

17 September 2025

REF: OIA 87953

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Tēnā koe [REDACTED]

Request for Official Information: Proposed final scope of the Crown/Māori Relations portfolio and a Crown/Māori Engagement Framework and Guidelines

On 10 August 2025 you requested the following information under the Official Information Act 1982 (OIA) from the Ministry of Foreign Affairs and Trade:

- a) 2018 0719 Draft Cabinet paper on CMR and Engagement that was sent out for agency consultation and the response of agencies to that, and the final version of the Cabinet paper.

Your request was transferred to the Office of Treaty Settlements and Takutai Moana: Te Tari Whakatau on 8 September 2025.

In response to your request for receipt of the Cabinet papers promptly we are providing a document in relation to part of your response. We have requested clarification on part of your request relating to agency feedback. Once you have responded to that request, we will respond within 20 working days according to the OIA.

Draft and final Cabinet paper

We are releasing, in full, the draft Cabinet paper 'Proposed final scope of the Crown/Māori Relations portfolio and a Crown/Māori Engagement Framework and Guidelines' in response to your request.

The final version of the Cabinet paper is publicly available on Te Tari Whakatau's website here: [Proposed-final-scope-of-the-Crown-Maori-Relations-portfolio-and-a-Crown-Maori-Engagement-Framework-and-Guidelines-v2.pdf](#). We are refusing this part of your request under section 18(d) of the OIA.

Agency response to consultation on Cabinet paper

You have requested agency responses to the consultation on the draft Cabinet paper. An aide memoire dated 31 July 2018, 'Revised Cabinet paper for Ministerial consultation: Proposed final scope of the Crown/Māori Relations portfolio and a Crown/Māori Engagement Framework and Guidelines and summary of submissions from engagement process' includes:

1. a section on agency feedback;
2. a summary of agency feedback on the "new agency" in Appendix One; and
3. in Appendix Two, a summary of agency feedback on "the role of the proposed new agency and existing agencies".

We would like to clarify your request. Would you prefer to receive the section of the aide memoire on agency feedback and the two appendices, or the correspondence from agencies who provided feedback on the draft Cabinet paper?

If you can confirm your preferred approach, we will liaise with agencies on the requested material for release.

Proactive release

When Te Tari Whakatau acknowledged receipt of your OIA request, we advised we may proactively release your OIA response on our website. After considering our response to your request, we can advise that it will be published no earlier than 20 working days from the date of this letter at www.whakatau.govt.nz. Your personal and other identifying information will be removed.

If you have any concerns about the information in this response being published on our website please contact us by emailing officialcorrespondence@whakatau.govt.nz by 5.00pm within 10 working days from the date of this letter.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about this process is available at www.ombudsman.parliament.nz or phone 0800 802 602.

Nāku noa, nā



Lucy Bolton
Manager Policy

Table of documents provided under the Official Information Act 1982

Document number	Date	Document description	Extent of information provided	Page
1.	2018 07 19	Draft Cabinet paper, Proposed scope of the Crown/Māori Relations portfolio and a Crown/Māori Engagement Framework and Guidelines	Released in full	1
2.	2018 09 26	Final Cabinet paper, Proposed final scope of the Crown/Māori Relations portfolio and a Crown/Māori Engagement Framework and Guidelines	Refused under s18 (d) of the Official Information Act 1982 – the information is publicly available	

In Confidence

Office of the Minister for Crown/Māori Relations
Chair, Cabinet Crown/Māori Relations Committee

Proposed final scope of the Crown/Māori Relations portfolio and a Crown/Māori Engagement Framework and Guidelines

Proposal

1. This paper outlines public feedback on the scope of the Crown/Māori Relations portfolio (the portfolio) and seeks Cabinet approval for:
 - 1.1 me to seek agreement from the Prime Minister of the proposed final scope of the portfolio; and
 - 1.2 the overall Crown/Māori engagement framework (including the Crown's intent for, and values to underpin, the relationship and guidelines to help government engagement with Māori).

Executive Summary

2. [To come]

Background

Establishment and initial scope of Crown/Māori Relations portfolio

3. The establishment of the portfolio indicates a desire from this government to focus on the opportunities that settling claims makes possible. This requires us to look at ways to demonstrate a true and practical partnership is possible beyond the Treaty settlement negotiating table. It signals a need for the Crown and Māori to move forward togetherⁱ.
4. In March 2018 I advised Cabinet of the responsibilities and priority areas in the *initial* scope of the portfolio.
5. The responsibilities were to:
 - 5.1 look for and facilitate partnership opportunities with Māori (including beyond those established by Treaty settlements);
 - 5.2 build the Crown's understanding and honouring of its Treaty obligations;
 - 5.3 increase opportunities for and quality of Crown/Māori engagement on important issues and promote good practice;
 - 5.4 ensure Treaty settlement commitments are met to maintain trust and confidence; and
 - 5.5 provide strategic advice to the Prime Minister and Cabinet on the risks and opportunities in the Crown/Māori relationship.
6. The initial scope included another responsibility – "identify and drive projects which enhance partnership between the Crown and Māori which are outside the scope of other Ministers'

portfolios". Upon further consideration, and following the engagement process I consider that the priority area set out in paragraph [5.1] above sufficiently covers the intent of that responsibility so I propose to remove it from the final scope.

7. The priority areas were:

- 7.1 'Take the lead on resetting Crown/Māori relationships on hard issues';
- 7.2 'Find opportunities for active partnerships between the Crown and Māori';
- 7.3 'Measure how healthy the Crown/Māori relationship is over time to drive accountability';
- 7.4 'Help government to better engage with Māori on matters of importance';
- 7.5 'Lift public sector performance to better respond to Māori issues'; and
- 7.6 'Improve the Crown's responses to contemporary Treaty issues'.

Interim guidance for Ministers and the public sector on engagement with Māori

8. In March Cabinet agreed guidance for use by government in engaging with Māori prior to the completion of a Crown/Māori Engagement Framework (the **interim guidance**). Key parts of the interim guidance were:

- 8.1 strong active partnership with Māori in the design and implementation of the process and outcomes is required where the impact of the issue or proposal will be significant for Māori;
- 8.2 engagement should be broad and include discussions with relevant national Māori organisations where there are issues of national significance; and
- 8.3 engagement should be undertaken through existing iwi regional fora or with affected iwi/hapū and/or regional/local based Māori organisations where there are issues of regional or local significance.

9. In March I also informed cabinet that I would engage with Māori to discuss the initial scope and priorities before I reported back to Cabinet.

Comment

10. The comment section is structured in the following way;

- 10.1 sub-section one outlines the engagement process and some of the feedback I received on the portfolio (and other portfolios);
- 10.2 sub-section two sets out my vision for the Crown/Māori relationship;
- 10.3 sub-section three seeks confirmation of the priority areas and final scope of my portfolio;
- 10.4 sub-section four sets out decisions I seek from Cabinet on new elements of the portfolio and scope that were not in the initial scope; and
- 10.5 sub-section five contains the overall Crown/Māori engagement framework that I seek approval for.

Sub-section One: The engagement process

11. When I became the Minister for Crown/Māori Relations, I didn't want to repeat the mistakes of the past. Those mistakes included instances where governments decided they knew what was best for Māori, sat in Wellington and wrote up a strategy, then went out to whānau, hapū and iwi and told them what the government had decided will be in their best interests. That approach doesn't work. Instead I took the time to go around the country and ask what we needed to do to strengthen the relationship and what my priorities as Minister should be.
12. I sought public submissions and undertook an engagement process on the initial scope of the portfolio between March and May. I held 32 hui attended by over 1600 people and received around 230 submissions. I completed the engagement process with a whole day wānanga held at Parliament with a selection of twelve people who had attended the hui or made a submission.
13. Submissions were made by individuals, groups and organisations, by Māori and non-Māori, by people who supported the portfolio and by people who did notⁱⁱ.
14. When I started the engagement process I expected to hear people say they didn't see the value in a closer Crown/Māori relationship, or that we need a separate Māori Parliament. Instead, the overwhelming feedback has been that New Zealanders do value the Crown/Māori relationship but that it needs to be a real partnership and for us to achieve that requires the government to up its game in a number of areas.

What people told me

15. People used the engagement process to tell me about a range of things of interest to them but also to provide views on the questions I asked specifically about whether my initial priority areas were right.
16. I received a range of suggestions about what my priorities should be in this portfolio. I have categorised feedback from the engagement process as follows:

*Tautoko the recognition that
Crown/Māori Relations need
strengthening
(Whangarei hui, 8 April)*

- 16.1 suggestions about the name of the portfolio and its placement within the public service, including:
 - 16.1.1 proper resourcing, namingⁱⁱⁱ and placement of, the portfolio within the public service^{iv}
 - 16.1.2 being clear about the difference between the portfolio and the Māori Development portfolio^v;
 - 16.1.3 that specific legislation^{vi} or a separate government agency^{vii} be set up to support Crown/Māori Relations;
- 16.2 the priorities in the initial scope of the portfolio, including:
 - 16.2.1 the portfolio should take a long-term (15-20 year) view of the relationship^{viii};
 - 16.2.2 that I should co-develop a modern day forward looking Treaty based framework that will guide the Crown/Māori relationship^{ix};

- 16.2.3 that I must find ways for Māori ethics on good relations to determine all Crown relations with Māori^x
- 16.3 other priorities that were not in the initial scope of the portfolio, including:
- 16.3.1 that the portfolio needs a mandated monitoring role if it is to be effective^{xi};
- 16.3.2 considering how we shape the New Zealand constitution going forward as it is a core issue that underpins better relationships between the Crown and Māori^{xii}; and
- 16.4 issues relating to other Ministers portfolios, including:
- 16.4.1 Local Government – concerns were expressed about the lack of Māori representation and ability for Māori to be decision-makers in local government issues and access to local government being difficult and having nowhere left to go if local government don't cooperate^{xiii};
- 16.4.2 Education – people thought work should be done to address unconscious bias from teachers^{xiv} and ensure that New Zealand history and te reo Māori are core components of the curriculum^{xv};
- 16.4.3 Health – people thought money should be invested in prevention services rather than the district health boards and district health boards should have more Māori representation^{xvi}; and
- 16.4.4 Environment - People supported environmental issues remaining a priority for government and that Māori are at the forefront of seeking sustainable management practices and environmental protection but are under-resourced and under-credited when engaging with officials^{xvii}.
17. A summary of the issues raised most often and what people told me through the engagement process, using quotes from submitters, is attached as **Appendix One**.
18. I have written to relevant Ministers about issues that were raised in relation to their portfolios. A table outlining broadly what I advised Ministers of is attached as **Appendix Two**.
19. I was encouraged that our instincts about what the portfolio should do and focus on (as set out in my March paper) were largely in line with what I heard in the engagement process. That process, by and large, endorsed the priority areas in the initial scope of the portfolio.
- “[The priority areas under the initial scope] are some good fundamentals of how to connect with Māori”*

(online submission 6, para 1075)
20. Suggestions about other areas the portfolio could focus on warranted serious consideration; in deciding what to recommend as priority workstreams in the final scope of the portfolio I have not accepted all the feedback but arrived at what I consider to be ambitious, but achievable goals to strengthen the Crown/Māori relationship.

Sub-section Two: My vision

21. Through the engagement process Māori set a challenge for this portfolio – to be bold and to be brave^{xviii}. People reminded me that I need to ensure that we are not just focussed on transactional issues, that we need to be aspirational too^{xix}. I agree with hui attendees who told

me we need to change the kōrero from 'what Māori cost the country' to 'what value add can be achieved by appropriately partnering with Māori'^{xx}. I want more from this portfolio than words and promises^{xxi} and people told me they did too^{xxii}.

22. In the concluding chapters of the report on the Wai 262 claim, Justice Joe Williams articulated the challenge facing the nation:

"[We] should shift our view of the Treaty from that of a breached contract, which can be repaired in the moment, to that of an exchange of solemn promises made about our ongoing relationships. It is the historical settlement process itself that allows us to shift our attention in this way from the past to the future... After decades of profound social and political change, and a generation long focus on the resolution of past grievances, we are now ready to enter a new stage in the relationship.

While the Treaty makes it a constitutional responsibility to adjust the Crown–Māori relationship, even without the Treaty the country would have a social and political responsibility to do so.

Some New Zealanders are uneasy about these ideas because they require us to jettison some long-held assumptions about who and what we are... History and the future both demand that we make the leap to acceptance of Māori culture and identity as a founding pillar of our national project. This is not just a matter of justice (though it is that, of course). Demographics, economics, and geo-politics suggest it is now a matter of necessity."^{xxiii}

23. I told hui participants that I am looking at 2040 and trying to work out where we want to be as a nation. While keen to conclude historical Treaty settlements, this government is looking beyond Treaty settlement negotiations. We need to shift the relationship from one focussed on historical grievance to one focussed on true partnership^{xxiv}. Achieving this change requires decisive and active leadership – we cannot assume the renewed relationship established by Treaty settlements will continue to flourish if nobody drives that to happen^{xxv}.
24. My vision is to realise the true promise of the Treaty, and Treaty settlements, for all New Zealanders ahead of the 200-year anniversary of its signing in 2040. The vision draws from the promises of the protection of rights, interests, resources and equality for all New Zealanders.

Sub-section Three: Confirm priority areas under initial scope in final scope

25. In light of the feedback I have received at hui and through submissions I seek Cabinet agreement that the following priority workstreams, with minor changes to those approved under the initial scope of the portfolio in March, be confirmed in the final scope I will propose to the Prime Minister:

- 25.1 take the lead on resetting Crown/Māori relationships on hard issues;
- 25.2 find opportunities for active partnerships between the Crown and Māori. To do this I will examine existing partnership models that are working to understand why they are successful so that their success might be replicated;
- 25.3 measure the health of the Crown/Māori relationship over time to drive accountability;
- 25.4 help government to better engage with Māori on matters of importance;
- 25.5 support Māori capability and capacity to deal with government;

- 25.6 lift public sector performance to better respond to Māori issues; and
- 25.7 improve the quality, consistency, and public understanding of the Crown's responses to contemporary Treaty issues.
26. The diagram at **Appendix Three** illustrates the sub-workstreams associated with the above workstreams.
27. I acknowledge the review of the State Sector Act 1988 the Minister for State Services is leading. This will go some way to addressing a theme that emerged from the Crown/Māori Relations engagement hui that greater accountability is required to ensure Ministers and public sector chief executives and their departments deliver results^{xxvi}.

Sub-section Four: Decisions sought on new things from Cabinet

Name of portfolio

28. I propose changing the name of the portfolio to 'Crown/Māori Partnership'.
29. This proposal is consistent with feedback I received about the relationship envisaged by the Treaty being a partnership^{xxvii} and the priority outcome assigned to the Cabinet Crown/Māori Relations Committee to 'build closer partnerships with Māori'. The Committee has been asked to have initial oversight for all of the programmes, initiatives and projects within that priority outcome.
30. I received a number of suggestions for an alternative name for the portfolio – 'Crown/Tangata Whenua Relations'^{xxviii}, 'Iwi, Māori/Crown Relations'^{xxix}, 'Minister of Te Tiriti Crown Māori Partnership'^{xxx} or Minister for Crown Reconciliation^{xxxi}.
31. I propose that as Minister I should act in the interests of the Crown/Māori relationship or partnership. I do not consider my role should be one of advocacy on behalf of either partner in the relationship – this will require a level of independence most other Ministers are not required to have.
32. I propose my role have a similar level of independence as the Attorney-General. In describing the role of Attorney-General Hon Sir Michael Cullen said that it "uniquely combines the obligation to act on some matters independently, free of political considerations, with the political partisanship that is associated with other Ministerial office. My fundamental responsibility, when acting as Attorney, is to act in the public interest".
33. I seek Cabinet agreement that, when acting as Minister for Crown/Māori Partnership, my responsibility is to act in the interests of the Crown/Māori relationship.

"The very name Crown/Maori Relations is not reflective of that partnership and does not acknowledge our constitutional framework underpinned by Te Tiriti"

(Submission #Q65)

A new standalone agency

WHAT PEOPLE TOLD ME ABOUT THE NEED FOR A NEW AGENCY

34. People across the country discussed the placement of the portfolio within the public service and the support it receives^{xxxii}. Some people thought the unit supporting the portfolio should not sit within the Ministry of Justice^{xxxiii} and said confining discussions within a Ministry of Justice lens is limiting^{xxxiv}. One suggestion was that the portfolio should sit within the

Department of Prime Minister and Cabinet, with secondary support from Te Puni Kōkiri^{xxxv}. I received strong feedback that the portfolio needs its own agency^{xxxvi}; many people were convinced that giving the Crown/Māori partnership proper standing requires it to have mana. People expressed concerns about whether the intent of the portfolio can transform the way central and local government operate. It cannot achieve that if it is hidden within a large government department.

35. Other submitters assumed a separate Ministry had already been established^{xxxvii} and had suggestions for how it could lead government agencies in better understanding of and providing for the relationships of Māori with whenua and resources^{xxxviii}. People were concerned that the portfolio should be properly resourced^{xxxix}.

WHAT WOULD A NEW AGENCY DO?

36. I consider there is a gap in the public sector framework for the type of agency and service this portfolio should provide. I further consider that such an agency should be a central agency.
37. A new central agency is essential, in my view, to achieve the authority to effect the change we need to see in the relationship if we are going to realise the benefits of it. Achieving the change we seek is not a three-year job. Making the change to the system required under each of the priority areas requires the status and capability of a central agency.
38. I propose that the new agency house the Crown/Māori Relations Unit, the Post-Settlement Commitments Unit (**PSCU**) and the Office of Treaty Settlements (**OTS**) – all currently placed within the Ministry of Justice. PSCU is responsible for safeguarding the durability of historical Treaty settlements – I consider this a key responsibility of my portfolio. There would be no change to the functions of OTS and PSCU but as Treaty settlements wind up it would allow the expertise gained in Treaty settlements over the years to be carried through to the agency supporting the renewed relationship.
39. In addition, a new central agency would undertake the following work on the priority areas of the portfolio:
- 39.1 'Take the lead on resetting Crown/Māori relationships on hard issues':
- 39.1.1 Continuing the work we have been doing to reset the relationship on issues this government inherited where the Crown/Māori relationship had reached an impasse;
- 39.1.2 the key 'hard issues' I have been working with Ministers on to date are: discussions to resolve issues raised in the Kōhanga Reo National Trust Treaty claim; addressing concerns around the proposal to establish an ocean sanctuary around the Kermadecs/Rangitāhua Islands; establishing a path ahead for water discussions; and protecting Māori interests in the establishment of the Urban Development Authority;
- 39.2 'Find opportunities for active partnerships between the Crown and Māori'.
- 39.2.1 In order to seek new opportunities for active partnerships I will develop a project scope and plan to:
- 39.2.1.1 undertake a scan across government to identify and develop Crown/Māori partnership examples across the economic, cultural, social and environment sectors; and

- 39.2.1.2 identify and document broad principles for partnership development that can be shared across the public sector.

39.3 'Measure how healthy the Crown/Māori relationship is over time to drive accountability':

- 39.3.1 The Committee is familiar with the work produced to date under this workstream. We are creating a set of relationship indicators which measure the maturity and performance of the Crown/Māori partnership. The indicators could focus on how the overall relationship is working and the generic mechanisms for achieving results, rather than the results themselves.

39.4 'Help government to better engage with Māori on matters of importance':

- 39.4.1 The engagement framework discussed further in paragraphs [55-69] is an important element of the work under this priority workstream. The new agency will have an ongoing role in providing assurance over proposed engagement plans of other agencies and evaluating whether engagement is effective.

39.5 'Lift public sector performance to better respond to Māori issues':

- 39.5.1 This workstream intends to improve public sector capability in responding to Māori issues, including improving the:
 - 39.5.1.1 understanding of the value of a strong Crown/Māori relationship and the potential contribution of Māori in the delivering better results for Māori and New Zealand;
 - 39.5.1.2 understanding of Māori perspectives and Treaty issues and their incorporation in policy and frontline service delivery;
 - 39.5.1.3 awareness of different aspirations and world views among whānau, hapū, iwi and Māori when considering policy development and implementation;
 - 39.5.1.4 staff cultural competency, including capability in reo and tikanga to engage with Māori appropriately, and the recognition and acknowledgement of these competencies in agencies' workforces; and
 - 39.5.1.5 awareness of Treaty settlement commitments;

39.6 'Improve the Crown's responses to contemporary Treaty issues':

- 39.6.1 As we work towards completing historical settlements, we need to look at the way we deal with contemporary issues and Waitangi Tribunal kaupapa inquiries. I believe we need to show more leadership in this area and part of our initial work will look at establishing guidelines to ensure we take an open and modern approach to ensuring policy and practices are consistent with the Treaty and effective for Māori^{xl}.

WHY AN EXISTING AGENCY CANNOT DO THIS?

40. I have arrived at my decision to seek your support for a new standalone agency having considered whether the functions I propose should be carried out by an existing agency; I conclude that they should not.
41. Agencies people have suggested could carry out this function – the Department of Prime Minister and Cabinet, Te Puni Kōkiri or the Ministry of Justice (where the Crown/Māori Relations Unit currently resides) – conduct their work admirably. Giving the vision and functions of the portfolio the mana they deserve will be difficult to achieve if the support I receive from the public service is buried as an adjunct in a large agency.
42. Having this work carried out by the Ministry of Justice is not ideal for several reasons. The continued association of Māori and “Māori issues” with the justice system blurs the understanding and status of the new portfolio. Many Māori who made submissions on the portfolio expressed concerns or objections to this association^{xli}. Retaining the proposed functions within the Ministry of Justice would challenge my ability to achieve the “cut through” we need to elevate the relationship. It would be more difficult to influence the transformative change I seek if the agency supporting me is a peer agency to all others and not a central agency.
- “There is concern at this portfolio sitting within the ministry of justice given the negative implications associated with the relationship of the ministry to the Courts and ultimately the prison system”*
- (Hui with Māori Womens Welfare League
(para 8))
43. Te Puni Kōkiri leads Māori Public Policy, advises on policy affecting Māori wellbeing and monitors policy and legislation. These are important functions focussed on advocating for Māori and supporting Māori capability but they are crucially different to the role I propose of acting in the interests of the relationship. In addition, transferring the functions I propose to Te Puni Kōkiri would unnecessarily overcomplicate their job and require time to restructure that we do not have to waste.
44. I therefore seek Cabinet agreement to the establishment of a new standalone agency for Crown/Māori Partnership with the final make up to be agreed between myself and the Minister for State Services, the Minister of Justice and the Minister for Treaty of Waitangi Negotiations.

Other institutional arrangements

45. I propose an additional workstream called ‘Develop the scope of a conversation about institutional arrangements’.

46. If my proposal that we establish a new central agency is agreed by Cabinet then an element of this workstream will have been achieved. A revived conversation about other institutional arrangements supporting the Crown/Māori partnership can and should take place on a longer timeframe.
47. On the issue of the constitution people said the current constitutional status of Te Tiriti is unsatisfactory^{xlii} and that “constitutional reform would strengthen the Crown/Māori relationship and provide the foundation for the consistent application of policy to support the Crown in meeting its obligations”^{xliii}.
48. People told me it is important to include Pākehā in the Crown/Māori partnership^{xliv} and that focussing on weaving stronger connections between Pākehā and Māori would create greater tolerance and understanding^{xlv}.
49. This is an issue governments have skirted around for generations and about which a lot of thinking has been done. I do not think it would serve the citizens of New Zealand well to try to jump to a solution on this quickly nor is that solution to immediately ‘embed’ the Treaty as our constitution. Whatever the level of knowledge about it, the constitution fundamentally affects the lives of every New Zealander. I am keen to look at some of the less controversial steps towards change.
50. Issues that should be covered by further work on this kaupapa include Treaty clauses in legislation, potentially establishing a Treaty commissioner and examining the future role of the Waitangi Tribunal as historical Treaty settlements draw to a close over the next few years.

“The most important priority to ensure a peaceful and productive future for all new Zealanders is to progress the discussion – and move towards – Treaty-based constitutional arrangements”
(Submission #R26)

Coordinating significant Crown/Māori Events

51. I have received overwhelmingly positive feedback on how ‘Waitangi Week’ was conducted this year. I was told that it is very positive for Ministers to spend quality time engaging with Māori across a much wider spectrum and that it needs to continue^{xlvi}.
52. Cabinet approval of this workstream will mandate this portfolio to oversee the organisation of significant Crown/Māori events, of which we have several upcoming, including:
- 52.1 Ratana 100th Anniversary (November 2018); and
- 52.2 Waitangi 2019 (February 2019).

Conclusion

53. I seek Cabinet agreement that the following priority workstreams be added to the final scope I propose to the Prime Minister:
- 53.1 develop the scope of, and timing for, a conversation about the institutional arrangements supporting the Crown/Māori partnership; and
- 53.2 coordinating significant Crown/Māori events.
54. The diagram at **Appendix Three** illustrates the sub-workstreams associated with the above workstreams.

Sub-section Five: “Getting the relationship right requires the Crown to be consistent”^{xlvii} (Engagement Framework)

55. In March I told Cabinet that we needed to establish a framework, underpinned by a statement of the Crown’s intent for the Crown/Māori relationship and a set of values, to guide Ministers and public sector agencies engagement with Māori.
56. People told me existing frameworks “challenge our ability to assert our Rangatiratanga and the Crown’s ability, to work with us, to fulfil [its] responsibilities under Te Tiriti legislation, and our Deed of Settlement”^{xlviii}. They also told me that “part of getting the relationship right is ensuring consistency by the Crown, in all its faces, with Māori”^{xlix}. Māori very strongly feel that they are “not just another ethnic minority”^l; the unique status of Māori as tangata whenua^{li} and as signatories to the Treaty must be reflected in how the Government engages with Māori.
57. It is vital that the engagement framework is of practical use to agencies. Government has thought about how it engages with Māori before. There has been no shortage of guidance documents produced over the years that have had the good intention of guiding best practice in engaging with Māori. None of them, however, have produced the desired effect across the public sector.
- “Despite it being [a] statutory obligation for Crown and local government entities to engage, support and consult with Māori, the process itself is just a box-ticking exercise”*

(online submission 87-document supplied)
58. **Appendix Four** is the proposed engagement framework.
59. The framework builds on the interim engagement approach approved by Cabinet in March, and has been developed following a review of a range of literature and previously developed work.^{lii} What is notably different about this framework is that it has been materially informed by reviewing the current landscape as well as what I heard from the people throughout my national Crown/Māori Relations engagement. The roadshow and submission feedback provided me with insight into a number of areas where intentional improvements could strengthen Crown/Māori engagement and partnerships.
60. I have been told about the lack of capability in the public sector in Māori engagement^{liii}, institutional racism^{liv} and unconscious bias^{lv}. People told me there is a need for a sea change in the way the public service engages with Māori^{lvi}.
61. I want public servants to have tools that will help them do a better job of engaging with Māori. Government processes, and outcomes for all New Zealanders, will be improved with a more capable public sector. The engagement framework has been designed with its intended users in mind.
62. An aspect of public sector engagement with Māori that clearly came through what people were telling me was that the engagement needs to be flexible^{lvii} and “fit for purpose”. Deciding what engagement is appropriate on a particular issue must be guided by the key questions about what is the issue, what is the impact on Māori and who among Māoridom should be engaged. People told me there need to be opportunities for hapū engagement on matters relevant to hapū^{lviii}.
63. Engagement cannot be an afterthought or a “tick-the-box’ exercise. People told me that embedding policies that prescribe engagement at the beginning of any initiative will ensure full involvement rather than retrospective involvement”^{lix}.

64. Since Cabinet approved the interim engagement approach in March, my officials have been reviewing agencies' engagement approaches to ensure the principles of effective engagement have been applied and the processes are broad and inclusive. It is my intention that my officials will continue to provide an assurance role and develop an evaluation process to understand if the framework is assisting to produce effective engagement with Māori. My officials will also provide further targeted advice, tools and support to assist agencies. Te Puni Kōkiri are also playing a complimentary role in reviewing some engagement strategies with a particular focus on implementation within the regions.

Guidelines for agency use in engaging with Māori

65. The guidelines to accompany the engagement framework are attached as **Appendix Five**.
66. Engagement with Māori needs to be based on developing effective working and ongoing relationships. These relationships are based on positive experiences, trust and confidence. An effective, efficient and inclusive engagement process should reflect how Māori perspectives and cultural values have been included. Throughout the development of their engagement processes agencies should be guided by the following principles: engage early, be inclusive, think broadly^{ix}.
67. The guidelines attempt to provide departments with immediate, practicable and implementable advice on how to engage with Māori. We recognise in some instances further detail or context will be developed to assist departments in applying the guidelines - for example greater clarification on the "who" and the "how" of engagement or what is meant by open-ended terms like "audience" and "impact".
68. Officials from the Crown/Māori Relations Unit will continue to provide an assurance role and develop an evaluation process to continue efforts to support effective engagement with Māori. This will include developing tools and other supporting material to enhance both the framework and guidelines, exemplar material (what good looks like), usable process maps for key tasks and engagement tools (e.g. application of the impact tool specific to different context and environmental conditions).
69. The engagement framework and guidelines are available for immediate use. They are intended to be living documents which may be revised over time to align with developing best practice.

How does the Iwi Chairs Forum fit within the framework?

70. I expect people to ask how the Iwi Chairs Forum fits within the new engagement framework. You can see from the engagement framework that depending on what the issue is and its impact on Māori it may be entirely appropriate to consult the Iwi Leaders Forum on matters.
71. As many Māori reminded me across the country, however, the Crown's responsibilities are to all Māori, not just iwi leaders^{ixi}. The engagement framework has been crafted to assist agencies to decide if and when the expertise represented by the Iwi Leaders Forum is appropriate to include in an engagement process.

"The Crown's responsibilities are to all Māori, not just iwi leaders."
(Waitara hui, 5 May)

Consultation

72. [The following departments were consulted on this paper: State Services Commission, The Treasury, Te Puni Kōkiri, the Crown Law Office, Ministry for the Environment, Oranga

Tamariki, Ministry for Business, Innovation and Employment, Ministry for Culture and Heritage, Ministry of Health, Ministry for Primary Industries, Department of Conservation, New Zealand Police, Ministry for Social Development, Ministry of Education, Land Information New Zealand, Statistics New Zealand and the Social Investment Agency. The Department of the Prime Minister and Cabinet was informed.]

Financial Implications

Crown/Māori Relations Appropriation

73. [Discuss impact of standalone agency and options for either a new Vote or a new appropriation.]

Human Rights

74. No human rights implications arise as a result of this paper.

Legislative Implications

75. This paper has no legislative implications.

Regulatory Impact Analysis

76. []

Publicity

77. If Cabinet agrees to the recommendations in this paper, and the Prime Minister approves the final scope of the portfolio, I intend to publish this paper on the Ministry of Justice website. I want the people who made submissions and attended the hui to be able to see for themselves that I have listened to their feedback.
78. I propose that the Prime Minister announce, or launch, the engagement framework at a post-Cabinet press conference.

Next steps

79. Following Cabinet consideration of this paper I will write to the Prime Minister seeking approval for final scope of my portfolio.
80. Table One below sets out the next steps for each of the priority workstreams that were in the initial scope of the portfolio and that I propose be confirmed in the final scope.

Table One: Next steps for priority workstreams

Priority workstream	Intended next steps
Reset relations on hard issues	Continue scanning the Crown/Māori environment for 'hard issues'
Overview, Data and Indicators	Report back to Cabinet Crown/Māori Relations Committee on Indicators in November 2018
Public sector capability	- Develop and test prototype cultural capability module with agencies over August and September 2018 - Report back to Cabinet on approach to public sector capability (with the Minister for State Services and the Minister for Māori Development) in November 2018

Priority workstream	Intended next steps
Partnership/co-design	- Develop case studies of partnerships with a focus on best practice principles and undertake regional engagement between August and November 2018. - Report back to Committee on prototype guidance in November 2018
Engagement	Report to Committee on prototype guidance and an evaluation process in November 2018
Contemporary Treaty Issues	- Report to Committee on better co-ordination of contemporary Treaty of Waitangi issues in late September 2018. - Report back to Committee on prototype guidance in November 2018 - Paper on Kōhanga Reo discussions in September/November 2018
Support Māori capability and capacity to deal with government	[TPK]
Other institutional arrangements	Report back to Committee proposing a work programme for a conversation about institutional arrangements by the end of 2018
Coordinating significant Crown/Māori events	Action as required ahead of major events

Recommendations

81. The Minister for Crown/Māori Relations recommends that the Committee:

- note that Cabinet approved the responsibilities and priority areas of the initial scope of the Crown/Māori Relations portfolio in March 2018 [CAB-18-MIN-0078 Minute];
- note that the Minister for Crown/Māori sought public submissions and undertook an engagement process on the initial scope of the portfolio between March and May 2018;

Final scope of the Crown/Māori Relations portfolio

- agree that the Minister for Crown/Māori Relations seek agreement from the Prime Minister that the responsibilities of the Minister for Crown/Māori Relations under the final scope of the Crown/Māori Relations portfolio be to:
 - look for and facilitate partnership opportunities with Māori (including beyond those established by Treaty settlements);
 - build the Crown's understanding and honouring of its Treaty obligations;
 - increase opportunities for and quality of Crown/Māori engagement on important issues and promote good practice;
 - ensure Treaty settlement commitments are met to maintain trust and confidence; and
 - provide strategic advice to the Prime Minister and Cabinet on the risks and opportunities in the Crown/Māori relationship;

4. agree that the Minister for Crown/Māori Relations seek agreement from the Prime Minister that the priority workstreams of the Minister for Crown/Māori Relations portfolio in 2017/18 under the final scope of the Crown/Māori Relations portfolio be to:
 - 4.1 take the lead on resetting Crown/Māori relationships on hard issues;
 - 4.2 find opportunities for active partnerships between the Crown and Māori;
 - 4.3 measure the health of the Crown/Māori relationship over time to drive accountability;
 - 4.4 help government to better engage with Māori on matters of importance;
 - 4.5 support Māori capability and capacity to deal with government;
 - 4.6 lift public sector performance to better respond to Māori issues;
 - 4.7 improve the quality, consistency, and public understanding of the Crown's responses to contemporary Treaty issues;
 - 4.8 develop the scope of, and timing for, a conversation about the institutional arrangements underpinning the Crown/Māori relationship; and
 - 4.9 coordinate significant Crown/Māori events.

Portfolio name and standalone agency

5. agree that the Minister for Crown/Māori Relations seek agreement from the Prime Minister to change the name of the portfolio from 'Crown/Māori Relations' to 'Crown/Māori Partnership';
6. agree that the Minister for Crown/Māori Partnership's responsibility is to act in the interests of the Crown/Māori relationship;
7. agree to the establishment of a new standalone agency for Crown/Māori Relations with the final make up to be agreed between the Minister for Crown/Māori Relations, the Minister for State Services, the Minister of Justice and the Minister for Treaty of Waitangi Negotiations;

Next steps for each priority workstream

8. note that, subject to Cabinet approval of the final scope of the portfolio, I will undertake the further work outlined in the table below for each of the priority workstreams;

Priority workstream	Next steps
Reset relations on hard issues	Continue scanning the Crown/Māori environment for 'hard issues'
Overview, Data and Indicators	Report back to Cabinet Crown/Māori Relations Committee on Indicators in November 2018
Public sector capability	Develop and test prototype cultural capability module with agencies over August and September 2018

	Report back to Cabinet on approach to public sector capability (with the Minister for State Services the Minister for Māori Development) in November 2018
Partnership/co-design	- Develop case studies of partnerships with a focus on best practice principles and undertake regional engagement between August and November 2018. - Report back to Committee on prototype guidance in November 2018
Engagement	Report to Committee on prototype guidance and an evaluation process in November 2018
Contemporary Treaty Issues	- Report to Committee on better co-ordination of contemporary Treaty of Waitangi issues in late September 2018. - Report back to Committee on prototype guidance in November 2018 - Paper on Kōhanga Reo discussions in September/November 2018
Support Māori capability and capacity to deal with government	[TPK]
Other institutional arrangements	Report back to Committee proposing a work programme for a conversation about institutional arrangements by the end of 2018
Coordinating significant Crown/Māori events	Action as required ahead of major events

Crown/Māori Engagement Framework

9. note that the engagement framework and guidelines build on the interim engagement approach approved by Cabinet in March and are intended to provide practical advice on how to engage with Māori;
10. agree that the engagement framework and guidelines are available for immediate use;
11. agree that officials from the Crown/Māori Relations Unit will continue to provide an assurance role, develop an evaluation process and provide further targeted advice, tools and support to assist Government to better engage with Māori on matters of importance;
12. agree that the Prime Minister announce, or launch, the engagement framework at a post-Cabinet press conference

Appropriation

13. [potentially decision on new appropriation or a separate Vote]

Authorised for lodgement

Hon Kelvin Davis
Minister for Crown/Māori Relations

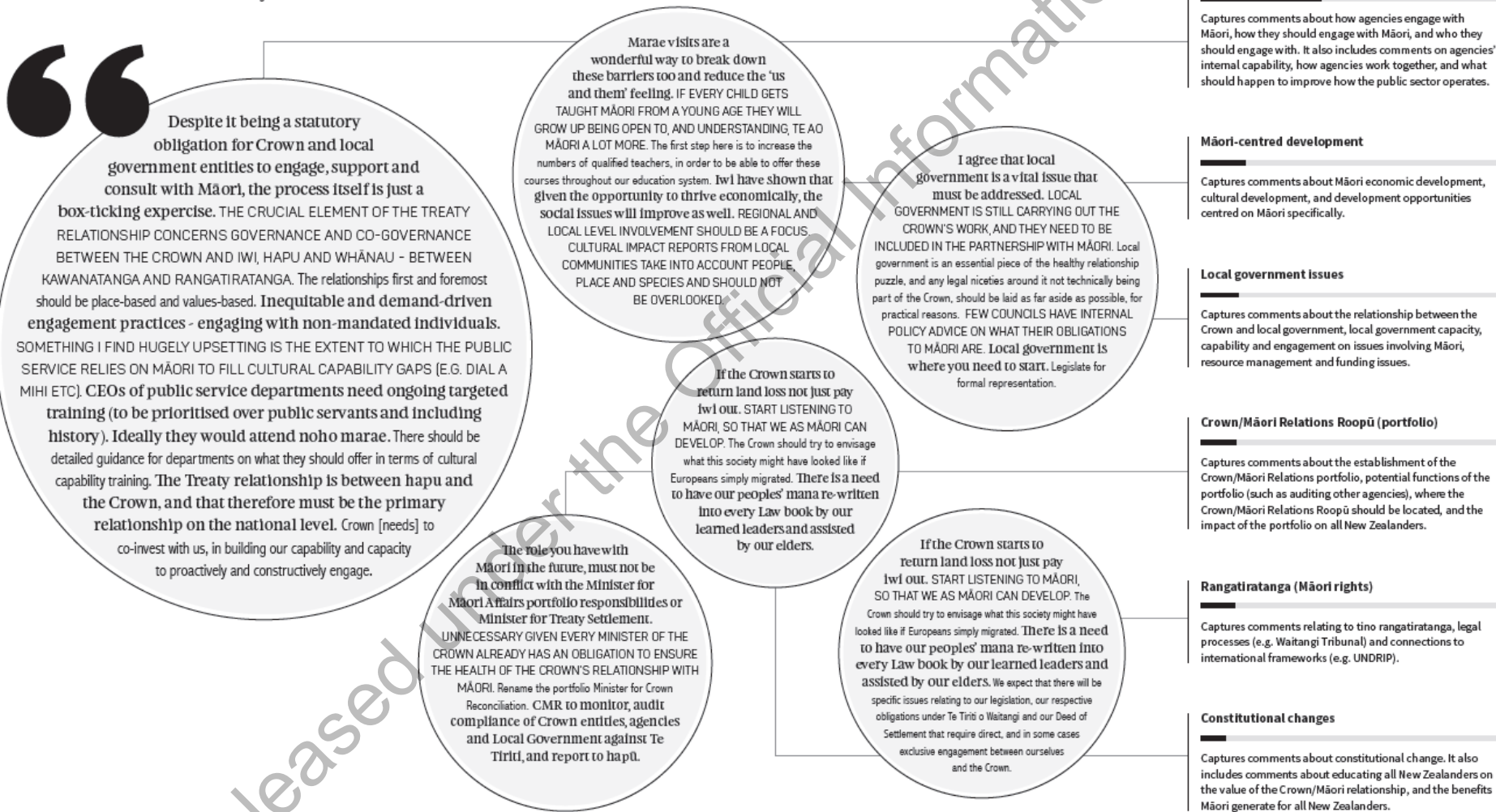
Crown/Māori Relations Portfolio submission comments

June 2018

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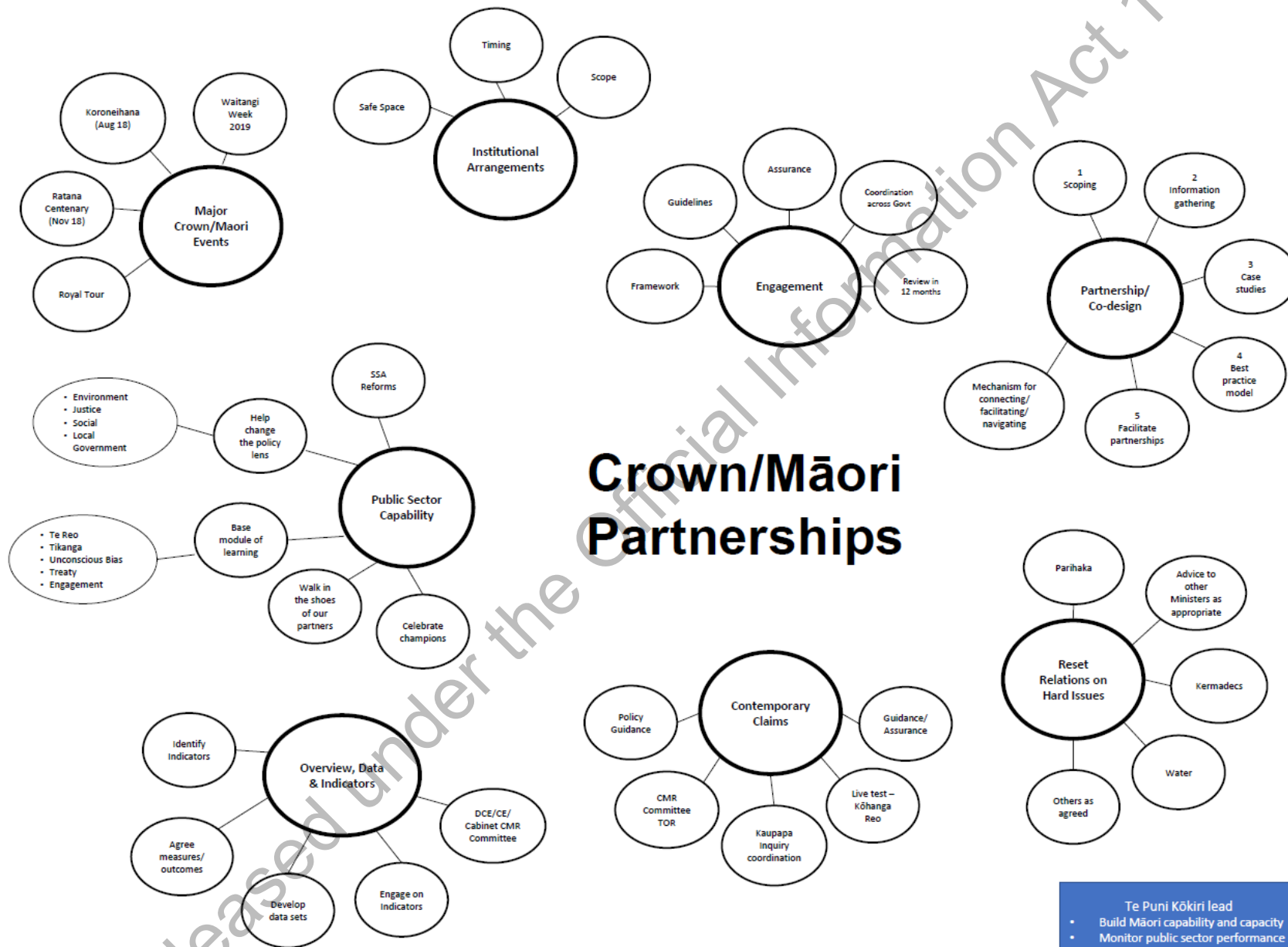
Comments received from: Individuals Organisations OTHER



Appendix Two: High-level themes communicated to Ministers **PROTOTYPE – TO BE UPDATED**

Theme	What people told the Minister
Name of portfolio and placement in the public service	- There is a lot of support for the establishment of the portfolio, however, many hui attendees were said that the portfolio: - should have the right level of influence across government; - be properly resourced; and - requires a standalone Ministry. - Many people said the name of the portfolio needs to reference the Treaty partnership more clearly.
Local government	- There is inadequate Māori representation. - Limited capability within councils to work with Māori in a meaningful way. - Māori want: - to be at the decision-making table; and - to co-design processes (not to be consulted on documents that have been nearly fully developed).
State Sector capability	- Public sector seen as barriers and lacking ability to deal with Māori. - Māori want: - to be dealt with fairly and with understanding; - for public sector to know about the Treaty, and what the Crown/Māori relationship means for their organisation and their behaviour; and - for public sector to join up when dealing with their community.
Engagement with Māori	- Constantly being asked to rubber stamp things late in the process and not told the full story - Want Government to speak to other people, whānau, hapū as well as Iwi Chairs. - Māori want: - A consistent approach to engagement; - to co-design policy and processes (not to be consulted on documents that have been nearly fully developed), and - services to be developed that are responsive to Māori needs/aspirations; and - For public sector to be joined up rather than having different hui every week.
NZ history / reo education	- Tamariki and all New Zealanders should be taught New Zealand history. - Every child should have access to te reo education.
Regional Economic Development	- Māori are seeking to be recognised as partners in economic development in the regions - Want help building their own capability to engage better with Government.
Constitutional Reform	- The Crown needs to fully acknowledge, and give effect to the Treaty/ Te Tiriti and He Whakaputanga. - The Treaty needs to be given prominence in the New Zealand constitution - The Crown/Māori Relations portfolio should be based on Treaty.
Treaty settlements	- Some groups are concerned about how their Treaty settlements are being implemented with Crown not honouring promises. - Some people are concerned about the process and/or progress of the negotiations of their iwi.

Appendix Three: Crown/Māori Partnership Diagram



Appendix Four: Engagement framework

Released under the Official Information Act 1982

Appendix Five: Engagement framework guidelines

Released under the Official Information Act 1982

Endnotes

- ⁱ From Minister's draft opening remarks to Māori Affairs select committee, 12 June 2018, paragraph 2
- ⁱⁱ Submissions - NOL45, OLS84-document; Hui notes – Kaitaia (para 346)
- ⁱⁱⁱ Submissions - OLS84-document
- ^{iv} Hui notes – Māori Womens Welfare League (para 8), Whangarei (para 400);
- ^v [Source quote]
- ^{vi} Hui notes - Gisborne (para 582)
- ^{vii} Hui notes - Hokianga (para 443)
- ^{viii} Hui notes - Hokianga (para 442); Submissions: OLS94 (para 2122)
- ^{ix} [Source quote]
- ^x [Source quote]
- ^{xi} Hui notes - Gisborne (paras 580 + 588), Hastings (paras 595 + 620) and Rotorua hui (para 721); Māori business, professional and social enterprise focus group hui (para 220)
- ^{xii} Hui notes - Kaikohe (para 472), Thames (para 653); Submissions: NOL18 (paras 7 & 10)
- ^{xiii} Hui notes - Hokianga (para 428), Palmerston North (para 813)
- ^{xiv} Hui notes - Kaitaia (para 361), Hastings (para 622)
- ^{xv} Hui notes - Nelson (para 507), Huntly (para 597), Auckland (para 779), Whakatāne (para 938)
- ^{xvi} Hui notes - Gisborne (para 585),
- ^{xvii} Hui notes - Taupō (para 875)
- ^{xviii} From Minister's draft opening remarks to Māori Affairs select committee, 12 June 2018, paragraph 25; Submissions - OLS90 (para 2030); Hui notes – Human Rights Commission (para 35), Palmerston North (para 905)
- ^{xix} [Source quote]
- ^{xx} [Source quote]
- ^{xxi} From Minister's draft opening remarks to Māori Affairs select committee, 12 June 2018, paragraph 14
- ^{xxii} Submissions - OLS87 (para 1985)
- ^{xxiii} Waitangi Tribunal letter, *Ko Aotearoa Tenei*, chapter 9.3
- ^{xxiv} Hui notes – Federation of Māori Authorities (para 321)
- ^{xxv} Hui notes – Gisborne (para 545)
- ^{xxvi} Hui notes – Nelson (para 506)
- ^{xxvii} Hui notes – Invercargill (para 828), Kaitaia (para 359); Submissions: NOL85
- ^{xxviii} Submissions - OLS28
- ^{xxix} Notes of hui – Gisborne (para 571)
- ^{xxx} Hui notes – Auckland (para 770)
- ^{xxxi} Submissions - OLS84-document
- ^{xxxii} Submissions - OLS64 (para 1689)
- ^{xxxiii} Hui notes – Waitara (para 753); Submissions: NOL22 (paras 26-27)
- ^{xxxiv} Hui notes – Waitara (para 753); Submissions: NOL36 (para 1)
- ^{xxxv} Submissions: NOL22 (para 30)
- ^{xxxvi} Hui notes – Hokianga (para 443), Auckland (para 770); Submissions: OL52, OL94
- ^{xxxvii} Submissions – OLS13 (para 1168)
- ^{xxxviii} Submissions – NOL20 (page 8)
- ^{xxxix} Submissions – OLS82 (para 1923)
- ^{xl} From Minister's draft opening remarks to Māori Affairs select committee, 12 June 2018, paragraph 17
- ^{xli} Hui notes – Māori Womens Welfare League (para 1), Huntly (para 668); Submissions: OLS52-document
- ^{xliv} Submissions – NOL18 (paras 7 & 10)
- ^{xlvi} Submission - NOL19 (paras 4.10-4.13 & 4.18),
- ^{xlii} [Submissions: OLS24 (para 1334)
- ^{xliii} Submissions – OLS59 (para 1634)
- ^{xliiii} [Source quote]
- ^{xliiii} [Source quote]
- ^{xliiii} [Sourced from NOL submission]
- ^{xliiii} Submissions – OL12 (para 1143)
- ⁱ [Source quote]
- ^{li} [Source quote]
- ^{lii} Te Puni Kōkiri *Te Hanga Whanaungatanga mō te Hononga Hāngai ki te Māori: Building Relationships for Effective Engagement with Māori*; Waitangi Tribunal *Wai 262: Ko Aotearoa Tēnei*; New Zealand Government *Online Engagement*; International Association for Public Participation *IAP2's Public Participation Spectrum*; Department of the Prime Minister and Cabinet *Public Participation*.

^{liii} Hui notes – Hokianga (para 429), Nelson (para 508), Christchurch (para 540), Gisborne (para 578), Thames (para 638 + 654), Huntly (para 682), Rotorua (para 717), Whanganui (para 741)

^{liv} Hui notes – Kaitaia (para 341), Whangarei (para 403), Nelson (para 488 + 508), Christchurch (para 522), Gisborne (para 546 + 580), Hastings (para 594-595 + 615 + 617), Huntly (para 683), Whanganui (para 733), Auckland (para 781), Wellington (para 809), Invercargill (para 822), Taupō (para 878), Palmerston North (para 889), Whakatāne (para 918)

^{lv} Hui notes – Kaitaia (para 361), Taupō (para 878), Whakatāne (para 938),

^{lvi} Hui notes - Thames (para 638 + 654),

^{lvii} Submissions – OLS94 (para 1490)

^{lviii} Hui notes – Kaitāia (para 337)

^{lix} [Source quote]

^{lx} Hui notes – Māori Womens Welfare League

^{lxi} Hui notes – Kaitaia (para 350), Whangarei (para 394), Hokianga (para 441), Rotorua (para 709), Waitara (para 739 & 7480, Wellington (para 806)

Released under the Official Information Act 1982

Crown engagement with Māori

Engage early • Be inclusive • Think broadly

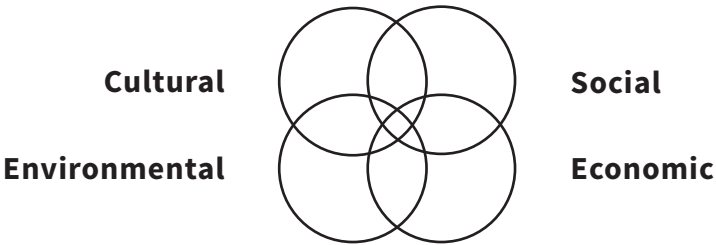
Ka whakaatu i ngā tikanga me ngā whakaaro Māori ki roto i ngā mahi a te Karauna me ngā tari Kawanatanga. An effective, efficient and inclusive engagement process should reflect Māori perspectives and cultural values.

Ko te wairua tika, te ngakau pono, me te mana orite, te tūāpapa o te hononga o te Karauna me te Māori. Engagement with Māori is a key component of realising this partnership. Effective engagement is based on developing effective and ongoing relationships with Māori. Relationships are based on trust, integrity, respect and equality.

This engagement framework will assist you to determine who you need to engage with and how you engage. Engaging effectively with Maori contributes to the development of effective policy options, assists agencies in providing robust advice to Ministers and most importantly helps deliver improved outcomes. Throughout your engagement process you should be guided by the following key principles: Engage early, Be inclusive, Think broadly.

1. What is the issue?

Understanding the full scope of the issue you are preparing to engage on will prepare you for determining the impact on Māori and your target audience. It’s important to keep in mind that issues can sit across a range of sectors and there may be related or overlapping issues that extend your range of interested stakeholders and require inter-agency collaboration. You may need to talk with Māori to fully understand the scope of your issue, so having ongoing relationships with key Māori stakeholders is useful.



2. Who to engage with.

Defining the issue and impact on Māori will enable you to determine who has a potential interest in the issue and what level of input they should have in discussions. Be inclusive and think broadly. Engagement may be required at different levels across the local, regional and national spectrum.



Local

The issue affects Māori in a local area.

e.g. Whānau and Individuals, Hapū



Regional

The issue affects Māori in a particular area.

e.g. Iwi organisations, Collectives, Organisations with a particular purpose



National

The issue affects all Māori in Aotearoa.

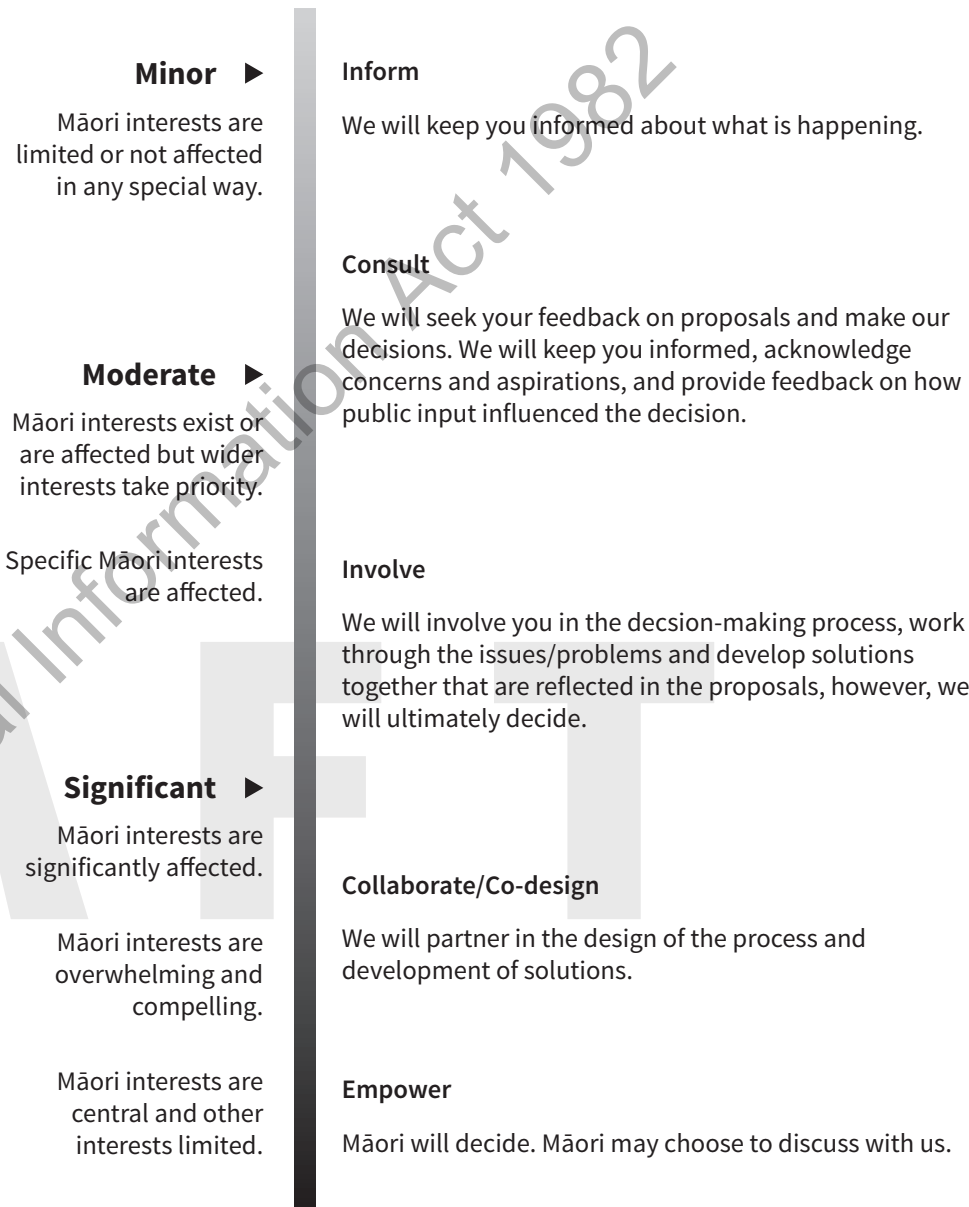
e.g. National organisations dedicated to Social, Economic, Environmental, Cultural issues, or interested in all issues related to Māori

Te Kāhui Māngai is one of many useful resources available to assist you to establish a list of contacts to facilitate the involvement of those affected. Te Kāhui Māngai also provides a glossary of Māori groups and their purposes for reference.

It is important that you determine what existing relationships might exist within your own agency with relevant Māori as there may be existing forum for other discussions occurring that you can join up with. It’s also very important that agencies consult with each other to avoid creating overlapping processes.

3. How to engage.

Considering the significance of the issue for Māori and how they will be affected, either now or in the future, is fundamental for determining how you should engage so it is important that this is all-encompassing. Engagement may be required at different levels for different stakeholder groups.



4. When should you engage?

Early engagement is a key principle for effective engagement. Early engagement can help clarify issues, support communications with your target audience and ensure that Māori are informed to participate. It is important to remember that engagement doesn’t have to be a one-off process, it can be ongoing and occur at various stages of the process.

5. How to proceed.

Once you have undertaken an impact assessment and determined who to engage with, ensure the following steps are included in your planning and implementation process. The associated guidelines also provide guidance for developing an effective engagement strategy.

Before engagement

Draft engagement strategy The Engagement Guidelines provide advice for developing an engagement strategy.	Review engagement strategy Seek feedback from other agencies who have an interest in the issue. The Crown-Māori Relations unit will review a finalised draft of your engagement strategy to ensure the principles of effective engagement have been applied and the process is broad and inclusive.
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After engagement

Feedback At a minimum, inform participants how their feedback has been translated into action and outcomes and seek their feedback on the process. This is crucial to ensure a long-term relationship. Feedback should be informed by the scale of engagement and the degree of collaboration.	Evaluation Agencies should evaluate their engagement process and examine ways of making the more effective. The Crown/Māori relations unit is interested in ensuring that this engagement framework is producing effective engagement with Māori. Therefore, they will undertake an evaluation process with you.
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Crown Engagement with Māori

Engage early Be inclusive Think broadly

Engagement Guidelines

This engagement framework will assist you to determine who you need to engage with and how to engage.

Engagement with Māori is a key component to produce better quality outcomes and realise the Crown/Māori partnership. Engagement with Māori involves developing and maintaining effective strategic and working relationships. These relationships are based on positive experiences, trust and confidence.

Throughout the development of your engagement strategy you should be cognisant of tikanga Māori and guided by the following principles: **Engage early - Be inclusive - Think broadly.**

Developing an Engagement Strategy

Developing a structured engagement strategy is key to an effective engagement. Your engagement strategy should clearly set out the purpose and desired outcomes or objectives, issues, audience, timeframes, key messages, strategy for communication, a feedback process and evaluation of the engagement. It should also consider how it can be flexible and adaptable to emerging requirements and knowledge. While your engagement strategy can be well designed, the effectiveness of it will require an understanding of Te Ao Māori and how to engage with Māori appropriately.

When developing an engagement strategy, consider:

- your audience – how will you get the right people to engage?
- involving people who are committed, who are effective at listening and communicating with the audience
- if there is an existing relationship within your agency with the audience to incorporate or manage
- the relevance of other existing policies or work programmes
- proactively thinking about any potential cross-over with any engagement occurring around the same time and integrating with other engagement when appropriate
- any additional or specific requirements under Treaty of Waitangi settlements. This should include a plan to identify who the relevant iwi authorities are and, once identified, should consider their capacity to be able to consult and the different timeframes for agreement/approval by the relevant iwi authorities
- the form and type of feedback needed in responding to input from engagement
- being flexible and prepared to change the engagement approach as required, particularly as issues arise that need to be addressed more thoroughly
- having a strategy to manage media involvement in engagement
- in previous engagement exercises what worked well and why.

Below are some key questions you can use to develop your engagement strategy:

- What support is available and/or required to enable Māori to engage?
- How can engagement be mana-enhancing for both parties?
- What are your timeframes for engagement and how flexible are they?
- Are you seeking input early and not too late in the policy development process?
- Have you determined what Māori protocols may need to be organized and do you have the appropriate staff?
- Have you included resource to record the discussions at the engagement so you can disseminate this back to participants and inform your feedback/evaluation
- Do you need to establish a Māori design group to assist you to develop your policy and/or engagement process?
- Have you developed relevant information to share with participants well in advance of engagement occurring so they can provide informed input? Are you providing a range of opportunities for Māori to provide input in the circumstance they are not available to attend hui or meetings (ie. electronic feedback options)?
- Are the key messages tailored to suit the audience you are engaging with (ie. local examples for relevance)?
- Do the key messages recognise the value that Māori perspectives can bring to the issue?
- How can we maximise this opportunity for involvement and meaningful engagement?
- Have you thought about appropriate places to give koha?
- How will Māori perceptions and expectations be identified and managed before, during and after engagement?
- Has the government engaged recently on this issue, and what was the result?
- Is the government currently engaging with this group on any other matters?
- Has the government recently engaged with this group? What was it about, and what was the result?

It is important that your engagement strategy demonstrates you have considered whether there are other Government processes that may overlap or interfere with your engagement process. The strategy should show that you have looked for opportunities for shared or joint engagement. The Crown/Māori Relations Unit and Te Puni Kōkiri can provide information in relation engagement that is being undertaken across Government.

Feedback

It is also important that your engagement strategy considers how you will evaluate and feedback the results of your engagement process. Below are some key questions that should be considered in your strategy:

- How will results of the engagement be reported back?
- Who will be the contact person for any concerns?
- What are the timeframes for feedback?
- What key messages are required in the feedback phase?
- If feedback is required, how will this be collected, analysed and summarised?
- How will Māori be kept informed of progress?
- Will there be a review of the engagement process?
- Who will be involved in the review process?
- How can your agency leverage follow-up and evaluation to enhance your relationship with Māori?

Review

Once you have drafted your engagement strategy you should seek feedback from interested agencies. This broader view provides an opportunity to strengthen your strategy and will identify other related policy processes or engagement that may be occurring at the same time.

The Crown/Māori relations unit will review your finalised draft strategy to ensure the principles of effective engagement have been applied and the process is broad and inclusive

Evaluation

Agencies should evaluate their engagement process and examine ways of making them more effective. This could include examining feedback, if the chosen methods were successful for facilitating participation and understanding how the engagement contributed to developing improved outcomes.

The Crown/Māori relations unit is interested in ensuring that this engagement framework is producing effective engagement with Māori. Therefore, they will talk to you about your engagement process and undertake an evaluation process with you.

Further Support Available

Crown-Māori Relations Unit, Ministry of Justice [Contact details to be inserted]

Te Puni Kōkiri [Contact details to be inserted]

If time is taken early to consider this engagement framework and guidelines, you will find that you will receive real and practical advice from those people most affected by your policy/decision. You will also build relationships which if maintained will make future engagement easier.