



Te Ara Mahi Māori

Māori Employment Action Plan



Te Ara Mahi Māori

The Māori Employment Action Plan –
Interim Report to the Minister for
Social Development and Employment

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Introduction from Te Ara Mahi Māori

1. This report is to update you on the progress the reference group Te Ara Mahi Māori has made in developing recommendations for the draft Māori Employment Action Plan (“the Action Plan”) for your consideration.
2. As a group, we have met regularly to identify the broad range of barriers faced by Māori and the opportunities for more inclusive, sustainable and productive employment. We are using the three key stages in a person’s whole-of-life pathway or ara through the world of work to frame our thinking. These stages are:
 - **Preparing for the journey:** looks at the experiences of Māori before they enter the labour market and the institutions that shape educational pathways for Māori.
 - **Navigating the journey:** looks at how Māori experience moving into the labour market and the information, advice and guidance that shapes their choices.
 - **Taking the journey:** looks at how Māori experience the labour market and how they can flourish in the world of work.
3. Our next step is to test the barriers and opportunities we have developed with key stakeholders. We will then undertake public consultation on the actions we are considering recommending to the Government. We aim to deliver our final report detailing our recommended actions will be delivered to you in mid-2021.
4. The Chair, Janice Panoho and reference group member Paul Retimanu look forward to meeting with you on 25 February 2021 to discuss this interim report.

Background

Rationale for the Action Plan

5. The former Minister of Employment, Hon Willie Jackson, established us as an independent reference group to progress development of a Māori Employment Action Plan (“the Action Plan”). The Action Plan will sit within the All-of-Government Employment Strategy (“the Strategy”).
6. The rationale for the Action Plan is about being a part of the broader goal of developing the largest Māori asset, the people. It is crucial that the action plan creates the right settings for Māori from the education system and into employment. The Māori labour market is not only something important in its own right, but how it contributes to a larger goal of supporting Māori in the broader system. Similarly it is important that connections are made with education policy and the right stakeholders to achieve coherence across the whole system.
7. The Action Plan is required to support Māori in maximising their achievement in the labour market. The Action Plan is also required to reflect and provide recognition of the unique value Māori contribute to our labour force. It is crucial that the Action Plan rebalance Māori access to and interaction with the labour market in a way that ensures equitable access to quality work, and improved labour market outcomes.
8. This mahi has only become more relevant in light of COVID-19. Māori have consistently been disproportionately represented in unemployment and under employment statistics. Initial statistics show that COVID-19 is likely to exacerbate these issues as the impacts have not been felt equally across Aotearoa New Zealand’s labour market. The official employment rate for the 2020 September quarter dropped

to 66.4 per cent compared to the Māori employment rate which dropped to 60 per cent for the same time period. This represents 11,500 fewer Māori in employment. It is important that Māori can be offered the opportunities that emerge during both the economic recovery and in the longer-term.

9. This Action Plan must be tailored to meet the needs of Māori and as the reference group, we intend to weave our unique te ao Māori perspective throughout our recommendations for a draft Action Plan.

About the reference group

10. We have selected a te reo name for ourselves: **Te Ara Mahi Māori** which represents our aspirations for building pathways into inclusive, sustainable and productive work for Māori.
11. We have been given a broad scope to consider the labour market, supporting systems and develop recommendations for government actions across portfolios.
12. Our role is to provide you with a suite of well informed and considered recommendations for what should be included in the Māori Employment Action Plan. Our contributions will guide the development of the Action Plan in a way that reflects our understanding of the possibilities facing our communities. We intend to provide you with recommendations that address both short-term and longer-term systemic issues, to bring about meaningful change for our tangata whenua.
13. Our group is currently made up of seven members:
 - Janice Panoho (Chair)
 - Kerri Nuku
 - Tania Pouwhare
 - Grant Williams
 - Huhana Lyndon
 - Paul Retimanu
 - Eruera Prendergast-Tarena
14. Eruera Prendergast-Tarena and Tania Pouwhare have informed us that, due to competing work demands, they are unable to continue working with Te Ara Mahi Māori.
15. Eruera Prendergast-Tarena has acted as our South Island representative and Tania Pouwhare has provided a Urban Māori and South Auckland perspective. With their resignation from the group, we no longer have representatives for these perspectives.
16. Additionally, given our focus on rangatahi, we think there would be value in bringing a rangatahi perspective to the group's membership.
17. As such, you may wish to appoint two or three new members to our reference group to ensure rangatahi, South Island and / or regional perspectives are appropriately reflected in our recommendations.
18. Our individual profiles are in **Annex One**.

The Impact of COVID-19 on the Labour Market

19. The social and economic impacts of the pandemic have created the potential to reset the way the Government shapes the labour market, feeding into the Government's longer-term objectives to create a more inclusive economy that benefits all New Zealanders. We see opportunities to build on Māori strengths and values to build longer-term resilience and adaptability into our labour market institutions to address the systemic biases keeping Māori from reaching their full potential.
20. The impacts of COVID-19 on the labour market have been moderate compared to early predictions. Treasury forecasted that by the end of 2020, the national unemployment rate would have peaked at just under 10%.¹ This is markedly higher than the true December 2020 unemployment rate, 5.3%. However, the complete repercussions are yet to fully emerge. The experience with the Global Financial Crisis ("GFC") suggests that the effect of COVID-19 on the labour market will endure over the next decade, particularly given the continuing disruption of global markets.
21. Many Māori have persistently faced barriers in the labour market, meaning we have disproportionately high unemployment, youth not in employment, education or training (NEET) and underutilisation rates as well as lower median earnings. Māori and Pacific peoples were hit hard by the recession following the GFC. While the gap began to narrow before the pandemic, there were still great inequities.
22. It is likely that the impacts from COVID-19 will disproportionately impact Māori and, we are likely to take longer to get back to our 'pre-COVID position'. Te Puni Kōkiri estimate that it can take 3 to 6 quarters longer for Māori unemployment to return to 'baseline' levels, compared to the non-Māori unemployment rate recovery.
23. We are concerned about the longer-term impacts of COVID-19 on rangatahi who experienced barriers to online learning during the lockdown. Additionally, apprehensions surround those who leave school over the next couple of years, as labour market entry during recessions typically has lifelong impacts.
24. We are aware that typically during economic recessions and labour market disruptions, education absorbs some of the displaced or (potentially displaced) workers – especially younger people. This is due to young people not leaving school, or progressing to tertiary education, displaced workers may also choose to undertake further study to obtain additional qualifications.
25. However, we also know that groups that experience barriers within the education system are more likely to be disengaged. We understand Māori students tend to face greater barriers to education than their Pākehā counterparts for a variety of reasons. As such the potential for continued dislocation from employment and education for Māori is particularly concerning as COVID-19 continues to disrupt the labour market.
26. The economic shocks caused by COVID-19 have exacerbated pre-existing vulnerabilities for many Māori, particularly our wāhine and rangatahi. Recessions can greatly impact people's position in the labour market, making them less resilient to future shocks.
27. We are therefore also concerned about the impact of COVID-19 on working age Māori and the long-term negative impacts of displacement. While Māori are overrepresented in some of the industries that have been most severely impacted by COVID-19 to date,

¹ The Treasury. (14 May 2020). *The Budget Economic and Fiscal Update*. <https://www.treasury.govt.nz/sites/default/files/2020-07/befu20-v2.pdf>

we also see opportunities in other industries that could lead to more positive labour market outcomes.

Progress so far

Where we are currently

28. We first met in August 2020 following delays caused by COVID-19 restrictions. Since then, we have met regularly to identify the areas we would like to focus on. The **first phase** was to meet with the representatives from a range of government agencies to start building a picture of existing government initiatives.
29. The **second phase** of our work will focus on meeting with key stakeholders to test our focus areas and aspirations. Supported by officials, we will continue to build our evidence base on the issues and contributors to successful intervention as well as complete our stocktake of existing government initiatives.
30. The **third phase** of the work will focus on testing possible actions and recommendations with the wider public through a discussion paper and further engagement with community stakeholders.
31. We aim to provide our final report to you by 31 July 2021, 12 months after we began our work.

We have had regular meetings which have covered a variety of topics

32. To date, we have held 10 reference group meetings. Some of the broad topics we have discussed include:
 - issues and opportunities for rangatahi Māori
 - employment initiatives and barriers
 - education initiatives and barriers
 - regional labour market differences for Māori
 - navigation of government agencies and areas for government support
 - the respective roles of government, employers, unions, iwi and hapū in the labour market, and
 - the Government's response to COVID-19 and the prioritisation of job creation.

We have engaged with a range of government stakeholders

33. We have spoken to a variety government agencies regarding their current work programmes and how this either feeds into the Action Plan or where opportunities for collaboration may arise. Our discussions have also covered current initiatives and their effectiveness.
34. We have met with representatives from:
 - Ministry of Education (Māori education)
 - He Poutama Rangatahi (HPR)
 - Regional Skills Leadership Groups (RSLGs), and

- Te Puni Kōkiri (on the Māori Economic Resilience Strategy).
35. To date we have met with one external stakeholder, Toi Tangata.
 36. A summary of these discussions are in **Annex Two**.

What we have come up with

Themes and current thinking

37. We believe the Action Plan provides an opportunity to draw on Māori strengths, values and unique te ao Māori perspectives to address inequitable outcomes and systemic barriers to the labour market. We anticipate the Action Plan will positively impact labour market outcomes for Māori both now and in the future.
38. Throughout the engagement and development phases, we will continue to adjust and develop our themes and focus areas to reflect the information we are presented with. This will ensure our recommendations fully capture the issues and opportunities that may arise.
39. Our regular meetings have provided a robust consideration of the common barriers that prevent Māori from exercising their strengths in the labour market. To provide an effective Action Plan, we believe that the Action Plan must empower Māori in every stage of their working lives. In referencing employment as a whole-of-life journey, our thinking has been divided into three key themes:
 - preparing for the journey
 - navigating the pathways, and
 - taking the journey.
40. These themes are intended to reflect a holistic approach to the Māori experience with the labour market. The focus areas recognise the interlinking nature of barriers, interventions and opportunities.
41. Within each theme, we have identified a wide array of obstacles and opportunities to tackle. It is our intention to provide pragmatic but effective recommendations that will enable the government to lead this mahi.
42. Our recommendations are likely to have a strong focus on the education, careers and employment services systems due to the significant impact these systems have on predetermining and shaping people's career pathways and labour market experiences.
43. Continued engagement and support from government agencies, particularly the Ministries of Education and Social Development, will be critical to enabling us to make effective recommendations for the Action Plan.
44. As well as identifying actions that the Government can lead, we will also place a central focus on the role that groups and representatives for Māori can play in achieving these actions, and how government agencies might support them in their community engagement.

Theme One: Preparing for the journey

45. This theme looks at the experiences of Māori before they enter the labour market. This includes an examination of the barriers and opportunities within the institutions that shape and direct Māori. Transformative change that supports all Māori to prepare for work that results in better employment opportunities is required. As such, this theme focuses on rangatahi and changes that could be made to support them in the education system and beyond.
46. By intervening at this early stage of the journey, we can encourage inter-generational changes in the way Māori interact with, and experience labour market outcomes.
47. The time spent in education, the support and the exposure to different career options young people receive lays the foundations for their future and the decisions they will make along the journey.
48. We have already identified the need to emphasise the importance of enriching education systems with te ao Māori. This is not only for those providing the education, but also so Māori students are equipped with a solid understanding of their heritage, culture and the many strengths their perspectives bring.

Theme Two: Navigating the pathways

49. Navigating the pathways looks at how Māori experience moving into employment and the opportunities for better support during this process. We want to ensure that all Māori can successfully pursue aspirational, secure and sustainable work pathways. Our mahi therefore includes a particular focus on the advice, guidance and role models available to Māori during the early stages of their careers.
50. Just as education plays a crucial role in determining a student's future, the support and guidance provided at the beginning of a person's career also creates an important launch pad into the workforce.
51. We are concerned that Māori are currently not receiving adequate career advice, information and employment services. We are also concerned that Māori are limited by the complexity of navigating the many existing government services that are currently operating to support those who are seeking work or business opportunities, and are not pursuing them further. Streamlining these services and the information that guides people to them could help in addressing these concerns and enable Māori to exercise rangatiratanga in the planning of their future career pathways.
52. Through our recommendations we hope to provide the tools required for clearer and more diverse pathways for Māori in the labour market, as well as amplifying the many positive attributes Māori bring to the workforce.

Theme Three: Taking the journey

53. This theme considers how Māori experience mahi, the labour market, and the opportunities that could be utilised to support Māori to reach their full potential. Employment is not a destination, but a journey that continues over the course of a person's life.
54. We want to ensure that during every stage of their career Māori are experiencing work in a way that supports their overall wellbeing from a te ao Māori perspective. This includes experiencing a sense of belonging and growth in the workplace. We have therefore included an emphasis on supporting employer-centred actions in this space.

55. Institutional, unconscious bias and a lack of an understanding of te ao Māori under the status quo are limiting the career opportunities for Māori. Greater recognition of the value and strengths Māori bring to employment is required.
56. In assisting employers to build diverse and supportive work environments, we hope to remove many of the barriers (both social and institutional) that preclude Māori from positive labour market participation. In making it easy to support and include Māori, we hope to make exclusion difficult. Supporting employers will in the longer term, prepare businesses for a multi-cultural (and more Māori) future workforce, and facilitate a positive socio-cultural change that we hope will carry over into wider society.

What we are doing next

In March 2021, we will engage with targeted key stakeholders

Why we are talking to key stakeholders

57. The objectives for the targeted stakeholder engagement are to:
 - test our focus areas, themes and aspirations
 - understand and identify stakeholder priorities, perspectives and needs
 - continue to build an evidence base on the issues facing Māori in the labour market and contributors to successful interventions
 - identify possible government interventions or initiatives that would have positive impact on Māori in the labour market
 - ensure the actions and development of the Action Plan reflect the goals and needs of Māori in the labour market, and
 - inform the second stage of broader public consultation.

What we will ask stakeholders

58. We want to gather more information about current Māori experiences within the labour market and what support is needed to make a positive impact. We want to test the direction and aspirations being used to develop our recommendations and get feedback on the focus areas and themes identified.
59. Some of the questions we intend to ask key stakeholders include:
 - Do you agree with our aspirational visions for the future of Māori work?
 - Are there any gaps in the themes or focus areas outlined?
 - What areas are the highest priority?
 - Do you know of initiatives that already address these areas?
 - What role and actions you think the Government could take that would make a difference to Māori at each stage?
60. We want to avoid this engagement being too directive, to support stakeholders in communicating their independent perspectives and priorities. We will use a slide pack to guide our stakeholder engagement.

Who we will be talking to

61. We had planned to talk to the Iwi Chairs Forum in February 2021. Due to the most recent COVID-19 outbreak in the Northland region, it is most likely the Forum will proceed online. We have therefore decided to postpone the hui until May 2021 when we can meet *kanohi ki te kanohi*. This is because it is important for us to be able to articulate our kaupapa and mahi properly. As a forum for the collective priorities for all iwi, we feel that their perspectives and feedback will provide valuable direction on our mahi
62. We plan to hold the first round of **regionally-based hui** with key stakeholders in late March. These stakeholders have been selected to gather a range of views from iwi and hapū community groups, worker and business representatives, service providers and other Māori organisations. We plan to test the potential direction for the Action Plan and to hear their perspectives on opportunities and challenges for Māori in the labour market.
63. A list of the stakeholder organisations we are planning to engage with is in **Annex Three**

In May and June 2021, we will undertake public consultation on possible actions

64. We will also hold our **second round of regionally-based hui** with key stakeholders and identify any other engagement opportunities to test the draft actions. This second round of regionally based hui are intended to ensure our work accurately captures the feedback we receive. It is important that we stay connected with the stakeholders that we will meet with in March as well as addressing any gaps that are identified during that time. Key stakeholders that have expertise in the focus areas of the Action Plan will be prioritised to ensure the Action Plan is well informed to enhance its impact upon implementation.
65. This phase will be focused on testing the draft recommendations with key stakeholders and the public. We will develop a discussion document, with support from officials. Public consultation on the discussion document will take place from late May. The document will be available on MBIE's website and will be publicised via the usual process. We will identify ways we can reach a wide range in submitters, particularly hard to reach groups, and ensure wide regional representation.
66. We will share with you our finalised engagement plan and presentations before any public conversations take place.

In June and July 2021, we will refine our recommendations

67. Following wide-ranging stakeholder and public consultation, with the support of officials, we will further refine our recommendations based on the findings obtained throughout the development process.
68. We intend that our final recommendations for the Action Plan will be delivered to you by 31 July 2021. We would welcome the opportunity to meet with you at this time to discuss our recommendations.

We have identified some specific actions for quick implementation

69. You have invited us to propose possible actions that could be prioritised in the short term.
70. Possible actions you could consider bringing forward are:

- **Development of a resource that maps out all government employment services for Māori.** Officials could commence work on the research and development of a cross-government roadmap. It is intended that this roadmap will provide clarity and guidance on what opportunities and support exists for Māori, within which agency it is located, and user-friendly ways in which it can be tapped into. It is important that this is a product tailored to best suit Māori.
 - **Development of communications that highlight specifically Māori role models,** as well as successful employment and business case studies.
71. At a time when the labour market is in flux and people are having to re-orientate themselves in the new environment, these actions could help people more easily access the services and systems that are already in place. Furthermore highlighting positive examples can help to expose our people to career options or business opportunities that they had not previously been aware of or believed were available to them.
72. If you agree with these areas, you might want to ask officials to provide you with some initial advice on the possible shape of this work.

How we plan to work with you in the coming months

73. We look forward to receiving your feedback on the interim report.
74. You have a meeting set up for 25 February with Janice Panoho and Paul Retimanu, where you can discuss this interim report and the plan to deliver our recommendations for the Action Plan.
75. You will also receive further information ahead of the first phase of the engagements, including the material (the slide pack and discussion document) we propose to use.

Annexes

Annex One: Reference Group Member Profiles

Annex Two: Summary of learning: stakeholder engagement to date

Annex Three: List of stakeholder organisations identified for engagement

Annex Four: Te Ara Mahi Māori Reference Group Terms of Reference

Annex One: Reference Group Member Profiles

	<p>Janice Panofo (Chair) Organiser, PSA National organiser, PSA</p> <p>Ko Ngā Puhi raua ko Ngati Whatua taku Iwi. Janice has worked for the PSA since 1984 and is the PSA national organiser for the Public Sector. Janice lives in Tamaki Makaurau and is from Poroti and Kaikohe. Her goal has been to negotiate fairer and transparent pay system across the public sector by delinking performance from pay. She is passionate about the recruitment of more Māori and to address the inequities for Māori including the promotion of Māori wahine into senior roles in the public sector.</p> <p>Janice was suggested for the role based on her experience as a National organiser, representing members in the public sector.</p>
	<p>Kerri Nuku Kaiwhakahaere, New Zealand Nurses Organisation (NZNO)</p> <p>Kerri's career started in nursing and she held senior leadership positions including as a clinical nurse specialist/team leader. She has worked in the private sector for an international research organisation and with a college establishing an independent nursing service before becoming the Kaiwhakahaere at NZNO. Kerri lives in the Hawke's Bay and is of Ngāti Kahungunu and Tainui descent.</p> <p>Kerri was suggested for the role given her experience in the health sector and role with the NZNO.</p>
	<p>Tania Pouwhare Social and Community Innovation Manager, The Southern Initiative</p> <p>Tania is leading the Southern Initiative's strategic thinking on economic development. Before moving to the team five years ago, she held strategy roles within Auckland Council. Prior to working at Auckland Council, Tania lived and worked in Dublin before settling in London where she was head of policy and campaigns with an NGO advancing women's rights.</p> <p>Tania has Ngāi Tūhoe descent on her father's side and has Swedish, Irish, English and Scottish whakapapa on her mother's side.</p> <p>Tania was suggested for the role given her experience in policy and strategy, and membership on the Māori Economic Development Advisory Board.</p>
	<p>Grant Williams Co-convenor, CTU Rūnanga</p> <p>Grant is a stevedore at the Ports of Auckland and has held a number of roles as a watersider for the past 20 years. He is also the National Rūnanga Representative for the Maritime Union of New Zealand.</p> <p>Grant was suggested for the role given his trade union experience.</p>

	<p>Huhana Lyndon CEO, Ngāti Hine Forestry Trust</p> <p>Huhana is CEO of Ngāti Hine Forestry Trust and former Chair of Ngā Tirairaka o Ngāti Hine. Huhana has been an advocate for hapū in the local government space over a number of years. She was previously General Manager of Te Matarau Education Trust. Huhana is of Ngāti Hine, Ngātiwai, Ngāpuhi, Ngāti Whātua, and Waikato Tainui descent, and is based in Whangarei. Huhana was suggested for the role given her experience in the education system and health sector.</p>
	<p>Paul Retimanu Managing Director, Manaaki Management Ltd</p> <p>Paul is a Wellington business owner and of Samoan descent. Paul set up his current business in 2010. Manaaki Management Ltd manages Wharewaka function centre, Pipitea marae and function centre, Wellington rowing club along with Toitu Poneke-Hub function spaces. Paul also operates Karaka café. Paul volunteers on boards, as the Chairman of the Wellington Pasifika Business Network and Deputy Chair of Te Awe Māori Business Network, Vice President of Hospitality NZ, Wellington Branch and Deputy Chair of Wellington College board. These roles enable him to contribute to the growth of Māori and Pacific business both regionally and nationally. Paul was suggested for this role given his business experience in hospitality and the local industry.</p>
	<p>Dr Eruera Prendergast-Tarena Executive Director, Tokona te Raki, Maori Futures Collective</p> <p>Eruera's background is in iwi development, having worked across Ngāi Tahu's cultural and commercial divisions. Tokona Te Raki is part of Ngāi Tahu's work in preparing its rangatahi for secure employment. Eruera is chair of Te Māngai Pāho. He is also a ministerial appointee on Te Taumata Aronui, a group to work with the Government on tertiary education policy incorporating Māori community and employer perspectives. Eruera is of Ngāi Tahu, Ngāti Porou, Te Whānau-a-Apanui and English descent and is based in Christchurch. He is taking a temporary break from the reference group, due to other work commitments, and hopes to return in the new year.</p>

Annex two: Summary of learning from initial stakeholder engagement

Government Stakeholders	
Organisation	Summary of learning
Ministry of Education	<p>Work is underway to increase te ao Māori and tikanga principles at the Ministry and wider education system.</p> <p>The Ministry is working to implement strategies to address racism:</p> <ul style="list-style-type: none"> • Te Hurihanganui will support communities to address racism, stigma and discrimination. • Ka Hikitia (The Māori Education Strategy) has recently been refreshed. It sets out how the education system will do things differently. <p>A reform of vocational education includes the establishment of Te Taumata Aronui group, providing Ministers with advice about how the tertiary education system can better respond to the needs of Māori learners and communities.</p>
He Poutama Rangatahi (HPR)	<p>HPR is working on projects aimed at rangatahi most at risk of long term unemployment who may need extra individualised and ongoing support to connect to training and employment.</p> <p>HPR started in Northland, Tairāwhiti, Hawke's Bay and Gisborne. It then expanded to include all regions. In Budget 2020, it was expanded to pilot in urban centres (with a focus on South and West Auckland, Porirua, Hamilton and Christchurch).</p> <p>Approximately 46 programmes have been piloted, with more than 3,500 rangatahi supported.</p> <p>A data resource is being developed to help evaluate the programmes, and to help identify what success looks like. Work is also being done to note the difference in needs (and success) between urban and rural programmes.</p>
Regional Skills Leadership Groups (RSLGs)	<p>The RSLGs include the voices of iwi and Māori, local government, business, workers, economic development agencies, and other community groups.</p> <p>Interim RSLGs have been working on local insights reports for each region to provide intelligence about the impact of COVID-19 on each region's labour markets.</p>
Te Puni Kōkiri	<p>Māori Economic Resilience Strategy is aimed at building resilience, increasing job security and identifying how the status quo can be reshaped following COVID-19.</p> <p>The strategy has identified three priority areas and key performance indicators, and includes a stocktake of what is already happening across agencies. The Māori Employment Action Plan had been identified as part of the priorities for the strategy. The strategy has higher level agreement and support from other department's chief executives. It is one of the two top priorities for the Economic Chief Executives.</p>

External Stakeholders	
Organisation	Summary of learning
Toi Tangata	Toi Tangata is a national Māori agency which specialises in healthy living and healthy learning based on Māori knowledge. They draw from mātauranga Māori to inform, advise and empower people who are active in health and related social services. Operating nationally and locally Toi Tangata works with local and central governments, whānau, hapū, iwi, health professionals, advocates and supporters who are committed to making positive change for the health and wellbeing of our people.

Annex Three: List of stakeholders identified for engagement

These are the stakeholders that have been identified so far, for our regionally-based hui. Further stakeholders will likely be identified through the first stage of engagement and this table will be amended as needed.

Organisation	Type of Stakeholder	Area of expertise
<i>What organisation they represent</i>	<i>What type of stakeholder they are</i>	<i>The area of expertise that we are interested in drawing on</i>
Te Rūnanga O Ngāti Whatua	Iwi community and service provider	Education
Te Rūnanga A Iwi O Ngāpuhi	Iwi community and service provider	Rangatahi, social services
Far North District Council	Local Government	Employment services, Māori and local government partnership
Ngāti Whātua Ōrākei	Hapū community and service provider	Whānau development, social services
Te Whānau o Waipareira	Service provider	Employment services, social innovation, education, urban Māori
NZ Māori Council	National Representative	Strategy, wellbeing
Toi Tangata	Service Provider	Rangatahi, health
Whānau Ora Commissioning Agency	Service Provider	Whānau development, social services
Te Kōhanga Reo Trust Board	Education Provider	Education, rangatahi
Ngāti Kahungunu	Iwi community and service provider	Mātaurangi strategy, economic development
Hawke's Bay DHB Māori relationship board	Local Government	Employment, health, wellbeing
Māori Women's Welfare League	Service Provider	Wāhine, wellbeing, rangatahi and tamariki
Manukau Urban Māori Authority	Advocacy and Service Provider	Urban Māori, employment services, reintegration
Council of Trade Unions	National Union representative	Employment
Ngāti Porou	Iwi community and service provider	Small business, education and rangatahi
Ngāi Tahu	Iwi community and service provider	Small business, Māori Futures Collective, social innovation
Tokona Te Raki	Iwi community and service provider	Rangatahi, education, systems thinking, iwi development
Senior Archbishop	National Community representative	Whānau, wellbeing

Organisation	Type of Stakeholder	Area of expertise
Palmerston North Māori Reserve Trust		Housing, economic development
Federation of Māori Authorities	National representative	Science, innovation, economic development
Wellington Tenths Trust		Housing, economic development, wellbeing
Ngāti Toa	Iwi community and service provider	Education and employment services
Te Awe – Wellington Māori Business Network	Business Representative	Business, employment, economic development
Wellington City Council	Local Council	Employment, economic development, social services, Māori and local government partnerships
Iwi Chairs Forum	National Representative	Māori priorities and long-term strategy
Te Rūnanga Nui o Ngā Kura Kaupapa Māori (council of Māori medium schools)	National Representative	Education, rangatahi, tamariki
Te Tauihu o Ngā Wānanga (association of wānanga)	National Representative	Education, rangatahi
Ngā Kura-ā-Iwi o Aotearoa	National Representative	Education, tamariki
BusinessNZ	National Representative	Employment, economic development, business
Tainui (economic development, future strategy)	Iwi waka confederation and community and service provider	Economic development, future strategy

Annex Four: Te Ara Mahi Māori Reference Group Terms of Reference

Māori Employment Action Plan Reference group – Terms of Reference

Purpose

The Māori Employment Action Plan reference group (the reference group) has been established to partner with officials on the design and development of the content for the Māori Employment Action Plan, and to inform and lead wider engagement on the Plan with communities.

Background

The all-of-Government Employment Strategy (that Strategy) was published in mid-2019, and focuses on how the Government will support New Zealand's labour market to be more inclusive.

The Strategy highlighted that Māori require specific labour market attention. Headline figures indicate that there is a significant disparity in labour market outcomes for Māori, that demographics point to Māori making up an increasing proportion of New Zealand's labour market, and that there are opportunities to capitalise on Māori strengths and aspirations.

Additional opportunities are presented by the changing Treaty settlement environment to partner with iwi and hapū on employment and labour market outcomes, and contribute to a positive post-settlement relationship between Māori and the Crown.

The Government has committed to develop a Māori employment Action Plan in a way that involves genuine partnership with Māori, due to the significance of this kaupapa for Māori interests. This is consistent with the Government's guidelines for partnering and engaging with Māori on important pieces of policy work.

A genuine partnership will support a strengthened relationship between Māori and the Crown, and ensure that Māori voices are integral in the design and implementation of actions that directly affect Māori outcomes and can support Māori ambitions.

Objectives

The Minister of Employment has established a Māori reference group to partner with on the development of the Action Plan. Representatives from relevant agencies on behalf of Ministers and led by the Ministry of Business, Innovation and Employment (MBIE) will work with the reference group to:

- a. design and develop the themes and content for the Action Plan
- b. design and support wider engagement with communities, iwi and other organisations (led by officials, with the reference group participating as appropriate), including maintaining a relationship post-engagement (for instance by providing updates on progress)
- c. provide regular updates to the Minister of Employment, who will keep the Labour Market Minister Group informed of progress
- d. present a recommended Action Plan to the Minister of Employment, which includes an assessment of expected impacts.

Officials and the reference group will work together to develop an action plan for Ministers to approve. It is important that the reference group includes a range of Māori perspectives that shape and inform the development of the Action Plan, and that appropriate and relevant views are sought throughout the process. It is also important that the development of the Action Plan include consideration of the likely impacts of actions.

Scope and parameters

The reference group has a broad scope to consider the labour market and supporting systems (such as education), and possible actions that the Government can take to support Māori aspirations for improved labour market outcomes and address disparity. The focus is on Government actions that can be agreed to, on a cross-portfolio basis. The scope of the Action Plan is limited to Government policy settings, although consideration could be given to the role of other stakeholders (such as social partners or iwi organisations) in supporting the Māori labour market.

The reference group is expected to be established for approximately 12 months, until the presentation of a recommended Action Plan to the Minister of Employment.

Membership

The reference group will be chaired by Janice Panoho.

The reference group will comprise the following members:

Huhana Lyndon	CEO, Ngāti Hine Forestry Trust
Grant Williams	Co-convenor, CTU Rūnanga
Paul Retimanu	Managing Director, Manaaki Management Ltd
Tania Pouwhare	Social Intrapreneur, The Southern Initiative
Kerri Nuku	Kaiwhakahaere, NZNO Rūnanga
Eruera Prendergast-Tarena	Executive Director, Tokona Te Raki

In addition to coordinating a network of cross-agency officials to partner with the reference group, officials from MBIE will support the reference group as secretariat.

Process and timeframes

The reference group, in partnership with officials, is expected to take time to consider and test possible themes for the action plan, before developing and consulting with the public on specific actions. However, the exact process and timeframe (for instance, whether the work programme should be phased) should be confirmed by the reference group in partnership with the Minister (and officials on the Minister's behalf).

The reference group will stay engaged with the government throughout the development process. A partnership approach requires open communication and regular contact in good faith between the various parties to the development of the Action Plan. An interim report will be provided part-way through the process to update Ministers on progress.

The group is expected to provide a recommended Action Plan to the Minister of Employment by mid-2021 – which provides time for the development and testing of themes, and public engagement on draft actions that could be included. It is important that proper time be given to engagement and genuine consultation.

The recommended Action Plan can then be used by the Minister of Employment as a basis for the Minister’s proposal – this will then be considered by Cabinet prior to publication.

This partnership model will include the reference group seeking the agreement of Ministers to proceed with public engagements and the release of public documents (eg a discussion document or exposure draft). Timeframes and deliverables may be varied with the consent of the Minister of Employment.

Members of the reference group are expected to honour the confidentiality of the group’s discussions. Members may be required to report to their relevant stakeholders in order to test ideas, in accordance with the groups’ agreed approach to communications.

The reference group will meet as and when required, and officials from MBIE and other agencies will support the organisation and preparation for these meetings, and the work of the reference group.

