



2020 | Pūrongo-ā-tau

Annual Report





Cover

Te Waka McLeod on Ōwae Marae at He Rā Maumahara in October 2019. The three-day national commemorative event at Waitara was hosted by Taranaki iwi, and is supported by Te Pūtake o te Riri, the Wars and Conflicts in New Zealand Fund. Photo credit: Rawhitiroa Photography.

Inside cover

Northland whānau at Te Kotahitanga E Mahi Kaha Trust in Kaikohe in February 2020, where the Minister for Māori Development, Nanaia Mahuta, announced proposed changes to the rating of whenua Māori, and launched Tupu.nz, the website supporting owners of whenua Māori. Photo credit: Josie McClutchie.



Pūrongo-ā-tau

Annual Report of Te Puni Kōkiri

Mō te mutunga o te tau i te 30 o ngā rā o Pipiri 2020

For the year ended 30 June 2020

Presented to the House of Representatives pursuant to
section 44(1) of the Public Finance Act 1989

Rārangi Take

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He kupu whakataki

Introduction

He horomata rangatira te mahi e rite ai te whiwhinga a te ringatuku me te ringakape ake i ūna painga. Hei ruruhau, hei kaitoko i te ora, hei kaiurungi, hei kaiwhakaawe taumata hou.

Service is the noblest of virtues. It enhances the giver and receiver in equal measure, giving shelter and sustenance, providing direction and inspiration that lead to new and higher goals.

Mai i te Tumu Whakarae mō Te Puni Kōkiri

From the Secretary for Māori Development

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It is my privilege to present the Annual Report of Te Puni Kōkiri for the year ended 30 June 2020.

The focus of the year was laying the foundation for a new future for Te Puni Kōkiri to be a credible, highly regarded Ministry that sustains mana as the principal policy advisor to the Government on Māori outcomes and as a strong system leader. The latter half of the year also focused on supporting the Government and Māori to respond to the impacts of the COVID-19 pandemic, while continuing to progress our committed work programme.

This report outlines:

- our long-term commitment to Māori development and wellbeing through the foundation work being laid to position Te Puni Kōkiri for strategic impact
- the agility and innovative nature of Te Puni Kōkiri as it led and influenced an all-of-government response to COVID-19 for Māori
- our achievements against our committed work programme for 2019/20.



Dave Samuels

Positioning for strategic impact

Government has prioritised wellbeing for all New Zealanders, including a stronger focus on lifting wellbeing outcomes for Māori, and increasing the state sector's responsiveness to Māori.

The particular role of Te Puni Kōkiri has been clarified in 2019 as principal policy advisor to the Government on Māori outcomes. This requires our Ministry, and the passionate and capable people who work hard within Te Puni Kōkiri, to do all we can for whānau Māori and our country, to make changes to deliver on the Government's new priorities.

In the last year we began a positioning and alignment programme to progressively implement the seven strategic shifts outlined by Cabinet in June 2019:



Commencing a formal monitoring programme to monitor the effectiveness of public sector agencies' strategies, policies and services in uplifting Māori wellbeing outcomes.



Leading policy advice on issues of specific importance to Māori.



Providing targeted inter-departmental advice on matters most likely to have a direct impact on wellbeing outcomes for whānau, hapū, iwi and Māori.



Co-creating strategic advice on system levers and frameworks that will lift the quality of the wider sector system performance for Māori.



Broker opportunities with whānau, hapū, iwi and Māori through our regional footprint in areas that are specific priorities for government and providing core hub support for government agencies.



Investing in innovative initiatives that build the capacity and readiness of whānau and Māori communities to achieve their aspirations leading to intergenerational transformation.



Transferring specialist advice and services to other agencies (over time) – considering the impact of existing specialist advice and services and providing advice on the feasibility of transferring them to the appropriate agencies.

Source: Operating Model Blueprint | He mahi pai te oranga - June 2020



In order to deliver on these seven strategic priorities, we undertook a programme with three overlapping parts:

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1

We refreshed
our governance and leadership arrangements to better undertake our role

2

We designed
an operating model to empower Te Puni Kōkiri to meet Ministers' expectations

3

We strengthened
our organisational structure to align with the operating model

By the end of the financial year in June 2020 we had released a new operating model and a proposal to consult on with staff, to align the structure with the operating model. By the time this report is published we will have completed the organisational re-alignment to take us into the future.

We worked with staff at all levels, seeking their views and contribution through staff surveys, puni workshops and the formal Performance Improvement Framework review. This required significant work throughout the year and it is a tribute to my staff that we achieved the changes while maintaining business as usual.

In examining our governance and leadership arrangements, we brought the leadership of the regional and investment puni together during the year, before proposing more significant leadership and governance arrangements which were implemented post-reporting date.

The operating model sets out how we intend to work in the future. The diagram on page 8 shows the key areas of focus for how we will work in the future – applying a te ao Māori lens to government's work, applying innovative

approaches; influencing the system; being focused and strategic; being evidence based; and teaming up both internally and externally to achieve impact.

We are aligning leadership, governance and capability with the operating model and this will have increasing impact over the coming years.

However, our re-aligned focus could already be seen in the approach Te Puni Kōkiri took in the response to COVID-19 – leading and influencing the all-of-government response for Māori; working on the ground to ensure iwi, hapū and whānau were supported to meet their own solutions; and leading government agencies in developing a strategy to promote Māori economic resilience.

All of those elements of how we will work in the future were evident in our response to COVID-19 (explained in more detail in the following section) and showed the potential within this agency to have strategic impact on outcomes for Māori.

Organisational capability is addressed on pages 53 to 63. As we embed the new operating model over the coming years, we will continue to progressively deliver on these seven priorities.

How we intend to meet expectations

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1 Focused and Strategic

- We have clear strategy and priorities for Māori wellbeing and development.
- The priorities are well understood across the public sector.
- Our work programme and investment portfolio are aligned with the priorities.
- We are future-focused, anticipating opportunities and issues and providing proactive advice.

6 Influencing the System

- We influence the strategic priorities across government from a Māori perspective.
- We have a clear and confident role and value proposition for Māori wellbeing and development advice.
- We influence and engage with agencies to support an understanding of the Māori dimension.
- We use our insights into performance to influence priorities and the design of policy and programmes.



2 Evidence Based

- We base our strategy, investments, policy and operational decisions on evidence of what works versus what historically hasn't.
- We are a credible source of Māori wellbeing and development insights.
- Public sector performance for Māori is improved because of the insights and evidence we develop and share.

3 Teaming Up

- We value each other's knowledge and experience.
- We are connected across puni on kaupapa that matter.
- We are valued across government and amongst iwi, hapū and whānau to broker community level co-design, investment and engagement for stakeholders.

5 Innovative Approach

- Our investments result in innovative, community-led initiatives that lift Māori wellbeing and development.
- We are recognised for partnering with regions, agencies and communities, collaborating to create innovative policy, programmes and services.

4 Te Ao Māori Lens

- We understand and communicate what being whānau based looks like in practice.
- We bring strong te ao Māori and Treaty-based frameworks to our work.
- Public sector agencies are able to use te ao Māori frameworks to consider performance and develop solutions.
- We are credible with Māori, and have strong cultural capability, and understanding of mātauranga Māori.

Source: Operating Model Blueprint | He mahi pai te oranga – June 2020



| Te Puni Kōkiri – 2019/20 Annual Report

Continuing delivery on our work programme

As we continued to develop our position as a system leader on outcomes for Māori, we led the work on significant legislative change to help whānau connect with, and unlock, the potential of their whenua; and we worked with other agencies to protect and advance Māori interests on the international stage.

A proposal for the future development of Māori media was released for consultation by the end of the year and we continue to lead the policy work on the Crown's Wai 262 response.

Te Puni Kōkiri has been supporting initiatives with a strong innovative focus. Housing initiatives, including papakāinga developments, and repair programmes, have shown that positive housing outcomes can lead to transformational change. The Cadetships programme supports Māori workers to move towards higher-skilled employment positions and achieve their leadership goals; and Whānau Ora is an example of a whānau-centred approach aimed to improve social outcomes for Māori. These types of initiatives, tested by Te Puni Kōkiri, can then be extended to other agencies to influence delivery approaches, design and models that enhance Māori wellbeing outcomes across government agencies.

When you look at our year's achievements as a whole, we have established much of the groundwork required for Te Puni Kōkiri to have greater strategic impact in the future.

Te Puni Kōkiri has continued to deliver on its work programme in the eight Key Focus Areas set out in our existing strategic document *He Takunetanga Rautaki 2018–2022: Strategic Intentions 2018–2022*. That work is set out on pages 46 to 51.

One of the key next steps in ensuring Te Puni Kōkiri has increasing strategic impact will be reviewing He Takunetanga Rautaki to ensure it reflects the direction now being taken, and that we are effectively identifying and measuring outcomes.

The public service as a whole has been considering what is needed for it to operate most

effectively in a climate of unprecedented social, economic and technological change, exacerbated by COVID-19. Now more than ever, Māori need our focus on wellbeing, and pursuing innovative and collaborative strategies in partnership with Māori.

These unprecedented times provide us with a unique opportunity to redefine standards for Māori wellbeing and development.

Acknowledgements

It is with sadness that I acknowledge several of our staff who passed away this year. Our Pou Whakahaere Piri Sciascia, whose loss is felt nationwide in Māori communities, the many government circles he worked in and within the church he served; Senior Policy Advisor Jonathon Cotton, who sadly passed away at work; and Pareauta Panapa-Solomon, who was highly respected in Tainui and beyond.

I also acknowledge the passing of previous Te Puni Kōkiri staff: Willis Katene, community leader and former Te Tai Hauāuru Regional Manager, and Archdeacon Dr John Tamahori, a Māori development policy champion whose career spanned decades, with particular contribution to leading policy and helping to set the strategic direction.

Koutou kua riro nei i a aitu kikini, i a aitu kai manawa, i a aitu kapo wairua. Me pēhea he kupu kia koutou kua ngū te reo, kua kore nei te hā, kua ngaro nei i te tirohanga kanohi.

Mahue kau ana ko ō koutou pepeha ki te ao turoa nei hei herenga mahara ki a koutou.

Tō hoenga roa kua tutuki, ū mahi nui kua eke, okioki i te moenga roa tē whakaarahia, takoto mai.

Mauria te pono

Dave Samuels

Tumu Whakarae | Secretary for Māori Development



COVID-19 – Respond, Recover, Rebuild

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As Government's principal advisor on outcomes for Māori, the role Te Puni Kōkiri played in the whole-of-government response to the COVID-19 pandemic ensured the needs of whānau remained at the forefront of the response and recovery effort.

We supported local and community responses; we provided Government with real-time, on-the-ground community insights; and we tailored advice and guidance to government agencies.

We stood up an operations centre to manage the process, and ensure business as usual was maintained through COVID-19 Levels 4 and 3 while our staff worked from home, and continued to network effectively with communities and within government.

Supporting whānau and community

In the initial phases of the COVID-19 outbreak, the focus was on ensuring that iwi, hapū, marae and Māori organisations were able to support the needs of their communities and be actively involved in the response.

We activated our strong community networks to link iwi and non-government Māori organisations with other agencies, to deliver immediate support to whānau in need, and to strengthen the overall emergency response system at the local level.

At the same time, we worked with kaitono and community groups to reposition existing contracts and allocate new funding to meet emerging needs.

The speed with which we were able to react was an important factor in supporting iwi, hapū, marae and Māori organisations.

Our strong regional networks supported speedy allocation of Government funding packages to support communities as they mobilised to address local needs in a practical way. This included, in the initial stages, \$15 million for Whānau Ora Commissioning Agencies, \$10 million for community outreach and support, and \$1 million for needs assessment and specialist advice to Māori businesses.

Māori Television, iwi radio, Te Māngai Pāho and Te Taura Whiri i te Reo Māori all played key roles in ensuring pandemic messages and advice reached Māori communities.



Supporting government decision-making

Our strong connections across the motu meant we could provide valuable real-time, on-the-ground insights to central government decision-makers about the challenges facing whānau through the different Alert Levels.

Key issues included existing acute need due to the drought, and technological inequalities and challenges for communities with limited access to broadband and devices for schooling and government services.

Te Puni Kōkiri also provided strategic insight and support to ensure core public health messages and stories were targeted effectively for Māori, including delivery in a te ao Māori context and in te reo Māori. We built on existing relationships with the National Emergency Management Agency to position iwi partnerships within the ongoing recovery plans.

The Whānau Ora Commissioning Agencies provided effective, rapid support to



more than

225,000

whānau members throughout the initial response period and will continue to provide targeted support to whānau over the coming years.

The Commissioning Agencies' wrap-around response, through their workforce and partner agencies, included



over

217,000

care packages containing food and essential supplies



more than

5,000

Whānau Direct grants for other basic needs; self-isolation facilities for essential workers needing to isolate from their whānau



and

600

devices to support whānau to remain connected and able to access remote education tools

Supporting businesses and employment

Funding provided through Te Puni Kōkiri allowed Māori businesses to access information, support and specialist advice during the initial COVID-19 response period, including specific research on the impacts on businesses based on whenua Māori.

Importantly, Te Puni Kōkiri is leading a data and analytics programme which will be used by government and non-government agencies to develop a work programme to mitigate the negative impacts of COVID-19 on Māori, and to create new opportunities.

The initial response period during Alert Levels 3 and 4 also provided some effective examples of innovation to help businesses reposition themselves and use technology to reach customers in new ways, such as Hokohoko, an online Māori mall, created by Te Rōpū Pakihi, the Kāpiti-Horowhenua Māori business network.

Supporting the recovery and rebuild

Te Puni Kōkiri has a continuing focus on working in partnership with whānau, hapū and iwi, and on leading government agencies, to build sustainable communities that reflect Māori aspirations.

This forms the heart of our work to support the pandemic recovery process, and our wider work.

Te Puni Kōkiri is leading the government's cross-agency Māori Economic Resilience Strategy collaboration. This is the first time Te Puni Kōkiri has

had the lead in the Māori economic development space, and will lead to a comprehensive work programme in the 2020/21 financial year.

This connects with the Budget 2020 COVID-19 Response and Recovery Fund, which established initiatives specifically targeted at supporting whānau and mātauranga Māori. Te Puni Kōkiri provided insights from our regional network about the areas where targeted funding would produce the greatest impact, which helped shape the Budget 2020 response.

This included supporting whānau to respond to the immediate and near-term impacts of COVID-19; expanding the Cadetships programme; supporting the building of sustainable and resilient communities, ensuring that iwi and Māori organisations are able to continue supporting the needs of their communities; supporting Te Puia New Zealand Māori Arts and Crafts Institute to operate the weaving, waka, and arts and crafts schools and maintain its national cultural heritage obligations; and continuing the Māori Television Service and iwi radio providing targeted and tailored content for Māori communities.

Several of these initiatives received a portion of the funding in the 2019/20 financial year to meet immediate needs, as well as to support the medium- and longer-term recovery.

Photo and image credits for page 13, from top: Ruth Heta, Te Pūtahitanga o Te Waipounamu, Ngāti Kahungunu Iwi Incorporated, Cinzia Jonathan, Angela Guttung, Te Rōpū Pakihi.



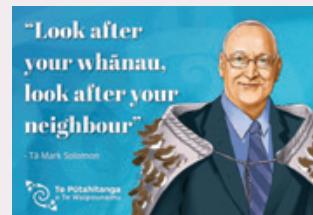
Working together

COVID-19 brought communities together and demonstrated the impact iwi, hapū, Māori organisations, councils and government agencies have when they work collaboratively. Te Puni Kōkiri had a system leadership role which enabled government agencies to better understand and support iwi, hapū and whānau initiatives.



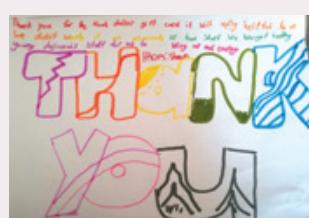
Te Kahu o Taonui, the Tai Tokerau Iwi Collective, played a vital role in supporting vulnerable and hard-to-reach whānau in Northland during the COVID-19 crisis. Its ‘solidified collaboration’ will be critical as Northland recovers. Spokesperson Toa Faneva says, “Te Puni Kōkiri were one of our early partners and they’ve stood with us shoulder to shoulder ever since.”

In the South Island, Te Pūtahitanga o Te Waipounamu used their #Maanaki20 plan to effectively respond to whānau need and support whānau, iwi, hapū, marae and communities through the pandemic. This kept whānau informed and connected throughout the lockdown period and ensured they had access to support and resources through the appointment of additional Manaaki Navigators. Whānau also received; kai, data/phone, firewood and power support packages.



In Ikaroa-Rāwhiti, Ngāti Kahungunu Iwi Incorporated was the driving force behind a major cooperative effort including iwi, Māori organisations, Hawke’s Bay District Health Board, local councils and private companies, which established distribution centres for food and hygiene packs, and local testing stations. Pictured: Ngāhiwi Tomoana.

“Whānau aroha” was behind the tribal response to COVID says the Te Arawa COVID-19 head of Planning and Operations, Karen Vercoe (pictured). The hub coordinated a response from more than 50 organisations to support local whānau, reaching more than 600 households across Rotorua and the Te Arawa rohe. It also had and maintains a focus on future employment and economic opportunities.



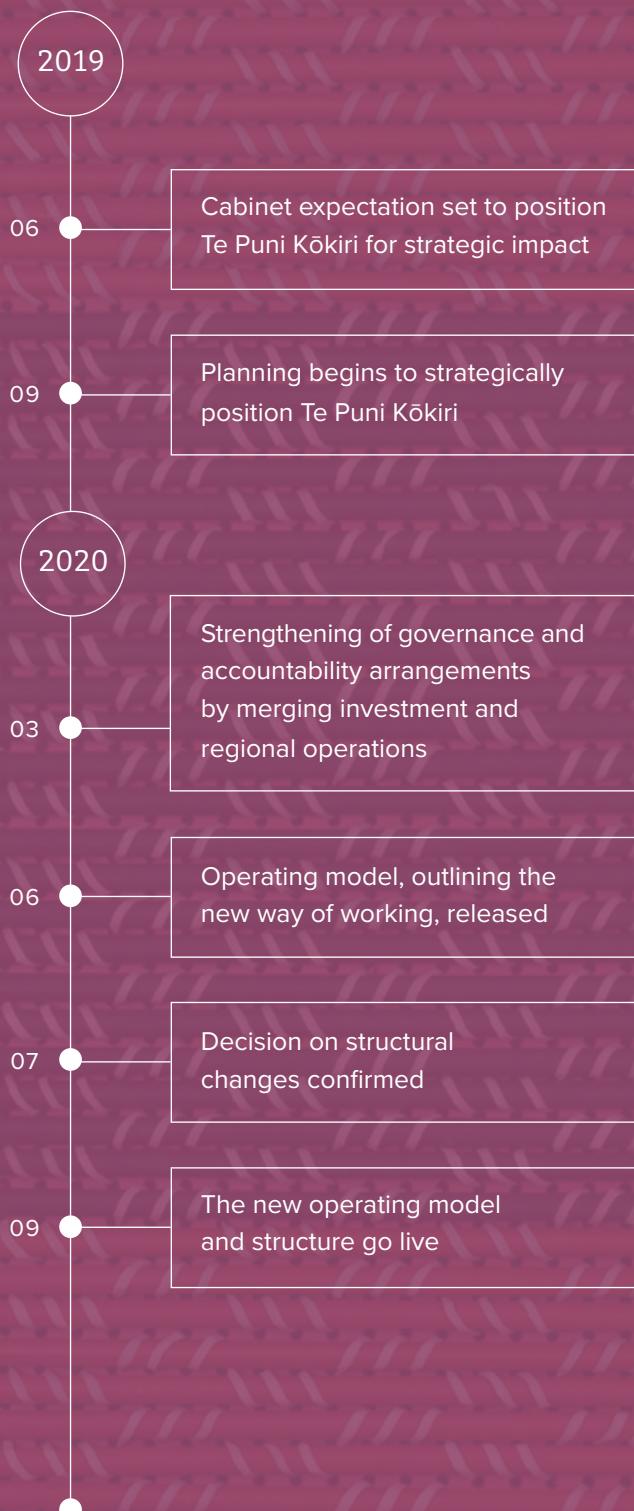
During the initial response, Kootuitui ki Papakura was contracted by Te Puni Kōkiri to help whānau with items like food boxes. They used the opportunity to build engagement by contacting everyone on their database and vulnerable families in six Papakura schools. The organisation has since adjusted its services to meet current needs and maintained the tripling of Facebook followers, from 200 to 540.

Te Puni Kōkiri investment assisted an online Māori mall called Hokohoko in Te Tai Hauāuru. The Kāpiti-Horowhenua Māori business network, Te Rōpū Pakihi, identified the need for e-commerce to help local businesses continue to trade and reach new markets.



Te Puni Kōkiri at a Glance

Our Journey



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

About Us

349 staff **70%** NZ Māori **66%** 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

Our regional footprint extends across the motu

Our priorities – looking forward to 2020/21

High-performance organisation

These priorities underpin our ability to deliver greater strategic impact

Strategic impact for Māori

These priorities support Māori to realise their potential, and support the public sector system to lift its performance for Māori

Strengthening the capability of our people

Designing a strong internal culture and governance structure

Building data, insights, and analytical capability

Creating a strategy for system influence

Prioritising and resourcing a high-impact policy work programme

Creating innovative and robust investment strategy and contracting function

Priorities for 2020/21

* PQs (Parliamentary Questions) | OIAs (Official Information Act requests)

Some Highlights from 2019/20



Te Puni Kōkiri implemented a change programme to achieve greater **strategic impact** as the Government's principal advisor on Māori outcomes



An Australia and Aotearoa Indigenous Collaboration Agreement was signed to

**progress
Māori
economic
aspirations**



Established a dedicated **Wai 262 work programme**, laying the foundations for ensuring Crown and Māori move forward together



Legislation was introduced to Parliament to make it easier for whānau to **unlock the potential of their whenua**



A Māori media sector shift proposal was developed to ensure a collaborative, agile and sustainable future



Introduced on-the-ground **whenua advisory services** in three regions to provide a more responsive and supportive system to whānau



The Rua Kēnana Pardon Act 2019

was enacted to address historical grievances and progress renewed Crown-Māori relationships



Raranga.Tahi 2019

hui brought rangatahi voices into Maihi Karauna to support the Crown's commitment to revitalising te reo Māori



Launched **Tupu.nz**

website to give Māori land owners up-to-date information about their whenua



A Māori Economic Resilience Strategy

was established to support Māori recovery and build stronger resilience post-COVID-19



More than **650** cadets

were supported in lifting their leadership and skills with over 60 employers



Whānau were supported into **home ownership and safe, dry housing** to improve social, cultural and economic wellbeing

Delivering our Mahi



Delivering our Mahi

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This year has been one of transition for Te Puni Kōkiri as we shift our focus on how we deliver strategic impact for Māori.

Following direction from Cabinet in 2019 that identified seven key directions for Te Puni Kōkiri for strategic impact, we:

- **refreshed** our governance and accountability arrangements
- **designed** an operating model blueprint articulating a new way of working
- **strengthened** and aligned our organisational structure with the new operating model.

The diagram on the following page summarises the operating model blueprint, illustrating how our vision is linked to our core functions.

In this section, we report on how Te Puni Kōkiri has fulfilled the functions designed to deliver strategic impact:

- **leading** policy advice
- **monitoring** outcomes
- **influencing and supporting** other public sector agencies.
- **advising on and managing** investments
- **sustaining** local relationships

We have also reported against Key Focus Areas in *He Takunetanga Rautaki 2018–2022: Strategic Intentions 2018–2022*. A summary of our achievements against the eight Key Focus Areas is available on pages 46–51.

Our vision of Thriving Whānau remains central to both the Key Focus Areas and the Blueprint for Strategic Impact under our new operating model. Te Puni Kōkiri will achieve this vision through providing policy and strategic advice to Government, investing in innovative initiatives, providing secondary advice to other agencies, and brokering relationships with iwi, hapū, whānau and Māori communities and government agencies. As we report on our five key functions, we also cover activities which fit under those eight Key Focus Areas from the Statement of Strategic Intentions.

The Ministers' Report in relation to non-departmental appropriations for the year ended 30 June 2020, Te Pōti Whanaketanga Māori | Vote Māori Development, reports much more fully on our investment work and should be regarded as a companion document to this report.

Blueprint for Strategic Impact

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Our strategic context

- 1 **Commencing a formal monitoring programme** to monitor the effectiveness of public sector agencies' strategies, policies and services in uplifting Māori wellbeing outcomes.
- 2 **Leading policy advice** on issues of specific importance to Māori.
- 3 **Providing targeted inter-departmental advice** on matters most likely to have a direct impact on wellbeing outcomes for whānau, hapū, iwi and Māori.
- 4 **Co-creating strategic advice** on system levers and frameworks that will lift the quality of the wider sector system performance for Māori.
- 5 **Brokering opportunities with whānau, hapū, iwi and Māori** through our regional footprint in areas that are specific priorities for government and providing core hub support for government agencies.
- 6 **Investing in innovative initiatives** that build the capacity and readiness of whānau and Māori communities to achieve their aspirations leading to intergenerational transformation.
- 7 **Transferring specialist advice and services to other agencies (over time)** – considering the impact of existing specialist advice and services and providing advice on the feasibility of transferring them to the appropriate agencies.

Why we exist

Our purpose

We are government's principal policy advisor on Māori wellbeing and development.

What we want to achieve

Our vision

Thriving whānau

When whānau are thriving, so do their communities, hapū, iwi and all of Aotearoa.



Source: Operating Model Blueprint | He mahi pai te oranga - June 2020



| Te Puni Kōkiri – 2019/20 Annual Report





Leading Policy Advice

We are the principal policy advisor to government and other agencies on strategic policy issues central to Māori wellbeing and development.

Our policy functions add value by:

- leading across the public sector to understand and prioritise issues, needs and opportunities impacting on Māori wellbeing and development
- providing credible, evidence-based advice that is anchored in the cultural context of Māori

- designing, applying and advising on te ao Māori and te Tiriti-based frameworks for policy
- linking the voice of Māori whānau into policy proposals and solution design.

A number of notable highlights are discussed below.

Leading the all-of-government response on Wai 262: Te Pae Tawhiti

Wai 262: Te Pae Tawhiti is a future-focused, whole-of-government response to issues raised through the Wai 262 claim and the Waitangi Tribunal report *Ko Aotearoa Tēnei*. The report considered who is entitled to make or participate in decisions affecting indigenous flora and fauna, the environment, Māori culture and taonga associated with Māori culture.

Since September 2019 Te Puni Kōkiri has led Crown coordination to implement a more integrated cross-agency approach to Wai 262 issues. We have trialled a kete approach, through which government agencies have been able to meet and support progress on Wai 262 issues in three areas:

- taonga works (including Māori digital issues and Māori data)
- taonga taiao and mātauranga Māori
- Māori interests at an international level.



Te Pae Tawhiti – Wai 262 is an opportunity to progress the visionary aspirations of the original claimants to protect, restore and enhance the taonga we have inherited for the wellbeing of future generations. Pictured here is Aroha Puketapu sharing her harakeke knowledge with her mokopuna Te Atamarie Taripo from the Puketapu whānau. Photo credit: Adrian Heke.

Wai 262: Te Pae Tawhiti will help unlock the economic, social and cultural potential of te ao Māori, strengthen the Māori-Crown relationship, and have a positive impact on trade relationships and New Zealand's international reputation.





Wāhine watching from the gallery at the reading of the Rua Kēnana Pardon Bill at Parliament in December 2019. Photo credit: Adrian Heke.

Te Pire kia Unuhia te Hara kai Runga i a Rua Kēnana | Rua Kēnana Pardon Act

The contribution of Te Puni Kōkiri to the development of the legislation was based on the use of existing high-trust relationships, understanding of the needs and aspirations of both Māori and the Crown, and planning, negotiation and collaboration that enabled mutually mana-enhancing engagement and outcomes.

The Act recognises in statute the 2017 agreement between the Crown and Ngā Toenga o Ngā Tamariki a Iharaira me ngā Uri o Maungapōhatu Charitable Trust, which provides:

- a summary of the circumstances around the 1916 invasion of Maungapōhatu
- Crown acknowledgements to the descendants of Rua Kēnana and the Iharaira Faith
- a Crown apology to the descendants of Rua Kēnana and Ngā Toenga o Ngā Tamariki a Iharaira (the followers of the Iharaira Faith)
- a pardon to Rua Kēnana for the conviction he sustained for moral resistance to arrest
- a declaration that restores the character, mana and reputation of Rua Kēnana, his uri (descendants), and Ngā Toenga o Ngā Tamariki a Iharaira.

Other highlights of sustaining relationship accords included:

Significant progress on the Ngaa Rauru Accord

The Crown and Ngaa Rauru made significant progress towards agreeing a revised relationship accord, with a proposed new name of Te Mata-o-te-Here: He Tatau Pouamu. This relationship accord, established in the Ngaa Rauru Deed of Settlement, provides a framework for a relationship between Ngaa Rauru and the Crown.

Buyout of the Taranaki Māori Trust Board annuity

In September 2019 an agreement was reached with the Taranaki Māori Trust Board to buy out all future payments of an annuity paid since 1930. The annuity was set up in 1930 on the recommendation of the Sim Commission as compensation for land confiscation in the Taranaki region. Te Puni Kōkiri has supported the Trust Board to achieve its aspirations of appropriate compensation for past inadequacies, while moving away from an inefficient structure that requires Crown oversight, to an organisation better suited to support the structure and work of a regional iwi body.



Tāmaki and Tāmaki ki te Tonga Māori wardens, at the turning of the soil to mark new direction for the whenua, for a 14-home papakāinga at Te Māhurehure Cultural Marae in central Auckland. Photo credit: Rawhitiroa Photography.

Modernising Māori Wardens

Māori Wardens Districts unanimously voted for a broad modernisation of their functions, and for increased operational autonomy, as a first step towards the realisation of full autonomy within five to seven years. The Māori Community Development (Māori Wardens) Amendment Bill is intended to be brought forward in the coming year, having been delayed in the 2019/20 legislative programme by the COVID-19 pandemic.

The intent is to bring a proposal for legislative change based on the Māori Warden modernisation options in the next year.

Exploring options for Māori Media Sector Shift

The focus of the Māori Media Sector Shift is to position the Māori media sector to remain relevant in playing its part in revitalising te reo Māori and Māori culture, as well as ensuring Māori perspectives reach a broad audience – particularly in a fast-changing digital landscape and with changing audience demand.

Te Puni Kōkiri has been developing options with the sector over the last two years. In June 2020 we supported consultation with Māori media on 11 options exploring in more tangible ways how that kind of shift could happen.

We expect these options to be further scoped and refined with Māori media and spectrum sector groups in the early part of 2020/21.



Planning for a fast-changing digital landscape and for changing audience demands is at the heart of options for the Māori Media Sector Shift. Photo credit: Adrian Heke.

Maihi Karauna – making it happen

In February 2019 the Prime Minister launched Maihi Karauna, the Crown’s Strategy for Māori Language Revitalisation 2019–2023. This is the Government’s commitment to Te Whare o te Reo Mauri Ora – supporting the conditions within society for te reo Māori to thrive as a living language.

As a convening agency for four of the priorities in Maihi Karauna, we lead and co-create strategic policy advice with other agencies supporting te reo Māori.



Hīkoi hei whakanui i Te Wiki o Te Reo Māori 2019, Kirikiriroa (Hamilton), September 2019. Photo credit: Rawhitiroa Photography, courtesy of Te Taura Whiri i Te Reo Māori.

In 2019/20 Te Puni Kōkiri focused on:

- supporting Te Taura Whiri i te Reo Māori in coordinating the implementation of the Maihi Karauna
- providing leadership of Te Whare o te Reo Mauri Ora with Te Mātāwai
- investing in local and national projects and events which complement community initiatives by Te Mātāwai (through its Maihi Māori) to restore te reo Māori as a nurturing first language within whānau and Māori communities.

The Maihi Karauna implementation plan is shared across government agencies and ministerial portfolios to better support increased te reo Māori usage.

Whenua Māori – Amendments to legislation

In 2019/20 Te Puni Kōkiri progressed the first tranche of changes to reform the legislative system for Māori land. The aim is for a regulatory environment that works better for land owners, their whānau and land entities such as Māori land trusts.

Te Ture Whenua Maori (Succession, Dispute Resolution, and Related Matters) Amendment Bill was introduced to Parliament in September 2019 (and passed in August 2020). The new Act will come into force on Waitangi Day, 6 February 2021, making it easier for whānau to succeed to, resolve disputes about and build housing on their whenua.

Other amendments support the efficient running of the Māori Land Court and enable the judiciary to provide more practical and effective solutions to whānau. Simplifying legal and process requirements for Māori land owners will save whānau time and money when dealing with the Māori Land Court.

Te Puni Kōkiri also worked closely with the Department of Internal Affairs, to support the introduction of the Local Government (Rating of Whenua Māori) Amendment Bill in February 2020. The proposed amendments address how Māori land is rated, recognising that Māori land rates are a common barrier to connection to, and development of, whenua.

Te Puni Kōkiri helped develop the COVID-19 Response (Requirements for Entities – Modifications and Exemptions) Act, which supports Māori governance entities under Te Ture Whenua Māori Act to operate effectively through pandemic restrictions.

Te Puni Kōkiri will continue to identify opportunities to address issues for land owners in the year ahead.



Rangatahi representatives from Te Puni Kōkiri at the Raranga.Tahi summit in December 2019. (L–R) Te Maia McKenzie, Te Mahara Swanson-Hall, Maia Te Koha, Tira Puketapu, and Moerangi Tetapuhi.

Raranga.Tahi implementation

Our targeted rangatahi policy approach developed in 2019, Raranga.Tahi, is ‘for rangatahi, by rangatahi, with rangatahi’.

In the last year we have put the approach into action, through:

- release of the *Rangatahi Māori Development and Leadership Insights Report*
- development of a set of focus areas for the leadership and development of rangatahi Māori
- support for the Raranga.Tahi regional workshop series and National Summit 2019, as a ‘first wave initiative’ of Maihi Karauna, the Crown Māori Language Strategy
- contribution to the Youth Plan 2020–2022 – a branching action plan of the Child and Youth Wellbeing Strategy
- a number of organisations engaged with the *Insights Report*, providing the team of rangatahi within Te Puni Kōkiri with the opportunity to share rangatahi perspectives and increase cross-government understanding of the needs of rangatahi Māori.

Supporting new knowledge-sharing behaviours

Te Puni Kōkiri contributes to the development of shared plans for managing data, research and programme evaluations within Te Whare o te Reo Mauri Ora.

The way in which data is sourced, used and understood is a critical issue for both Māori and the Crown. Te Puni Kōkiri leads the development of a shared data plan, working with Te Mātāwai and Te Taura Whiri o te Reo Māori, and with Statistics NZ Tatauranga Aotearoa.

Te Puni Kōkiri has a role in supporting community-led initiatives that support the revitalisation of te reo me ngā tikanga Māori. The COVID-19 pandemic restrictions meant many of the larger events planned for the first half of 2020 were unable to proceed. Other initiatives continued in a modified form, using online forums and wānanga.

Developing strategy to support Māori economic resilience

Te Puni Kōkiri is leading the Government’s policy response to support greater Māori economic resilience following the COVID-19 pandemic and through the recessionary period.

Work on a Māori Economic Resilience Strategy began in 2019/20, and will continue in the next year to develop a programme for consideration in Budget 2021. The overall intent is to focus government activity to support whānau, iwi, communities and Māori businesses to recover from the impact of COVID-19 and be better positioned to weather economic shocks in the future.

This means we need to create a more sustainable, resilient and inclusive economy for Māori. It will also have an impact on future Vote Māori Development investment strategies and priorities.

This case study illustrates our focus on strengthening the Crown relationship with Māori, and in supporting whānau, hapū and iwi to give voice to their experience to build understanding.

When Roimata Minhinnick (Ngāti Te Ata Waiohua) stood on Āwhitu Peninsula within his iwi boundary in July 2019, he was standing at the head of a delegation of Ngāti Te Ata who had come to breathe life into their history.

Āwhitu Peninsula is commonly known for the famed black-sand Karioitahi Beach and the Mānukau Heads Lighthouse.

But for the participants in He Haerenga Maumaharatanga, there were different landmarks in mind.

“Today we are here to visit a site where over 156 years ago, in 1863, colonial troops attacked a peaceful Āwhitu kāinga, that saw elderly women and children terrorised, and imprisoned elderly men,” Roimata said.

“It’s a site of significance because it is a part of the untold story of Ngāti Te Ata.”

He Haerenga Maumaharatanga was an opportunity for Ngāti Te Ata to tell their story, walk in the footsteps of their tūpuna and reflect on events that shaped their history.

Funded by Te Pūtake o te Riri, they developed and delivered a series of events to commemorate and document the story of Ngāti Te Ata in and leading up to the battle of Rangiriri Pā.

One of the challenges for the iwi was to bring together experiences and narratives along with research.

“We had a number of stories that had been handed down by tūpuna and we wanted to delve deeper and understand the impacts and wider issues that were affecting our iwi,” says Roimata.



The pou at Āwhitu Peninsula at the site which marks the kāinga that was attacked in 1863.

There were visits to five historical sites where events of significance happened for Ngāti Te Ata, from Te Ara Pūeru (Māngere mountain, Auckland) through to Rangiriri Pā. This was made possible through Te Puni Kōkiri investments and involvement in the kaupapa to encourage innovative initiatives that build the capacity and readiness of whānau and Māori communities to achieve their cultural and whānau aspirations.

Roimata says now is the right opportunity for the iwi to tell their story.

“To walk in the footsteps of our tūpuna and to be at the sites where there was involvement of our tūpuna and reflect on these historical events is humbling,” he said.

“These events are the perfect way for us to connect with our local communities and bring them together to share our history.”



Monitoring Māori Wellbeing Outcomes

Te Puni Kōkiri has a legislated monitoring function to assess the adequacy of services delivered to and for Māori.

As a result of the Government's wellbeing focus, Te Puni Kōkiri is refreshing its monitoring function, to provide state sector agencies with assurance and insights into their progress towards improving Māori wellbeing.

More generally, Te Puni Kōkiri is developing a variety of functions as part of the Operating Model Blueprint to provide insights and support better decision-making internally and across the public sector. These functions will be critical to supporting more evidence-based strategy, policy, and operational decision-making.



Te Puni Kōkiri Regional Advisor Shane Witehira relaxing with his irāmutu: Coban, Tate and Kyra. Shane has a background in youth development and is focusing on taiohi in his new role. Photo credit: Jade Ruka Grimwood.



Anaru Mill, the owner of HML – a public policy, management, analytics, and negotiation company – says economic resilience and personal health and wellbeing go hand in hand.

Monitoring approach takes form

The Government recognises that lifting wellbeing outcomes for whānau, hapū, iwi and Māori is a system responsibility. Te Puni Kōkiri worked, and will continue to work closely, with Te Arawhiti and Te Kawa Mataaho | Public Service Commission to lift public sector capability and performance for Māori.

A Cabinet paper ‘Refreshed Monitoring Approach of Te Puni Kōkiri’ was tabled at the Māori Crown Relations Committee in May 2020. The refreshed monitoring role is part of the Minister’s intent to position Te Puni Kōkiri for strategic impact.

During the year we completed a pilot monitoring review with the Ministry of Social Development. This was a largely productive exercise, with a number of lessons that are being integrated into the strategy being developed by the Public Service Commission, Te Arawhiti and Te Puni Kōkiri to build the capability of the public service to deliver better outcomes for Māori.

Progress on effective measures for Māori wellbeing

Te Puni Kōkiri consulted with other agencies on measuring Māori wellbeing. We are developing approaches to describing and measuring wellbeing

for Māori based on the indicators for which there is available government data. This work was slowed by the COVID-19 response and is expected to be completed in the 2020/21 financial year.

Building understanding of the impact of COVID-19

Te Puni Kōkiri is leading a data and analytics programme to help understand the potential impact of the COVID-19 pandemic response on Māori. This began in March 2020, with the first modelling provided in April, and an update in June 2020. It shows the potential impact of the COVID-19 response on Māori employment rates, and also a breakdown of the anticipated impact on regions, wāhine Māori and rangatahi.

This initial modelling helped to understand which industries would be most impacted (accommodation and food service, retail, and construction and manufacturing were prominent) and regions where Māori were at highest risk from job losses following the COVID-19 response. This understanding helped Te Puni Kōkiri prioritise its engagement across government and lead conversations about how best to respond to the challenges facing Māori. This work continues through the Te Puni Kōkiri Māori Economic Resilience Strategy.



Influencing and Supporting

Te Puni Kōkiri has an important role to play in influencing and supporting other public sector agencies to deliver outcomes for Māori. Te Puni Kōkiri does not possess the scale to deliver strategic impact on its own. Improving outcomes for Māori rests on collaboration and impact from across the system.

Supporting Māori and iwi data sovereignty

Te Puni Kōkiri has taken a lead policy advisory role on Māori and iwi data sovereignty, to guide the state sector and to influence systematic improvements to the Government's official statistics system. This has included work with Statistics NZ on data investment and defining Māori data sovereignty; with the Treasury on *He Kāhui Waiora: Living Standards Framework and He Ara Waiora*; with the Ministry of Business, Innovation and Employment on the collection of Māori business data; and with Ara Poutama Aotearoa (Department of Corrections) on developing performance measures and indicators for the department's strategy, Hōkai Rangi.

Te Puni Kōkiri policy advice focused on Māori and iwi data governance, effective engagement with Māori and iwi with respect to the design, collection and use of Māori data, active Māori participation, and agencies supporting initiatives that increase the capacity of iwi and Māori organisations who can use and interpret data.

Contributing to elimination of family and sexual violence

In 2019/20 Te Puni Kōkiri played a significant role providing a te ao Māori lens, and increasing data, insights and analytical capability to the Joint Venture Business Unit that is leading the all-of-government approach to eliminating family violence and sexual violence.

The experiences of COVID-19 have also reinforced the need for whānau-centred, Māori-led solutions to address the concerns of whānau Māori in this sector.

Expanding whānau-centred approaches to eliminating violence

Te Puni Kōkiri is also investing directly in developing whānau-centred approaches to the prevention of family and sexual violence. The exploration of whānau-centred family violence interventions, which began in 2018 with prototype programmes in the Waikato, Hutt Valley and Christchurch, was expanded to 14 new providers across six regions to address increased demand for support arising during the COVID-19 immediate response period. This is described in more detail in our Ministers' Report in relation to non-departmental appropriations.

This work helps build evidence on how effective strengths-based, whānau-centred approaches are for supporting whānau to live free from violence. Findings and insights will be made available to other agencies through the Whānau-centred Policy Tool to improve outcomes for Māori.



The introduction of the Te Ture Whenua Maori (Succession, Dispute Resolution, and Related Matters) Amendment Bill to Parliament (see page 25) capped off many months of work by a combined Te Puni Kōkiri and Ministry of Justice team. The new legislation will work better for land owners and their whānau, and is an example of Te Puni Kōkiri working with others to lift wellbeing outcomes for Māori. Members of the team are (from left to right) Stu Beresford and Anne Carter, Te Puni Kōkiri; Jodi Edwards and Grace Smit, Ministry of Justice; Anaru Smiler, Te Puni Kōkiri; Stephen Kerr, Ministry of Justice; and Jason Carpenter, Te Puni Kōkiri.

Responding to Mana Wāhine Kaupapa Inquiry

Te Puni Kōkiri is working across government to deliver on a new Crown approach to contemporary Treaty of Waitangi claims, as represented by the response to the Mana Wāhine Kaupapa Inquiry.

As co-lead agency, with the Ministry for Women, in the cross-government Crown response, Te Puni Kōkiri is well positioned to support improved outcomes for wāhine Māori. With the vision of Honouring the Mana of Wāhine Māori, the Crown's response aims to actively express its Treaty partnership role.

Applying te ao Māori lens to our trade relationships

Te Puni Kōkiri worked in partnership with four other government agencies to ensure there was a Māori development lens used in work to promote Māori exports, diversify the export economy and build indigenous relationships with other countries. We worked with the Ministry of Foreign Affairs and Trade, New Zealand Trade and Enterprise, the Ministry for Primary Industries and the Ministry of Business, Innovation and Employment.



Tairawhiti Pharmaceuticals is taking mānuka from Te Araroa to the world. It is important to protect the mānuka name globally, says Syd Clarke, as branding and Māori provenance stories can help build unique consumer value. Photo: Surveying newly planted mānuka plantation on East Cape.

Protecting the Māori mānuka name

CASE STUDY

This case study illustrates our focus on protecting mātauranga Māori at home and abroad, as a unique platform for sustainable improvement in whānau, hapū and iwi wellbeing.

Acknowledging the origin of mānuka and its long-held medicinal use by Māori is important in an international context, says founding director and shareholder of Tairawhiti Pharmaceuticals Syd Clarke.

His Te Araroa business on the East Cape of New Zealand has been processing mānuka oil for 30 years, and now exports to 14 countries for use in over-the-counter products, skincare, and cosmetics.

“Mānuka aroused our curiosity way, way back and we had research done showing its antiviral, antifungal, anti-inflammatory properties. Our main supply is from the wild as it grows in abundance in Te Araroa, and Ngāti Porou mānuka is different to others as it has a different chemotype,” Syd says.



In the same way Scotch Whisky is recognised as a product that is made in Scotland, Māori exporters have an interest in ensuring products such as mānuka honey are recognised as being from New Zealand. Therefore, Te Puni Kōkiri has directed its efforts towards providing inter-departmental advice on matters most likely to have a direct impact on wellbeing outcomes for whānau, hapū, iwi and Māori.

Te Puni Kōkiri partnered with the Ministry of Foreign Affairs and Trade to commission an assessment of Māori interests to inform European Union Free Trade Agreement negotiations. The BERL report identified a number of key issues of interest to Māori including the protection of traditional intellectual property.

In New Zealand, mānuka honey producers are continuing to fight to protect the mānuka brand and Syd says he is pleased they want to uphold its whakapapa.

“Mānuka’s certainly been used by our old people for a long time and, alongside the oil, we are in a collective of beekeepers that will create a honey factory in Ngāti Porou,” he says.

Te Puni Kōkiri Whenua Advisory Service supported Tairawhiti Pharmaceuticals with their successful 2020 Provincial Growth Fund application. It will see five whenua Māori blocks build their capability to develop their land with mānuka to produce oil.

“We’re now working with whānau Māori to plant on their whenua. We originally had about 14–15 staff, but, over time, expect to double the workforce.

“Not bad for a community the size of Te Araroa, with less than 500 people, and with the advent of our humble old mānuka,” Syd says.



Investing in Innovation

Te Puni Kōkiri invests in innovative services, programmes and capability for Māori, many of which are designed to expand over time to other public sector agencies.

Te Puni Kōkiri regional, investment and operations functions manage investment priorities and performance; maintain relationships and support engagement with, brokering and delivery of services to iwi, hapū and whānau; and develop and implement regional strategies and plans to improve Māori wellbeing and support development.

Our investment function adds value by:

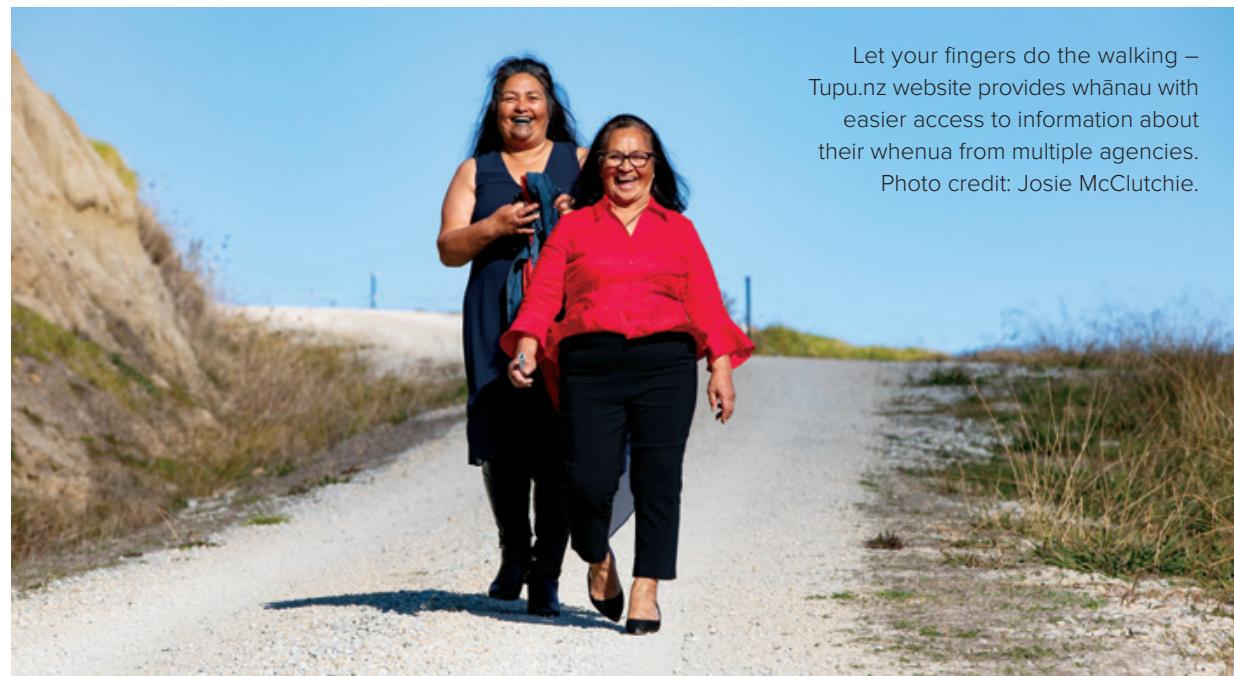
- supporting Te Puni Kōkiri to design policy and make investments that are grounded in lived experience for whānau
- investing in Māori capability and innovation to accelerate whānau, hapū and iwi development.



Piripi Jennings, General Manager Te Kaha Group. Te Kaha's kiwifruit enterprises are supporting aspirations for whānau, including connection to whenua and employment. Photo credit: Josie McClutchie.



Over the 2019/20 year, some of the notable programmes of work are discussed below.



Let your fingers do the walking –
Tupu.nz website provides whānau with
easier access to information about
their whenua from multiple agencies.
Photo credit: Josie McClutchie.

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Easier access to whenua-related data and information – Tupu.nz

In spite of a significant amount of information available about Māori land blocks, we know from land owners that they can find it difficult to identify, access and even understand the information available to them.

In February 2020 the Minister for Māori Development, Nanaia Mahuta, launched Tupu.nz, a website providing land owners with up-to-date information about their whenua provided by a

wide range of information partners, such as Land Information New Zealand and Crown research institutes.

Co-designed with Māori land owners, the site provides tools and resources to support land owners at the different stages of their whenua journey – from succeeding to their whenua, to establishing an ahuwhenua trust or understanding land-use options.

Addressing challenges and barriers for rangatahi

In 2019/20 the Māori Development Fund invested in more than 170 community-led initiatives to improve education and employment outcomes for rangatahi Māori in a range of ways, including the Taiohi Ararau, Pae Aronui, Te Aro o te Ha and Cadetships.

- **Pae Aronui** tests innovative approaches to enhance education and employment for Māori aged 15–25 years who are not in education, employment or training. It operates in South and West Auckland, Hamilton, Lower Hutt and Porirua.

The first group of programmes finished in April 2020, with more than 140 of the 240 rangatahi involved achieving employment results, and 90 reaching education goals. The programme continues with a second round starting July 2020, with an overall finish date of December 2021.

- **Taiohi Ararau** – Passport to Life extended its reach and focus in 2019/20. The initiative helps taiohi Māori in Tai Tokerau to gain essential skills (such as a driver's licence); this year the



Legacy Clarke (Ngāti Tūwharetoa) and Kortez Gomez (Waikato) learned vital skills from Vertical Horizons as part of the Pae Aronui programme for rangatahi not in education, employment or training.

programme was extended to include financial literacy and wealth creation guidance, and it also expanded to cover the Kaipara rohe. The programme delivery was interrupted by the restrictions of Alert Levels 3 and 4, so timeframes were extended.

- **Te Aro o te Ha** is continuing to trial holistic, community-led and whānau-centred approaches to support rangatahi along a pathway to further education or employment. It is delivered by Māori Warden groups already

working with rangatahi and their whānau to reduce truancy, and support re-engagement in learning and finding employment. The programme will continue in 2020/21 with a greater focus on employment outcomes.

- **Cadetships** received an increase in Budget 2019, from a programme supporting 150 places a year to one supporting at least 500 places across more sectors, with an emphasis on placing more wāhine Māori. The objectives were achieved in the 2019/20 programme, with more than 650 cadets placed with over 60 employers.

Supporting rangatahi wellbeing and resilience

The Rangatahi Suicide Prevention Fund supported 23 new initiatives and continued a further four initiatives during 2019/20. The Fund supports initiatives that increase rangatahi skills, knowledge, wellbeing and resilience to successfully navigate challenging life situations, which in turn will contribute to a reduction in rangatahi suicide.

Investing in housing to build wellbeing

Investment by Te Puni Kōkiri aims to provide long-term improvement in whānau wellbeing, by supporting communities to develop their own housing solutions and build their skills and knowledge – using housing as an anchor for community transformation.

It incorporates a trial of innovative models for home ownership, which is feeding into new cross-agency initiatives, and includes a range of partnerships within government.

Te Puni Kōkiri is investing in six communities to support a whānau-led community development approach where housing contributes to intergenerational wellbeing.

- **Tākou Bay (Te Tai Tokerau):** The community addressed community development focused on kāinga ora, infrastructure, hauora, marae development and mātauranga. Repairs on seven houses were completed with two more underway. Infrastructure work began on seven whenua Māori sites. Repair work, a formal apprenticeship and new jobs in the community provided work. Sorted Kāinga Ora workshops delivered by locally trained facilitators started seven whānau on the path to owning a home.

- **Papakura Marae (Tāmaki Makaurau):** Te Puni Kōkiri committed further funding for kaumātua flat development at Papakura Marae, as a co-investment with Auckland



Rayner Gilbert and Ben Taui at the opening of the first stage of Te Puna Wai Papakāinga Housing Project in Wainuiomata, September 2019. Photo credit: Adrian Heke.

- Council and Papakura Marae. A resource consent application was submitted prior to the COVID-19 restrictions.
- **Kāingaroa Village (Waikato Waiariki):** The community established a housing project group and focused on building the capability of village governance entities which had been largely inoperative. Condition assessments on 102 houses resulted in contracts to repair 88 homes (29 completed) through joint funding by Te Puni Kōkiri and Te Tumu Paeroa (see below). Oxidation ponds were desludged and funding sourced for repairing water infrastructure.
 - **Taumarunui/Te Kuiti (Te Tai Hauāuru):** Repairs were completed on 21 homes. Five new houses were completed across two sites in Taumarunui, with plans for a further three houses in 2020/21.
- **Raupunga (Ikaroa Rāwhiti):** A five-home papakāinga is under construction with infrastructure nearing completion, two houses on site and a further two due by November 2020. Local whānau contributed painting labour. Contracts are in place for repairs to five homes and a further 20 are to be repaired through joint funding by Te Puni Kōkiri and Te Tumu Paeroa (see below). Two Raupunga whānau, both qualified facilitators, delivered Sorted Kāinga Ora.
 - **Orangi Hapori o te Marae o Waitaha (Te Waipounamu):** A six-house papakāinga was 90 percent completed by the end of the financial year. Sorted Kāinga Ora programmes were run across four marae, and 35 houses were repaired, with another 23 in the 2020/21 pipeline. Rapaki and Rehua Marae received support for longer-term community development planning.

Trialling new pathways to home ownership

Te Ara Mauwhare: Pathways to Home Ownership is a set of trials established by Te Puni Kōkiri to identify and test innovative models to support low-to-medium income whānau Māori to move progressively towards home ownership – a range of rent-to-own and shared ownership agreements between whānau and rōpū.

The Ministry of Housing and Urban Development is developing a Progressive Home Ownership Fund, which incorporates a pathway for Māori and iwi. Te Puni Kōkiri and the rōpū involved in the Te Ara Mauwhare trials are working with the Ministry to incorporate learnings from the trials in the design of the Fund.

- **He Korowai Trust (Kaitaia):** Eight whānau moved into homes on Whare Ora papakāinga in October 2019. These surplus houses from Kāinga Ora – Homes and Communities (Kāinga Ora) were moved from Auckland and refurbished by students at the He Korowai trades training institute. Whānau have signed up to a rent-to-own agreement supporting purchase within 17 years.
- **Port Nicholson Block Settlement Trust (Wainuiomata):** Te Puni Kōkiri contributed to the equity in 15 homes on the Te Puna Wai papakāinga in Wainuiomata. Six whānau who have completed the Sorted Kāinga Ora programme have signed up to a rent-to-own model that can convert to shared equity – a model that responds to change in whānau finances in the COVID-19 era.
- **Te Tihi o Ruahine Whānau Ora Alliance (Papaioea):** The trial uses a bespoke rent-to-own agreement to enable 10 Kāinga Ora tenants to move towards home ownership within 10 years. Te Puni Kōkiri investment is combined with support from Kāinga Ora and supplementary funding from the Ministry of Housing and Urban Development.
- **Chatham Islands Housing Partnership Trust:** Five homes are being built as the first stage of the Sandstones papakāinga, on land gifted by the Chatham Islands Enterprise Trust. The trial involves a bespoke shared-ownership model that recognises that bank finance is not readily available on the Chatham Islands. Whānau are expected to achieve ownership after 10–20 years.
- **Te Taiwhenua o Heretaunga (Flaxmere):** This trial is of a proposed innovative whānau cooperative shared equity model. Development of these homes is dependent on progress with the Waingākau affordable housing development where the houses will be built. Initial investment in infrastructure for the Waingākau development will be recycled into the progressive home ownership model.



Wendy Johnson with her moko Bailee Johnson-Waerea in their kāinga in Whakatū, near Hastings, after repairs transformed their house to a warm, dry home.
Photo credit: Josie McClutchie.

Partnerships to support whānau housing

We have teamed up with Te Tumu Paeroa, the Māori Trustee, to support home repairs for whānau in Te Tai Tokerau and Te Tai Rāwhiti. The partnership resulted in more than \$2 million of additional investment into these communities to fund the repair of at least 49 whānau-owned homes.

Hastings place-based initiative

A partnership with the Ministry of Housing and Urban Development supports a ‘place-based’ initiative to repair 20 whānau-owned homes and build 22 affordable rental homes on papakāinga, as well as investment in infrastructure for at least 17 other house sites on whenua Māori.

Sorted Kāinga Ora

The Sorted Kāinga Ora programme, which supports whānau to build their financial capability, was rolled out across the motu in 2019/20 following a successful trial as part of Te Ara Mauwhare.

Supported by the Commission for Financial Capability, 109 facilitators across 55 rōpū have now been trained to deliver the programme. Te Puni Kōkiri supported these rōpū to deliver 33 programmes reaching at least 400 whānau members.

This case study illustrates the impact of Te Puni Kōkiri's focus on supporting communities to develop their own housing solutions and build their skills and knowledge – using housing as an anchor for community transformation.

Exchanging rental housing for home ownership will be a game-changer for 10 whānau moving into two urban papakāinga in Papaioea/Palmerston North.

Te Tihi o Ruahine Whānau Ora Alliance Charitable Trust (Te Tihi) is building the papakāinga as one of six trials under Te Ara Mauwhare: Pathways to Home Ownership initiative.

Te Tihi purchased surplus land from Kāinga Ora – Homes and Communities in 2019 and construction is underway at the first site.

Five whānau are preparing for the move, described by the Trust's chief executive, Materoa Mar, as an opportunity for intergenerational change they had not thought possible.

"It may have been three generations or more in whānau not owning homes so it's a significant step to provide secure housing for your tamariki and mokopuna into the future," says Materoa.

The whānau, all Kāinga Ora housing tenants, attended the Sorted Kāinga Ora programme to help build their financial capability.

Under the rent-to-own agreement they will pay rent to the Trust while building up their KiwiSaver accounts to enable them to access HomeStart grants and move towards home ownership within 10 years.

"Most have school-age children. They are realising their moemoeā (dreams), especially getting onto the pathway of sustainable wealth creation."

A joint project from its start in 2018, it has received Te Puni Kōkiri investment of \$1.695 million is combined with support from Kāinga Ora and funding of \$1.2 million from the Ministry of Housing and Urban Development.



Before site works began at this new urban papakāinga in Te Papaioea/Palmerston North, whānau occupiers gathered for the whakawātea whenua. Pictured: the whakatō mauri ceremony (placement of mauri or lifeforce represented by a kōhatu gifted and lead by mana whenua Rangitāne).

This model of government agencies working together echoes our intentions to create strategic advice on system levers and frameworks that will lift public sector systems for Māori. It is also reflected in the new Te Maihi o te Whare Māori – Māori and Iwi Housing Innovation (MAIHI) Partnerships Programme, a front door for housing partnerships with iwi and Māori.

"Being open to innovation and flexibility will be the key to success for home ownership. We need to keep pace with opportunities that are presented in the community," says Materoa.



Sustaining Local Relationships

The Te Puni Kōkiri local network provides us with the ability to sustain local relationships with iwi, hapū and whānau, to inform policy and service design, and to connect Māori with government agencies.

Te Puni Kōkiri regional, operations and investment functions help maintain relationships and support engagement with, brokering and delivery of services to iwi, hapū and whānau.

Our functions add value by:

- connecting government agencies with Māori in communities to broker solutions and partner for results – using our skills, and distinctive connections and relationships within and outside of government
- supporting Te Puni Kōkiri to design policy that is grounded in lived experience for whānau.



Rangiaohia Marae June 2020.

Photo credit: Simon P King.

Some notable programmes are outlined below.

Endorsement for Oranga Marae

The Oranga Marae programme, delivered jointly by Te Puni Kōkiri and the Department of Internal Affairs, was strongly endorsed in an independent evaluation in 2019/20.

The evaluation found the programme enabled marae to achieve some excellent results in the short term, including increased whānau engagement and connectivity, increased use and revitalisation of te reo, tikanga and mātauranga ā hapū ā iwi, increased intergenerational connections, increased pride, and enhanced financial, governance and technical capability, as well as completed builds and renovations.

A range of programme efficiencies were also identified in the evaluation, including support for marae to navigate the application process more easily, and the development of additional tools and resources. These changes will be implemented in the coming year.





Te Puni Kōkiri works collectively with whānau to promote their wellbeing, aspirations and opportunities.

Pictured: Hopkins whānau at Whanganui. Photo credit: Adrian Heke.

Kāinga Rua expansion into emergency preparedness on marae

The Kāinga Rua: Marae Resilience and Emergency Preparedness Programme extends the Oranga Marae programme. It supports marae to develop their capability and capacity to support emergency management preparedness and resilience, and sustainability initiatives in their local communities.

In 2019/20 we piloted three marae and community initiatives to develop their emergency preparedness and resilience.

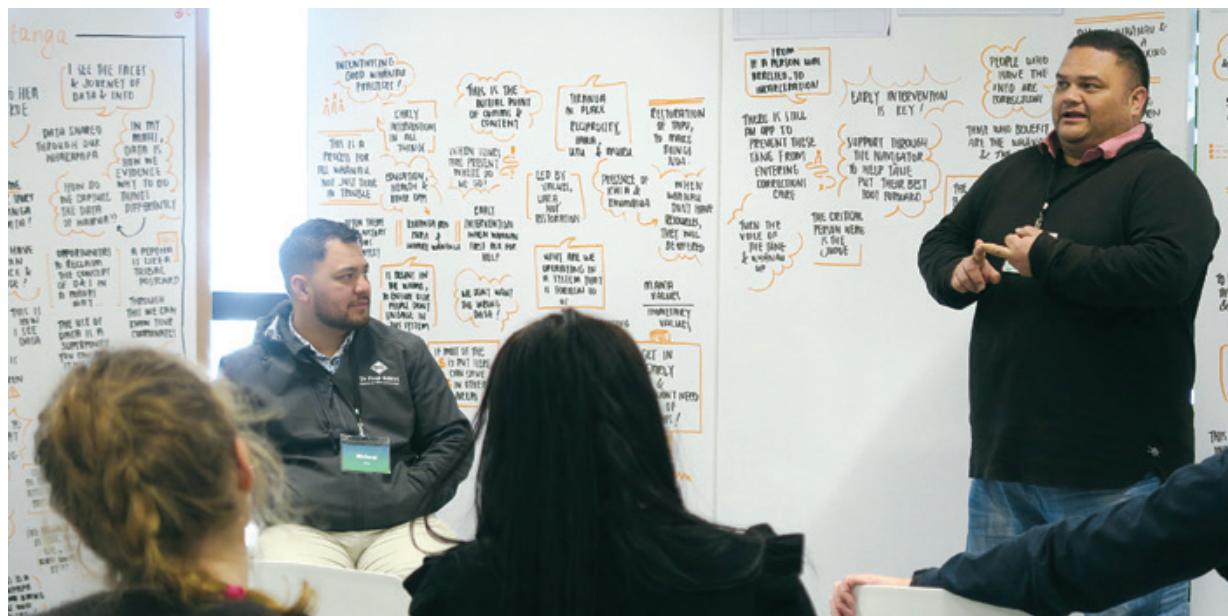
The pilot projects in Te Tai Tokerau, Whanganui and Te Waipounamu included investments in emergency preparedness planning and coordination, infrastructure such as generators, solar energy and water treatment, and marae/iwi organisations developing relationships with local Civil Defence and Emergency Management groups.

The experience gained in the pilot projects will inform the rollout of the programme in 2020/21.

Expanding Whānau Ora

Since its inception in 2010, Whānau Ora has instituted a whānau-led, strengths-based, holistic approach to improving wellbeing outcomes. As a result, it is responsive enough to impact on multiple wellbeing domains that are important to whānau.

In 2019/20 we have been focused on delivering on programmes commissioned by Government to act on recommendations of the 2018 review of Whānau Ora, Te Tipu Mātoro ki te Ao, extending the coverage and impact of the three Whānau Ora Commissioning Agencies: Te Pou Matakanā, Te Pūtahitanga o te Waipounamu, and Pasifika Futures, and to explore alternative approaches to commissioning.



Te Puni Kōkiri Kaitohu Tōmua, Ririwai Fox and Ara Poutama Aotearoa (Corrections) Case Manager Justin Edwards at a data wānanga for the initiative Paiheretia te Muka Tāngata – Uniting the Threads of Whānau. This interagency kaupapa aims to improve the wellbeing of whānau engaged in the Corrections system, thereby reducing reoffending. It will be initially piloted in Hawke's Bay and Northland with tāne Māori under 30. Photo credit: Tessa Hansen Cane, PwC.

Exploring alternative localised commissioning approaches

Localised commissioning for Whānau Ora involves partnering with hapū, iwi and communities to enable decision-making within local communities to support local outcomes and aspirations. Four trial sites were established during 2019/20, with Te Tihi o Ruahine Whānau Ora Alliance, Te Whare Maire O Tapuwae Charitable Trust, Huria Trust, and Raukawa Settlement Trust.

This work was affected by the COVID-19 pandemic, requiring adaptation and providing new opportunities. Te Puni Kōkiri supported the localised commissioning entities to adjust to their approach. At the same time, COVID-19 created an unintentional space for collaboration, with government, iwi, community providers, and whānau – as outlined at the start of this report, and in the Whānau Ora chapter of the Ministers' Report.

During the year we also began two related projects with other government agencies.

- **Paiheretia te Muka Tāngata – Uniting the Threads of Whānau:** A \$35 million investment over four years, in a multi-agency whānau-centred approach that aims to improve outcomes for Māori under 30 and their whānau engaged with the Corrections system.

One of the pilots based in Te Tai Tokerau needed to adapt to COVID-19 Alert Level restrictions while they completed the co-design process.

- **Improving health outcomes for Māori and Pacific whānau:** We worked closely with the Ministry of Health and the Ministry for Pacific Peoples to explore opportunities for innovative whānau-centred approaches to improving health outcomes.

Investment through the Whenua Māori Fund

In 2019/20, the Whenua Māori Fund invested \$2.699 million across 58 projects, on 341 land blocks representing more than 75,000 land owners.

Te Puni Kōkiri has extended a number of these projects affected by COVID-19, and \$1 million of the Whenua Māori Fund was reallocated to the pandemic response.



Te Maapi Simich-Pene (right) providing whenua advice at a community hui. Photo credit: Claire at Flash Gordon Photography.

Strong foundation for Whenua Māori Programme

Te Puni Kōkiri is funded to support whānau to live on, use and benefit from their Māori land.

In Budget 2019 Te Puni Kōkiri and the Ministry of Justice received \$56.1 million over four years, with \$32.6 million in operating funding to Te Puni Kōkiri to deliver the Whenua Māori Programme, a new approach to supporting Māori freehold land owners to achieve their aspirations to connect to and develop their whenua.

The integrated programme delivered with the Ministry of Justice includes:

- new on-the-ground services for land owners in three regions (Te Puni Kōkiri)
- a whenua knowledge hub and website (Te Puni Kōkiri)
- amendments to Te Ture Whenua Maori Act 1993 (Te Puni Kōkiri and Ministry of Justice)
- new and enhanced Māori Land Court services and technology (Ministry of Justice).

Programme operations were established in June 2019 and, one year on, the Whenua Māori Programme has built the foundations of a new model for whenua Māori that better addresses the needs of Māori freehold land owners.

Māori Business Growth

The Māori Business Growth programme is a specialist service targeting Māori small-to-medium enterprises that have a willingness and ability to grow. The programme is open to all Māori businesses and Māori entrepreneurs.

Over the 2019/20 year about 450 Māori businesses received information, advice and brokering relationship services to establish and grow their business. Fifty of those businesses received investment support, including 40 Māori businesses who received funding for individual specialist support and 11 that were funded to provide specialist services such as coaching and workshops to other Māori businesses.

A particular feature in 2019/20 was our partnership with New Zealand Trade and Enterprise (NZTE) to support scaling-up of Māori tech businesses. We provided investment to support their growth aspirations and worked closely with NZTE to assist with their attempts to attract private investment for the businesses.

Banking the difference

CASE STUDY

This case study illustrates our focus on enabling whānau to gain economics skills and knowledge to support sustainable enterprise, which builds intergenerational financial security and resilience, and empowers whānau to achieve their economic aspirations.

Māori-owned business Banqer Limited has created an award-winning financial literacy game that transforms the classroom into a mini economy, allowing students to simulate financial concepts such as earning interest, investing, and understanding risk, all online.

The Banqer game builds economics skills and knowledge, and has found its market growing this year, as the demand for online educational tools has increased during the COVID-19 restrictions.

Chief Executive Kendall Flutey (Ngāi Tahu, Ngāti Kahungunu) says the core of her business is ensuring tamariki have good financial literacy skills and knowledge.

“We all want the best possible future for the next generation,” says Kendall.

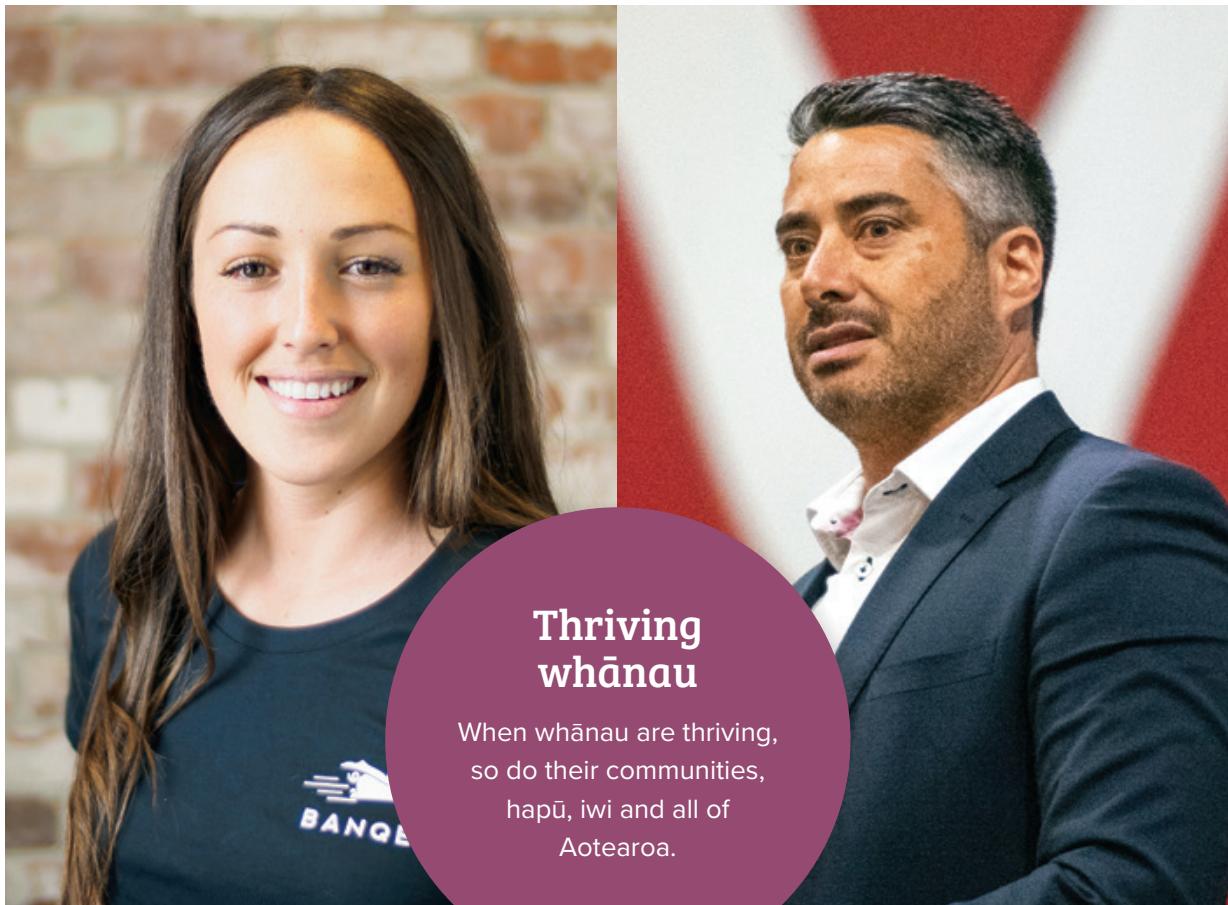
“Research shows developing financial capability from a young age and normalising it through their life will achieve better whānau security and resilience.

“We’ve supported over 100,000 students across Aotearoa and Australia since 2015 to learn about investments, interest and risk. Through it all we’ve learned a lot. At the core of what we do is preparing our kids and young adults for their financial future.”

Te Puni Kōkiri has supported this community venture over four years through our investment function aiming to increase innovative initiatives. We have supported the company during key strategic parts of the business growth in order to help grow their capability and access to opportunities as a sustainable Māori-owned enterprise achieving their own aspirations and supporting intergenerational transformation.



Students at Broadfield School outside Christchurch engaging with the financial literacy game. Photo credit: Banqer.



Thriving whānau

When whānau are thriving,
so do their communities,
hapū, iwi and all of
Aotearoa.



Key Focus Areas

The vision set for the 2019/20 work programme has supported our organisational goals to progress on-the-ground engagement, strengthening relationships and bringing the voices of whānau, hapū and iwi into policy. This section outlines the progress made against the goals set in *He Takunetanga Rautaki 2018–2022: Strategic Intentions 2018–2022*.

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Tūhonotanga ā-Tiriti

Our on-the-ground engagement strengthens relationships and brings the voices of whānau, hapū and iwi into policy.

47



Hapori Ora

Whānau are increasingly able to access whānau-centred services from the public sector.

47



Te Ao Māori

Increased levels of te reo Māori are spoken in Aotearoa New Zealand.

48



Aotearoa ki te Ao

Whānau, hapū and iwi are accessing trade opportunities. Mātauranga Māori is appropriately protected at home and abroad.

49



Ahuwhenua

Whānau are enabled to actively connect with and use their land for social, cultural and economic wellbeing.

50



Pakihi Ora

Whānau are enabled to grow their capability and access opportunities to develop sustainable enterprises.

50



Kāinga

More whānau live in safe secure and affordable homes as a basis for social and economic wellbeing.

51



Kaiārahi mō āpōpō

Rangatahi are better enabled to participate in leadership development opportunities and to participate in government.

51





Tūhonotanga ā-Tiriti

Desired Shift	<p>Our on-the-ground engagement strengthens relationships and brings the voices of whānau, hapū and iwi into policy.</p>
Achievements	<p>We advanced towards strengthening Māori-Crown relationships, increasing whānau, hapū and iwi strategic input and monitoring public sector performance for Māori.</p> <p>Strengthened approach to monitoring government agencies – refreshed our approach to our statutory monitoring of public sector services delivered to whānau, hapū and iwi by the public sector and completed a pilot monitoring review with the Ministry of Social Development.</p> <p>Rua Kēnana Pardon Act enactment signals the renewed Crown relationship with Māori.</p>



Hapori Ora

Desired Shift	<p>Our on-the-ground engagement strengthens relationships and brings the voices of whānau, hapū and iwi into policy.</p>
Achievements	<p>We contributed towards supporting other public agencies to adopt whānau-centred approaches, and supporting whānau, hapū and iwi to share their insights and influence public sector policy and programme delivery for Māori.</p> <p>Supported use of Whānau-centred Policy Tool across government, to help agencies take a whānau-centred approach to policy development, design, service delivery and contracting.</p> <p>Collaborated to expand Whānau Ora including exploring localised commissioning in four areas – testing whether we can improve outcomes by having commissioning entities closer to the communities they serve.</p> <p>Progressed Paiheretia te Muka Tāngata initiative in the Corrections system, through co-design of Hawke's Bay and Te Tai Tokerau pilots.</p> <p>Contributed to addressing family and sexual violence – brought Treaty analysis, whānau-centred policy advice and knowledge of whānau Māori needs to the all-of-government team addressing family and sexual violence.</p> <p>Advanced the modernisation of Māori Wardens – supporting implementation of approach agreed at the Māori Wardens National Conference.</p>



Desired Shift	<p>Increased levels of te reo Māori are spoken in Aotearoa New Zealand.</p>
	<p>Through this programme of work we progressed towards our goal of enhancing te reo Māori, reflecting our unique Māori-Crown relationship through policy and increasing the recognition of Māori knowledge and taonga by the public sector.</p> <p>Maihi Karauna implementation underway to deliver the Crown's Strategy for Māori Language Revitalisation 2019–2023.</p> <p>Raranga.Tahi 2019 hui brought the innovative ideas and voices of rangatahi into Maihi Karauna decision-making.</p> <p>Partnered with government agencies to build evidence of the effects of our shared language revitalisation efforts.</p> <p>Māori Media Sector Shift consultation on detailed options to position the Māori media sector to remain relevant in playing its part to revitalise te reo Māori and Māori culture, as well as ensuring Māori perspectives reach a broad audience.</p> <p>Oranga Marae evaluation demonstrated the value of continued investment in physical and cultural revitalisation of marae as centres of Māori identity and mātauranga.</p> <p>Kāinga Rua programme piloted three community initiatives to develop marae emergency preparedness and resilience.</p> <p>Sustained support for Te Pūtake o te Riri community initiatives.</p>



Aotearoa ki te Ao

Desired Shift	<p>Whānau, hapū and iwi are accessing trade opportunities, and mātauranga Māori is appropriately protected at home and abroad.</p> <p>We progressed towards ensuring mātauranga Māori is protected, knowledge and traditional practices maintain a unique platform for sustainable wealth and wellbeing, market access and international capability are enhanced through trade policy and fair trade agreements, and the global reputation of Aotearoa continues to grow through our international indigenous relationships.</p> <p>Free trade agreements: Te Puni Kōkiri worked in partnership with other agencies to ensure a Māori development lens was used to promote Māori exports, diversify the export economy and build indigenous relationships with other countries.</p>
Achievements	<p>Australia and Aotearoa New Zealand signed Indigenous Collaboration Arrangement – bringing the two countries' indigenous peoples and policymakers closer together to promote economic, social and cultural advancement.</p> <p>Planning for United Nations Declaration on the Rights of Indigenous Peoples – New Zealand is on track to be the first country in the world to develop and implement a plan to measure our progress in addressing indigenous rights and interests.</p> <p>Active in international forums – represented Aotearoa New Zealand in international discussions on rights of indigenous peoples, and hosted United Nations panel and special rapporteur visits here.</p> <p>Progressed Wai 262: Te Pae Tawhiti government response – coordinated a cross-agency approach, progressing Wai 262 issues in three areas: taonga works; taonga taiao and mātauranga Māori; and Māori interests at international level.</p>



Ahuwhenua

Desired Shift	<p>Whānau are enabled to actively connect with and use their land for social, cultural and economic wellbeing.</p>
Achievements	<p>We contributed towards our organisational goal of ensuring whānau are actively connecting with and developing their land for whānau wellbeing as well as using this approach to exemplify excellence in Māori land use.</p> <p>Whenua Māori Programme rolled out – supporting Māori freehold land owners to connect to, govern, use, develop and protect their whenua, through:</p> <ul style="list-style-type: none">● dedicated whenua advisory services● easier access to whenua information● simpler laws, regulations and processes. <p>Whenua Advisory Service supported land owners on the ground in Te Tai Tokerau, Waiaiiki and Te Tairāwhiti.</p> <p>Tupu.nz website launched – making information more accessible to land owners to support their decision-making about their whenua.</p> <p>COVID-19 economic impact reports published to support Māori land owners and Māori land entities to respond to the pandemic.</p> <p>Amendments to legislation to support whenua connection to and development of land introduced to Parliament.</p> <p>Whenua Māori Fund investment continued – supporting owners of Māori freehold land to prepare for projects on their whenua.</p>



Pakihi Ora

Desired Shift	<p>Whānau are enabled to grow their capability and access opportunities to develop sustainable enterprises.</p>
Achievements	<p>We supported whānau enterprises and Māori entities in their business pursuits by connecting them to a range of economic development opportunities, creating sustainable businesses and commencing work to leverage social procurement opportunities.</p> <p>Provided leadership to support economic resilience – developing a cross-government strategy to create a more resilient, sustainable and inclusive economy for Māori.</p> <p>Led a data and analytics programme to understand the potential impact of COVID-19 on Māori employment.</p> <p>Extended support for Māori business in response to pandemic effects – additional investment through New Zealand Māori Tourism and advisory support through Māori Business Growth programme.</p> <p>Ongoing specialist support for Māori small-to-medium enterprises – 450 businesses supported, including 50 funded to grow or deliver specialist services.</p>





Kāinga

Desired Shift

More whānau live in safe, secure and affordable homes as a basis for social and economic wellbeing.

We actively supported whānau to live in safe, secure and affordable homes, invested in housing for community development and whānau enterprise, and encouraged iwi and Māori to partner and invest in housing innovation and development.

Māori Housing Programme exceeded \$100 million milestone of total investment since starting in 2015.

We are partnering with other agencies to support more whānau into healthy and affordable homes, extending the value of our investment.

Extended Sorted Kāinga Ora programme to build whānau financial capability.

Achievements

Community development projects supported whānau to build community capability by linking housing, business development and whānau skills training.

In 2019/20 the Māori Housing Network approved 109 new projects that will support:

- assessments of 430 whānau homes for repair
- repairs to 523 whānau homes
- six rōpu capability-building projects
- 41 initiatives to increase whānau knowledge about housing issues
- 33 Sorted Kāinga Ora financial capability programmes
- 10 rōpū to determine the feasibility of their papakāinga
- building 41 new affordable rental homes on papakāinga
- infrastructure for 92 new homes for whānau on Māori land.

Te Ara Mauwhare demonstrated potential for innovation through trials that capture new ways to support whānau into home ownership.



Kaiārahi mō āpōpō

Desired Shift

Rangatahi skills, knowledge and experience fulfil rangatahi aspirations.

We were instrumental in supporting rangatahi to grow their skills, knowledge and experience, build resilience and confidence and engage in achievement through education, training and employment programmes and trials.

Achievements

Implemented Raranga Tahi, our targeted rangatahi policy approach.

Supported successful rangatahi summits as part of first wave of Maihi Karauna.

Cadetships programme expanded to cover more than 600 cadets.

Extended skills programmes for rangatahi not in employment, education or training.

Fast adaption by providers of rangatahi resilience programmes gave support to vulnerable youth in new ways in the COVID-19 restrictions.

Organisational Capability



Organisational Capability

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The capability, skills and knowledge of kaimahi (staff) 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. As we implement the new operating model to embed this shift, our mahi continues to be underpinned by a te ao Māori approach and our strong organisational values.

Our values

● 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 focused.

● Manaakitanga

We value people and relationships. We act with integrity and treat others with respect. We are caring, humble and tolerant. We are cooperative 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.

Positioning Te Puni Kōkiri for strategic impact

Te Puni Kōkiri vision

Thriving whānau

When whānau are thriving, so do their communities, hapū, iwi and all of Aotearoa.

To lift our focus, and that of the wider state sector, on increasing Māori wellbeing and supporting whānau to thrive, Te Puni Kōkiri has been working to shift our focus and ways of working.

Strengthening governance and leadership arrangements

During 2019/20 Te Puni Kōkiri reviewed its governance and accountability arrangements, including making changes to the Executive Leadership Team and increasing the focus on collective accountability for key strategic decisions.

The Executive Leadership Team sets the strategic direction for Te Puni Kōkiri, ensures the organisation has the resources to deliver on those strategies and goals, and monitors performance. During the financial year, we welcomed a new Chief of Staff to support the management of the Office of the Secretary and strategic leadership, and a new Hautū (Deputy Secretary) Policy Partnerships. In August 2020 Te Puni Kōkiri welcomed a new Hautū (Deputy Secretary) Regional Partnerships and Operations.

Designing an operating model

In 2019/20 Te Puni Kōkiri introduced a new operating model to empower the organisation to deliver greater strategic impact. The operating model targets shifts in the way we work across six key areas:

- **Focused and strategic** – focused on high-impact mahi with a clear strategy and priorities for Māori wellbeing and development
- **Evidence based** – building a strong evidence base about what works for Māori and what historically has not, that is shared across the public sector
- **Teaming up** – internally and with our partners, building collective knowledge and experience and brokering community level co-design, investment and engagement
- **Te ao Māori lens** – te ao Māori underpins our work, with a specific focus on developing and applying a te ao Māori framework for policy
- **Innovative** – in our approach to investments, opportunities and designing solutions, lifting Māori wellbeing and development

- **Influencing the system** – influencing the wider public sector to lift performance on Māori wellbeing.

Aligning our structure

Implementing the operating model has seen significant shifts in our focus, underpinned by work to align our capability:

- **A formal monitoring function** was re-established with a three-fold focus on monitoring Māori wellbeing outcomes, reviewing the effectiveness of agencies' policies, programmes and services for Māori, and working with the State Services Commission and Te Arawhiti to lift the effectiveness and performance of state sector capability and performance
- **Strengthening and enhancing the policy function** to best serve our role as the principal policy advisor to the Government on Māori outcomes – including introducing new policy director roles and improving our evidence base
- **Improving the alignment of the investment and regional partnerships puni** to amplify the voice of whānau, create a more flexible framework for investment, and increase the focus on innovation
- **Strengthening the strategy and governance focus**, providing line of sight from priorities to action and performance.



Implementing the Child and Youth Wellbeing Strategy

The Child and Youth Wellbeing Strategy, led by the Prime Minister, has wide-reaching system change aspirations to improve the lives of tamariki, rangatahi and their whānau.

As the principal advisor to Government on Māori outcomes, Te Puni Kōkiri has a key role in the strategy. Our enhanced policy capability and the re-established monitoring function ensure that we will be well positioned to support its implementation.

Six outcomes are sought for children and young people: they are loved, safe and nurtured; they have what they need; they are happy and healthy; they are learning and developing; they are accepted, respected and connected; and they are involved and empowered. These outcomes align well with the Te Puni Kōkiri vision of Thriving Whānau.

This financial year, we continued to work with other government agencies to promulgate whānau-centred approaches to policy development and service delivery.

Progress on other initiatives which are directly linked to the Child and Youth Wellbeing Strategy is reported on under Delivering our Mahi:

- Expansion of Whānau Ora
- Paiheretia te Muka Tāngata initiative
- Maihi Karauna
- Papakāinga development
- Programmes for young people not in education, employment or training.

Vulnerable Children Act 2014

The Vulnerable Children Act 2014 staff guidelines inform staff on how to deal with incidents that cause them concern, including reporting guidelines, and outline the support mechanisms available to staff.

All entities and organisations that Te Puni Kōkiri contracts with for the provision of community programmes and initiatives that involve children or young people must have a current Child Protection Policy. This requirement is reviewed as part of the due diligence process for all contracts.

Responding to the unexpected

The 2019/20 year brought unexpected challenges and unforeseen events. Our strong organisational systems and processes, a focus on ensuring the wellbeing, health and safety of kaimahi, and providing development opportunities for kaimahi have positioned Te Puni Kōkiri well to meet these challenges, including through the COVID-19 Alert Levels.

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 following an emergency. This includes involvement in the immediate, medium-term and long-term response and recovery process. Te Puni Kōkiri is also an emergency welfare services support agency.

In 2019/20 there has been a significant increase in our involvement in emergency management responses – both planning for and responding to a range of events.

Preparedness

Te Puni Kōkiri has worked closely with the Department of the Prime Minister and Cabinet on a range of policy and strategy initiatives to improve the engagement of iwi and Māori organisations in emergency management responses. This includes:

- input into CDEM legislative changes, the National Disaster Resilience Strategy and review of the Coordinated Incident Management System
- input and advice on the national response and recovery leadership training programme
- working with CDEM Group leadership forums
- designing and developing the Kāinga Rua: Marae Resilience and Emergency Preparedness Programme, an extension of the wider Oranga Marae programme.

Over the past year we have also updated our Pandemic Response Planning and developed a specific Business Critical Functions Plan and Recovery Strategy to respond to the ongoing COVID-19 pandemic.

Emergency management responses

While the response to the COVID-19 pandemic has been the most visible and intensive emergency management response coordinated during the financial year, Te Puni Kōkiri has played a role in responding to a variety of different situations.

This includes responding to the eruption at Whakaari/White Island in December 2019, and the Southland floods and the Northland drought in February 2020. The Whakaari/White Island event saw an incredible response from staff based in the Waikato-Waiau region, who activated in support of the response led by Te Rūnanga o Ngāti Awa.

COVID-19

Te Puni Kōkiri has played a key role in the all-of-government response to COVID-19. We moved quickly to ensure iwi and Māori organisations were supported to meet the needs of their communities, utilised our regional networks to provide real-time insights into community needs, and tailored advice to ensure the needs of whānau remained at the forefront of the response and recovery effort.

This included active involvement in the National Welfare Coordination Group and the National Caring for Our Communities Governance Group, and ongoing involvement in regional groups. Staff were seconded to the all-of-government response, including the National Crisis Management Centre, Ministry of Health and reserve call centre.

Our preparedness planning and business continuity plans meant that staff were able to transition seamlessly into remote working arrangements, with new IT tools and software supporting staff to remain connected to their teams and continue providing services, including finance and payroll systems, as close to normal as possible. Our Property Team worked to ensure we met national guidelines for the safe reopening of our offices during Alert Levels 2 and 1.

We actively monitored staff wellbeing during the response period, with ongoing communication and tailored advice about remote working practices, including virtual workstation assessments, and managing competing demands from whānau and mahi.

The Emergency Management Team continues to actively monitor the ongoing response to COVID-19 as the pandemic continues to accelerate globally. A COVID-19 Resurgence Plan has been developed to ensure the organisation is well placed to respond to a range of potential scenarios relating to new outbreaks at a local, regional or national level. The recovery and rebuild phases of the response will require a dedicated focus over the coming years.



Managing risks

Audit and Risk Management Committee

The independent Audit and Risk Management Committee provides advice and insights to the Secretary for Māori Development on risk management, the effectiveness of internal controls, assurance, performance reporting and governance. The committee comprises of four independent members, including the Chair. The Committee meets with the Secretary for Māori Development or designate on a quarterly basis along with other key stakeholders.

Risk Management Framework

The 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.

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 and jargon-free way that actively considers and applies te ao Māori and tikanga.

Increasing awareness of the value of risk management

With increasing staff awareness of the value of risk management and its linkage to the achievement of goals and objectives, there has been a heightened demand for advice and support to puni, cross-puni and cross-agency groups on a range of programmes and kaupapa.

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. In the next year, we will explore health and safety governance arrangements, including reviewing the Central Health and Safety Committee and strengthening worker representation.

Raising the profile of health and safety

In September 2019 we launched an organisational Health and Safety Communications Strategy, focused on raising kaimahi awareness of health and safety and what they need to do to keep themselves and others healthy and safe at work. A health and safety week in February 2020 involved activities to promote the importance of health and safety and the role kaimahi have.

In October 2019 we surveyed kaimahi about their experience of health and safety at Te Puni Kōkiri, what is working well and where we need to improve. The SafePlus online survey will be repeated annually.

Supporting the health and safety development needs of kaimahi

In April 2020 we launched a training programme aimed at increasing awareness of health and safety and the training opportunities available. This enables kaimahi to plan and prioritise their health and safety development needs. It will help shape a safer workplace by ensuring kaimahi have the skills and knowledge to keep themselves and their colleagues safe. The opportunities range from first aid to de-escalation and mental health training.

The training programme is supported by the re-launch of two health and safety e-learning modules. One for managers was also launched in early July 2020, focusing on managers' specific responsibilities.

Focusing on keeping kaimahi safe

We support our strong focus on keeping kaimahi safe by ensuring that health, safety and security are integrated into the reconfiguration and relocation of sites as part of the ongoing property programme. During the last year, improvements included installation of front-of-house duress alarms and additional security cameras in

some sites. As outlined earlier, we also actively monitored the health and wellbeing of staff during the initial COVID-19 response.

Improving our health and safety reporting

In September 2019 our paper-based system for reporting health and safety incidents was replaced with the Safe365 mobile phone app. The app makes it easier and faster for kaimahi to report health and safety incidents, and it captures higher-quality and more comprehensive health and safety data. The app also offers other features, such as a risk and hazard reporting tool.

Building on our progress

Over the next year, we will deliver a wide range of initiatives to further improve organisational health, safety and security, including:

- completing front-of-house safety and security risk assessments at our biggest sites
- exploring the feasibility of mobile duress alarms for some regional staff
- reviewing and updating Te Puni Kōkiri emergency procedures
- developing guidelines for locking down sites in response to a threat that may cause harm to kaimahi, manuhiri or tenants
- building stronger organisational health and safety performance through improved capability, governance and worker representation.



Improving systems and processes



Information Systems Strategic Plan

Our plan focuses on continuous enhancement of our systems to ensure they are agile, mobile, digitally efficient and innovative, so that we:

- work more efficiently in the community
- embrace te ao Māori in system design
- develop a systems thinking approach rather than a function-specific approach
- facilitate the transfer of data to information and knowledge
- provide a comprehensive toolkit to support our people.



Implementing a new Investment and Contract Management System

to streamline the processes for investment and procurement at Te Puni Kōkiri.

During 2019/20 the development of the new system was completed, and training materials prepared. The new centralised system will reduce the amount of administration for kaimahi, kaitono and suppliers, allowing more time to be spent on the mahi that enables whānau to thrive.



Seamless delivery of Services

In March 2020 we rolled out the Microsoft Teams application to all staff. This supported staff to work effectively and collaboratively from home during the COVID-19 restrictions, provided secure video conferencing, and allowed staff to remain connected to their teams.

Our IT, finance and payroll platforms ensured core services functioned effectively via remote connections.



Enhancing and strengthening Risk Management across the organisation

through an innovative and engaging e-learning module utilising te ao Māori and tikanga and a narrative approach, to build knowledge of risk management and apply this in daily work.

Other new learning modules released during 2019/20 include new health and safety learning modules for staff and tailored training for managers.

Staff learning and development

Ngā Taumata Tiketike is a staff development and recognition programme that supports staff to develop new skills or pursue further academic study, acknowledges staff for their great mahi, and

provides a way to share ideas on how we could do things better.

The programme has seven categories, which have been inspired by the seven sisters of Matariki.



WAIPUNA-A-RANGI

He whakawhiwhinga taonga ki te tangata

INDIVIDUAL RECOGNITION



MATARIKI

Ngā tohu a te Toihautū

CHIEF EXECUTIVE AWARDS



URU-A-RANGI

Whakapakari kaimahi

STAFF DEVELOPMENT FUND



TUPU-A-NUKU

Whakaritenga mahi ikeike

CONTINUOUS SERVICE RECOGNITION



WAITĀ

Whakanuia te auaha o te tangata

IDEA BOX



WAITĪ

Whakanuia te mahi a te puni

TEAM RECOGNITION



TUPU-A-RANGI

Whakanuia ngā kaupapa kahurangi

RECOGNISING SIGNIFICANT PERSONAL EVENTS

During 2019/20 the Whakapakari Kaimahi (Staff Development Fund) supported staff to:

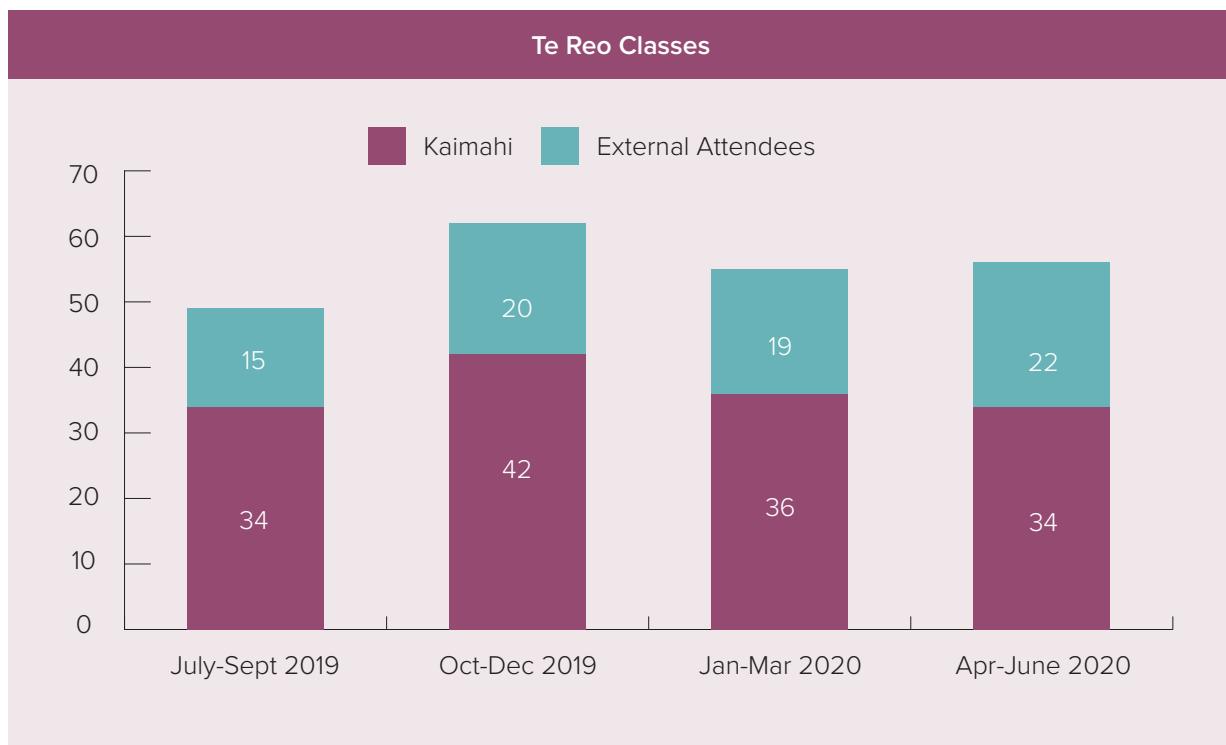
- begin, continue or complete bachelor or post-graduate qualifications
- attend international conferences such as the Australia and New Zealand School of Government (ANZSOG) Indigenous Affairs Conference, the World Bank Conference on Land and Poverty, and the International Association for Emergency Managers
- achieve personal aspirations and develop leadership skills through development programmes.

Te Ahikāroa o Te Reo Māori

Te Ahikāroa o Te Reo Māori, the Māori language strategy of Te Puni Kōkiri, has a goal of 80 percent of staff using mostly te reo Māori by 2040. The strategy, introduced in 2019, aims to build a culture and community within the organisation in which te reo Māori flourishes. This includes the establishment of dedicated areas within some of our offices where only te reo is spoken.

Attendance at the weekly te reo classes remained steady throughout the year. During the remote working period, classes were delivered online to maintain momentum and maintain a sense of community. Classes are open to all staff and to external people.





Diversity and inclusion

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.

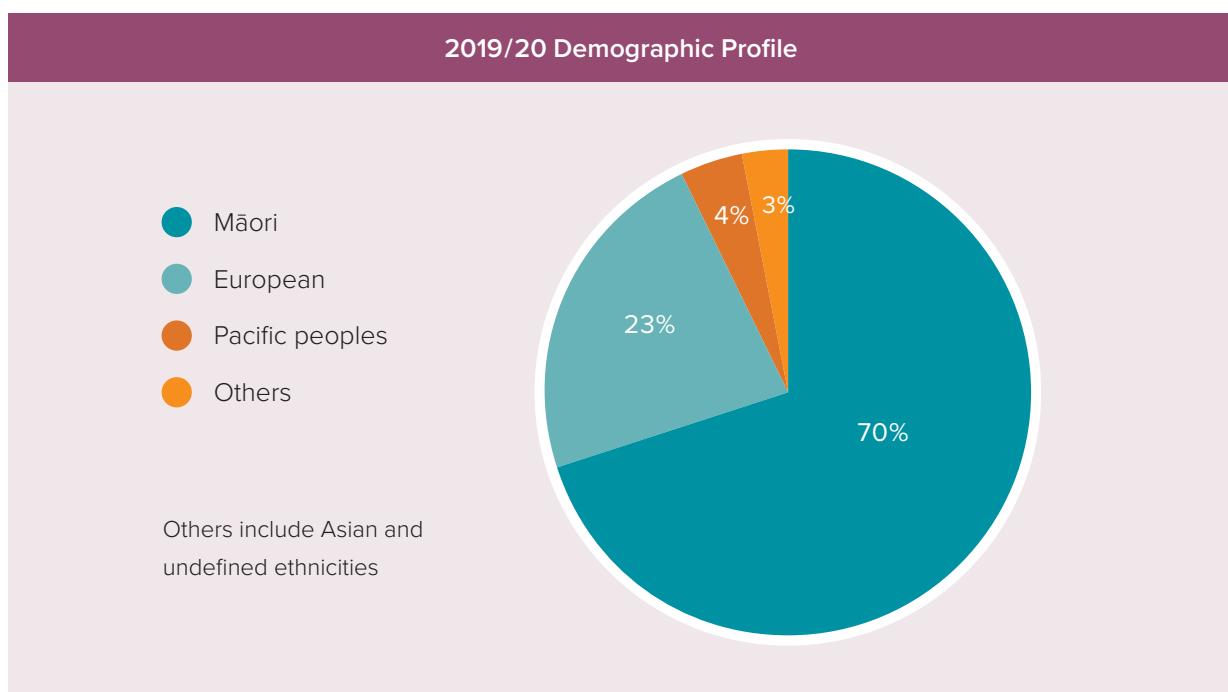
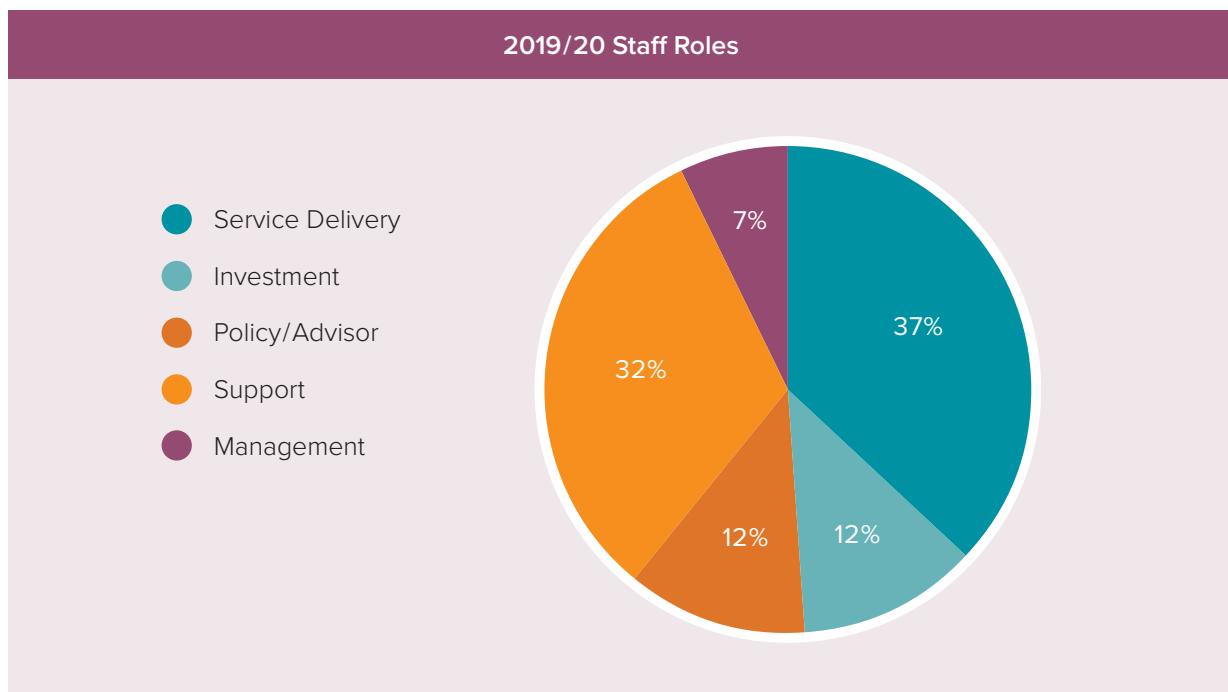
Through our Hoa Mahi Experience (People Capability Strategy) we have developed a diversity and inclusion strategy focused on removing barriers and supporting a diverse workforce with a range of life experiences, particularly in relation to te ao Māori. We are a signatory to the Accessibility Charter, ensuring that our websites meet the New Zealand Government Web Accessibility Standard and the Web Usability Standard. We support the intentions of the Panel Pledge, increasing diversity on panels across the public sector.

Full accessibility for people with disabilities is a core criterion for assessment of new or remodelled office space, in compliance with Government Property Group guidelines.

Over the coming year we will work to identify how we give effect to the Public Service Commission Papa Pounamu priority commitments in relation to diversity and inclusion within the Te Puni Kōkiri context.

Workforce profile (30 June 2020)

As at 30 June 2020, Te Puni Kōkiri employed 349 permanent and fixed-term staff across a range of delivery areas.



Level	Female	Male	Māori	Disability
Senior Management	40% (2 of 5)	60% (3 of 5)	40% (2 of 5)	20% (1 of 5)
Middle Management	65% (15 of 23)	35% (8 of 23)	57% (13 of 23)	9% (2 of 23)
General Staff	67% (215 of 321)	33% (106 of 321)	72% (230 of 321)	10% (31 of 321)
Total (as at 30 June 2020)	66% (232 of 349)	34% (117 of 349)	70% (245 of 349)	10% (34 of 349)

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 13.1 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.

Statement of Service Performance

Statement of Service Performance

65

This section outlines the performance of Te Puni Kōkiri and meets the requirements of the Public Finance Act 1989.

Te Puni Kōkiri 2019/20 service performance results are arranged by appropriation (as detailed in the *Estimates of Appropriations 2019/20 – Vote Māori Development*) and are outlined in this section of the Annual Report.

Appropriations reported against in this section are listed below:

66 Kaupapa Whakamaumahara Pakanga Whenua Māori
(Māori Land War Commemorations)

67 Ngā Ratonga mō ngā Kaipupuri Whenua Māori
(Services for Māori Land Owners)

68 Whakapakari Kaupapa Whānau Ora
(Whānau Ora Commissioning Approach)

69 Te Puni Kōkiri Utunga Haupū Rawa
(Te Puni Kōkiri – Capital Expenditure)

70 Hauora me te Oranga Māori
(Māori Health and Wellbeing)

71 Takatūtanga me ngā Haumitanga ā-rohe
(Regional Engagement and Investment)

73 Tohutohu Kaupapa Here me ngā Huanga Patata
(Policy Advice and Related Outputs Appropriation)

76 Whanaketanga Ōhanga Māori
(Māori Economic Development)

For detailed COVID-19 response, refer to Pages 10 to 13.

Kaupapa Whakamaumahara Pakanga Whenua Māori

(Māori Land War Commemorations)

Scope

This appropriation is limited to support for commemorations relating to the Māori land wars.

Purpose

This appropriation is intended to achieve effective support for activities relating to the Māori land wars, including design, consultation, management, publicity and delivery of commemorative events.

Expenditure

Expenditure incurred against this appropriation for the 2019/20 financial year is summarised in the following table:

Actual 2019 \$000		Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Supp. Estimates 2020 \$000
1,192	Revenue Crown	995	1,000	1,033
986	Less expenditure	966	1,000	1,033
206	Surplus (Deficit)	29	-	-

Performance reporting

Achievement against our performance reporting requirements for the 2019/20 financial year is summarised in the following table:

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
100%	All contracts in place meet relevant funding guidelines for Māori Land War Commemorations.	100%	100%



Ngā Ratonga mō ngā Kaipupuri Whenua Māori

(Services for Māori Land Owners)

67

Scope

This appropriation is limited to the design, establishment and ongoing delivery of services for owners of Māori land, as defined by the Te Ture Whenua Maori Act 1993, and Māori reserve land.

Purpose

This appropriation is intended to achieve effective Māori land utilisation through the provision of services to owners of land.

Expenditure

Expenditure incurred against this appropriation for the 2019/20 financial year is summarised in the following table:

Actual 2019 \$000		Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Supp. Estimates 2020 \$000
7,430	Revenue Crown	12,193	2,190	13,356
6,553	Less expenditure	11,838	2,190	13,356
877	Surplus (Deficit)	355	-	-

Performance reporting

Achievement against our performance reporting requirements for the 2019/20 financial year is summarised in the following table:

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
Achieved	Design of services for Māori land owners meets relevant investment priorities and focus areas.	Achieved	Achieved

Whakapakari Kaupapa Whānau Ora

(Whānau Ora Commissioning Approach)

68

Scope

This appropriation is limited to activities associated with developing, implementing, administering and evaluating the Whānau Ora commissioning approach.

Purpose

This appropriation is intended to provide support to non-governmental Commissioning Agencies in their delivery of Whānau Ora, including:

- support and contract management for three non-governmental Whānau Ora Commissioning Agencies
- research and evaluation of the Whānau Ora approach.

Expenditure

Expenditure incurred against this appropriation for the 2019/20 financial year is summarised in the following table:

Actual 2019 \$000		Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Supp. Estimates 2020 \$000
4,546	Revenue Crown	10,002	9,926	9,765
-	Other revenue	-	2	2
4,546	Total Revenue	10,002	9,928	9,767
4,493	Less expenditure	9,711	9,928	9,767
53	Surplus (Deficit)	291	-	-

Performance reporting

Achievement against our performance reporting requirements for the 2019/20 financial year is summarised in the following table:

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
3 plans	Negotiate and agree an annual investment plan with each Commissioning Agency.	3 plans	3 plans
All quarterly reviews undertaken	Quarterly review of Commissioning Agency performance reports, to ensure compliance with agreed investment plan targets.	All quarterly reviews undertaken	Quarterly reviews
New measure	The satisfaction of the Minister for Whānau Ora with the advice provided will be assessed through the Ministerial Satisfaction Survey.	4.9	3.5 or above
66%	The satisfaction of the Minister for Whānau Ora with the advice provided will be assessed through the Ministerial Satisfaction Survey.	Not applicable	Expired



Te Puni Kōkiri Utunga Haupū Rawa

(Te Puni Kōkiri – Capital Expenditure)

Scope

This appropriation is limited to the purchase or development of assets by and for the use of Te Puni Kōkiri, as authorised by section 24(l) of the Public Finance Act 1989.

Purpose

This appropriation is intended to achieve the renewal, replacement and upgrade of assets to support the delivery of services by Te Puni Kōkiri.

Expenditure

Expenditure incurred against this appropriation for the 2019/20 financial year is summarised in the following table:

Actual 2019 \$000		Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Supp. Estimates 2020 \$000
2,394	Total capital expenditure	2,698	2,738	3,283
2,394	Total Appropriation	2,698	2,738	3,283

Performance reporting

Achievement against our performance reporting requirements for the 2019/20 financial year is summarised in the following table:

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
100%	Expenditure is in accordance with Te Puni Kōkiri Capital Expenditure Plan.	100%	100%

Hauora me te Oranga Māori

(Māori Health and Wellbeing)

70

Scope

The single overarching purpose of this appropriation is to support the physical and mental wellbeing of Māori.

Purpose

This appropriation is intended to achieve support for iwi, hapū and Māori to live healthy lifestyles and to confidently participate in te ao Māori, as well as to support Māori suicide prevention services and whānau-centred family violence interventions.

Expenditure

Expenditure incurred against this appropriation for the 2019/20 financial year is summarised in the following table:

Actual 2019 \$000		Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Supp. Estimates 2020 \$000
Expenditure				
2,000	Rangatahi Māori Suicide Prevention	2,203	2,500	2,324
1,030	Whānau-centred Family Violence Interventions	2,954	2,975	2,975
3,585	Moving the Māori Nation – supporting Māori	2,149	2,167	2,167
6,615	Total Expenditure	7,306	7,642	7,466

MCA performance reporting

The overall performance of this appropriation will be assessed by the achievement of the Moving the Māori Nation category performance measure outlined below.

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
New measure	Rangatahi Māori Suicide Prevention: number of participants in programme activities.	3,755	More than 5,000
100%	All contracts meet the focus and priority areas of the appropriation.	100%	100%

Rangatahi Māori Suicide Prevention Fund

The majority of Rangatahi Suicide Prevention Fund programmes are carried out through kanohi ki te kanohi interactions. Due to the COVID-19 Alert Level restrictions, a number of these programmes were varied to include online delivery, a COVID-19-focused response, or further time to complete the programme after lockdown. Due to these variations, programme delivery will continue from July 2020 onwards and higher numbers of rangatahi are likely to be reached through online delivery.



Takatūtanga me ngā Haumitanga ā-rohe

(Regional Engagement and Investment)

71

Scope

The single overarching purpose of this appropriation is to facilitate a flow of resources from the Crown to Māori and a two-way flow of information between the Crown and Māori.

Purpose

This appropriation is intended to achieve positive engagement between the Crown and Māori through brokerage, coordination and facilitation that focus on the strengthening of relationships between the Crown and iwi, hapū and whānau Māori.

It is also designed to deliver and manage community investment programmes including, but not limited to: the Māori Development Fund, the Māori Housing Network and the Te Ture Whenua Fund.

Expenditure

Expenditure incurred against this appropriation for the 2019/20 financial year is summarised in the following table:

Actual 2019 \$000		Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Sup. Estimates 2020 \$000
	Revenue from Crown			
19,452	Takatūtanga ā-rohe (Regional Engagement)	23,313	22,801	20,893
16,167	Haumitanga ā-rohe (Regional Investment)	16,466	16,274	17,570
35,619	Total Revenue from Crown	39,779	39,075	38,463
	Revenue from Other			
-	Takatūtanga ā-rohe (Regional Engagement)	-	28	205
1,482	Haumitanga ā-rohe (Regional Investment)	1,281	821	1,240
1,482	Total Revenue from Other	1,281	849	1,445
37,101	Total Revenue	41,060	39,924	39,908
	Expenditure			
17,394	Takatūtanga ā-rohe (Regional Engagement)	22,635	22,829	21,098
19,384	Haumitanga ā-rohe (Regional Investment)	17,268	17,095	18,810
36,778	Total Expenditure	39,903	39,924	39,908
323	Surplus (Deficit)	1,157	-	-

MCA performance reporting

The overall performance of this appropriation will be assessed by reaching or exceeding the Ministerial Satisfaction Score received on support provided during regional visits, as outlined in the regional engagement section of the table below.

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
	Regional Investment		
New measure	A strategic investment approach is in place to provide an overarching framework to support investment decisions at a national and regional level and guide system improvements.	Achieved	Achieved
New measure	Regional investments align with a priority identified in each region's Regional Investment Plan, ensuring investment is targeted strategically.	81%	80% or above
688	Number of community investment funding arrangements in place.	815	450-650
4	The Minister for Māori Development receives quarterly updates on the status of investment funds.	3	4
Achieved	A strategic investment approach is in place to guide whānau-centred community developments.	Not applicable	Expired
Achieved	Regional Integrated Investment Plans are in place to guide a whānau-centred community investment approach.	Not applicable	Expired
	Regional Engagement		
28	The number of days of regional visits by Government Ministers supported by the Ministry.	16	8-12
New measure	Survey rating by the Minister for Māori Development on regional support provided.	4	3.5 or above
85%	Percentage of stakeholders who report being satisfied or very satisfied with the level of engagement of regional staff (based on a survey with a scale of 1-10). ¹	85%	70% or above
85%	Survey rating by the Minister for Māori Development on regional support provided for engagement of regional staff (based on a survey with a scale of 1-10).	Not applicable	Expired

Investment fund updates

Quarter three reporting of investment funds through the Pūrongo Iwa Tekau Rā | 90-day report to the Minister was deferred due to prioritisation of critical work functions during the lockdown. Updates on specific funds continued to be provided to the Minister for quarter three through other reporting mechanisms. Our quarter four report to the Minister covered activities and updates on all investment funds over the six months ending June 2020.

¹ The results were calculated based on selecting the following categories rather than a scale of 1-10:
Very satisfied, Satisfied, Neither satisfied or dissatisfied, Dissatisfied, Very dissatisfied.



Tohutohu Kaupapa Here me ngā Huanga Patata

(Policy Advice and Related Outputs)

73

Scope

The single overarching purpose of this multi-class appropriation is to provide policy advice and other support to Ministers in discharging their policy decision-making and other portfolio responsibilities.

Purpose

This appropriation is intended to achieve effective policy advice and other support to Ministers in discharging their decision-making and other portfolio responsibilities in relation to Māori, which include achieving:

- Policy – Māori Development – Māori development policy advice that: protects, sustains and grows Māori reo, taonga, mātauranga and tikanga; sustainably grows and develops Māori resources; and enables Māori to acquire new skills and knowledge.
- Policy – Crown-Māori Relationships – stronger connectivity and understanding between Māori and the Crown.
- Ministerial Servicing – provision of timely and high-quality advice to Ministers, enabling them to discharge their portfolio responsibilities.

Expenditure

Expenditure incurred against this appropriation for the 2019/20 financial year is summarised in the following table:

Continued...

Expenditure (Continued...)

Actual 2019 \$000		Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Supp. Estimates 2020 \$000
	Revenue from Crown			
11,097	Kaupapa Here – Whanaketanga Māori (Policy – Māori Development)	9,574	10,976	10,022
4,692	Kaupapa Here – Whanaungatanga Karauna Māori (Policy – Crown-Māori Relationships)	5,901	4,611	5,808
3,949	Ratonga Tautoko Minita (Ministerial Servicing)	3,969	2,484	3,966
19,738	Total Revenue from Crown	19,444	18,071	19,796
-	Revenue from Other	-	4	115
19,738	Total Revenue	19,444	18,075	19,911
	Expenditure			
10,789	Kaupapa Here – Whanaketanga Māori (Policy – Māori Development)	9,296	10,977	10,023
5,017	Kaupapa Here – Whanaungatanga Karauna Māori (Policy – Crown-Māori Relationships)	5,727	4,613	5,836
3,918	Ratonga Tautoko Minita (Ministerial Servicing)	3,854	2,485	4,052
19,724	Total Expenditure	18,877	18,075	19,911
14	Surplus (Deficit)	567	-	-

MCA performance reporting

The overall performance of this appropriation will be assessed by reaching or exceeding the Ministerial Satisfaction Score outlined in the table below.

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
	Policy – Māori Development Policy – Crown-Māori Relationships		
New measure	Technical quality of policy advice papers assessed by a survey.	3.5	3.5 or above
New measure	The satisfaction of the Minister for Māori Development with the advice provided will be assessed through the Ministerial Policy Satisfaction Survey.	3.1	3.5 or above
72%	Technical quality of policy advice papers assessed by a survey.	Not applicable	Expired
49%	Ministerial Satisfaction Score.	Not applicable	Expired
\$157	Total cost per output per hour.	Not applicable	Expired
	Ministerial Servicing		
97%	Parliamentary questions timeframes met.	100%	95% or above
100%	Ministerial Official Information Act request timeframes met.	98%	95% or above
82%	Other ministerial correspondence timeframes met.	86%	95% or above

Other Ministerial correspondence²

During 2019/20 the volume for other ministerial correspondence totalled 238 (a 28 percent increase from last year). The Ministry has had a continuous improvement focus on ministerial correspondence timeliness and has seen a year-on-year improvement, (increasing from 82 percent in 2018/19). The implementation of the new operating model, with a focus on improved capability, governance and processes, is expected to continue this work to meet expected targets.

² Other ministerial correspondence refers only to ministerial letters.

Whanaketanga Ōhanga Māori

(Māori Economic Development)

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Scope

The single overarching purpose of this multi-class appropriation is to promote Māori economic development.

Purpose

This appropriation is intended to achieve support for Māori digital technology development initiatives and to support progress towards Māori sustainably growing and developing their resources.

Expenditure

Expenditure incurred against this appropriation for the 2019/20 financial year is summarised in the following table:

Actual 2019 \$000		Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Supp. Estimates 2020 \$000
	Expenditure			
4,160	Whakapakari, Whakatairanga Tāpoi Māori (Strengthening and Promoting Māori Tourism)	5,160	4,160	5,160
4,272	Tahua Whanaketanga Hangarau Māori (Māori Digital Technology Development Fund)	792	7,500	797
8,432	Total Expenditure	5,952	11,660	5,957

MCA Performance

The overall performance of this multi-class appropriation will be assessed by the achievement of the Māori Digital Technology Development Fund performance measure outlined in the table below.

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
100%	All Māori Digital Technology Development Fund agreements in place align with one of the fund priorities	100%	100%



Financial Statements

For the year ended 30 June 2020

Statement of Responsibility

For the year ended 30 June 2020

I am responsible, as Secretary for Māori Development of Te Puni Kōkiri (the Ministry), for:

- the preparation of the Ministry's financial statements, and statements of expenses and capital expenditure, and for the judgments expressed in them
- having in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting
- ensuring that end-of-year performance information on each appropriation administered by the Ministry is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this annual report
- the accuracy of any end-of-year performance information prepared by the Ministry, whether or not that information is included in the annual report.

In my opinion:

- the financial statements fairly reflect the financial position of the Ministry as at 30 June 2020 and its operations for the year ended on that date
- the forecast financial statements fairly reflect the forecast financial position of the Ministry as at 30 June 2021 and its operations for the year ending on that date.



Dave Samuels

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

11 November 2020



Independent Auditor's Report

To the readers of Te Puni Kōkiri's annual report for the year ended 30 June 2020

The Auditor-General is the auditor of Te Puni Kōkiri (the Ministry). The Auditor-General has appointed me, Ajay Sharma, using the staff and resources of Audit New Zealand, to carry out, on his behalf, the audit of:

- the financial statements of the Ministry on pages 84 to 113, that comprise the statement of financial position, statement of the Ministry's commitments, statement of contingent assets and liabilities as at 30 June 2020, the statement of comprehensive revenue and expense, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information;
- the performance information prepared by the Ministry for the year ended 30 June 2020 on pages 47 to 51 and 65 to 76;
- the statements of expenses and capital expenditure against appropriations of the Ministry for the year ended 30 June 2020 on pages 121 to 127; and
- the schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown on pages 115 to 120 that comprise:
 - the schedules of assets; liabilities; commitments; and contingent assets and liabilities as at 30 June 2020;
 - the schedules of expenses; and revenue and receipts for the year ended 30 June 2020; and
 - the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- the financial statements of the Ministry on pages 84 to 113:
 - present fairly, in all material respects:
 - its financial position as at 30 June 2020; and
 - its financial performance and cash flows for the year ended on that date; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- the performance information of the Ministry on pages 47 to 51 and 65 to 76:
 - presents fairly, in all material respects, for the year ended 30 June 2020:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred compared with the appropriated or forecast expenses or capital expenditure; and
 - complies with generally accepted accounting practice in New Zealand.
- the statements of expenses and capital expenditure against appropriations of the Ministry on pages 121 to 127 are presented fairly, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.

- the schedules of non-departmental activities which are managed by the Ministry on behalf of the Crown on pages 115 to 120 present fairly, in all material respects, in accordance with the Treasury Instructions:
 - the assets; liabilities; commitments; and contingent assets and liabilities as at 30 June 2020; and
 - expenses and revenue and receipts for the year ended 30 June 2020.

Our audit was completed on 11 November 2020. This is the date at which our opinion is expressed.

The basis for our opinion is explained below and we draw your attention to the impact of COVID-19 on the Ministry and the activities it manages on behalf of the Crown. In addition, we outline the responsibilities of the Secretary for Māori Development and our responsibilities relating to the information to be audited, we comment on other information, and we explain our independence.

Emphasis of matter – Impact of Covid-19

Without modifying our opinion, we draw your attention to the disclosures about the impact of COVID-19 on the Ministry as set out in note 19 to the financial statements, note 2 to the schedule of non-departmental activities and pages 65, 70 and 72 of the performance information.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Secretary for Māori Development for the information to be audited

The Secretary for Māori Development is responsible on behalf of the Ministry for preparing:

- financial statements that present fairly the Ministry's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand;
- performance information that presents fairly what has been achieved with each appropriation, the expenditure incurred as compared with expenditure expected to be incurred, and that complies with generally accepted accounting practice in New Zealand;
- statements of expenses and capital expenditure against appropriations of the Ministry, that are presented fairly, in accordance with the requirements of the Public Finance Act 1989; and
- schedules of non-departmental activities, in accordance with the Treasury Instructions, that present fairly those activities managed by the Ministry on behalf of the Crown.

The Secretary for Māori Development is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.



In preparing the information to be audited, the Secretary for Māori Development is responsible on behalf of the Ministry for assessing the Ministry's ability to continue as a going concern. The Secretary for Māori Development is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Ministry, or there is no realistic alternative but to do so.

The Secretary for Māori Development's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to the Ministry's Strategic Intentions 2018-2022, Estimates of Appropriations as updated in the Supplementary Estimates of Appropriations 2019/20 and Addition to the Supplementary

Estimates of Appropriations 2019/20, and the 2019/20 forecast financial figures included in the Ministry's 2018/19 Annual Report.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary for Māori Development.
- We evaluate the appropriateness of the reported performance information within the Ministry's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Secretary for Māori Development

and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Ministry's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Ministry to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Secretary for Māori Development regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Secretary for Māori Development is responsible for the other information. The other information comprises the information included on pages 5 to 44 and 53 to 63 but does not include the information we audited, and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Ministry in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1 (Revised): Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in the Ministry.



Ajay Sharma

*Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand*



Financial Statements – Departmental

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Statement of comprehensive revenue and expense

for the year ended 30 June 2020

Actual 2019 \$000		Note	Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Forecast 2021 \$000
REVENUE					
68,525	Revenue Crown		82,413	70,262	87,537
2,398	Other revenue	2	3,016	855	807
70,923	Total revenue		85,429	71,117	88,344
EXPENSES					
36,302	Personnel costs	3	42,773	32,771	42,841
31,330	Other operating expenses	4	38,292	36,267	43,091
1,199	Depreciation and amortisation	7,8	1,500	1,429	1,762
619	Capital charge	13	466	650	650
69,450	Total expenses		83,031	71,117	88,344
1,473	Operating surplus		2,398	-	-
1,473	Total comprehensive revenue and expense		2,398	-	-

Explanations of major variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.



Statement of financial position

as at 30 June 2020

Actual 2019 \$000	Note	Unaudited 2020 \$000	Budget 2020 \$000	Unaudited 2021 \$000	
		Actual 2020 \$000			
ASSETS					
<i>Current assets</i>					
8,304	Cash and cash equivalents	5	12,709	19,887	
2,879	Debtor Crown		2,879	-	
583	Debtors and other receivables	6	824	222	
483	Prepayments		498	175	
12,249	Total current assets		16,910	20,284	
4,868	Total non-current assets		6,039	5,434	
17,117	Total assets		22,949	25,718	
LIABILITIES					
<i>Current liabilities</i>					
5,333	Creditors and other payables	9	7,630	15,034	
1,473	Return of operating surplus	12	2,398	-	
2,310	Employee entitlements	11	3,104	2,000	
64	Provision for restructure	10	1,275	-	
9,180	Total current liabilities		14,407	17,034	
314	Total non-current liabilities		316	460	
9,494	Total liabilities		14,723	17,494	
7,623	Net assets		8,226	8,224	
EQUITY					
7,623	Taxpayers' funds	14	8,226	8,537	
7,623	Total equity		8,226	8,537	

Explanations of major variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Statement of changes in equity

for the year ended 30 June 2020

Actual 2019 \$000	Note	Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Forecast 2021 \$000
10,323	Balance at 1 July	7,623	7,921	8,224
1,473	Total comprehensive revenue and expenses	2,398	-	-
(1,473)	Return of operating surplus to the Crown	(2,398)	-	-
1,000	Capital injection	14	603	303
(3,700)	Capital withdrawal	14	-	-
7,623	Balance as at 30 June	8,226	8,224	8,537

Explanations of major variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.



Statement of cash flows

for the year ended 30 June 2020

Actual 2019 \$000		Unaudited	Unaudited	
		Actual 2020 \$000	Budget 2020 \$000	Forecast 2021 \$000
CASH FLOWS FROM OPERATING ACTIVITIES				
66,022	Receipts from revenue Crown	82,413	70,262	87,537
1,168	Receipts from third parties	3,043	247	199
1,325	Other receipts	359	608	608
(30,551)	Payments to suppliers	(36,854)	(34,095)	(42,497)
(36,521)	Payments to employees	(40,776)	(32,771)	(42,771)
(619)	Payments for capital charge	(466)	(650)	(650)
(186)	Goods and services tax (net)	189	(212)	(188)
638	Net cash from operating activities	7,908	3,389	2,238
CASH FLOWS FROM INVESTING ACTIVITIES				
-	Receipts from sale of property, plant and equipment	66	-	-
(2,394)	Purchase of property, plant and equipment	(1,940)	(2,038)	(3,037)
-	Purchase of intangible assets	(759)	(150)	(150)
(2,394)	Net cash from investing activities	(2,633)	(2,188)	(3,187)
CASH FLOWS FROM FINANCING ACTIVITIES				
(5,198)	Repayment of surplus to the Crown	(1,473)	-	-
1,000	Capital injection	603	303	313
(3,700)	Capital withdrawal	-	-	-
(7,898)	Net cash from financing activities	(870)	303	313
(9,654)	Net (decrease)/increase in cash	4,405	1,504	(636)
17,958	Opening cash and cash equivalents	8,304	18,383	12,709
8,304	Closing cash and cash equivalents	12,709	19,887	12,073

Explanations of major variances against budget are detailed in note 17.

The accompanying notes form part of these financial statements.

Reconciliation of cash flows (Continued)

for the year ended 30 June 2020

Reconciliation of the net surplus cash flow from operating activities

Actual 2019 \$000		Actual 2020 \$000
1,473	Total comprehensive revenue and expense	2,398
	ADD/(DEDUCT) NON-CASH ITEMS	
1,199	Depreciation and amortisation	1,500
	ADD/(DEDUCT) ITEMS CLASSIFIED AS INVESTING ACTIVITIES	
29	(Gain)/loss on disposal of property, plant and equipment	(36)
	ADD/(DEDUCT) MOVEMENTS IN STATEMENT OF FINANCIAL POSITION	
	Add/(deduct) movements in working capital items	
(3,011)	Decrease/(increase) in debtors and receivables	256
1,301	Increase/(decrease) in creditors and payables	1,783
(482)	Increase/(decrease) in provision for restructure	1,211
129	Increase/(decrease) in employee entitlements	796
638	Net cash flows from operating activities	7,908

The accompanying notes form part of these financial statements.



Statement of Departmental commitments

as at 30 June 2020

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Actual 2019 \$000	Actual 2020 \$000
NON-CANCELABLE OPERATING COMMITMENT LEASES AS A LESSEE	
<i>The future aggregate minimum lease payments to be paid under non-cancellable operating leases</i>	
3,502 Not later than one year	3,638
12,604 Later than one year and not later than five years	13,176
5,004 Later than five years	2,823
21,110 Total non-cancellable operating lease commitments as a lessee	19,637
21,110 Total commitments	19,637

Non-cancellable operating leases as a lessee

The Ministry leases property, plant and equipment in the normal course of its business for premises across New Zealand. These lease amounts are disclosed as future commitments based on the current rental rates extrapolated to out-years. The non-cancellable leasing period for these leases varies.

The Ministry's non-cancellable operating leases have varying terms, escalation clauses and renewal rights. There are no restrictions placed on the Ministry by any of its leasing arrangements.

Capital commitments

Capital commitments are the cumulative amount of capital expenditure where the Ministry entered into a contract for acquisition of property, plant and equipment and intangible assets that have not been paid for or not recognised as a liability as at the financial year-end.

Cancellable capital commitments are reported at the lower of the remaining contractual commitment or the early exit costs that are explicit in the exit clause of the agreement.

As at 30 June 2020, the Ministry had nil capital commitments (2018/19: nil).

Lease commitments as lessor

During the year ended 30 June 2020, the Ministry leased office space to seven other organisations. The total minimum future sublease payments expected to be received under non-cancellable subleases at balance date is \$1.822 million (2018/19: \$1.814 million) and is broken down as follows:

The accompanying notes form part of these financial statements.

Statement of departmental commitments (Continued)

as at 30 June 2020

Actual 2019 \$000	Actual 2020 \$000
NON-CANCELABLE OPERATING COMMITMENT LEASES AS A LESSOR	
<i>The future aggregate minimum lease payments to be paid under non-cancellable operating leases as a lessor</i>	
302 Not later than one year	450
956 Later than one year and not later than five years	1,040
556 Later than five years	332
1,814 Total non-cancellable operating lease commitments as a lessor	1,822

Statement of contingent assets and liabilities

as at 30 June 2020

Quantifiable and non-quantifiable contingent assets

As at 30 June 2020, the Ministry had nil quantifiable and non-quantifiable contingent assets (2018/19: nil).

Quantifiable and non-quantifiable contingent liabilities

As at 30 June 2020, the Ministry had one contingent liability relating to an employment issue and personal grievance (2018/19: one).

The Ministry had nil unquantifiable contingent liabilities (2018/19: nil).

Employment issues and personal grievances

On occasion, employment issues or personal grievances arise. The Ministry works within its policies to resolve all issues raised in good faith. Where it's not possible, a mediated settlement may be agreed.

The accompanying notes form part of these financial statements.



Notes to the financial statements

BASIS OF REPORTING

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1. Statement of accounting policies

Reporting entity

Te Puni Kōkiri (“The Ministry”) is a Government Department as defined by section 2 of the Public Finance Act (PFA) 1989 and is domiciled in New Zealand.

Te Puni Kōkiri was established under the Ministry of Māori Development Act 1991 to improve outcomes for Māori. The Ministry has strong connections within Māori communities through whānau, hapū and iwi and other government agencies to generate trusted partnerships.

The Ministry does not operate to make a financial return and is also regarded as a Public Benefit Entity (PBE) for the purposes of complying with New Zealand generally accepted accounting practice (NZ GAAP).

Te Puni Kōkiri also reports on the non-departmental (Crown) activities which it administers.

Reporting period

The reporting period for these financial statements is the year ended 30 June 2020, with comparative figures for the year ended 30 June 2019. The financial statements were authorised for issue by the Secretary for Māori Development on 11 November 2020.

Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the year.

Statement of compliance

The financial statements comply with the requirements of the PFA 1989, which includes the requirement to comply with NZ GAAP and Treasury Instructions. These financial statements have been prepared in accordance with, and comply with, Tier 1 PBE International Public Sector Accounting Standards (PBE IPSAS).

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000).

Measurement base

The financial statements have been prepared on a historical cost basis, adjusted by the valuation of long service leave liability.

Standards issued and not yet effective

Standards and amendments issued but not yet effective that have not been early adopted, and which are relevant to the Ministry, are:

STANDARDS	CHANGES/SCOPE
Amendment to PBE IPSAS 2 Statement of Cash Flows	An amendment to PBE IPSAS 2 Statement of Cash Flows requires entities to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes. This amendment is effective for annual periods beginning on or after 1 January 2021, with early application permitted. The Ministry does not intend to early adopt the amendment.

1. Statement of accounting policies

Standards issued and not yet effective (Continued)

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STANDARDS	CHANGES/SCOPE
Financial Instruments PBE IPSAS 41 Financial Instruments	The XRB issued PBE IPSAS 41 Financial Instruments in March 2019. This standard supersedes PBE IFRS 9 Financial Instruments, which was issued as an interim standard. It is effective for reporting periods beginning on or after 1 January 2022. Although the Ministry has not assessed the effect of the new standard, it does not expect any significant changes as the requirements are similar to PBE IFRS 9.
Impairment of revalued assets Exposure Draft 57 Impairment of Revalued Assets	The new scope includes revalued property, plant and equipment into the impairment accounting standards. Previously only property, plant and equipment measured at cost were scoped into the impairment accounting standards. Under the amendment, a revalued asset can be impaired without having to revalue the entire class-of-assets to which the asset belongs. The timing of the Ministry adopting this amendment will be guided by the Treasury's decision as to when the Financial Statements of Government adopt the amendment.
Service Performance Reporting PBE FRS 48 Service Performance Reporting	PBE FRS 48 replaces the service performance reporting requirements of PBE IPSAS 1 and is effective for reporting periods beginning on or after 1 January 2022. The Ministry has not yet determined how application of PBE FRS 48 will affect its statement of performance.

Significant accounting policies

Significant accounting policies are included in the notes to which they relate and the ones that do not relate to a specific note are outlined below.

The principal accounting policies applied in the preparation of these financial statements have been consistently applied to all periods presented.

The accrual basis of accounting has been used unless otherwise stated.

Foreign currency transactions

Foreign currency transactions are translated into New Zealand dollars using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of comprehensive revenue and expense.



Taxation

The Ministry is exempt from the payment of income tax. Accordingly, no provision has been made for income tax. The Ministry is subject to fringe benefit tax (FBT) and goods and services tax (GST). It administers pay as you earn tax (PAYE), employer superannuation contribution tax (ESCT) and withholding tax (WHT).

Goods and services tax (GST)

All items in the financial statements including commitments and contingencies are GST exclusive, except for receivables and payables that are GST inclusive. Where GST is not recoverable as an input tax, it is recognised as part of a related asset or expense.

The net amount of GST owing at balance date, being the difference between output GST and input GST, is included in either receivables or payables in the Statement of financial position.

Budget and forecast figures

Basis of the budget and forecast figures

The 2019/20 budget figures (Unaudited Budget 2020) are for the year ended 30 June 2020. They are consistent with the Ministry's best estimate of financial forecast information submitted to the Treasury in the 2019 Budget Economic and Fiscal Update (BEFU) for the year ending 2019/20. In addition, the financial statements also present the updated budget information from the Supplementary and Addition to Supplementary Estimates of Appropriation 2019/20 (Total Supps Est 2020).

The 2020/21 forecast figures (Unaudited forecast 2021) are for the year ending 30 June 2021, which are consistent with the best estimate financial forecast information submitted to the Treasury for the Pre-Election Economic Fiscal Update (PREFU) 2020/21. The forecast financial statements have been prepared as required by the PFA 1989 to provide forecast financial information for accountability purposes.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

Significant assumptions used in preparing the forecast financials

The 30 June 2021 forecast figures have been prepared in accordance with and comply with PBE Financial Reporting Standards (FRS) 42 Prospective Financial Statements. The forecast figures contained in these financial statements reflect the Ministry's purpose and activities and are based on several assumptions about what may occur during 2020/21. The forecast figures have been compiled based on existing Government policies and Ministerial expectations at the time the Main Estimates were finalised.

The main assumptions are as follows:

- The Ministry's activities will remain substantially the same as for the previous years focusing on the Government's priorities.
- Personnel costs were based on the full-time equivalent staff, which consider staff turnover.
- Operating costs are based on the best estimate at the time the financial statements are finalised.
- Capital commitments will realise as planned.
- Estimated year-end information for 2019/20 is used as the opening position for the 2020/21 forecasts.

The actual financial results achieved for 30 June 2021 are likely to vary from the forecast information presented, and the variations may be material.

Factors that could lead to material differences between the forecast financial statements and the 2020/21 actual financial statements include:

- future strategic direction of the Ministry
- capability resource availability
- efficiency and productivity gains

1. Statement of Accounting Policies

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- changes to the baseline because of adjustments.

Any changes to budgets during 2020/21 will be incorporated into the Supplementary Estimates for appropriations for the Government of New Zealand for the year ending 30 June 2021.

Authorisation statement

The forecast financial statements were approved for issue by the Chief Financial Officer on 24 July 2020. The Secretary for Māori Development is responsible for the forecast financial statements, including the appropriateness of the assumptions underlying them and all other required disclosures. While the Ministry regularly updates its forecast, updated forecast financial statements for the year ending 30 June 2021 will not be published.

The purpose of the forecast financial statements is to facilitate Parliament's consideration of appropriations for, and planned performance of, the Ministry. These

forecast financial statements may not be appropriate for other purposes.

Critical accounting estimates, assumptions and critical judgements in applying accounting policies

In preparing the financial statements in conformity with PBE accounting standards, critical judgements, estimates and assumptions have been made concerning the future and may differ from the subsequent actual results. The estimates and associated assumptions are continually evaluated and are based on historical experience and various other factors, including expectation of future events that are believed to be reasonable under the circumstances.

In the process of applying the accounting policies, the Ministry has made several judgements and applies estimates of future events. Judgements and estimates which are material to the financial report are found in the following notes:

PAGE	NOTES	JUDGEMENTS, ESTIMATES AND ASSUMPTIONS
102	Note 8 – Intangible assets	Assessing the useful life of software, assessment of internal generated assets, meeting recognition criteria
106	Note 11 – Employee entitlements	Measuring long service leave liability

Statement of cost accounting policies

Te Puni Kōkiri has determined the cost of outputs using the cost allocation system outlined below.

Criteria for direct costs

'Direct costs' are those costs that are directly attributed to an output.

Criteria for indirect costs

'Indirect costs' are those costs that cannot be attributed in an economically feasible manner to a specific output. These are allocated to outputs based on average full-time equivalent staff members (FTEs) attributable to each output.



2. Revenue

Accounting policy

The Ministry derives revenue through the provision of outputs to the Crown and for services to third parties. Revenue is measured at the fair value of consideration received or receivable. The specific accounting policies for significant revenue items are explained below:

Revenue – non-exchange transactions

Revenue Crown

Crown revenue consists of amounts appropriated for departmental appropriations for the year, adjusted for any formal additions and reductions. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue recognised considered any amendments to appropriations approved in the Appropriation (Supplementary Estimates) Act for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, the Ministry can incur expenses only within the scope and limits of its appropriation.

The fair value of Crown revenue has been determined to be equivalent to the funding entitlement.

Donated or subsidised assets

Where a physical asset is acquired for nil or nominal consideration, the fair value of the asset received is recognised as revenue in the Statement of Comprehensive Revenue and Expense.

Other revenue – exchange transactions

Third party revenue

The Ministry derives revenue from third parties through the provision of outputs. Revenue from the supply of services is recognised when the significant risks and rewards of ownership have been transferred to the buyer unless an alternative method better represents the stage of completion of the transaction. Such revenue is recognised when earned and is reported in the financial period to which it relates.

Rental revenue from subleases

Rental revenue under an operating sublease is recognised as revenue on a straight-line basis over the lease term.

Breakdown of other revenue

	Actual 2019 \$000	Actual 2020 \$000
REVENUE FROM EXCHANGE TRANSACTIONS		
709	Rental revenue	638
-	Gain on sale of assets	36
682	Revenue from external secondments	605
1,007	Revenue for services provided	1,737
2,398	Total other revenue from exchange transactions	3,016

3. Personnel costs

Salaries and wages and employee entitlements

Employee entitlements to salaries and wages, annual leave, long service leave and other similar benefits are recognised in the Statement of Comprehensive Revenue and Expense when they accrue to employees.

Defined contribution superannuation schemes

Obligations for contributions to the state sector retirement savings scheme, Kiwisaver and the Government Superannuation Fund are accounted for as defined contribution schemes and are recognised as an expense in the Statement of Comprehensive Revenue and Expense when incurred.

Breakdown of personnel costs

	Actual 2019 \$000	Actual 2020 \$000
34,131	Salaries and wages	39,700
1,021	Employer contribution to defined contribution plans	1,124
117	Increase/(decrease) in employee entitlements	796
1,033	Other personnel costs	1,153
36,302	Total personnel costs	42,773

4. Other operating expenses

Accounting policy

Operating leases

Operating leases, where the lessor substantially retains the risks and rewards of ownership, are recognised in a systematic manner over the term of the lease.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

Other expenses

Other expenses are recognised as goods and services as received.



		Actual 2019 \$000	Unaudited	Unaudited	
			Actual 2020 \$000	Budget 2020 \$000	Forecast 2021 \$000
3,588	Rental of premises		3,783	3,719	3,729
187	Audit fees for audit of financial statements		190	190	194
4,178	Consultants		11,572	8,432	11,652
524	Legal fees		685	698	726
2,383	Transport and travel		2,273	3,290	1,979
9,033	Contractor costs		6,965	8,283	6,570
1,705	Information and communication costs		2,317	2,310	2,657
2,158	Office administration costs		1,233	3,002	2,478
13	Koha		8	23	42
29	Disposal loss on property, plant and equipment		-	-	-
7,532	Other operating costs		9,266	6,320	13,064
31,330	Total operating costs		38,292	36,267	43,091

5. Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash in transit and funds on deposit with banks with an original maturity of no more than three months. The Ministry is only permitted to expend its cash and cash equivalents within the scope and limits of its appropriations.

While cash and cash equivalents at 30 June 2020 are subject to the expected credit loss requirements of PBE IFRS 9, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

6. Debtors and other receivables

Short-term receivables are recorded at the amount due, less an allowance for credit losses. The Ministry applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivables. In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due. Short-term receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include the debtor being in liquidation.

6. Debtors and other receivables

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Impairment of financial assets

For the Ministry, the expected credit loss model applies to its trade debtors. A provision for doubtful debts is established when the assessment under PBE IFRS 9 deems a provision is required. Based on the ECL assessment for trade debtors as at 30 June 2020, no material impairment provisioning was required (2018/19: nil).

As at 30 June, the ageing analysis of trade receivables is as follows with nil expected credit losses:

Trade receivables from exchange transactions (nil from non-exchange transactions)	Total	<30 days	30-60 days	61-90 days	>90 days
2020 \$000	824	782	42	-	-
2019 \$000	583	552	21	10	-

See note 15 on credit risk of trade receivables, which explains how the Ministry manages and measures the credit quality of trade receivables that are neither past due nor impaired.



7. Property, plant and equipment

Property, plant and equipment consists of land, leasehold improvements, furniture, office equipment, computer hardware and motor vehicles.

Property, plant and equipment is shown at cost less accumulated depreciation and impairment losses.

Additions

Items of property, plant and equipment costing more than \$5,000 are initially capitalised and recorded at cost if it is probable that future economic benefits or service potential will flow to the Ministry. Work in progress is recognised at cost less impairment and is not depreciated. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at its fair value on the date of acquisition.

Under the Ministry's assets accounting policy, plant and equipment that individually costs less than \$5,000 and is acquired as a group purchase with a combined value greater than \$5,000 will be treated as capital acquisitions and capitalised as a fixed asset, with the exception of iPhones. These office supplies are purchased as part of the main business activity for the use on day-to-day basis and, due to rapidly changing technology, these items have short useful lives and are therefore expensed when purchased.

Subsequent costs

Subsequent costs are capitalised when it is probable that future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

The cost of day-to-day servicing of property, plant and equipment are recognised in the Statement of Comprehensive Revenue and Expense as they are incurred.

Disposals

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These are recognised in the Statement of Comprehensive Revenue and Expense in the period in which the transaction occurs. Any associated gains and losses on revalued assets are transferred from the revaluation reserve.

Impairments

The Ministry does not hold any cash-generating assets. Assets are considered cash-generating where their primary objective is to generate a commercial return.

Property, plant and equipment held at cost that has a finite useful life is reviewed for impairment at least annually or whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impaired asset's carrying amount is written down to its recoverable amount, which is the higher of an asset's fair value less costs to sell and value in use. An impairment loss is recognised immediately in the Statement of comprehensive revenue and expense, unless the asset is carried at a revalued amount, in which case any impairment loss is treated as a revaluation decrease.

Value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

The reversal of impairment loss is recognised as part of the Statement of comprehensive revenue and expense.

The residual value and useful life of an asset are reviewed, and adjusted, if applicable, at each financial year end.

7. Property, plant and equipment

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Depreciation

Depreciation is charged on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment, less any estimated residual value, over its estimated useful life.

The estimated useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

ASSET CATEGORY	ASSET LIFE	DEPRECIATION RATE
Equipment	4 years	25%
Motor Vehicles	5 years	20%
Office Equipment	5 years	20%
Furniture and Fittings	5 years	20%
Leasehold Improvements	Up to 12 years*	

* Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is shorter.

Capital work in progress

Actual 2019 \$000	ASSET CLASS	Actual 2020 \$000
35	Leasehold improvements	-
-	Furniture and fittings	-
-	Equipment	-
35	Total capital work in progress	-

Restrictions of title

There are no restrictions over the Ministry's property, plant and equipment and work in progress assets and none are pledged as security for liabilities.



Breakdown of property, plant and equipment and further information

	Equipment \$000	Motor Vehicles \$000	Office Equipment \$000	Furniture & Fittings \$000	Leasehold Improvements \$000	Total \$000
Cost or valuation						
Balance at 1 July 2018	2,688	2,119	352	2,505	2,729	10,393
Additions	556	556	46	615	621	2,394
Disposals	(1,065)	(22)	(9)	(529)	(60)	(1,685)
Balance at 30 June 2019	2,179	2,653	389	2,591	3,290	11,102
Balance at 1 July 2019	2,179	2,653	389	2,591	3,290	11,102
Additions	504	409	8	108	911	1,940
Disposals	(24)	(159)	(8)	(62)	(9)	(262)
Balance at 30 June 2020	2,659	2,903	389	2,637	4,192	12,780
Accumulated depreciation and impairment losses						
Balance at 1 July 2018	2,015	584	295	1,531	2,322	6,747
Depreciation expense	347	369	1	309	143	1,169
Eliminate on disposal	(1,065)	(5)	(9)	(517)	(60)	(1,656)
Balance at 30 June 2019	1,297	948	287	1,323	2,405	6,260
Balance at 1 July 2019	1,297	948	287	1,323	2,405	6,260
Depreciation expense	380	401	10	409	195	1,395
Eliminate on disposal	(24)	(130)	(8)	(62)	(9)	(233)
Balance at 30 June 2020	1,653	1,219	289	1,670	2,591	7,422
Carrying amounts						
At 30 June and 1 July 2018	673	1,536	57	974	407	3,646
At 30 June and 1 July 2019	882	1,705	102	1,268	885	4,842
At 30 June 2020	1,006	1,684	100	967	1,601	5,358

8. Intangible assets

Additions

Intangible assets are initially recorded at cost. Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. The cost of an internally generated intangible asset represents direct expenditure incurred in the development phase of the asset only. The development phase occurs after the following can be demonstrated: technical feasibility, ability to complete the asset, intention and ability to sell or use; and development expenditure can be reliably measured. Direct costs include the cost of services, software, development employee cost and an appropriate portion of overheads. Costs associated with a development phase of an intangible asset are treated as capital expenditure. Expenditure incurred on research of an internally generated intangible asset is expensed when it is incurred. Where the research phase cannot be distinguished from the development phase, the expenditure is expensed when it is incurred. Costs associated with maintaining an intangible asset are recognised as an expense when incurred.

Impairment

Intangible assets with a finite useful life are reviewed for impairment whenever an event or change in circumstances indicates that the carrying amount may not be recoverable. An impairment loss is recognised in the Statement of revenue and expense for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell and value in use.

Amortisation

Amortisation is charged in the Statement of comprehensive revenue and expense on a straight-line basis over the useful life of the asset. Amortisation is not charged on capital work in progress. The major classes of intangible assets at the Ministry are acquired software and internally generated software. The estimated useful life of intangible assets is three years.

Critical accounting estimates and assumptions – Useful life of software

The useful life of software is determined at the time the software is acquired and brought into use and is reviewed at each reporting date for appropriateness. For computer software licenses, the useful life represents management's view of the expected period over which the Ministry will receive benefits from the software, but not exceeding the license term. For internally generated software developed by the Ministry, the useful life is based on historical experience with similar systems as well as anticipation of future events that may impact the useful life, such as changes in technology.



Breakdown of intangible assets

	Acquired Software \$000	Internally Generated Software \$000	Total \$000
Cost or valuation			
Balance at 1 July 2018	1,922	380	2,302
Disposals	(378)	-	(378)
Other movements	44	-	44
Balance at 30 June 2019	1,588	380	1,968
Balance at 1 July 2019	1,588	380	1,968
Disposals	(259)	-	(259)
Additions	-	759	759
Balance at 30 June 2020	1,329	1,139	2,468
Accumulated amortisation and impairment losses			
Balance at 1 July 2018	1,866	380	2,246
Amortisation expense	30	-	30
Disposals	(378)	-	(378)
Other movements	44	-	43
Balance at 30 June 2019	1,562	380	1,941
Balance at 1 July 2019	1,562	380	1,941
Amortisation expense	21	84	105
Disposals	(259)	-	(259)
Balance at 30 June 2020	1,324	464	1,787
Carrying amounts			
At 30 June and 1 July 2018	56	-	56
At 30 June and 1 July 2019	26	-	26
At 30 June 2020	5	675	681

The total amount of intangible assets in capital work in progress is nil (2018/19: nil).

Restrictions of title

There are no restrictions over the title of the Ministry's intangible assets.
No intangible assets are pledged as security for liabilities.

9. Creditors and other payables

Accounting policy

Short-term payables are recorded at the amount payable.

Breakdown of creditors and other payables and further information

Actual 2019 \$000		Actual 2020 \$000
CREDITORS AND PAYABLES UNDER EXCHANGE TRANSACTIONS		
4,825	Accounts payable and accrued expenses	6,931
CREDITORS AND PAYABLES UNDER NON-EXCHANGE TRANSACTIONS		
508	GST payable	699
5,333	Total accounts payable and other creditors	7,630

Accounts payable and other accrued expenses mainly consist of amounts owed to suppliers that have been invoiced or are accrued. They also include taxes for social security amounts due in relation to the Ministry as an employer.

Trade payables are short-term and non-interest-bearing and are recorded at amount payable. Therefore, the carrying amount of trade and other payables approximates their fair value.



10. Provisions

Accounting policy

A provision is recognised for future expenditure of uncertain amount or timing when:

- there is a present obligation (either legal or constructive) because of a past event
- it is probable that an outflow of future economic benefits will be required to settle the obligation

- a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of the expenditure required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

Breakdown of provisions and further information

The Ministry recognises a provision for restructuring when an approved, detailed formal plan for the restructuring has been announced publicly to those affected, or implementation has already commenced. The restructuring provision arises from the changes to operating models for delivery of services across the Ministry.

The restructuring provision relates to decisions on strengthening Te Puni Kōkiri, as the principal policy advisor to the Crown. Consultation began on 25 June 2020, with final decisions released on 23 July 2020.

	Actual 2019 \$000	Actual 2020 \$000
546 Balance at 1 July		64
64 Additional provisions made		1,275
(336) Charge against provisions for the year		(64)
(210) Unused amounts reversed		-
64 Balance at 30 June		1,275
64 Current provision		1,275

11. Employee entitlements

Accounting policy

Short-term employee entitlements

Employee entitlements that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, and long service leave and retirement gratuities expected to be settled within 12 months.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Long-term employee entitlements

Employee entitlements that are due to be settled beyond 12 months after the end of the year in which the employee provides the related service, such as retirement and long service leave, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to employees, based on years of service, years of entitlement, the likelihood that employees will reach the point of entitlement and contractual entitlements information
- the present value of the estimated future cash flows.

Presentation of employee entitlements

Annual leave, vested long service leave, non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

		Actual 2020 \$000
	Actual 2019 \$000	
Current entitlements		
1,756	Annual leave	2,190
265	Salaries and wages	629
159	Long service leave	154
130	Sick leave	132
2,310	Total current portion	3,104
Non-current entitlements		
314	Long service leave	316
314	Total non-current portion	316
2,624	Total employee entitlements	3,420



Critical accounting estimates and assumptions

Long service leave

An assessment was undertaken of the long service leave liability for each employee at balance date.

The measurement of the long service leave obligation depends on several factors that are determined using several assumptions provided by the Treasury. Two key assumptions used in calculating this liability are the discount rate and salary inflation factor. Any changes in these assumptions will affect the carrying value of the liability.

Actual 2019		Actual 2020
	Long service leave assumptions	
Year 1: 1.23%		Year 1: 0.22%
Year 2: 1.03%	Discount rate	Year 2: 0.25%
Year 3 and over: 2.23%		Year 3 and over: 1.63%
2.92%	Salary inflation factor	2.72%

The following table provides a sensitivity analysis for the key assumptions:

Employee entitlement	DISCOUNT RATE		SALARY INFLATION FACTOR	
Long service leave	-1.0%	+1.0%	-1.0%	+1.0%
Impact on the carrying amount of the liability \$000	21	(19)	(5)	5

12. Return of operating surplus

As general government policy, the Ministry is not permitted to retain any operating surplus. The Ministry is required to repay the operating surplus to the Crown by 31 October each year.

13. Capital charge

Accounting policy

The Ministry pays a capital charge to the Crown on taxpayers' funds at 31 December and 30 June each financial year. This is recognised as an expense in the period to which the charge relates.

Further information

The capital charge rate for the year ended 30 June 2020 was 6.0% per annum (2018/19: 6.0%).

14. Equity and capital management

Equity is the Crown's investment in the Ministry and is measured as the difference between total assets and total liabilities, representing net assets. At the Ministry, equity is classified as taxpayers' funds.

Breakdown of capital injections and withdrawals

Actual 2019 \$000		Actual 2020 \$000
1,000	Capital injection – Ministry's capital plan	603
(3,700)	Capital withdrawal – Whenua Māori Programme	-

Capital injection was received to address the cost pressures in the Ministry's capital plan as well as supporting the work of the Provincial Growth Fund.

Capital management

The Ministry's capital is its equity, which comprises taxpayers' funds. The objective of managing the Ministry's equity is to ensure the Ministry effectively achieves the goals and objectives for which it has been established, while remaining a going concern. Where the Ministry identifies that it does not have sufficient resources to achieve this objective a capital injection is sought.



15. Financial instruments and risk management

Te Puni Kōkiri is party to financial instruments as part of its daily operations. These financial instruments include bank accounts, debtors and creditors. All financial instruments are recognised in the Statement of Financial Position and all revenue and expense in relation to financial instruments are recognised in the Statement of Comprehensive Revenue and Expense.

All foreign exchange transactions are translated at the rates of exchange applicable in each transaction. Te Puni Kōkiri does not carry any balances in foreign currencies.

The Ministry is only permitted to expend its cash and cash equivalents within the scope and limits of its appropriations.

Financial instrument risks

The Ministry's activities expose it to a variety of financial instrument risks, including market risk, credit risk and liquidity risk. The Ministry works in accordance with the Treasury Guidelines to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. The Ministry does not enter into any transactions that are speculative in nature.

Credit risk

Credit risk is the risk that a third party will default on its obligation to the Ministry, causing the Ministry to incur a loss.

In the normal course of its business, credit risk arises from debtors and deposits with banks.

The Ministry is only permitted to deposit funds with Westpac, a registered bank, and enter into foreign exchange spot and forward contracts with the New Zealand Debt Management Office or any counterparty that meets the minimum credit rating criteria. These entities have high credit ratings. For its other financial instruments, the Ministry does not have significant concentrations of credit risk.

The Ministry's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and net debtors. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

Liquidity risk

Liquidity risk is the risk that the Ministry will encounter difficulty raising liquid funds to meet commitments as they fall due.

As part of meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with expected cash drawdowns from the New Zealand Debt Management Office. The Ministry maintains a target level of cash available to meet liquidity requirements.

The table below analyses the Ministry's financial liabilities that will be settled based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

	Note	Total carrying amount \$000	Contractual cash flows \$000	Less than 6 months \$000	More than 6 months \$000
2020					
Creditors and other payables (excluding GST payable)					
	9	6,931	6,931	6,931	-
2019					
	9	4,825	4,825	4,825	-

16. Related party transactions and key management personnel

All related party transactions have been entered into on an arm's length basis.

Te Puni Kōkiri is a wholly owned entity of the Crown. The Government significantly influences the role of Te Puni Kōkiri as well as being its major source of revenue.

Related party transactions required to be disclosed

There are no related party transactions that are required to be disclosed (2018/19: nil).

Related party disclosures have not been made for transactions that are within a normal supplier, client or recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect the Ministry would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies are not disclosed as related party transactions when they are consistent with the normal operating arrangements between

government agencies and undertaken on the normal terms and conditions for such transactions.

Te Puni Kōkiri staff

Te Puni Kōkiri staff who work in the community may, in a private capacity, hold executive or advisory positions in local organisations. Some of these organisations may receive funding via Te Puni Kōkiri. These organisations are therefore considered related parties of Te Puni Kōkiri.

Te Puni Kōkiri staff are required to declare any real or potential conflicts of interest. Steps are then taken to ensure that staff members with a conflict of interest are not involved in any Te Puni Kōkiri decisions involving a group or organisation they may be involved with in a private capacity.

No provision has been required, nor any expense recognised, for impairment of receivables from related parties (2018/19: nil).

Key management personnel compensation

Actual 2019 \$000	Actual 2020 \$000
EXECUTIVE LEADERSHIP TEAM, INCLUDING THE SECRETARY	
1,690 Remuneration	2,190
5 Full-time equivalent staff	7

Key management personnel include the Secretary for Māori Development, five Deputy Secretaries and one Chief of Staff, who are all members of the Executive Leadership Team (2018/19: Secretary and four Deputy Secretaries). The Secretary for Māori Development remuneration is determined and paid by the Public Service Commission.



Key management personnel compensation excludes the remuneration and other benefits that the Minister for Māori Development receives. The Minister's remuneration and other benefits are set by the remuneration authority under the Members of Parliament (Remuneration and Services) Act 2013 and are paid under Permanent Legislative Authority (PLA).

Related party transactions involving key management personnel or their close family members

The Treasury has confirmed that there were no related party transactions with the Minister for Māori Development and Minister for Whānau Ora (2018/19: nil). Where there are close family members of key management personnel employed by the Ministry, the terms and conditions of the employment arrangements are no more favourable than the Ministry would have adopted if there were no relationship with key management personnel.

17. Explanation of significant variances against budget

Statement of comprehensive revenue and expense

Variances between actuals 2019/20 and Main Estimates

	Actual 2020 \$000	Unaudited Budget 2020 \$000	Variance 2020 \$000
Revenue Crown	82,413	70,262	12,151
Personnel costs	42,773	32,771	10,002
Other operating costs	38,292	36,267	2,025
Operating surplus	2,398	-	2,398

Revenue Crown: Actual revenue was higher than budget due to additional funding received during the year for the continuation of the Whenua Māori Programme.

Personnel costs: The budget was based on staffing levels at 1 July 2019. A planned strategy to replace contractors with permanent or fixed-term staff was the main contribution to the variance.

Other operating costs: Actual expenditure was higher than budget mainly due to consulting and contracted specialist resources required by various special projects during the year. During 2019/20, the Ministry expended \$9.064 million on specific time bound programmes (Whenua Māori and Whānau Ora projects) and COVID-19 response. Costs on general consultants and contractors was \$8.972 million.

Operating surplus: The Ministry concluded the 2019/20 financial year with an operating surplus of \$2.3 million. The underspends during the year are primarily driven by vacancies which fulfilment of, were further delayed due to deferrals in recruitment during COVID-19. The lockdown also resulted in a decrease in travel expenses, conference cost and general overheads such as building operating costs. The operating surplus is largely offset by In-Principle Expense Transfers (\$1.8m) acquired to carry forward departmental funding to 2020/21.

Statement of financial position

Variances between actuals 2019/20 and Main Estimates

	Actual 2020 \$000	Unaudited Budget 2020 \$000	Variance 2020 \$000
Current assets	16,910	20,284	(3,374)
Non-current assets	6,039	5,434	605
Current liabilities	14,407	17,034	(2,627)

Current assets: Current assets were lower than budget by \$3.374 million due to the timing and delivery of projects and the timing of payment of creditors, resulting in a lower cash on hand balance. The Debtor Crown account asset balance has had a corresponding decrease impact in the bank balance as less cash was drawn down in 2019/20. During the year, the Ministry also repaid \$1.473 million of surplus to the Crown, which reduced the cash balance.

Non-current assets: Non-current assets were higher than budget by \$0.605 million, mainly due to an increase in intangible assets because of the capitalisation of the Tupu.nz website developed for the Whenua Māori Programme.

Current liabilities: Current liabilities were lower than budget by \$2.627 million due to timely payment of creditors. This is partially offset by a higher than anticipated provision for restructure and return of operating surplus to the Treasury.

18. Significant events after balance date

On 25 June 2020, consultation began to align our roles and structure to Te Puni Kōkiri operating model. Final decisions were released on 23 July 2020, to be in effect 1 September 2020.



19. The effects of COVID-19 Impact on the Ministry

On 11 March 2020, the World Health Organisation declared the outbreak of COVID-19 a pandemic and two weeks later the New Zealand Government declared a State of National Emergency. The country was in lockdown at Alert Level 4 from 26 March to 27 April, and then remained in lockdown at Alert Level 3 until 13 May.

The Ministry has considered the potential impact of COVID-19 on its financial statements and operations. The operations of the department were considered essential and, as such continued to operate through all alert levels, including through the full lockdown period. There has been no material impact on the department's contracted services arrangements in place with providers, as a result of the COVID-19 alert levels.

This has limited the impact on the department's financial statements and operations.

An assessment of the impact of COVID-19 on the department's balance sheet is set out below, based on the information available at the time of preparing these financial statements.

Balance sheet item	COVID-19 assessment	Note
Cash	No impact to carrying value. All cash is held with Westpac Bank with Standard & Poor's credit rating of AA.	5
Property, Plant and Equipment and Intangible Assets	The Ministry is not asset intensive. Its assets are held at cost less accumulated depreciation and impairment losses. Based on the nature of its assets, it is unlikely that there has been a decline in the value of assets post COVID-19.	7, 8
Employee entitlements	Key principles of the Public Service Commission – Pay restraint in the public sector as a result of COVID-19 was factored into the valuation of Long Service Leave.	11

Parliament passed legislation on 5 August to extend the statutory reporting time frames by up to two months for organisations with 30 June 2020 balance dates that report under the Public Finance Act 1989, because of this extension, Te Puni Kōkiri Annual Report has been completed on 11 November 2020.

Supplementary Financial Schedules – Non-Departmental

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Non-Departmental Statements and Schedules

for the year ended 30 June 2020

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The following non-departmental statements and schedules record the revenue, expenses, assets, liabilities, commitments and contingent assets and liabilities that the Ministry manages on behalf of the Crown.

Schedule of non-departmental revenue and receipts

for the year ended 30 June 2020

The Schedule of non-departmental revenue and receipts summarises non-departmental revenue and receipts that Te Puni Kōkiri administers on behalf of the Crown.

Actual 2019 \$000		Unaudited		Unaudited Total Supp. Estimates 2020 \$000
		Actual 2020 \$000	Main Estimates 2020 \$000	
Revenue				
- Miscellaneous receipts		-	10	10
- Recoveries from third parties		105	-	-
- Total Crown revenue and receipts		105	10	10

Schedule of non-departmental capital receipts

No capital receipts were received by the Ministry on behalf of the Crown during the year ended 30 June 2020 (2018/19: nil).

The accompanying notes form part of these financial statements.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2020.

Schedule of non-departmental expenses

for the year ended 30 June 2020

The schedule of non-Departmental expenses summarises non-Departmental expenses that Te Puni Kōkiri administers on behalf of the Crown. Further details are provided in the Statement of expenses and capital expenditure against appropriations on pages 121–124. Figures are GST exclusive.

Actual 2019 \$000		Actual 2020 \$000	Unaudited Main Estimates 2020 \$000	Unaudited Total Supp. Estimates 2020 \$000
Operating appropriation expenses				
234,690	Non-departmental output expense	308,284	272,277	321,929
441	Benefits and other unrequited expense	442	480	455
13,450	Non-departmental other expenses	23,489	4,459	24,259
Non-departmental multi-category appropriation expenses				
7,190	Non-departmental output expense	10,317	9,635	10,459
7,857	Non-departmental other expenses	2,941	9,667	2,964
1,524	Non-departmental multi-year appropriation expenses	2,985	3,799	3,513
37,728	GST expense	46,007	44,475	54,008
302,880	Total non-departmental expenses	394,465	344,792	417,587

The accompanying notes form part of these financial statements.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2020.



Schedule of non-departmental assets

as at 30 June 2020

The schedule of non-departmental assets summarises non-departmental assets that Te Puni Kōkiri administers on behalf of the Crown.

Actual 2019 \$000	Note	Actual 2020 \$000	Unaudited	Unaudited
			Budget 2020 \$000	Total Budget 2020 \$000
Current assets				
11,186	Cash and cash equivalents	38,132	25,397	11,186
542	Other receivables	-	-	-
11,728	Total current assets	38,132	25,397	11,186
Non-current assets				
15	Crown shareholding in Waihaha 4 (Hurakia Trust)	15	-	-
-	Land	-	557	15
5,400	Cultural artefacts	2	5,400	5,400
5,415	Total non-current assets	5,415	5,557	5,415
17,143	Total non-departmental assets	43,547	30,954	16,601

The accompanying notes form part of these financial statements.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2020.

Schedule of non-departmental liabilities

as at 30 June 2020

The schedule of non-departmental liabilities summarises non-departmental liabilities that Te Puni Kōkiri administers on behalf of the Crown.

Actual 2019 \$000		Actual 2020 \$000	Unaudited	Unaudited
			Budget 2020 \$000	Total Budget 2020 \$000
Current liabilities				
4,571	Creditors and payables	7,760	5,280	4,029
4,571	Total liabilities	7,760	5,280	4,029

Schedule of non-departmental commitments

as at 30 June 2020

The schedule of non-departmental commitments shows the future contractual obligations (exclusive of GST) that will become liabilities if and when the terms and conditions of existing contracts are met.

The Ministry on behalf of the Crown has no non-departmental commitments as at 30 June 2020 (2018/19: nil).

Schedule of non-departmental contingent assets and liabilities

as at 30 June 2020

The statement of non-departmental contingent assets and liabilities shows amounts at balance date that could potentially become assets or liabilities depending on the occurrence of one or more uncertain future events after 30 June 2020. It does not include general or unspecified business risks or conditions.

Contingent liabilities

The Ministry on behalf of the Crown has no contingent liabilities as at 30 June 2020 (2018/19: nil).

Contingent assets

The Ministry on behalf of the Crown has no contingent assets as at 30 June 2020 (2018/19: nil).

The accompanying notes form part of these financial statements.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2020.



Notes to the non-departmental financial schedules and statements

BASIS OF REPORTING

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1. Statement of accounting policies

Reporting entity

These non-departmental statements and schedules record the expenses, revenue and receipts, assets and liabilities that Te Puni Kōkiri manages on behalf of the Crown.

The non-departmental balances are consolidated into the Financial Statements of the Government for the year ended 30 June 2020 with comparative figures for the year ended 30 June 2019. For a full understanding of the Crown's financial position, results of operations and cash flows for the year, refer to the Financial Statements of the Government for the year ended 30 June 2020.

Basis of preparation

The non-departmental schedules and statements have been prepared in accordance with the accounting policies of the Financial Statements of the Government, Treasury Instructions, and Treasury Circulars.

Measurement and recognition rules applied in the preparation of these non-departmental schedules and statements are consistent with New Zealand generally accepted accounting practice (Tier 1 Public Sector Public Benefit Entity Accounting Standards) as appropriate for public benefit entities (PBEs).

Budget figures

The 2020 unaudited budget figures are for the year ended 30 June 2020, and are consistent with the Ministry's best estimate financial forecast information submitted to the Treasury for the Pre-Election Economic Fiscal Update (PREFU) for the year ending 30 June 2020. In addition, the financial statements also present the updated budget information from the Supplementary and Addition to Supplementary Estimates of Appropriation 2019/20 (unaudited Supps Est 2020). The budget figures are consistent with the best estimate financial information submitted to the Treasury.

Significant accounting policies

The accounting policies adopted have been applied consistently to all years presented in these schedules. Crown accounting policies are detailed in the Financial Statements of the Government of New Zealand.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the Ministry is the New Zealand dollar.

Measurement base

The financial statements have been prepared on a historical cost basis, modified by the revaluation of cultural artefacts.

Revenue

Revenue is measured at the fair value of consideration received or receivable.

Goods and services tax (GST)

All items in the financial statements, including appropriation statements, are stated exclusive of GST, except for receivables and payables, which are stated on a GST-inclusive basis. In accordance with Treasury Instructions, GST is returned on revenue received on behalf of the Crown, where applicable. However, no input tax deduction is claimed on non-departmental expenditure. Instead, the amount of GST applicable to non-departmental expenditure is recognised as a separate expense and eliminated against GST revenue.

2. Explanatory notes to supplementary statements and schedules – non-departmental

Explanatory notes provide details of significant Te Puni Kōkiri non-departmental expenditure, revenue assets and liabilities variances between actual results in 2019/20 and 2018/19 and between 2019/20 actual results and 2019/20 Supplementary and Addition to Supplementary Estimates.

Cultural artefacts

The Crown is the custodian of the Motunui Panels. The Panels were purchased by the Ministry of Justice, but in 2016, guardianship was transferred to Te Puni Kōkiri and they are on display at the Puke Ariki Museum. The Panels were last revalued in 2019 with a valuation of \$5.4 million.

Related party transactions

Te Puni Kōkiri provides funding through the Crown appropriation process to other entities controlled, significantly influenced, or jointly controlled by the Crown. Funding to these government-related entities for the year ended 30 June 2020 totaled \$118 million (2018/19: \$107 million).

The effects of COVID-19 Impact on the Non-Departmental Statements and Schedules the Ministry manages on behalf of the Crown

Due to COVID-19 impacts, additional funding was received or reprioritised within Vote Māori Development for the immediate emergency response for Māori. This included in the initial stages, \$15 million for Whānau Ora Commissioning Agencies, \$10 million for the COVID-19 Māori Response Package, and \$1 million for Māori Tourism. In the Budget 2020 COVID-19 Response and Recovery Fund foundational package, Vote Māori Development increased by \$24 million in 2019/20.

Crown entities and other Statutory Bodies

In addition to the above, the Minister for Māori Development receives administration services in respect of the following Crown entities and Statutory Bodies:

- Te Māngai Pāho
- Te Taura Whiri i te Reo Māori
- Te Matawai
- Māori Television
- Te Tumu Paeroa.

The investment in these entities is recorded within the Financial Statements of the Government on a line-by-line basis. No disclosure is made in this schedule.

For information on the financial performance and position of these organisations, please refer to the Annual Reports at the following websites:

Te Māngai Pāho:

www.tmp.govt.nz

Te Taura Whiri i te Reo Māori:

www.tetaurawhiri.govt.nz

Te Matawai:

www.tematawai.maori.nz/

Māori Television:

www.maoritelevision.com/

Te Tumu Paeroa

www.tetumupaeroa.co.nz/



Appropriation Statements

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Statement of expenses and capital expenditure against appropriations for the year ended 30 June 2020

Expenditure 2019 \$000	Expenditure 2020 \$000	Unaudited Main Estimates 2020 \$000	Unaudited Total Supp. Estimates 2020 \$000	Location of end-of-year Performance Information*
Vote Māori Development				
Departmental output expenses				
986 Kaupapa Whakamaumahara Pakanga Whenua Māori (Māori Land War Commemorations)	966	1,000	1,033	8
6,553 Ngā Ratonga mō ngā Kaipupuri Whenua Māori (Services for Māori Land Owners)	11,838	2,190	13,356	8
4,493 Whakapakari Kaupapa Whānau Ora (Whānau Ora Commissioning Approach)	9,711	9,928	9,767	8
12,032 Total departmental output expenses	22,515	13,118	24,156	
Departmental capital expenditure				
2,394 Te Puni Kōkiri Utunga Haupū Rawa (Te Puni Kōkiri – Capital Expenditure) PLA	2,698	2,738	3,283	8
2,394 Total departmental capital expenditure	2,698	2,738	3,283	
Non-departmental output expenses				
3,838 Kōtuitui Te Ture Whenua (Te Ture Whenua Network)	2,652	3,200	3,112	7
11,261 Ngā Whakahaeere a Te Tumu Paeroa (Māori Trustee Function)	11,261	11,261	11,261	5
59,059 Pāpāho Reo me ngā Kaupapa Māori (Māori Broadcast and Streamed Services)	66,259	65,759	66,259	1
22,153 Tahua Whanaketanga Māori (Māori Development Fund)	27,389	26,121	38,219	7
26,549 Te Kōtuitui Hanga Whare mō ngāi Māori (Māori Housing)	34,560	33,910	36,871	7
19,264 Whakaata Māori (Māori Television)	19,264	19,264	19,264	4

Table continued...

Statement of expenses and capital expenditure against appropriations (Continued)

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Expenditure 2019 \$000	Expenditure 2020 \$000	Unaudited Main Estimates 2020 \$000	Unaudited Total Supp. Estimates 2020 \$000	Location of end-of-year Performance Information*
71,345 Whakamahi i ngā Huanga a Whānau Ora (Commissioning Whānau Ora Outcomes)	124,418	91,281	124,462	6
6,404 Whakarauora Reo mō te Motu (National Māori Language Revitalisation)	7,664	6,664	7,664	3
14,817 Whakarauora Reo mō te Whānau, Hapū, Iwi me te Hapori (Family, Tribal and Community Māori Language Revitalisation)	14,817	14,817	14,817	9
234,690 Total non-departmental output expenses	308,284	272,277	321,929	
Benefits or related expenses				
441 Takoha Rangatiratanga (Rangatiratanga Grants)	442	480	455	2
441 Total benefits and other unrequited expenses	442	480	455	
Non-departmental other expenses				
15 Poari Kaitiaki Māori o Taranaki (Taranaki Māori Trust Board) PLA	15	15	15	2
3,625 Rōpū Whakahaere, Rōpū Hapori Māori (Community and Māori Governance Organisations)	2,064	3,769	2,769	2
9,000 Takoha a te Karauna ki te Hapori o Parihaka (Crown Contribution to the Parihaka Community)	-	-	-	7
- Te Hokohoko mai o te Moni a-Tau a te Poari Kaitiaki Māori o Taranaki (Buyout of the Taranaki Māori Trust Board Annuity)	20,800	-	20,800	2
2 Utu Whakahaere Whenua Karauna (Administrative Expenses for Crown Land)	-	49	49	2
808 Whaiwāhitanga Māori (Māori Participation)	610	626	626	2
13,450 Total non-departmental other expenses	23,489	4,459	24,259	
Multi-category appropriations				
6,615 Hauora me te Oranga Māori (Māori Health and Wellbeing) MCA	7,306	7,642	7,466	8



Expenditure 2019 \$000	Expenditure 2020 \$000	Unaudited Main Estimates 2020 \$000	Unaudited Total Supp. Estimates 2020 \$000	Location of end-of-year Performance Information*
Non-departmental output expenses				
2,000 Ārai Whakamomori Rangatahi Māori (Rangatahi Māori Suicide Prevention)	2,203	2,500	2,324	
1,030 He Tikanga a-Whānau mō te Whakakore Tūkino (Whānau-Centred Family Violence Interventions)	2,954	2,975	2,975	
Non-departmental other expenses				
3,585 Hiki i te Ao Māori – Tautoko Tikanga me te Hākinakina Māori (Moving the Māori Nation – supporting Māori Culture and Sport)	2,149	2,167	2,167	
36,778 Takatutanga me ngā Haumitanga ā-rohe (Regional Engagement and Investment) MCA	39,903	39,924	39,908	8
Departmental output expenses				
19,384 Haumitanga ā-rohe (Regional Investment)	17,268	17,095	18,810	
17,394 Takatutanga ā-rohe (Regional Engagement)	22,635	22,829	21,098	
19,724 Tohutohu Kaupapa Here me ngā Huanga Patata (Policy Advice and Related Outputs) MCA	18,877	18,075	19,911	8
Departmental output expenses				
10,789 Kaupapa Here – Whanaketanga Māori (Policy – Māori Development)	9,296	10,977	10,023	
5,017 Kaupapa Here – Whanaungatanga Karauna Māori (Policy – Crown Māori Relationships)	5,727	4,613	5,836	
3,918 Ratonga Tautoko Minita (Ministerial Servicing)	3,854	2,485	4,052	
8,432 Whanaketanga Ōhanga Māori (Māori Economic Development) MCA	5,952	11,660	5,957	8
Non-departmental output expenses				
4,160 Whakapakari, Whakatairanga Tāpoi Māori (Strengthening and Promoting Māori Tourism)	5,160	4,160	5,160	

Statement of expenses and capital expenditure against appropriations (Continued)

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Expenditure 2019 \$000	Expenditure 2020 \$000	Unaudited Main Estimates 2020 \$000	Unaudited Total Supp. Estimates 2020 \$000	Location of end-of-year Performance Information*
Non-departmental other expenses				
4,272 Tahua Whanaketanga Hangarau Māori (Māori Digital Technology Development Fund)	792	7,500	797	
71,549 Total multi-category appropriations	72,038	77,301	73,242	
Multi-year appropriations				
Non-departmental output expenses				
1,524 He Huarahi Ki Te Whare (Home Ownership Pathways)	2,985	3,799	3,513	7
1,524 Total multi-year appropriations	2,985	3,799	3,513	
336,080 Total annual, permanent and multi-year appropriations	432,451	374,172	450,837	

* The numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by the Ministry, as follows:

- 1 Te Reo Whakapuaki Irirangi (Te Māngai Pāho) Annual Report.
- 2 No reporting due to an exemption obtained under section 15D of the PFA.
- 3 Te Taura Whiri i Te Reo Māori (Māori Language Commission) Annual Report.
- 4 The Māori Television Service Annual Report.
- 5 Te Tumu Paeroa (the Māori Trustee) Annual Report.
- 6 To be reported by the Minister for Whānau Ora in the Vote Māori Development Non-departmental Appropriations Report.
- 7 To be reported by the Minister for Māori Development in the Vote Māori Development Non-departmental Appropriations Report.
- 8 The Ministry's Annual Report.
- 9 Te Matawai Annual Report.



Explanation of significant variances

Refer to the Supplementary and Addition to Supplementary Estimates of Appropriations for the year ending 30 June 2020 for an explanation of budget changes between the 2019/20 Main Estimates and 2019/20 Supplementary and Addition to Supplementary Estimates for Vote Māori Development.

The following notes explain the significant variances between the Main Estimates and Actual expenditure.

Departmental output expenses and capital expenditure

	Actual 2020 \$000	Unaudited Main Estimates 2020 \$000	Unaudited Variance 2020 \$000
Ngā Ratonga mō ngā Kaipupuri Whenua Māori (Services for Māori Land Owners)	11,838	2,190	9,648

Ngā Ratonga mō ngā Kaipupuri Whenua Māori (Services for Māori Land Owners): During the year, the Ministry drew down funding from the 'Social and Economic Development through Whenua Māori' tagged contingency for the continuation of the Whenua Māori Programme.

Non-departmental output expenses, other expenses and benefits related to expenses

	Actual 2020 \$000	Unaudited Main Estimates 2020 \$000	Unaudited Variance 2020 \$000
Tahua Whanaketanga Māori (Māori Development Fund)	27,389	26,121	1,268
Whakamahi i ngā Huanga a Whānau Ora (Commissioning Whānau Ora Outcomes)	124,418	91,281	33,137
Whakarauora Reo mō te Motu (National Māori Language Revitalisation)	7,664	6,664	1,000
Rōpū Whakahaere, Rōpū Hapori Māori (Community and Māori Governance Organisations)	2,064	3,769	(1,705)

Tahua Whanaketanga Māori (Māori Development Fund): Actual expenditure is higher than budget due to additional funding of \$10 million received for the COVID-19 Māori Response Package and \$2.993 million for building sustainable and resilient communities by increasing the capability and capacity of Māori organisations. Some of the funding received for the COVID-19 Māori Response Package has been rephased to support the immediate and near-term recovery for Māori in 2020/21.

Whakamahi i ngā Huanga a Whānau Ora (Commissioning Whānau Ora Outcomes): Actual expenditure is higher than budget due to additional funding of \$15 million received for the COVID-19 Māori Response Package for the immediate emergency response to whānau affected by the lockdown; and \$20.514 million for the COVID-19 Response and Recovery Package to support the immediate and near-term recovery of whānau.

Whakarauora Reo mō te Motu (National Māori Language Revitalisation): Actual expenditure is higher than budget due to an additional \$1 million funding for the revitalisation of te reo Māori via the Maihi Karauna strategy that was transferred from the Māori Development Fund.

Rōpū Whakahaere, Rōpū Hapori Māori (Community and Māori Governance Organisations): Actual expenditure is lower than budget primarily due to contributions to the COVID-19 Māori Response Package made from this appropriation.

Multi-category appropriations

	Actual 2020 \$000	Unaudited Main Estimates 2020 \$000	Unaudited Variance 2020 \$000
Whanaketanga Ōhanga Māori (Māori Economic Development) MCA	5,952	11,660	(5,708)

Whanaketanga Ōhanga Māori (Māori Economic Development) MCA: Actuals are lower than the budget mainly due to the majority of funding for Tahua Whanaketanga Hangarau Māori (Māori Digital Technology Development Fund) being transferred to 2020/21 to establish a new multi-year category appropriation.



Statement of unappropriated departmental and non-departmental expenditure and capital expenditure appropriations

The Ministry had no Departmental or non-departmental unappropriated expenditure or capital expenditure for the year ended 30 June 2020 (2018/19: nil).

Statement of capital injections

For the year ended 30 June 2020

Actual 2019 \$000		Unaudited		Unaudited	
		Actual 2020 \$000	Main Estimates 2020 \$000	Supp. Estimates 2020 \$000	
1,000	Capital contributions – to fund new assets	603		303	603

Expense and capital expenditure under section 26B of the Public Finance Act 1989

Nil (2019: nil).

Expense and capital expenditure incurred in excess of appropriation

Nil (2019: nil).

Expense and capital expenditure incurred without appropriation or other authority, or outside scope of appropriation

Nil (2019: nil).

Breaches of projected departmental net assets schedules

Nil (2019: nil).

Papatohu

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