



# 2020-2024

## He Takunetanga Rautaki | Strategic Intentions



## Cover

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**Building a future:** Matekitātahi Rawiri-McDonald and Te Marino Painting Davis with their baby Tairukupōtaka at the earth-turning ceremony for a new papakāinga at Te Māhurehure Cultural Marae in central Auckland. Matekitātahi is an architect (TOA Architects) on the project and was one of the original babies at the Hinehou Kōhanga Reo at the back of the marae where the papakāinga is to be built. Photo: Rawhitiroa Photography.

## Inside cover

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**Strength from connections:** Ihimaera Patea (Ngā Paerangi, Whanganui) on the Whanganui River, part of BIG CAMP 2019, a five-day voyage run by Te Taitimu Trust for rangatahi to strengthen their resilience and confidence. Youth learned tikanga, waiata, haka and kōrero from kaumātua and kuaia while on the river journey. Photo: Josie McClutchie.

This document is presented to the House of Representatives pursuant to section 39 of the Public Finance Act 1989, and updates the key performance measures contained in the version previously presented to the House (2020 – 2024 Strategic Intentions).



# Rārangi Take

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# He Tauākī Haepapa

## Statements of Responsibility

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### Ministerial Statement of Responsibility

I am satisfied that the information on future operating intentions provided by Te Puni Kōkiri in this Strategic Intentions document is in accordance with the requirements of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



**Hon Willie Jackson**

Minita Whanaketanga Māori | Minister for Māori Development

February 2021

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### Chief Executive Statement of Responsibility

In signing this document, I acknowledge that I am responsible for the information on strategic intentions for Te Puni Kōkiri. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



**Dave Samuels**

Te Tumu Whakarae mō Te Puni Kōkiri | Secretary for Māori Development

February 2021

# He Kupu nā te Minita

## Minister's Foreword

Tēnei au te hōkai nei i aku tapuwae, ko te hōkai nuku, ko te hōkai rangi, ko te hōkai a te tipua nei a Tama te Wānanga, a Tama te Waihanga Whakaaro, a Hine Hoahoa Kaupapa, a Hine Whakatau Tikanga, tērā koe E Rongo, whakairihia tēnei hunga ki te rangi, kia ū, kia ita, tūturu whakamaua kia tina tina, tina, hui e, tāiki e!

I welcome the clarity and focus in this Strategic Intentions document. It provides real opportunity to strengthen partnerships between the Crown and Māori, including the development of community-led, whānau-focused services building out from the Whānau Ora model.

The intention of this Government, is to continue to significantly reduce disparities for Māori across the broad spectrum of economic, social, health and welfare areas. The strategic focus will be on transformational change for Māori across the motu.

Te Puni Kōkiri has a vital role as the principal policy advisor to Government on Māori wellbeing and development. It will guide the Government in its efforts to achieve better outcomes for iwi, hapū and whānau as a whole.

In 2019, Hon. Nanaia Mahuta and the Cabinet recognised the changes that were needed at Government level and in particular the role of Te Puni Kōkiri to address Māori concerns. Te Puni Kōkiri now has a sharper focus in terms of kaupapa Māori, and a stronger brief in terms of the support and advice it provides to other Government agencies.



Māori voices need to be heard, in te reo Māori and in English, and by everyone working to support Māori wellbeing and development.

With this strategic direction set, we now want to drive towards achieving outcomes that are good for Māori and the wider community.

Kāti rā e te iwi, whakamaua ō tātou ringaringa ki te kakau roa o te hoe, ka hoe ai te waka nei ki tua o pae tawhiti.

A handwritten signature in blue ink, appearing to read 'W Jackson'.

**Hon Willie Jackson**

Minita Whanaketanga Māori  
*Minister for Māori Development*

February 2021

# Mai i te Tumu Whakarae

## From the Secretary for Māori Development

Ka whakamau aku kamo ki te tihī maunga, kei reira te oranga mōku. Nau mai e te hā, piki ake e te ora, kawea atu aku manako ki ngā whāruarua me ngā pukepuke rau o te motu, meinga kia oho mai taku iti, mētia kia maranga mai taku rahi, kia pūehuehu ngā ara takahanga i te hunga e ngana ana ki te whakakorikori i te ao, ki te para huarahi i ngā ururua o te korekore ki te whai ao, ki te ao mārama, tihewa mauriora.



This 2020–2024 Strategic Intentions document sets key performance measures against the particular focus areas and strategic priorities of Te Puni Kōkiri.

In July 2019, the Minister for Māori Development tabled a Cabinet paper that identified the role of Te Puni Kōkiri and its functions. That paper solidified the role of Te Puni Kōkiri as the principal policy advisor to the Government on Māori wellbeing and development and identified the shifts the Ministry needed to make to position itself for strategic impact. This is where my focus has been, and this document sets out how we intend to proceed.

The realignment has led to several key pieces of foundational mahi for the Ministry:

1. A Public Sector System Performance baseline, with a focus on wellbeing for Māori.
2. A new Māori Economic Resilience Strategy borne out of the response to COVID-19 and focussed on three key pou: community resilience, skills and workforce, and enterprise.
3. A refreshed Te Puni Kōkiri strategy.
4. The need for Te Puni Kōkiri to lead Government to identify and respond to the needs and issues of Māori.

The **refreshed strategy** clearly outlines our **role**, **purpose**, and **vision**, the **three strategic priorities**, and the **nine focus areas**. The strategic priorities are Te Tiriti based, are integral to the strategy, and carry through to our kawa (way of doing things); including how we prioritise mahi and how we follow through deliberately and clearly in our policy advice to government.



The strategic priorities centre on: building Māori Economic Resilience, supporting Te Ao Māori, and enabling equitable and effective public sector performance for Māori.

The focus areas highlight the primary kaupapa Te Puni Kōkiri intends to lead to give effect to these priorities. They are: Housing, Employment, Māori Enterprise, Te Whare o Te Reo Mauri Ora and Broadcasting, Te Pae Tawhiti, Te Taiao, Whānau-centred Approaches, Māori Public Policy Leadership, and Māori Wellbeing Monitoring.

In the immediate term and in the future, Te Puni Kōkiri will focus on the championing the Māori Economic Resilience Strategy to ensure Māori recover from the economic impacts of COVID-19 and are resilient to future economic shocks brought on by the likes of climate change, natural disasters, and technological developments.

Through our public sector performance functions, Te Puni Kōkiri is working across the public system to deliver for Māori. We intend to generate and use improved data and analytics to inform our advice and to support the wider public service with critical information about whānau, hapū, iwi and Māori communities. In addition, work by Te Puni Kōkiri has identified more Māori enterprises, and programmes are being expanded to connect whānau to papakāinga and whānau ora services.

Over the next four years, Te Puni Kōkiri will be pursuing new ways to deliver for Māori that will see us working closer to the community, enabling Te Puni Kōkiri and our public service colleagues to deliver better solutions for Māori.

E taku iti e taku rahi toko ake tātou ki te kaupapa kua horaina nei ki runga i te takapau o te wharenuī o Te Puni Kōkiri , kia tīkina e au ko ēnei kupu a ngā kaiurungi waka o tuawhakarere hei whakaihī i te ara matua kei mua i a tatou.

“Tirohia te taumata moana , ka whakatere atu ai tātou ki tua”

To all whom I hold with great esteem let us move ahead with the task that lies before Te Puni Kōkiri inspired by these words from the navigators of old.

“Look to the distant horizon, and set sail for what lies beyond”

**Dave Samuels**

Te Tumu Whakarae mō Te Puni Kōkiri  
*Secretary for Māori Development*

February 2021

An update to the Secretary's mihi has been made in this version of the document.

## Te Puni Kōkiri Strategy

Our refreshed strategic framework provides a line of sight between our vision, our purpose, our role, our three strategic priorities and our nine focus areas that best position the Ministry for strategic impact. Underpinning this are our values that reflect how we work within Te Puni Kōkiri, across Government, with whānau, hapū and iwi Māori, and Māori entities.



### Te Wero

We pursue excellence

### He Toa Takitini

We work collectively

### Manaakitanga

We value people and relationships

### Ture Tangata

We are creative and innovative





# Our Vision, Purpose and Role

## Our vision – What we want to achieve

The overarching long-term vision of Te Puni Kōkiri is to better enable **Thriving Whānau** – a vision underpinned by the idea that when whānau are thriving, so do their communities, hapū, iwi and all of Aotearoa.

### Thriving Whānau

encompasses a holistic view of wellbeing where whānau are actively contributing towards achieving their social and economic aspirations.

## Our purpose – What guides us to achieve our vision

Te Puni Kōkiri is guided by a purpose statement:

“

Drawing **strength from our past** to build an Aotearoa New Zealand where whānau can all **stand, thrive, and belong.**

”

## Our role

Te Puni Kōkiri is the Government’s principal policy advisor on Māori wellbeing and development. It was established under the Ministry of Māori Development Act 1991 with responsibilities to:

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

Te Puni Kōkiri has a broad reach despite being a relatively small ministry. We have over 350 staff across our Wellington head office and 17 offices over six regions allowing us to directly interface with whānau, hapū and iwi Māori and support them to meet their needs and facilitate better, more effective, Crown–Māori relationships and engagement.

Over time, the scope of the Ministry’s responsibilities has extended beyond those of a standard policy agency. These now include the management of a range of programmes and investments, such as the Māori Housing Network, and the establishment, implementation and, monitoring and oversight of the Whānau Ora approach.

# Our Strategic Priorities

As a small agency with a wide remit to support outcomes for almost one-sixth of the population of Aotearoa New Zealand, Te Puni Kōkiri has to make careful choices about where to focus its efforts. Our three strategic priorities and nine focus areas reflect the organisation's intention to provide more focussed effort within a narrower work programme.



## Māori Economic Resilience

The investment made to recover from COVID-19 builds a more sustainable, resilient and inclusive Māori economy.

Te Puni Kōkiri needs to ensure that the investment to recover from COVID-19 builds a more sustainable, resilient and inclusive Māori economy. To achieve this, it is necessary for us to work with other economic public sector agencies, including the Ministry of Education, the Ministry of Social Development and the Ministry of Business, Innovation and Employment (MBIE). Te Puni Kōkiri are currently engaging with these agencies across three pou: Skills and Workforce, Community and Infrastructure Resilience, and Enterprise.

Māori recover at a much slower rate than non-Māori from the impacts of economic shocks. This disproportionate recovery enables the systemic disparities that already exist between Māori and non-Māori to expand. Government needs to invest in Māori not only to enable them to return to pre-COVID levels, but also future-proof Māori against impending disruption likely to be caused by climate change, technological advancements and automation.

Te Puni Kōkiri is focusing on **Housing**, **Employment**, and **Māori Enterprise** growth as they are key contributors to whānau wellbeing and socioeconomic outcomes.





## Te Ao Māori

The collective and individual rights and interests of Māori as tangata whenua are recognised, protected, supported, and invested in.

As tangata whenua, Māori have collective and individual rights and interests that as the Crown's agents, Government is expected to recognise, protect, support, and invest in. Government is

responsible for ensuring the active partnership with iwi and Māori is supporting sustainable approaches that reflect those rights and interests.

The work of Te Puni Kōkiri will focus on supporting Māori rights and interests in the areas of **Te Whare o Te Reo Mauri Ora and Māori Broadcasting**, a Crown–Māori partnership to address **Te Pae Tawhiti (Wai 262)** issues, and **Te Taiao** – the natural environment.



## Equitable & effective government performance for Māori

Māori have improved outcomes across key areas of government investment.

The public sector system needs to respond more effectively to Māori needs and aspirations, and support whānau toward self-determination and intergenerational transformation. More work is necessary to understand how effective public sector initiatives to improve Māori wellbeing objectives have been. A key piece of work in

this regard is the Māori Macro Policy Framework, Te Tautuhi-ō-Rongo: which guides policy development through the lens of a positive reading of te Tiriti o Waitangi.

In order to increase public sector performance for Māori, Te Puni Kōkiri will support the increased use of **Whānau-centred Approaches** across public sector agencies, increase its **Māori Public Policy Leadership** and guidance across the public sector, and ensure there are public sector accountability mechanisms through **Māori Wellbeing Monitoring**.








Kataraina Rangitarahae Kereama, Te Ariki Morehu and Katie Paul at the first reading of the New Zealand Māori Arts and Crafts Institute Vesting Bill, at Parliament in December 2018. This legislation vests the land and business of Te Puia New Zealand Māori Arts and Crafts Institute with iwi and hapū members. Access to whenua, the opportunity to operate sustainable enterprise and to ensure continuity of mātauranga and skills are recognised as key aspects of thriving Māori communities. Photo credit: Adrian Heke.



## Our Focus Areas

A number of distinct focus areas sit within each strategic priority, highlighting where Te Puni Kōkiri will place the greatest emphasis over the next four years. Each focus area has a set of goals that guide how and where we support whānau, hapū and iwi Māori to meet their needs and aspirations, as well as improve the performance across the whole of Government. These activities range from advising and influencing Ministers and agencies to ensure systems and policies are effective for Māori, and through advice, brokering and direct investment to whānau, hapū and iwi.

Each focus area includes a high-level outcome reflecting our desired state for Aotearoa New Zealand, and the goals to be achieved by us in one year (by June 2021) and four years (by June 2024).

	Focus Areas	Our Goal
<b>Māori Economic Resilience</b>		
	<ul style="list-style-type: none"> <li>Housing</li> <li>Employment</li> <li>Māori Enterprise</li> </ul>	Māori have greater economic resilience
<b>Te Ao Māori</b>		
	<ul style="list-style-type: none"> <li>Te Whare o te Reo Mauri Ora and Broadcasting</li> <li>Te Pae Tawhiti: Wai 262</li> <li>Te Taiao</li> </ul>	Supporting iwi and hapū as kaitiaki of taonga and mātauranga, and Māori as creators of (contemporary) mātauranga
<b>Equitable &amp; Effective Government Performance for Māori</b>		
	<ul style="list-style-type: none"> <li>Whānau-centred Approaches</li> <li>Lead Māori Public Policy</li> <li>Māori Wellbeing Monitoring</li> </ul>	Māori experience system-level improvements to their wellbeing and outcomes



# Housing

## Our Goal

Working with partner agencies to ensure whānau have access to healthy homes with stable tenure and have opportunities for home ownership and investment.

### Why we focus on housing

Housing has a strong impact on intergenerational whānau health, wealth and wellbeing. Poor access to warm, dry, secure, affordable housing for Māori has led to disproportionate levels of serious housing deprivation, affecting health, employment, and other social and economic outcomes. Māori home ownership rates are half that of non-Māori and there are multiple barriers to building on Māori land.

### Current sector activity

- Working closely with Te Tūāpapa Kura Kāinga and Kāinga Ora – Homes and Communities (Kāinga Ora) to implement MAIHI (Māori and Iwi Housing and Innovation) Framework.
- Increasing the supply of new homes for whānau Māori, including the scale and reach of papakāinga developments.
- Increasing the scale and reach of repair programmes so that existing whānau homes are liveable.
- Supporting the roll out of the Progressive Homeownership Fund for access by whānau, hapū and iwi Māori.
- Improving access to finance for Māori to move into homes, including innovative instruments for Māori freehold land.
- Wai 2750 Kaupapa Inquiry relating to housing policy.
- Monitoring and holding agencies in the housing system to account for performance.

## Housing Outcome

Iwi, hapū, whānau and Māori realise their aspirations for their whenua and housing.

### Outcome measures

Measure	Source	Baseline	Desired Trend
Proportion of Māori who live in an owner-occupied home or home owned by an iwi, hapū or Māori land trust	Census data 2018	47.6%	▲
Proportion of Māori who live in homes with no major problems (cold, damp, mould, repairs)	General Social Survey 2021	59.2%	▲
Case studies of examples of iwi, hapū, whānau and Māori realisation of whenua aspirations	Ministry data	N/A	N/A



# Employment

**Our Goal**

Influencing partner agencies to maintain labour market attachment and get more Māori in to higher skilled jobs.

### Why we focus on employment

Paid employment in quality work is an important contributor to whānau wellbeing and socioeconomic outcomes. Work enables us to contribute to our communities, learn new skills and make social connections. The right education, training and support are key factors in finding and retaining quality employment. There are significant participation and achievement gaps for Māori in education and training (MoE, 2020). In 2019:

- participation in ECE for 10 hours or more a week of Māori children aged 3 was 62%, while participation of the total child population was 75%.
- the proportion of Māori school leavers attaining at least NCEA Level 2 or equivalent was well below that of all school leavers (65% compared and 79%).
- 19% of Māori school leavers achieved a University Entrance Award, compared to 39% of all school leavers.
- the qualification completion rate of Māori for qualifications Level 7-10 (Degree or higher) was 48%, far lower than that of non-Māori (65%).

Wāhine Māori are more likely to be underutilised than their tāne peers and were disproportionately affected by COVID-19 job losses because they were employed in larger numbers in the

most affected sectors, such as tourism, retail and hospitality. However, there are significant opportunities for more and better jobs and skills growth for Māori, through social procurement approaches and through growing Māori enterprise, including increasing export activity.

### Current sector activity

The Government has seven employment and training initiatives that include a focus on Māori. These initiatives include funding to:

- training and work-readiness providers, through funding for Pae Aronui (Te Puni Kōkiri), Māori Trades and Training Fund (MBIE), Māori and Pasifika Trades Training (TEC), He Poutama Rangatahi (MBIE), and He Poutama Taitamariki (MSD).
- employers, through funding for Cadetships (Te Puni Kōkiri) and Regional Apprenticeships (MBIE).

The Government has also allocated \$3.8 billion over multiple years to support employment, education, and training programmes as part of Budget 2020 and the COVID-19 response funding. This supports the delivery of approximately 50 programmes across eleven agencies. \$260m of the total funding is aimed at Māori.





## Employment Outcome

Māori have improved access to and higher rates of participation in high-quality education, training and meaningful employment.

### Outcome measures

Measure	Source	Baseline	Desired Trend
Māori employment rate	HLFS Sept Quarter 2022	<b>64.7%</b>	▲
Māori unemployment rate	HLFS Sept Quarter 2022	<b>6.8%</b>	▼
Māori labour force participation rate	HLFS Sept Quarter 2022	<b>69.4%</b>	▲
Proportion of rangatahi not in employment, education or training (aged 15-24)	HLFS Sept Quarter 2022	<b>19.1%</b>	▼





# Māori Enterprise

## Our Goal

Champion the growth and opportunities for iwi and Māori business, including leading social procurement reforms.

### Why we focus on Māori enterprise:

Māori enterprises are a significant contributor to the Aotearoa New Zealand economy and to the prosperity of whānau, hapū and iwi Māori. Māori enterprises are predominantly small and medium-sized enterprises (SME) that are in industries that are vulnerable to shocks to the economy, and many experience barriers in capability, services and support that would ensure they are resilient and able to take advantage of opportunities for growth.

### Current sector activity

- Building a baseline data set for Māori enterprise information.
- Progress social procurement reforms to improve the Māori SME eco-system.
- Indigenous collaboration agreements and relationships with other countries to advance indigenous economic, social and cultural interests.
- Development of the national plan to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
- Influencing the public sector to support Māori international trade and investment, including advancing the interests of aspiring Māori exporters.



## Māori Enterprise Outcome

# Increased Māori business participation and growth for a thriving, sustainable and resilient Māori economy.

### Outcome measures

Measure	Source	Baseline	Desired Trend
% of the total number of mandated agencies' procurement contracts awarded to Māori businesses	MBIE	<b>5.7%</b> (1 July - 31 December 2021)	▲
% of total businesses that are Māori-owned businesses	Te Matapaeroa	<b>8.4%</b> (Apr 19 - Mar 20 Financial Year)	▲
Indicative margin for all Māori-owned businesses	Te Matapaeroa	Pending release from IDI	▲



# Te Whare o te Reo Mauri Ora and Broadcasting

## Our Goal

Supporting the growth of a healthy and vibrant te reo Māori me ōna tikanga with a specific focus on modernising the Māori media and broadcasting sector.

### Why we focus on Te Whare o te Reo Mauri Ora and broadcasting

Te Whare o te Reo Mauri Ora describes an active partnership with iwi and Māori to support the revitalisation of te reo Māori. It recognises both that te reo Māori is a taonga of iwi and Māori, and the government’s commitment to actively protect and promote the language under Te Ture mō Te Reo Māori 2016.

Ensuring te reo Māori me ōna tikanga is vibrant within Aotearoa New Zealand society reflects the way connection to language and culture is integral to the wellbeing of Māori, and that it is a central component of the broader cultural identity and heritage of Aotearoa New Zealand.

Te Puni Kōkiri, working with Te Taura Whiri i te Reo Māori (Māori Language Commission) and the wider Government, has the key role of creating, maintaining and supporting the societal conditions for te reo Māori to thrive as a living language. This means that it is valued, learned, and used by Aotearoa whānui in a full range of contexts and environments.

Māori media is a powerful mechanism for realising the goals within Te Whare o te Reo Mauri Ora. It elevates the status of te reo Māori me ōna tikanga, tells Māori stories, and reflects Māori perspectives, with broad public exposure.

We must ensure the right policy settings, structures, and funding are in place so that Crown-funded Māori media entities, independent Māori content producers, and iwi media providers can deliver engaging content to diverse audiences across a full range of platforms.

### Current sector activity

- Implementation of the Maihi Karauna (Crown’s Māori language strategy) through policy, investment, and monitoring, including leading priorities for which we are the responsible agency.
- Support policy and initiatives between government and Te Mātāwai that encourage te reo Māori revitalisation in homes and communities.
- Develop advice to position Te Rūnanga Reo for strategic impact on key issues, risks and co-design opportunities related to te reo Māori revitalisation.
- Review into the operation and effectiveness of Te Ture mō Te Reo Māori 2016 using a partnership approach.
- Positioning of the Māori media sector to be sustainable within a changing environment and to deliver effectively into the future.



## Te Whare o te Reo Mauri Ora and Broadcasting Outcome

Te reo Māori is a healthy, vibrant and thriving everyday language.

### Outcome measures

Measure	Source	Baseline	Desired Trend
% of total population with the ability to speak more than a few words or phrases in te reo Māori	GSS 2021	30%	▲
% of total population who agreed or strongly agreed that the government should encourage and support the use of te reo in everyday situations	GSS 2021	56.7%	▲
Number and value of media applications approved via Te Māngai Pāho grants management system	Te Māngai Pāho 2020/21 Annual Report	180/\$46 million	▲
Hours of Māori content funded	Te Māngai Pāho 2020/21 Annual Report	85,087 hours	▲
Hours of Māori content produced	Whakaata Māori 2020/21 Annual Report	2004 hours	▲





# Te Pae Tawhiti: Wai 262

## Our Goal

Leading the whole of government work between the Crown and Māori to give effect to Ko Aotearoa Tēnei (Wai 262).

### Why we focus on Te Pai Tawhiti: Wai 262

Wai 262 issues are complex and multi-faceted, encompassing topics as diverse as natural resources, te reo Māori, and intellectual property. A common thread is the ability of Māori to act as kaitiaki for mātauranga Māori and taonga. A comprehensive partnership approach to the protection, development and use of mātauranga Māori and taonga will help unlock the economic, social and cultural potential of te ao Māori, inclusive of the whole of Aotearoa New Zealand. Touching on matters of great importance to Māori and the Māori–Crown relationship, this mahi offers a unique opportunity to partner with Māori and, together, “learn by doing”. Tackling Wai 262 issues in this way has the potential to fuel innovation, strengthen national identity, and enhance our international reputation, as well as deliver direct benefits to Māori.

### Current sector activity

- Strengthening the consistency, coherence and coordination of the government’s responses to Wai 262 issues through inter-agency dialogue and information sharing.
- Supporting Te Taumata Whakapumau<sup>1</sup> to initiate Māori-to-Māori conversations about partnering with the Crown to address Wai 262 issues.
- Advancing conversations with Māori about future joint work, and possible early opportunities for exemplar projects, as Māori-to-Māori conversations progress.

### Te Pai Tawhiti Outcome

Māori are recognised and enabled as kaitiaki for mātauranga Māori and taonga Māori.

#### Outcome measures

Measure	Source	Baseline	Desired Trend
Case studies of policy and legal frameworks developed that protect, use and develop mātauranga Māori	Ministry data	N/A	N/A
Case studies that highlight appropriate use of mātauranga Māori frameworks across government	Ministry data	N/A	N/A





# Te Taiao

**Our Goal**

**Ensure Māori rights and interests are part of decision making for the environmental issues and natural resources sector.**

### Why we focus on te taiao

Natural resources are fundamental to the cultural, social and economic wellbeing of Māori. Māori and iwi have a partnership role in the governance and management of natural resources and the response to climate change, to strengthen Māori economic and community resilience.

**50%** The proportion of Māori commercial assets categorised as highly climate sensitive primary industries (King et al, 2010).

**48%** The share agriculture contributes to Aotearoa’s total emissions (MfE, 2020).

**76%** The proportion of indigenous freshwater fish classified as threatened or at risk of extinction (Stats NZ, 2020b).

### Current sector activity

- Government is reforming the Resource Management Act 1991 (RMA) after an independent review recommended the RMA be repealed and replaced with three new pieces of legislation: the Natural and Built Environments Act; the Strategic Planning Act; and the Managed Retreat and Climate Change Adaptation Act. The

resource management reforms are significant, because they affect all activity that can be undertaken on land, air and water.

- Government is developing policy to achieve a net zero emissions economy by 2050 – Te Puni Kōkiri are working with the Climate Change Commission and government agencies to understand the impacts for Māori and develop policy accordingly.
- A national adaptation plan for climate change responding to 43 identified risks will be developed over the next two years, led by the Ministry for the Environment. The National Adaptation Plan (the Plan) will set out the work required to prepare New Zealand for the challenges we will face as our climate continues to change. Te Puni Kōkiri will be able to create opportunities for the application of mātauranga, and Māori and iwi-led responses to improve New Zealand’s social, cultural, environmental and economic resilience, for both current and future generations.
- Three Waters Review, to address a complex set of issues relating to the regulation, funding, financing, and provision of safe drinking water, wastewater, and stormwater services (the three waters), and to deliver better outcomes for all New Zealanders, the environment, and the economy.





### Te Taiao Outcome

Iwi, hapū, whānau and Māori are recognised and enabled as decision makers and kaitiaki for their environments.

#### Outcome measures

Measure	Source	Baseline	Desired Trend
Proportion of groups who were engaged with who reported that decision making on resource consent conditions reflected their input “well” or “very well”	Kaitiaki Survey Report	<b>38%</b> 2019	▲
Proportion of groups who reported that decision making on the regional/district plans and policy statements reflected their input “well” or “very well”	Kaitiaki Survey Report	<b>31%</b> 2019	▲
Proportion of groups who were engaged with who reported that decision making on national policy statements and environmental standards reflected their input “well” or “very well”	Kaitiaki Survey Report	<b>16%</b> 2019	▲
Case studies of examples of iwi, hapū, whānau and Māori realisation of whenua aspirations	Ministry data	N/A	N/A





# Whānau-centred Approaches

## Our Goal

Grow the influences of whānau-centred policy and the investment in Whānau Ora across government and into our communities.

### Why we focus on whānau-centred approaches

Whānau Ora is a culturally embedded and holistic approach to achieving whānau wellbeing. There is considerable evidence that conventional service delivery does not work for Māori. Whānau Ora has been shown to be an effective and transformative approach to support whānau to meet their needs and achieve their aspirations. Within an overall Whānau Ora approach there are two key components that drive towards improving outcomes for Māori: Whānau Ora commissioning, and broader whānau-centred approaches to inform government policy and service delivery.

### Current sector activity

- Te Puni Kōkiri is working towards a medium-term vision which includes Whānau Ora being adequately resourced to support whānau to achieve their aspirations, is appropriately supported across government agencies, and that whānau are able to play a key role in local decision making regarding Whānau Ora support. This includes growing investment in the Whānau Ora commissioning approach, considering the application of whānau-centred approaches in new areas, empowering more localised approaches to whānau support and improving data and information systems.
- There is an opportunity to review the existing kaitiaki arrangements to ensure Whānau Ora is adequately supported across government and strengthened to remain responsive and accountable to whānau. Preliminary work is under way to consider whether alternative kaitiaki arrangements would position Whānau Ora to deliver more for our whānau and communities, and includes consideration of recent changes to the Public Service Act 2020.

### Whānau-centred Approaches Outcome

Public service implementation of whānau-centred policy and approaches is robust and authentic.

#### Outcome measures

Measure	Source	Baseline	Desired Trend
Number of whānau supported by commissioning agency navigators as reported at the end of each financial year	Te Puni Kōkiri Vote Estimate Measure Māori Affairs Sector - Estimates	<b>8,500 - 12,000</b>	▲
Examples of increased investment across government into whānau-centred initiatives	Ministry data	N/A	N/A
Examples of agencies introducing new whānau-centred approaches as evidenced in their mahi to improve Māori wellbeing	Ministry data	N/A	N/A



# Māori Public Policy Leadership

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## Our Goal

Lead policy thinking across the public service of the roles and obligations agencies have to Māori as citizens and as whānau.

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### Why we focus on leading Māori public policy

The Government has prioritised wellbeing outcomes for all New Zealanders, including a stronger and more co-ordinated focus by the public service on lifting wellbeing outcomes for Māori. Well-informed decisions and interventions will improve outcomes and collaborative ways of thinking, behaving and delivering services with and for Māori. Supported by a monitoring programme based on data and analytics insights, Te Puni Kōkiri will act as an authoritative voice on Māori wellbeing and the efficacy of government programmes for Māori.

### Current activity across public agencies

- Lead policy advice on issues of specific importance to Māori, such as whenua, te reo Māori, Māori development approaches, Māori economic resilience, whānau centred approaches mātauranga and intellectual property.
- Developing Te Tautuhi-o-Rongo (Māori Macro Policy Framework) to embed Māori and Treaty perspectives into policy, programmes and services.
- Establishing a permanent data and analytics capability, with information and data underpinning the Ministry's work.

### Māori Public Policy Leadership Outcome

Te Puni Kōkiri is the principal policy advisor to government, providing policy advice across the sectors and in areas where we are uniquely placed to impact Māori wellbeing and development.

#### Outcome measures

Measure	Source	Baseline	Desired Trend
Annual independent assessment scores that measure the quality of advice provided by Te Puni Kōkiri	Assessment score 2022	<b>3.3</b> (NZIER)	<b>3.5</b> or above





# Māori Wellbeing Monitoring

**Our Goal**

**Lead the development and monitoring of system indicators for how well public services perform for Māori as both citizens and as whānau.**

**Why we focus on Māori wellbeing monitoring**

Under the Ministry of Māori Development Act 1991, Te Puni Kōkiri has a responsibility to monitor each department and agency that provides services to or for Māori, and ensure those services are adequate for Māori, and ensure those services are adequate for Māori. By monitoring the effectiveness of the public service for Māori, Te Puni Kōkiri can take a leadership role to drive and influence improvements to Māori wellbeing outcomes, and improve the transparency of public sector performance against Māori wellbeing.

**Current sector activity**

- There is a greater emphasis in the public sector on Māori wellbeing, through the Public Service Act 2020, and the Treasury’s Living Standards and He Ara Waiora frameworks. Te Puni Kōkiri collaborates with the Public Service Commission and the Treasury to uphold these commitments.
- Te Puni Kōkiri is currently developing and assessing a set of system indicators for measuring public sector performance in enabling Māori wellbeing and equity across the health, education, employment, housing and justice sectors (compiled into a public sector performance report).

- Te Puni Kōkiri is building internal data and analytics capability on Māori wellbeing, and producing case studies of effective public sector performance.
- Te Puni Kōkiri is influencing the government response to the Health and Disability System Review, and implementing a programme of reviews to monitor impacts of public sector policies, services and programmes. This includes a review of Ka Hikitia, the Māori Education Strategy, and tracking improvements following a review of the Ministry of Social Development’s employment services and programmes in Auckland.
- Te Puni Kōkiri is developing a work programme for enhancing system performance which includes the implementation of monitoring reviews and collaboration on Performance Improvement Framework and baseline reviews.



### Māori Wellbeing Monitoring Outcome

Public service performance for Māori is improved through innovation, partnering and evidence-informed insights.

#### Outcome measures

Measure	Source	Baseline	Desired Trend
% of Māori who rate their family wellbeing as 7 or above on a 0-10 scale	GSS 2021	<b>72.7%</b>	▲
% of Māori who rate their life satisfaction as 7 or above on a 0-10 scale	GSS 2021	<b>73.2%</b>	▲
Proportion of Māori who trust public services based on their personal experience	Kiwis Count	<b>76%</b>	▲

# Our Environment: Māori in 2020

Te Puni Kōkiri uses evidence to provide effective advice to government on the challenges and opportunities for Māori. This snapshot provides some key statistics on the Māori population. While certain key indicators relating to Māori wellbeing are beginning to show signs of improvement, there remains a persistent disparity between Māori and non-Māori along a range of health, employment, housing and enterprise measures.

## Key statistics about Māori

**850,500**

Estimated Māori population in Aotearoa New Zealand

**16.7%**

One in six people living in Aotearoa New Zealand are Māori

**26 years**

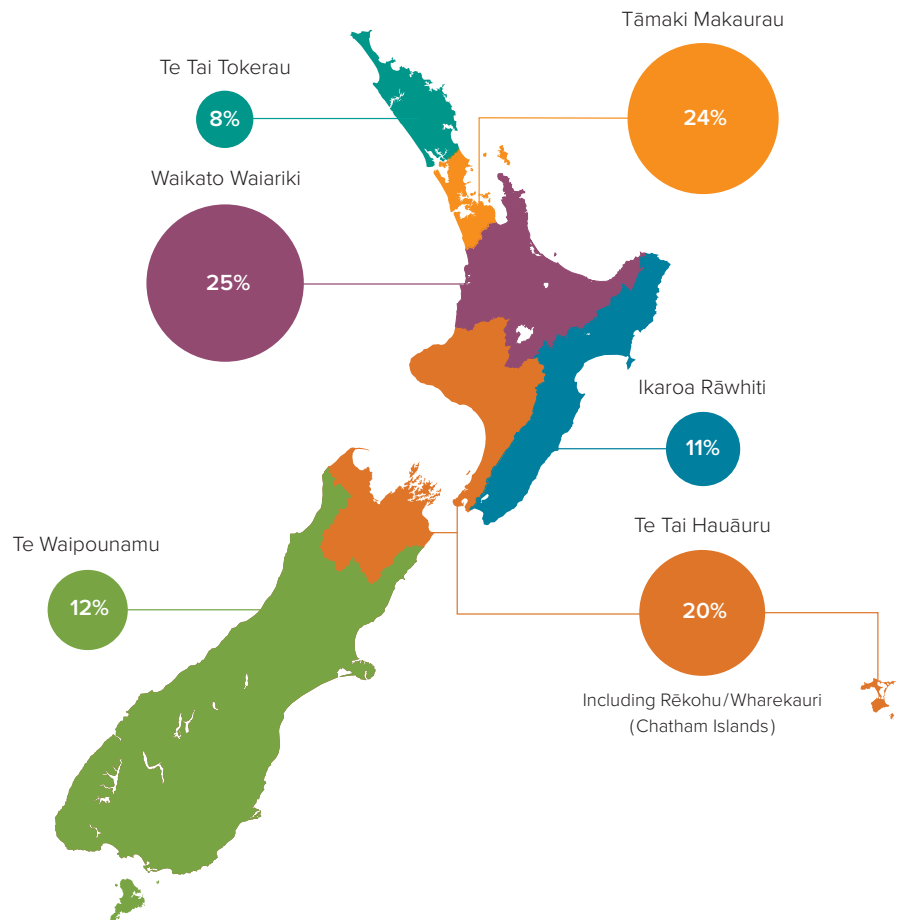
Median age of Māori, compared to 37 for all New Zealanders

**10,100**

Number of Māori-owned businesses in Aotearoa New Zealand

## Māori population

Distribution by region



Sources: Stats NZ 2020d, Stats NZ 2020e and TPK 2020.



## Te Puni Kōkiri and Māori wellbeing

As the principal policy advisor to Government on Māori wellbeing and development, Te Puni Kōkiri has a central role to support public sector agencies in upholding their obligations under Te Tiriti o Waitangi. Our legislated monitoring function, which was refreshed by the Minister of Māori Development in December 2018, is one way in which we challenge the public sector to deliver better outcomes for Māori. The 2020 Performance Improvement Framework (PIF) review of Te Puni Kōkiri signalled the importance of using enhanced data and analytics to drive our monitoring function.

### System performance analytics

We are working to understand the performance of services in enabling equitable Māori wellbeing, based on system indicators across five sectors: health, education, employment, housing and justice. Work is underway drawing primarily on publicly available data. Findings include:

- Across all sectors, inequity between Māori and non-Māori remains largely unchanged over the past decade. There is also clear inter-relatedness between outcomes.
- Inequity has temporarily reduced in areas that have received intensive resource – such as childhood immunisation, rheumatic fever, and NCEA Level 2 achievement. However trends have started to plateau or reverse as resource has shifted to other priorities.
- Inequity in economic outcomes increased during the Global Financial Crisis, and was slow to diminish following the end of the recession.

The persistent inequities highlight the need for further analytics to understand these and other trends across sectors, and for policy analysis on system-wide solutions to addressing this inequity. The trends also reinforce the importance of intensive, cross-cutting action to improve social and economic outcomes for Māori during the current recession.

## Our strategic landscape in the wake of COVID-19

The social and economic consequences of the COVID-19 pandemic have both an immediate and intergenerational impact on Māori wellbeing.

Māori face disproportionate impacts from COVID-19. Analysis commissioned by Te Puni Kōkiri in April 2020 found that economic consequences of COVID-19 will most severely affect industries in which Māori are over-represented in the labour force. These include accommodation, retail trade,

manufacturing, and construction. Additionally, the Māori unemployment forecast to February 2021, released by Te Puni Kōkiri in July 2020, indicates that Māori unemployment may reach a peak as high as 70,000, nearly double pre-COVID-19 levels.

Government's response to COVID-19 should support equitable recovery for Māori and enhance Māori economic resilience to protect against future shocks, including in the development of national infrastructure.



# Strengthening Our Organisation

## Our values – How we work

Our values underpin how we work, guiding the way we operate and ensuring our work remains rooted in key concepts deriving from te ao Māori.

Our values are:

### Te Wero – We pursue excellence

We strive for excellence and we get results. We act with courage when required, take calculated risks and are results focussed.

### Manaakitanga – We value people and relationships

We act with integrity and treat others with respect. We are caring, humble and tolerant. We are co-operative and inclusive.

### He Toa Takitini – We work collectively

We lead by example, work as a team and maximise collective strengths to achieve our goals.

### Ture Tangata – We are creative and innovative

We test ideas and generate new knowledge. We learn from others and confidently apply new information and knowledge to get results.

## About Us

**366**  
staff

**72%**  
NZ Māori

**67%**  
female

**18**  
offices

**3**

Ministers

number of Ministers  
and associate Ministers  
to the Ministry

**196**

PQs\*

**100%**  
on time

**110**

OIAs\*

**98%**  
on time

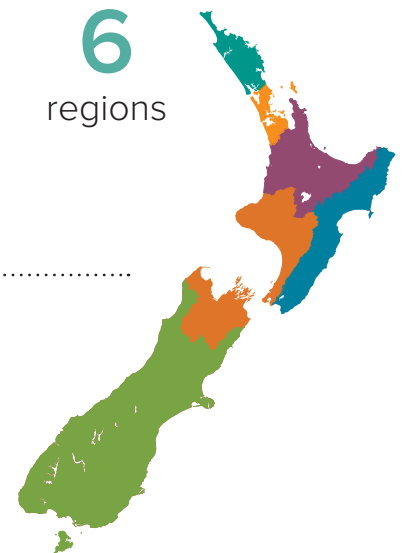
**6**

regions

More than  
**\$450m**  
2019/20 funding

More than  
**\$363m**  
Non-departmental  
funding

More than  
**\$87m**  
Departmental  
funding



\* Parliamentary Questions and Official Information Act requests in 2019/20.

Our regional footprint  
extends across  
the motu

# Te Puni Kōkiri Positioning

Leading and influencing all-of-government response to COVID-19 for Māori



**May 2020**

Recognition by Public Service Commissioner, Peter Hughes of Te Puni Kōkiri's contribution to the all-of-government response for COVID-19

High-level findings from the PIF review

**February – August 2020**

Performance Improvement Framework (PIF) review conducted

The foundations of success to build Te Puni Kōkiri into a high-performing agency

Response to COVID-19

**March – June 2020**

Swift and robust support to all-of-government response to COVID-19 challenges

The capability, skills, and knowledge of kaimahi and our systems and processes are critical to ensure we operate effectively as an organisation and deliver the best outcomes for Māori. In June 2019 Cabinet approved a repositioning of Te Puni Kōkiri to increase our strategic impact in promoting increases in levels of wellbeing for Māori.

That repositioning provides for Te Puni Kōkiri to influence at a system (state sector) level through enhancing the monitoring role required under the Ministry of Māori Development Act 1991. Te Puni Kōkiri will continue to deliver operationally through its investment functions and regional offices to whānau.

### Operating model

In 2020 a new operating model was approved by the leadership team to enable Te Puni Kōkiri to implement its strategic realignment. In implementing this operating model, our mahi continues to be underpinned by a te ao Māori approach and our strong organisational values.

At its core are new kaupapa based teams to drive the work programmes organisational focus areas. The work programmes will be based on 'the voice of whānau' and the Ministry will be developing new ways to bring that voice to our work and our policy advice.

### Data and analytics

The key enabler, and shift for Te Puni Kōkiri, will be developing the capability to analyse and report against the data that the state sector holds on Māori achievement and Māori resources.

Only Te Puni Kōkiri has the mandate to look across all government held data (and other data sets we can access; e.g. that held by iwi and Māori organisations) to provide reporting on public sector performance for Māori.

The Data and Analytics work programme will include implementation of a new Customer Relationship Management (CRM) system to capture our engagements with communities and support embedding the voice of whānau in our mahi.

By 30 June 2021 we will have established our Data and Analytics function and completed the business case for implementation.

By 30 June 2024 we be producing an annual Public Sector Performance report for Māori and be providing advice on targeting expenditure in areas where Māori are disproportionately over (or under) represented.

### Governing our organisation

As Te Puni Kōkiri continues to grow (in financial terms), and to extend our influence across the state sector we are reviewing the way in which we lead and govern our organisation to achieve its goals/priorities and deliver on our Cabinet-mandated roles and functions.

### Audit and Risk Management Committee

The existing independent Audit and Risk Management Committee provides advice and insights to the Secretary for Māori Development and Executive Leadership Team on risk management, the effectiveness of internal controls, assurance, performance reporting and governance.

### New governance arrangements

From July 2021 Te Puni Kōkiri will have three additional governance boards to support the Secretary for Māori Development and the Executive Leadership Team with clear and focussed roles in active governance:

- **Strategic Priorities and Critical Work** governance board ensures that the work programme activities across Te Puni Kōkiri will maximise our impact to our strategic priorities.



- **Culture, Capability and Systems** governance board ensures that our business capabilities (people, processes, information and systems) support effective and efficient delivery of our strategic objectives.
- **Finance and Expenditure** governance board ensures that Te Puni Kōkiri is allocating and managing its financial resources responsibly.

By 30 June 2021 we will have established the governance framework for Te Puni Kōkiri and the committee structure.

By 30 June 2024 we will have fully functioning governance arrangements, with Directors and Executive Leadership Team members fully trained and participating in the governance of the Ministry.

### Exploring new ways of working

By 1 July 2021 Te Puni Kōkiri national office staff will have moved from Te Puni Kōkiri House to temporary accommodation for up to two years. This will enable the landlord of Te Puni Kōkiri House to carry out seismic strengthening of the building and for the building to be upgraded and the working environment for our kaimahi redesigned.

In the two decades since Te Puni Kōkiri moved into the current premises ways of working have changed and the working environment no longer supports the collaborative working style of the modern public sector.

Over the next two years we will trial alternative working arrangements and the systems and processes to support workflows before reoccupying Te Puni Kōkiri House in 2023.



Te Tai Tokerau senior advisor Jared Pitman in September 2020 with kaumātua Te Warahi Hetaraka at the regional team's monthly wānanga taurikura. "The workshop creates spaces for te reo Māori and tikanga Māori to be at the centre of what we do." Jared says the wānanga is part of his team's commitment to deliver on Te Ahikāroa o Te Reo Māori, the Māori language strategy of Te Puni Kōkiri.

By 30 June 2021 we will have relocated the staff of Te Puni Kōkiri House.

By 30 June 2024 we will have returned to a refurbished Te Puni Kōkiri House redesigned to support our operating model and ways of collaborative working.

## Diversity and inclusion

### Equal employment opportunity

Te Puni Kōkiri is committed to the principle and practice of equal employment opportunities in order to eliminate barriers that cause or perpetuate inequality in employment opportunities. Appointments are based on merit, while recognising the employment aspirations of Māori, ethnic and minority groups, women, and people with disabilities.

This commitment is evidenced in:

- our existing workforce, which reflects a predominantly female and Māori staffing balance, including in management and senior management roles; and
- a low gender pay gap – 3.3 per cent in favour of males (permanent employees only), or 6.8 per cent in favour of males (all staff).

### Hoa Mahi Experience (People Capability Strategy)

To support whānau to thrive, we need to have a workforce that is able to understand, and reflect, the Māori communities we serve. Te Puni Kōkiri is committed to breaking down barriers that people of different backgrounds, life experiences and physical abilities may face in working with us. Through our Hoa Mahi Experience (People Capability Strategy) we have developed a diversity and inclusion strategy focused on removing barriers and supporting a diverse workforce with a range of life experiences, particularly in relation to te ao Māori.

### Collective Employment Agreement

The terms of the Collective Employment Agreement between Te Puni Kōkiri (including the Māori Trust Office) and the New Zealand Public Service Association Incorporated (PSA) made under the Employment Relations Act 2000 (ERA) are based on the agreement that the four values of Te Puni Kōkiri will guide the way and commitment to being good employer and involvement of staff to collectively participate and contribute in the management of the workplace. Te Puni Kōkiri is committed to the Treaty of Waitangi partnership between Māori and the Crown and will promote an understanding of partnership and implement the Treaty of Waitangi principles in the workplace.

### Gender Pay Gap Action Plan

Our workforce (permanent and fixed term) is predominantly female (66 percent). As at 30 June 2020, the gender pay gap for all staff (fixed term and permanent) is 12.4 percent in favour of males. However, this reduces to 8.7 percent when calculations are based on permanent employees only. The 2019 public sector average gender pay gap is 10.5 percent. Te Puni Kōkiri has agreed a Gender Pay Gap Action Plan with the Public Service Association, with a focus on removing gender bias and reducing ethnic pay gaps. Te Puni Kōkiri is working with the Public Service Commission through the Pou Mātawaka project to understand the drivers of ethnic pay gaps and suggest interventions to improve this.

## Managing risks and emergency response

### Risk Management Framework

Our Risk Management Framework and guidelines provide a solid foundation to enable staff to better understand risk and be more confident in applying it to daily work and decision-making. Staff are also more aware of their role in managing risk and how managing risk directly influences our success in improving the lives of whānau, hapū and iwi Māori.



The Risk Management Framework is supported by accessible tools and online learning resources that build staff knowledge of risk management concepts and approaches in an engaging way that actively considers and applies te ao Māori and tikanga.

### **Civil Defence Emergency Management Response**

The Civil Defence Emergency Management (CDEM) Act 2002 places specific responsibilities on Te Puni Kōkiri to engage with Māori communities, and work with other response agencies, to support the needs of whānau, hapū and iwi Māori following an emergency. This includes involvement in the immediate, medium-term, and long-term response and recovery process.

As an emergency welfare services support agency, Te Puni Kōkiri works at the national level to support response governance, communication, and coordination groups such as the Welfare Workstream, Caring for Communities, and support (where required) for the National Crisis Management Centre. In addition, Te Puni Kōkiri plays a key role at the regional level, supporting the CDEM, Regional Leadership Groups and regional Caring for Communities groups, and the wider community response. This includes supporting the Māori Wardens and the Whānau Ora Commissioning Agencies to respond to the individual needs of the whānau and communities they support.

### **COVID-19**

Te Puni Kōkiri engages at a system level and operationally with iwi and whānau in supporting the government's response to COVID-19. The Secretary for Māori Development is part of the Chief Executives' Oversight Committee and our regional offices are part of the Regional Leadership Committees of state sector agencies managing the delivery of the government's support to Māori communities and whānau.

## **Health and safety**

### **Setting a new organisational direction for health and safety**

In February 2020 we launched the Te Puni Kōkiri Health and Safety Strategy 2020–2022. The three-year strategy builds an increased focus on health and safety and supports continuous improvement. The Strategy sets a vision that 'work is healthy and safe for all kaimahi at Te Puni Kōkiri' with six goals and eight priority areas for targeted investment over its life, supported by an implementation plan. The Central Health and Safety Committee meets on a quarterly basis to review progress against the Strategy, while the Privacy and Protective Security Requirements Governance Group oversees the protective security work programme. Over the next year, we will explore health and safety governance arrangements, including reviewing the Central Health and Safety Committee and strengthening worker representation.

### **Carbon Neutral Government Programme**

In December 2020 the Government announced a Carbon Neutral Government Programme which is aimed at reducing emissions and working towards carbon neutrality by 2025. This programme requires Te Puni Kōkiri to measure, verify and report emissions annually, set gross emissions reductions targets and longer-term reduction plans for the next decade; introduce a phased work programme to reduce emissions; and by December 2025, offset remaining emissions to achieve carbon neutrality.

By 30 June 2021 we will have an emissions measurement and reporting framework in place, with the 2021/22 financial year providing baseline data.

By June 2024 we will made progress on reducing emissions in line with the targets set in the Reduction Plan.



# Appendix One:

## Our Crown Entities and Statutory Bodies

Crown entities are established and managed under the Crown Entities Act 2004. Crown entities are required to give effect to government policy when directed by their responsible Minister. Te Puni Kōkiri acts on behalf of the Minister to assist the following Crown entities to give effect to government policy through their Statements of Intent.

- **Te Māngai Pāho** – a Crown entity established to make funding available to the national network of Māori radio stations and for the production and broadcast of Māori language television programmes and media initiatives in music, digital and new media.
- **Te Taura Whiri i te Reo Māori** - was established under the Māori Language Act 1987 and continued under Te Ture mō Te Reo Māori 2016 (Māori Language Act 2016) to promote the use of Māori as a living language and as an ordinary means of communication. It is also responsible for the coordination of the implementation of the Maihi Karauna to revitalise the Māori language.

Te Puni Kōkiri also has a monitoring role on behalf of the Government with respect to the following statutory bodies:

- **Te Tumu Paeroa** – supports the statutory roles of the Māori Trustee in relation to protecting and enhancing whenua Māori. It maintains trust and registry services, undertakes property management, and provides governance and business support.

- **Te Mātāwai** – established under Te Ture mō Te Reo Māori 2016 (Māori Language Act 2016), its responsibilities include promoting the health and wellbeing of the language, supporting, and informing Crown initiatives in protecting and revitalising the language and nominating board members to Te Taura Whiri i te Reo Māori, Te Māngai Pāho and appoint members to Māori Television. It is also responsible for Maihi Māori.
- **Māori Television Service** – was established by the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003. The principal function of the Māori Television Service, Te Aratuku Whakaata Irirangi Māori, is to contribute to the protection and promotion of te reo Māori me ngā tikanga Māori through the provision, in te reo Māori and English, of a high-quality, cost-effective television service including on demand language learning content that informs, educates, and entertains viewers, and enriches New Zealand’s society, culture and heritage.

Te Puni Kōkiri will continue working with these agencies and look at ways to achieve improved outcomes for Māori, together.



# Appendix Two:

## Legislation

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Te Puni Kōkiri administers 71 Acts of Parliament (primary legislation) and 25 Legislative Instruments (secondary legislation).

Examples of the primary legislation include:

- Broadcasting Act 1989 (with Ministry for Culture and Heritage and Ministry of Justice);
- Te Ture mō Te Reo Māori Act 2016; and
- Te Ture Whenua Māori Act 1993.

Te Puni Kōkiri also supports the Minister for Māori Development in making and giving advice on appointments for Statutory Responsibilities under numerous different Acts. Examples of these appointment obligations include:

- Arts Council of New Zealand Toi Aotearoa Act 2014;
- Hauraki Gulf Marine Park Act 2000; and
- Maniapoto Māori Trust Board Act 1988.

A full list can be found on our website: <https://www.tpk.govt.nz/en/mo-te-puni-kokiri/what-we-do/legislation>

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# Papatohu

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**Auditor:**

Audit New Zealand  
Wellington  
New Zealand  
on behalf of the Auditor-General

**Bankers:**

Westpac





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