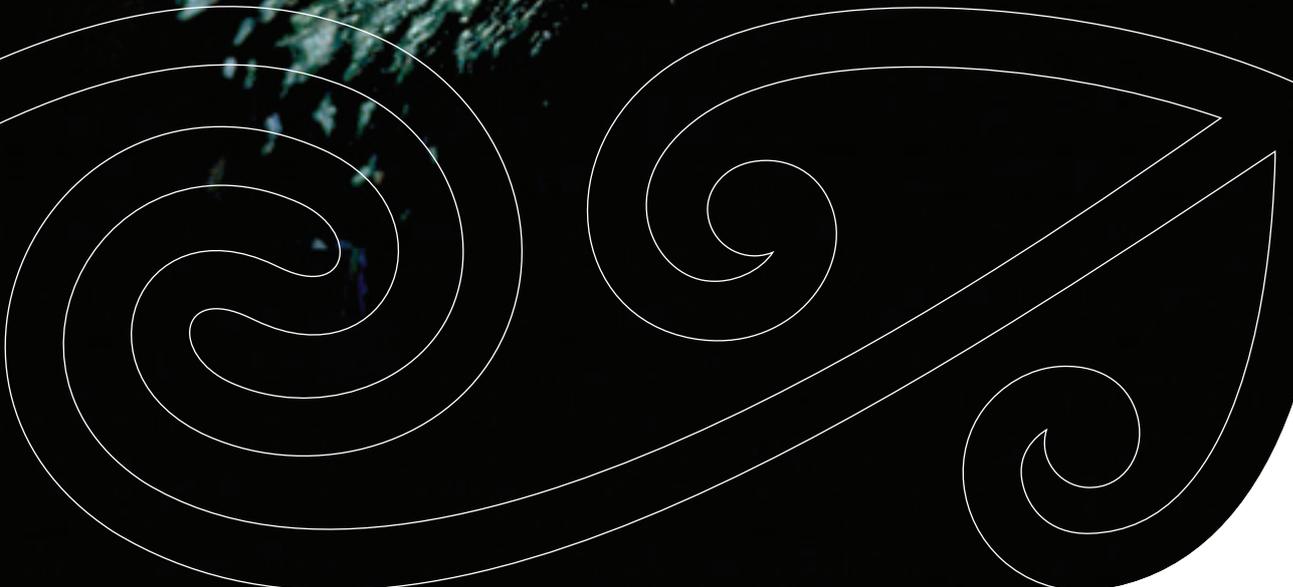




**Te Puni Kōkiri**  
REALISING MĀORI POTENTIAL

1 JULY 2008

**Pānui Whāinga 2008-09**  
*Statement of Intent 2008-09*





TUI: UNIQUE (ENDEMIC), ADAPTABLE AND ATTRACTIVE BIRD TO NEW ZEALAND. OFTEN HEARD SINGING THEIR BEAUTIFUL MELODIES.

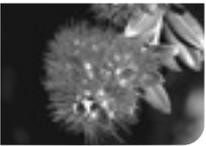


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# INTRODUCTION FROM THE CHIEF EXECUTIVE

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

Māori are today anticipating the future from a place of comparative strength. Māori unemployment is at its lowest in decades; entrepreneurship among Māori is witnessing a marked rise; there has been an explosion in Māori participation in tertiary education; and the Māori language and culture is more visible, and crucially, is more valued as an integral part of our national identity than at any time previously. In addition, the latest Social Report has identified positive results for those social indicators that reflect the well being of Māori.

Our challenge is to continue unlocking opportunities for increased participation by Māori in all aspects of New Zealand.

We know that the world economy is changing and that Māori will need to embrace what tomorrow promises. We believe the new economy will be determined by intellectual capital and the ability to translate ideas into new technologies, products and services.

Māori will need to keep changing and adapting to stay relevant in the new innovation economy.

Te Puni Kōkiri realises there is a need to better understand future opportunities and pressures to ensure that our people have access to the right education, opportunities and investment information to make positive decisions about the future. To this end, we have researched extensively and focused on developing an understanding about positioning Māori in the future economic system – looking out to the year 2030.

This research has seen the production and December 2007 release of *Ngā Kaihanga Hou – for Māori future makers* that suggests a course so that Māori prosperity grows still further. This course challenges Māori to leverage their business into growth and strategic industries; to nurture innovation; to further improve the qualification base; and to promote high levels of entrepreneurship.

Other work by Te Puni Kōkiri shows that being Māori in the global market place in the 21st Century is not just cool – it contains a comparative economic advantage. I believe this “Māori Edge” concept as we have called it, will take on a growing significance, and suggests that Māori, secure in their culture, have traditions, skills, and values that resonate with those looking to purchase New Zealand goods and services.

It is my great hope that Ngā Kaihanga Hou will be the start of sharing ideas and provoking discussions on where we should focus our efforts, investments and intentions

to ensure that Māori can effectively and efficiently participate in the future economy.

This Statement of Intent indicates how Te Puni Kōkiri will focus on responding to the Government's expectations over the medium-term and should be read in conjunction with the National Identity Sector Information Supporting the Estimates of Appropriations to 30 June 2009, particularly the performance information for appropriations in Vote Māori Affairs.

Building on our success, and realising our opportunities, will ensure confidence to face this exciting future knowing that we are well prepared.

He whakamoemiti ki te Atua, nāna nei ngā mea katoa.



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Leith Comer  
Chief Executive  
Te Puni Kōkiri



# NATURE AND SCOPE OF FUNCTIONS

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Te Puni Kōkiri exists to help achieve the government's vision for New Zealand, as it applies to Māori. A major strength in this role is our reputation in the Māori world; this means that our success depends on keeping faith with Māori people, as well as with the government. Maintaining the necessary balance is aided by the significant overlap between the aspirations of Māori and those of New Zealanders generally.

It is rare for a government department to be established by statute, as Te Puni Kōkiri is by the Māori Development Act 1991. Our principal duties under the Act are to monitor and liaise with government agencies to raise the achievements of Māori in key social and economic development areas. To achieve this we focus predominantly on leading and influencing government policy as it pertains to Māori, assisting the government to manage its relationships with Māori organisations, and partnering Māori initiative with investments, purchases, and facilitation and brokerage of other services to Māori. Despite our funding

and purchasing role, we remain essentially a policy ministry, and what we learn about Māori development through our investments and relationships lends a unique credibility to our policy advice.

Government priorities and directions form the immediate drivers of our work, but we must also frame an identity for ourselves. This is captured in the following manner:

**Our Strategic Outcome** is *Māori succeeding as Māori*. By this we seek the success of Māori as New Zealanders, global citizens, and as Māori, secure, confident and expert in their culture.

**Our Role** is *Principal adviser on government-Māori relationships*. In this role we are superbly equipped by our regional network and by our character as a consciously Māori organisation – a place in the government where Māori may feel at home. Our aim is to be the leader of policy for Māori, most especially where Māori culture is concerned.

**Our Purpose** we define as *Realising Māori Potential*. The concept of Māori potential is a powerful motivator for all our staff. In practice it means emphasising and finding ways to lever off everything which is positive about Māori. Amid the many negative accounts and statistics, we regard it as imperative that Te Puni Kōkiri acknowledges and builds on Māori aspirations, potential and achievement; this defines our position in the policy community.

# STRATEGIC DIRECTION

Māori Succeeding as Māori is the strategic outcome and driving force for Te Puni Kōkiri. This includes Māori participating in te ao Māori (the Māori world), as well as Māori participating and succeeding as Māori in New Zealand and in the wider world in whatever pursuits they choose.

Who we are and how we operate is embodied by the concept of "te puni kōkiri" – Māori and the government moving forward together. To maximise our effect on Māori succeeding as Māori, we intend to strengthen our support for Ministers, build our influence within the State Sector and continue to work more closely with Māori.

The three key Government Priorities of National Identity, Families – Young and Old and Economic Transformation are consistent with Māori aspirations, and the need to recognise the increasing diversity in the Māori population to ensure quality outcomes for all. These priorities reflect the future intentions of Government and highlight the importance that Government places on Māori participation and success as part of an overarching goal of achieving sustainable development for New Zealand. This is

especially crucial given the growing youthful Māori population, our Treaty of Waitangi commitments, and the current tendency for Māori to disproportionately appear at the negative end of mainstream statistics.

The diagram on page 7 provides a snapshot of our outcome framework aligning our impact, outcomes (10) and objectives to the three Government priorities, Māori community priorities through the key enablers of our purpose of Realising Māori Potential, leading to the strategic outcome of *Māori succeeding as Māori*.

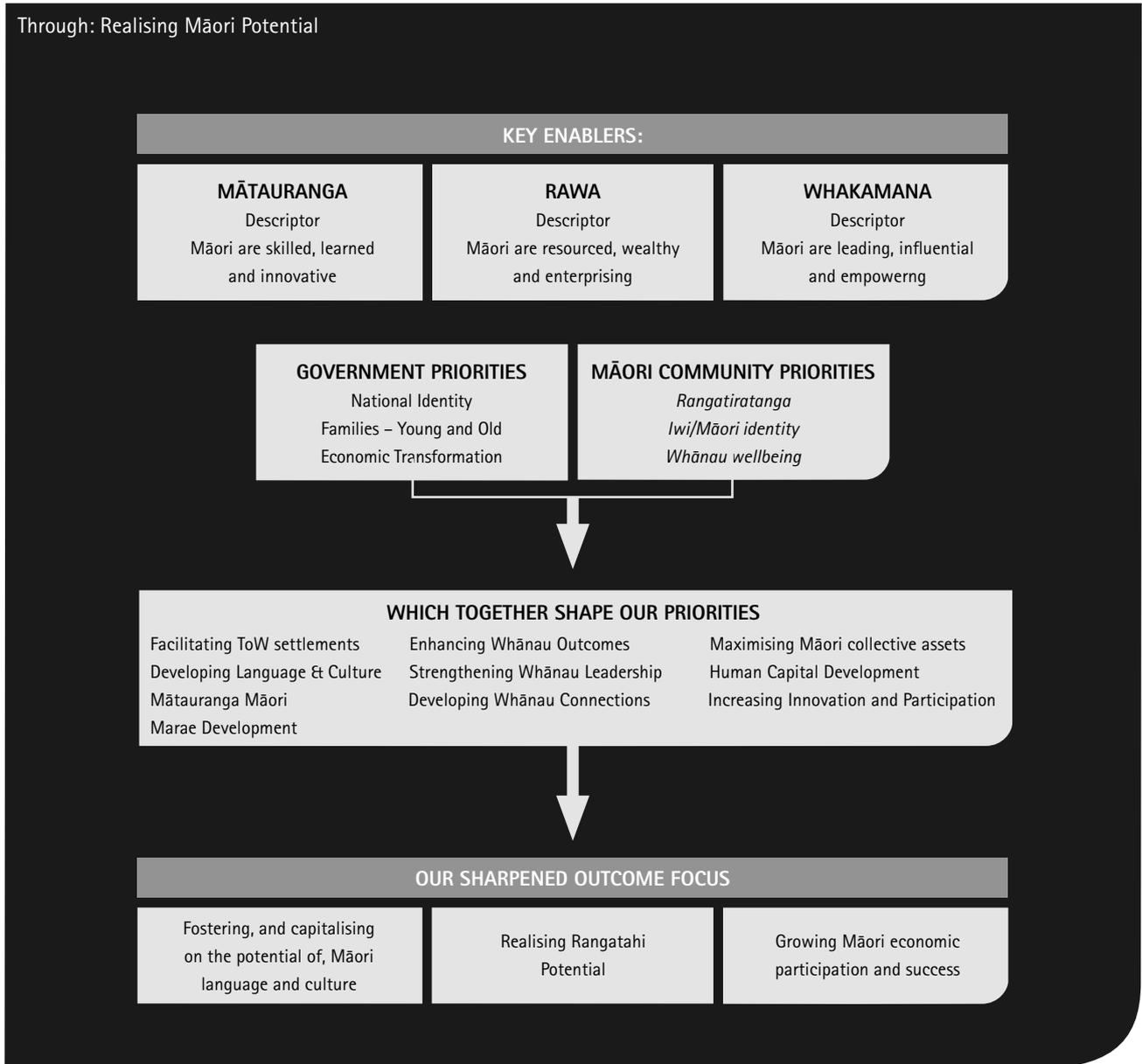
Contributing to the Government priorities including outcomes for Māori is the responsibility of every agency of state. All New Zealanders want to have good health, be well educated, live in a healthy environment, have adequate housing, have access to meaningful employment, feel secure and enjoy a state of well being and have the knowledge and capacity to participate fully in society. Our interest in this area is to ensure that agencies with primary responsibility for these outcomes deliver equitable outcomes for Māori – Te Puni Kōkiri works together with other agencies in pursuit of these outcomes.

It is well known that social, cultural, economic and environmental wellbeing and development are interconnected. Each has an impact on the others and no one will provide for sustainable development without the others. Given this, there is a



vast array of activities that can impact on the end outcome. Therefore, in refining our outcome framework, we have considered the areas we believe are vital to Māori success over the medium term, the specific outcomes being sought, who the players are and where we can have an impact. Like other government agencies our outcome framework is evolutionary rather than revolutionary and as such we expect that our framework will be further refined in future years.

## STRATEGIC OUTCOME: MĀORI SUCCEEDING AS MĀORI



# TE PUNI KŌKIRI POLICY FRAMEWORK

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The Māori Potential Approach provides Te Puni Kōkiri with a disciplined framework and set of guiding principles to give effect to its strategic outcome of *Māori succeeding as Māori*.

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

The Māori Potential Approach sharpens the policy focus on Māori people being the key catalyst for achieving exceptional life quality for themselves, their whānau and their other communities of interest. It affirms that Māori have the capability, initiative and aspiration to make choices for themselves, and seeks opportunities for Māori to make choices in ways that support their cultural identity and contribute to exceptional life quality.

The ultimate aim of the Māori Potential Approach is to better position Māori to build and leverage off their collective resources,

knowledge, skills and leadership capability to improve their overall life quality.

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

## MĀORI POTENTIAL GUIDING PRINCIPLES

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

The Guiding Principles are:

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

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

This principle guides Te Puni Kōkiri in supporting Māori to identify their strengths and potential and develop and facilitate

opportunities to maximise this potential in ways that contribute to sustainable success.

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

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

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

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

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

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

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

#### MĀORI POTENTIAL FRAMEWORK

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

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



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

- **Building of Knowledge and Skills (Mātauranga)**

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

- **Strengthening of Leadership and Decision-making (Whakamana)**

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

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

- **Development and Use of Resources (Rawa)**

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

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

# OPERATING INTENTIONS

One of the areas under the overarching theme of strengthening national identity is the reconciliation with our past, so that as a nation we can be confident of our future. The Treaty of Waitangi envisaged a co-operative and harmonious relationship between Māori and the Crown in New Zealand, with Māori maintaining and developing their own distinctive culture and value system as the basis for participating fully in wider society as Māori.

The Government has accepted that there were historical breaches of this relationship, and is currently in the process of addressing these. The historical Treaty settlement process has considerable momentum. This year the Government will be working with over twenty claimant groups, each with multiple claims.

In addition, the Government has recognised the importance of Māori language and culture within wider New Zealand society. Sustaining the unique aspects of culture, values, and national identity in an era of

globalised media and culture has been given a high priority by Government.

To these ends, Te Puni Kōkiri has identified the following outcomes:

- Facilitating Treaty of Waitangi settlements
- Developing Māori language and culture
- Developing an understanding of Mātauranga Māori
- Supporting development of marae as community focal points

## FACILITATING TREATY OF WAITANGI SETTLEMENTS

Through Treaty of Waitangi settlements, the Government is able to address long-standing grievances that have affected the ability and willingness of Māori to engage in New Zealand society. Te Puni Kōkiri's work facilitates this process.

Te Puni Kōkiri is the Crown's primary adviser on its relationship with iwi, hapū and Māori. In the Treaty settlements sector, this role is reflected in our work in developing advice on Treaty settlement policies, on specific claims, on claimant representation and mandate, ratification, land-banking and the Crown's obligations under the Treaty of Waitangi.

A key outcome for Te Puni Kōkiri is that durable settlements are reached. Treaty settlements can significantly contribute to returning to claimant groups the economic and other resources needed for community development and a degree of



self-determination. This reflects the focus of the Māori Potential Approach on *Rawa* (Resources), and ensuring that Māori are successfully exercising mana and kaitiakitanga over their resources and are seen as legitimately doing so by other stakeholders, (thereby recognising *Whakamana*).

In the short term, Te Puni Kōkiri will continue to provide the Minister of Māori Affairs with regular reports about the mandate of claimant groups and the governance arrangements that underpin these groups. It will also provide reports on the ratification of Deeds of Mandate.

In the medium term Te Puni Kōkiri will be focused on continuing to ensure Deeds of Mandate are developed and confirmed in a timely manner. Te Puni Kōkiri contributes by referring to regional networks and working with the Office of Treaty Settlements to:

- Identify large, natural, groups of claimants with whom Treaty settlements can be concluded
- Undertake assessments of submitted Deeds of Mandate and advises Ministers accordingly on the issues associated with recognising the mandate of particular groups
- Provide advice on settlement ratification processes and the creation of post-settlement governance entities.

The indicator of success will be progress towards the Government goal of settling all treaty of Waitangi claims by 2020.

## DEVELOPING MĀORI LANGUAGE AND CULTURE

The Māori language is a taonga that contributes to our country's distinct and unique cultural identity. It is an official language of New

Zealand and is indigenous to our country. The richness and vibrancy of the Māori language has enormous potential to distinguish New Zealand in areas such as tourism, exporting, employment, education and broadcasting. The Māori language is also the primary vehicle for the transmission of Māori culture.

The Government has a clear and longstanding commitment to support the revitalisation of the Māori language, and Te Puni Kōkiri has the lead policy and monitoring role in this work. Te Puni Kōkiri works in association with Te Taura Whiri i te Reo Māori (the Māori Language Commission), Te Māngai Pāho (the Māori Broadcasting Funding Agency), Māori Television Service, Ministry of Education, Ministry for Culture and Heritage, Ministry of Economic Development, and other related agencies and organisations. Māori broadcasting has been identified as an important vehicle for the transmission of Māori language, and will become increasingly important in the social and economic development of Māori people.

The Māori Language Strategy, published in 2003 by Te Puni Kōkiri and Te Taura Whiri i te Reo Māori (the Māori Language Commission) sets out a number of outcomes for the growth and development of the Māori language. Key among these is increasing the number of people with Māori language skills. In addition, a second key outcome is increasing the use of Māori language in key targeted domains (for example, Māori homes and communities). This is consistent with the Māori Potential Approach as it relates to Te Ira Tangata (Life Quality), in particular, the focus on Māori enjoying a secure cultural identity, strong cultural capability and freedom of cultural expression. These outcomes are also reflected in the Māori Broadcasting Policy Framework which

was confirmed by Cabinet in 2007, together with a focus on opportunities for Māori economic development through ICT industries.

Going forward, Te Puni Kōkiri will implement the Māori Broadcasting Policy and E-Media Policy Framework. It will also support the review of the Māori Television Service Act 2003 which will be undertaken in 2008/09. In addition, Te Puni Kōkiri will be working with Te Taura Whiri i te Reo Māori to revise and update the Māori Language Strategy.

In the medium term Te Puni Kōkiri will be working to ensure there is a clear, coherent and up-to-date policy framework in place for Māori language and Māori broadcasting that directs and co-ordinates the work of sector agencies and others. At the community level, we will continue to provide investment support for the development and implementation of iwi and community language plans. We will work collaboratively with iwi radio stations to strengthen their governance and management arrangements, and we will work with communities to strengthen connections with and between Māori language providers.

The indicators of success will be gains made in the number of Māori with Māori language skills (speaking, listening, reading and writing) at different levels of proficiency, and the frequency of Māori language use in key domains. In the future this will be measured through information contained in Statistics New Zealand's Māori Social Survey.

## DEVELOPING AN UNDERSTANDING OF MĀTAURANGA MĀORI

Mātauranga Māori is the knowledge base that underpins Māori culture. Accordingly,

understanding mātauranga Māori helps us to understand how Māori engage with the world. Derived from traditional knowledge, mātauranga evolves within new generations. Te Puni Kōkiri is interested in understanding mātauranga Māori and how it manifests in the dynamics of contemporary Māori society. In addition, we seek to support the retention and development of mātauranga Māori in culturally authentic ways that allow Māori to gain advantage. In business, traditional values, activities and protocols are providing Māori with natural advantages they can use.

Te Puni Kōkiri recognises that significant policy issues are associated with cultural and intellectual property rights in this area. Te Puni Kōkiri is working to ensure Māori people and their organisations can maximise their cultural capital through the optimal use of mātauranga Māori. This outcome reflects the concept of *cultural distinctiveness* in the Māori Potential Approach.

It is recognised that mātauranga Māori is evolutionary, and can provide an important contribution to the national and international knowledge society. Accordingly, Te Puni Kōkiri is working with experts on mātauranga Māori and alongside agencies with roles and interest in this concept to develop an authoritative, informed, clear and concise understanding of it. Guided by the Māori Potential Approach, Te Puni Kōkiri aims to establish a constructive and credible leadership role with other agencies on mātauranga Māori.

In the short and medium term, Te Puni Kōkiri will be progressing a significant research programme about key aspects of mātauranga Māori and the roles of government in



preserving, protecting and promoting mātauranga Māori. Our work in 2008/09 will have an especial focus on haka, papakāinga and marae. At the community level, we will continue to work with whānau, hapū and iwi to facilitate succession planning among experts in mātauranga Māori. We will support work to record and safeguard mātauranga Māori, and to make it available to new generations through modern technology. In addition, we will support opportunities for Māori to promote artwork and taonga that are derived from mātauranga Māori base. A measure of success of this work will be the utility that other agencies get from the mātauranga Māori policy, and the recognition they give Te Puni Kōkiri's leadership in this area. At the community level, success will be measured by the collection and analysis of local information that show our investment initiatives have had a positive impact.

#### SUPPORTING THE DEVELOPMENT OF MARAE AS COMMUNITY FOCAL POINTS

Marae are important sites for the practical expression of mātauranga Māori. In many communities, they are a centre for cultural activities and social programmes that have as their aim improving the life quality of Māori. In addition, they are store houses of taonga (treasures). Te Puni Kōkiri is focused on ensuring policy frameworks support the maintenance and development of marae.

A key outcome for Te Puni Kōkiri is that marae are giving full expression to their role as sites for the practical expression of mātauranga Māori. Reflecting the principles of the Māori Potential Approach that address the capability and cultural distinctiveness of Māori, Te

Puni Kōkiri will continue working with iwi, and other relevant agencies (for example, the Department of Internal Affairs, Local Government and the New Zealand Fire Service) to ensure the policy environment facilitates marae to identify and address their own development requirements.

In the short term, Te Puni Kōkiri will complete and publish the results of a national survey of marae, which will provide a basis for advice to funding bodies and other agencies that support marae. Te Puni Kōkiri will continue to liaise with those agencies that oversee policy settings that impact on marae. At the community level, we will develop and promulgate toolkits for marae to provide advice about issues such as trustee responsibility, marae insurance, and physical development of marae. In addition, we will support interaction and friendly competition between marae through hui, sporting and cultural activities.

A further priority of Government is *Families – young and old*. New Zealand has a proud history of social innovation. As a country, over the past century and beyond, we have strived to create a society that bears the hallmarks of fairness and inclusion. That's the New Zealand way. Continuing this trend of social innovation, the Government has developed an overarching goal for the next ten years that all families, young and old, have the support and choices they need to be secure and be able to reach their full potential within our knowledge based economy. It is about supporting people of every age to make the most of their abilities and opportunities, to be a valued part of their families and their communities, and to enjoy health, safety, and

security. Five themes have been identified to support this goal: strong families; healthy confident kids; safe communities; better health for all; and positive aging.

Te Puni Kōkiri is interested in realising Māori potential through all of these themes. Principles of the Māori Potential Approach are informing our understanding of these topics. In particular, we recognise that Māori are culturally distinct and organise their family units as whānau; and that Māori are capable and have the aspiration and initiative to make choices for themselves within whānau. Over the past two years Te Puni Kōkiri has undertaken an extensive Whānau Development Action and Research programme. Key findings from this research include:

- Whānau is the core unit of Māori society, and the primary vehicle for intergenerational transmission of knowledge and cultural norms;
- Whānau development is most likely where whānau can identify their own aspirations and priorities, and plan and execute their own initiatives.

A strong family is a secure family. Families – Young and Old is about safety, health, security, and opportunity for all members of every family, today and in future generations. Building upon our research into whānau, Te Puni Kōkiri believes maximising whānau potential is an effective and efficient approach to addressing these five themes within the Government's overarching goal for Families – Young and old.

We have identified the following priority areas in our work to maximise whānau potential:

- Enhancing whānau outcomes

- Developing whānau connections
- Strengthening whānau leadership

## ENHANCING WHĀNAU OUTCOMES

Whānau are the core unit of Māori society, and as such are a crucial change agent for positive Māori development and an accelerant for realising Māori potential. Te Puni Kōkiri believes that where there is strong whānau infrastructure, whānau members will have increased life choices, life quality and cultural gain. Regardless of age, gender, location or socio economic status everyone has positive potential. The ultimate aim of Te Puni Kōkiri is to see all Māori achieve exceptional life quality, with Māori themselves identifying and developing the opportunities to maximise their potential. Te Puni Kōkiri sees maximising whānau potential as vital to improving life quality. It wants Māori families who are strong, healthy and connected. In short, strong whānau are a prerequisite for overall Māori development. Te Puni Kōkiri is interested in strengthening the policy and operational environment to enhance, among others, education, health, justice, housing and labour market outcomes for whānau.

Te Puni Kōkiri works with social development and justice sector agencies; and other agencies with an interest in whānau development. We will continue to seek to partner agencies which have primary responsibility for the delivery of government services to Māori, to find new ways to accelerate improved outcomes for whānau.

A key outcome for Te Puni Kōkiri is for Māori to be able to realise their potential in whatever domain they choose as culturally distinct and capable whānau. To this end,



over the next two years Te Puni Kōkiri will be continuing to promote a collaborative partnership model with other government agencies, which may include local level priority approaches and the brokering of integrated contracts. Te Puni Kōkiri will also be providing substantial policy advice to social development agencies about issues that impact on whānau.

In the medium term, Te Puni Kōkiri is working to enhance the cultural, social, economic and environmental facets of whānau life. Te Puni Kōkiri will be contributing to this by compiling a robust evidence base for policy development through strategic and active investment, research and evaluation of whānau based initiatives. Te Puni Kōkiri will be working to strengthen sustainable collaborative relationships with iwi and Māori who hold a mandate to represent whānau. At the local level, we will be working directly with whānau to ensure that they are engaging with education and employment opportunities. We will also work to strengthen whānau participation to ensure that they can access all the benefits and services that they are entitled to in the health and social development and justice sectors.

#### DEVELOPING WHĀNAU CONNECTIONS

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

A key outcome for Te Puni Kōkiri is ensuring that whānau are connected with each other. Whānau use their connectedness to develop their whānau identity through the transfer of knowledge and traditions, and to strengthen whānau as effective organisational institutions. Through these processes, whānau provide support for their children and their kaumātua. This reflects the concept of *Te Ira Tangata* in the Māori Potential Approach, whereby strong social and cultural connectedness is a transformational feature of Māori lives and collective experiences.

Te Puni Kōkiri works in association with iwi and Māori organisations and government agencies with an interest in whānau development.

In the short term, Te Puni Kōkiri will provide policy advice to agencies about aspects of whānau connections in whānau development that will enhance government policies, programmes and services, build measures of whānau success and produce success models and case studies. At the local level, we will provide support for whānau to develop and administer whānau trusts as the vehicle for whānau connections. We will also support activities that provide opportunities for whānau to connect and re-connect, including sporting events, hui and wānanga, and expos.

In the medium term, Te Puni Kōkiri will engage with whānau through intermediaries that have a focus on whānau development. Te Puni Kōkiri will support these agencies by establishing a clear understanding of, and policy position on, the nature of whānau connections in particular, and whānau development in general. In addition, we will work with intermediaries to support whānau

connections, and report to the Minister of Māori Affairs and other key stakeholders about issues associated with whānau connections, and whānau development.

## STRENGTHENING WHĀNAU LEADERSHIP

In recent years we have seen improvements in Māori education, employment and health status. In turn, this has meant that Māori are progressively taking charge of their own destiny, playing an increasingly crucial part in New Zealand's economy through education, employment and enterprise. Whānau have identified leadership as a critical factor in overall whānau development.

There are many aspects of this leadership including cultural leadership, governance of whānau assets, and the provision of succession planning with whānau. The Māori resource base and economy are substantial and growing. Leaders with broad skills and a high level of expertise are required to manage and grow them. By supporting the effective governance and management of Māori assets and enterprises we help to create an environment that significantly improves the return to Māori, and helps improve life quality. Whānau also require strong leaders to ensure their continued social and cultural development. Policy development on whānau and Māori, therefore, needs to reflect and contribute to the maintenance and advancement of Māori leadership.

Te Puni Kōkiri work is directed at supporting whānau to identify and pursue their leadership interests. A key outcome identified by Te Puni Kōkiri is having Māori leaders in place that are providing leadership within

their whānau, hapū and iwi, and within New Zealand and onto a global stage. They will be exercising greater management of assets and people for economic, social and cultural development. This reflects the concept of *whakamana* in the Māori Potential Approach, whereby strong and visionary leadership at all levels of Māori society drives and sustains collective success and advancement.

Over the short term, Te Puni Kōkiri will continue to develop an evidence base on the accelerants of whānau and Māori leadership and the opportunities for that to be utilised to support improved whānau outcomes. We will also maintain our nominations database so we can identify and support Māori into governance and leadership roles.

In the medium term, Te Puni Kōkiri will be developing a clear understanding of whānau and Māori leadership and the conditions and circumstances that promote its development. In addition, we will be developing a work programme to support succession planning at all levels of Māori society. At the local level, we will provide support to increase the capacity and capability of whānau to govern and manage their whānau trusts and collectively owned assets. We will support iwi and sector awards that recognise and promote outstanding leaders. We will also work with other government agencies and local government to support them in connecting and engaging with whānau and iwi leadership.

Finally, the Government is committed to raising incomes and quality of life for all and is emphasising economic transformation as its third priority area for the next decade. It has identified the need for more



innovators, risk takers, and entrepreneurs. New Zealand is a nation of inventors and adaptors. There is a strong culture of pragmatic problem solving. We are a closely networked community and ideas travel well. All of that contributes to a highly innovative climate. Economic transformation seeks to build on this history of innovation and is about creating a knowledge-led, innovative economy driven by creative business, underpinned by a world-class infrastructure, and conducted in an environmentally sustainable way.

Through economic growth society collectively generates the output needed to improve services and raise living standards. The most significant contribution to Māori economic transformation through this priority area will come from Māori having the capacity to lead, influence and make positive decisions for themselves on their participation in the economy through:

- Education
- Employment
- Effective utilisation of collective assets
- Investment decisions

The role of Te Puni Kōkiri will be to create an enabling environment for Māori to reap the benefits of future gains from economic transformation through increased productivity and a greater share of the economic system through people, enterprise and assets. The challenge is to build a sustainable economy based on innovation and quality. A commitment to greater sustainability in our resource use and way of life will ensure our environment is protected and our economy insulated from significant risk. Investment in skills, learning,

research, science and technology will increase the skills and knowledge of New Zealanders, which will ultimately raise living standards for all.

In understanding the role of Māori in economic transformation Te Puni Kōkiri will focus on building a strong evidence base and policy capabilities to support:

- Maximising Māori collective assets
- Improving education and skills
- Increasing Māori innovation and participation in emerging markets

## MAXIMISING MĀORI COLLECTIVE ASSETS

The Māori commercial asset base is substantial – conservatively estimated at around \$16.5 billion in 2007. Māori have collective ownership interests in significant assets, including land, fisheries, aquaculture and forestry. Te Puni Kōkiri is therefore focused on creating an enabling environment to ensure Māori maximise the return on all of these assets.

Māori economic development is inextricably linked to our nation's economic growth. Our challenge is therefore to unlock the potential that exists in the growing Māori asset base and growing Māori population. A key outcome for Te Puni Kōkiri is seeing an increased return to owners from Māori land.

To do this, Te Puni Kōkiri will continue to work in association with the Ministry of Justice, Land Information New Zealand, Ministry of Agriculture and Forestry, Ministry of Economic Development, Ministry for the Environment, Ministry of Education, New Zealand Trade and Enterprise, and

the Foundation of Research Science and Technology.

Te Puni Kōkiri contributes with policy frameworks to inform policy advice on Māori land. Te Puni Kōkiri monitors and liaises with sector agencies about their contribution to this work. We also provide funding for innovative interventions; and broker relationships for success within the sector.

In the short term, Te Puni Kōkiri expects to continue monitoring the progress of the Māori Freehold Land Registration Project – using milestones and timelines outlined in the Māori Land Development Action Plan as a measure of success.

In the medium term, Te Puni Kōkiri is interested in seeing all Māori land appropriately registered and information about land status and use made readily available. Te Puni Kōkiri wants to ensure there is a range of governance structures in place that provide for Māori aspirations in relation to their land, and training is available for administrators of this land. Ensuring that there is co-ordinated Government support for Māori land development by the owners is a priority for Te Puni Kōkiri.

Te Puni Kōkiri is also undertaking a comprehensive research programme with a view to enhancing the evidence base to inform on-going policy analysis. This research will:

- Identify and describe the 71% of Māori land titles currently not under any management structure: and
- Identify and describe the current rates burden on Māori land.

At the local level, we will continue to work with whānau to develop innovative options for using their land to generate returns and to provide information to iwi and Māori asset-holders about national and international business and environmental trends and issues that affect them. We will also liaise with other government agencies to ensure that Māori can access information to support their decision-making about the management of their assets.

#### IMPROVING EDUCATION AND EMPLOYABILITY

Te Puni Kōkiri recognises that the most significant contribution to Māori economic development over the next 20 years is likely to come from improving the education and skills of Māori people. This is because the ability to maximise the return on collectively owned assets is inextricably linked to having a highly skilled and innovative Māori workforce. Māori active engagement and achievement in education and meaningful employment opportunities will play a vital role, and that active engagement begins with early childhood education.

Working in association with the Department of Labour, Ministry of Social Development, Ministry of Education, Tertiary Education Commission, Te Kohanga Reo National Trust, the Career Services, the Hui Taumata Taskforce, Te Runanganui o Ngā Kura Kaupapa Māori and other related agencies and organisations Te Puni Kōkiri provides advice and support to enhance Māori education, employment and enterprise outcomes.

Key outcomes for Te Puni Kōkiri are seeing Māori learners achieve the shared competencies and knowledge needed by



everyone. Also, seeing Māori learners have the knowledge and competencies to participate in te Ao Māori as they choose. These outcomes are consistent with Ka Hikitia, *Managing for Success* prepared by the Ministry of Education for setting priorities in Māori Education. They also reflect the focus of the Māori Potential Approach on Mātauranga, in particular having the relevant life and technical skills and the confidence to use them to achieve their aspirations and quality of life.

A key outcome for Te Puni Kōkiri related to employment is to see Māori achieving their employment potential through sustainable employment, increased participation, improved skills and qualifications and increased entrepreneurship. These outcomes are consistent with the Government's policy framework for sustainable employment for Māori. It also reflects the focus of the Māori Potential Approach on Rawa, in particular, the focus on Māori enjoying an optimal level of wealth and contributing to national prosperity.

Te Puni Kōkiri contributes by providing lead policy advice about the policy frameworks for Māori education and Māori employment, and specific issues within these frameworks. Te Puni Kōkiri monitors and liaises with sector agencies about their contribution to this work. We also provide funding for innovative interventions; and broker relationships for success within the sector.

Over the short term, Te Puni Kōkiri expects to continue to provide policy advice about Māori Education and the policy framework for sustainable employment outcomes for Māori. We will also develop a quantitative and

qualitative research database in these sectors, as well as contributing to policy work around Māori Teacher Supply. At the local level, we will work with whānau and iwi to support active Māori engagement with education and the achievement of qualifications that create pathways into strategic and emerging sectors of the innovation economy. We will also facilitate relationships and opportunities for young Māori to enter into knowledge-based industries, and to develop the necessary skill base to build their own business.

In the medium term, Te Puni Kōkiri is seeking to ensure that there are clear, coherent and up-to-date policy frameworks that address Māori education and Māori employment being applied across the whole-of-government. Te Puni Kōkiri will be helping to address specific issues as they arise, and contributing to regular monitoring and reporting.

Important indicators of the success of Te Puni Kōkiri work will be an increasing number of Māori learners leaving secondary school with formal qualifications; and the number of Māori in the workforce, at increasing levels of income. Te Puni Kōkiri will monitor this information through its regional offices trend and activity reports, achievement data collected by the New Zealand Qualifications Authority and the Ministry of Education, and the quarterly Household Labour Force Survey.

#### INCREASING MĀORI INNOVATION AND PARTICIPATION IN EMERGING MARKETS

Māori are active participants at all levels of the economy, through employment, investments and entrepreneurship. Te Puni

Kōkiri is interested in ensuring that Māori can leverage off the opportunities available to them through New Zealand's growing, globalised, and knowledge-based economy. It should be acknowledged that Maori values, activities and protocols may in fact be providing Māori with natural competitive advantages that they can utilise.

Working in association with the Ministry of Economic Development, Statistics New Zealand, and other organisations and agencies focused on economic transformation, Te Puni Kōkiri is seeking to ensure growth and diversification of the collective asset base leading to an increasing Māori share of the economy. Additionally, another key outcome is a broadening of Māori economic activities through innovation and entrepreneurship.

Te Puni Kōkiri contributes by providing policy advice about the policy frameworks for Māori innovation. Te Puni Kōkiri monitors and liaises with sector agencies about their contribution to this work. We also provide funding for innovative interventions; and broker relationships for success within the sector.

In the medium term, Te Puni Kōkiri will be building on an evidence base for measuring Māori participation in the economic system. We will be utilising and expanding our forecasting tools for measuring the impact of Māori participation on specific sectors of the economy, as well as seeking to enhance the evidence base for measuring Māori participation in especially Auckland.

Also in the medium term, Te Puni Kōkiri will be seeking to enhance the strong evidence

base of Māori participation in the economic system. This economic evidence base of Māori participation will ensure that Te Puni Kōkiri can lead and provide informed advice on specific areas of growth and innovation.

Measures of success will include the value added by Māori to the economic system. This information will be collected through updating the Social Accounting Matrix, as well as forecasting models, information from Statistics New Zealand and noting iwi specific initiatives.

## SUMMARISING OUR FOUNDATION FOR ACHIEVING SUCCESS

Te Puni Kōkiri will use the following indicators to track progress towards the achievement of the outcomes:

- Progress towards the Government goal of settling all Treaty claims by 2020;
- the number of Māori people with Māori language skills (speaking, listening, reading and writing) at different levels of proficiency;
- the frequency of Māori language use in key domains;
- the uptake of our policy work around Mātauranga Māori among key agencies;
- the number of marae that are used at least monthly;
- the number of active whānau trusts;
- the uptake of whānau development tools developed by Te Puni Kōkiri;
- the number of Māori people in governance roles on national and local government entities;
- the milestones and timelines in the research on Māori Land tenure and on the rating of Māori land;
- the number of Māori leaving secondary



- school with formal qualifications;
- the number of Māori in the workforce, at increasing levels of income;
- the Māori share in the wider New Zealand economic system; and
- the number of Māori entrepreneurs.

We will collect this information using various tools, including:

- the Māori language survey and the Marae Survey being undertaken by te Puni Kōkiri;
- the Māori Social Survey being developed by Statistics New Zealand
- a database of whānau trusts;
- an appointments database administered by Te Puni Kōkiri;
- a Social Accounting Matrix that has been developed by Te Puni Kōkiri;
- achievement data collected by the New Zealand Qualifications Authority and Ministry of Education; and
- the quarterly Household Labour Force Survey.

In addition to the indicators listed above, Performance Measurement per se will see Te Puni Kōkiri measuring the impact of the Māori Potential (Non-Departmental Output Expense) Fund on outcomes using evaluation on three fronts:

- 1 Creating a culture of evaluation – where evaluative thinking takes place across all aspects of the management cycle
- 2 Develop a systematic evaluation programme – which provides a “snap shot” of the range of investments through the Māori Potential Fund and demonstrates the overall contribution of the fund to Te Puni Kōkiri’s high level outcomes
- 3 Build a strong evaluation infrastructure – by increasing evaluation capacity,

building evaluation capability and developing systems and structures to support evaluation activity at all levels.

Every output provides an opportunity to both realise potential (outcomes or results) and learn more about what factors enable that realisation of potential (what creates positive change) to inform future efforts, investments and relationships. The direct effect of our expenditure from the Māori Potential (NDOE) Fund makes evaluation a sensible and appropriate measurement approach.

We will use measures across the evaluations that provide assurance about the value of investments and demonstrate the quality of investments and their results. We will use measures that:

- have the ability to track progress of target groups rather than broad aggregates – eg rates of participation in education and training of iwi;
- include positive measures, rather than just measures of deficits and problems – eg achievement;
- improve our focus on short and medium term outcomes – eg (improved awareness) and (improved actions and behaviours);
- focus on the impacts of the outputs and effort of Te Puni Kōkiri – eg abilities to relate performance changes in particular iwi to departmental effort; and
- help us to fill in important gaps in current measurements – eg gaps relating to business formation and entrepreneurial activity such as “what constitutes a Māori enterprise?”

Measurement methods will be specific to each investment chosen for evaluation

but will come from the usual range of administrative data, survey, observational methods and where feasible secondary sources. The underlying aim of evaluation will be to assess outcomes and the influence of the output on the outcome”.



# MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT

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We focus on strategic and purposeful relationships with Māori communities, to achieve mutual goals and our strategic outcome of Māori succeeding as Māori. The relationships that we will engage in will be responsive to local needs and opportunities while also aligning with government priorities, in this way we will add value to our relationships with all stakeholders.

We will also be placing stronger emphasis on evaluating our interventions to build our understanding of intervention outcomes and to guide our future investments.

We continually strive for excellence, through internal controls, policies, processes and systems that provide our stakeholders with confidence of an efficiently and effectively organised Ministry. Additionally, our commitment to stakeholders is best reflected in the breadth of our investments and work at the local level which has been recognised and acknowledged as being of public good.

It is our intention during the term of this Statement of Intent to gauge the appropriateness of our work, how it is valued by our stakeholders and to include initiatives to create enhanced public value in the communities.

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

- Periodically reviewing the effectiveness of its risk management activities and dealing with new strategic risks as they arise;
- Ensuring the Ministry is responsive to key stakeholders such as state sector agencies, whānau, hapu, iwi, and Māori organisations and communities; and
- Phasing the business planning processes throughout the year so that changes to priorities can occur.

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

- To embed risk management practices as integral management functions into policy development, strategic and business planning, and project management functions to ensure that key risks are identified and managed throughout Te Puni Kōkiri on an ongoing basis; and
- To ensure key internal governing bodies are being informed on a regular basis on the effectiveness and responsiveness of the risk management activities.

The risk management activities relevant to this Statement of Intent are:

STRATEGIC OBJECTIVE	RISK MANAGEMENT ACTIVITIES
Maintaining an overview of government policy initiatives pertaining to Māori and ensure they are responsive to their needs	<ul style="list-style-type: none"> <li>• Applying an outcomes monitoring and liaison approach to other agencies</li> <li>• Ensuring relationship strategies with iwi, hapū, and whānau aim at representing their aspirations for government policy development</li> <li>• Providing responsive policy advice to government</li> </ul>
Interventions and investments to be responsive to areas of Māori potential	<ul style="list-style-type: none"> <li>• Applying investment criteria to rationalise resources</li> <li>• Learning from evaluation activities</li> <li>• Applying performance indicator sets to measure the achievement of Māori potential outcomes</li> <li>• Ongoing information gathering at a national and regional level, on matters of interest to stakeholders</li> </ul>
Stakeholder relationships to be driven off outcomes, and messages and behaviours are inconsistent	<ul style="list-style-type: none"> <li>• Continuing development and upskilling of staff relevant to Te Puni Kōkiri's strategic direction</li> </ul>



# ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

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To succeed, our organisation needs strong leadership, 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 meet the strategic outcome, fulfil our role and move resolutely towards the purpose of realising Māori potential. Ultimately this will ensure our success.

With this in mind, Te Puni Kōkiri will focus on improvement in critical areas as follows:

- Engage effectively to promote and communicate the outcomes for which Te Puni Kōkiri is responsible;
- Capitalise on strong external relationships that enable us to provide quality advice and deliver on our responsibilities in the most effective way;
- Through succession planning and secondments, encourage/develop senior managers aspiring into leadership positions;
- Maintain the systems, structures, and

processes, including a dynamic investment strategy and policy statement in one central document that enable us to be a performance-based organisation focused on, "best practice"; and

- Employ excellent people who have top quality intellect, commitment, balance individual and team work skills and work with a passion for *Māori succeeding as Māori*.

## PEOPLE CAPABILITY

We focus on developing our people at all levels in our organisation which we fundamentally believe improves stakeholder outcomes and ultimately ensures our success. These two core elements underpin our *People Capability Strategy to 2010* – building our people capability, and maintaining a high performing organisation. We are committed to making Te Puni Kōkiri a place where people aspire to work, are able to develop, and can then make a difference.

Through the *People Capability Strategy to 2010* we identified nine priority areas, these have been and continue to be, our areas of focus:

- Competencies;
- Values;
- Learning and career development;
- Performance management;
- Rewards and remuneration;
- Recruitment and selection;
- Induction;
- Exit processes; and
- Metrics and benchmarking.

We will continue to use the competency framework to recruit, develop and manage the performance of our staff. Firm principles around the recruitment and development of our people are strongly embedded in Te Puni Kōkiri, and we continue to encourage staff to seek promotion with all positions advertised internally. Recognising the importance of cultural fit we will continue to promote our values throughout the Induction phases and during the 2008/09 year we will find ways to reinforce the values amongst existing staff. We will also seek out ways to best use technology to inform and encourage positive corporate citizenship.

Our engagement with staff will be tested through our staff survey, the results from this and our exit survey data, which has now moved to an electronic processing facility, will be a key source of information for management.

We will continue to use the Leadership Development Centre, supplemented by other leadership development initiatives as required, as the key vehicle for our leadership development. Staff at all levels will be encouraged to drive their future career aspirations using the in-house learning and development web pages to access information including connecting to sector wide tools provided through the State Services Commission.

Key indicators of our organisational health will be drawn from:

- Staff turnover;

- Number of vacancies filled by internal promotion;
- Number of staff disputes/grievances lodged against us; and
- Staff engagement survey and staff exit survey results.

#### INDUSTRIAL RELATIONSHIPS

Te Puni Kōkiri and the Public Service Association have developed their relationship in recent years. A collective employment agreement is in place through to March 2010 and provides a stable platform for staff and management alike. A partnership for quality agreement is to be finalised, providing a clear work-plan where both parties can work together for achieving positive outcomes.

#### GRADUATE LEADERSHIP DEVELOPMENT PROGRAMME

This year the programme will be aligned to the State Services Commission's Intern programme. It will remain a broad introduction to Te Puni Kōkiri and to the operation of a state sector organisation. In particular attendees will have the opportunity to work alongside people who actively encourage Māori realising their potential. They will gain experience through role rotations, support through mentors, attendance at training programmes and opportunities for greater exposure across the state sector.

#### WORK/LIFE BALANCE

The workplace is whānau friendly and we actively encourage whānau involvement



in the broader non-work activities that contribute to our corporate culture and environment. We strongly encourage our people to find the work/life balance they desire and are focused on creating an environment supportive of the choices our people make outside of work. Examples include a time-in-lieu policy, commitments to good health, reduced hours/days per week, tangihanga leave, and working remotely.

#### TURNOVER

The annual staff turnover rate is monitored quarterly and has steadily reduced over the recent year. Currently it is 13.33%, down from the estimated baseline figure of 20% three years ago.

#### COMMUNICATIONS

It is Te Puni Kōkiri's intention to be a more effective communicator and we aim to proactively promote the activities and achievements of Te Puni Kōkiri. 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 contributing to and influencing the key strategic outcome of *Māori succeeding as Māori*.

#### BUILDING AN EVALUATION INFRASTRUCTURE

The key steps in building a strong infrastructure to support the evaluation strategy will be to:

- *Increase evaluation capacity* – to manage and co-ordinate the evaluation programme, provide evaluation advice and

commission and implement high quality evaluative activity;

- *Increase evaluation capability* – to ensure that people involved in direction setting, planning, implementation and delivery know when and how to promote evaluative activity, how to commission and manage it and how to use results; and
- *Develop systems and processes* – to ensure that evaluation requirements and tools are built into all aspects of the management cycle and that the results of evaluation activity are communicated in a way that informs decision making.

Over the coming next year, we will review our systems and processes to ensure that evaluation requirements and tools are built into all aspects of the management cycle. In particular, the systems and processes used to manage, measure and report on investments will be reviewed to ensure that they:

- enable evidence about success and learnings from investments to be captured
- allow results to be analysed and aggregated in a way that they can be fed back to inform the direction setting and planning processes.

Systems and processes will be developed in a way that provides incentives to encourage evaluation and support to execute it well.

#### SUSTAINABILITY

As a member of the GOVT3 Programme, Te Puni Kōkiri is committed to work towards the three pillars of sustainability: environmental social and economic.

Initiatives in place include:

- decreasing the amount of waste sent to landfill by promoting actions to reduce,

- reuse, recycle and composting;
- improving vehicle fleet management to reduce fuel use and CO2 emissions; and
- taking sustainable business practices into account when purchasing assets and when contracting for services.

### EVALUATION OF THE MĀORI POTENTIAL FUND

The purpose of the overall evaluation of the Māori Potential Fund will be to demonstrate the contribution of the fund to Te Puni Kōkiri's high level outcomes. To be confident that the Māori Potential Fund is operating effectively, we will ensure that:

- investments made through the fund are aligned to real needs;
- investments are well designed and likely to improve outcomes;
- the quantity, quality and coverage of investments align with our intervention logic;
- near-term results and outcomes are improving in the areas anticipated; and
- change has resulted from the investments.

The overall evaluation of the Maori Potential Fund will be completed by June 2009.

### EQUALITY AND DIVERSITY POLICY

In response to the Pay and Employment Equity Review, undertaken in 2007/08, Te Puni Kōkiri will be increasing the gender information in a range of the Human Resource key performance indicators in 2008/09 and beyond.

Over the next twelve months Te Puni Kōkiri will build tools that enhance the competency framework to provide a more evidence based decision for recruitment assessment

processes and remuneration setting. It is also intended to increase the transparency of all remuneration structures.

Training will be delivered to managers to increase their knowledge of gender equity and develop their ability to give constructive feedback to staff. Workshops on creating positive work environments will also be delivered for both staff and managers.



## DEVELOPMENT GOALS FOR THE STATE SERVICES

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

*Goal 1:*  
**EMPLOYER OF CHOICE**

Ensure the State Services is an employer of choice attractive to high achievers with a commitment to service.

**Context**

The Māori Potential Framework provides a consistent, transparent and coordinated approach for Te Puni Kōkiri in conducting its business through policy and operational implementation of the Māori Affairs portfolio.

Employees and key stakeholders understand the framework, and how and why the work they do contributes to our major outcome.

The strategic objective to make Te Puni Kōkiri a desirable career destination for talented graduates, experienced professionals and public servants continues to be refined and developed.

*Goal 2:*  
**EXCELLENT STATE SERVANTS**

Develop a strong culture of constant learning in the pursuit of excellence.

**Context**

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

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

*Goal 3:*  
**NETWORKED STATE SERVICES**

Use technology to transform the provision of services for New Zealanders.

**Context**

Creating an environment where staff create and share knowledge in a transparent way requires everyone in Te Puni Kōkiri to make the management and sharing of knowledge part of their everyday activities.

**Actions**

*Knowledge Management*

Implementation of Knowledge Management in Te Puni Kōkiri is critical to successfully leading Māori public policy, and managing relationships and information.

*Government Shared Network, Public Sector Intranet*

Te Puni Kōkiri is one of the first organisations that have signed up to the Government Shared Network.

Te Puni Kōkiri is a member of the Public Sector Intranet and intends to promote the resource more widely to staff.

*Goal 4:*  
**COORDINATED STATE AGENCIES**

Ensure the total contribution of government agencies is greater than the sum of the parts.

**Context**

Te Puni Kōkiri's approach of moving forward together recognises the need to work in collaboration with external stakeholders including state sector agencies, whānau, hapū, iwi, Māori organisations and communities.

We work with other agencies and institutions to assist them to broaden their data collection and research programmes so that collectively we are able to utilise the widest range of evidence on Māori success.

**Actions**

*Strong Regional presence*

The prime focus of Te Puni Kōkiri's Relationship Management Strategy is to strengthen the network of Regional Offices and support their work at the local level, including providing a platform for local inter-agency collaboration.

Regional Offices actively contribute to a wide range of projects involving state services and local government agencies. These include the Taupo Salix Project, Regional Intersectoral Fora, Manukau Youth Project, Smart-Growth in the Western Bay of Plenty, and various tourism initiatives.

*Māori Language Strategy*

Te Puni Kōkiri is responsible for coordinating, monitoring and supporting the agencies involved in the Māori Language Strategy including MCH, National Library, TTW, TMP, and MEd.

*Digital Strategy*

Te Puni Kōkiri participates in cross-government advisory group meetings including the Digital Content Group.



*Goal 5:*  
ACCESSIBLE STATE SERVICES

Enhance access, responsiveness and effectiveness, and improve New Zealanders' experience of State services.

**Context**

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

**Actions**

Our mobile regional staff play a key role in linking rural Māori communities and organisations with other agencies and services.

Te Puni Kōkiri's new website will improve both accessibility and usability for our visitors by: complying with the New Zealand Web Guidelines; using best practice in the design and development of the 'look and feel', information architecture, functionality and coding; providing targeted, well-written content; and improving processes for updating content and responding to user feedback.

*Kōkiri* is Te Puni Kōkiri's main external publication and its primary purpose is to provide key messages which include celebrating Māori achievement; realising Māori potential; and Māori succeeding as Māori. *Kōkiri* is also a vehicle for other Government departments to inform Māori of their key messages. The target audience includes Māori.

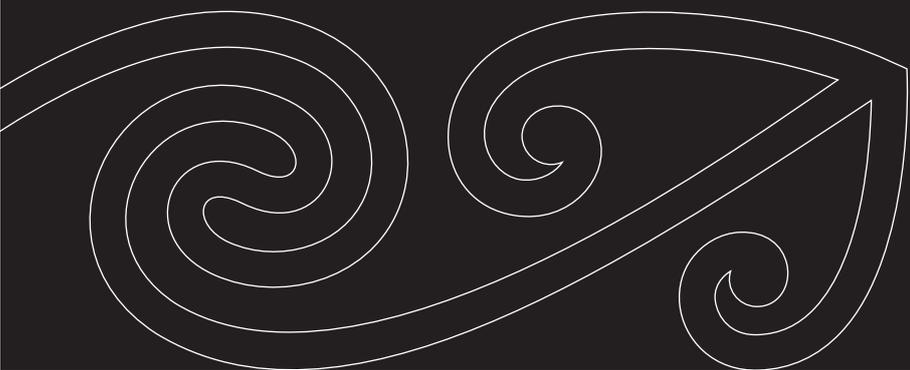
*Goal 6:*  
TRUSTED STATE SERVICES

Strengthen trust in the State Services, and reinforce the spirit of the service.

**Context**

Te Puni Kōkiri has a principle leadership function of advising on relationships between the Crown, iwi, hapū, whānau, and Māori. Staff work at the interface between Māori communities and the Government, demonstrating its credibility as the lead policy adviser on these matters.

Te Puni Kōkiri has a statutory responsibility to ensure that Te Taura Whiri, Te Māngai Pāho, and Māori Television Service comply with their respective Statements of Intent.





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