
KEI MUA I TE AROARO O TE RŌPŪ WHAKAMANA
I TE TIRITI O WAITANGI
BEFORE THE WAITANGI TRIBUNAL

WAI 2750

IN THE MATTER OF the Treaty of Waitangi Act 1975

AND

IN THE MATTER OF Kaupapa inquiry into claims concerning
Housing Policy and Services

EVIDENTIAL FACT SHEET

TE TAUTIAKI – TE TŪĀPAPA KURA KĀINGA MĀORI STRATEGY
(TE TŪĀPAPA KURA KĀINGA –
MINISTRY OF HOUSING AND URBAN DEVELOPMENT)

10 Hakihea | December 2021



**Te Tari Ture
o te Karauna**
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Waitangi Tribunal
<i>10 Dec 2021</i>
Ministry of Justice WELLINGTON

Barrister instructed:

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1.	Basic information	<p>Title of programme: Te Tautiaki – Te Tūāpapa Kura Kāinga Māori Strategy</p> <p>Year introduced: May 2020</p> <p>Still current? Yes</p> <p>Administering agencies:</p> <p>Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development</p> <p>High level summary of programme:</p> <p>Te Tautiaki is Te Tūāpapa Kura Kāinga organisational strategy and action plan for lifting Te Tūāpapa Kura Kāinga peoples’ cultural capability to understand and respond to the needs and aspirations of Māori in a genuine way.</p> <p>Overlapping/Related policies/programmes:</p> <ul style="list-style-type: none"> • Closely related are other Māori specific programmes including: <ul style="list-style-type: none"> - MAIHI Ka Ora - The strategy takes Te Maihi o te Whare Māori – Māori and Iwi Housing Innovation Framework for Action (MAIHI) which drives a whole of system approach and elevates it to provide the strategic direction for the whole Māori housing system. MAIHI Ka Ora has been developed in partnership with Māori. (Refer separate Evidential Fact Sheet concerning MAIHI Ka Ora.) • Broadly related is the wider government programmes including: <ul style="list-style-type: none"> - The Maihi Karauna is the Crown’s Strategy for Māori Language Revitalisation 2019 – 2023; - Whāinga Amorangi: Transforming Leadership 2021 framework; - Individual and organisational capability frameworks of Te Arawhiti; - Public Service Act 2020. <p>Agencies involved in development, implementation, or ongoing administration:</p> <p>Te Tūāpapa Kura Kāinga</p>
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2.	Description of Programme	<p>Māori outcomes are at the centre of Te Tūāpapa Kura Kāinga Kaupapa and accordingly the agency needs to develop and deliver fit-for-purpose responses, that are underpinned by Māori values and approaches, and are informed by the lived experience of Māori.</p> <p>Te Tūāpapa Kura Kāinga created Te Tautiaki as its organisational strategy and action plan to lift the cultural capability of its workforce and build understanding to better respond to the needs and aspirations of Māori. Te Tautiaki incorporates a range of approaches and initiatives so that staff build their practice in connecting for genuine partnership; including across-organisation.</p>
3.	Outline of the process to develop this Programme	<p>In August 2020, Te Maihi o te Whare Māori – Māori and Iwi Housing Innovation Framework for Action (MAIHI) was launched putting Māori at the heart of the Aotearoa New Zealand's housing narrative. This acknowledges the history of Māori housing and responds to these needs through kaupapa Māori approaches. MAIHI sets a precedent for working in partnership with Māori and was developed with input from key partners across the Māori housing community. (Refer separate Evidential Fact Sheet concerning MAIHI Framework for Action.)</p> <p>Te Tūāpapa Kura Kāinga committed to building cultural capability of the organisation and to maximise the impact of MAIHI, protect its cultural integrity, and to enable the MAIHI approach to help achieve its purpose – to create thriving communities where everyone has place to call home. 'Our kaupapa' defines two key values for the organisation, these being Treaty-anchored and whenua-based.</p> <p>MAIHI challenges Te Tūāpapa Kura Kāinga to self-review and consider its commitment to the Treaty of Waitangi. Te Tautiaki is building the capability required to ensure that this approach is front of mind across the business.</p> <p>Te Tautiaki focuses on lifting cultural capability of people to understand and respond to the needs and aspirations of Māori in a genuine way. Based on the concept of <i>Tautiaki</i>, which are structures that support the Maihi of a wharenui alongside the Amo (uprights); these additional supports remain in place until the structure is stable and strong; and removed when no longer required. This is an analogy for learning and development to support the application of MAIHI.</p> <p>Te Tautiaki was developed to support the individual and collective aspects across the organisation. It also contributes to reporting frameworks (capability requirements) expected by Te Arawhiti and Te Kawa Mataaho for all public service leadership. The Crown's Strategy for Māori Language Revitalisation: Maihi Karauna has similar requirements. It was approved by Te Tūāpapa Kura Kāinga Senior Leadership Team in May 2020.</p>
4.	Aims or Objectives of the Programme	<p>The Te Tautiaki implements the following principles in its planned delivery:</p> <ol style="list-style-type: none"> 1. To achieve durable cultural capability, Te Tūāpapa Kura Kāinga needs to:

		<ul style="list-style-type: none"> - target people, systems and the organisational culture and environment (what people experience). - build its Māori workforce as well as build Māori capability in its staff. - ensure leaders champion Te Tautiaki plan and role model the capabilities and behaviours being built. - ensure staff consider Māori as partners and not a 15% population group or merely ‘stakeholders’: and - ensure every team understands how the Treaty applies to their work, what Māori interest there is in their work, and engage with Māori. <p>2. Different capabilities at different levels will be relevant for different roles. Specific roles will require deeper skill levels and specialist skills, including:</p> <ul style="list-style-type: none"> - capability to navigate through a complex operating context, to understand kaupapa Māori concepts and practices and to weave perspectives together and develop solutions. - meeting public service expectations to engage and partner with Māori in a way that enhances the Māori Crown relationship as well as delivering outcomes. <p>The Te Tautiaki work programme is organised into six deliverable workstreams:</p> <ol style="list-style-type: none"> 1. Narratives of partnership 2. Māori workforce development 3. Build internal capability and capacity 4. Engagement and partnering with Māori 5. Information / Mātauranga 6. Supporting systems and processes <p>Following the Te Arawhiti individual and organisational capability frameworks, the State Sector expectations for public service leadership and Maihi Karauna, identified six workstreams aimed at building Māori capability across three stages of</p>
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		<p>competency (comfortable, confident and capable). This also built an organisational culture and environment that reflects Te Tūāpapa Kura Kāinga commitment to MAIHI and Te Tautiaki.</p>
5.	<p>Outline of steps taken to implement the Programme</p>	<p>Te Tautiaki team is partnering across Te Tūāpapa Kura Kāinga to develop a range of approaches and initiatives focused on building internal cultural capability and connectivity by fostering an environment that values te reo and tikanga Māori:</p> <ul style="list-style-type: none"> - Te Tūāpapa Kura Kāinga embraced and embedded karakia and waiata which both promote the importance of the organisation’s values – Wānangatia, Arohata, Kōkiritia. - All new starters at Te Tūāpapa Kura Kāinga are welcomed with a Mihi Whakatau (COVID 19 restrictions permitting). People are supported through the preparation and tikanga associated. A group of leaders within Te Tūāpapa Kura Kāinga have also been trained to undertake kaikōrero and kaiwaiata roles. - The te reo Māori name “Te Tūāpapa Kura Kainga – Ministry of Housing and Urban Development” has been adopted and the traditional narratives which underpin the name and its relationship to the agency’s Kaupapa is shared. - The embedding of values and roll out of visual identity has been a collaborative process which puts whakaaro and kaupapa Māori at the heart. - The development of its performance management approach, Tuia Te Here Tangata, requires the application of the agency’s values. This approach is based on a Te Ao Māori view of performance management. It focuses on the collective and ensures alignment to the agency’s Kaupapa and MAIHI. - Te Tautiaki has also been instrumental in the establishment of a translation panel to provide quality te reo Māori translations of important publication content. <p>1. Building understanding of te reo and tikanga Māori:</p> <ul style="list-style-type: none"> - The launch of Taukaea – Te Tūāpapa Kura Kāinga Māori Language Plan which details coordinated efforts to revitalise and normalise te reo & tikanga Māori. - Facilitation of Te Kākano which is a weekly program focused on building the knowledge of fundamental te ao Māori rolled out across the organisation. - Weekly sessions with Senior Leadership focus on building their understanding of te reo and tikanga Māori.

		<p>2. Developing understanding of Te Tiriti o Waitangi:</p> <ul style="list-style-type: none"> - The bi-monthly facilitation of Groundworks¹ workshop: a program focused on building understanding and application of Te Tiriti o Waitangi and organisational transformation. - The launch of Whare Kōrero - a marae based wānanga focused on building people’s understanding of Te Tiriti o Waitangi and kaupapa Māori in a Te Ao Māori setting. The concept for Whare Kōrero is set out in the whakatauki: Ko wheako te matua o whakaaronui – it is through experience that understanding, and empathy is developed. <p>While Covid-19 restrictions have posed challenges, Te Tūāpapa Kura Kāinga continues to find ways to build the cultural capability of its people.</p>
6.	Outline of monitoring and evaluation built into Programme	<p>All initiatives developed by Te Tautiaki must go through the Tumuaki, Deputy Chief Executive of Te Kāhui Kāinga Ora (Māori Housing Unit) and senior leadership team.</p> <p>During Matariki, evaluations will be run with participants which will include:</p> <ul style="list-style-type: none"> • Send out a survey • Conduct 1 on 1 interviews • Collect feedback at the end of each program Te Tautiaki facilitates <p>This is laid out in Taukaea – Our Māori Language Plan.</p>
7.	Availability of quantitative or qualitative data to demonstrate success or failures of the Programme to achieve its stated aims	<p>Data can be sourced from the 2021 Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development Annual Report which included a case study on Te Tautiaki. https://www.hud.govt.nz/assets/Annual-report/TE-TUAPAPA-KURA-KAINGA-HUD-Annual-Report-2020-21-web.pdf [pg.54]</p> <p>The 2021 Public Service survey had a large section focused on cultural capability.</p> <p>Data may also be sought from the Public Service Commission which is independently sourced and moderated.</p>

¹ Groundworks is an independent contractor who conducts these workshops.