



# Tauākī Whakamaunga atu

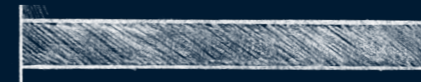
## Statement of Intent



For the period 2025 to 2029



Illustrations by  
Phoebe Morris



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## Te Tirohanga a te Poari The Board's Vision



**E waihanga tahi ana i ngā  
hapori pakari**  
**Building strong, sustainable  
communities together**

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## Te Ao Tūroa Current State

### Ā mātou horopaki mahi Our operating context

Te Puna Tahua New Zealand Lottery Grants Board (the Board) is the largest single community grant funder in New Zealand. It plays a significant role in supporting community wellbeing, and resilience through building strong sustainable communities.

The Board is a Schedule 4 Crown Entity established under the Public Finance Act 1989. Other than tabling an Annual Report, annual financial statements, and performance report in Parliament, the Board is an independent organisation. The main function of the Board is to determine the proportions in which lottery profits<sup>1</sup> are allocated for distribution in accordance with the Gambling Act 2003 (the Act) i.e. for community purpose, and community benefit, of a public nature, and contributing to the building of strong, sustainable communities.<sup>2</sup> Profits are also allocated to 3 statutory bodies named in the Act.<sup>3</sup>

For central and local government funded through taxes or rates, accountability is to government and the tax/ratepayer. The legislation under which the Board operates however, means that funding priorities are at the Board's sole discretion provided distribution is for community purpose and not individual gain, and in line with criteria contained in the Act.

### The Board is evolving the lottery grants system for the first time in 35 years

In late 2021, the Board initiated a review of the lottery grants system<sup>4</sup> (the system) which had been largely unchanged for 35 years. The review highlighted that the lottery grants funding landscape has lacked an overall strategic direction and can be difficult for community groups, hapū and iwi to navigate. This presents opportunities for improvement for both the Board as funder and for fund applicants.

For the Board as funder, the changes provide an opportunity to collaborate with key strategic partners and prioritise support for strong stable communities as the basis of a healthy society. For grant applicants, a clearer definition of the areas where funding applications are likely to be accepted, and a simpler funding application process overall would greatly improve the system.

Leading with the kaupapa of Kia Tipu, He Tipua - **Evolving the Lottery Grants System**<sup>5</sup>, the Board approved the evolution of the system to one that was more strategic, responsive, inclusive and recognises Te Tiriti o Waitangi.

### Key objectives of the programme to evolve the system include:

- ensuring the funding is accessible and responsive to the needs and priorities identified by communities, hapū and iwi
- supporting the aspirations of Māori and upholding Te Tiriti o Waitangi
- ensuring funding is distributed more equitably
- making the funding system more coherent and focused
- developing a funding system that allows for innovation and collaboration, and
- maximising community, hapū and iwi outcomes through the distribution of lottery funding.

1 The New Zealand Lotteries Commission trades as Lotto NZ. Profits made by Lotto NZ are from games such as Lotto, Keno and Instant Kiwi.

2 Section 277(3) sets out the qualifying criteria for community purpose, including: community self-reliance, capacity building, and stability, opportunities for social, recreational, civil, or cultural participation and reducing or overcoming barriers to such participation; community and environmental health; development and preservation of New Zealand's arts, culture, heritage, and national identity; or sport and recreation. Section 277 (4), (5) set out additional matters to have regard to in applying these criteria.

3 The statutory bodies listed under section 279 are Sport New Zealand, Creative New Zealand, and the New Zealand Film Commission

4 Lottery Grants System Review – Board Report 2022 - <https://www.communitymatters.govt.nz/ask-us/view/1836>

5 Kaupapa: topic, theme. Kia Tipu is to activate the growth that Te Puna Tahua is seeking through this programme. He Tipua encourages us to engage more consciously in what it is that the Lottery Grants System is becoming.



## Ā mātou herenga ki te Tiriti o Waitangi Our commitment to Te Tiriti o Waitangi

The Board is committed to Te Tiriti o Waitangi throughout the policies and processes of the system. The Board will be guided by its Te Tiriti o Waitangi policy and this Statement of Intent in contributing towards longer term impacts for Māori.

The Board's Te Tiriti o Waitangi obligations and commitments<sup>6</sup> include:

- acknowledging rangatiratanga, i.e. assertion of Māori control over their own affairs
- funding projects identified as priorities by Māori and provided 'by Māori for Māori'
- ensuring Māori representation on distribution committees so that decisions are made on a 'by Māori for Māori' basis
- the active promotion, protection, and preservation of Te Reo Māori, tikanga Māori and taonga
- Māori receiving funding for their cultural and social needs on an equitable basis with non-Māori
- ensuring the decision-making processes of the distribution committees include tikanga Māori, and
- consulting Māori on policies and procedures.

### Mātāpono Principles

The Board's Te Tiriti o Waitangi policy considers the following mātāpono:

- **He tāngata** – people come first and are the focus of attention
- **Manaakitanga** – the obligation to host and practice good manners
- **Whanaungatanga** – connecting with each other and establishing common ties

- **Whakapono** – being truthful and doing the right thing, and
- **Kanohi ki te kanohi** – face to face as the preferred means of communication.

### Tauākī whakamaunga atu mō Te Tiriti o Waitangi Te Tiriti o Waitangi Statement of Intent

The Board aspires to be proactive allies and champions of Te Tiriti o Waitangi. This means the Board recognises, respects and will govern the practical implementation of Te Tiriti o Waitangi across and throughout the system.

The Board acknowledges the Articles and Principles of Te Tiriti o Waitangi and will utilise these to guide practical actions that improve the responsiveness and effectiveness of the grants system. Refer to Appendix 1 and 2 for more detail about Te Tiriti o Waitangi.

The Board acknowledges Te Tiriti envisaged relationships of mutual care and protection as well as tangata whenua-determined aspirations of mana motuhake and tino rangatiratanga. As such, the Board will build and maintain trust within its Tiriti-relationships through tika-based relationships which model accountability, responsibility, and transparency.

The intent is for overarching policy on the Board's relationships with tangata whenua to cascade through to the Board's strategy, operational policies and supporting practices encompassing agreed outcomes, activities, and measures.

<sup>6</sup> Established by the Board in 2001 and reviewed in 2023 in conjunction with the Board's Te Tiriti o Waitangi commitments and policy.

Engagement with tangata whenua and stakeholders will be undertaken on these living documents/taonga, Te Tiriti o Waitangi policies and strategy during the term of this Statement of Intent.

The Board's Te Tiriti o Waitangi policy, obligations and commitments recognise the role of Te Tiriti o Waitangi within the system in which the underlying legislation requires grant distribution to have regard to the needs of Māori in funding decision-making.<sup>7</sup>

**Ngā panonitanga papori**  
**Changes in society**

New Zealand's population has changed significantly since the Board was established in 1987 to allocate lottery profits. The population has grown because of immigration and has become more ethnically diverse, urban based, and older. There are more people living with a disability, and while we have moved rapidly to a digital society, some people and communities are currently digitally excluded.

Aotearoa, New Zealand society has also matured in the last 35 years – there is a focus on strengthening the relationship between Te Tiriti partners, particularly in response to hauora Māori, te reo Māori, mātauranga Māori, education, and social wellbeing.

There is growing demand for services from community, hapū and iwi, particularly post-COVID. This is expected to increase further as the impacts from cost-of-living increases and climate change become more frequent and widespread.

Society is under pressure from a range of external shocks such as supply chain disruption and related economic impacts, digital disruption, and misinformation. These impact people's trust, sense of belonging, participation in society and focus on helping others. This means there is more demand for grant funding to help build strong and sustainable communities, hapū, and iwi.

Many community organisations, hapū and iwi focused on societal wellbeing and cohesion are facing strong demand and rely on fundraising (including grant funding).

**Te maha o ngā tono**  
**Increased demand for lottery funding**

Since the Board's establishment, over \$5.5 billion has been returned to the community, supporting thousands of community groups, hapū and iwi who are well placed to understand what works and make a real difference to the lives of New Zealanders.<sup>8</sup>

The amount of profit available for distribution is dependent on expenditure on Lotto NZ products and is not guaranteed. As shown in figure 1, there has been a general increase in lottery profits over the last 10 years. There has also been an increase in demand for lottery funding as societal wellbeing pressures have increased.<sup>8</sup>

Overall, as seen in figure 2, demand for lottery funding remains high, with grant funding being two and a half times oversubscribed as seen in figure 3. Priorities and trade-offs are inherent (and necessary) in the system.'

It is expected that high demand on lottery funding will continue in the next four-year planning period and beyond. This requires the Board and its distribution committees to have a strong focus on pressures driving demand for grant funding, and the impact and outcomes the Board wishes to achieve.

Based on current forecasts, the Board will be directing an investment of up to \$1.2 billion of lottery profit towards community, hapū, and iwi aspirations where they align with the Board's vision and strategic outcomes during the next 4-years.

Figure 1: Lotto NZ profits transferred to the Board for distribution

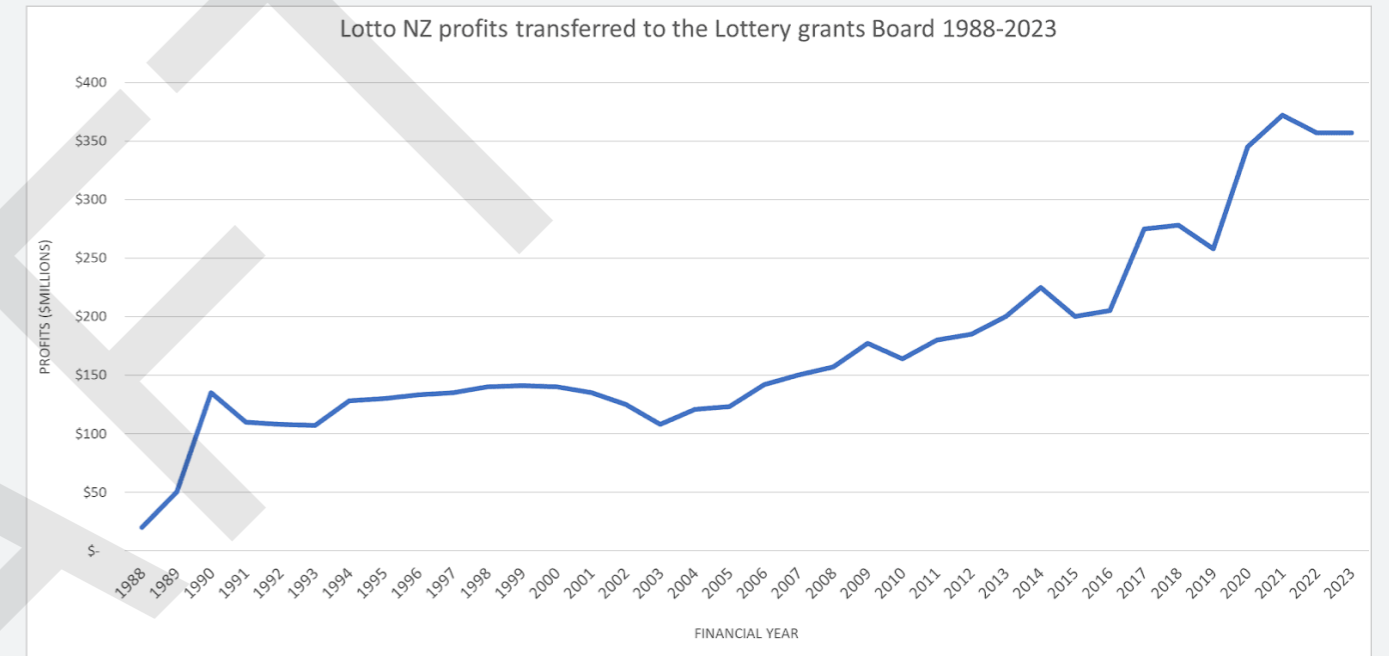
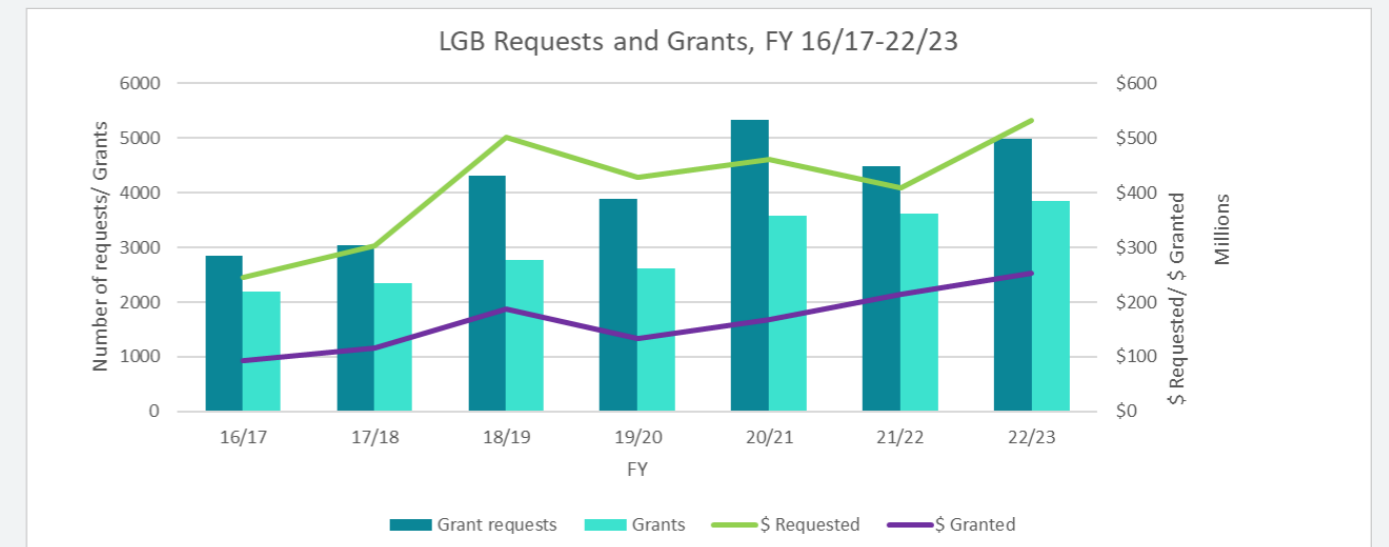


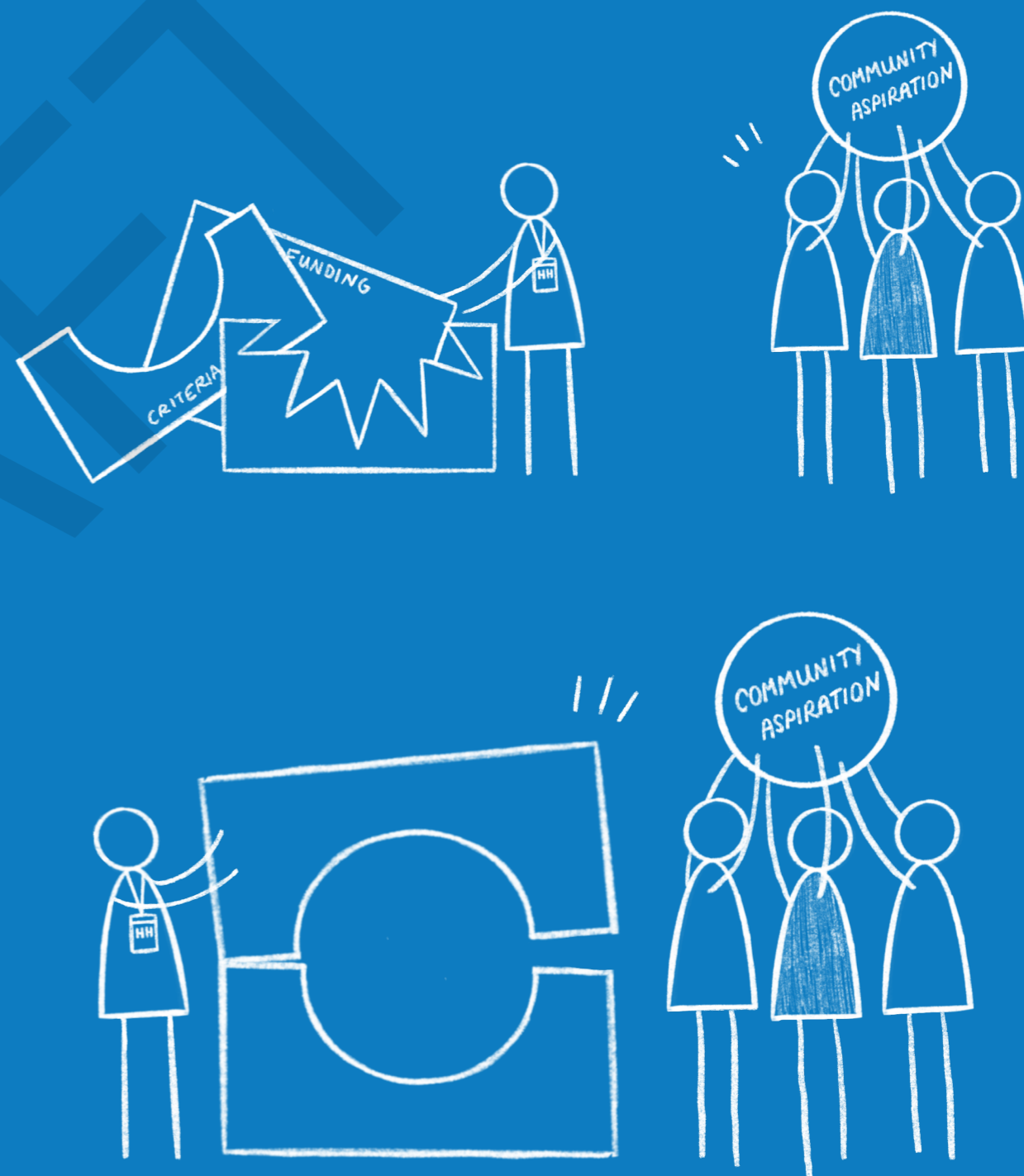
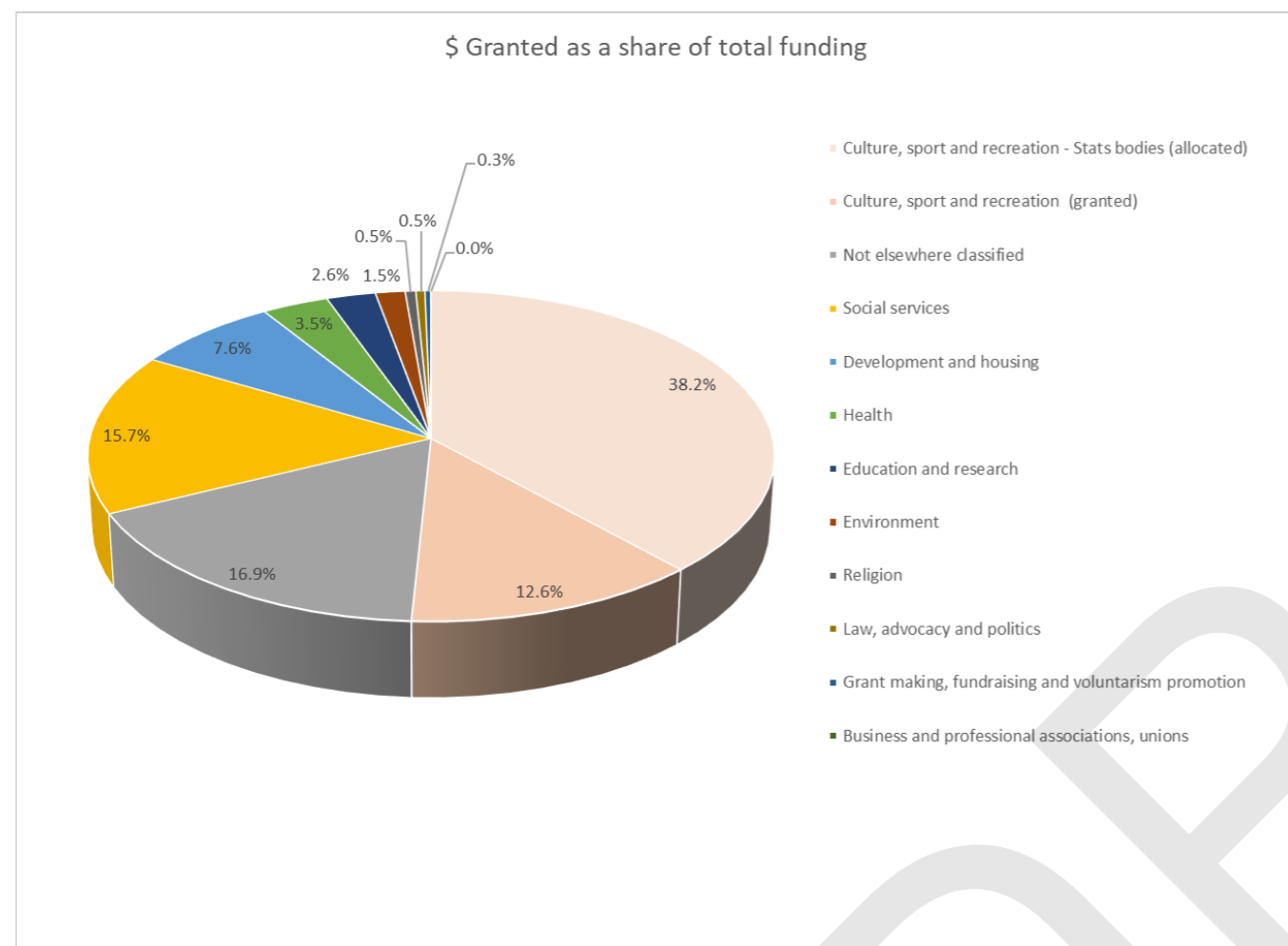
Figure 2: Funding requests and grants approved from 2016 to 2023



<sup>7</sup> Section 277(4) Gambling Act 2003

<sup>8</sup> Although lottery grants are highly valued by community, hapū, and iwi there are some individuals and organisations who will not accept grants sourced from gambling for various reasons, such as ethical, religious, or social concerns.

Figure 3: Grants to community, hapū and iwi by category and allocation to statutory bodies 2022/23



## A mātou rautaki matua Our strategic priorities

The strategic intent of the Board is to support the aspiration of community, hapū, and iwi through granting that builds strong, sustainable communities. To enable community, hapū, and iwi to develop proposals that support their aspiration, and to enable applications to be assessed, prioritised and, if successful, funded, three Far Horizon – Ngā Pae Tawhiti outcomes (out to 50 years) have been agreed by the Board as a framework for the system. (These outcomes and their intended impact are shown in Table 2 and Figure 6).

These Far Horizon – Ngā Pae Tawhiti outcomes are:

- **Community Wellbeing:** Communities, hapū and iwi have the resources and relationships required to thrive, socially, economically, environmentally, and culturally
- **Tino Rangatiratanga:** Māori communities, hapū and iwi have sovereignty, mana motuhake, and authority for Māori collective benefit.
- **Social Cohesion:** Communities, hapū and iwi support societal participation and contribution through facilitating interactions between diverse groups, strengthening intergenerational associations, and fostering connection, collaboration, and inclusion.

**Table 1: Paearu | Criteria:**

This table aligns the Board's outcomes, and the criteria in the Gambling Act 2003 (the Board's controlling legislation) to show which outcomes are the best fit for proposals for funding.

<b>Outcome - Community Wellbeing:</b> Communities, hapū and iwi have the resources and relationships required to thrive, socially, economically, environmentally, and culturally	<b>Outcome - Tino Rangatiratanga:</b> Māori communities, hapū and iwi have sovereignty, mana motuhake, and authority for Māori collective benefit.	<b>Outcome - Social Cohesion:</b> Communities, hapū and iwi support societal participation and contribution through facilitating interactions between diverse groups, strengthening intergenerational associations, and fostering connection, collaboration, and inclusion.
Community capacity <sup>9</sup> building – this is about the networks, organisation, attitudes, leadership, skills, and resources that (enable) communities to develop according to their own priorities and needs – creating local solutions to local problems		
Community stability – is about addressing factors that destabilise community, hapū, and iwi, access to basic services, and strengthening social cohesion through sports, art, and culture, recognition of wairua and tikanga		
Community/environmental health – covers determinants of both people's health and health of the environment		
Sports and recreation		
Community, hapū, and iwi self-reliance – this is about the social and economic ability of community, hapū, and iwi to meet essential needs with dignity and covers wairua, rongoā, health, safety, knowledge and skills, social connections, tikanga, cultural identity, civic engagement, and environmental quality		
Opportunities for social, recreational, civil, or cultural participation and reducing or overcoming barriers to such participation – this is about encouraging participation in society and removing barriers to cultural practices, assets, and social and civil settings		
Development and preservation of New Zealand's arts, culture, heritage, and national identity		

<sup>9</sup> See for example - [Community-level-change-report-0.pdf \(swa.govt.nz\)](#); and [\(PDF\) Community Capacity Building - A Practical Guide \(researchgate.net\)](#)



**Table 2: Ngā wāhi arotahi | Board focus areas and alignment with legislation:** To work with community, hapū, and iwi in their aspiration to improve community wellbeing, social cohesion and strengthen Tino Rangatiratanga, the Board adopts these focus areas.

Te Puna Tahua Board Pae Tawhiti (far horizon outcomes out to 50 years)								
<b>Community Wellbeing:</b>	Communities, hapū and iwi have the resources and relationships required to thrive, socially, economically, environmentally, and culturally							
<b>Tino Rangatiratanga:</b>	Māori communities, hapū and iwi have sovereignty, mana motuhaketanga, and authority for Māori collective benefit.							
<b>Social Cohesion:</b>	Communities, hapū and iwi support societal participation and contribution through facilitating interactions between diverse groups, strengthening intergenerational associations, and fostering connection, collaboration, and inclusion.							
Te Puna Tahua Board Pae Tata (mid horizon outcomes) These mid horizon outcomes are the Board's strategic focus over the term of this Statement of Intent, to be progressed through grant funding								
<p><b>Environmental Wellbeing is Protected and Enhanced:</b> Communities, hapū, and iwi take actions to protect and enhance the natural environment, and to respond to climate change. These actions support community and environmental health, for instance through air quality, uncontaminated lands and waters, and biodiversity.</p> <p><u>Alignment with legislation:</u> Enables environmental health through investment in protecting and enhancing the environment.</p>	<p><b>Collective Health, Safety, and Wellbeing are Advanced:</b> Communities, hapū, and iwi develop initiatives which support increased health, safety, and wellbeing. These actions support community health and assist in reducing or overcoming barriers to social, recreational, civil, or cultural participation.</p> <p><u>Alignment with legislation:</u> Enables community health through supporting physical and mental health within safe and secure environments.</p>	<p><b>Economic Wellbeing is Strengthened and Diversified:</b> Communities, hapū, and iwi strengthen diverse economies which support collective economic wellbeing, which contributes to broader community wellbeing. Economic wellbeing supports community self-reliance, capacity building and stability, and assists in reducing or overcoming barriers to social, recreational, civil, or cultural participation.</p> <p><u>Alignment with legislation:</u> Enables community, hapū, and iwi self-reliance and stability.</p>	<p><b>Cultural Wellbeing is Enriched through Arts, Culture, Heritage, and National Identity:</b> Communities, hapū, and iwi develop initiatives focused on arts, culture, heritage, and national identity, enriching cultural wellbeing. These actions support the development and preservation of arts, culture, heritage, and national identity. Additionally, community health is enhanced through cultural wellbeing.</p> <p><u>Alignment with legislation:</u> Enables development and preservation of arts, culture, heritage, and national identity.</p>	<p><b>Sports and Recreation Are Supported:</b> Communities, hapū, and iwi access sports and recreation facilities, activities, and environments, which also provide avenues for broader social connection. Community stability and community health are enhanced through sports and recreation, and support for inclusive sports and recreation should demonstrate regard to the needs of Māori, older people, Pacific people and other ethnic communities, women, youth, and people with disabilities.</p> <p><u>Alignment with legislation:</u> Enables community, hapū and iwi participation in sports and recreation.</p>	<p><b>Māori will Design and Develop Initiatives as Defined by and for Māori:</b> Hapū, iwi and hāpori Māori define their own aspirations and needs, and lead actions designed to address these needs and achieve these aspirations. This focus on supporting hapū, iwi and hāpori Māori to define their own aspirations, and to design and develop initiatives to progress these, advances tino rangatiratanga and mana motuhake, and demonstrates regard to the needs of Māori.</p> <p><u>Alignment with legislation:</u> This focus on increased capacity in Māori communities supports the enhancement of tino rangatiratanga and gives greater consideration of the needs of Māori.</p>	<p><b>Intergenerational Connections and Learning Are Promoted:</b> Communities, hapū, and iwi have strong intergenerational connections, and share knowledge and skills across generations, creating mutually supportive social networks which strengthen social cohesion. These activities promote community self-reliance, capacity building and stability, assist to preserve arts, culture, heritage, and national identity, and demonstrate regard to the needs of Māori, older people, Pacific people and other ethnic communities, women, youth, and people with disabilities.</p> <p><u>Alignment with legislation:</u> Enhanced intergenerational connections will support community, hapū, and iwi self-reliance and stability, meet the needs of older people and youth, and contribute to the overall health of communities and environments.</p>	<p><b>Capability, Capacity, and Self-Reliance are Enhanced:</b> Communities, hapū, and iwi gain increased capability, capacity, and self-reliance, enhancing ability to deliver community impact through grant activities, and to prepare for and respond to challenges, including emergency situations. These activities promote community self-reliance, capacity building and stability, assist in reducing or overcoming barriers to social, recreational, civil, or cultural participation, and should demonstrate regard to the needs of Māori, older people, Pacific people and other ethnic communities, women, youth, and people with disabilities<sup>10</sup>.</p> <p><u>Alignment with legislation:</u> Community, hapū and iwi self-reliance, capacity building and stability are supported.</p>	<p><b>Connection, Collaboration, and Inclusion are Supported:</b> Communities, hapū, and iwi access activities and facilities that enable social interaction, strengthen social networks, and support connection, collaboration, and inclusion. Community members have a sense of belonging and feel connected to and valued by others. Community stability and community health are enhanced through opportunities for social, recreational, civil, and cultural participation and reducing or overcoming barriers to such participation. The focus on inclusion demonstrates regard to the needs of Māori, older people, Pacific people and other ethnic communities, women, youth, and people with disabilities.</p> <p><u>Alignment with legislation:</u> Community, hapū, and iwi social connection, collaboration and inclusion are enhanced, contributing to strong, sustainable communities</p>

<sup>10</sup>(PDF) [Community Capacity Building - A Practical Guide \(researchgate.net\)](#) - Strength-based (or 'asset-based) approaches use the community's own assets and resources as the basis for resolving issues; they empower the people of the community by encouraging them to use what they already possess. In contrast, Needs-based community development emphasises local deficits and looks to outside agencies for resources [Asset-based community development](#)

## Ngā mahi matua me ngā mātāpono Core activities and principles

The Act gives Te Tari Taiwhenua - The Department of Internal Affairs responsibilities for administering lottery funding. Most of the Department's responsibilities are delegated to the Secretary of the Board, who is the General Manager of the Hāpai Hapori Business Unit.

Hāpai Hapori is responsible for supporting the Board, administering funding and providing advice to distribution committees on funding applications. It also provides funding advice and support to community, hapū and iwi including a focus on supporting Māori.

In supporting a community funding and advisory system that is more responsive, inclusive, and honours Te Tiriti o Waitangi, four good practice principles underpin the core activities of the system. These are outlined in figure 4.

The principles guide the way Hāpai Hapori will manage the granting system and activities it does on behalf of the Board, including:

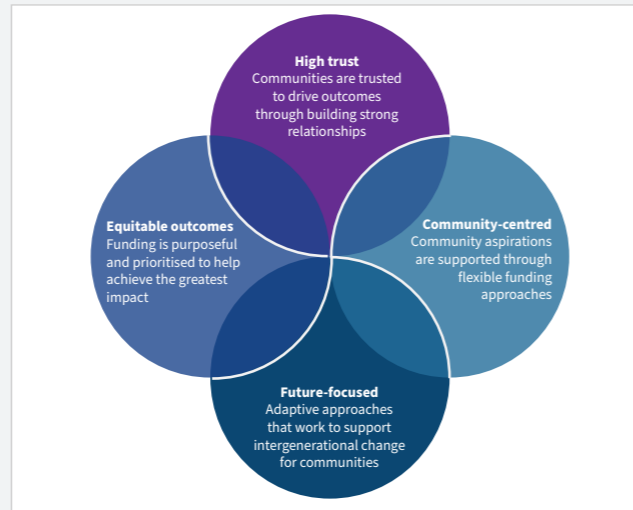
- Building high-trust funding relationships with community, hapū, and iwi
- Building community, hapū, and iwi capacity and capability
- Strategic partnering with other funders
- Working from a Te Tiriti and equity lens
- Proactive funding approaches, and
- Continuous monitoring, evaluation, and learning what works to improve the impact of community advisory work and funding.

## Ngā pūnaha aheitanga Equity and system enablement

The Board's equity policy is a foundation for enabling the granting system. The Board has framed its equity policy around inclusion for everyone and recognises that different people with different strengths require different approaches and resources.

A strong theme the Board heard in engagement relating to evolving the system has been to enable equitable access to funding. This was often coupled with a strategic approach to making funding decisions that align with community, hapū, and iwi desired outcomes and aspirations.

Figure 4: Lottery Grants System – Good Practice Principles

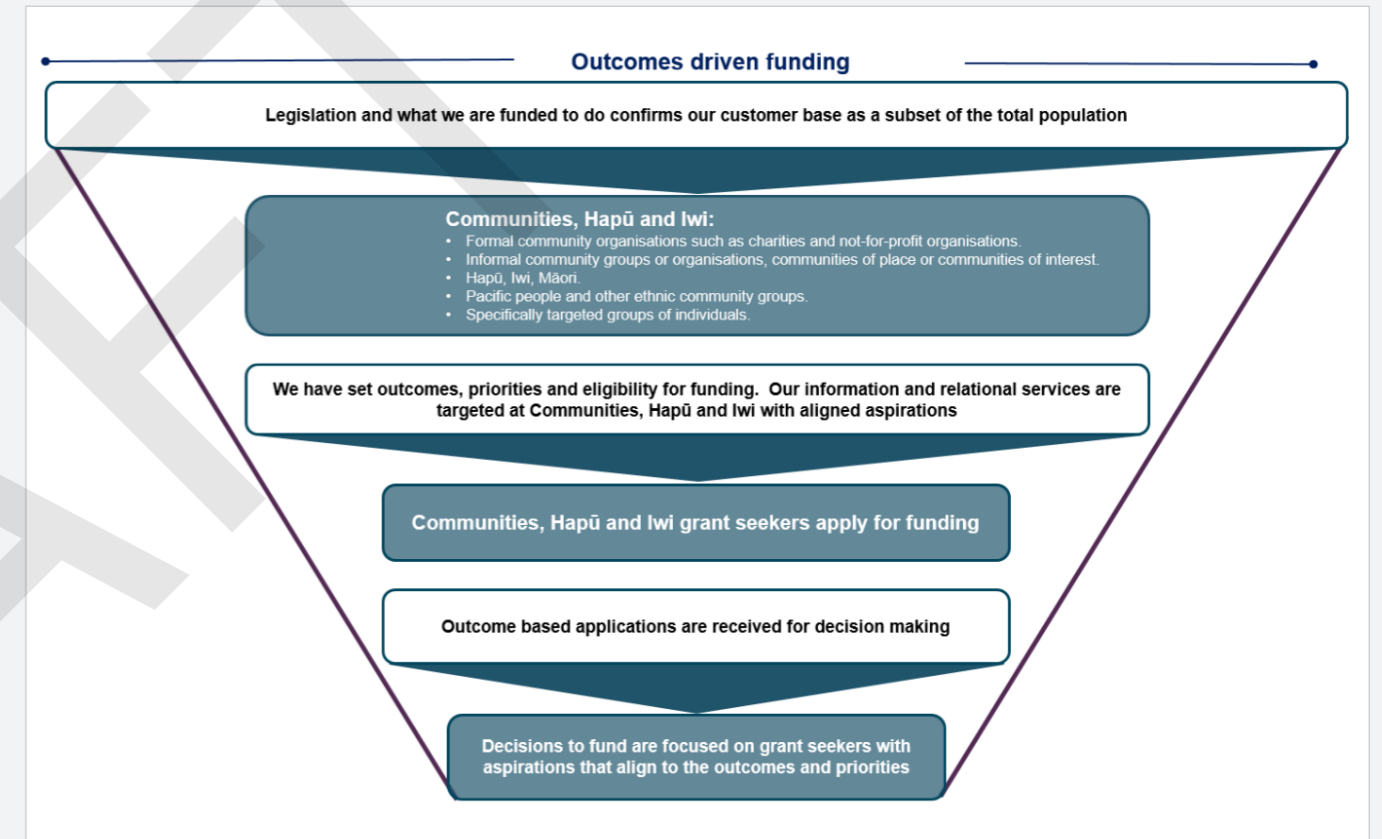


This work is an important enabler of the granting system that Hāpai Hapori delivers on behalf of the Board to ensure that lottery grants can contribute effectively toward the desired outcomes and impacts.

Key steps to enable an effective system are:

- Funding applications are simple and efficient
- Māori and Māori world views are represented in the system
- Māori and community leadership are involved in decision-making
- Pacific and Pacific world views are represented in the system
- Ethnic communities and world views are represented in the system
- Funding decisions align with strategic objectives and prioritise impact
- Aligned objectives and joined-up approaches between agencies/funders
- Active feedback loop between communities, hapū and iwi and the Board to help future decision making
- Strengthened organisational capability and collaboration with community, hapū, and iwi in impact measurement and reporting

Figure 5: Lottery Grants System – Funding Framework



## Ngā tutukitanga How we will achieve this

The Board's vision and outcomes are achieved through grant funding to communities, hapū, and iwi. The framework for considering funding applications is summarised in figure 5. It provides guidance on the type of programme that will receive funding approval by the Board.

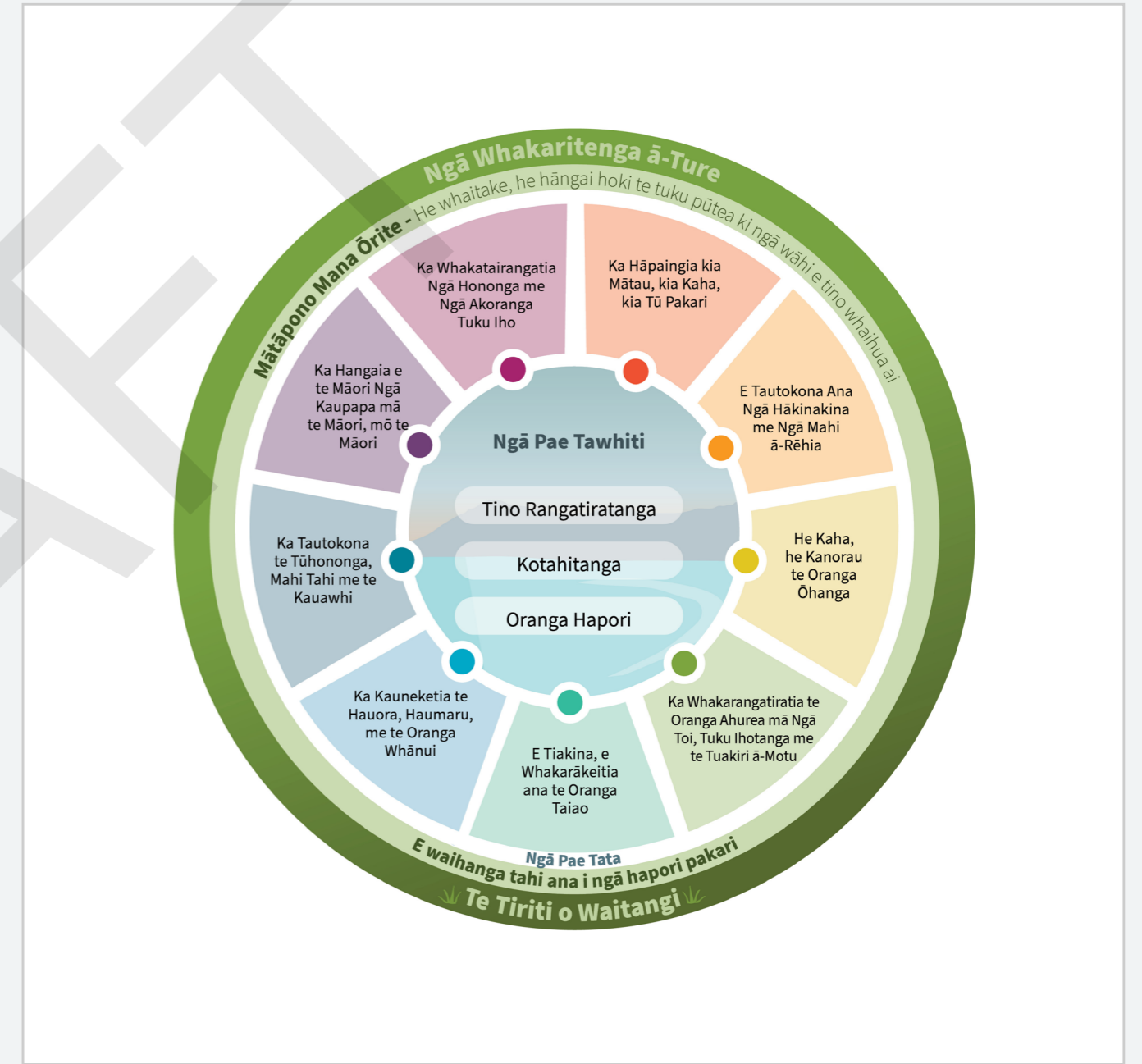
The Board also separately allocates funds in line with its legislation to three Statutory Bodies (Sport New Zealand, New Zealand Film Commission, and Creative New Zealand), and to Ngā Taonga Sound and Vision<sup>11</sup>. This allocation process means that these Statutory Bodies do not apply for funding as required by other recipients of grant funding but are allocated funds directly on a basis determined by the Board to achieve outcomes specified in their own legislation.

<sup>11</sup>The allocation for 2023/24 was \$138.7m. Of this Sport New Zealand was granted \$66m, Creative New Zealand \$49.5m, New Zealand Film Commission \$21.5m, and Ngā Taonga Sound and Vision \$1.7m. Up until 2022/23 Ngā Taonga Sound and Vision was also included in this group, but it is technically not a statutory body.

Figure 6: The Board's vision, outcomes and intended funding priorities.



Figure 7: Ko te pūnaha whanaketanga mō ngā rā ki tua



**Ko te pūnaha whanaketanga mō ngā rā ki tua**  
**The future evolved system**

The distribution criteria set out in the Act, combined with the Vision, Equity, and Outcome objectives of the Board, provide an overview of the areas the Board will fund. It follows that this will determine the types of funding applications from community, hapū and iwi, and strategic partners, that the Board will likely support. This is shown in figure 6 and 7.

**Table 3:** Strategic shifts to be further progressed over the four-year period

From	To
Predominantly harm-reduction funding	Strengths-based community-led granting
Service-oriented delivery	Granting based on the aspiration of community, hapū and iwi
Funding in similar areas to government agencies	Collaborative funding agreed with partners where this maximises impact
Predominantly advisory services	Strong relationships with community, hapū and iwi leading to granting where it has the greatest impact

Where there is alignment of outcomes with potential strategic partners, the Board’s role is not to be the primary funder but to only engage where there is agreement to enable increased or additional impact using strength-based approaches. Table 3 outlines the shifts the Board is making in this area of its granting role and approach.

The Board is increasing engagement and transparency in granting to ensure it is clear to all that:

- Public sector agencies are best placed to be the primary funder in their areas of service delivery and legislative scope.
- In relation to this, where agencies reduce their programmes of work, this does not directly affect the strengths-based programmes the Board is funding, and
- the priority granting focus of the Board is on the collective aspiration of community, hapū, and iwi where that aligns with the Board’s outcomes. Grant-making in the core work areas of other agencies is only a priority where it aligns with the Board’s outcomes and that collective aspiration, and where there is additional impact from that collaboration.

**Table 4:** Roles and Focus

Roles	Focus	Funding Source	Goal
Government Agencies	Government mandated rights	Taxes/Levy	Core service delivery for all citizens e.g. safety, border protection
Local Government	Community wellbeing	Rates	Wellbeing of their communities by taking a sustainable development approach e.g. flood protection, sewage treatment, drinking water provision
Government Agencies	Public goods, service delivery, harm reduction	Appropriations	Invest to achieve goals of the agency
Community Trusts	Community benefit	Revenue from investments	Provide benefits to their communities
Philanthropic Foundations	‘For Purpose’ support	Revenue Investments Donations Volunteering	Support to communities across society for specific purposes
Lottery Grants Board	Building strong sustainable communities	Lotto Profit	Support community purpose through strengths-based programmes reflecting community, hapū, and iwi aspiration, aligned with Board outcomes and criteria <sup>12</sup>

This approach is summed up in Table 4 that clarifies roles across the community funding ecosystem and supports refocusing of the Board to optimise community, hapū, and iwi investment around its outcomes and legislation.

<sup>12</sup> Gambling Act 2003 s277 criteria: self-reliance, capacity, stability, participation, reducing / overcoming barriers to participation, community / environmental health, development and preservation of arts, culture, heritage, and national identity, sports and recreation.

## Ā mātou kōtuinga mahi

### Who we work with

The Board's relationship-based approach to community wellbeing, tino rangatiratanga, and social cohesion outcomes envisages funding grant applicants who can directly deliver strengths-based programmes that support community, hapū, and iwi aspiration aligned to these three outcomes areas.

It also envisages working with others in grant funding where additional impact can be achieved because the partners' outcomes align with those of the Board and are focused on the needs of community, hapū, and iwi (See table 5).

Publishing this Statement of Intent is a first step in outlining the Board's priorities and engaging with other agencies with similar outcomes, common principles and values, and who can help refine the Board's longer-term direction. The intent is that by working together on direction, the overall capacity and effectiveness of the sector can increase. The resulting collaboration and partnerships will also include identifying more innovative approaches to achieving additional impact and fair and balanced prioritisation for communities, hapū, and iwi.

A wide range of external stakeholders have an interest in the Board's strategic direction, granting and grant advisory services delivered through its agent Hāpai Hapori, a part of Te Tari Taiwhenua/ Department of Internal Affairs. These external stakeholders include community groups, iwi co-funding partners, other funders, social enterprises, community trusts, funding applicants, public sector agencies and statutory bodies who are pursuing similar outcomes.

During the four-year timeframe of this Statement of

Intent, alongside progress of the Board's outcome areas, there is opportunity for the Board to:

- consider its approach and granting practice alongside others to avoid confusion or conflict among different funding sources and providers.
- avoid duplication and inadvertently granting in areas more properly the role and accountability of others, particularly where these areas are part of core services/functions delivered by Government agencies or Local Government.
- work together to transition away from any granting area where it is more properly the delivery area of others.
- work with others on how and where their priorities and outcomes might align with the Board's priorities, in order to maximise the collective aspiration of community, hapū, and iwi.

A relationship-based connection with community, hapū, and iwi, particularly where this is supporting strengths-based approaches to community, hapū and iwi aspiration (in contrast to a more traditional approach of responding to need), ensures grant funding priorities do not impinge on the roles of government (local or central) to provide services and support through tax, levy, or rates-based funding.

Over time, the Board's expectation is that its strengths-based investment in community, hapū, and iwi outcomes will reduce the overall level of demand for core needs-based interventions delivered by others.

In considering its granting approach and opportunity to collaborate on impact with others, the Board has adopted an initial set of common principles and values as a guide to its grant funding and prioritisation:

**Respect for community choice and autonomy:** The grant funding should respect the preferences and aspirations of the applicants and the beneficiaries and allow them to decide how to use the funds to achieve their desired outcomes, where these align with the Lottery Grants Board's legislation, vision, and outcomes.

**Accountability and transparency:** The grant funding should be accountable and transparent to the public, ensure that the funds are used for the intended community purposes, and that the outcomes and impacts are reported and evaluated, using clear and consistent criteria and indicators.

**Efficiency and effectiveness:** The grant funding should be efficient and effective in its administration and delivery, ensure that the funds are distributed in a timely and cost-effective manner, and that the outcomes and impacts are maximised and sustained, using evidence-based and innovative methods and practices.

**Collaboration and partnership:** The grant funding should foster collaboration and partnership among the applicants, those who receive the granting benefit, and other stakeholders, and encourage them to work together where they agree to maximise impact on common goals, and to share their knowledge, skills, and resources, using inclusive and participatory processes and platforms.

**Fairness and balance:** The grant funding should be fair and balanced in its distribution and impact and ensure that the funds are allocated according to the needs and priorities of the applicants and those who receive the

granting benefit, and that the outcomes and impacts focus on equity and are inclusive, using appropriate and relevant data and information.

Where demand increases due to changing societal conditions, and profits from Lotto NZ remain variable, trade-offs will be required, and collaborative work aligned with these principles and values will be of increasing value.

Table 5: Potential partners where additional system-wide impact can be achieved through agreed collaboration and partnership

Agency	Agency Vision	Collaboration for additional impact potential
Community Trusts	Intergenerational benefits for communities across education, health, sport and recreation, the arts, social services, environment, heritage, community development, and community economic development	Collaborate to identify community, hapū, and iwi in common, and integrate programmes across wellbeing, social cohesion, and tino rangatiratanga outcomes to maximise or provide additional impact
Local Government through individual councils across New Zealand	Each Council has its own vision and mission statement built around the 4 well beings from local government legislation	Collaborate on programmes run by local authorities focused on collective community aspiration for wellbeing, social cohesion, and tino rangatiratanga where it is agreed impact is enhanced
Community and Voluntary Sector Peak Bodies	Weave collective voices and drive equitable systems change so that communities, hapū and iwi can do what they do best	Sector collaboration on state of the sector, strategic direction, and capability uplift of staff
Social Wellbeing Agency	People, whānau, and communities live the life to which they aspire	Collaborate to provide community, regional, and national data layers by outcome, granting activity, and location
Ministry of Social Development Ministry for Pacific Peoples Ministry for Ethnic Communities Te Puni Kōkiri Ministry of Youth Development Ministry of Disabled People Ministry for Women Office for Seniors Ministry of Business, Innovation and Employment		Collaborate on impact, where aligned with the Board's legislation and outcomes, and where collaboration maximises impact
Whānau Ora Commissioning Agency	Whānau Ora enables whānau to thrive. Whānau Ora puts whānau and families in control of services and support they need to build on their strengths and achieve their aspirations. Whānau Ora uses a kaupapa Māori approach to improve the wellbeing of whānau as a group, addressing individual needs within the context of whānau or families and their culture. Whānau Ora can be for all people of Aotearoa New Zealand.	Collaborate on impact, where aligned with the Board's legislation and outcomes, and where collaboration maximises impact
Sport New Zealand	Every Body Active	The Board continues to fund these statutory bodies to support their agency vision and work programmes.
Creative New Zealand	Dynamic and resilient NZ arts, valued in Aotearoa and internationally	
Film Commission	Champion exceptional storytellers to create enduring taonga for Aotearoa	

### Ngā pūrongo whaipānga mahi Reporting on impact

The Board produces an Annual Report which outlines the numbers and types of grants made and the overall funding provided to community, hapū, and iwi. Traditionally this has focused on an output reporting model with minimal information on the impact, or difference made from grants.

The Board's decision to evolve the system to one focused on outcomes includes flow-on changes to reporting. While a degree of output reporting will continue (e.g. number of grant applications, amount of grant allocation) reporting will increasingly include impact reporting – reporting back on the difference made from the funding as acknowledged by community, hapū, and iwi engaged in funded programmes. No flow-on changes will be required in the reporting approach undertaken by Statutory Bodies in relation to the allocation they receive from the Board. This reporting is undertaken in accordance with the legislative framework of each Statutory Body and not in scope for the Board.

New Zealand-wide changes to wellbeing, social cohesion, and tino rangatiratanga at societal level are reported by Statistics New Zealand and Treasury. The impact of lottery funding in its priority areas cannot be assessed or attributed at this national-level scale because there are many factors that contribute to the state of society at any point in time, most of which cannot be directly influenced by grant funding of the Board.

However, impact across wellbeing, social cohesion, and tino rangatiratanga domains can be reported at a more localised community, hapū, and iwi level by engaged fund recipients and Hapai Hapori local community advisors. They are best placed to observe, report, reinforce, and use data on the difference made from funded programmes in relation to the needs they have identified.

While indicators used at the national level may provide a useful framing, the intent is that a more localised and qualitative framework for measurement, alongside a kaupapa Māori approach<sup>13</sup>, will be used, referencing community, hapū, iwi experience and narrative to enable their reporting on impact and a consolidation at regional and national levels.

### Ngā āheinga tautoko i ngā panonitanga Capability to support the change

The successful implementation of the Board's vision and the ongoing changes to the system will be supported by Hapai Hapori within Te Tari Taiwhenua, The Department of Internal Affairs. Hapai Hapori service the Board and administer the system, including its Presiding Member Policy Advisory Group (PMPAG) and the distribution committees that distribute the funds in line with the Board's vision and outcomes.

Evolving the system also involves refreshing the operating model used by Hapai Hapori to manage the system on behalf of the Board. This will ensure it is fit for purpose to deliver the priorities set by the Board, and may include changes to training, tools, and support to deliver a strengths-based relational granting system. It may also involve changes to how the Board and Hapai Hapori work with suppliers, strategic partners, and stakeholders, and how it operates in a granting environment made up of a mix of known and new grant applicants. This work will be undertaken concurrently during the timeframe of this Statement of Intent.

<sup>13</sup> Kaupapa Māori refers to a Māori way of thinking, doing, and being based on the values, beliefs, and practices of Māori culture and worldview. Kaupapa Māori can be applied to various fields and contexts, such as education, research, policy, design, and wellbeing.

## Appendix 1: Articles of Te Tiriti o Waitangi

Te Puna Tahua Te Tiriti o Waitangi policy draws on the translation of Te Tiriti o Waitangi by Professor Margaret Mutu (2010).

### Te Tiriti o Waitangi has five elements:

1. The Preamble which affirmed the existing relationship between the Crown and hapū
2. Article One which granted the British limited kāwanatanga over their (Pākehā) people.
3. Article Two which reaffirmed Māori tino rangatiratanga.
4. Article Three which granted hapū the same rights and privileges as British subjects.
5. The final oral article guaranteed cultural and religious freedom.

### He Kupu Whakataki - Preamble

The preamble affirmed Te Tiriti as a strategic and political alliance between hapū and the British Crown.

### Article One – Kāwanatanga

Kāwanatanga granted to the British over settlers sits beneath the power of tino rangatiratanga.

### Article Two – Tino Rangatiratanga

Te Tiriti reaffirmed tino rangatiratanga; that is hapū - authority and control over this whenua and taonga.

### Article Three – Ōritetanga

Te Tiriti guaranteed Māori the same rights and privileges as British subjects.

### Fourth Oral Article – Wairuatanga

The oral article emphasised the importance of cultural and religious freedom.

## Appendix 2: Principles of Te Tiriti o Waitangi

The detail in this appendix is adapted to apply to the Lottery Grants System (the system), and sourced from the Waitangi Tribunal, 2019 Hauora Report often referred to as Wai 2575.

### Tino Rangatiratanga | Self-Determination

The principle of tino rangatiratanga supports hapori, hapū and iwi self-determination and mana motuhake in the design, delivery, and monitoring of the system.

### Ōritetanga | Equity

The principle of Ōritetanga requires that the system commit to and work towards achieving equity for hapori, hapū and iwi.

### Whakamaru<sup>14</sup> | Active Protection

The principle of whakamaru requires the system to act, to the fullest extent practicable, to achieve equitable outcomes for hapori, hapū and iwi.

### Kōwhiringa | Options

The principle of Kōwhiringa requires the system to resource kaupapa Māori and Mātauranga Māori approaches and solutions. It also requires culturally safe options and choices.

### Pātuitanga | Partnership

The principle of pātuitanga requires the system to work in partnership with hapori, hapū and iwi to govern, design, deliver and monitor an efficient and effective system.

<sup>14</sup> The kupu Māori of Whakamaru, Kōwhiringa, Pātuitanga are adapted from the PHARMAC Te Tiriti o Waitangi Policy sourced from [Te Tiriti o Waitangi - Pharmac | New Zealand Government](#)





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**Te Puna Tahua**

Lottery Grants Board

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