



Te Pae Tata

— Te Rautaki Māori me te Mahere Mahi —

Māori Strategy and Action Plan

Te Pae Tawhiti - Tō tātou anamata:
Ko te pae tawhiti whāia kia tata, ko te pae tata
whakamaua kia tina.

Te Pae Tata – Tā tātou mea angitu: Ka
tautokona te ihi me te wehi o onamata, ā, ka
pupuri hoki ki ngā mātauranga o ēnei rangi. Mā
ngā mea e rua e taea ai e tātou
te whakamahere kia anga whakamua
ki Te Pae Tata.

Whakamaua kia tina
Hui e Tāiki e!

Te Pae Tawhiti - Our future: Seek out the
distant horizons, while cherishing
those achievements at hand.

Te Pae Tata – Our opportunity: Where we
embrace the essence of our past and our
knowledge of today to chart a course towards
our immediate horizon.

Fixed, firm and established
Bound together as one!



MINISTRY OF SOCIAL
DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Ngā Ihirangi

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Ko te uhi whakamua kua whakaatamaihia ki te whakaahua o tō tātou kuia, a whaea Mokikiwa Hutchen (ko tōna ingoa takakau ko Stirling). Nō Te Whānau-a-Apanui, nō Ngāti Porou, nō Ngāi Tahu hoki ia. Ko tāna mokopuna tērā e whakaaturia mai rā. Kei te hongī rāua, ā, kei te rangona e rāua te aroha. Ko tēnei whakaahua, he tauira o te kaha o tēnei mea te whānau. I pērā ai nā te aroha mutunga kore, nā te tukunga iho hoki o ngā tikanga Māori mai i tētahi whakatupuranga ki te whakatupuranga o raro iho.

Te Pae Tawhiti – Tō tātou anamata:

Ko te pae tawhiti whāia kia tata, ko te pae tata whakamaua kia tina

Nā Tākuta Whakaari Te Rangitakuku Mete-Kingi (LLD, CBE, Te Ātihanunui-a-Pāpārangī) ēnei kupu.

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The front cover is adorned with the image of our kuia, Whaea Mereana Mokikiwa Hutchen (nee Stirling) of Te Whānau-ā-Apanui, Ngāti Porou and Ngāi Tahu and her mokopuna, sharing a tender moment in the form of a hongī. The image reflects the strength of whānau through unconditional love and the imparting of tikanga Māori from one generation to the next.

Te Pae Tawhiti – Tō tātou anamata:

Ko te pae tawhiti whāia kia tata, ko te pae tata whakamaui kia tina.

Quoted by: Dr Whakaari Te Rangitakuku Mete-Kingi LLD, CBE, Te Ātihaunui-a-Pāpārangī.

Te Kupu Whakataki a te Tumuaki

*Ka huri te kei o te waka ki te Pae Tawhiti
Kia hoe ngātahi ki te Pae Tata
Ki te whai ao ki te ao mārama*

Kei te pūtake o tā mātou mahi hei Manatu, ko te tangata me te whānau.

E mōhio ana mātou me pai ake tā mātou whakarato ki te Māori. Kua whakamōhio pērā mai o mātou tāngata. Kua whakaaturia hoki tērā i roto i ngā momo tatauranga whānui tonu, ā-haporī, ā-ōhanga hoki. E tika ana hoki kia mahi pēnei nā te mea e hāngai ana ki tā mātou ngākau titikaha kia noho hei hoa rangapū ki te Māori i raro anō i te Tiriti o Waitangi.

Ko tā mātou ahunga rautaki - Te Pae Tawhiti - ka tohu atu ia ki ngā nekehanga ā-tari nei e hiahiatia ana hei whakatutuki i ngā putanga pai ake mō ngā tāngata katoa o Aotearoa. Ko Te Pae Tata tā mātou Rautaki Māori, Mahere Mahi hoki. Ko Te Pae Tata ka tauawhi ki ēnei nekehanga. Ka whakamārama hoki ia me pēhea mātou e mahi tahi ki te Māori hei whakatutuki i ngā putanga pai ake mō te Māori.

He kohinga whakaaro tēnei, he whakakotahinga mahi hoki o ngā tāngata maha noa. Ko te hiahia kotahi o aua tāngata, kia pai ake ngā putanga mō te Māori. I roto i te kaupapa nei i whakarongo atu mātou ki ngā whānau, hapū, ki ngā iwi hoki i pāhekoheko mai ki a mātou. I whakarongo ki ō rātou wheako, mātauranga hoki. I whātoro atu mātou ki ngā rōpū āwhina Māori, rōpū ārahi

Māori, kaimahi hoki e mahi ana i te taha o te Māori ia rangi ia rangi, ki ngā tāngata hoki e whai hononga ana ki tēnei mea te putanga mō te Māori. Ka hoki mahara anō ki ngā wā o mua me te rautaki Pūao-te-ata-tū. I mahi pērā hei whakaohoho i te ngākau rorotu o te tangata. Ka mihi kau ake ahau ki ngā tāngata katoa i pāhekoheko mai ki a mātou mō tēnei mahi.

Ināianei ka tīmata mātou ki te whakauru mai tēnei ki ā mātou mahi katoa, puta noa i te tari. Ka whakatakotohia he “tirohanga ki te ao Māori” puta noa i te tari. Mā reira ka āwhinatia tātou ki te whakarerekē i te āhua o tā mātou mahi ki te taha o te Māori. E hiahia ana mātou kia whiwhi a mātou kaimahi katoa i ngā pūkenga me ngā āheinga e tika ana kia tino pai rawa atu te mahi i te taha o te Māori ahakoa pēhea tā rātou hono mai ki a mātou. E ngākau titikaha ana mātou kia whakatinanahia Te Pae Tata, ā, kia whakatutukihia hoki ōna nei whāinga.

Debbie Power
Tumuaki

Chief Executive's Foreword

The waka turns towards the distant horizon

*Let us make headway and paddle as one
Through the glimmer of dawn to the
break of day*

People and whānau are at the heart of what we do as a Ministry.

We know that we need to deliver better for Māori. Our people and whānau have told us and the statistics across a range of social and economic indicators have shown us. It's not just the right thing to do, it aligns with our commitment as a Te Tiriti o Waitangi partner.

Our strategic direction Te Pae Tawhiti – Our Future signals the organisational shifts needed to achieve better outcomes for all New Zealanders. Te Pae Tata – our Māori Strategy and Action Plan – embraces these shifts and articulates how we will work with Māori to achieve better outcomes for Māori.

This represents the collective effort of many people who want better outcomes for Māori. It draws on the wisdom and experiences of whānau, hapū and iwi who have engaged with us, our internal and external Māori reference and leadership groups, and staff who either work alongside

Māori each day or whose work impacts Māori. It also reflects on times past when strategies such as Pūao-te-ata-tū were developed to inspire hope and change. I would like to offer my sincere thanks to everyone who has worked with us.

We will now start to weave this into the way we work. Embedding a Māori world view throughout our organisation will help us think differently about the way we work with Māori. We want all of our staff to have the capability to do their best for whānau, hapū and iwi, no matter where or how they connect with us. We are committed to bringing Te Pae Tata to life and importantly, delivering on it.

Debbie Power
Chief Executive



Whakatauki

Unuhia te rito o te harakeke

Kei hea te kōmako e kō?

Whakatairangitia, rere ki uta, rere ki tai;

Ui mai ki ahau,

He aha te mea nui o te ao?

Māku e kī atu,

He tangata, he tangata, he tangata.

E ai ki ngā kaumātua o te Tai Tokerau, nā tētahi wahine rangatira i whakahua tēnei whakatauki. Ko ōna whanaunga ka whakaritea kia tomo ia hei whakatau i te rangimārie. Engari ko tētahi herenga o te tomo, tē taea e ia kia whakawhānau tamaiti.

Ko te whakatauki he momo mōteatea, engari he kupu whakatūpato hoki. Ka tīmata tana kōrero mō te harakeke, he momo tupu e mōhio whānuitia ana e Aotearoa.

Kei roto i te pā harakeke te maha noa o ngā rau e tipu pōwaiwai ana. He rite ki te hoari te āhuaranga o te rau. Ko ngā rito ka maea ake i ngā rau pūtahi e rua o te pōwaiwai. Ki tā te Māori tirohanga, ko te rito he ōrite ki te tamaiti. Ko ngā rau e rua kei waenga nei ia, ko ōna mātua.

Ko te tupu harakeke ka tino kōrerohia e te Māori i roto i nga kupu whakarite. Ehara kau anake mō te matua me te tamaiti, engari mō te whānau whānui tonu. Ko ngā pōwaiwai rau a te harakeke, ka kore e tipu takitahi. Ka tipu kotahi kē hei puia. Ko ngā pakiaka ka whīwhiwhi katoa. Nā konā ka tū tahi, ka hinga tahi rānei te harakeke. Ko te rito te pipihi o te pōwaiwai, o te tupu katoa hoki.

Ko nga kairaranga ka tangohia ngā rau o waho atu o te pōwaiwai. Ka waihongia ngā tokotoru o te pūtahi. Mehemea ka unuhia te rito ka mate te pōwaiwai katoa.

Mehemea ka mutu te tupu i tōna whakatipu tātārau putiputi, ka kore e puta ngā putiputi kī tonu i te waihonga hei whakamana atu ki te kōmako. Nā konā ka kore e whai take te kōmako kia tangi.

Ka rere pororaru ia ki uta ki tai, e kimi haere ana he wāhi nohoanga mōna. Mehemea ka mutu te whānau i te whakatipu me te taute tamariki, ka mate hoki ia.

Ko te whakamutunga o te whakatauki nei ka whakatūturu i te mātāpono – ko te mea tino nui rawa atu ko te tangata, me te whānau hoki e whakaputa ana i te tangata.

Metge, J & Jones, S (1995). He Taonga Tuku Iho nō Ngā Tūpuna; Ngā Whakatauki Māori – He Tuhinga Taonga. *New Zealand Studies* 5(2), 3-7.

E hiahia ana mātou kia mihi atu ki te Te Rūnanga Nui o Te Aupōuri mō tā rātou whakaaetanga kia whakamahia e mātou tēnei whakatauki.

Proverb

**If you remove the central shoot of the flaxbush
Where will the bellbird find rest?
Will it fly inland, fly out to sea, or fly aimlessly;
If you were to ask me,
What is the most important thing in the world?
I will tell you,
It is people, it is people, it is people.**

Northern kaumātua attribute this saying to a rangatira whose relatives married her off to secure peace but prevented her from having children.

The saying is part lament, part warning. She begins by referring to the flax bush, something all New Zealanders are familiar with.

Each flax bush (pā harakeke) consists of many sword-like blades growing in fans. New shoots (rito) emerge between the two centre blades in each fan. Māori identify each shoot as he tamaiti (a child) and the two blades between which it grows as ngā mātua (the parents).

The flax bush is a favourite Māori metaphor not just for the parent-child family but for the larger family group, the whānau. Note that flax fans grow not singly but together in a clump; their roots are so intertwined that they stand or fall together. The rito is the growing point not only of the fan but of the whole bush.

Weavers cutting flax always take the outer leaves of a fan, leaving the central three: to remove the rito is to destroy the whole fan.

If the bush stops growing and fails to put out flower stalks, there will be no flowers full of nectar to attract the bellbird and give it cause to sing. Instead it will fly distractedly between land and sea, searching for somewhere to perch and feed. If the whānau ceases to produce and nurture children, it too will die.

The saying concludes with the strongest possible affirmation of the value of people and thus of the whānau which produces and nurtures them.

Metge, J & Jones, S (1995). He Taonga Tuku Iho nō Ngā Tūpuna; Māori proverbial sayings – a literary treasure. *New Zealand Studies* 5(2), 3-7.

We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī.

Tā mātou moemoeā

Ko te moemoeā mō Te Pae Tata: Kia noho kaha, noho haumaruru, noho taurikura hoki ngā whānau. Kia kakama hoki aua whānau i roto i ngā hāpori, kia mārama rātou ki tō rātou mana motuhake, kia ngākau pono hoki ki tō rātou ahurea, arā, kia ora anō tō rātou tino rangatiratanga – Te mana kaha o te whānau!

Ko Te Pae Tata he rite ki tētahi haerenga whakaumu. Ko tāna he whakamana i te Māori kia tū rangatira ai ia mōna ake.

Koia hoki te moemoeā mō “E Tū Whānau”, he kauneke nā te Māori i hanga, mā te Māori. I hangaia tahitia tēnei kauneke i te taha o te Manatū. I whiriwhiria tēnei moemoeā nā te mea e hāngai pū ana ki ngā whakaaro me ngā tirohanga o te maha noa o ngā tāngata, whānau hoki nā rātou i pāhekoheko mai ki a mātou i te wā i whanakehia Te Pae Tata.

Tā mātou whakatakanga

Kia whakatakotohia he tirohanga Māori rawa puta noa i te Manatū. Nā tērā ka whakahōnoretia tā mātou ngākau titikaha kia noho hei hoa-rangapū ki te Māori i raro anō i te Tiriti o Waitangi. Ka mātua titiro i te tuatahi ki ngā hiahia o te whānau

E mōhio ana mātou me rerekē te āhua o tā mātou pāhekoheko atu ki te Māori mehemea e hiahia ana mātou kia whakatutuki i tā mātou moemoeā.

Me whakakaha tā mātou mārama ki te āhua noho a te Māori ki roto i te hāpori Pākehā, arā te āhua noho a te Māori hei tokoitinga ki rō hapori Pākehā nei te nuinga. Me pēnei kia whai taunakitanga mō ā mātou whakapae e pā ana ki te āhua o te noho a te Māori ki tōna nei ao. Kia kua mātou e pōhēhē e pēhea ana te āhua noho a te Māori, engari kia mārama pū tonu ki ērā āhuatanga. Nā reira ko tā mātou hikoi tuatahi kia whakatakotohia he momo tirohanga Māori rawa puta noa i te Manatū.

Ko ētahi o ā mātou kaimahi kei te mārama kē rātou ki te ao Māori. E āhei kē ana rātou ki te mahi i te taha o te Māori i runga i te kaupapa whakanui mana. Ko tā mātou wero kia whakatūturingia kia āhei ngā kaimahi katoa kia pērā tā rātou pāhekoheko atu ki te Māori, arā kia whakanui mana i ngā wā katoa. Mā reira ka whakamanawahia te whānau, hapū, iwi hoki tērā ka whiwhi rātou i ngā rātonga tino pai rawa atu e āhei ana rātou ki te whiwhi ahakoa pēhea ā rātou hono mai ki a mātou. Mā tēnei ka whakatakoto tūāpapa hei whakatinana i Te Pae Tata.

Our vision

Whānau are strong, safe and prosperous – active within their community, living with a clear sense of identity and cultural integrity and with control over their destiny – Te mana kaha o te whānau!

Te Pae Tata embodies a voyage of transformation. It seeks to empower Māori to be self-determining.

This vision is also the vision for E Tū Whānau, a movement for positive change that was developed by Māori for Māori, in partnership with the Ministry. It was chosen because it aligns with the views and opinions of the many people and whānau we engaged with as we were developing Te Pae Tata.

Our mission

To embed a Māori world view into our organisation that will honour our commitment as a Te Tiriti o Waitangi partner and prioritise the needs of whānau

To achieve our vision, we know that we need to do things differently with Māori.

We need to build our understanding of what it means to be Māori in a predominantly non-Māori society so that any assumptions and beliefs we have, are based on facts and genuine understanding about the realities of people's lives. Our starting point and initial mission for Te Pae Tata, therefore, is to embed a Māori world view throughout our organisation.

Some of our staff are already knowledgeable in Te Ao Māori and are capable of working with Māori in ways that are mana enhancing. Our challenge is to ensure all of our staff have that same capability so that whānau, hapū and iwi are confident that they will receive the best possible services no matter where or how they connect with us. This will provide the foundation for bringing Te Pae Tata to life.

Ā mātou mātāpono ārahi

1. Hoatanga Rangapū

Ka whai tikanga, ka whakahōnore, ka ngākau pono hoki mātou ki te Māori i roto i ā mātou mahi katoa.

2. Tiakitanga

Ka aro atu, ka whakamana hoki mātou i ngā tirohanga Māori me ngā tikanga Māori. Ka mahi whaitake mātou kia whakatūturungia ka tiakina ngā whaipānga a te Māori, me ngā tirohanga Māori.

3. Whakaurunga

Ka whakamanahia te Māori, ka tautokona hoki ia, kia whai wāhi mai, mātātoa nei, ki ngā take katoa e hāngai ana ki tōna oranga tonutanga.

Ko ngā mātāpono hei ārahi i a mātou mō tēnei mahi i ahu mai i te Tauākī Whakamaunga Atu a te Manatū. E toru ngā arotahinga o ngā mātāpono nei – ko te hoatanga rangapū, ko te tiakitanga me te whakaurunga. Nā te whānau, hapū, iwi hoki i kī mai me mātua whakarite mātou i runga anō i ēnei mātāpono kia mahi tika ki te Māori. I kī mai hoki rātou me nui ake tā mātou whakaute ki te Māori, ā, me whakaponu hoki mātou tērā ka mōhio a Ngāi Māori he aha te huarahi tika mō rātou. Ko tā mātou tautoko, whakarato hoki me whakarite kia riro mā te Māori anō (arā te whānau, hapū, iwi hoki) e whiriwhiri ngā huarahi mō te maimoatanga, te ngākau rorotu me te whakatipuranga. Me pēnei nā te mea mehemea ka taurikura te Māori, ka taurikura hoki tātou katoa.

Our guiding principles

1. Partnership

We will act reasonably, honourably and in good faith towards Māori.

2. Protection

We will recognise and provide for Māori perspectives and values and take positive steps to ensure Māori interests are protected.

3. Participation

We will enable and support Māori to actively participate in all matters that increase their wellbeing.

Our guiding principles for this work come from the Ministry's Statement of Intent. They focus on partnership, protection and participation – principles that whānau, hapū and iwi told us were essential for doing right by Māori. They also said that we needed to be more respectful of Māori and trust that they know what is best for them. Our support should provide whānau, hapū and iwi with choices that enable nurturing, growth and hope because Māori prosperity and well-being will strengthen us all.



Ā mātou wāhi arotahinga rautaki (nekehanga matua), whāinga hoki

Ko te Tauākī Whakamaunga Atu a te Manatū he mea tuhi i runga anō i ētahi nekehanga matua e toru. Kua tapaina tahitia ēnei ko Te Pae Tawhiti – Our Future. Ko Te Pae Tawhiti ka tohu i te ahunga rautaki o te Manatū me ngā nekehanga ā-tari e hiahia ana hei whakatutuki i ngā putanga pai ake mō ngā tāngata katoa o Aotearoa. Ko Te Pae Tata ka tauawhi i ēnei nekehanga. Ka whakamārama hoki ia me pēhea e whakatinanahia ai ēnei nekehanga mō te Māori. Ka mahi tēnei i runga anō i tā te Māori (whānau, hapū, iwi hoki) i whakamōhio mai me whakarite hei hiki i te painga o te mahi ki te Māori.

- 🌀 **Nekehanga matua 1:** Mana Manaaki: He wheako mārie, ia wā → *Inawhai anō ka whakaute mai, ka whakapono mai hoki te Māori ki a mātou*
- 🌀 **Nekehanga matua 2:** Kotahitanga: Te haere rangapū kia nui ake ai te papātanga → *Ka whakarite hoatanga rangapū mātou ki te Māori. Ka motuhenga ēnei hoatanga rangapū.*
- 🌀 **Nekehanga matua 3:** Kia Takatū Tātou: E tautoko ana i te whanaketanga toitū, ā-hapori, ā-ōhanga hoki → *Ka tautoko mātou i ngā wawata Māori.*

Kua tohungia e mātou ētahi whāinga hei āwhina i a mātou ki te whakatutuki i ēnei nekehanga matua. E mōhio ana mātou he nui tonu te mahi kei mua i te aroaro. E hiahia ana mātou kia pāhekoheko tonu ki te whānau, hapū, iwi hoki. Me pēnei kia noho tonu rātou ki tō mātou taha i runga i tēnei haerenga, ā, kia taea tonu e rātou te wero mai ki a mātou mō ā mātou mahi.

Our strategic areas of focus (key shifts) and objectives

The Ministry's Statement of Intent is underpinned by three key shifts, which we collectively refer to as Te Pae Tawhiti – Our Future. Te Pae Tawhiti signals the Ministry's strategic direction and the organisational shifts needed to achieve better outcomes for all New Zealanders. Te Pae Tata embraces these shifts and articulates how they will be realised for Māori, in accordance with what whānau, hapū and iwi have told us we need to do better.

- 🌀 **Key shift 1: Mana Manaaki:** A positive experience every time → *We will earn the respect and trust of Māori*
- 🌀 **Key shift 2: Kotahitanga:** Partnering for greater impact → *We will form genuine partnerships with Māori*
- 🌀 **Key shift 3: Kia Takatū Tātou:** Supporting long term social and economic development → *We will support Māori aspirations*

While we have identified objectives that will help us to realise these key shifts, we know that we have more work to do and will need to continue to engage whānau, hapū and iwi so that they remain part of this voyage and can hold us accountable for our actions.



Nekehanga matua (wāhi arotahinga rautaki)

Nekehanga matua 1: Mana Manaaki – He wheako mārie, ia wā

“Nā te hua o ā mātou mahi ka whakaponohia, ka whakautehia hoki mātou e te Māori. Ka whakarongo mātou, ā ka kore mātou e whakawā. Ka ngākau puare, ka matatika hoki mātou.”

Ka mōhio mātou kua whakatutukihia tēnei nekehanga matua e ā mātou kaimahi (me ngā tāngata hoki e tuku rātonga ana hei kaikirimana mō te Manatū) inā ka:

- ☉ whakautehia e te Māori
- ☉ whakaponohia e te Māori
- ☉ whai pūkenga e tika ana, ā, e mōhio ana me pēhea te tuku painga hei hikitia ngā putanga mō te Māori.

Ko ā mātou kaiwhakahaere matua, kaiārahi ā tari nei hoki ka whakatutuki i ngā mea katoa o runga ake nei, ka tautokona hoki e rātou ā mātou kaimahi kia:

- ☉ whai wāhi atu ki te reo Māori me ngā tikanga Māori
- ☉ whai wāhi atu ki ngā herenga (me ngā tūmanako) ā-whānau, ā-ahurea nei hoki
- ☉ whakanuihia ā rātou momoho, whakatutukinga hoki.

Ka whakaritea hoki e rātou kia whai wāhi ngā kaimahi ki ngā rawa me ngā tautoko e tika ana kia taea ai te whakatutuki i tēnei mea te ‘Mana Manaaki’.

Key shifts (strategic areas of focus)

Key shift 1: Mana Manaaki – A positive experience every time

“We will earn the respect and trust of Māori, listen without judgement and be open and fair.”

We will know we have achieved this key shift when our staff
(and people who are providing services on behalf of the Ministry) are:

- ② respected by Māori
- ② trusted by Māori
- ② appropriately skilled and know how they can positively contribute to improving outcomes for Māori.

And our senior managers and organisational leaders are all
of the above and support staff to:

- ② engage in te reo Māori and tikanga Māori
- ② engage in whānau and/or cultural commitments and expectations
- ② celebrate their successes and achievements.

And provide access to resources and supports needed
to enable ‘Mana Manaaki’.



Nekehanga matua 2: Kotahitanga – Te whakahoa rangapū kia nui ake ai te papātanga

“Ka whakarite mātou i ngā hoatanga rangapū motuhenga ki te Māori. Ka tautokona te Māori kia arahina te hoahoa rātonga, kaupapa whakarato hoki ka whakaritea mō te Māori.”

Ka mōhio mātou kua whakatutukihia tēnei nekehanga matua e ā mātou kaimahi (me ngā tāngata hoki e tuku rātonga ana hei kaikirimana mō te Manatū) inā ka:

- ☉ mārāma ngā kaimahi ki te painga o ngā hoatanga rangapū ki te Māori, ā, he motuhenga ō rātou hoatanga rangapū nei ki te Māori
- ☉ whai hononga motuhenga ngā kaimahi ki ngā hoa rangapū o te rāngai, ā, kua uru atu rātou ki ngā tūhononga e hiahia ana kia pai ake ngā putanga mō te Māori
- ☉ mārāma tērā ka mōhio te Māori he aha te huarahi pai rawa mō te Māori, ā, ka tautokona kia mahia ā rātou mahi mō rātou ake
- ☉ pāhekoheko atu ki te Māori mō ngā take e pā ana ki te Māori.

Ko ā mātou kaiwhakahaere matua, kaiārahi ā tari nei hoki ka whakatutuki i ngā mea katoa o runga nei. Ka tuku hoki rātou i ngā rawa me te tautoko e tika ana kia taea ai te whakatutuki i tēnei mea te ‘Kotahitanga’.

Key shift 2: Kotahitanga – Partnering for greater impact

“We will form genuine partnerships with Māori and support Māori to lead the way in terms of any service design and delivery models that we commission for Māori.”

We will know we have achieved this key shift when our staff (and people who are providing services on behalf of the Ministry):

- ② understand the value of and have genuine partnerships with Māori
- ② have credible relationships with sector partners and belong to networks that want better outcomes for Māori
- ② understand that Māori know what works best for Māori and support Māori to do things for themselves
- ② engage Māori in any matters that affect Māori.

And our senior managers and organisational leaders are all of the above, and provide access to resources and supports needed to enable ‘Kotahitanga’.



Nekehanga matua 3: Kia Takatū Tātou – Te Tautoko i te whanaketanga toitū ā-hapori, ā-ōhanga hoki

“Ka tautoko mātou i ngā wawata a te Māori. Ka hāpai ake mātou, ka tautoko hoki mātou i ngā kaupapa tērā ka kitea te Māori e whanake ake ana, e tipu ake ana, hei Māori.”

Ka mōhio mātou kua whakatutukihia tēnei nekehanga matua e ā mātou kaimahi (me ngā tāngata hoki e tuku rātonga ana hei kaikirimana mō te Manatū) inā ka whakamanahia te Māori kia:

- ☉ whiwhi mahi toitū
- ☉ pūmautanga ā-pūtea nei (kia whai hoki i ngā pūkenga e tika ana kia toitū tēnei āhuatanga)
- ☉ whiwhi whare pūmau
- ☉ whiwhi hononga hauora.

Ko ā mātou kaiwhakahaere matua, kaiārahi ā tari nei ka whakatutuki i ēnei mea katoa o runga ake nei. Ka tuku hoki rātou i ngā rawa me ngā tautoko e tika ana kia taea ai te whakatutuki i tēnei whāinga “kia takatū tātou”.

Key shift 3: Kia Takatū Tātou – Supporting long-term social and economic development

“We will support Māori aspirations and champion and support initiatives which see Māori develop and grow as Māori.”

We will know we have achieved this key shift when our staff (and people who are providing services on behalf of the Ministry) enable Māori to have:

- ② sustainable employment
- ② financial stability (and to possess the skills necessary to sustain this)
- ② stable housing
- ② healthy relationships.

And our senior managers and organisational leaders do all of the above and provide access to resources and supports needed to enable ‘Kia Takatū Tātou’.



Ā mātou mahi

E hiahia ana mātou kia kaha ake ā mātou mahi tērā i te hoihoi o ā mātou kupu. E hiahia ana hoki mātou kia tutuki pai Te Pae Tata.

E ai ki tā mātou whakatakanga - ko tā mātou arotahi ko ngā mahi me oti pai o roto tonu i te tari. Nā konā ka hikitia ngā putanga mō ngā tāngata, whānau hoki kei waho o te tari. Me hanga ngā tūāpapa whakarato e hāngai ana ki ngā hiahia a te Māori. Me tuhi kaupapa here hoki tērā ka whakatenatena ki ngā whānau kia whakapā wawe mai ki a mātou. Mā tēnā ka kore e taumaha haere te raru, ā, ka kore e hiahiatia te tautoko kia whiwhiwhi rawa.

Me arotahi mātou kia hanga i ngā hoatanga rangapū motuhenga ki te Māori, kia kore ai mātou e kōrerohia anō nei he karetao noa, he tari kōrero ngutu kau noa mātou. Kei te ngākau titikaha hoki mātou ki te orange o ā mātou kaimahi. Ka pēnā nā te mea ki te kore e tino taurikura rawa atu ā mātou kaimahi, ka kore hoki e taea e mātou te whakatinana Te Pae Tata.

Me tuku kupu aumihi ka tika ki ngā kaupapa Māori motuhake e whanakehia ana, e whakahaerengia ana rānei kei ngā tari ā rohe, tari ā takiwā rānei. Ko ēnei kaupapa ka tautoko i Te Pae Tata, ka āwhina hoki i a ia kia momoho.

Ko ā mātou mahi katoa ka arotahi ki ngā kaupapa matua e whai ake nei:

1. Mō te whānau, hapū hoki

Ko ngā mahi ka:

- ☉ waihanga i ētahi taiao mahana, haumarū, whakamanuhiri hoki
- ☉ tautoko kia waihanga whanaungatanga, hoatanga rangapū motuhenga hoki
- ☉ waihanga āheinga (ā-tāngata, ā-hapori nei hoki)
- ☉ whakapiki te whaiwāhi atu ki ngā whare pūmau
- ☉ whakapiki ngā āheinga ki te whiwhi mahi
- ☉ whakapiki/whakanikoniko i ngā tūāpapa tuku ratonga o tēnei wā.

2. Mō ngā kaimahi (me ngā tāngata e tuku rātonga ana mō te Manatu)

Ko ngā mahi ka:

- ☉ whakapiki i te haoura me te mauriora
- ☉ whakapiki ngā āheinga kia ako, kia anga whakamua hoki
- ☉ waihanga āheinga kia mihi atu, kia tohatohaina hoki, ngā pūkenga i roto i ngā tikanga me te reo Māori
- ☉ whakaurungia ngā tikanga me te reo Māori ki roto i ngā mahi o ia rangi
- ☉ whakapiki/whakanikoniko i ngā tikanga mahi ā-tari nei o tēnei wā.

3. Mō ngā iwi me ngā hāpori

Ko ngā mahi ka:

- ☉ whakapiki i ngā āhuahanga mahi mō te:
 - hoahoa tahi i ngā rātonga
 - tonu atu mō ngā rātonga
 - whiwhi rātonga
 - whakakirimana mō ngā rātonga

- ☉ whakamārama te hōhonutanga o tēnei mea te hoatanga rangapū
- ☉ whakamārama te hōhonutanga o te “rātonga kaupapa Māori”
- ☉ waihanga te āheinga
- ☉ tuku rātonga i raro anō i ngā herenga whanaungatanga o tēnei wā tonu
- ☉ hōparahia ētahi huarahi hei hono atu ki ngā hoa rangapū hou
- ☉ waihanga ētahi āheinga whiwhi mahi toitū hei whakamana i ngā whānau, hapū, iwi, hāpori hoki kia whanake, kia tipu ake hoki
- ☉ whakapiki/whakanikoniko ngā kaupapa here, tikanga mahi hoki, ā-tari nei.

Our actions

We want our actions to speak louder than our words and we want Te Pae Tata to succeed.

In line with our mission, our actions focus on things that we need to do inside our organisation to make it better for people and whānau outside of our organisation. We must have service delivery models that are customised to the needs of Māori and policies which encourage whānau to engage with us early on before situations become serious and require comprehensive support.

We need to focus on forming genuine partnerships with Māori so that we are not seen as being tokenistic or lacking in authenticity. We are also committed to the wellbeing of our staff, as without our people operating at their best we will be unable to bring Te Pae Tata to life.

We acknowledge that there are already a number of positive kaupapa Māori initiatives in development or underway in our regional and local offices. These initiatives support Te Pae Tata and will help it to be successful.

Our efforts will be concentrated on the following high level actions:

1. For whānau and hapū

Actions which:

- ① create environments that are warm, welcoming and safe
- ① support the formation of relationships and genuine partnerships
- ① build capability (as individuals and as communities)
- ① improve accessibility to sustainable housing
- ① increase employment opportunities
- ① improve/enhance current service delivery models.

2. For staff and people who are providing services on behalf of the Ministry

Actions which:

- ① improve health and well-being
- ① increase learning opportunities and advancements
- ① create opportunities to acknowledge and share individual expertise in Māori customary concepts and language
- ① integrate Māori customary concepts and language into day to day operations
- ① improve/enhance current organisational policies and processes.

3. For iwi and communities

Actions which:

- ① improve current approaches for:
 - co-designing services
 - commissioning services
 - procuring services
 - contracting services
- ① articulate the meaning of 'partnership'
- ① articulate the meaning of 'kaupapa Māori service'
- ① build capability
- ① deliver on existing relationship commitments
- ① explore opportunities for new partnerships
- ① build sustainable employment opportunities to enable whānau, hapū, iwi and communities to develop and grow
- ① improve/enhance current organisational policies and processes.

Ā mātou inenga momoho

Ka mōhio mātou e momoho ana mātou inā ka whakamōhio mai ngā whānau, tāngata hoki kei te pērā mātou, inā ka whakataunakihia pērā hoki e ngā tatauranga.

Ko ā mātou inenga momoho ka arotahi pū ki te whānau. E hiahia ana mātou kia ora katoa te Māori, kia momoho ia, kia rongō ia i te aroha, te whakahaumarū ōhanga, te hononga hoki ki tangata kē. E mōhio ana mātou ko te whakamāramatanga mō ia inenga ka kore e ōrite mō te katoa. Ka pēnei nā te mea he piki kōtuku anō tō tēnā tō tēnā. Nā reira ka arahina mātou e ngā kōrero o ā mātou tāngata, whānau hoki mō ā rātou whakamārama o ēnei mea. Kātahi ka tukuna te tautoko me ngā rātonga e taea ana e mātou te tuku hei āwhina i a rātou kia riro mā rātou anō hei whakatinana i ō rātou ake momoho.

Ka mahi tahi mātou ko te Māori, hei hoa rangapū, kia whakatūngia ētahi anga inenga, tohu inenga hoki hei aroturuki i tā mātou ahunga whakamua.

Anei e whai ake nei te āhua o te momoho:

Ko te whānau, hapū, iwi hoki ka rongō i te hauora

Ka kakama te whānau, hapū, iwi hoki. Ka noho hauora hoki rātou, ā-tinana, ā-hinengaro, ā-wairua, ā-ahurea hoki. Me kī, ka mauriora te whānau, hapū me te iwi.

Ko te whānau, hapū, iwi hoki ka rongō i te momoho

Ko te whānau, hapū, iwi hoki ka whakatutuki i ā rātou māiatanga, ā, ka tū pakari hoki i runga i te tino rangatiratanga.

Ko te whānau, hapū, iwi hoki ka rongō i te aroha

Ko te whānau, hapū, iwi hoki ka manaaki, ka maimoa, ka tiaki hoki i a rātou anō.

Ko te whānau, hapū, iwi hoki ka rongō i te whakahaumarū ā-putea nei

Ko te whānau, hapū, iwi hoki ka whiwhi mahi toitū, whare pūmau, me ngā rawa e tika ana hei tautoko i te oranga paerewa kounga pai.

Ko te whānau, hapū, iwi hoki ka rongō i te whanaungatanga me te tūhononga

Ko te whānau, hapū, iwi hoki ka tū pakari ki roto i ō rātou tuakiri, tūrangawaewae, tūhononga, whanaungatanga hoki.

Our measures of success

We will know we are succeeding when our people and whānau tell us we are and when the statistics confirm this.

Our measures of success are whānau centred. We want all Māori to experience good health, success, aroha, economic security and connectedness. We appreciate that the definitions of each of these measures will not be the same for everyone because everyone is different. Hence we will be guided by what each of our people and whānau tell us in terms of what these measures mean to them and then we will provide whatever support we can to help them realise their own success.

In partnership with Māori, a range of indicators and measurement methods will be established to monitor our progress.

Below is what success will look like:

Whānau, hapū and iwi experience good health

Whānau, hapū and iwi are active and healthy with positive physical, mental, spiritual and cultural wellbeing.

Whānau, hapū and iwi experience success

Whānau, hapū and iwi realise their potential and are self-determining.

Whānau, hapū and iwi experience aroha

Whānau, hapū and iwi care for and protect themselves.

Whānau, hapū and iwi experience economic security

Whānau, hapū and iwi have sustainable employment, housing and resources to support quality standards of living.

Whānau, hapū and iwi experience connectedness

Whānau, hapū and iwi have a strong sense of place and belonging.

Waiata - Te Pae Tata

Ko te ara ki te pae tawhiti ko te pae tata e
Kia ū ki ngā hiahia a te rōpu whakamana
I takiri i te ata, i para te huarahi
Hei oranga mō te iwi whānui

Ka huri te kei o te waka ki te pae tawhiti
Kia hoe ngātahi ki te pae tata
Ki te whai ao, ki te ao mārama

Ko te oranga o te pā harakeke e
Te mea nui kia tupu mai te rito
Kia puta mai i ngā hua
Kia tau mai te kōmako

Ka huri te kei o te waka ki te pae tawhiti
Kia hoe ngātahi ki te pae tata
Ki te whai ao, ki te ao mārama
Ki te whai ao, ki te ao mārama
Hei oranga mō te iwi whānui



Nā ēnei tāngata e whai ake nei i tito tēnei waiata:

Rangī Reuben-Tuoro, Ngā Puhi

Manujon Pemerika, Ngāti Hine, Samoa

Maramapai Simon, Ngā Paerangi, Ngā Poutama, Ngā Puhi

Iwa Hamilton, Te Ātihaunui-a-Pāpārangī, Ngāti Kahungunu ki Wairarapa, Ngā Puhi, Ngāti Porou

Waiata - Te Pae Tata

The way to the future is paved with today's achievements
Hold fast to the aspirations of our leaders (past, present and future)
They who broke the dawn and laid the path
For the wellbeing of all

The waka turns towards the distant horizon
Let us make headway and paddle as one
Through the glimmer of dawn to the break of day

The health and wellbeing of the harakeke bush
Is crucial for the growth of the centre shoot
Allowing the harakeke to flower
And the bellbird to settle

The waka turns towards the distant horizon
Let us make headway and paddle as one
Through the glimmer of dawn to the break of day
For the wellbeing of all



Waiata was composed by:

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He mea whakaputa i te Pipiri 2019
He mea whakahou i te Kohitātea 2020

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