Māori Affairs and Whānau Ora portfolios, given the dual standing of Māori, as citizens entitled to equitable citizenship outcomes; and, within the framework of the Treaty of Waitangi, as hapū and iwi, with distinct rights and expectations of the Crown as their Treaty partner.

Te Puni Kōkiri advises on whole-of-government interests, is engaged in many inter-agency exercises, and participates in a diverse range of stakeholder relationships, from the Cabinet table to the kitchen table. The Ministry deals with high profile and controversial issues that go to the core of New Zealand's national identity.



STRATEGIC DIRECTION

Links to Government's priorities

We intend to address Government's expectations over the medium term through a particular focus across the Ministerial priorities of Māori Culture and Indigeneity; Crown-Māori Relationships; Māori Economic Opportunities; Whānau Ora and Whole of Government Effectiveness for Māori. The key work areas under each of these priorities are captured within our Outcome Framework and detailed in the Operating Intentions section of this document.

The Government's overriding priority is to grow the economy to deliver greater prosperity, security and opportunities for all New Zealanders. To progress this, government has identified six key policy areas that present opportunities to lift growth and create jobs. These are:

- strengthening the tax system - improving incentives to work, save and invest;
- public sector performance - delivery of better, smarter and quality public services;
- education and skills - increasing individuals ability to help firms innovate and be more productive;
- science, innovation and trade - assisting firms to grow and innovate, raising productivity levels across the economy;
- regulatory environment - removal of unnecessary regulatory barriers to enterprise and business opportunity; and
- productive infrastructure - investing appropriately to support economic growth.

Our long-term outcome of *"Te Ao Hurihuri: Māori prepared for future opportunities,"* is specifically focused on achieving positive impacts for Māori across the Government's economic policy areas of; education and skills; science, innovation and trade; and productive sectors.

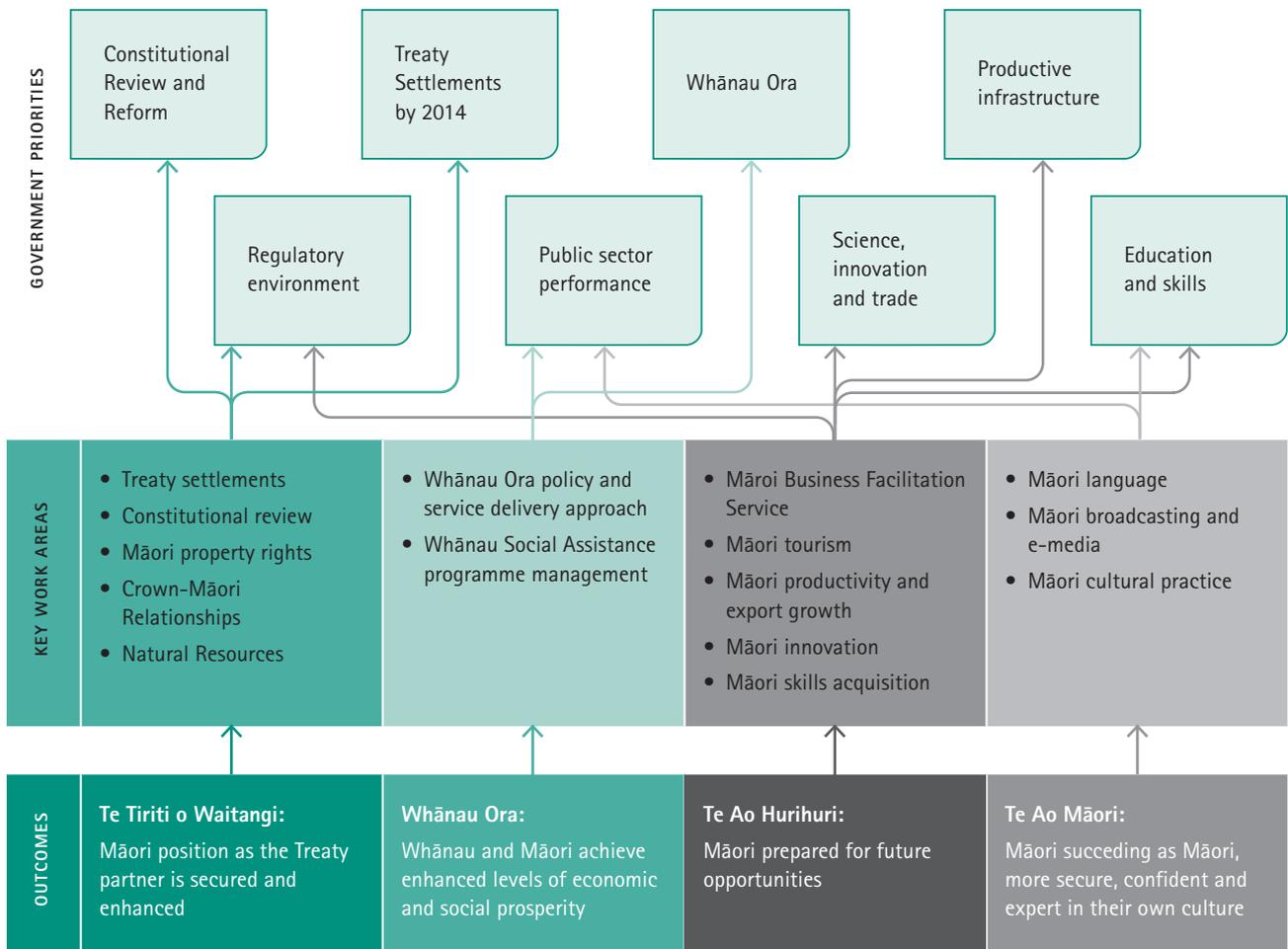
Specific contributions to the Government's economic policy area of improving public sector performance are captured through the following long-term outcomes and guiding principles:

- *"Whānau Ora: Whānau and Māori achieve enhanced levels of economic and societal prosperity"* - the Whānau Ora delivery approach will improve the way public agencies and their contracted agents interact with Whānau;
- *"Te Ao Māori: succeeding as Māori, more secure, confident and expert in their own culture"* - reform of the Māori language sector; and
- *"Government is effective for Māori"* - improving the effectiveness of the State Sector for Māori.

Other Government policy priorities that are at the heart of our core role as principal advisor to Government on Crown-Māori relationships include; Treaty Settlements by 2014, and Constitutional Review and Reform. Our long-term outcome of *"Te Tiriti o Waitangi: Māori positioned as the Treaty partner is secured and enhanced,"* makes specific contributions across these policy priorities.

Figure 1 summarises the main links between our Outcomes and the Governments policy drivers.

Fig.1 TPK contribution to Government's key policy areas¹.



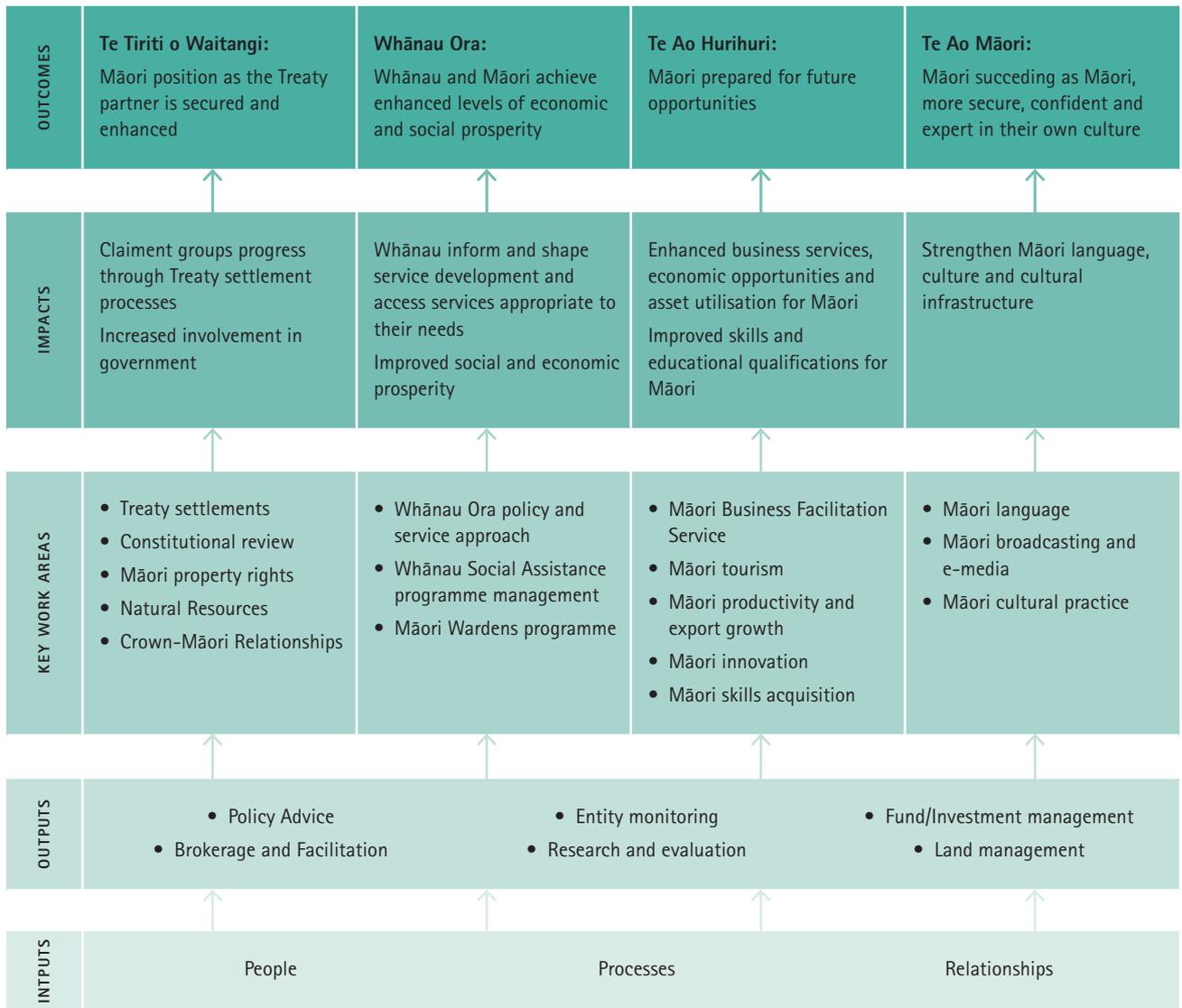
Outcome framework

As illustrated above, our outcome framework has, and continues to align closely to the priorities of Government. These, together with our wider Crown-Māori relationship responsibilities and statutory responsibilities, particularly in respect to the Māori language, signal the medium term direction for Te Puni Kōkiri.

The diagram on page 16 represents our Outcome Framework; identifying the key work areas we will progress, in response to Ministerial Priorities, and resultant impacts attributable to each Outcome.

¹ Extracted from Budget Policy Statement 14 Dec 10; and Prime Minister's Statement to parliament 8 Feb 11.

Figure 2: Te Puni Kōkiri Outcome Framework



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Details on each outcome, our work programme, and how we will measure progress can be found in the Operating Intentions section of this document and in the Information Supporting the Estimates for Vote Māori Affairs.

Our outcome framework reflects key dimensions of the Treaty of Waitangi: he aha te mea nui o te ao... and tino rangatiratanga.

He aha te mea nui o te ao? He tangata, he tangata, he tangata reflects the principal

importance of Māori people, and our focus on optimising the combined cultural, social and economic wellbeing of them, and the kinship and other collectives to which they belong, according to their own preferences and norms.

When viewed from the perspective of a government agency with a core role as principal adviser on Crown-Māori relationships, Tino Rangatiratanga is expressly provided for in the Treaty, and through the interpretations of the Waitangi Tribunal and

Courts is required to be actively protected by the Crown as part of the 'essential bargain' through which the Crown acquired the authority to govern. Active protection extends beyond the Article 2 dimensions to which it is specifically ascribed, to all matters which Māori consider to be important to their development, quality of life and culture.

Our policy approach asserts our view that, in all circumstances, Māori themselves are best placed to express their own development needs and aspirations, have the capability to achieve those aspirations, and that this is best supported in ways that build on the strengths evident in Māori cultural constructs. We therefore seek to develop public policy in ways that reflect these strengths and aspirations, and we are moderated by kaupapa Māori values to ensure that our advice is anchored in not just what is important to Māori, but also is developed in ways that are respectful of and appropriate to Māori.

The key outcomes identified in our outcome framework reflects the changing economic conditions and government priorities. While our immediate emphasis has previously been on supporting Māori during a difficult economic climate, we have shifted that approach to building whānau resilience and self-reliance. We have retained our on-going emphasis on being future focused and building on the inherent cultural strengths of Māori people and communities. Underpinning these priorities is the continued focus on the Treaty of Waitangi as the constitutional basis for New Zealand society, and securing and enhancing the rights and interests, and reciprocal obligations, of whānau, hapū, iwi and Māori as tangata whenua, and as partners in the Treaty.

Contributing to Government's priorities, including achieving positive outcomes for Māori, is the responsibility of every agency of state. All New Zealanders want to have good health, be well educated, live in a healthy environment, have adequate housing, have access to meaningful employment, feel secure, have their culture accessible and utilised by themselves and valued by others, and enjoy a state of well being. Our interest in all of these areas is to work closely with agencies that have the primary responsibility for these outcomes to ensure that outcomes for Māori are equitable, and enable them to fulfil their aspirations and realise their own potential.

How we will measure progress

The outcome indicators we have selected reflect critical information that we are interested in with respect to each outcome. Each of the outcome indicators provides baseline data and subsequent trends.

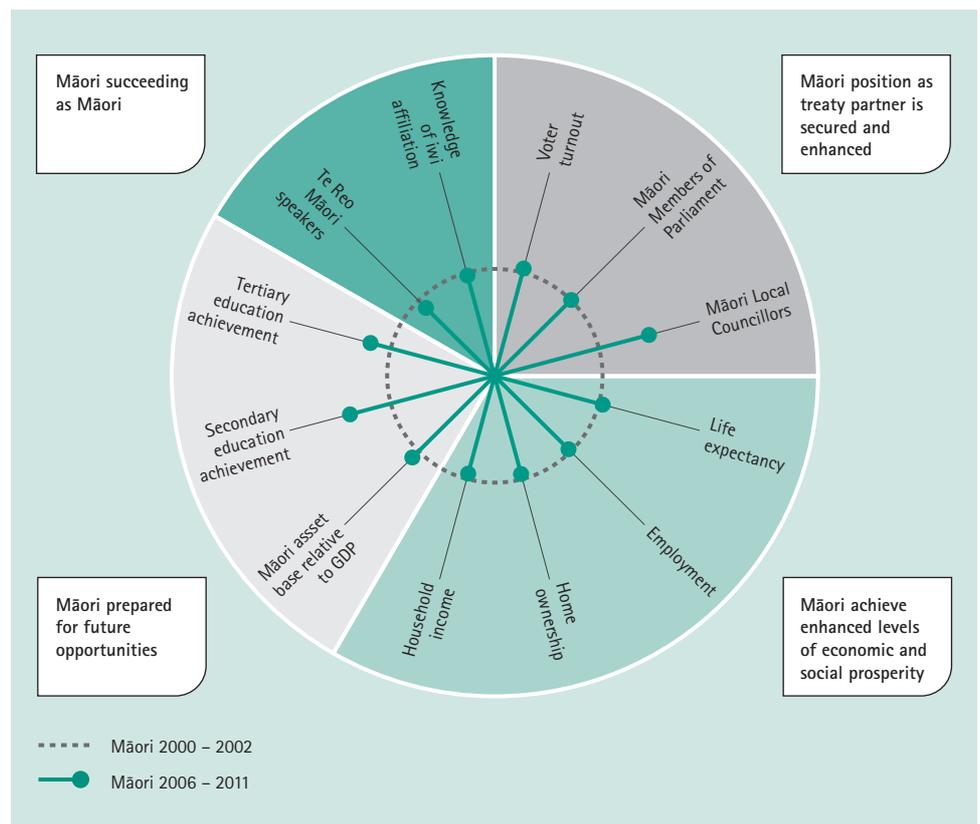
In some cases, Government has not set targets for these indicators: accordingly, we have limited our expression of outcome targets to those that have already been agreed by Government. We will however work with other agencies to develop outcome targets to reflect effectiveness for Māori.



Figure 3 below depicts the baseline data (2006-10) for key outcome indicators, and shows recent trends in these indicators (progress since 2000-02).² Our influence on the stated outcomes is long-term and indirect. Many other factors, including other public sector agencies, contribute toward achieving these outcomes.

The chart shows that Māori have made gains since 2000 across all the reported indicators, with the exceptions of employment, home ownership, household income and te reo Māori speakers. The largest gains occurred in the areas of local government representation, secondary education, and tertiary education.

Figure 3: Key Outcome Indicators: Baseline Data



Note: The inner circle represents historic average outcomes for Māori for each indicator between 2000 and 2002, and the spokes represent the most recent average outcome between 2006 and 2011. Where a spoke falls outside the circle, the outcomes have improved since 2000-02. Where a spoke falls within the circle, outcomes have deteriorated since 2000-02.

² It is important to note that this analysis reflects comparisons based on data obtained at two points in time. It provides a simple trend analysis that reflects relative change rather than the absolute status of the indicators.

We have also established a set of impact measures specifically to assess and report on our own performance. These are detailed within the Operating Intentions section of this document. They include baseline data and current trends and where appropriate we have established specific performance targets.

We will update outcome indicators and impact measures baseline data in each of our future Statements of Intent and report on progress against the indicators/measures in our Annual Reports. As they are medium to long-term indicators/measures, we will, however, expect to see progress on them only over the three to five-year timeframe of this Statement of Intent.

Even in the medium term, progress on the outcome indicators and impact measures will depend not just on the Ministry's efforts but also on many other factors. The indicators and measures should therefore be interpreted with care.

How we will work with other agencies

Working co-operatively with other agencies is a key platform for our combined success, as the public sector continues to strive for more efficient public services that achieve value for money.

Appendix 1 shows the main relationships between our outcomes and those of other agencies.

In addition, some of the policy work we do is implemented by the Crown entities and the Māori Trustee we monitor. Appendix 2 shows how these organisations contribute to our outcomes.



OPERATING INTENTIONS

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This section sets out the work we will deliver over the next three years, including our intended outcomes and impacts; and the measures we will use to assess our progress. Our operating intentions are broadly consistent with those indicated in the 2010 - 2013 Statement of Intent.

We will report on the work we have completed, and progress with all other continuing work, in our Annual Reports.

We give more detailed information on our work programme and the results we are aiming for in the Information Supporting the Estimates of Appropriations for our Vote.

KEY OUTCOME 1 :

Te Tiriti o Waitangi: Māori position as the Treaty partner is secured and enhanced

Context

The Treaty of Waitangi is the founding document of New Zealand. It created a nation based on the acceptance of the partnership promise that is inherent within the Treaty. Māori view the Treaty as under-pinning their development, laying the blueprint for economic independence, and a relationship with the Crown based on mutual respect, recognition of the contributions each partner makes to that relationship and working with each other in good faith. For the Crown, the essential

bargain created by the Treaty requires the active protection of all things of importance to Māori, but most importantly, the protection and the exercise of rangatiratanga that Māori describe as development according to their own aspirations, preferences and norms. The Treaty is also the starting point for the process of reconciliation between iwi, hapū and the Crown.

Ministerial Priorities

- Crown-Māori Relationships.
- Whole of Government Effectiveness for Māori.

What we are seeking

The position of iwi and hapū as the Treaty partner is secured and enhanced.

Achievement of this outcome reflects a state in which the quality of the Treaty partnership is evident through:

- the completion of the process of reconciliation between the Crown and iwi and hapū;
- the on-going consideration and acknowledgement of the Treaty of Waitangi in Government decision making processes;
- the involvement and participation of Māori in the systems of Government; and,
- an equitable quality of citizenship experienced by Māori according to their own aspirations, preferences and norms.

An environment in which the Treaty partnership is recognised, respected, and acted on is a necessary pre-requisite to enabling New Zealand as a whole to move forward

together with a shared purpose and a clear commitment to an optimistic future.

This outcome presents a wide scope of possible intervention points. In the short to medium term, we have refined our focus on supporting Government's goal of settling all historical Treaty grievances by 2014; and on enhancing Māori involvement and participation in government processes. We consider that these are priority points of intervention as they are necessary platforms for rebalancing the Treaty relationship, and moving towards giving effect to the partnership promise that is inherent within the Treaty.

What we are doing to contribute towards achieving this

Key areas of impact demonstrated through our activities include:

- the progress of groups through settlement processes; and
- increased Māori involvement and participation in government processes.

Our output priorities that demonstrably contribute towards these results include:

Progress of groups through Treaty settlement processes, including providing advice, facilitation and brokerage on:

- the development of Treaty settlement policies;
- mandate and representation, and settlement ratification;
- the disposal of surplus Crown land under the protection mechanism;
- resolving inter and intra iwi, and Crown-

Māori, disputes that arise prior to and during the negotiations process; and

- the establishment of, and investment in strengthening the capacity and capability of post settlement governance entities.

On a related Treaty settlements note, although not directly a component of progressing groups through Treaty settlement processes, as part of the Minister of Māori Affairs' statutory responsibilities, we prepare for tabling in the House of Representatives an annual report on the progress made by the Crown in implementing recommendations of the Waitangi Tribunal; and we have a lead role in co-ordinating the Government's response to the Waitangi Tribunal report on the WAI 262, the indigenous flora and fauna and intellectual property claim.

Māori involvement in government processes

- providing advice on constitutional issues, including Māori representation;
- co-ordinating appointment processes for which the Minister of Māori Affairs is responsible, including the key appointments to the Māori Land Court Judges, Waitangi Tribunal members, Māori Trustee, and Board members of Te Māngai Pāho, Te Taura Whiri i te Reo Māori and the Māori Television Service;
- providing advice on nominations to Government appointed organisations and bodies;
- engaging with, and supporting other agencies to engage with, Māori; and
- Supporting direct dialogue between key iwi and Māori representatives, and their technical advisors, and the Government.



Other key areas of our work programme that contribute to this outcome include:

- Marine and Coastal Area (Takutai Moana) Act: on-going provision of advice and facilitation to support negotiations undertaken as a result of the Act;
- Involvement in Government reporting to the UN and its related bodies on international obligations, and in international fora on issues associated with indigenous peoples, and the related rights and interests of Māori people, particularly issues associated with the domestic implementation of the UN Declaration on the Rights of Indigenous Peoples;
- Advice on issues associated with the Māori property rights and interests with respect to natural resources;
- Continued support during the transition period of the Māori Trustee as a stand-alone organisation, to ensure the provision of enhanced trustee and development services to Māori land owners by the Māori Trustee³; and
- Advising on the Crown's purchase interest in the Māori Trustee.

More detailed information about our work programme, and performance in these areas, is provided in the Information Supporting the Estimates for Vote Māori Affairs, and in the Ministry's Output Plan.

How we will demonstrate progress towards achieving this

In terms of **Treaty settlements**, our advice on mandate and representation enables Ministers to make decisions about whether settlement negotiations can be entered into with a

particular entity; and our advice on settlement and governance ratification enables Ministers to make decisions about whether a Deed of Settlement should be finalised. We also provide facilitation and mediation services to resolve inter and intra iwi, and Crown-iwi disputes, which enable stalled negotiations to proceed. Although the overall negotiations work programme is set by the Office of Treaty Settlements, maintaining the work programme momentum, and thus meeting the overall 2014 goal, is contingent on the quality and timeliness of our work at these key junctures.

In terms of **increasing Māori involvement in government processes**, the Treaty relationship is premised on three key principles – partnership, protection and participation. Participation includes involvement in government processes, and is fundamental to giving effect to the Treaty's partnership promise. We are able to have a direct influence on this type of involvement, including through directly managing the Minister of Māori Affairs' appointment responsibilities, enhancing Māori participation in governance of government appointed boards and organisations (measured through the success rate of our nominations and appointment advice), and involvement in government decision making (measured through our direct engagement with Māori on policy matters we lead).

The diagram on page 23 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on enhancing and securing the position of Māori as the Treaty partner.

³ Māori Trustee services are reflected in this outcome area, as Crown funding is provided for the express purpose of the Māori Trustee delivering a range of Treaty obligations on behalf of the Crown.

Outcome 1: Te Tiriti o Waitangi – Māori position as the Treaty partner is secured and enhanced

Government policy drivers				
<ul style="list-style-type: none"> Complete the settlement of historical Treaty of Waitangi claims by 2014; Constitutional Review and Reform. 				
Outcome measure	State	Initial	Current	Trend
Number of groups with completed settlements (%)	Target is the completion of all historical Treaty settlement claims by 2014	17% (1997–2008)	32% (2010)	↗
Voter turnout in Māori electorates (%)		57.6% (2002)	62.4% (2008)	↗
Māori MPs (%)		15.8% (2002)	16.4% (2008)	↗
Māori elected in Local Elections (%)		4.0% (2001)	8.0% (2007)	↗
Impact	Impact Measure	Initial	Current	Trend
Progression through Treaty Settlements	% Mandate and ratification decisions reflect Te Puni Kōkiri advice, and within timeframes (Target: 95%)	100% mandate and ratification hui observed within agreed timeframes. (2009/10)	-	
	% Resolution of inter iwi disputes allowing Settlement progress to resume interventions (Target: 80%)	-	-	↔
Increased Involvement in government processes	Success rate of nominations and appointments advice to Ministers and appointing agencies (Target: 45%)	58.75% (2009/10)	-	↗
	Key Government policy decisions are informed by Te Puni Kōkiri advice &/or the facilitation of direct Māori engagement.	Annual results reported in Te Puni Kōkiri Annual Report		
Output / Activity				
Policy – Crown Maori Relationships <ul style="list-style-type: none"> Treaty settlements towards 2014 Marine and Coastal Area (Takutai Moana) Bill Constitutional Review and Reform Advice on property rights International issues Nominations and appointments 	Operations Management <ul style="list-style-type: none"> Management of Māori Potential Fund (MPF) investments 	Relationships and Information <ul style="list-style-type: none"> Broker and facilitate relationships and opportunities between Maori and central and local government, and assist in the settlement process Treaty settlement related dispute resolution 	Key non-departmental output expenses <ul style="list-style-type: none"> Māori Potential Fund investments Māori Trustee Functions Koronga Te Kere Whānau Trust Turanga Capacity Building 	
Performance Measures				
Further information on output performance measures are provided in the Information Supporting the Estimates 2011/12				



■ KEY OUTCOME 2:

Whānau and Māori achieve enhanced levels of economic and social prosperity

Context

The social, economic and cultural gains experienced by wider New Zealand over the last two decades have not been experienced by many Māori families. What has worked for many New Zealand families over this period does not appear to be working for whānau who are vulnerable. Income support and other forms of social protection, without corresponding investment in the building of resilience amongst families and whānau, has in part compounded the cycle of social deprivation by increasing the dependency of some individuals and families on social assistance from the state.

For too many whānau, the ability to focus on planning and achieving positive outcomes has been lost and needs to be reconstituted. Whānau Ora is built on the premise that while the status of individuals is important, the way in which the group operates as a whole to achieve health and wellbeing for its members is critical. The aim of Whānau Ora is to uplift whānau and to enable whānau to assume responsibility for their own affairs, for self-management and self-determination. It is intended to reduce over time their reliance on government funded services.

The Whānau Ora approach is lead by the Whānau Ora Governance Group, which reports to and is appointed by the Minister Responsible for Whānau Ora. The Governance Group has agreed to an outcomes framework against which progress is reported. Key to

the outcomes to be achieved is change at the whānau level, provider level and agency level.

Whānau Ora is one of a number of cross-cutting initiatives being undertaken in the social sector to improve the delivery of services to citizens. The Social Sector Forum is co-ordinating many of the delivery changes in the social sector. Te Puni Kōkiri is represented at the level of Deputy Secretary in the Social Sector Forum work.

Ministerial Priorities

- Whānau Ora.
- Whole of Government Effectiveness for Māori.

What we are seeking

Whānau and Māori achieve enhanced levels of economic and social prosperity.

Achievement of this outcome would be characterised by a state where whānau interact in a manner that provides for the best overall wellbeing of the whānau according to its own preferences and norms. We will be working in conjunction with the Ministry of Health and the Ministry of Social Development, on the implementation of Whānau Ora and on clear monitoring and evaluation targets against outcomes. On the ground our focus is on achieving practical change in the way that service providers work with whānau to meet their outcomes.

We continue to actively seek improvement in the level of social and economic prosperity of Māori. Consistent with our establishment legislation, the particular focus areas for this outcome are health, employment, education and whānau level indicators of economic wellbeing. We are also actively working

to address the drivers of crime by working across agencies to improve the effectiveness of the interface between the justice and social sectors. We have located education indicators with the next outcome area, which incorporates education as a pathway to skills acquisition and economic success. That said, indicators of educational success are equally relevant to Whānau Ora. Accordingly, we have ascribed outcome indicators to reflect:

- Improvement in Māori life expectancy;
- Increased levels of Māori employment;
- Increased levels of Māori home ownership;
- Increased levels of Māori household income; and
- Reducing levels of Māori criminal offending.

At this stage, we consider these indicators to be important and relevant, but not a comprehensive reflection of a state of success for this outcome. Particular challenges arise, as government as a whole has not established outcome targets against all of these indicators, and because data collection is typically undertaken at the level of individual achievement. The Social Sector Forum comprising the Ministry of Social Development, Ministry of Health, Ministry of Education and the Ministry of Justice is developing a social sector outcomes framework. As part of the measurement of Whānau Ora we have established whānau oriented measures of wellbeing and prosperity, to better reflect the intent of this outcome.

What we are doing to contribute towards achieving this

Key areas of impact demonstrated through our activities include:

- Ensuring that consideration of the impact on Māori and whānau wellbeing informs key decisions made by Government in the focus areas of this outcome;
- Whānau informing and shaping service development, and accessing services appropriate to their needs; and,
- Increased whānau connectedness, resilience and self-reliance.

Te Puni Kōkiri is working with 25 provider collectives to support them to implement service delivery changes to work more effectively on achieving whānau outcomes. Te Puni Kōkiri and Whānau Ora Regional Leadership Groups are supporting whānau, planning and the implementation of activities to support whānau leadership, resilience, connectedness and self reliance.

Whānau Ora places families in the centre and in control of achieving their own outcomes. While whānau will be self managing, there will also be expectations that government services will deliver better results for all New Zealand families. Whānau Ora implementation includes Te Puni Kōkiri working across social sector agencies to ensure better contracting practices and supporting providers to further focus on improving whānau outcomes.

Over the next year, Te Puni Kōkiri will be working with the relevant agencies to identify and develop a further 8 provider collectives to support whānau centred services. These provider collectives' along with the current wave of 25 will be supported to transform their systems and processes to enable the delivery of services to be more responsive to the needs and aspirations of whānau.



This will include grouping together social sector contracts and supporting community providers to work with whānau to improve their lives. The approach is part of a learning process, of providing service delivery that empower whānau as a whole, rather than focusing separately on individual whānau members and their outcomes.

Key areas of work include:

Advice across government on enhancing the wellbeing of whānau and Māori

- Influencing the policy settings across the health, social services, employment, housing and justice sectors;
- Leading advice across government on the opportunities and benefits of whānau as a unit of intervention for policy development and programme delivery; and
- Developing an evidence base to support, and leading advice across government, on the efficacy of Māori designed, developed and delivered programmes to deliver sustainable outcomes to Māori people and their families.

Programme management, including:

- Delivering Whānau Social Assistance programmes;
- Delivering the Māori Wardens programme; and
- Evaluating a selection of Māori Potential Fund initiatives and programmes that support enhancing whānau wellbeing, in accordance with the agreed Evaluation Strategy and priorities.

How we will demonstrate progress towards achieving this

The main impacts we have is on:

- Ensuring that consideration of the impact on Māori and whānau wellbeing informs key decisions made by Government in the focus areas of this outcome;
- Whānau informing and shaping service development, and accessing services appropriate to their needs; and,
- Building whānau connectedness, resilience and self-reliance.

Our work in this outcome area is premised on the view that bringing about positive change on the key outcome indicators is at least partly dependent on the decisions, and consequent actions, of three key actors: government, in terms of the policy decisions it takes; service providers, in terms of the effectiveness of service delivery; and whānau, in terms of the decisions they take that affect the quality of their lives. We therefore seek to influence each of these key actors, in ways that positively shape their understanding of the potential impacts of their decisions, builds their capacity to take positive decisions; and builds a social policy and service delivery sector that is more whānau centred and acts in ways that recognise whānau preferences and norms.

The diagram on page 27 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on enhancing the economic and social prosperity of Māori and whānau.

Outcome 2: Whānau Ora: Whānau and Māori achieve enhanced levels of economic and social prosperity.

Government policy drivers

- Establishment and implementation of a Whānau Ora approach that reflects the aspirations of whānau to be self-managing and take responsibility for their own economic, cultural and social development.
- Public Sector Performance

Outcome measure	State		Trend
	Initial	Current	
Māori life expectancy at birth (years) [Source: He Korowai Oranga MoH; no quantitative target set. Ref Annual Health Targets for contributing areas, MoH]	69.0yrs (male) 73.2yrs (female) (2000-02)	70.4yrs (male) 75.1yrs (female) (2005-07)	↗ ↗
Māori employment rate (%)	57.5% (2001)	57.5% (2010)	↔
Māori individual housing tenure (%)	31.7% (2001)	30.1% (2006)	↘
Māori in households in bottom income quartile (%)	24.3% (2002)	25.1% (2010)	↘

Impact	Impact Measure	State		Trend
		Initial	Current	
Increased level of engagement / improved accessibility to Māori and whānau	% of Whānau Ora provider collectives with increased quantity and/or quality and/or availability of whānau centred services to specified target populations. (Target: 95%)	25 Whānau Ora provider collectives are developing Programmes of Action to deliver whānau-centred services to whānau.		
	Kaitoko whānau workers	50		
	Oranga whānau workers	21		
Increased whānau engagement in planning and development towards goals of whānau resilience and self-reliance	% of whānau engaged with whānau navigators have completed a plan (Target: 85%)	To be determined		
Better trained and equipped Māori Wardens (capability and capacity)	Numbers recruited, trained, and optimal state. (Target: 250 – 300 wardens attend training courses; >85% success rate)	259 wardens recruited 60% uniformed and equipped	An evaluation of the Māori Wardens programme is to begin April 2011	

Output / Activity

Policy – Social and Cultural, Economic and Enterprise	Relationships Et Information	Whānau Ora Administration	Integrated Whānau Social Assistance	Key non-departmental output expenses
<ul style="list-style-type: none"> • Advice on enhancing the wellbeing of whānau and Māori 	<ul style="list-style-type: none"> • Broker and facilitate relationships and opportunities for Māori 	<ul style="list-style-type: none"> • Develop and implement process to support Whānau Ora governance and service delivery 	<ul style="list-style-type: none"> • Manage Whānau Social Assistance programmes • Manage Māori Wardens Programme 	<ul style="list-style-type: none"> • Whānau Ora Based Service Development • Māori Potential Fund investments • Iwi Housing Support • Rangatiratanga Grants • Māori Wardens

Performance Measures

Further information on output performance measures are provided in the Information Supporting the Estimates 2011/12



■ Key outcome 3:

Te Ao Hurihuri: Māori prepared for future opportunities

Context

The majority of Māori contribution to the economy still comes from wages and consumption rather than ownership, entrepreneurship and management. Critically, there appears to be significant scope for Māori asset holders to add economic value and return on investment from their assets, including through the better utilisation of skills and workforce development, innovation, management and governance, and other key drivers for economic growth. Therefore, in line with the government's agenda, future economic growth should focus on increasing contribution to the economy at all levels, including exports, in order to ensure growth in the Māori asset base and employment, leading to rising levels of Māori and whānau wellbeing.

Ministerial Priorities

- Māori Economic Opportunities.
- Whole of Government Effectiveness for Māori.

What we are seeking

The basis for the Government's Economic Growth Agenda is to deliver greater prosperity, security, and opportunities to all New Zealanders by fostering economic development. The Government also wants to increase exports to 40 percent of our GDP. The export target requires New Zealand to nearly treble the value of exports over 15 years. New Zealand cannot rely on business as usual to reach these goals.

This is a significant challenge not only for New Zealand, but also for Māori. Key outcome indicators for this outcome focus particularly on increasing Māori productivity, through the Māori asset base, supporting Māori businesses and educational attainment and skills acquisition. They are:

- Contribution to the growth of the Māori asset base;
- Increased value of the Māori asset base as a proportion of nominal GDP; and
- Increased levels of Māori educational achievement at secondary and post compulsory levels.

What we will do to contribute to achieving this

Achievement of this outcome is largely dependent on decisions taken by individual Māori leaders and their whānau, asset owners, Māori businesses and prevailing economic conditions. Accordingly, we have clarified our role in this outcome area to ensure the best path of intervention for government.

Our contribution to this outcome is thus focused on Māori achieving higher levels of participation and success in the priority areas of education, training, skills acquisition and enterprise and science and innovation as these are key platforms from which to drive future economic success. Importantly, the relatively youthful construct of the Māori population means that it will make up an increasing larger proportion of the New Zealand workforce and economic engine, and thus it is critical to ensure that Māori have high standards of educational attainment and appropriate skills to drive the future economy.

Alongside this, we continue to explore opportunities to generate greater productivity and diversification of Māori owned assets, and to support a policy and regulatory environment within which Māori business can flourish, while balancing the protective factors of ensuring the retention of Māori assets in Māori ownership.

Key areas of impact demonstrated through our activities include:

- Ensuring that consideration of the impact on Māori education and skills pathways informs key decisions made by government;
- Enhancing Māori business services;
- Enhancing opportunities for Māori to utilise their assets; and
- Direct investment in Māori economic development initiatives.

New developments this year are consistent with the overarching goal of lifting economic performance by increasing productivity, and include strengthening and promoting Māori tourism, supporting the growth of Māori export opportunities, supporting Māori science and innovation and growing Māori contribution to the economy. In the latter area, there is a strong focus on improving skills and governance capabilities in the productive sectors aligned with Māori asset holdings. We will also ensure that key projects generated from the Ministerial Māori Economic Taskforce are factored into key initiatives for the future.

Other key areas of our work include:

The quality of life and experiences of Māori

- Influencing policy settings and decisions on matters related to education, training and skills pathways;

- Providing discrete reports on the quality of life and experiences of Māori; and
- Supporting the improved participation of rangatahi in training and learning opportunities.

Participation and success in business and the economy

- Administration and delivery of the Māori Business Facilitation Service;
- Supporting Māori involvement in event based economic opportunities, including the Rugby World Cup 2011;
- Follow up on opportunities flowing from the Shanghai Expo 2010, working collaboratively with NZTE and MFAT; and
- Providing discrete reports on Māori participation and success in the economy.

Enhancing Opportunities for Māori to Utilise their Assets

- Advising on options for reducing barriers to the effective utilisation of Māori assets;
- Progressing work to support Māori science and innovation, including better alignment between science and innovation and the Māori economy;
- Progressing work on a new basis for the rating and valuation of Māori land; and
- Growing and developing Māori leadership and governance.

How we will demonstrate progress towards achieving this

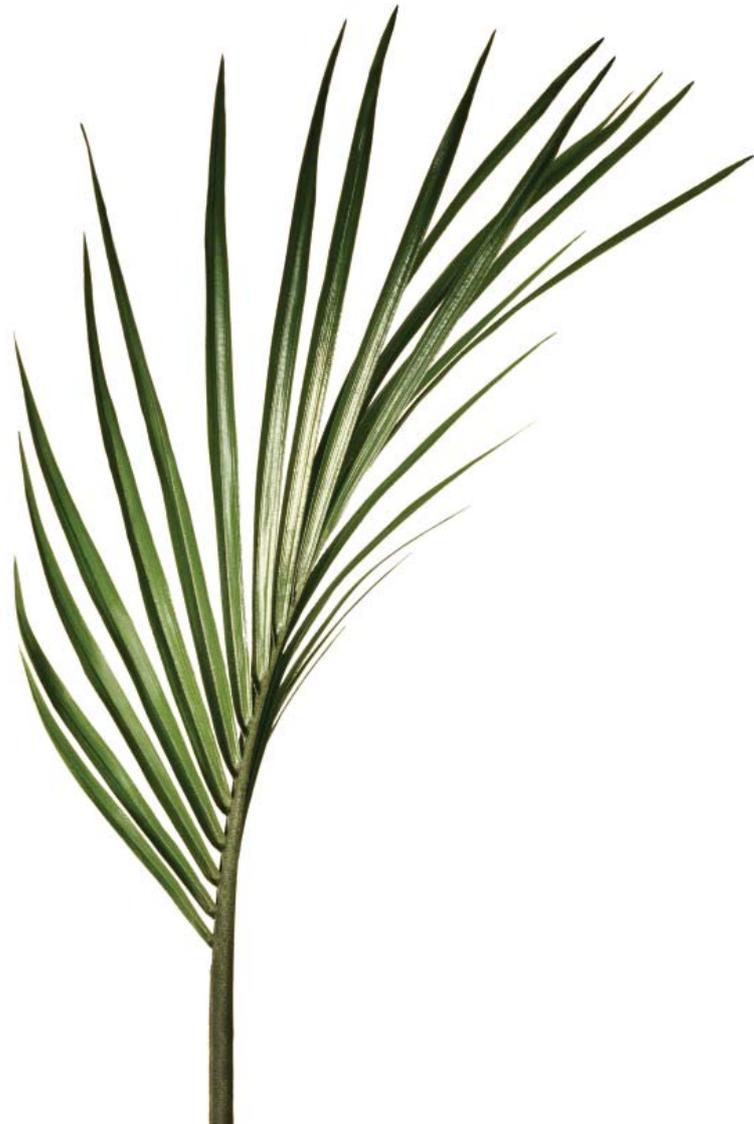
The main impacts we have is on enhancing opportunities for Māori economic development and skills acquisition.



Our work in this outcome area recognises that the pathway to growing Māori economic performance is largely dependent on increased productivity. Productivity has many dimensions and we recognise that we will need to focus our efforts. Therefore the focus will be on improved education and skills profile; creating an environment in which Māori business can flourish; and providing opportunities through which skilled asset managers are able to make positive decisions

about asset utilisation. It also has a focus on opportunities relevant to the existing profile of the Māori asset base, and emerging economic opportunities, such as the tourism sector and through science and innovation.

The diagram on page 31 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on positioning Māori for future opportunities.



Outcome 3: Te Ao Hurihuri – Māori prepared for future opportunities

Government policy drivers				
• Achieve a step-change in economic performance, through higher, more sustainable, economic growth				
Outcome measure	State			
	Initial	Current	Trend	
Māori school leavers with NCEA Level 2 or above (%) Target: 55% by 2012/13.	28.8% (2003)	53.1% (2009)	↗	
Māori with post-school qualifications (%) No specific target set for overall post school qualifications. [refer range of contributing targets – Ka Hikitia, MoE]	21.2% (2001)	27.9% (2006)	↗	
Māori asset base as a proportion of total NZ assets (%)	1.2% (2001)	2.3% (2010)	↗	
Impact	Impact Measure	Initial	Current	Trend
Improved productivity and sustainability of Māori entrepreneurs and small businesses	Productivity gains for new and existing Māori businesses (Target: 30% or more of MBFS clients grow their businesses)			
Enhanced business services for Māori (increased uptake of services by Māori SMEs)	# of clients accessing business services through MBFS (Target: 200 new clients per annum)		299 (2009/10)	
Māori positioned for strategic economic opportunities	International trade strategies incorporate Māori business views		Māori business engagement on a NZ/ China Strategy in progress	
Raised awareness, opportunities and growth within the science, innovation and tourism sector for Māori business.	Māori business uptake within sectors		Development of a Māori Tourism Strategy in progress	
Improved skills and educational qualifications	Increased Māori participation and % gaining qualifications from industry training through TPK managed investments (Target: 85% Māori participants gain qualifications)		257 Māori trainees & 80 cadetships in place (March 2011)	
Output / Activity				
Relationships & Information <ul style="list-style-type: none"> • Broker and facilitate relationships and opportunities for Māori • Support opportunities to strengthen cultural practice 	Policy – Economic and Enterprise <ul style="list-style-type: none"> • Māori Business Facilitation Service 	Operations Management <ul style="list-style-type: none"> • Management of MPF investments and other programmes • Land management 	Key non-departmental output expenses <ul style="list-style-type: none"> • Māori Potential Fund investments • Māori Productivity and Export Growth • Māori Tourism 	
Performance Measures				
Further information on output performance measures are provided in the Information Supporting the Estimates 2011/12				



■ KEY OUTCOME 4 :

Te Ao Māori: Māori succeeding as Māori, more secure, confident and expert in their own culture

Context

The Māori culture is the unique and distinguishing feature of Māori people vis-à-vis non-Māori, and is the foundation for the key outcome of Māori succeeding as Māori, more secure, confident and expert in their own culture. In considering Māori culture, we have focused on two broad areas: the artefacts of culture (such as language and arts) and the values, norms, behaviours and infrastructure that shape the fabric of Māori society. It is well understood that those who have a strong sense of cultural attachment and identity are better positioned to uptake wider opportunities⁴; and that a strong and unique indigenous culture accrues significant benefits to the nation as a whole.

Ministerial Priorities

- Māori Culture and Indigeneity.
- Whole of Government Effectiveness for Māori.

What we are seeking

The intent of this outcome is for Māori success, as New Zealanders and as global citizens, to be underpinned by their success as Māori, secure, confident and expert in their own culture. Key success indicators for this outcome focus on the cornerstones of culture: language, marae and kinship. They are:

- Increased levels of Māori language proficiency and use;
- Increased levels in the health of marae; and
- Increased knowledge of iwi affiliation.

What we will do to achieve this

The key impact we demonstrate through our activities is that Māori people and other New Zealanders are actively participating in Māori language and culture activities.

In 2010/11, an independent panel undertook a comprehensive review of the Māori Language Strategy and Sector. Going forward, this will provide an important basis for developing and implementing a new Māori Language Strategy. In addition, Te Puni Kōkiri will be leading the whole of government response to the WAI 262 report about Māori cultural and intellectual property. This will provide important opportunities for thinking about the roles of government in supporting Māori cultural development. The Rugby World Cup 2011 will be an important event for all New Zealanders, and there will be some ongoing legacy opportunities. We will work hard to ensure that the Māori language and culture are appropriately highlighted as part of the Rugby World Cup and related celebrations.

Other key areas of our work include:

Māori Language and Broadcasting

- preparing reports about research into the health of the Māori language, drawing from data sources⁵ including the Census and the Māori Social Survey being undertaken by Statistics New Zealand with significant support from Te Puni Kōkiri;

⁴ Proceedings of a Conference held at the World Bank, Washington DC, Sept 27-28 1993. Environmental Sustainable Development Proceedings Series No 4 (Shelton H Davies and Katrinka Ebbe, editors) World Development Report 2000/01: Attacking Poverty (Oxford University Press, New York, 2000)

⁵ Government is yet to decide when these surveys will be undertaken

- completing the legislative reforms and related work arising from the review of the Māori Television Service Act 2003;
- providing on-going policy leadership of the Māori Broadcasting and E-Media Outcomes Framework; and
- advising on the Crown's ownership interest in, and performance of, language and broadcasting agencies funded through Vote: Māori Affairs.

Māori Cultural Practice and Infrastructure

- preparing and implementing a marae development programme, based on data from our Marae Survey and related work;
- developing a policy frame for the role of government in supporting Māori performing and static arts;
- supporting community based opportunities to strengthen Māori cultural practice; and
- supporting Tuhono to link Māori people with their iwi.

How we will demonstrate progress towards achieving this

The main impact we have is increasing participation by Māori and other New Zealanders in Māori language and culture activities and programmes. This ultimately supports the strengthening of Māori language and culture per se, and cultural infrastructure.

The diagram on page 34 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on Māori succeeding **as Māori**.



Outcome 4: Te Ao Māori – Māori succeeding as Māori, more secure, confident and expert in their own culture

Government policy drivers			
<ul style="list-style-type: none"> • Māori Language Strategy • Public Sector performance 			
Outcome Measure	State		Trend
	Initial	Current	
Te Reo Māori speakers (%) (Target : 51% of Māori able to speak some Māori by 2028)	25.2% (2001)	23.7% (2006)	↘
Māori who know their iwi (%)	75.2% (2001)	79.1% (2006)	↗
Impact	Impact Measure	State	Trend
Improved Māori cultural infrastructure	#/% marae with development plans (Target : 75%)	490 marae development reports were prepared as part of the national marae survey in 2010/11	
Increased exposure to Māori language resources	% satisfaction with Māori language initiatives (Target : 75% of participants in selected programmes and events are satisfied with the Māori language outcomes)	Te Puni Kōkiri provides support for nine key initiatives including Māori Language Week, the annual Māori Language Awards 'Huia Kaimanawa' and Tainui Waka Iwi exhibition, in addition to a number of cultural initiatives undertaken by whānau, hapū and iwi.	
Increased access to Māori language and culture	% uptake of Māori radio and TV programmes (by survey) (Target: 50%)	In 2010 survey 35% had listened to iwi radio in the last 12 months and 63% had watched Māori TV in the week prior to the survey	
	Iwi members are supported to participate in iwi activities.	Te Puni Kōkiri has provided support for a number of iwi and hapū based events (for example, Pa Wars, Hui Ahurei, sports tournaments).	
Output / Activity			
Policy – Social and Cultural <ul style="list-style-type: none"> • Develop new Māori Language Strategy (MLS). • Develop implementation plan for MLS. • Reports on health of the Māori language • Advice on implementation of Māori Broadcasting and e-Media • Preparation of a Marae Development programme. 	Operations Management <ul style="list-style-type: none"> • Management of MPF investments and other programmes that contribute to intermediate outcome 	Relationships and Information <ul style="list-style-type: none"> • Broker and facilitate relationships and opportunities for Māori • Support opportunities to strengthen cultural practice 	
Performance Measures			
Further information on output performance measures are provided in the Information Supporting the Estimates 2011/12			

Kāwanatanga:

Government is effective for Māori

Context

Providing services that are effective for Māori is a responsibility of the whole State sector. Te Puni Kōkiri has a key role, in that it was established with a statutory function to monitor and work with other State sector agencies to ensure the adequacy of the services provided to Māori.

In the current economic climate, the Government places a high priority on getting better results for the public services it funds. Māori are substantial consumers of those services and are important stakeholders in many aspects of government business. Improving the effectiveness of the State sector for Māori is an important part of the drive towards better, smarter public services.

Māori themselves have consistently argued for such improvements.

Ministerial Priority

- Whole of Government Effectiveness for Māori.

What we are seeking

There is little tangible evidence about the effectiveness for Māori of the programmes and services delivered by State sector agencies. In order to drive improvement, it is important that we find better ways to judge the effectiveness of the State sector's efforts for Māori. Greater transparency about the actual effectiveness of programmes and services is needed to better focus agencies and government on areas needing improvement. This will in turn lead to increased provision of the most effective mix of programmes and services.

Achieving real improvement also depends upon a robust evidence base for government decisions about programmes and services. Te Puni Kōkiri needs to ensure that its advice to the government, and to other agencies who advise the government, is underpinned by strong evidence. It also needs to ensure that Māori themselves and the community at large have better access to information, so that they are able to engage with government on the mix of programmes and services they receive.

Ultimately, providing better services can contribute towards improved outcomes for Māori and therefore greater independence from state support.

This would result in substantial social benefits and economic savings.

What we are doing to contribute towards achieving this

Te Puni Kōkiri will undertake a programme of work aimed at increasing the State sector's effectiveness for Māori. Te Puni Kōkiri will:

- work with central agencies to enhance the State sector accountability system for a sharpened focus on effectiveness for Māori;
- focus the State sector on meeting the needs of Māori and on ongoing improvement to its service delivery, by monitoring the effectiveness of Whānau Ora and key mainstream programmes for Māori;
- champion a comprehensive programme of research and analysis to ensure policy development and programme design is underpinned by robust evidence; and



- provide Māori and the public at large with high quality information, so that they can increasingly engage with government towards improving the effectiveness of services delivered to them.

Note that, in addition to the activities listed immediately above, increasing the State sector's effectiveness is a guiding principle for much of the work listed later in this chapter under Te Puni Kōkiri's Key Outcomes.

How we will demonstrate progress towards achieving this

The key areas of impact which are able to be demonstrated through our activities include:

- an increased focus on the part of the State sector on meeting the needs of Māori in its policy design and service delivery;
- improvement in government practices for assessing the effectiveness of programmes and services for Māori; and
- an improved evidence base about what works for Māori.

The State sector is better focused on meeting the needs of Māori

Progress will be demonstrated when more key agencies demonstrate that they are considering improvement in the effectiveness of their agencies for Māori. This might be shown, for example, by an increased number of key agencies specifying performance targets for Māori in their accountability documents.

Where agencies receive a Te Puni Kōkiri monitoring report, it is important that they consider and respond to the recommended improvements.

Improved government practices in assessing the effectiveness for Māori

A key indication of progress would be an increase in the number of key agencies reporting explicitly and accurately on results for Māori, and supporting this with a robust performance story. The performance story is important in showing how the agency's activities contributed to the reported results.

An improved evidence base about what works for Māori

Progress towards an improved evidence base would be indicated by:

- more focus on issues for Māori amongst a range of academic and research stakeholders;
- a greater body of knowledge on issues impacting Māori;
- stronger links developed between Te Puni Kōkiri and academic institutions;
- Māori and the wider community having greater access to a broad range of accurate information that would inform their consideration of local issues and their engagement with government; and
- ability to aggregate spend and impact across multiple agencies.

MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT

Te Puni Kōkiri's success is premised on the expectations of, and having strong relationships with, both government and Māori. We focus on strategic and purposeful relationships with Māori communities, to achieve mutual goals of being responsive to local needs while also aligning with government priorities.

Over recent times these expectations have changed as Māori move from pre to post Treaty of Waitangi settlement phases. Currently, there is an emerging emphasis on the devolution of government funded services to Māori delivery mechanisms. On a day-to-day basis, our regional office network provides local level intelligence on emerging issues and expectations among Māori communities, and Ministers are regularly apprised of this information.

We continually strive for excellence, through internal policies and processes that provide our stakeholders with confidence of an efficient and effective agency. Additionally, our relationship with our stakeholders is very important to Te Puni Kōkiri, best reflected in the breadth of our investments and work at the local level.

We have responded well to Government priorities, within an environment of fiscal constraint. On-going prioritisation, together with undertaking a *Priority Alignment Review*, to address functional and structural issues, has ensured that Te Puni Kōkiri is able to meet agreed government priorities.

Specific measures are underway and will continue across the next two years in order to manage under continued fiscal constraint. These include:

- The continuation of the Priority Alignment Review, focused on ensuring greater efficiency and resource alignment of Te Puni Kōkiri's regional network to the Ministry's programme and Whānau Ora implementation responsibilities, and its wider policy work programme; and on improving the Ministry's contract management capabilities and streamlining its contract management processes. This work is expected to provide the basis for the on-going management of resource constraints;
- A programme of work to develop and analyse measures of effectiveness and efficiency across Te Puni Kōkiri, incorporating Treasury led Better Administration and Support Services programme (BASS) benchmarking and the Review of Expenditure on Policy Advice;



- Managing operating expenditure through a programme of targeted expenditure reviews and active participation in collaborative procurement arrangements offered across the public sector;
 - Rationalisation of support service functions through the active consideration of business process improvements, greater use of technology, outsourcing and opportunities for cross-agency collaboration; and
 - On-going prioritisation of resource, including a reduction or termination of some work output in order to achieve an agreed and rationalised work programme.
- Addressing business planning throughout the year so that changes to priorities can occur.

Our Risk & Assurance Approach

Te Puni Kōkiri's risk management strategy is based on the following objectives:

- To embed risk management practices as integral management functions into all aspects of our business to ensure the timely identification and management of risks; and
- To ensure key internal governing bodies are being informed on a regular basis on the effectiveness and responsiveness of risk management activities.

In addition, Te Puni Kōkiri intends to keep aware of the changeable operating environment throughout the period of this Statement of Intent, by:

- Regularly reviewing its risk exposures and dealing with new consequential risks as they arise;
- Ensuring responsiveness to key stakeholders such as Ministers, state sector agencies, whānau, hapū, iwi, and Māori organisations; and

Our risk management framework has recently been revised following an external review of our practices and procedures. The Chief Executive has directed a level of maturity to be achieved within three years and communication and education programme established to ensure that there is effective involvement from line managers in treating risks or escalating information on risk exposures to the appropriate level.

The key strategic risks relevant to this Statement of Intent are:

STRATEGIC RISKS	RISK RESPONSE
<p>Crown-Māori Relationships – ensure we respond to the evolving nature of Crown-Māori relationships, including our ability to have a positive impact on the state sectors effectiveness for Māori</p>	<ul style="list-style-type: none"> • Focused work programme aimed at increasing the State sector's effectiveness for Māori; • Strong regional networks to provide local level intelligence to inform policy advice; and • Regular environmental scanning and strategising by the Executive Leadership Team
<p>Fiscal constraints continue to pressure our ability to meet Government priorities within baseline</p>	<ul style="list-style-type: none"> • Continuous re-prioritisation of the work programme; • Revised HR Capability Strategy to ensure continued retention and recruitment of high quality staff; • Priority Alignment Review activities focusing on efficiency improvements and resource alignment; • Increased use of effectiveness & efficiency measures; and • Optimising savings across operating expenditure
<p>Implementation of Whānau Ora; (i) coping with the high demand for whānau-centred practice; and (ii) managing across multiple stakeholder groups</p>	<ul style="list-style-type: none"> • Established a Wahanga dedicated to implementation and related social policy advice; • Establish strong governance arrangements (both National & Regional); • Implementation of a communications/stakeholder management plan; and • On-going risk management approach to activities
<p>Public Sector Reforms – ensure we respond to changes and opportunities arising out of the reform programme in a timely manner</p>	<ul style="list-style-type: none"> • Regular environmental scanning and strategising by the Executive Leadership Team; • Continuous re-prioritisation of the work programme; and • On-going focus on achieving effectiveness & efficiency of internal operations
<p>Economic recovery is slowed diverting resource due to the disproportionate impact of difficult economic conditions on the Māori labour market, and primary sector asset profiles, increasing the demand for both policy and operational intervention from Te Puni Kōkiri.</p>	<ul style="list-style-type: none"> • Regular environmental scanning and strategising by the Executive Leadership Team; and • Continuous re-prioritisation of the work programme and investment strategy



Our Internal Audit function is responsible for evaluating and testing the adequacy and effectiveness of Te Puni Kōkiri's governance, risk management process, system of internal control, and the quality of performance in carrying out assigned responsibilities.

Internal Audit works to a rolling three-year internal audit plan, with progress overseen by an independent Audit and Risk Management

Committee. The plan contains a strong mix of both compliance and efficiency / effectiveness elements.

In addition to the Internal Audit function, other assurance mechanisms within Te Puni Kōkiri include: management monitoring and reporting, quality assurance, peer review, evaluations and external audit.



ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

To succeed, our organisation needs strong leaders, a clear sense of direction, and a constant form of communicating the outcomes that are to be achieved. We continually strive for a healthy, vibrant and capable organisation with all the appropriate resources to contribute to our desired outcomes. The Ministry is in good operational shape (as evidenced in the Performance Improvement Framework independent review process last year), but there are always areas that can be strengthened and built on. We shall face pressures and challenges in an environment of fiscal constraints and significant change in the public service over the term of this Statement of Intent.

With this in mind, Te Puni Kōkiri will continue to actively seek ways to improve in critical areas as follows:

- Greater focus on career planning and talent development;
- Employ excellent people who have top quality intellect, commitment, balance individual and team work and work with a passion for achieving Māori success;
- To achieve more with less by improving our productivity;
- Maintain sound financial, quality assurance and governance systems; and
- Engage effectively to promote and communicate the outcomes for which Te Puni Kōkiri is responsible.

Success Indicators

The Performance Improvement Framework (PIF) review undertaken in 2010 found that Te Puni Kōkiri's delivery against its core business and key priorities to be of a high standard overall. There were areas identified for improvement and a commitment to an Action Plan to address these areas. We expect to demonstrate timely progress against the agreed Action Plan.

In addition, we know we will be achieving success if we maintain or improve our status against the following organisational health indicators, baseline data and trends:

- Capitalise on strong external relationships that enable us to provide quality advice and deliver on our responsibilities in the most effective way;



ORGANISATIONAL HEALTH INDICATOR	BASELINE DATA/TRENDS
Stakeholder Surveys (annual)	A stakeholder survey conducted in 2009/10 across key regional stakeholders showed positive results including 76% strongly agreed that the service met their expectations and 87% strongly agreed that Te Puni Kōkiri staff were competent
Staff Engagement Survey (bi-annual)	The staff engagement survey completed in April/May 2010, demonstrated positive shifts in staff engagement by 4.1% and 5.8% respectively since 2008. It also demonstrated strong comparisons against central Government benchmark data; engaged staff at 29.1%, (benchmark: 22.7%). Disengaged staff were 5.7% (benchmark: 10.6%)
Staff Turnover (annual) is equal to, or lower than the public sector average.	At June 2010: unplanned turnover was 7.5% (public sector average: 9%)
Independent Audit Ratings of our management control environment (annual)	Our financial information, systems, and controls (2010: 'very good'); and our service performance information, systems, and controls (2010: 'needs improvement')
BASS Benchmarking Results capturing our performance of administrative and support service functions (annual)	Initial baseline developed for 2009/10.
Independent Review of Policy Advice (annual)	For the year ended 30 June 2010, assessed overall quality as 5.7 out of a possible score of 6 (5.21 in 2008/09)

Working Better Together

The Government has given clear signals to the Public Sector that it expects government agencies to work together collaboratively; to focus on "front-line" delivery; to deliver "smarter, better public services for less".

Te Puni Kōkiri is ideally placed to contribute significantly to Government's challenge. We are an agency that works together with a wide range of government, non-government and Māori organisations.

The implementation of Whānau Ora, for which Te Puni Kōkiri is the lead agency, is testament of our ability to transform the way in which government transacts with social service providers and whānau.

People Capability

We continue to be committed to making Te Puni Kōkiri a place where people aspire to work, are able to develop and can make a difference. Our People Capability Strategy through to 2016 is currently under development. It is informed by our Values,

our latest staff engagement survey and the public service context within which we operate. We intend also to incorporate our remuneration, employment relations, learning and development and career management planning into our strategy.

Cost Effectiveness

Te Puni Kōkiri is committed to ensuring the on-going provision of cost-effective services to Ministers and Stakeholders. The challenge over the next three years will be to ensure that we are appropriately configured, and that resources are appropriately directed to ensure maximum value for money and informed judgments on alternative delivery options at a time of static or reducing baselines.

The PIF Action Plan completed in 2010 identified measuring/achieving effectiveness and efficiency as an area for development. Te Puni Kōkiri is gathering benchmark data, through both the Better Administration and Support Services (BASS) Programme and the Review of Expenditure on Policy Advice, and will use this to inform continuous business improvement and development.

In addition, the Priority Alignment Review underway internally has identified a range of business processes for fuller consideration, including for example, contract management, Ministerial servicing, automating accounts payable and giving effect to our role in the Treaty settlements process.

Other activities include:

- Managing operating expenditure through a programme of targeted expenditure reviews and active participation in collaborative procurement arrangements offered across the public sector is also in place; and

- Rationalisation of support service functions through the active consideration of business process improvements, greater use of technology, outsourcing and opportunities for cross-agency collaboration.

Equality and Diversity

Following the Pay and Employment Equity Review the Ministry integrated its response plan into the People Capability Strategy. The strategy continues to build on the key themes of equity in rewards; participation; and fairness and respect. Human resource key performance indicators continue to monitor for gender equity as do periodic reporting mechanisms such as staff participation in performance management and annual reward rounds.

Communications

Te Puni Kōkiri is always looking for new and better ways to do its work and engage with Māori. We aim to be a more effective communicator and to proactively promote the activities and achievements of Te Puni Kōkiri. External publications such as Kōkiri and E-Kōkiri are an effective means of advising the most relevant, timely, and factual information to staff and stakeholders alike. A further communiqué, - Kōtuitui, is our main means of internal networking that aims to link us all in our work by sharing success stories.

We continue to focus on our shift toward e-based communication tools and are exploring ways of utilising social networking sites such as Facebook and Twitter plus social media as a business tool.



Maintaining an Evaluation Programme

In 2010 we revised and strengthened our evaluation strategy from a focus purely on community based investment categories to include a wider scope of our departmental outputs. The revised strategy has set the direction for all Te Puni Kōkiri evaluation activity for the next three years and is aligned with Government and organisational priorities. It is intended to demonstrate progress in achieving outcomes, supporting new and/or expanded programmes or investments; justifying expenditure and making decisions about how best to allocate limited resources.

The strategy provides a foundation for Te Puni Kōkiri to use evaluation to:

- provide an evidence-based approach to support decision-making in relation to investment decisions, programme planning and design, implementation and related policy advice;
- be able to demonstrate value for money in respect to the expenditure of public funds; and
- be able to demonstrate progress in achieving outcomes for Māori.

The strategy and associated work programme is monitored by an Evaluation Advisory Group to ensure that operational decision-making needs are being met.

Better, smarter public services

Te Puni Kōkiri shall continue to be proactive and open-minded to new ways of delivering services through shared delivery (Whānau Ora and Māori language), outsourcing or public-private partnerships (PPP's) and improving the whole of Government effectiveness for Māori.

The Government Procurement Reform is expected to achieve productivity gains to include a suite of initiatives on cost savings, building capability, simplifying suppliers' interactions with the Government and improving governance. Te Puni Kōkiri will continue to be a proactive participant in this reform programme.

In addition we need to try other approaches to forming policy advice to enhance the quality, rigour and speed of the advice we offer. Targeted and timely consultation with robust analysis and public participation and acceptance of new ideas is an option.

To realise the aim of government to lift the productivity levels in the public sector Te Puni Kōkiri will over the term of this SOI ensure:

- services are designed and delivered to Ministers and Stakeholders alike in ways that are cost-effective and that we can prove it;
- there is clear and shared understanding of good public sector performance by Ministers, Parliament, the public sector, the media and the public, and that we are accountable for its delivery;
- success is transparently measured by what has been achieved, not purely on what has been produced;
- sound investment in people, processes and systems; and
- an internal review programme to identify and implement efficiency and effectiveness improvements in policy development, programme management, relationships and information and corporate compliance.

Performance Improvement Framework Action Plan

Last year Te Puni Kōkiri participated in the first round of the Performance Improvement Framework (PIF) formal assessment programme that provided comprehensive analysis of our capability and capacity. It was an independent review to ascertain our performance in the areas of; leadership; direction and delivery; external relationships; people development; and financial and resource management.

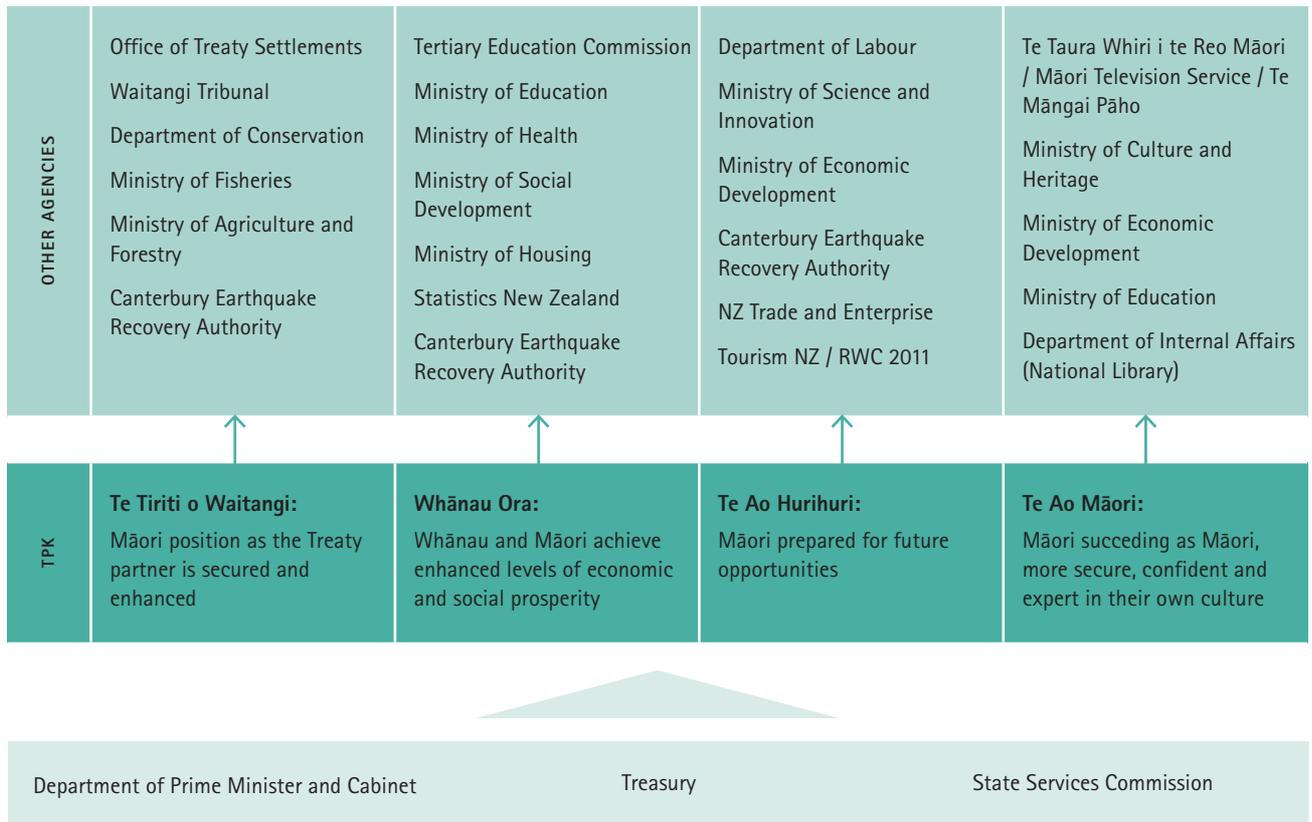
Overall, the review findings were positive and the priority areas of strategic direction; work prioritisation; people development; and measuring/achieving effectiveness and efficiency were identified as areas for improvement. Te Puni Kōkiri has a plan to address these areas in the short term and will report on progress in the 2010/11 Annual Report to Parliament.

The main areas of focus are:

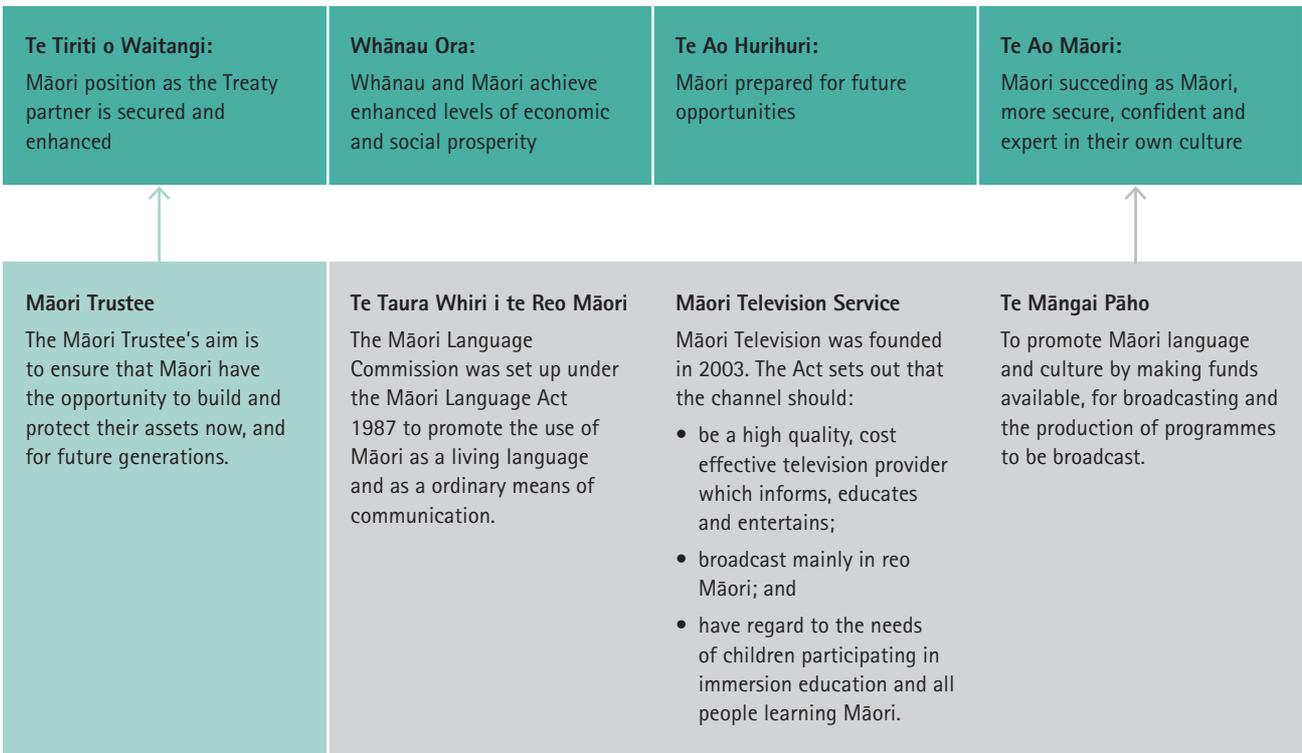
AREA	FOCUS
Strategic capability	<ul style="list-style-type: none"> Establish a strategic coordination focus across agencies and in sector wide processes Develop Te Puni Kōkiri economic development and growth strategy
Work prioritisation, information sharing, and policy alignment	<ul style="list-style-type: none"> Prioritise activities to manage a steadily increasing workload Better alignment of resources across the organisation Revise the planning process to involve tier 3 management
Efficiency and effectiveness	<ul style="list-style-type: none"> Improve the use of non-financial performance and impact measures Improve value for money on delivery options
Performance management and staff development	<ul style="list-style-type: none"> Improve performance management systems and manager performance Provide opportunities for high performing staff
Communication	<ul style="list-style-type: none"> Greater stakeholder communication on Whānau Ora
Audit & assurance	<ul style="list-style-type: none"> Improve internal audit and risk management functions Improve risk management activities for managing more complex multi-provider contracts Improve regulatory impact analysis Review information technology security controls

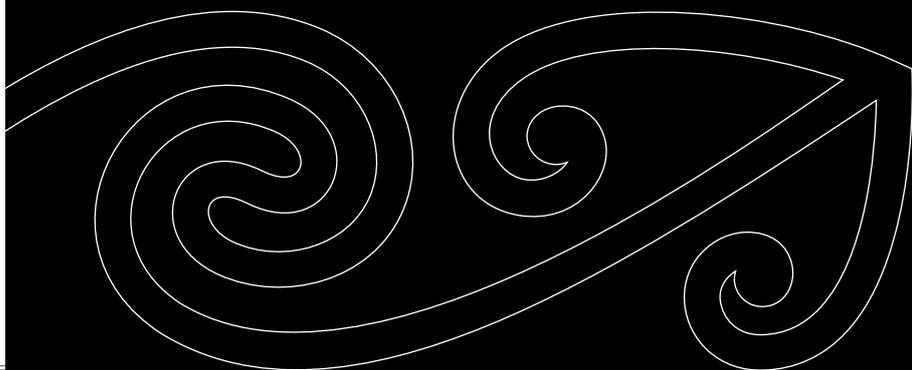


Appendix 1: TPK's Main connections with other agencies



Appendix 2: How Crown Entities and the Māori Trustee contribute to TPK's Outcomes.







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