

OUR MĀORI STRATEGY

Te Haerenga



Mā te rongo ka mōhio

Mā te mōhio ka mārama

Mā te mārama ka mātau

Mā te mātau ka ora

Through perception comes awareness

Through awareness comes understanding

Through understanding comes knowledge

Through knowledge comes wellbeing

Introduction from the Chief Executive

E ngā mana

E ngā reo

E ngā karangaranga maha

Huri noa i te motu

He mihi tēnei ki a tatou

I runga i ngā tini āhuatanga

O te āo hurihuri

Nō reira

Tēnā koutou

Tēnā koutou

Tēnā tātou katoa

The Ministry, through the Office of Treaty Settlements, has worked tirelessly with iwi to progress historical Treaty settlements. The settlements are significant for iwi and the Crown, and represent a resetting in the relationship, and a commitment to the Treaty partnership.

It's timely for the Ministry to proactively consider our future relationships with iwi and how we can work better together for improved outcomes for iwi and Māori. To this end, I'm pleased to introduce the Ministry of Justice Māori Strategy – Te Haerenga (the journey).

Te Haerenga is a significant milestone for the Ministry. It demonstrates our commitment to building resilient relationships with iwi, hapū and whānau Māori and our desire to work together with our Treaty partner to create opportunities for innovation and for mutual benefit.

The Ministry has a significant footprint in the lives of many Māori across many fronts. Until now, we haven't had an overarching organisational strategy that brings greater coordination and focus for our work with Māori and iwi and hapū.

As its name suggests, Te Haerenga, outlines the journey the Ministry of Justice will embark upon over the next 5 years and beyond to put us in a better position, through our enhanced relationships and improved capability, to capitalise on opportunities and work together with iwi for mutual benefit.

Te Haerenga is not just about improving service delivery. It's also about how we use our past experiences to move our relationship with iwi from one of risk to one of opportunity.

The Ministry is a large and diverse organisation, and achieving this future state will not be without its challenges, including how we measure our success. I am, however, committed to ensuring we progress this strategy over the coming years as we seek to better execute our responsibilities as a Treaty partner.

Andrew Bridgman

Secretary for Justice and Chief Executive

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TE HOROPAKI BACKGROUND AND CONTEXT

The Ministry of Justice is a large, diverse organisation whose work impacts iwi/Māori on many fronts, from Treaty of Waitangi/Tiriti O Waitangi settlements to the provision of Legal Aid; from Māori Land Court services to assistance for victims of crime; from Courts and Tribunals services to policy advice to government.

Māori are a significant user of the Ministry's services. It's therefore fundamental to ensure that our organisation is well positioned to offer a diverse range of services to iwi/Māori.

Te Haerenga signals progression, a journey, and is our roadmap and plan for achieving our goal of delivering improved justice outcomes for Māori.

It's the Māori strategy for the Ministry of Justice that sets out our direction of travel and the key high-level actions we'll undertake across our organisation over the next 5 years and beyond. It will better position the Ministry to provide improved justice services for Māori.

Te Haerenga is not just about achieving our goals through delivery of services. It's also about how we do this, and building partnerships along the way. It includes policy development and advice to Ministers, as well as Treaty settlements and the post-settlement work we undertake to ensure the durability of Treaty settlements.

Te Haerenga is a statement of our commitment and approach to improving justice outcomes for Māori, and how we will respond to environmental changes and emerging issues.

Environmental changes and emerging issues include:

- **progressing Crown-Iwi/Māori relationships**

The government is increasingly looking to agencies to work with iwi to capitalise on opportunities for successful collaboration. The Ministry has an opportunity to harness the relationships developed with iwi through Treaty settlements to apply innovative solutions to complex issues. Te Haerenga will better position the Ministry to progress Crown-Iwi/Māori relationships.

- **durability of Treaty settlements**

Treaty settlements are intended to be a platform for future relationships. Ensuring the durability of Treaty settlements is an important way for agencies to demonstrate their commitment to those relationships. Te Haerenga creates an opportunity for the Ministry to demonstrate our dedication not only to specific Treaty settlement commitments, but to developing a consistent, connected and planned approach to our relationships with iwi/Māori.

- **Māori justice outcomes strategy**

The Ministry is working with other justice sector agencies to improve criminal justice outcomes for Māori. Our target is to reduce Māori reoffending by 25% by 2025. To do this, we need to work collaboratively with iwi and pan-tribal organisations to grow successful initiatives, and ensure the design and delivery of criminal justice services enables the achievement of improved criminal justice outcomes for Māori. Te Haerenga will support this by equipping Ministry people to incorporate Māori perspectives in our criminal justice policy advice and operational service delivery.

- **moving from contracting for provision of services to co-design and delivery**

As iwi/Māori capability and capacity develops, we will see ourselves over time moving away from partnering with iwi/Māori organisations solely as contracted service providers, to one of co-design, and where appropriate co-delivery, of services to achieve our shared goals.

- **Waitangi Tribunal Kaupapa inquiries**

The upcoming Waitangi Tribunal Kaupapa inquiry (a thematic inquiry) into the *Constitution, self-government and electoral system* has direct relevance to the Ministry of Justice, and is emerging as one of the most significant challenges for the Ministry. The inquiry is likely to commence in 2018 and could be lengthy. The Ministry will need to be prepared to respond on how it conducts its policy work, as well as on significant constitutional questions. It is likely to lead to Ministry staff giving evidence at the Tribunal. Further kaupapa inquiries into the justice system (currently at 10th position on a list of 11 inquiries) and citizenship rights and equality (11 of 11) are also worth keeping in view.

All these dimensions mean it is imperative for the Ministry to ensure we're in the best position possible to provide services that are effective for Māori, and that enable us to meet our Treaty obligations.

TE WHĀINGA OUR STRATEGIC GOAL FOR MĀORI

Deliver improved justice outcomes for Māori

Our goal, *Deliver improved justice outcomes for Māori*, articulates what we're striving to achieve at the highest level for Māori.

It recognises that notwithstanding the breadth and diversity of the Ministry's functions and services, those services, individually and collectively, must be focused on improving justice outcomes for Māori.

Given the range of our services to Māori, there will be a number of justice outcomes to measure. Examples include completing Treaty settlements and achieving a reduction in criminal reoffending.

This goal provides the purpose for Te Haerenga. It's also one of the Ministry's 4 goals that underpin our strategic framework.

ApAppendix 1 – Ministry Strategy on a page shows how the strategic goal for Māori integrates with the Ministry's wider strategy.

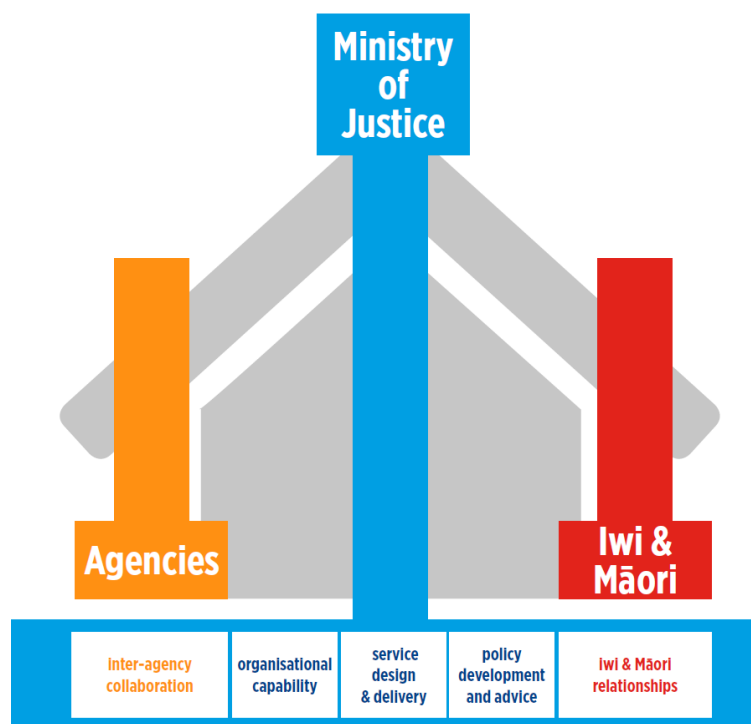
HE POU TARĀWAHO

THE FRAMEWORK FOR OUR STRATEGY

He pou tarāwaho is the framework that guides our Māori strategy. It identifies the dimensions, internal and external, that must be successfully in place for the Ministry to be a Māori-attuned organisation.

The dimensions of He pou tarāwaho are briefly explained below. They are grouped into 3 subject areas and can be likened to the 3 pou, or posts, that typically form the front of a wharenui or meeting house – the pou tāhū (front centre post) and the 2 amo (uprights) that are either side of the pou tāhū and support the maihi or barge boards of the wharenui.

The framework also includes 5 areas of focus. These are the core elements that shape how we will implement the strategy.



He pou tarāwaho (strategic framework)

The 3 pou and 5 areas of focus

The Ministry of Justice

The Ministry of Justice is central to the framework, as a large part of the strategy is about:

- how we organise ourselves to work better with iwi/Māori
- the organisational capabilities we need in our workforce
- how we design and deliver services to Māori
- how we develop robust policy advice within a Treaty of Waitangi framework
- the systems and processes we need to enable us to work with and deliver services to Māori.

Agency linkages

We recognise that other agencies (Crown and non-Crown) are also working with and delivering services to iwi/Māori. This creates potential for overlap, and sometimes duplication, between agencies.

He pou tarāwaho identifies the need for the work of agencies to be connected, and for agencies to actively share information, resources and knowledge in their work with iwi/Māori.

Iwi relationships

The need to establish meaningful and structured relationships with iwi/Māori at different levels acknowledges the rangatiratanga and mana motuhake of iwi and hapū and their status under the Treaty. We also acknowledge that iwi and hapū priorities, capacity and capability will differ; that there are other Māori (pan tribal) organisations who also deliver services to Māori; and that national, regional and local approaches to the delivery of justice services to Māori will be required.

Focus areas

The 3 pou have a total of 5 areas of focus:

- Organisational capability
- Service design and delivery
- Policy development and advice
- Inter-agency collaboration
- Iwi/Māori relationships

Te Haerenga focuses on improving and optimising all these areas of He pou tarāwaho.

TE MAHERE WHAKAMAHINGA OUR IMPLEMENTATION PLAN

This section identifies the high-level actions we'll take to address the 5 focus areas of our Māori strategic framework.

Each focus area begins with a description of how the Ministry will operate when we've reached our optimum state in that area.

Ministry of Justice

Organisational capability

Our people work proficiently across te ao Māori and te ao hurihuri, continually improving our cultural capability through increased use and knowledge of te reo Māori, tikanga Māori, and the principles of the Treaty of Waitangi.

We acknowledge and respect the perspectives and attributes that Māori employees bring to our organisation. The Ministry will be an employer of choice for Māori pursuing careers and advancement in the public service.

Our strategy

OUR PEOPLE

We will lift the cultural capability of our workforce by:

- establishing and communicating the expectation that all our employees will have an understanding of basic te reo Māori, tikanga Māori and the Treaty
- actively encouraging all employees to access training in te reo and tikanga Māori and the Treaty through different mediums
- encouraging the use of te reo Māori, tikanga Māori and the practical application of the principles of the Treaty in our everyday work by:
 - our senior leaders supporting and role-modelling the desired behaviours
 - recognising competence in and use of te reo and tikanga Māori in the workplace in the Ministry's performance management framework and in individual employees' performance development plans (PDPs) where appropriate
 - including the use of te reo Māori in our internal and external communications
 - increasing the visual use of te reo Māori in our work environments

- including the use of te reo Māori and references to tikanga Māori and the Treaty in our recruitment processes
- having a framework in place that allows us to understand, measure and improve the level of our organisation's cultural capability
- supporting Māori employees' development by:
 - developing a Māori recruitment strategy to attract Māori employees
 - supporting high-performing Māori employees in their career development
 - formalising the role of a Māori employees' network
 - establishing a study award for Māori employees.

OUR PROCESSES

We will recognise and value te reo, tikanga Māori and the Treaty by:

- supporting and encouraging the use of te reo and tikanga Māori (e.g. pōwhiri, mihi whakatau, karakia) in our day-to-day work practices
- correctly pronouncing Māori words and names
- applying a Treaty framework to the way in which we conduct, design and deliver our business operations and services.

Service design and delivery

We understand how our services impact Māori. Our approach is underpinned by co-design and co-delivery of services with iwi/Māori where appropriate, to ensure they are designed and delivered in ways that are cognisant and inclusive of a Māori perspective.

Our strategy

OUR PEOPLE

We will improve our understanding of what works for Māori and how to design and deliver services that address Māori needs by:

- building our understanding of Māori needs and aspirations in order to target or tailor services as appropriate
- partnering with iwi and Māori organisations to provide skills and expertise where needed
- ensuring our people are able to interact confidently and appropriately with Māori customers.

OUR PROCESSES

We will know how well our services meet Māori needs and aspirations by:

- setting quantitative and qualitative measures for service delivery and service outcomes for Māori
- having a framework and methodology in place for evaluating the effectiveness of new and existing services (design and delivery)

- working with iwi and Māori organisations to identify what works well, where there are service gaps and how services can be improved.

Policy development and advice

We have an in-depth understanding of the principles of the Treaty of Waitangi, Māori rights and interests, and Treaty settlement commitments.

Our policy development and advice to Ministers on all matters reflects and takes into account our understanding of these rights and obligations.

Our strategy

OUR PEOPLE

We will continuously expand our Māori and Treaty policy capability by:

- ensuring we have a core Māori and Treaty policy capability within the policy groups
- enhancing the knowledge and awareness of Māori and Treaty issues across the policy groups
- having forums in place to interact with, and share ideas and experiences with, other policy agencies on Māori and Treaty issues
- increasing our exposure to, and development opportunities in respect of, te reo Māori me ona tikanga, and the Māori world view
- increasing opportunities for Māori to be involved in/inform the policy development process
- promoting Ministry of Justice policy groups as a preferred career choice for Māori policy graduates.

OUR PROCESSES

We will apply a Māori and Treaty policy framework as standard practice and an integral part of our policy development process by:

- identifying and considering policy through a Treaty and/or Māori lens on a day-to-day basis
- developing best practice guidelines as part of a toolbox to support policy advisors
- increasing opportunities for Māori to be involved in/inform policy development
- promoting a community of interest on Māori and Treaty policy development and advice with other agencies and with iwi/Māori
- regularly reviewing and testing the efficacy of our policy advice in terms of impact and outcomes for Māori.

Agency linkages

Interagency collaboration

We know how our work and that of other agencies across the wider public sector intersects with, and impacts on, Māori.

We support, and where appropriate lead, a collaborative approach across agencies to working with, and achieving improved outcomes for, iwi/Māori. We understand when to engage with iwi, hapū and whānau and at what level.

Our strategy

OUR PEOPLE

We will champion a connected public sector as best practice in improving outcomes for iwi/Māori by:

- ensuring we are actively connected with agencies, and have visibility of respective work programmes
- pursuing opportunities to share resources and expertise to provide the best possible outcomes for Māori
- sharing best practice and understanding of what works for Māori.

OUR PROCESSES

We will work proactively to provide, where appropriate, a cross-agency response to improving justice outcomes for iwi/Māori by:

- engaging with agencies on new initiatives and policy development at the earliest possible opportunity, and identifying where new initiatives intersect across agencies
- removing duplication and streamlining services so they are seamless and more effective for Māori
- taking a cross-sector approach to developing and delivering the most effective services for Māori
- identifying with iwi/Māori opportunities to improve cross-agency collaboration
- knowing what works and building off our successes.

Iwi/Māori relationships

We have developed, and maintain, positive and trusted working relationships with iwi and Māori, recognising and leveraging off the skills and expertise we both have to drive improved justice outcomes for Māori.

We are a recognised leader in Crown-Māori relationships, engaging proactively with iwi/Māori and using our knowledge and expertise to enhance those relationships where needed.

Our strategy

OUR PEOPLE

We will ensure we interact with iwi/Māori on a mutually beneficial basis by:

- having the capability to engage meaningfully with iwi/Māori in various forums
- understanding what the priorities, issues and opportunities are for iwi/Māori and the Ministry
- identifying our key iwi/Māori organisations and the contacts within them
- continuing to grow our network of contacts with iwi/Māori organisations
- valuing our relationships with iwi/Māori both as a Treaty partner and a significant user of justice services.

OUR PROCESSES

We will leverage our relationships with iwi/Māori to drive improved justice outcomes for Māori by:

- having in place a regular and structured process for engaging with iwi and Māori organisations
- engaging regularly with iwi and Māori organisations, and using those engagements to identify priorities, issues and opportunities
- sharing knowledge and information with iwi/Māori
- in conjunction with iwi and Māori organisations, regularly reviewing the effectiveness of our engagement and progress in improving justice outcomes for Māori.

NGĀ WHAKAMĀRAMATANGA EXPLANATION

Te Haerenga (the journey)

The Ministry's Māori strategy is called Te Haerenga, meaning *the journey*.

It's a reference to, and acknowledgment of, the progression or movement over time that the Ministry is embarking upon to better position us to deliver improved justice outcomes for Māori.

Te whakataukī “Mā te rongo ka mōhio...”

This whakataukī was chosen for Te Haerenga as it symbolises both the intent of the strategy and how we'll give effect to it.

The whakataukī has an underlying theme of logical progression, of improvement and of a journey towards a higher outcome. The attributes it describes are relevant at individual, collective, and whole-of-organisation levels.

APPENDIX 1 – MINISTRY STRATEGY ON A PAGE



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