



Te Pūkenga

Te Pae Tawhiti

**Insights into Te Tiriti o Waitangi and Māori Equity
practice in the National Office of Te Pūkenga**

Hereturikōkā | August 2022

Mā te rongo, ka mōhio
Mā te mōhio, ka mārama
Mā te mārama, ka mātau
Mā te mātau, ka ora

From listening comes knowledge
From knowledge comes understanding
From understanding comes wisdom
From wisdom comes wellbeing

Matakōrero | Foreword

Mihia te rangi e tū iho nei
Mihia te papa e takoto ake nei
Tangihia ngā mate huhua kua riro ki te pō
Nō hea te aroha e mutu
Mihia te ariki taungaroa, a Kīngi Tūheitia me tōna kāhui
Nō hea ngā mihi e oti
Mihia ngā maunga whakahī, ngā awa tūpuna
Mihia ngā kuratini o te motu me ngā kōrero
Nau mai rā e te iwi
E kai ō mata ki te pae tawhiti
Tēnei te pae ka rapua
Tēnei te pae ka whāia
Ka whakamau ai kia tīna
Haumi ē hui ē, taiki ē!

As an organisation, Te Pūkenga aspires to Te Tiriti o Waitangi excellence and is focused on ensuring our systems and services work well for Māori.

To do that, we need to respond with excellence to the needs of Māori learners and their whānau, and to the wider aspirations of iwi, hapū and Māori communities throughout Aotearoa New Zealand.

Our first step on this developmental journey was to understand our current Te Tiriti o Waitangi and Māori-Crown relations practice, and our capability and capacity to deliver to that aspiration at that time.

Accordingly, a self-reflective assessment tool – [Te Pai Tawhiti: Te Tiriti o Waitangi Excellence Framework](#) – was commissioned to influence and guide our planning, activities and reporting in pursuit of Te Tiriti o Waitangi excellence within and as a unified network.

In late 2020, the subsidiary network utilised Te Pae Tawhiti to embark on an inaugural self-reflective exercise to understand how we are tracking towards practices that deliver inclusivity and equity for and with Māori, and how meaningful and authentic our partnerships are with Māori.

This is the first time a comprehensive Te Tiriti o Waitangi practice analysis has been undertaken across the Institutes of Technology and Polytechnics (ITPs) of Te Pūkenga network.

In July 2021, Te Pūkenga published a comprehensive, condensed overview of the insights carefully gleaned from these self-reflective reports – [Te Pae Tawhiti: Insights into Te Tiriti o Waitangi and Māori Equity practices throughout our network](#) – along with a summary video.

Sharing information, data, practices, initiatives and new innovations as well as working together to improve outcomes for Māori has been transformative for the entire network of subsidiaries.

Now the National Office of Te Pūkenga has undertaken its own self-reflective assessment, identifying current practices with potential that can be shared across the network to amplify impact for Māori and momentum towards Te Tiriti o Waitangi excellence, along with challenges and opportunities for improvement.

Collectively, we are establishing a strong Māori learner-informed and Te Tiriti o Waitangi-led foundation for network transformation.

Ngā ihirangi | Contents

Matakōrero Foreword	3
Timatanga kōrero Introduction	5
Background	5
Context	5
Purpose	6
Methodology	7
Awhi rito Summary of insights	8
Give effect to Te Tiriti o Waitangi	8
Māori as key actors in regional development	8
Improved outcomes for ākonga Māori, whānau, hapū, iwi and employers	9
Ngā rau Enablers	10
Charter Expectation 1: Give effect to Te Tiriti o Waitangi	10
Te Tiriti o Waitangi partnerships	10
Te Tiriti o Waitangi-based leadership	12
Te Tiriti o Waitangi-based systems	13
Charter Expectation 2: Māori as key actors in regional development	16
Social development	16
Environmental development	17
Economic development	18
Charter Expectation 3: Improved outcomes for ākonga Māori, whānau, hapū, iwi and employers	19
Greater relevance of provision	19
Better equitable access	20
Stronger Māori participation	23
More equitable outcomes	25
Stronger responsive practices	27
Te korari Insights for growth	29
National Office supports practices with potential	29

Timatanga kōrero | Introduction

Background

Te Pūkenga – New Zealand Institute of Skills and Technology – was established in 2020 to create a unified, sustainable network of regionally accessible vocational education and training – on-the-job, on-campus and online.

In accordance with Te Tiriti o Waitangi, Te Pūkenga is focused on ensuring our services work well and respond with excellence to the needs of Māori learners and their whānau, and to the aspirations of hapū, iwi and Māori communities throughout Aotearoa New Zealand. This objective is driven by our Charter, legislative mandate and regulatory guidance as well as the will of our governing Council and Leadership team.

The self-reflective process that informed development of this overview report of National Office was completed during the start-up phase of the organisation, i.e. while the work plan is being implemented, business division and subsidiary transitions are already underway, and transformation planning and organisational development is in progress.

The timing of this self-reflection is intentional. It captures work that is currently underway as well as the work that is in development as we collectively prepare for the network's transition on 1 January 2023.

Context

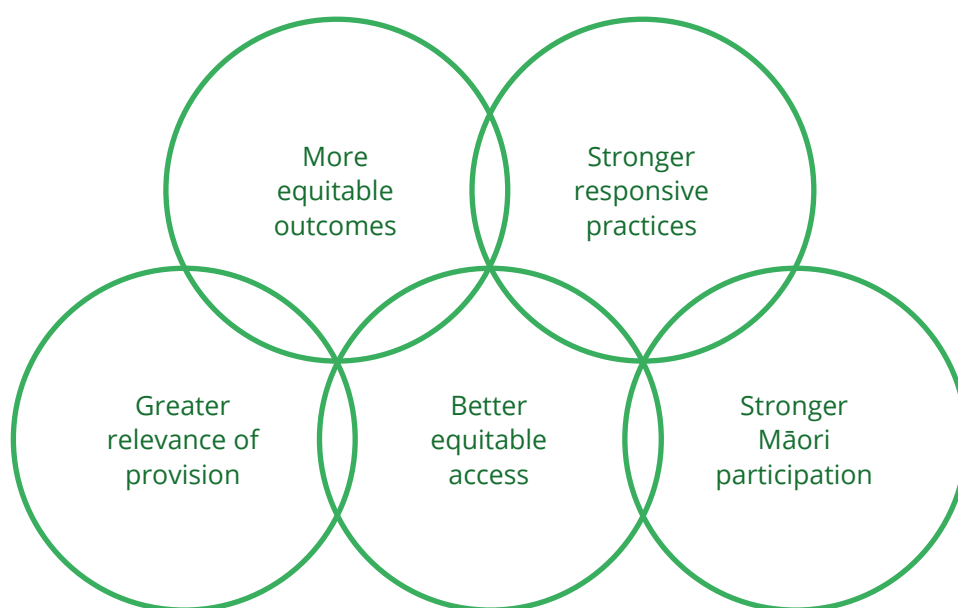
This overview report of National Office insights is a key deliverable in response to the duties charged of Te Pūkenga in our Charter which includes giving effect to the Māori-Crown partnership in order to:

- ensure that our governance, management and operations give effect to Te Tiriti o Waitangi
- recognise that Māori are key actors in regional social, environmental and economic development
- respond to the needs of and improve outcomes for Māori learners, whānau, hapū, iwi and (Māori) employers.

[Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework](#) provides Te Pūkenga with internal guidance to achieve Te Tiriti o Waitangi excellence. It is centred on a combination of continuous obtainment – whakamaui – and pursuit – whāia – of two major outcomes and five associated goals as represented in the following graphic.

For each objective and goal, there are leading self-reflective questions. The self-evaluation reports by the subsidiaries determine how well we are tracking towards Te Tiriti o Waitangi excellence – 'te pae tawhiti' – in the achievement of our objectives and goals.

Inclusivity and equity for Māori



Demonstrable Te Tiriti o Waitangi partnerships

Purpose

The purpose of this report is to:

- provide an inaugural view of progress being made by Te Pūkenga National Office towards meeting our Charter duties, as well as the outcomes and goals of Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework
- highlight and share practices with potential as well as challenges and opportunities for improvement as we collectively prepare to transition to one vocational education and training network from 1 January 2023
- highlight key projects from the National Office work plan that are progressing Te Tiriti o Waitangi excellence, and inclusivity and equity for Māori.

Methodology

During February and March this year, the Directorates of Te Pūkenga National Office were asked to prepare a self-reflective report detailing how they are currently responding to the outcomes and goals of Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework. They were given two months to determine their methodology, gather evidence, source information and submit a final report on 1 April 2022.

As part of this self-reflection, the Directorates were also asked to outline their line of sight on actions, activities or changes they are planning in pursuit of Te Tiriti o Waitangi excellence for 2022 as outlined in Te Pae Tawhiti. A mana-enhancing approach was utilised in this process as we sought to better understand the current state, to prepare for and develop a strong Tiriti-led foundation for Te Pūkenga.

A kaupapa Māori analysis of the Directorates' self-reflective reports was undertaken by a kaupapa Māori researcher in April this year. The analysis was framed by mātauranga Māori – relating to the analogy of te pā harakeke – and informed by te ao Māori values and principles, following the same procedures, values and processes as had previously been undertaken during the analysis of the overview report of the network insights.

Numerous direct and indirect quotes that support the National Office insights are included in the section of the report called 'Ngā rau | Enablers'. These quotes have been sourced directly from each of the Directorate's Te Pae Tawhiti self-reflective reports; however, minor changes have been made to some to allow a better fit with the report structure and to uphold a plain English writing style. When making changes, a mana-enhancing approach has been maintained by ensuring the 'wairua' of each statement has remained intact.

This overview report of National Office insights provides Te Pūkenga with a view of the current state of Te Tiriti o Waitangi practice within its Directorates and examples of current practices that support the transformational work occurring throughout the network. It also identifies some opportunities for further development and improvement as the organisation continues to mature.

This report structures the findings into three sections:

Section	Purpose
Awahi rito Summary of insights	Executive summary of the key insights from the kaupapa Māori analysis of the National Office's self-reflective report in respect of the Charter duties, and outcomes and goals of Te Pae Tawhiti.
Ngā rau Enablers	Full analysis using Te Pae Tawhiti key reflective questions to inquire into the nature and practice of the National Office in respect of the Charter duties, and outcomes and goals of Te Pae Tawhiti.
Te korari Insights for growth	Summary of National Office practices with potential that have been informed by the network and insights for consideration to support further growth.

The Directorates of Te Pūkenga National Office include Operation, Partnerships and Equity, Learner Journey and Experience, Employer Journey and Experience, and Academic Delivery and Innovation.

Awhi rito | Summary of insights

This section contains a summary of key insights from the kaupapa Māori analysis of the self-reflective report of Te Pūkenga National Office in respect of the Charter duties, and outcomes and goals of Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework.

Give effect to Te Tiriti o Waitangi

Te Tiriti o Waitangi partnerships

- Te Tiriti o Waitangi partnerships that are strategic and purposeful assist Te Pūkenga to give effect to Te Tiriti o Waitangi.
- Partnering with hapū and iwi is crucial to co-develop the National Office work programme.
- Partnering with Māori to progress projects that concern Māori is critical.

Te Tiriti o Waitangi-based leadership

- Executive leadership and Māori leaders are key to ensuring that Te Pūkenga systems and processes give effect to Te Tiriti o Waitangi.

Te Tiriti o Waitangi-based systems

- National Office is progressing Te Tiriti o Waitangi excellence and equity for Māori in a range of ways.
- Te Pae Tawhiti is being used by National Office to provide guidance to continuously improve outcomes for Māori.
- Māori cultural capability development is crucial for National Office staff to operationalise Te Pae Tawhiti.
- Mātauranga Māori is informing how National Office gives effect to Te Tiriti o Waitangi in its operations.

Māori as key actors in regional development

Social development

- National Office is collaborating regionally throughout the network to improve social outcomes.

Environmental development

- National Office recognises the rangatiratanga of hapū and iwi in advancing environmental outcomes.

Economic development

- National Office is progressing its understanding of the Māori economy to improve economic outcomes for Māori.
- National Office understands the importance of partnering with employers and industries to improve economic outcomes for Māori.

Improved outcomes for ākonga Māori, whānau, hapū, iwi and employers

Greater relevance of provision

- National Office is working collaboratively to improve the ability of the vocational education ecosystem to be relevant and responsive.
- Te Pae Tawhiti Continuous Quality Improvement (CQI) approach will be powerful for Te Pūkenga.
- National Office is developing mechanisms that respond to the needs of Māori stakeholders and communities.

Better equitable access

- National Office is taking a leadership role in the removal of systemic barriers, racism and bias.
- National Office is working to remove barriers to ensure equitable access and opportunities for ākonga Māori.
- Ākonga, with their whānau, are at the centre of the National Office work programme.

Stronger Māori participation

- Māori are positioned as leaders and future thinkers by National Office to ensure stronger Māori participation.
- National Office is creating conditions – systems, structures and services – to support stronger Māori participation.
- Māori voices are being prioritised through equity-minded, co-designed approaches to strengthen Māori participation.

More equitable outcomes

- National Office is using equity as a priority outcome to inform its work programme.
- Inter-divisional collaboration is occurring in National Office to advance outcomes for Māori.
- National Office is collaborating with other agencies to improve outcomes for Māori.

Stronger responsive practices

- National Office leaders are supporting kaimahi to develop their Māori cultural capabilities to strengthen their practice.
- The Māori staff collective of Te Pūkenga National Office, Te Ohu Kaimahi Māori, is providing space to empower kaimahi Māori to (re-)connect.
- National Office is embedding mātauranga Māori to ensure its work reflects te ao Māori and is responsive to the aspirations of Māori.

Ngā rau | Enablers

This section contains insights that align with the following three Charter expectations of Te Pūkenga in relation to Māori:

- Ensure that Te Pūkenga governance, management and operations **give effect to Te Tiriti o Waitangi**.
- Recognise that **Māori are key actors** in regional social, environmental and economic development.
- Respond to the needs of and **improve outcomes for Māori** learners, whānau, hapū, iwi and employers.

Charter Expectation 1: Give effect to Te Tiriti o Waitangi

He Whakaputanga o te Rangatiratanga o Nu Tireni (Declaration of Independence 1835), Te Tiriti o Waitangi and the principles of Te Tiriti o Waitangi inform and guide what ‘giving effect to Te Tiriti o Waitangi’ means at all levels – philosophically, strategically, operationally and practically. Outcome 1 of Te Pae Tawhiti considers how Te Pūkenga can demonstrate that it works in collaboration with hapū, iwi and partners as per its legislative requirements.

In 2021, [Te Pae Tawhiti: Insights into Te Tiriti o Waitangi and Māori Equity practices throughout our network](#) acknowledged that subsidiaries are actively demonstrating collaboration with hapū, iwi and partners. National Office acknowledges these existing relationships are the cornerstone of the network’s Māori-Crown partnerships. Over the past year, Te Pūkenga has been developing ways in which its National Office can demonstrate such partnerships and support the positive relationships developed by subsidiaries.

Te Pūkenga recognises that Te Tiriti o Waitangi excellence, equity for Māori and Māori success requires meaningful and authentic partnerships as well as Māori leadership at governance, management and operational levels. The following section details the work that the Directorates of National Office are undertaking to give effect to Te Tiriti o Waitangi.

Te Tiriti o Waitangi partnerships

Insights and evidence related to work that are creating conditions for meaningful partnerships with Māori and ensuring a Māori voice is included in the National Office programmes of work are outlined below.

Te Tiriti o Waitangi partnerships that are strategic and purposeful assist Te Pūkenga to give effect to Te Tiriti o Waitangi.

Te Tiriti o Waitangi excellence and equity for Māori must continue to be led from the top by leadership. It was reported by one Directorate *“that a focus on equity and Te Tiriti o Waitangi [are a] critical pathway and Council priority”*.

Komiti Māori was identified as an entity that assisted in the understanding of the conditions that supported Māori learners to succeed. Te Pūkenga sub-committees and Māori advisory groups which have been established with a purpose to honour Te Tiriti o Waitangi were being supported to ensure their function was preserved. There was a reflection on the need to ensure that Komiti Māori maintained its mana as a critical governance committee and did not become an ‘add on’ as has occurred historically in other entities or contexts.

To support the implementation of Te Tiriti o Waitangi excellence and equity across the National Office, a steering committee has been established to provide National Office with quality assurance related to Te Tiriti o Waitangi, equity and Te Pae Tawhiti.

There is *“a game changing piece of work”* that was informing how Te Pūkenga co-designed to ensure Te Tiriti o Waitangi partnerships were upheld going forward. *“This is being built with Te Pae Tawhiti and Equity input.”*

It was reported that the membership of the Academic Board, Te Poari Akoranga – a sub-committee of Council – included:

- tangata whenua co-chair
- Deputy Chief Executive of Partnerships and Equity or delegate
- Komiti Māori members
- kaimahi committee members
- Ngā Ohu Whakahaere (sub-committees of Te Poari Akoranga), all of which include a tangata whenua co-chair.

Partnerships with national and regional hapū, iwi and Māori organisations that were strategic and purposeful assisted Te Pūkenga to give effect to Te Tiriti o Waitangi.

In addition to tangata whenua kinship-based organisations (e.g. hapū and iwi), Te Pūkenga was determining how it engaged and managed its relationships with other national Māori organisations such as whare wānanga, Te Rōpū Wāhine Māori Toko i te Ora (Māori Women’s Welfare League), New Zealand Māori Council, National Urban Māori Authority and national trusts.

Partnering with hapū and iwi is crucial to co-develop the National Office work programme.

The Directorates of National Office were fostering meaningful partnerships with hapū and iwi which were supported by the positive relationships already developed by subsidiaries throughout the network.

There were positive reflections on the continued work of the subsidiaries in partnering with local hapū, iwi and hāpori Māori. *“Te Pae Tawhiti Champions continue to develop their Tiriti partnerships with iwi regionally, supported by the [undisclosed] team.”*

Each Directorate was considering how it used the voice of Te Tiriti o Waitangi partners to inform their work and to ensure they were honouring Te Tiriti o Waitangi in their workstreams and projects, particularly as Te Pūkenga undergoes a co-design process for its new organisational structure from 1 January 2023.

It is important to note that special reference was made to the working relationship that one Directorate has with the Mātauranga Iwi Leaders Group (MILG), one of a number of significant partners and national Māori groups *“who help [undisclosed] to understand the conditions that support Māori learners to succeed”*.

There was further reflection on the work of one Directorate that was supporting a subsidiary and their local hapū, iwi, hāpori and government agencies on a range of strategic areas that will directly improve equity outcomes for Māori and another priority group, ākonga. *“These include, but are not limited to, essential rural and health services, mātauranga Māori and kaimahi orange.”*

Reflections were also made on how Te Tiriti o Waitangi partnership and co-governance of Ako networks was in development as part of the organisational design work currently underway.

Partnering with Māori to progress projects that concern Māori is critical.

There has been significant demand from hapū, iwi and Māori communities for mana motuhake solutions and initiatives to be developed by Māori, for Māori, about Māori, with Māori. Engagement has been led by one Directorate with hapū and iwi on the proposed regional arrangements as well as the Taonga Māori Project, both of which required a partnership approach with Māori.

Thought leaders from within specific Directorates of National Office and across the subsidiary network were also represented on project governance, steering and working groups across Te Pūkenga to ensure that Te Tiriti o Waitangi partnerships, excellence and equity was built into foundational frameworks, systems and practices being developed such as the Outcomes Framework and new organisational design.

Directorates across Te Pūkenga have identified Māori-led projects which were partnering with Māori, for the benefit of Māori, that concern Māori. Working groups have been established to ensure a Māori voice has been included in projects so they were co-designed by Māori, for Māori, such as the Māori Cultural Capability Working Group.

A team in one Directorate reflected on the importance of Māori partnerships and Māori outcomes within one of their projects: *“This is what Te Tiriti Futures is all about, having Māori figuring out what works for Māori.”* Te Tiriti Futures pilot projects are Māori-led, giving Māori priority and positioning Māori as leaders and future thinkers in projects that are for them and concern them.

Te Tiriti o Waitangi-based leadership

Insights and evidence related to work which is creating the conditions for National Office leaders to meaningfully engage with Te Tiriti o Waitangi partners and Māori stakeholders are outlined here.

Executive leadership and Māori leaders are key to ensuring that Te Pūkenga systems and processes give effect to Te Tiriti o Waitangi.

Given its legislative and Charter requirements have a relentless focus on equity and honouring Te Tiriti o Waitangi in all that it does, Te Pūkenga is fully aware of the importance of Māori leadership and cultural capability at an executive level.

The organisation is led by its Executive Leadership Team (ELT) which, at the time of this assessment, consisted of the Chief Executive, five Deputy Chief Executives and three Strategic Advisors to the Chief Executive. Currently, over half of the ELT were Māori.

The appointment of Māori leaders to the ELT has been extremely important in the early stages of growth for Te Pūkenga. As well as reflecting its legislative requirements, strong leadership from the top table ensured that the systems and processes of Te Pūkenga have Te Tiriti o Waitangi excellence and equity at the fore.

One Directorate acknowledged the strategic and influential presence of their Māori Deputy Chief Executive at the senior executive level which has been also advocated by other ELT members. *“The [undisclosed] approach is Te Pae Tawhiti-centric, [and] brings strong cultural competency skills to their roles.”* This Directorate also reflected on the way in which Te Pae Tawhiti was being led by and lived from the executive down through the organisation.

It was believed that there were a number of elements that needed to be evident at a leadership level in order to enhance opportunities for ākonga Māori to achieve equity, including *“seeing diversity in the executive of Te Pūkenga is important”*. It notes: *“Māori want to see themselves in decision-making roles. Being seen is vital; this can even include branding and appearance.”*

“Having a strategic and influential presence at a Deputy Chief Executive level which is well supported. [With other executive leaders], this means that the [undisclosed] Directorate and Te Pūkenga are in a position where innovative programmes for Māori are, and can be, created and promoted.”

Te Tiriti o Waitangi-based systems

This section provides insights and outlines evidence related to work by National Office which is creating the structures and systems to operationalise giving effect to Te Tiriti o Waitangi.

National Office is progressing Te Tiriti o Waitangi excellence and equity for Māori in a range of ways.

All Directorates demonstrated their commitment to Te Pae Tawhiti by either naming elements of their work or explaining in some depth how their work was being developed and progressing in relation to the framework.

Embedding Te Pae Tawhiti throughout Te Pūkenga has required investment, leadership and influence. One Directorate noted: *“Where, in the past, there has been under-investment, there is now investment happening out in the network in terms of leadership and Māori teams. Te Pae Tawhiti is gaining momentum.”*

National Office is progressing towards Te Tiriti o Waitangi excellence through a range of new organisational projects and structures. Directorates highlighted many projects that demonstrated how Te Pūkenga was investing in the creation of conditions to introduce and apply Te Pae Tawhiti outcomes and goals – and Te Tiriti o Waitangi excellence and equity – into and throughout its National Office. Some of the projects included:

- Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework
- Te Pae Tawhiti Continuous Quality Improvement (CQI) approach
- Māori Cultural Capability Project
- Taonga Māori Working Group
- Te Tiriti o Waitangi Blueprint
- Māori Engagement Plan
- Te Rito Outcomes Framework
- Whiria Te Pūkenga Framework
- Te Kawa Maiorooro | Academic Regulatory Framework
- Te Ohu Reo Māori Advisory Group
- STP/Trades Academy Working Party
- Māori economy/Māori employer project
- Practice with Potential Project kete
- Tauāki Whāinga Mahi | Statement of Performance Expectations 2022
- Mahere Matihiko | Digital Strategy 2022-2026
- Te Piko organisational strategy
- Employer Journey and Experience Stakeholder Engagement Framework
- Amotai Social Procurement.

The Māori Engagement Plan has been co-developed with hapū, iwi and Māori communities to ensure the strategy reflected and responded to the needs of its Māori stakeholders and could support Te Pūkenga to give effect to Te Tiriti o Waitangi excellence.

The work was informed by what hapū, iwi, Māori and Tiriti partners conveyed as their expectations and aspirations. This has been published as a Tiriti Blueprint to inform the developing Operating Model of Te Pūkenga. The Tiriti Blueprint established what the Directorate did and what the wider organisation did, i.e. what good looked like for Tiriti partners.

Another Directorate reported that it would use the Māori consultation and engagement framework to ensure that active and meaningful partnership was a key outcome of the Māori economy/Māori employer project being undertaken. Work was underway *“recruiting a Māori employer relationship leader to undertake this work”*.

Leadership, management and operations needed to work together in transformational ways with equity principles at the fore.

“The work of Te Pae Tawhiti and [relevant] teams is to ensure that Te Pūkenga systems and processes have equity principles at the forefront.”

“The [relevant] team mahi is founded off Article 3 of Te Tiriti o Waitangi. The measure for the team is how people live it.”

Te Pae Tawhiti is being used by National Office to provide guidance to continuously improve outcomes for Māori.

Work is underway on the development of Te Pae Tawhiti Continuous Quality Improvement (CQI) approach for Te Pūkenga. This whole-of-system approach will ensure that equity for Māori is based on:

- embedding Te Tiriti o Waitangi excellence and equity for Māori across policies, systems and practices
- utilising principles and approaches embedded in te ao Māori
- ensuring Māori learners are at the forefront of decision-making
- critical reflection and inquiry into what supports Māori learner inclusion and success
- ensuring data, insights and evidence is used to inform decisions
- improvements that reflect the voice and aspirations of Māori stakeholders including iwi.

This approach has been developed to support the growth of a culture within Te Pūkenga – and the capability required – to continuously improve outcomes for Māori by ensuring:

- ākonga Māori are at the forefront of thinking when kaimahi design, develop and/or deliver policies, procedures, processes and programmes
- that any system changes lead to equity and improvements for Māori learner outcomes.

Reflections indicate *“systematising Te Pae Tawhiti [will] allow it to flow throughout the organisation”*.

A team in one Directorate has been using a kaupapa Māori set of principles that align to the professional code of ethics. These principles included mana ōrite, whanaungatanga, kotahitanga, rangatiratanga and kaitiakitanga, and required the team to undertake an inventory of current policies from across the network.

It was expected that this would lead to the development of policies that also embedded Te Pae Tawhiti at the very core: *“The relationship between [a] professional scope of practice, legislative compliance and upholding Te Tiriti o Waitangi is an area that requires ongoing support and development.”*

Te Pūkenga Quality Assurance Framework, Te Arotake, systematised Te Pae Tawhiti by honouring Te Tiriti o Waitangi through active protection and care of mātauranga Māori: *“Careful consideration is being given as to how to monitor this; how we use the voices of our Te Tiriti o Waitangi partners to inform continuous improvement of our delivery and ensure we are actively protecting and caring for mātauranga Māori.”*

The work on high-level organisational documentation asserted a *“relentless focus on equity and Te Tiriti o Waitangi to guide work”* by using Te Pae Tawhiti as a benchmark for excellence.

It was reported that Te Pae Tawhiti was being used to inform the organisation’s Information Systems Strategic Plan (ISSP); for example, *“potential Te Tiriti o Waitangi indicators, Māori-led initiatives and data sovereignty principles that align with Te Pae Tawhiti have been embedded (into the ISSP)”*.

Mātauranga Māori is informing how National Office gives effect to Te Tiriti o Waitangi in its operations.

Use of reo Māori, tikanga Māori, mātauranga Māori and ensuring Māori can live as Māori all contributed to Māori prosperity. Māori culture and identity were important to the majority of Māori and crucial to an overall sense of wellbeing.

Each of the Directorates in National Office has made some reference to a commitment or contribution to either revitalising and/or protecting te ao Māori, mātauranga Māori, taonga Māori and/or reo Māori within Te Pūkenga. Examples of such practices included:

"A dedicated kete of resources for use in the Practices with Potential projects."

"The framework consultation for Whiria Te Pūkenga involves consultation with subsidiary mātanga as a part of a stocktake of existing mātauranga Māori frameworks and Māori achievement frameworks and projects across the network of Te Pūkenga."

"The Taonga Māori Project Working Group demonstrates a commitment to actively protect taonga Māori within the network in ways that are Tiriti-honouring and informed by tikanga Māori."

"Te Ohu Reo Māori Advisory Group of Te Pūkenga ensures our communications align with Te Pūkenga cultural narratives and the wishes of tangata whenua via our Crown Treaty Partner Relationships (iwi, hapū and marae) throughout the motu."

"Our team includes [an] experienced technical and kaupapa/mātauranga Māori subject expert who is widely recognised within te ao Māori ... and Te Ohu Reo Group [has been] established to provide depth, integrity and credibility to how [te] reo Māori is understood and applied. Conceptual understanding rather than straight translation is paramount."

Two other projects demonstrated further ways it was actively protecting taonga tuku iho and giving authentic effect to Te Tiriti o Waitangi excellence and equity. The first was design work for the Whiria Te Pūkenga framework – *"ngā uara (values)-based, tangata (people)-centred framework underpinned by a te ao Māori world view"* – and ensured that the applications of these two principles permeated across all Ako activities.

The second was agreements and active protection mechanisms which have been put in place specifically for two projects – mātauranga Māori and taonga Māori – to ensure access and use by kaimahi and ākonga for the purposes of research was permitted, where and as appropriate.

Work was also being undertaken, informed by mātauranga Māori and the needs and aspirations of Māori and communities, to create systems, processes and tools to guide the network and unify existing programmes. They were:

"The Unification (Transition Programmes) self-reflection tool and guideline is being designed to focus on Māori, Pacific and disabled learner communities. This will inform the authentic embedding and commitment to Te Pae Tawhiti and Te Rito priorities in ongoing programme design and delivery."

"A small group of programmes are working through a transformational approach to unify (Bachelor of Nursing, Bachelor of Nursing – Māori, Bachelor of Nursing – Pacific, Bachelor of Social Work). These programmes have utilised equity-focused design and development approaches. To enable this, reference groups were established which included Māori (50 per cent minimum), Pacific and disabled participant membership to ensure the needs of Māori and communities were fundamental drivers of the programme development and design."

"The Ako Framework is being built as a co-joined framework with Whiria Te Pūkenga. The design process to date has been via a design brief open to many taura here throughout the network and beyond (e.g. the Ministry of Education and industry groups). During the taura here training, the voice providing insights to the personas was Māori."

Charter Expectation 2: Māori as key actors in regional development

Our Charter clearly states that Te Pūkenga must recognise Māori as key actors in regional social, environmental and economic development. The Directorates of National Office acknowledged that parts of the network were already partnering with mana whenua and key agencies, providers and industries to respond to hapū and/or iwi aspirations and priorities in their regions.

The importance of protecting those partnerships and arrangements has been highlighted as well as the strength that already existed throughout the network. It was also identified that *“examples of iwi success measures are being co-designed with iwi leaders to reflect the aspirations of mana whenua”*.

National Office recognised the important role of hapū, iwi and Māori in regional development. Its role was to enable and support existing partnerships and to help facilitate opportunities for these partnerships to prosper and flourish.

The Directorates highlighted a range of work programmes, projects, frameworks, approaches, collaborations and partnerships that demonstrated ways in which its teams were (co-)creating conditions to ensure Te Pūkenga recognised Māori as key drivers and leaders in regional social, environmental and economic development.

Social development

Social development is about improving the wellbeing of individuals and collectives so they can reach their full potential. This section provides an insight from Te Pūkenga National Office in relation to the role that Māori have as key partners in regional social development and how this is currently growing in one particular rohe.

National Office is collaborating regionally throughout the network to improve social outcomes.

National Office recognised that subsidiaries should be genuinely supported in their regions to engage with agencies and other providers who could assist in giving effect to Te Tiriti o Waitangi and creating positive social outcomes.

Improved access to vocational training in rural areas and health services for Māori, for instance, should help to improve social outcomes – not only by providing training and education benefits but also building capability and capacity in its health services. Examples of this were provided by two Directorates:

“Te Pūkenga is partnering with NorthTec, Te Tai Tokerau and government agencies on a range of strategic areas that will directly improve equity outcomes for Māori and other priority group ākonga. This includes working alongside NorthTec, Ministry of Health, MBIE, hapū, iwi, hāpori, government agencies and funding agency entities to establish access to training for Māori in the essential rural and health services sector.”

“Developing a digital apprenticeship initiative by establishing a relationship with a MBIE-funded project undertaken by Tokona te Raki. The development of this initiative has its origins in approaches from Māori information technology leaders who are advocating both within their businesses and to Te Pūkenga for a direct pathway to careers for Māori in the technology industry.”

Another example was the work that was being undertaken with Tokona te Raki – a social innovation entity of Te Rūnanga o Ngāi Tahu – as well as mana whenua and four subsidiaries to co-design Mātauranga Māori Innovation Hubs in the Ngāi Tahu rohe.

Environmental development

Te taiao – the natural world – has sustained many generations; the Māori economy, livelihoods and wellbeing have always depended on a healthy taiao. It is important that Te Pūkenga continues to recognise hapū and iwi rangatiratanga as well as kaitiaki responsibilities in ways that will improve Māori outcomes.

National Office recognises the rangatiratanga of hapū and iwi in advancing environmental outcomes.

Te Pūkenga recognised the rangatiratanga and mana of hapū and iwi over their whenua. As an important first step when dealing with matters pertaining to land, one Directorate was planning to *“review business processes and tools to include Te Pae Tawhiti and Equity weighting [in] and disposal, i.e. downsizing land holding early engagement with iwi to understand interests and strategy, policy, guidance document checklist”*.

By 1 January 2023, the existing 16 subsidiaries and business divisions of the Work Based Learning subsidiary will be brought into Te Pūkenga. There is much work that is happening across National Office to prepare for this transition with, undoubtedly, many opportunities to partner with hapū, iwi and Māori for environmental and sustainable benefits.

It was important to acknowledge that some subsidiaries were already partnering with mana whenua, key agencies and local providers to respond to the needs and aspirations of hapū and iwi to improve environmental outcomes. National Office has a role to support such partnerships and collaborations, if, and when, required.

An example of this was the Taonga Māori Project. The way in which it has been managed demonstrates a commitment on behalf of Te Pūkenga to actively protect taonga Māori across the network which included – but was not exclusive to – harakeke, rākau, names, artworks and marae (the tikanga and kawa of which has been actively led by hapū and iwi).

Economic development

The Māori economy is now valued at more than \$68 billion¹, a key part of which is the growing Māori business sector (i.e. Māori employers; iwi trusts, incorporations and other Māori structures; and self-employed Māori). Relevant Directorates of National Office reflected on key projects they are leading to strengthen the ability of Te Pūkenga to support and further strengthen the Māori economy.

National Office is progressing its understanding of the Māori economy to improve economic outcomes for Māori.

Relevant Directorates of National Office have been working to ensure Te Pūkenga can make meaningful and sustainable contributions to the development of the Māori economy.

One piece of work included the Māori economy/employer insights study that was undertaken in 2021 which will help to identify how Te Pūkenga *“can better serve Māori employers, workforce aspirations and partner/engage effectively with employers to achieve these aspirations. It will also provide guidance in establishing the right relationships at the right level with iwi enterprises and employers”*.

The early stages of developing a finance strategy has also assisted National Office to better understand the practices that support and enable Māori development.

“Māori and indigenous economic research and insights have been gleaned to provide an empirical base and support the transition from Western business practices to transformational practices that are inclusive, equitable and support Māori development.”

Another example is the procurement framework, policy and templates soon to be developed by one Directorate, indicating that Te Pae Tawhiti may be realised through:

- monitoring and reporting equitable distribution of suppliers
- assessment weighting systems and policies that align (with Te Pae Tawhiti)
- commitment to social procurement principles that consider regional development impacts.

National Office understands the importance of partnering with employers and industries to improve economic outcomes for Māori.

It was recognised that partnerships with key industries and major employers of kaimahi Māori must explore avenues to offer vocational education in new and innovative ways as well as contributing to improved economic outcomes for Māori. Early mover employer partnerships were exploring vocational education options with this in mind (e.g. Memorandum of Understanding with Energy Academy).

One Directorate highlighted an arrangement Te Pūkenga has made with the Defence Force for the delivery of vocational education, noting that this provided access for Māori learners who were highly represented in the Defence Force. Arrangements have also been made with other key businesses and government agencies.

“The successful delivery of these contracts will provide increased opportunities for participation and access for Māori learners and employers to engage with Te Pūkenga services, e.g. the Department of Conservation, the Department of Corrections, Fonterra, Energy Aotearoa and Energy Academy.”

Furthermore, co-development is underway on a digital apprenticeship initiative via a relationship with a Ministry of Business, Innovation Employment (MBIE) funded project undertaken by Tokona te Raki.

¹ chapmantripp.com/trends-insights/maori-economy-soars-to-68b-a-growth-of-60-in-five-years/

Charter Expectation 3: Improved outcomes for ākonga Māori, whānau, hapū, iwi and employers

Te Pūkenga knows that it is not Māori learners or communities that need to change to fit with us, rather it is the existing approaches that need to change. It is the responsibility of Te Pūkenga to ensure improved outcomes for ākonga Māori, whānau, hapū, iwi and employers, and to support the work of the subsidiary network to empower diversity, belonging and wellbeing.

Greater relevance of provision

Te Pūkenga services need to be well matched to the needs of its Māori communities. This section details the work that the National Office is undertaking to understand the views and respond to the needs of Māori stakeholders and communities in relation to vocational education and our service provision.

National Office is working collaboratively to improve the ability of the vocational education ecosystem to be relevant and responsive.

Directorates of National Office recognised the need, and were working in a seamless and integrated manner, to improve the ability of the vocational education ecosystem to be relevant and responsive.

One example stated that *“[the Directorate’s] role is to work with RSLGs (Regional Skills Leadership Groups) and WDCs (Workforce Development Councils) to create a seamless and integrated vocational ecosystem that better serves our communities and employer needs.*

“This will be established through shared employer insights/ advisory groups and regional insights. RSLG reports provide insights to Te Pūkenga regarding access for Māori learners and whānau in regional communities”.

One Directorate reported that by working collaboratively within Te Pūkenga directorates, opportunities have been identified to direct future delivery (via investment funding) towards the aspirations of Māori as identified in those directorates – for example, iwi-specific delivery agreements.

Te Pae Tawhiti Continuous Quality Improvement (CQI) approach will be powerful for Te Pūkenga.

One Directorate of National Office reflected on how the CQI approach will be powerful for Te Pūkenga – *“especially if it is foundational to the Quality Management System (QMS) as is being proposed”.*

In addition to MILG’s audit tool, Te Pae Tawhiti CQI has significant potential to improve outcomes for Māori. This approach was important because it involved *“reaching out and gathering and partnering to ensure Te Pūkenga is doing what it says it is doing”.*

Another Directorate reported that its finance team recognised the potential for a partnership to instigate Te Pae Tawhiti CQI sampling:

“We are building Te Arotake on Te Pae Tawhiti Continuous Quality Improvement (CQI) framework with representation from Te Pae Tawhiti CQI sitting on Te Arotake Quality Practices Self-Assessment Working Group to develop a single continuous quality improvement approach to ensuring Te Tiriti partnerships and inclusive and equitable outcomes for Māori.”

National Office is developing mechanisms that respond to the needs of Māori stakeholders and communities.

One Directorate reflected on the Ako Framework it was building as an example of a framework that will deliver services that respond to the needs of Māori stakeholders and communities. The team detailed how the Ako Framework enabled a mechanism of delivery through wānanga and use of marae as learning spaces.

Benefits will go beyond simply increasing the use of reo Māori, tikanga Māori and kawa, for instance, and will include:

- subsequent agreements around the use of marae with mana whenua
- embedding mātauranga Māori in programmes
- mana whenua (i.e. regionalisation) of reo, tikanga and kawa.

Better equitable access

Te Pūkenga must ensure that Māori have equitable access to its services in all communities in order to improve outcomes. This section details the work that Te Pūkenga National Office is undertaking to support the conditions required so that Māori learners and whānau have equitable access to services.

National Office is taking a leadership role in the removal of systemic barriers, racism and bias.

Te Hurihanganui Blueprint explains that 'building critical consciousness means reflecting critically on the imbalance of power and resources in society and taking anti-oppressive action to do something about it for the better. It means recognising white privilege, understanding racism, inequity faced by Māori and disrupting that status quo to strengthen equity².

These are important national issues that Te Pūkenga is in the process of addressing through the development of its organisational design, supporting policies, practices and processes, and an intentional kaimahi capability development programme to identify and eliminate systemic barriers, racism and bias.

Although the Directorates of National Office did not explicitly reference racism, they reported on work they were undertaking that had the potential to help stamp out racism and bias. One Directorate stated that it was *"actively encouraging critical awareness of bias in our interactions with others"*.

Another reported on learning from and sharing data and insights as well as applying that to a learner with whānau equity strategy. For example, they were able to understand Māori barriers, opportunities and deliberate bias in tertiary experiences and attempted to build a learner with whānau equity strategy that redesigned the tertiary experience by removing systematic barriers for underserved learners.

Another Directorate was engaged in work that aimed to remove enrolment barriers for Māori. Te Kawa Maiooro | Academic Regulatory Framework focused on inclusivity, equity and partnership for Māori by ensuring education that was free from racism, discrimination and stigma. The framework did this by enabling and supporting Māori learners to enter and engage effectively as Māori in their chosen programme of study.

education.govt.nz/our-work/overall-strategies-and-policies/te-hurihanganui

National Office is working to remove barriers to ensure equitable access and opportunities for ākonga Māori.

Work to remove barriers required careful consideration throughout Te Pūkenga. One Directorate of National Office has been collecting data and insights regarding the removal of barriers and provided some examples of how this information was being used:

- Data collection has been mapped to the stages of Te Rito learner journey to identify barriers and opportunities of Māori ākonga.
- Deliberate bias and focus on understanding Māori barriers and opportunities in tertiary experiences through data and insights.

Another Division reported on their Information Systems Strategic Plan (ISSP) which *“a whole-of-system blueprint that has potential to identify systemic enablers and/or potential barriers as touch points for intervention”* and *“potential Te Tiriti o Waitangi indicators, Māori-led initiatives and data sovereignty principles that align with Te Pae Tawhiti”*.

It was reported that several key conditions were being worked on by at least one Directorate to allow for more equitable access for ākonga Māori:

“As the programme portfolio of Te Pūkenga is being unified, careful consideration is being given to ensuring initiatives previously designed within the network to remove barriers to access, are not lost. Similarly, network strategies that have potential to be scaled up are being explored. Most obvious initiatives at this stage relate to removing financial costs as a barrier to engagement. An aspiration to ensure all te reo/tikanga qualifications within the portfolio are made fees-free is an example of this approach.”

“The Unified Funding System strategic component is being analysed as a way of potentially supporting delivery in more remote Māori communities that may have previously been excluded from delivery networks based on poor financial viability.”

“The Programme Regulations will take an equity approach to selection, particularly with programmes where there are caps/limited numbers ... The programme document for submission to NZQA (and regulatory bodies) take [a] broad and flexible approach to maximise participation of Māori.”

“Te Ohu Whakahaere – Approvals will confirm for all programmes, as part of a Te Pūkenga process, that they align to Te Pūkenga frameworks and aspirations for delivery of its programmes and other educational products. Te Ohu Whakahaere – Approvals includes strong Māori representatives with a deep understanding of mātauranga Māori and the needs and aspirations of Māori stakeholders and communities for their ākonga.”

Ākonga, with their whānau, are at the centre of the National Office work programme.

Directorate leadership was acknowledged for the work being done to ensure ākonga and their whānau were always at the centre of Te Pūkenga mahi, especially through Te Rito. Personas and stories have been used – which included Māori representation – to help inform this work and to ensure that Māori could see themselves at the centre of the learner journey experience.

One example was a network-wide pilot to further strengthen the learner journey. Whakawhanaungatanga for Pre-Start and Tuakana-Teina or Peer Mentoring *“builds on existing practices with potential and the experience of our ākonga Māori and disabled learners”* and further focused on *“building a culture of connection and keeping our ākonga and their whānau at the centre of everything that we do”*.

Other support, service provisions and practices were outlined such as:

- activation of internal and external partners
- creating safe and welcoming spaces
- co-design to ensure all voices are heard and services are appropriate
- foundation of Māori principles of manaaki, aroha, tika and pono
- using the right platforms to engage and communicate on
- having learners at every level of Te Pūkenga
- Māori and Pacific providers providing care for Māori and Pacific learners, ensuring culturally relevant services
- regional delivery of services through Māori mental health.

The importance of keeping ākonga and their whānau at the centre through the unified programme curricula was also highlighted. The unified programme curricula will form the building blocks of programmes and will allow mobility of ākonga throughout the delivery modes and locations of the network.

The stand-up of Te Ohu Whakahaere – Approvals was seen as a step towards this goal with its purpose to ensure that all developments include and align to key Te Pūkenga frameworks.

Stronger Māori participation

This section details the work that the Divisions of National Office are undertaking to create conditions (systems, structures and services) for Māori learners to participate and succeed as Māori as well as opportunities to partner with Māori to define 'success as Māori'.

Māori are positioned as leaders and future thinkers by National Office to ensure stronger Māori participation.

Creating and enhancing conditions for ākonga Māori to feel included through visible representation across the network required leadership from Te Pūkenga, including positioning Māori as leaders and future thinkers. Directorates of National Office evidenced a range of approaches and projects they have been introducing and developing to recognise Māori as leaders and future thinkers.

Te Tiriti Futures pilots were, and would be, Māori-led initiatives which painted a picture of prioritising and positioning Māori as leaders and future thinkers. Māori were therefore not tokenised but embedded throughout the pilot process and outcomes.

A unification programme of work has included equity-focused co-design in the development of programmes *"To enable this, learner reference groups were established which included Māori (50 per cent minimum), Pacific and disabled learner participant membership. Co-design approaches were utilised, as were Te Rito personas, to support the development of Ngā Mātāpono to underpin the programme developments."*

One Directorate reported on enhancing Māori representation through the creation of personas, stories and media that Māori could see themselves in, which elevated the visibility of Māori through their programme of work.

National Office is creating conditions (systems, structures and services) to support stronger Māori participation.

Te Pūkenga has been creating conditions to ensure stronger Māori participation is enabled. Several examples were included about how National Office was intending to change systems, structures and services for stronger Māori participation by including, for example, reo Māori and tikanga Māori across the network. Examples included:

- enrolment – entry requirements, selection and criteria facilitate direct entry for Māori and remove concerns of barriers
- complaints and appeals process
- academic integrity and learner discipline breaches – application of mātauranga Māori and tikanga in processes, procedures and approaches
- submission of assessment in te reo Māori as standard practice
- implementing use of marae for graduation
- mātauranga Māori and tikanga incorporated into ceremonies, processes and procedures.

Māori voices are being prioritised through equity-minded, co-designed approaches to strengthen Māori participation.

The Directorates of National Office believed that an equity-minded co-design process was crucial for Māori participation and to help define success as Māori. One Directorate listed examples of work where it has prioritised a Māori voice, such as Te Rito where 50 per cent of the narratives come from ākonga and kaimahi Māori.

This Directorate was also leading the development of an equity-minded co-design process which would be foundational to the organisation's approach to co-design. The process included self-reflection and equity pauses, and was reflected as a pikorua³, the main purpose being that the *"Māori voice is present and heard"*.

As part of this process, the Directorate explained that it was *"seeking equal explanatory power for Māori through 50 per cent tangata whenua representation in the co-design team"*.

Furthermore, its teams are *"working with the Learner Centred Design Network Forum (which has equal explanatory power in membership) to build on existing practice with potential across the network and co-designing at the local and regional level with ākonga Māori and iwi to make improvements. The collective impact approach includes backbone structures and resources which have been designed with regional responsiveness in mind"*.

This Directorate also explained how co-design guidelines take what was known from ākonga Māori (i.e. Te Rito) and provided tools for co-design to enable by Māori, for Māori. Other examples of co-design occurring across the National Office included:

- Te Pūkenga Outcomes Framework
- Te Tiriti o Waitangi Blueprint
- Whakawhanaungatanga for Prestart and Tuakana-Teina pilots
- Unification programme of work.

"Good co-design, founded in Te Tiriti o Waitangi, enables Te Pūkenga to collaborate and be responsive to the needs of all regions of New Zealand and their learners, industries, employers and communities."

The digital apprenticeship initiative that is currently being co-developed with Tokona te Raki is another example of where equity-minded co-designed approaches have been occurring.

³ Pikorua is a modern design resembling two intertwined pikopiko ferns.

More equitable outcomes

This section details the work that National Office is undertaking to develop conditions which enable more equitable outcomes for Māori.

National Office is using equity as a priority outcome to inform its work programme.

All Directorates reflected in varying ways on how they were using an equity lens as well as equity as a priority outcome to inform their work. Further insights into equity for Māori were being gathered to understand the impact in a range of areas, such as:

- **Ako Framework** – *“Momentum Group taura here prototypes are being developed in accordance with the Ako Framework design to establish and guide what teaching and learning looks like in [a] Te Pūkenga context.”*
- **Te Arotake | Quality Assurance Framework** – *“One of Te Arotake workstreams sets out to enable Te Pūkenga to honour Te Tiriti o Waitangi through the active protection and care of mātauranga Māori. Careful consideration is being given as to how to monitor this, how we use the voices of our Te Tiriti o Waitangi partners to inform continuous improvement of our delivery and ensure we are actively protecting and caring for mātauranga Māori.”*
- **Unification programme of work** – *“The selection process for the transitional programmes utilises a Programme Selection Matrix which aligns closely with the Charter. For example, a programme will be ranked higher than others if there is evidence that the programme has been developed to meet the needs of Māori learners.”*
- **Te Pūkenga STP/Trades Academy** – *“To enable equity for Māori, we are ensuring key frameworks and programmes of work are influencing the design of our 2023 Te Pūkenga STP/Trades Academy establishment plan.”*
- **Te Kawa Maiooro** – *“Equity of access into programmes with limited numbers ... hold a percentage of spaces for Māori learners, ensure that the success in pathway programmes leads to the desired programme (removal of grade average requirements in foundation pathway programmes).”*

Other projects which aim to create equitable outcomes include:

- Māori Economy/Employers insights study
- Te Arotake | Quality Assurance Framework
- Tokona te Raki pilot project, Kā Puna Kāria
- workforce development plans.

Te Pae Tawhiti reports have been developed for each Directorate of Te Pūkenga which identified insights from the subsidiary network (July 2021) that were relevant to each Directorate. The aim of these reports is to guide and inform their work programmes and ensure that equitable outcomes for Māori remain at the forefront.

Inter-divisional collaboration is occurring in National Office to advance outcomes for Māori.

Collaboration across Directorate teams has been occurring and was to be commended given the interdependencies across the numerous workstreams of Te Pūkenga. It was assumed that collaboration on work by multiple Directorates within National Office will result in improved outcomes for Māori. This was due to the range of perspectives, knowledge, expertise and connections that existed and could be utilised to improve outcomes on any given project.

There was representation from across all Directorates and the wider network in a range of Te Pūkenga working groups and steering groups. One example was the Outcomes Framework Working Group which draws from all Directorates as well as the network and was charged with *“developing an Outcomes Framework informed by learner with whānau at centre, Te Tiriti o Waitangi and equity”*.

Another team also reported on a wide range of work that was Te Tiriti o Waitangi-informed; for example, the Ako Framework delivery mechanisms:

“Kaiako capability development is also included in the Ako Frameworks and will include a clear link to upskilling our staff in mātauranga Māori, tikanga and kawa, and instances such as delivering in wānanga. Cross portfolio work is ongoing ... to ensure the capability build programmes covering Māori cultural capability and ako-specific are well aligned.”

Directorates also recognised that Te Pūkenga must collaborate to guide and support employers to address equity and gaps in cultural competency to improve outcomes for Māori. Team collaboration was undertaken to *“work collaboratively with [undisclosed] learner wellbeing teams in ‘employers as teachers’ competency development workshop. The [undisclosed] learner wellbeing teams are also addressing equity and cultural competency of employers. This initiative will provide some insights to inform further work in partnership with the [undisclosed] learner wellbeing team”*.

National Office is collaborating with other agencies to improve outcomes for Māori.

One Directorate has carried out a range of work to understand what service utilisation by ākonga Māori needs to look like in a unified vocational education system. It has been working in partnership with a national Māori health workforce thought leader, Te Rau Ora, to achieve this. This Directorate also reported that:

- *“a shift from status quo to mental health Models of Care (MoC) that privilege ākonga Māori, e.g. kaupapa Māori MoC”*
- *“Māori and Pasifika providers will provide care for Māori and Pasifika ākonga – culturally relevant services”*.

Examples of collaboration with other public sector agencies to improve social outcomes for Māori were also referenced in the section, ‘Charter Expectation 2: Māori as key actors in regional development’.

Stronger responsive practices

The Directorates of National Office have recognised the need to lead or support changes in practices that were responsive to the needs of Māori by applying Te Tiriti o Waitangi excellence and an equity lens – guided by Te Pae Tawhiti – and to seek additional support, advice or guidance to do so when required. This section outlines the work that Directorates are undertaking to ensure their practices are becoming more culturally responsive and inclusive.

National Office leaders are supporting staff to develop their Māori cultural capabilities to strengthen their practice.

Directorates have been undertaking activities to support their kaimahi to develop and advance their Māori cultural capabilities. Māori cultural competency is key to meaningful engagements and partnership relationships with Māori.

A number of reflections demonstrated how Māori cultural capability development was enabling their teams to grow and therefore develop more responsive practices:

- *“Staff feel supported and encouraged to participate in karakia.”*
- *“A tikanga set for network hui has been developed to ensure kaimahi Māori see themselves in the hui and the prioritisation of reo Māori.”*
- *“Ensuring Te Pūkenga is providing space and permission for non-Māori who work with Māori [to] feel safe and supported on where they are in their journey.”*

Examples were also provided of how teams were offering opportunities for Māori cultural capability development:

- *“New team members registered to complete Te Pae Tawhiti induction programme.”*
- *“Tikanga and te reo Māori sessions held once a fortnight to support [Directorate] kaimahi with their understanding and acquisition of te reo Māori me ōna tikanga.”*

Māori cultural capability has been included in programmes of work related to the capability development of academic kaimahi. *“Kaiako capability development is included in Te Pūkenga Ako Frameworks, ensuring a clear link to upskilling our staff in mātauranga Māori, tikanga and kawa.”*

One Directorate noted that they were using Māori cultural capabilities to support their projects, acknowledging that *“embedding te reo Māori shifts [undisclosed] closer to the desired state of Te Pūkenga”*.

The induction webinar for Te Pae Tawhiti has recently become a compulsory requirement for all new staff at National Office. The purpose of this induction is to help build understanding and awareness of the outcomes and goals of Te Pae Tawhiti, and overall, Te Tiriti o Waitangi excellence and equity for Māori.

One team described Te Pae Tawhiti professional development as ‘a critical enabler for the team’. As an example, *“new staff are asked to read through most foundational documents as part of the induction process with a focus on Te Tiriti o Waitangi”*.

What was specifically highlighted was the importance of initiatives targeting employer Māori cultural competencies as teachers and first points of pastoral care as the way to improve work-based learning success for Te Pūkenga learners. For instance:

- *“Working collaboratively with [undisclosed] learner wellbeing teams in employers as teacher’s competency development workshop.”*
- *“The [undisclosed] learner wellbeing teams are also addressing equity and cultural competency of employers. This initiative will provide some insights to inform further work in partnership with the [undisclosed] learner wellbeing team and the Kaitohutohu Māori Capability Development role.”*

A reference was made about how one Directorate was *“undertaking cross portfolio work to ensure Te Pūkenga builds programmes which are well aligned to Māori cultural capability and ako”*.

Te Ohu Kaimahi Māori (Māori staff collective of Te Pūkenga National Office) is providing space to empower kaimahi Māori to (re-)connect.

Kaimahi Māori come to the workplace with diverse backgrounds and experiences of te ao Māori, te reo Māori and tikanga Māori. Te Pūkenga established Te Ohu Kaimahi Māori so that kaimahi Māori in National Office have an inclusive kaupapa Māori space or forum to connect within for whanaungatanga and kotahitanga. The forum promoted cohesion and collaboration across Te Pūkenga as Māori and, in particular, was a space to connect, wānanga and receive peer-to-peer support.

It was recognised how important Te Ohu Kaimahi Māori was for all kaimahi Māori in their teams: *“This Ohu provides a platform for all kaimahi Māori to connect, collaborate, share, develop, grow and support each other.”*

Te Pūkenga was committed to ensuring that kaimahi Māori were given time and resources to celebrate being Māori and were given opportunities to develop their tuakiritanga.

National Office is embedding mātauranga Māori to ensure its work reflects te ao Māori and is responsive to the aspirations of Māori.

The Directorates of National Office have identified the need for strategies and actions which embed mātauranga Māori as crucial for ensuring responsiveness to Māori. An example of this practice included a consultation process with mātauranga Māori mātanga (experts or specialists) across the subsidiary network. This was done as part of a stocktake of existing mātauranga Māori and Māori achievement frameworks in the development of Whiria Te Pūkenga⁴.

Other strategies identified included the work being done to adopt mātauranga Māori frameworks and utilise the experience of others who were working in this area as part of its practice. This was in addition to the normalisation of Māori ways of ‘being, doing and knowing’ being applied by one team: *“Māori pedagogies are practised across all programmes of study. Mātauranga Māori (either general knowledge or discipline-specific) is appropriately embedded and applied in Te Kawa Maiororo.”*

To ensure mātauranga Māori was being embedded throughout other projects, Whiria Te Pūkenga was being woven into the Ako Framework. For example, ensuring ngā uara (values), tangata (people) and te ao Māori is foundational to and infused throughout all ako activities as it collaborates with ākonga, kaiako, employers, industry and others in the co-design of this framework.

⁴ Whiria Te Pūkenga is a values-based and people-centred framework underpinned by te ao Māori which is aligned to the Charter, Te Pae Tawhiti and Te Rito.

Te korari | Insights for growth

National Office supports practices with potential

'Practices with potential' identified throughout the network – as identified in the 2021 Te Pae Tawhiti overview report of network insights – are being used to inform Te Tiriti o Waitangi excellence, equity practice and projects in development across Te Pūkenga.

National Office has been working with mātanga (experts or specialists) and senior Māori leaders via the network of Te Pae Tawhiti Champions as well as Te Tira Manukura (a collective of senior Māori leaders in the subsidiaries) to co-design, co-develop, strengthen and scale up some of these practices with potential to inform projects that aim to improve equity and outcomes for Māori.

National Office teams acknowledge the leadership of Te Pūkenga, particularly the vast expertise, knowledge and insights that the network, Māori leaders and senior kaimahi Māori contribute to the work that we are collectively progressing in preparation for the transition to 1 January 2023 and beyond.

Detailed below are some practice with potential approaches that the National Office Directorates indicated as important to Te Pūkenga, all of which have been informed by practices already occurring throughout the network.

Mana ōrite agreements are important.

Mana ōrite is being practiced in the subsidiary network. A mana ōrite agreement sourced from the subsidiary network sets out exemplary practice for how agreements and templates may be executed.

Mana ōrite is also an important Te Tiriti o Waitangi partnership principle that guides partners to hear, consider and afford equal explanatory power to respective views. It is a principle, for example, that also guides the Legal and Risk team which sees it aligning with their professional code of ethics.

A review of policies provides opportunity for further application throughout Te Pūkenga. Mana ōrite agreements will be important for Te Pūkenga as a Crown entity and vocational education network to consider as an enduring commitment to meaningful and authentic Te Tiriti o Waitangi partnerships.

Continued use of a collective impact approach to build on existing practice with potential across the network is recommended.

The work that National Office has been carrying out with the Learner Centred Design Network Forum is key to transformational change. The aim is to build on existing practices with potential across the network and co-design with ākonga Māori and iwi at the local and regional level to make improvements.

The collective impact approach includes backbone structures and resources which have been designed with regional responsiveness in mind. This practice of co-designing solutions with and for Māori that are responsive to local needs and aspirations is vital to retain as an aligned national approach improving outcomes for Māori learners, their whānau, hapū, iwi and hāpori Māori.

Visible leadership of by Māori, for Māori, with Māori approaches is important.

Internally, there is potential for Te Pūkenga – at governance and leadership levels – to lead and be a role model to kaimahi by designing, implementing, monitoring, advising and collaborating on kaupapa and tikanga approaches as part of their practice.

National Office also has a role in supporting the network, with their senior Māori leaders, to be enablers of this approach in their respective rohe and with key partners and stakeholders.

National Office kaimahi can continue to learn more from the network who, in many respects, are leading the way in by Māori, for Māori, with Māori approaches. Visible Māori leadership across Te Pūkenga is crucial to maintain and develop further as part of its intentional and strategic approach to give effect to Te Tiriti o Waitangi, thereby transforming the vocational education sector.

National Office reflections for further growth

All Directorates provided reflective statements with key insights into giving effect to Te Tiriti o Waitangi excellence and ensuring equity, now and in the future. This list of insights details the key reflections that National Office should take into consideration to support further growth.

Influence and leadership of the Partnerships and Equity Division is crucial.

The influence and role of specific Directorates in leading Te Tiriti o Waitangi excellence and equity for Māori throughout Te Pūkenga must continue and be nurtured. A dedicated team has been crucial in creating conditions for the organisation to integrate Te Tiriti o Waitangi excellence and equity throughout everything that it does. The organisational design, under development at the time of this report, will seek to embed these conditions in every function of Te Pūkenga.

Leadership of transformational change that is deliberate and enables a 'hearts and minds' shift is significant.

One Directorate has set about to deliberately design the Ako Framework as the strategies and structures that give substance and reality to delivery aspirations, such as greater relevance of provision.

It is recognised that a centralised direction of 'investment' (e.g. Tertiary Education Commission delivery funding) is not enough to ensure this goal is achieved. It requires a potential 'hearts and minds' shift within the network, which is why the team is embedding Whiria Te Pūkenga into the Ako Framework to ensure its foundations are rooted in te ao Māori.

Te Pae Tawhiti CQI approach being developed proposes that to build a new Te Tiriti o Waitangi-based future, Te Pūkenga must disrupt the status quo. Te Pūkenga needs to go beyond self-assessment and move towards evidence-based inquiry underpinned by kaupapa Māori methodology so that:

- the status quo is challenged
- systemic inequities for ākonga Māori are named and challenged
- the responsibility to act in ways that are transformative is shared by all
- multiple voices and world views are valued and legitimated within an authentically collaborative process
- the full range of evidence is understood with the voices of ākonga Māori, whānau, hapū and iwi at the table.

Leadership of transformational practices that are inclusive, equitable and support holistic Māori development is vital.

Embedding Te Pae Tawhiti outcomes and goals across the network requires a whole-of-organisation approach. There is momentum in terms of embedding Te Tiriti o Waitangi excellence and equity for Māori into strategies, frameworks, policies and processes throughout Te Pūkenga. However, a deeper implementation, integration and practice that enables these outcomes must follow. There is an opportunity for Te Pūkenga to be a leader in the public sector in relation to Te Tiriti o Waitangi excellence and equity practice.

Māori capacity and capability development is a priority for Te Pūkenga.

As the number of kaimahi increases due to unification of the vocational education and training systems across Aotearoa New Zealand, so too does the challenge of ensuring Te Pūkenga has a focus on and continues to:

- grow the capacity of kaimahi Māori
- grow the cultural capability and confidence across all kaimahi, e.g. te reo Māori, tikanga Māori and mātauranga Māori
- recruit and retain dually competent kaimahi who are confident in two worlds (i.e. te ao Māori and te ao Pākehā)
- prioritise the development of critical consciousness and addressing of systemic racism and bias.

Two Directorates are working together to progress the Māori cultural capability project for Te Pūkenga and have developed an insights report that highlights all the strategies, programmes, approaches, resources and partnerships that contribute to the Māori cultural capability of kaimahi throughout the network. This report and the subsequent development of a Māori cultural capability tool for Te Pūkenga will support the continued growth of capacity and capability of kaimahi.

Te Tiriti o Waitangi relationships must be authentic and meaningful

Te Pūkenga must continue to develop meaningful Te Tiriti o Waitangi relationships. For relationships with Māori to be successful, Te Pūkenga needs to continue to build and invest in mechanisms that support joint approaches.

The organisation also needs to continue to invest in kaimahi capability and capacity to authentically and meaningfully give effect to these relationships. Operational processes and kaimahi involved at the forefront of these relationships for Te Pūkenga must be enablers and respect Te Tiriti o Waitangi partners as equal, whether on a 'mana to mana' level or a 'mahi to mahi' level.

Commitment to creating opportunities for Māori businesses, employers and communities through social procurement must be realized.

The Government expects agencies to consider how they can create further opportunities for New Zealand businesses including Māori, Pacific and regional businesses, as well as social enterprises. Te Pūkenga is committed to this and is planning for it to be implemented into its procurement framework, policies and practices with the recent appointment of a Procurement Manager.

There is one Directorate, in particular, that can contribute to transforming administrative and finance policy and systems through this approach to social procurement. The creation of a Procurement Framework along with supporting policies and templates – with Te Pae Tawhiti at the forefront – should be realised through the monitoring and reporting of equitable distribution of suppliers, the development of assessment weighting systems and policies that align, and its commitment to social procurement principles that consider regional development impacts.

Addressing systemic barriers, racism and bias is imperative.

Te Pūkenga acknowledges the need to develop a vocational education and training system which addresses systemic barriers, racism and bias. Critical consciousness learning and development will provide a platform for learning so that all capability development is an opportunity for Te Pūkenga staff to develop a more in-depth understanding of other world views.

Māori cultural capability, anti-racism learning and development and related capability development workstreams provide opportunities for Te Pūkenga to focus on critical consciousness development.



Te Pūkenga