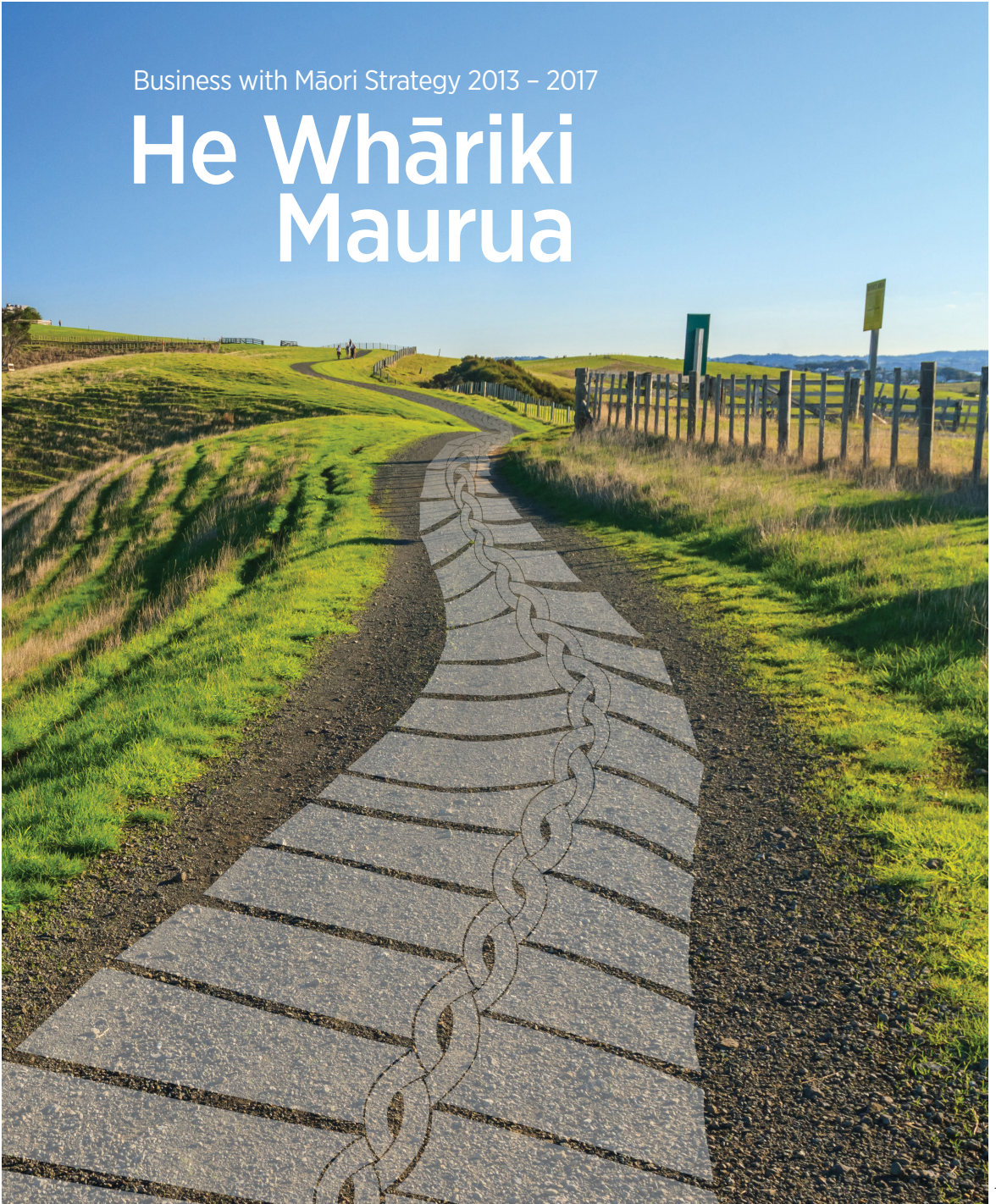


Business with Māori Strategy 2013 – 2017

He Whāriki Maurua



The plume of feathers, or raukura were traditionally worn by those of high rank, and acknowledged their leadership.

These feathers symbolise the signing of Te Tiriti o Waitangi and the two partners; the partnership of Māori and the Crown, and the bringing together of two peoples, and two world views.

Land Information New Zealand Toitū te whenua
September 2014

This document can be found online at
www.linz.govt.nz/businesswithmaoristrategy

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He Whāriki Maurua

Business with Māori Strategy 2013 - 2017

Contents

Message from the Chief Executive	3
Message from the Chair of the Advisory Group	5
Message from the Kaihautū	7
Our Business with Māori approach	9
He Whāriki Maurua – strategic framework	10
He Whāriki Maurua – strategy overview	11
He Whāriki Maurua – key elements	13
He Whāriki Maurua – strategic goals / kaupapa	15
He Whāriki Maurua – strategic drivers / rautaki	19
Business with Māori Advisory Group	23

Message from the Chief Executive

I'm pleased to present He Whāriki Maurua – our Business with Māori Strategy – a pathway to help us engage and work more strategically with Māori and iwi to deliver better outcomes for New Zealand.

Māori and iwi have emerged as economic powerhouses over the past decade, driven by the growth of the Māori economy – estimated at \$36 billion in 2011.¹

Treaty settlements, and the continued growth of Māori business and enterprise, will help grow the Māori economy – which is critical to New Zealand's future economic, environmental, social and cultural wellbeing.

As land managers, owners, guardians, and governors of significant natural resources Māori and iwi need authoritative land information to support decision-making around land use.

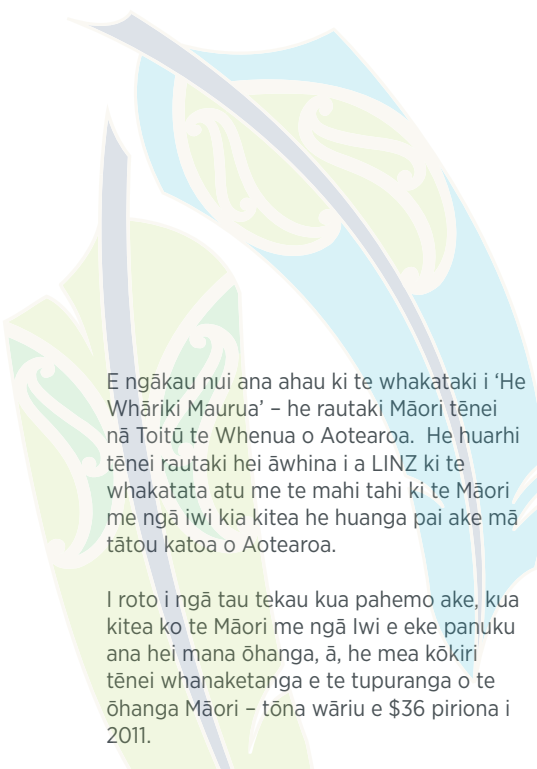
By supporting these needs LINZ fulfils Crown obligations to Māori, aligns with the Natural Resource Sector, and makes an optimal contribution to New Zealand's economic performance.



LINZ values Māori and iwi relationship's with the land, and their place as tāngata whenua. He Whāriki Maurua supports the development of more strategic partnerships between LINZ and Māori and iwi to enable better decision-making around nationally-significant natural resources.

As such, it provides LINZ with another opportunity to fulfil its continuing commitment to deliver ongoing value for New Zealand.

1. BERL (2011) The Asset Base, Income, Expenditure and GDP of the 2010 Māori Economy. Wellington, New Zealand.



E ngākau nui ana ahau ki te whakataki i 'He Whāriki Maurua' – he rautaki Māori tēnei nā Toitū te Whenua o Aotearoa. He huarhi tēnei rautaki hei āwhina i a LINZ ki te whakatata atu me te mahi tahi ki te Māori me ngā iwi kia kitea he huanga pai ake mā tātou katoa o Aotearoa.

I roto i ngā tau tekau kua pahemo ake, kua kitea ko te Māori me ngā iwi e eke panuku ana hei mana ōhanga, ā, he mea kōkiri tēnei whanaketanga e te tupuranga o te ōhanga Māori – tōna wāriu e \$36 piriona i 2011.

Mā ngā whakataanga Tiriti, me te tupunga tonutanga o ngā pakihī Māori tūmataiti e hiki ake i te raurarahitanga o te ōhanga Māori - he taumahatanga hira tēnei mō te oranga whakamua o Aotearoa, ā-ōhanga, ā-taiao, ā-iwi, ā-tikanga.

Nā te mea he kaiwhakahaere, he kaipupuri, he kaitiaki whenua, ā, he mana whakahaere o ngā tāonga māori whakahirahira ā-motu, me riro i te Māori me ngā iwi he kōrero whenua whaimana hei tautoko i ngā whakataunga e pā ana ki te mahi whenua. Mā tēnei ka tutuki i a mātou ngā whakaheinga a te Karauna ki te Māori, ka mutu, he takoha nui ki te whakapai ake i te mahi ōhanga o Aotearoa.

He mea whakahirahira ki a LINZ te whanaungatanga a te Māori me ngā iwi ki te whenua i Aotearoa me tō rātou wāhi hei tangata whenua.

E tautoko ana a He Whāriki Maurua i te whanaketanga kia nui ake ngā whaka-
hoatanga whaihua i waenga i a LINZ me
ngā Māori, iwi matua hoki kia pai ake ai
ngā mahi whakaputa whakataunga mō ngā
taonga taiao hira ā-motu.

Kāti, nā tēnei rautaki ka whai wāhi anō a
LINZ ki te whakatinana i tōna hiahia kia
haere tonu ngā mahi whaihua, tūturu nei,
mō Aotearoa.



Peter Mersi
Chief Executive/ Tūmuaki Matua
Land Information New Zealand

Message from the Chair of the Advisory Group

That land endures, while people come and go, is the sentiment expressed in LINZ's Māori name 'Toitū te Whenua'.

Our connections to mountains, rivers, lakes and the sea give our identity its geographic markers. The names we assign these features unlock our stories, histories, land uses; our knowledge of who we are and how we have evolved in this land.

Through He Whāriki Maurua, LINZ acknowledges and commits to including this cultural memory across its business. LINZ's opportunity to accelerate Māori aspirations for land management will lead to greater engagement with Māori and iwi, and help unlock a potential \$8b return from under-utilised Māori land.²

Partnering with Māori and iwi means sharing knowledge, information, skill and expertise and is aptly described as 'He Whāriki Maurua' – in this context “weaving together an enduring foundation” – expressing the different cultural values Māori and the Crown ascribe to the land (like two pieces of the same mat), merged to create a stronger and larger whāriki.

So while this strategy articulates a vision of the benefits of partnering with Māori and iwi, strengthening these relationships, it was written specifically for LINZ staff. You are the people who will champion this strategy, and who are critical to its success.



By weaving together our world views we get a stronger view of the opportunities for partnership. The kōwhaiwhai within both islands are a development of the koru, and then koiri, depicting development and support.

2. Ministry for Primary Industries (2013) Growing the Productive Base of Māori Freehold Land. Wellington, New Zealand.

Ko Hikurangi te maunga (Hikurangi is my mountain)
Ko Waiapu te awa (Waiapu is my river)
Ko Ngāti Porou te iwi (Ngāti Porou is my tribe)

Nā reira, tēnā koutou, tēnā koutou, tēnā tātou katoa.
Toitū te whenua, whatu ngarongaro he tangata!

Ko te mahara nei 'toitū te whenua, whatu ngarongaro he tangata', koinei tonu te wairua i te ingoa Māori mō Land Information New Zealand, arā, mō Toitū te Whenua o Aotearoa.

Ō mātou hononga ki ngā maunga, ngā awa, ngā roto me te moana, e whakaū ana i ngā tohu whenua hei tuakiri mō mātou. Kei ngā ingoa o ēnei tohu whenua te tomokanga ki ā mātou pūrākau, ki ā mātou kōrero tuku iho me ā mātou tikanga whakahaere whenua. Ko te mea hira ake ko tō mātou mātauranga e whāki ana ko wai mātou, ā, pēhea ai tō mātou tupuranga hei tāngata i tēnei whenua.

I roto i tana mahi ki te hanga i tēnei rautaki – He Whāriki Maurua, e mihi ana a Toitū Te Whenua ki tēnei raumararatanga tuku iho, ā, e whakaū ana kia mōhio pū ki te urunga o tēnei puna mātauranga ki tōna mahi. Mā te mahi ngātahi me te Māori ki te tūhura i tētahi uara e \$8 piriona tōna wariu, ka kitea te whaiwāhi o Toitū te Whenua ki te whakahihiri i ngā wawata Māori ki te whakahaere me te whakamahi i te whenua.

Ko te tuari i te mātauranga me te kōrero, ngā pūkenga, ngā tohungatanga e mau katoa ana i te ingoa Māori mō te rautaki i huaina ai He Whāriki Maurua. arā, "he raranga ngātahi i te kaupapa mutunga kore", e whakaatu ana i ngā momo tikanga a te Māori me te Karauna mō te whenua

(pēnei, e rua ōna wāhanga kotahi te whāriki), nā te aho tapu i hono ai, tōna otinga he maurua tāwariwari, he whāriki pounamu.

Nā, ahakoa e whakapuaki ana tēnei rautaki i tētahi matapae whānui mō ngā huanga o te mahi ngātahi me te Māori, i āta tuhia tēnei kōrero mā tētahi whakaminenga – arā mā ngā kaimahi o Toitū te Whenua o Aotearoa. Ko koutou rā te iwi, māna e kōkiri tēnei rautaki, ko koutou tonu hei poupou mō tōna angitutanga.

Nā reira, e hika mā, kapohia te wā kia tutuki ai ā tātau kaupapa.



Matanuku Mahuika
Chair - Business with Māori
Advisory Group

Message from the Kaihautū Business with Māori

E rere takiwā ana ngā whakaaro ki te ao wairua, ki te pūtahitanga o Rehua. Tau mai rā! Tēnei mātou o Toitū te Whenua e mihi nei ki a koutou e whāwhā nei i ngā whārangi o tēnei puka.

Ko mātou ngā kaipupuri i ngā raraunga whānui, whāroa mō te takoto o tō tātou whenua. Otirā mā te hono atu o ēnei kōrero ki ngā kōrero ake o ngā iwi, o te iwi Māori whānui, ko te tino tūmanako ia, ka hua ake he whiwhinga nui whakaharahara mō Aotearoa nui tonu.

Ānō nei tātou e mau-rua nei i te whāriki, e raranga rānei i ngā tirohanga e rua, ki te takapau kotahi. Tēnā rā tātou katoa!

Location information has the potential to transform the way land is viewed and understood – if used and applied in a manner that is complimentary to cultural aspects associated with Māori land, greater returns could be realised, generating economic, environmental and socio-cultural benefits for all New Zealanders.

LINZ's Business with Māori strategy He Whāriki Maurua describes the weaving together of the two world views that Māori and the Crown have about the land and its natural resources. He Whāriki Maurua as a strategy brings those two world views together, threading it through LINZ's business to strengthen and expand our knowledge.

By layering our different world views together, we get a richer view of the opportunities for future partnerships between Māori, iwi and LINZ.



He Whāriki Maurua takes this collective view and provides LINZ with a clear direction for doing business with Māori and iwi; to release greater value to Aotearoa New Zealand.

Ko te akaaka o te rangi ki a rātou mā kua huri ki tua o te ārai; ko akaaka o te whenua ki a tātou te hunga ora. Ko ngā manaakitanga o te wāhi ngaro ki runga i a tātou katoa. Tēnā koutou, tēnā koutou, tēnā tātou katoa.

Pereri Hathaway
Kaihautū – Business with Māori
Land Information New Zealand



The kōwhaiwhai is developed from the koru, which is birthed from the growth of the fern frond. It symbolises, birth, life, nurturing, development and new directions.

Our business with Māori approach

‘Business with Māori’ is the term used to describe LINZ’s approach to working with Māori and iwi in a more strategic and targeted manner in order to create opportunities for improved economic, environmental, social, and cultural outcomes for Aotearoa New Zealand.

Our approach, as the pre-eminent holder of land and location information for all New Zealand, is to unlock LINZ’s potential to support Māori and iwi development by better understanding the value and power of location information in a Māori context.

To enable this, LINZ has developed its Business with Māori Strategy, He Whāriki Maurua, to provide LINZ with a clear direction for doing business with Māori and iwi.

He Whāriki Maurua is not a ‘separate’ or ‘stand alone’ strategy, but a LINZ-wide organisational strategy that provides a framework for long-term and sustainable cultural change, making business with Māori and iwi more visible to the organisation.

He Whāriki Maurua provides clarity around ‘what’ needs to be done and ‘how’ it needs to be done, better informing the design and development of future LINZ initiatives. This will ensure each part of ‘our place’ better understands, and is more responsive to, the needs of Māori and iwi and their partners.



He Whāriki Maurua – a strategic framework



An overview of the strategy - He Whāriki Maurua

He Whāriki Maurua seeks to improve our effectiveness in doing business with Māori and iwi through continuous improvement to existing approaches and, over time, developing new and innovative ways of doing business.

The strategy's vision (moemoea) is to unlock LINZ's potential to accelerate Māori and iwi development. This vision aligns with government priorities that shape and influence LINZ's activities.

The overarching outcome (whaingā) is to release greater value to New Zealand through our contribution to Māori and iwi development.

The strategy defines 'why' LINZ is embarking on this journey, and the strategic goals (kaupapa) and work programmes. Each strategic goal aligns with, and supports, LINZ's overarching strategic goal of increasing the value created from the use of location information and, in turn, contributes to government priorities. This ensures that LINZ clearly defines and articulates its business with Māori within each of its key strategic outcomes.

The Strategy also defines the 'how' through five strategic drivers (rautaki), which define the process or approach that LINZ must take to strengthen its business with Māori effectiveness. The rautaki provide LINZ with an approach for continuous improvement driven by a need to strengthen our place, relationships, sector leadership, service delivery and responsiveness, and people.

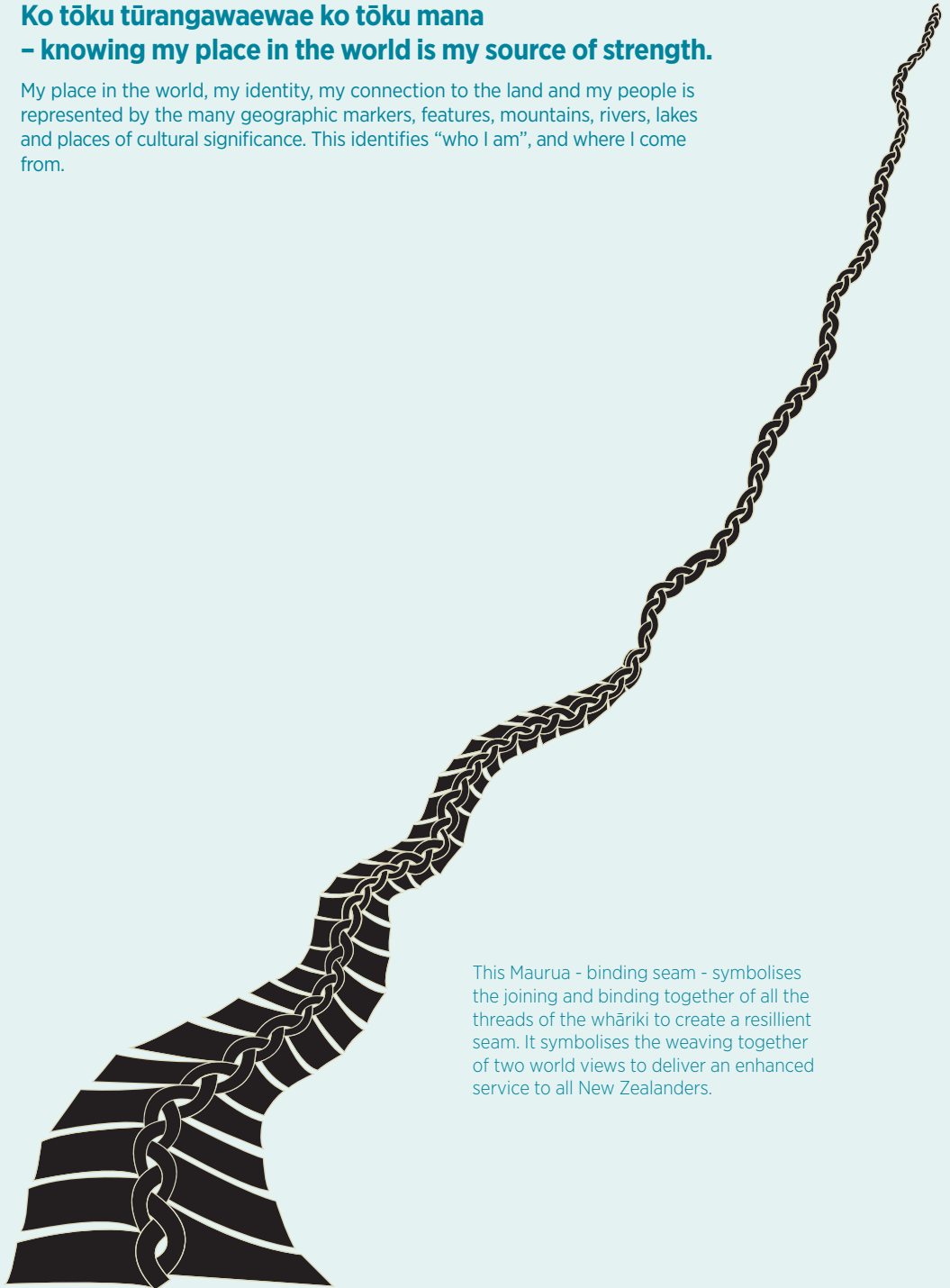
To assist LINZ to implement the Strategy and grow its capability in this area, LINZ's Business with Māori team, led by the Kaihautu, are working with LINZ business teams and Māori and iwi stakeholders to identify areas where both parties can work more collaboratively.

The Business with Māori team and the Strategy are also supported by an internal Business with Māori Drive Group consisting of senior leaders across LINZ responsible for driving the implementation of the Strategy.

LINZ also has support from its Business with Māori Advisory Group, Te Pae Hihiri. Te Pae Hihiri provides strategic advice and guidance to LINZ's Executive Leadership Team, all of whom are also members of the Group.

Ko tōku tūrangawaewae ko tōku mana – knowing my place in the world is my source of strength.

My place in the world, my identity, my connection to the land and my people is represented by the many geographic markers, features, mountains, rivers, lakes and places of cultural significance. This identifies “who I am”, and where I come from.



This Maurua - binding seam - symbolises the joining and binding together of all the threads of the whāriki to create a resilient seam. It symbolises the weaving together of two world views to deliver an enhanced service to all New Zealanders.

He Whāriki Maurua – the key elements

He Whāriki Maurua is an organisation wide strategy to improve the way LINZ does business with Māori and iwi. It provides clarity around 'direction' in terms of what we do, and 'process' in terms of how we do it.

Continuous improvement
to existing approaches

RAUTAKI - BwM strategic drivers



Rautaki tāngata – Strengthening relationships

Develop strategic relationships with Māori, iwi, government and other organisations to create added value



Rautaki rangatira – Strengthening our sector leadership

Provide leadership and take a whole of government approach to doing business with Māori



Rautaki kāinga – Strengthening our place

Improve the articulation and integration of our BwM outcomes and functions across the organisation



Rautaki tikanga – Strengthening our service delivery and responsiveness

Improve the effectiveness of our service delivery to Māori and iwi as valued Treaty and business partners



Rautaki whakapakari – Strengthening our people

Build the capability and capacity of LINZ to do our business with Māori more effectively

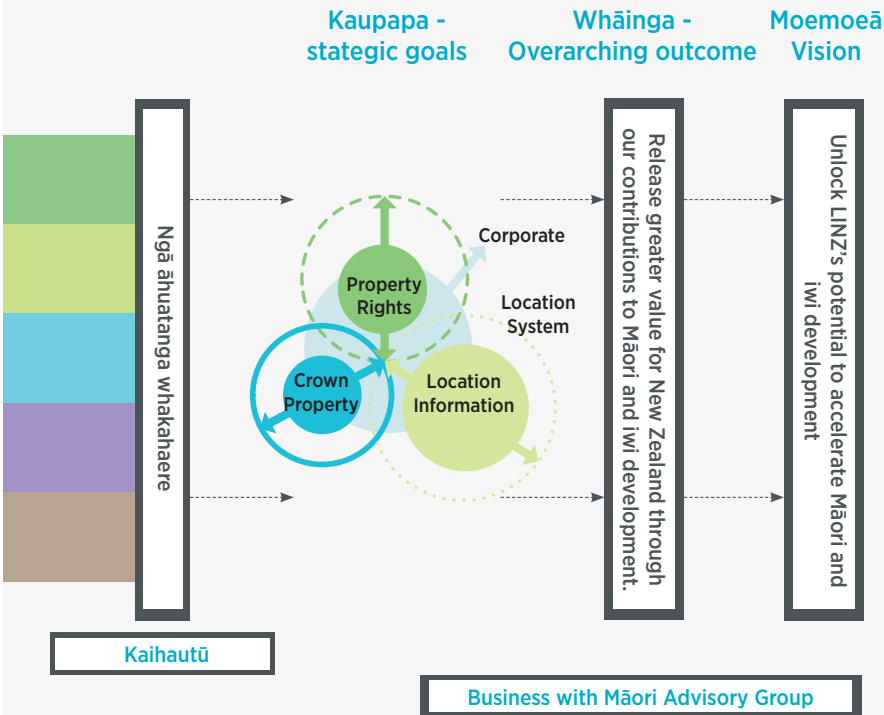
Business with Māori Drive Group

Cultural support and business partnering

The key elements of **He Whāriki Maurua** are:

- **Moemoeā** our vision statement
- **Whāinga** our overarching outcome
- **Kaupapa** our strategic goals, of which there are four
- **Rautaki** our strategic drivers, of which there are five

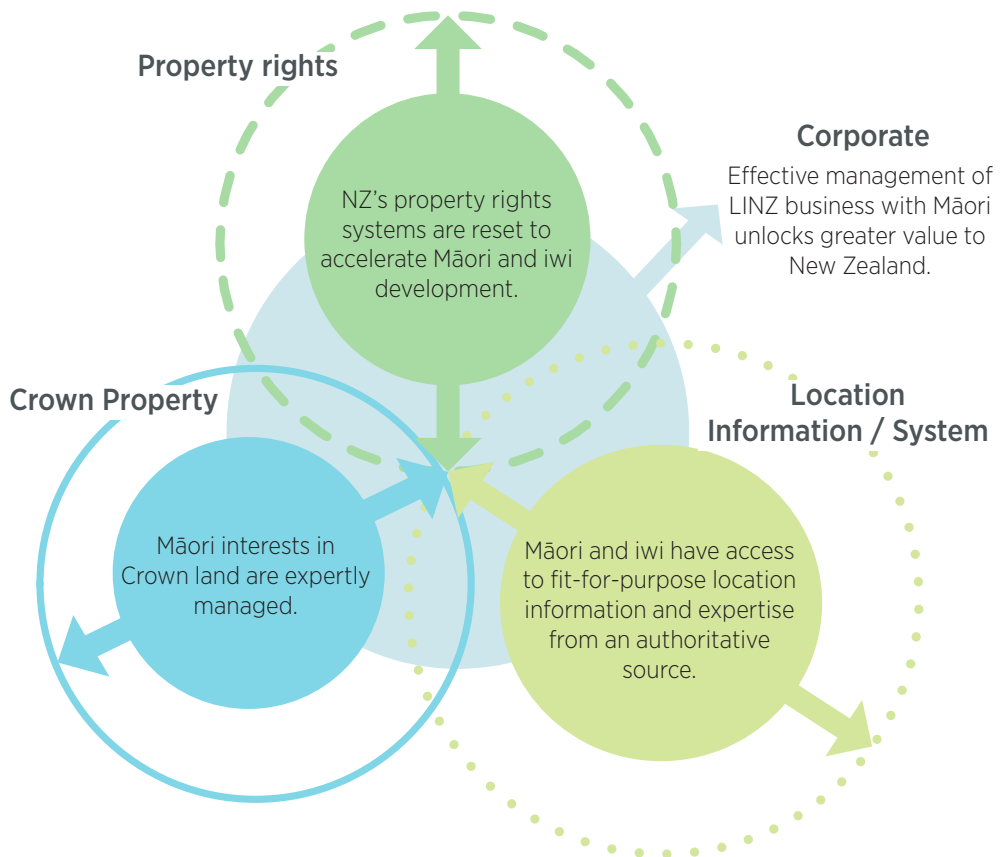
Developing new and innovative ways of doing business



Ngā āhuatanga whakahaere
Arrangements to assist the governance, management,
and support of our business with Māori

He Whāriki Maurua strategic goals/ kaupapa

He Whāriki Maurua defines four strategic goals/
kaupapa based on LINZ's strategic outcomes.
These strategic goals/kaupapa define the **what**
and set a clear focus for LINZ in directing our
business with Māori work programme.



Location Information / System

Māori and iwi have access to fit-for-purpose location information and expertise from an authoritative source. We will achieve this by:

- ensuring the New Zealand Geospatial Strategy and its delivery are tailored for optimum contribution to Māori and iwi development
- working with Māori, iwi, government and others to improve access to, and reliability of, past and present Māori location information wherever it is held
- undertaking specific initiatives that target greatest identified need.

Crown Property

Māori interests in Crown land are expertly managed. We will achieve this by:

- being effective advisors to government, Māori and iwi on Crown land information, management, transfer, disposal and other related information through best practice
- becoming more efficient, effective and responsive to Māori and iwi to progress Treaty settlements
- fully and responsively implementing all accords, deeds of recognition and other obligations
- developing strategic partnerships and working collaboratively with Māori, iwi, and others to optimise our contributions to their development aspirations.



Niho taniwha refers to the 'teeth of the taniwha or kaitiaki'.
This design symbolises strength, leadership and perseverance.

This design represents the five Rautaki, depicting leadership in how
LINZ will organise themselves to work more effectively with
Māori and iwi.

Property Rights

New Zealand's property rights systems are reset to accelerate Māori and iwi development. We will achieve this by:

- ensuring there is a complete and accurate view of the ownership and location of Māori Land by working closely with the Māori Land Court and others to align strategies and systems to overcome current barriers
- ensuring an integrated view of the ownership and location of land regardless of the form of tenure
- signaling that we want to play a greater role in policy reviews of Māori land tenure
- taking opportunities to provide greater administrative consistency at a practical level between the Land Transfer Act and the Cadastral Survey Act, and the Te Ture Whenua Māori Act 1993
- drawing more deliberately on international conventions and best practices regarding policy and administration of land tenure and survey systems.

Corporate

Effective management of LINZ business with Māori unlocks greater value to New Zealand. We will achieve this by:

- better understanding our Māori and iwi customer needs
- more specific and targeted engagement with key Māori, iwi and other stakeholders
- implementing whole of organisation approaches to engaging with Māori and iwi
- enhancing strategic and business planning and other processes to ensure our business with Māori is clearly articulated, coordinated, integrated and resourced across LINZ
- developing LINZ business capability and capacity to do business with Māori effectively
- developing a more responsive organisational culture to support our engagement activities with Māori and iwi.

He Whāriki Maurua strategic drivers/ rautaki

He Whāriki Maurua establishes **how** we will focus and organise ourselves to work more effectively with Māori and iwi.

The five strategic drivers/rautaki collectively define ‘how’ we will improve our effectiveness, and will guide and direct current and future LINZ business planning. Business teams will use the drivers/rautaki to help identify specific business with Māori initiatives that will form part of their annual work programme – this is key to delivering on He Whāriki Maurua.



We're taking an approach that focuses on **how** we work because:



Our end outcomes and priority improvement opportunities need to be identified through working closely with Māori and iwi stakeholders – not LINZ working in isolation without Māori and iwi contributions.



The opportunities, imperatives and resources are different across each business group – meaning that a 'one size fits all' approach is not appropriate.



For greatest sustained effectiveness, business teams must be empowered and supported to seek out new opportunities for doing business with Māori and iwi rather than taking a compliance approach – as fits with the LINZ culture.

He Whāriki Maurua strategic drivers/ rautaki



Develop strategic relationships with Māori, iwi, government and other organisations to create added value

Strengthening relationships is critical to our business with Māori. It creates a stronger platform for us to work more constructively and collaboratively – providing opportunities to better understand the specific and unique needs of Māori and iwi, to learn and work in new and innovative ways, and to release greater value for New Zealand.

We will initially develop select key strategic partnerships with Māori and iwi and other organisations based on:

- their alignment with LINZ's strategic outcomes and He Whāriki Maurua strategic outcomes
- their greatest scale contribution to Māori and iwi development
- the nature and size of their asset base
- their influence over nationally-significant natural resources
- their willingness and readiness to engage with LINZ.



Provide leadership and take a whole of government approach to doing business with Māori

We will seek opportunities to influence others and demonstrate sector leadership in our He Whāriki Maurua work programme. This will ensure a whole of government approach in our engagement activities. We will engage with Natural Resources Sector (NRS) and other agencies at Chief Executive and senior management level to seek more collaborative working relationships to help us achieve our He Whāriki Maurua goals.



RAUTAKI KĀINGA
Strengthening our place

Improve the articulation and integration of our BwM outcomes and functions across the organisation

Strengthening 'our place' ensures that business with Māori is integrated into all our activities and becomes an enduring part of our business. We will ensure that He Whāriki Maurua strategic priorities align with our overarching strategic priorities. We will realign relevant internal business functions to better support the delivery of He Whāriki Maurua, and strategic outcome groups have identified specific strategic goals/kaupapa to direct and inform their business planning.



RAUTAKI TIKANGA
Strengthening our service delivery and responsiveness

Improve the effectiveness of our service delivery to Māori and iwi as valued Treaty and business partners

We will improve our capacity and capability to better understand the specific and unique needs of Māori and iwi. Strengthening our service delivery and responsiveness/rautaki tikanga will ensure that LINZ services are better aligned with, and meet, those needs. By taking a more strategic and deliberate approach to business with Māori, LINZ gains a clearer focus on where the opportunities are and what the value proposition is when dealing with Māori and iwi.



RAUTAKI WHAKAPAKARI
Strengthening our people

Build the capability and capacity of LINZ to do our business with Māori more effectively

He Whāriki Maurua will strengthen our capacity and capability to do business with Māori by launching a whakapakari programme for all staff to include cultural change initiatives, wider organisational cultural development programmes, and a He Whāriki Maurua leadership training and development programme. Our people are our greatest asset. We will develop a wider organisational cultural development programme that will align with other LINZ strategies to develop and embed business with Māori culture into the LINZ culture.

Business with Māori Advisory Group

The LINZ Business with Māori Advisory Group was formed in 2013 to provide expertise and advice around how LINZ delivers on He Whāriki Maurua, and to help identify opportunities for collaborating with new and existing Māori and iwi partners. It consists of experienced and influential individuals who see the importance in what LINZ wants to achieve.



Matanuku Mahuika

*Partner; Kahui Legal
Ngāti Porou; Ngāti Raukawa*

Matanuku is a highly experienced lawyer, having been in corporate and private practice since 1991. Prior to establishing Kahui Legal, Matanuku was a partner at Walters Williams & Co and in-house counsel at the Treaty of Waitangi Fisheries Commission.

Matanuku provides advice on a wide range of corporate, commercial, Treaty settlement and public law issues. He has acted on a number of Treaty of Waitangi settlements, and is the principal legal advisor for Ngāti Porou in relation to foreshore and seabed negotiations with the Crown. He has also acted for a number of iwi in the establishment of mandated iwi organisations to receive fisheries assets and post settlement governance entities.

Matanuku is also a current member of the New Zealand Geographic Board at LINZ.



Liz Mellish

Trustee; Port Nicholson Block Settlement Trust

Te Atiawa; Taranaki; Ngāti Ruanui

Liz is a trustee of the Port Nicholson Block Settlement Trust (PNBST), and holds multiple positions across boards and trusts in the Wellington region. Her other responsibilities include trustee roles with the Wellington Tenth Development Trust and the Matiu Island Charitable Trust. Liz is a member of the Disability Support Advisory Committee, and an appointee to Wellington, and Capital & Coast District Health Boards.



Jamie Tuuta

The Māori Trustee; Te Tumu Paeroa Ngāti Mutunga; Ngāti Tama; Taranaki; Ngāti Maru

Jamie is the Māori Trustee of Te Tumu Paeroa. Passionate about investment and innovative businesses, Jamie's goals include increasing the capability of, and economic and environmental performance in, Aotearoa's primary industries. Jamie's experience in agribusiness, fishing, Māori development and investment means he brings considerable expertise to the Advisory Group.



Parekawhia McLean

Chief Executive; Waikato-Tainui Ngāti Maniapoto, Waikato-Tainui

Pārekawhia was appointed the CEO of Waikato-Tainui Te Kauhanganui Inc in December 2010. She has over 20 years of public policy and public sector management experience including almost seven years as a Director and Consultant of her own company Mauriora-ki-te-Ao/Living Universe Ltd.

Parekawhia has a Masters degree in Social Sciences from Waikato University and a Masters of Arts in Public Administration and Development Policy from the University of Wisconsin-USA.

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