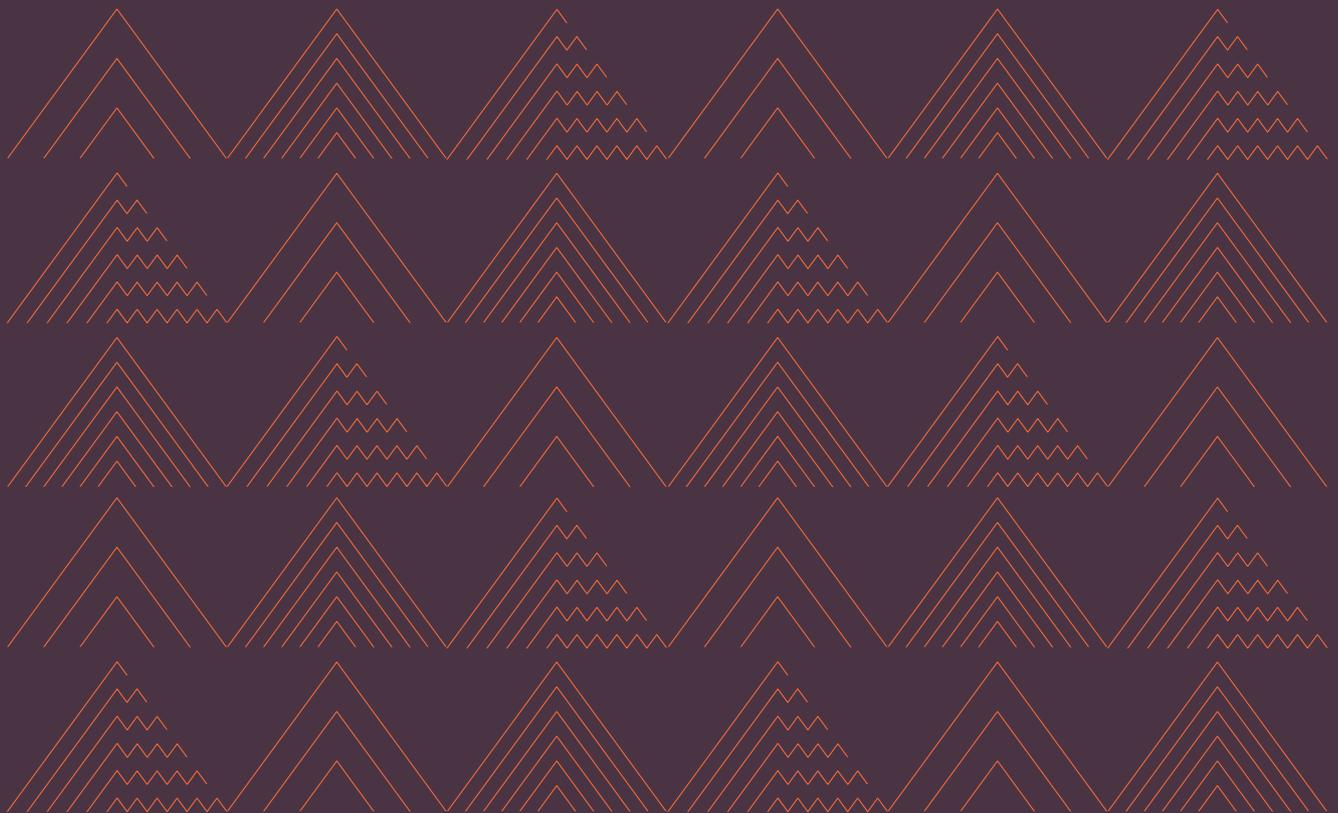




2025—2029

Statement of Intent



Statutory Role and Functions

Te Taura Whiri i te Reo Māori was established by the Māori Language Act 1987 and continued by Te Ture mō te Reo Māori 2016. As detailed in Section 40 of Te Ture mō te Reo Māori 2016, the functions of Te Taura Whiri i te Reo Māori are to:

- (a) take such steps as are reasonably necessary to give effect to the status of Māori as an official language of New Zealand
- (b) promote the Māori language –
 - (i) as a living language; and
 - (ii) as an ordinary means of communication
- (c) take the lead in co-ordinating the implementation of the Maihi Karauna strategy
- (d) consider and report to the Minister on matters relating to the Māori language
- (e) make provision for, and to grant, certificates in accordance with Schedule 6 (Certificates of competency in Māori language)
- (f) prepare, maintain, and publish a register of persons who hold certificates granted under this Act, including any endorsement of a certificate.

This Statement of Intent has been prepared in accordance with the requirements of sections 141 and 142 of the Crown Entities Act 2004. It describes the four-year vision and strategies of Te Taura Whiri i te Reo Māori – a Crown entity with functions defined in Te Ture mō te Reo Māori 2016.

Signed on behalf of the Board of Te Taura Whiri i te Reo Māori.



Professor Rawinia Higgins
PFHEA FRSNZ MNZM
Board Chair
07 October 2025



Dr Jeremy Tātere MacLeod
Deputy Board Chair
07 October 2025

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Print: ISSN 2382-2139
Online: ISSN 2382-2147

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From the Board Chair



I am proud to present our Statement of Intent. It is a clear and ambitious strategy for the future, designed in honour of the past, and all who have brought us to this point.

Te Taura Whiri i te Reo Māori (Te Taura Whiri) remains steadfast in its role of promoting te reo Māori as a living language and an ordinary means of communication. In the last four years, we have seen the continued growth and resilience of language revitalisation, celebrated 50 years of Te Wiki o te Reo Māori, garnered support numbering into the millions and welcomed new speakers to the movement every day.

Now we look ahead to the next four years with a reinvigorated focus, offering expertise and evidence of where we can make the biggest impact. We recognise that language revitalisation is not a straight or easy path. So, we gather what we learn to keep going, build on our gains and learn from resilience.

This Statement of Intent comes at a time when our waka is riding on turbulent waters. Fortunately, we have an enduring history of skilled navigation. If nothing else, the deep undertow that threatens to drag Aotearoa off course, just reinforces the need for strong Māori language policy, for more work with the public service and robust strategies to secure the future of te reo Māori revitalisation and the Crown's obligations.

That is why over the next four years Te Taura Whiri will work with Te Puni Kōkiri to strengthen the Government's policy and contributions to the revitalisation of te reo Māori. I look forward to this collaboration and its measures to safeguard te reo Māori as a taonga tuku iho.

The good thing about challenge is it brings opportunity, especially for innovative thinking. Embracing partnerships with the private sector has proven highly successful. Teaming up with The Warehouse saw more than 74,000 Kia Kaha te Reo Māori items permeate the homes and hearts of Aotearoa. This could not have been achieved by Te Taura Whiri alone. The proliferation of Kia Kaha te Reo

Māori items sends a strong and visible message, te reo is everywhere and for everyone – ake, ake, ake!

This partnership, and others like it, demonstrate the private sector's increasingly positive attitude towards te reo. More business leaders are recognising its value as part of business strategy and identity. This is an important national indicator of progress too because language revitalisation cannot rest in Māori hands and communities alone.

Normalising the language in everyday life is critical. You should be able to see it, sign it, hear it, and use it at the shop, on the bus, on the farm, at the petrol station, just like all other multilingual countries. The groundswell of engagement from across Aotearoa to bring te reo into everyday life proves that our language is thriving far beyond a single demographic, classroom or community.

Te Taura Whiri is committed to ensuring every action, partnership and investment is focused on making the greatest impact for te reo Māori and its future. Through united government direction, we can maximise our revitalisation efforts and deliver enduring benefits for all New Zealanders.

Tauramatia ō inanahi, wawatatia ō āpōpō,
whakapūmautia ō te wā nei.
Cherish yesterday, dream tomorrow, live today.
(Translated by Te Wharehuia Milroy CNZM, QSO).

Professor Rawinia Higgins
PFHEA FRSNZ MNZM
Board Chair
Te Taura Whiri i te Reo Māori

From the Chief Executive



E ngā mana, e ngā reo, e ngā karangatanga maha o te motu, tēnā koutou katoa.

It is my privilege to present this Statement of Intent for Te Taura Whiri i te Reo Māori, outlining our strategic direction for 2025–2029. This document reaffirms our commitment to the revitalisation of te reo Māori as a living language and an ordinary means of communication in Aotearoa.

The latest State of te reo Māori Report provides both encouragement and challenge. It shows that public support for te reo Māori continues to grow—particularly among Māori, Pacific peoples, and younger generations. However, it also reveals that many supporters are not actively learning or using the language. While 4.9% of children in early childhood education are enrolled in Māori-medium settings, this drops to just 1.7% by secondary level (State of te reo Māori Report, 2025). This highlights the need for stronger acquisition pathways and sustained engagement across the education system.

Over the next four years, Te Taura Whiri will focus on strengthening our leadership role in government policy, enhancing the professionalism of translators and interpreters through alignment with industry standards, and developing contemporary Māori language resources. We will continue to support the implementation of the Maihi Karauna strategy, ensuring that our efforts are informed by robust evidence and collective understanding.

Our strategic intentions reflect a dual purpose: to uphold the mana of te reo Māori and to enable its use in everyday life. We will deepen our partnerships with reo Māori champions and influential organisations to increase the visibility and reach of te reo Māori. We will also invest in targeted initiatives that respond to the needs of rangatahi and other key groups, recognising their role in shaping the future of the language.

This Statement of Intent is both a roadmap and a call to action. It invites collaboration and innovative thinking. It also requires courage. As we navigate the challenges ahead, we do so with a clear vision and a deep sense of responsibility to our tūpuna, our communities, and future generations.

Nāku iti nei, nā

Ngahiwi Apanui-Barr
Chief Executive
Te Taura Whiri i te Reo Māori

Supporting government responsibilities

A partnership for Māori language revitalisation

Te Ture mō te Reo Māori 2016 (“Te Ture”) created in law a partnership for the revitalisation of the Māori language between the Crown and Māori.

The legislation acknowledges that Māori are the guardians of the language, while recognising that the Crown is able to advance the revitalisation of the Māori language by promoting strategic objectives in wider New Zealand society.

The partnership is expressed through the metaphor of Te Whare o te Reo Mauriora, a house of language revitalisation.

Te Taura Whiri i te Reo Māori is one of the organisations representing the Crown.

Te Mātāwai is the organisation representing Māori communities.

Crown language strategy

Te Ture requires that the Minister for Māori Development issue a Crown language strategy called the Maihi Karauna. Approved by Cabinet in December 2018, the Maihi Karauna strategy takes a ‘macro’ perspective, by focusing on creating the societal

conditions for te reo Māori to thrive and ensuring that government systems support that.

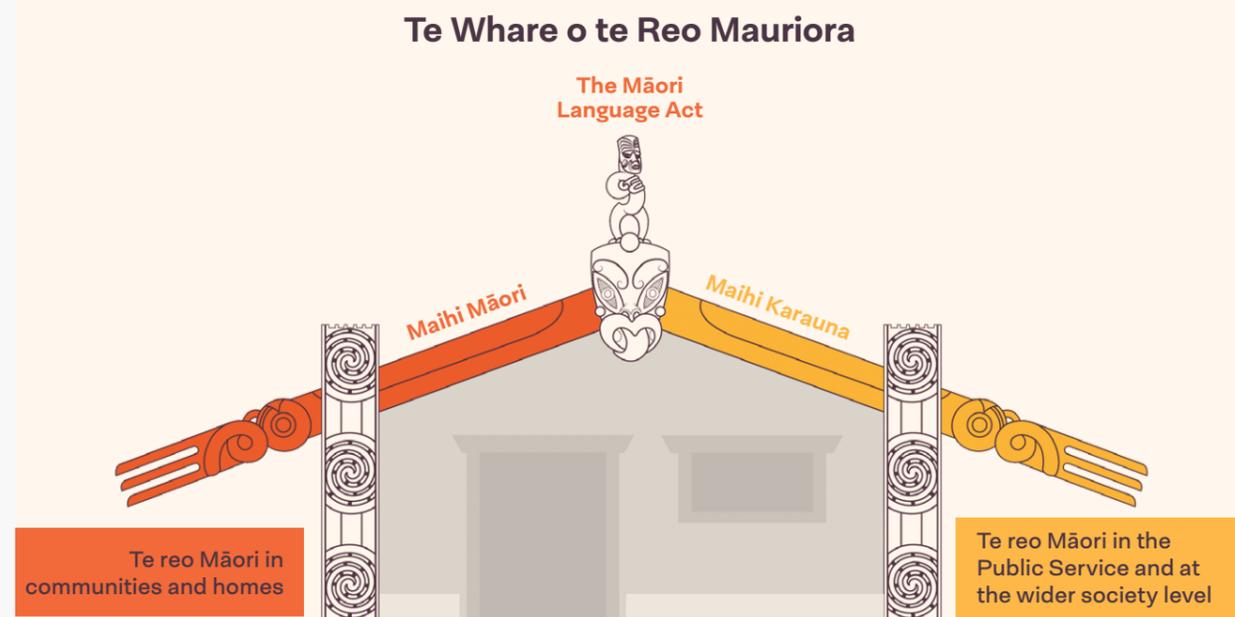
The Maihi Māori strategy, issued by Te Mātāwai, takes a complementary ‘micro’ role that focuses on revitalisation within communities and families. It envisages the restoration of te reo Māori as a nurturing first language.

In approving the Maihi Karauna Strategy and Implementation Approach in 2018, Cabinet agreed that all departments of the public service be required to develop a Māori language plan and be required to reflect these in their accountability documents, including Annual Reports and Strategic Intentions (MCR-18-MIN-0012 refers).

Role of Te Taura Whiri i te Reo Māori

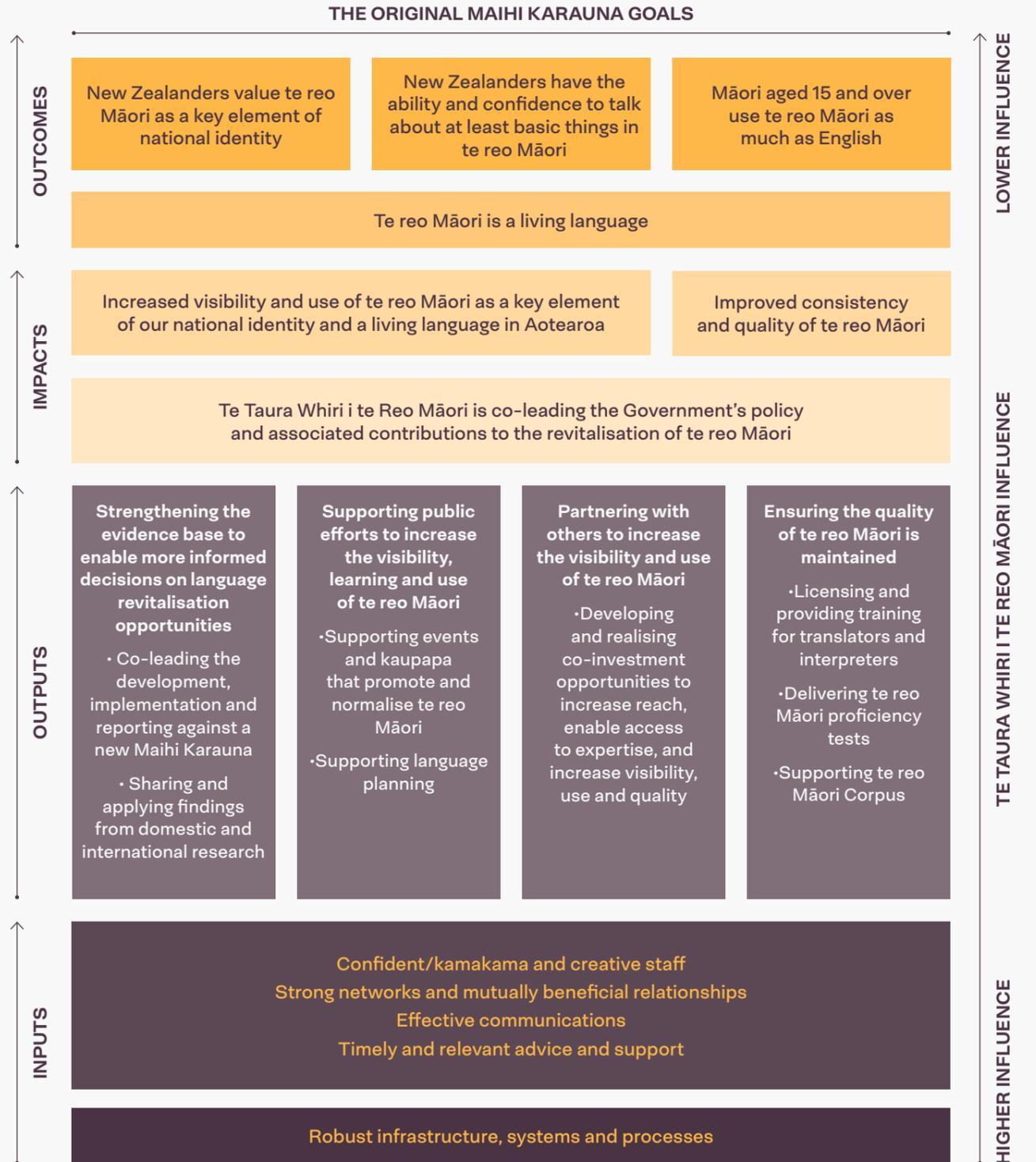
In the Maihi Karauna Strategy and Implementation Approach, Cabinet noted¹ that Te Taura Whiri i te Reo Māori will:

- coordinate and monitor the implementation of the Maihi Karauna; and
- support language planning.



1. This recognised the leadership (in coordinating the implementation of the Maihi Karauna Strategy) role of Te Taura Whiri i te Reo Māori that had been effected through Te Ture mō te Reo Māori 2016.

Intervention logic 2025–29



Our strategic intentions



Strategic Intention One

Our central purpose over the next four years is, where appropriate, to strengthen the co-leadership of Te Taura Whiri i te Reo Māori to the Government's policy and associated contributions to the revitalisation of te reo Māori.

In recent years it has become evident that, whilst enabling the envisaged partnership between the Crown and Iwi and Māori, Te Ture mō te Reo Māori 2016 doesn't provide sufficient clarity of respective roles and responsibilities within Government. With a clear focus on passionate advocacy for, and specialist capabilities in, the revitalisation of te reo Māori, we are committed to being an informed and influential leader for the Maihi Karauna, Māori language policy, and Māori language revitalisation – and represent the Crown's responsibilities accordingly.

This strategic intention gives effect to our statutory functions as detailed in Section 40 (1) of Te Ture mō te Reo Māori 2016:

(a) to take such steps as are reasonably necessary to give effect to the status of Māori as an official language of New Zealand;

(c) to take the lead in co-ordinating the implementation of the Maihi Karauna strategy; and

(d) to consider and report to the Minister on matters relating to the Māori language.

Our leadership will be underpinned by language planning and policy elements, derived from international evidence and adapted for the New Zealand context, which also informed the development of the outcome, audacious goals and priorities of the original Maihi Karauna.

These are:

- **Critical Awareness:** Wider New Zealand society know that te reo is a threatened language, accept the need for language revitalisation, and understand the roles of individuals and organisations to support revitalisation;

- **Status:** Wider New Zealand society understand the value of te reo Māori and accept that it is part of our national identity;
- **Acquisition:** Wider New Zealand society has increased opportunities to acquire te reo Māori at a level that supports their use;
- **Corpus:** Quality new words, terms and standards are developed and available to support the use of te reo Māori; and
- **Use:** Aotearoa whānui can speak, listen to, read, write and comprehend te reo Māori at a level that supports their use and have access to reo-rich environments and domains.

We intend to provide leadership that is:

- **Strategic and thought-based**, informed by international standards/benchmarks and increasingly accurate measures of progress against the language planning and policy elements;
- **System- and service-focused**, working with the Public Service Commission and other public service agencies to ensure 'public service' in Aotearoa reflects the language, culture and identity interests of Māori and the status of te reo Māori as an official language. We're also seeking more modelling (of the value and use of te reo Māori) and less displaying/dressing activities; and
- **Adaptive and values-based**, underpinned by manaakitanga, modelling integrity and transparency, and willing to work around active resistance rather than just being defeated by it.



Strategic Intention Two

Our second strategic intention is to increase the visibility and use of te reo Māori as a key element of our national identity and a living language in Aotearoa.

This combines the previously respective foci on the public service and New Zealanders. It reflects the fact that we are getting more momentum in our efforts to support businesses and communities to increase the mana, status, acquisition and use of te reo Māori. This also gives effect to our statutory function as detailed in Section 40 (1) (b) of Te Ture mō te Reo Māori 2016: to promote the Māori language – as a living language; and as an ordinary means of communication. Te reo Māori is an official language here in Aotearoa. Accordingly, it needs more momentum to be normalised and celebrated as a key element of our distinct national identity. Whilst we have made significant progress since the petition

calling for the recognition and revitalisation of te reo Māori was presented on 14 September 1972, there is much more to be gained from the next shift in our nation's character.

In the next four years we will have more deliberate approaches to specific market segments and networks to increase the breadth (reach) of our impacts and depth of our supports for te reo Māori revitalisation. As always, a critical success measure will be increased numbers of New Zealanders that value and use te reo Māori.



Strategic Intention Three

Our third strategic intention is improved consistency and quality of te reo Māori.

This gives effect to our statutory functions as detailed in Section 40 (1) of Te Ture mō te Reo Māori 2016:

e) to make provision for, and to grant, certificates in accordance with Schedule 6 (translators and interpreters); and

(f) to prepare, maintain, and publish a register of persons who hold certificates granted under this Act, including any endorsement of a certificate.

This is also our most explicit support for corpus, as we develop quality assured terms for the contemporary use of te reo Māori.

We intend to be the single authoritative source of advice and quality assurance on te reo Māori to ensure its quality is maintained and on par with international standards. Related to this is an increased focus on ensuring the quality of translation and interpretation services being provided, and understanding current and future technologies to improve the authenticity, reliability, accessibility and visibility of te reo Māori.

Measuring success

In progressing our central purpose, over the next four years we want to achieve:

- improved public understanding of the value and contribution of te reo Māori through having clear authoritative leadership;
- increased (year-on-year) support for the status and use of te reo Māori;
- increased reach (numbers affected/engaged) and impact (increased use) gained through partnerships to progress shared language revitalisation objectives;
- improved professionalism of licensed translators and interpreters, aligned with international standards;
- increased relevance of reo Māori (new words/terms) for modern-day applications;
- greater visibility and use of our products and services across the public service as well as within private sector and community organisations; and
- increased levels of satisfaction with our products and services, demonstrating our adaptability and responsiveness to user needs.

The next four sections cover each of our outputs and associated strategic intentions, and how we will assess progress against them. We have kept measures deliberately focused, to ensure we measure impacts and not just levels of activity.

Output 1

Strengthening the evidence base to enable more informed decisions on language revitalisation opportunities

Our scope and function, what we want to achieve

Our mandate for this output comes from our statutory functions as detailed in Section 40 (1) of Te Ture mō te Reo Māori 2016:

(a) to take such steps as are reasonably necessary to give effect to the status of Māori as an official language of New Zealand;

(c) to take the lead in co-ordinating the implementation of the Maihi Karauna strategy; and

(d) to consider and report to the Minister on matters relating to the Māori language.

Our intent is that reo Māori policy and nationwide revitalisation efforts are informed by evidence rather than opinions or unhelpful biases, and are understood to be enduring (as Crown commitments) rather than wholly determined (or undermined) by the Government of the Day. Benchmarking ourselves against international efforts and standards will also be helpful in determining our relative performance in supporting indigenous language revitalisation.

We also want to focus efforts on the outcomes that are sought (and the benefits that flow from those for Māori and for all New Zealanders) rather than be limited by the vehicles that are currently used.

What we will do to achieve it

Over the next four years we will focus on building our policy and leadership capabilities and a robust evidence base:

- informed by the Crown's commitment and framed within language planning and policy elements, to enable informed decision making on language revitalisation option choices;
- providing authoritative (and less subjective) data to enable informed decision-making and the measurement, reporting and celebration of progress and gains; and
- to enable informed decision-making on the allocation of funding/resources and expected returns on investment.

Our activities will include:

- Co-leading the development of the new Maihi Karauna, ensuring it is informed by learnings we have gained in working with our public sector colleagues in supporting language planning, our annual reporting on the original Maihi Karauna, and te reo Māori contributions through the Whāinga Amorangi: Transforming Leadership framework;²
- Monitoring, and reporting annually on, the contributions of the Maihi Karauna to the revitalisation of te reo Māori and evaluating aspects of the implementation of the Crown's language revitalisation strategy;

² This was supported by the Public Service Commission, Te Puni Kōkiri and Te Taura Whiri i te Reo Māori. Since 24 February 2025, Te Puni Kōkiri has had responsibility for Whāinga Amorangi: Transforming Leadership.

Output 1 – continued

- Establishing coherent and authoritative datasets for monitoring and reporting on te reo Māori revitalisation efforts, building on our Reo Māori Data Dashboard project which consolidates data from various sources, including Statistics New Zealand, the public sector and our own programmes, providing a comprehensive overview of the language's progress in terms of status, acquisition, proficiency and use;
- Developing and implementing a four-year research plan to enable the analysis, sharing and application of insights from domestic and international research on evident gaps and opportunities to amplify and realise the benefits from reo Māori revitalisation efforts; and
- Producing a biennial State of the Language Report, identifying progress against the language planning and policy elements, and in the increased visibility and use of te reo Māori in Aotearoa.

How we will measure progress

Output	Strengthening the evidence base to enable more informed decisions on language revitalisation opportunities	
Strategic Intention/ Four-year success goal	Strengthen our co-leadership of the Government's policy and associated contributions to the revitalisation of te reo Māori	
Indicators of success	How this will be measured	Targets and reporting
(SPE 1.1) Engage in research projects that evaluate and investigate language revitalisation to design better products, services and policy	Number of research projects commissioned	4 per annum
New Maihi Karauna developed (informed by evidence and insights)	Achieved	Within the 2025/26 financial year
Crown's contributions to the revitalisation of te reo Māori (Maihi Karauna) documented	Achieved	Annual Reports
State of the Language Report	Achieved	Biennially, beginning in 2026/27

Output 2

Supporting public efforts to increase the visibility, learning and use of te reo Māori

Our scope and function, what we want to achieve

Our mandate for this output comes from our statutory function as detailed in Section 40 (1) (b) of Te Ture mō te Reo Māori 2016: to promote the Māori language – as a living language; and as an ordinary means of communication.

Our primary interest in this output is to see year-on-year increases in the number of public (individual, group and/or community) efforts that increase the visibility, learning and use of te reo Māori.

We lead two key annual events: Te Wiki o te Reo Māori (Māori Language Week), and Ngā Tohu Reo Māori (the Māori Language Awards) and, through our wider efforts, build the status and visibility of te reo Māori. We have also shifted from leading other events (such as te reo Māori parades in major cities and the award-winning Māori Language Moment) to enabling others to organise their own. We've created guides and free resources to support these, and use of these continues to grow.

Our support for public service agencies has now shifted to maintenance mode, as they fully implement their language plans. We're taking learnings from this work into language planning supports for other private sector and community organisations, as demand grows. There are obvious benefits in taking structured approaches to language revitalisation activities, and we will look to highlight more of these in the future.

Whilst we will continue to offer general supports, we also intend to take more targeted approaches to specific market segments/target groups – particularly where the research is showing there is significant demand. Rangatahi (15-24 year olds) in particular have a strong demand for resources to support their learning and use of te reo Māori, and for using their digital native skills and social networks to contribute to the visibility and value of te reo Māori. We may also

target specific sectors where the variety of products or services will enable far greater reach into and across communities throughout Aotearoa.

What we will do to achieve it

Over the next four years we will focus on building on the momentum we have gained thus far, exploring and supporting new opportunities to grow public support for te reo Māori. As detailed above, that will include targeting specific segments/markets to make measurable gains.

Our activities will include:

- Providing language planning advice, tools and support, as well as Te Reo Māori Capability (as aligned with the Whāinga Amorangi framework) advice;
- Supporting public events that illustrate that te reo Māori is a key element of our national identity and a living language in Aotearoa; and
- Developing (in response to evident demand and opportunity) and promoting (appropriate/up-to-standard) resources that are readily available to support the learning, use and correct pronunciation of te reo Māori.

Output 2 – continued

How we will measure progress

Output	Supporting public efforts to increase the visibility, learning and use of te reo Māori	
Strategic Intention/ Four-year success goal	Increased visibility and use of te reo Māori as a key element of our national identity and a living language in Aotearoa	
Indicators of success	How this will be measured	Targets and reporting
(SPE 2.1) Increase in digital reach and engagement through active promotion	Year-on-year increases	Achieved
(SPE 3.1) Number of government, corporate, and community organisations supported with te reo Māori language planning tools and/or advice ³	Number of organisations that seek advice or support from Te Taura Whiri i te Reo Māori	70
Organisations report that our language planning advice, tools, and support helped them plan for language revitalisation ⁴	Percentage of organisations that report receiving helpful language planning advice and tools from Te Taura Whiri i te Reo Māori	Baseline to be established in 2025/26 Maintain excellent satisfaction rating (mean score of 85% or higher) through to 2028/29
(SPE 3.2) Support kaupapa that normalise te reo Māori across diverse audiences ⁵	Aligned kaupapa are supported through sponsorship, project collaboration, partnership agreements and non-financial support such as keynote speaking events that promote language revitalisation and te reo Māori.	30

3, 4 & 5. This measure applies to Outputs 2 and 3.

Output 3

Partnering with others to increase the visibility and use of te reo Māori

Our scope and function, what we want to achieve

Our mandate for this output comes from our statutory function as detailed in Section 40 (1) (b) of Te Ture mō te Reo Māori 2016: to promote the Māori language – as a living language; and as an ordinary means of communication.

As a small organisation with limited resources, we recognise the need to enter into partnerships to:

- increase reach (more Māori and/or New Zealanders seeing and being encouraged to use te reo Māori);
- increase the visibility and mana/status of te reo Māori (e.g. at major and/or international events hosted here in Aotearoa);
- secure co-investment opportunities to achieve greater market penetration, and (where it complements reo Māori revitalisation efforts) enable revenue generation and economic development opportunities; and
- enable the exchange of specialist capabilities/expertise and experience (e.g. the delivery of training, licencing and registration of translators and interpreters, and the sharing, with appropriate protections, of relevant data, or data sharing arrangements).

We have tested partnership approaches with several organisations including Dominos, Whittaker's Chocolate, Google, Go Media and The Warehouse, and now seek to build on these for even greater gains.

What we will do to achieve it

Over the next four years we will focus on identifying and entering into partnerships that meet the following criteria⁶ and demonstrate potential to intensify language revitalisation outcomes:

1. **Strategic fit**, including alignment of long-term objectives and ability to leverage each other's strengths for mutual benefit;
2. **Cultural compatibility**, including alignment of values, openness to collaboration and adaptability, and communication styles and decision-making processes;
3. **Shared goals and commitment**, including commitment to achieving mutual success and growth, and willingness to invest time and resources;
4. **Complementary resources and capabilities**, including access to unique skills or technologies and resource sharing that leads to improved efficiency and innovation;
5. **Market position and reputation**, including consideration of brand strength and customer loyalty as well as market access;
6. **Geographic presence**, including market reach, local knowledge and ability to leverage geographic advantages for expansion;
7. **Intellectual property rights**, including clarity on ownership and usage rights of shared intellectual property; and
8. **Risk profile and management**, including the identification of potential risks and development of strategies to minimise/manage these.

Where our relationships with public service agencies tend to be premised on obligations, our pursuit of partnerships is all about the opportunities to add additional and credible weight to the revitalisation of te reo Māori.

6. Informed by 'Partner Selection Criteria to know for Strategic Alliance and Partnerships', Fiveable.

Output 3 – continued

How we will measure progress

Output	Partnering with others to increase the visibility and use of te reo Māori	
Strategic Intention/ Four-year success goal	Increased visibility and use of te reo Māori as a key element of our national identity and a living language in Aotearoa	
Indicators of success	How this will be measured	Targets and reporting
(SPE 3.1) Number of government, corporate, and community organisations supported with te reo Māori language planning tools and/or advice ⁷	Number of organisations that seek advice or support from Te Taura Whiri i te Reo Māori	70
Our language planning advice, tools and support have helped organisations plan for language revitalisation ⁸	Percentage of organisations reporting that Te Taura Whiri i te Reo Māori provided helpful advice and tools	Baseline to be established in 2025/26 Growing to 85% in 2028/29
(SPE 3.2) Support kaupapa that normalise te reo Māori across diverse audiences ⁹	Aligned kaupapa are supported through sponsorship, project collaboration, partnership agreements and non-financial support such as keynote speaking events that promote language revitalisation and te reo Māori	30
More champions of te reo Māori	Increased number of partners	2 in 2024/25 Growing to 10 in 2028/29

^{7, 8 & 9.} This measure applies to Outputs 2 and 3.

Output 4

Ensuring the quality of te reo Māori is maintained

Our scope and function, what we want to achieve

Part of our mandate for this output comes from our statutory functions as detailed in Section 40 (1) of Te Ture mō te Reo Māori 2016:

(e) to make provision for, and to grant, certificates in accordance with Schedule 6 (translators and interpreters); and

(f) to prepare, maintain, and publish a register of persons who hold certificates granted under this Act, including any endorsement of a certificate.

This specifically supports the provisions in Section 7 of the Act 'Right to speak Māori in legal proceedings' but also delivers wider benefits through increasing the interpretation and translation expertise that public and private sector organisations and community groups can access.

Beyond this, Te Taura Whiri i te Reo Māori also delivers proficiency tests to enable individuals to determine where their learning journey may be starting or to support the demonstration of their required/additional competencies for employment opportunities.

The third area of focus is on supporting te reo Māori corpus, ensuring that quality new words, terms and standards are developed and made available to support the use of te reo Māori.

Underpinning all of these activities is the importance of quality assurance we provide as the trusted advisor on te reo Māori matters.

Because we are small (in resource and workforce), we need to work with others to ensure that new terms (e.g. those developed by the Ministry of Education for teaching resources) meet appropriate standards, that interpreters and translators are viewed and valued as experts (that also meet international benchmarks), and new vocabulary is made available to support the contemporary use of te reo Māori.

We want to always be the first point of contact for all te reo Māori matters and determine how we can best

respond to requests through the provision of direct support (advice and/or tools), or referral to appropriate (in standard/quality) resources and expertise. In doing this, we'll be able to ensure the quality of te reo Māori is being maintained, and also identify the nature and extent of demand for expertise and/or support resources.

What we will do to achieve it

Over the next four years we will focus on increasing the professionalism and availability of translators and interpreters, and ensuring that their licensing, training and conduct code is aligned with international standards.

We will continue to facilitate access to licensed interpreters and translators, deliver proficiency tests, and develop new words/terms to support the contemporary use of te reo Māori. We will also do more to promote these services and the benefits that flow from these including economic/enterprise development (for interpreter and translator services), and potentially higher remuneration and/or employment opportunities as a result of evidenced te reo Māori proficiency.

Output 4 – continued

How we will measure progress

Output	Ensuring the quality of te reo Māori is maintained	
Strategic Intention/ Four-year success goal	Improved consistency and quality of te reo Māori	
Indicators of success	How this will be measured	Targets and reporting
(SPE 4.1) Deliver high-quality Māori language services	<ul style="list-style-type: none"> • Alignment of the Toi Reo Māori Certificate with relevant standards • Update and promotion of the register of translators and interpreters • Contribution to the Māori lexicon with standardised and new Māori words (1 domain per annum) 	Achieved

Strategic prioritisation

Our intention is to strengthen, where appropriate, the co-leadership of Te Taura Whiri i te Reo Māori of the Government’s policy and associated contributions to the revitalisation of te reo Māori and to actively progress mutually beneficial partnerships/ co-investment opportunities. This will require a significant lift in our capability. Accordingly, it will have high priority for our resource allocation - at governance, management and operational levels.

Working with partners and stakeholders

In effecting our co-leadership intention, we expect to have a constructive relationship with Te Mātāwai, in accordance with their responsibilities as detailed in Section 18 (Purpose of Te Mātāwai) of Te Ture mō te Reo Māori 2016:

“To act on behalf of iwi and Māori to:

(a) provide leadership in promoting the health and well-being of the Māori language for iwi and Māori, and at the community level; and

(b) to support, inform, and influence the Crown’s initiatives in protecting, promoting, and revitalising the Māori language”.

We also expect to have productive and mutually beneficial relationships with other entities that contribute to the revitalisation of te reo Māori, including the Ministry of Education, Te Puni Kōkiri, Te Māngai Pāho and Whakaata Māori.

We will continue to expand the number of relationships we have with private and non-government organisations to create a network of champions, thereby expanding awareness and visible support for language revitalisation.

We will also continue to participate in international discussions, contributing to and drawing from what other countries are doing to revitalise indigenous languages.

Organisational health and capability

In the next four years, we will be focusing on strengthening our organisational capability in accordance with our intentions to lead and to partner. Our challenge is to leverage the passion our staff have for te reo Māori into productive relationships, meaningful gains and increased momentum.

Key considerations will include:

- The extent to which our organisational culture and values continue to support how we will deliver our work;
- Whether our structure and physical delivery model is accordingly fit-for-purpose, or requires a reconfiguration to extract maximum value from our staffing and partnerships/relationships;
- How our knowledge, information, communications and reporting systems need to be further strengthened to enable greater efficiencies and further extend the accessibility and reach of our support resources; and
- Whether our risk identification and mitigation/management approaches provide sufficient assurance to enable informed governance and management decision-making.

Key indicators for our organisational health and capability include:

Indicator	2024/25	2025/26-2028/29
Turnover	<20%	<20% ¹⁰
Staff engagement	>60% survey responses	Increasing trend
Equal employment opportunity requirements met	Included in all relevant documents and practices	Maintaining
Health and safety	Implement zero-harm health and safety strategy	Zero significant health and safety incidents reported

¹⁰ Staff turnover will fluctuate in 2025/26 in accordance with our intentions to lead and to partner. However, when averaged over the four-year term, turnover will be less than 20%.

Financial strategy and management

Financial strategy is an integral part of the overall organisational strategy at Te Taura Whiri i te Reo Māori. Our financial strategy is based on the following elements:

- a robust budgeting process with regular forecast updates three times a year;
- established and documented internal controls including policy and procedures, financial delegations and a planned internal audit programme;
- a finance framework to achieve continued improvement of financial management and audit ratings;
- use of the All-of-Government procurement contracts to ensure on-going efficiencies and operating savings; and
- regular reporting and monitoring through cost-centre managers to our Senior Leadership Team, the Audit and Risk Committee, the Board, Te Puni Kōkiri (as monitoring agent) and the Minister for Māori Development.

Indicator	2024/25	2025/26-2028/29
Maintain or improve audit ratings (Very Good in 2024/25)	Maintain Very Good (Exceeded) rating for: <ul style="list-style-type: none"> • Financial statements presented by Te Taura Whiri i te Reo Māori for audit comply with generally accepted accounting practice in New Zealand and in accordance with the Public Benefit Standards Reduced Disclosure Regime. • Performance information presented by Te Taura Whiri i te Reo Māori for audit complies with generally accepted accounting practice in New Zealand. 	





TE TAURA WHIRI
I TE REO MĀORI
MĀORI LANGUAGE COMMISSION

