

30 September 2026

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Dear [Redacted]

Thank you for your request made under the Official Information Act 1982 (OIA), received on 28 August 2026. You requested the following:

1. *Financial year 2021/22 to 2025/26: total spend on Māori language and Māori capability training and development, broken down by financial year.*
2. *For the same period, a list of any external providers engaged for this training, with the cost per provider per year.*
3. *The number of FTEs whose role included Māori language plan delivery or Māori capability functions, as at 1 January 2023 and as at the date of response.*
4. *The job title of the current owner of the agency's Māori Language Plan and its Māori capability policy (or confirmation that no such role currently exists).*
5. *A copy of the agency's current Māori Language Plan and any Māori capability policy or strategy document.*
6. *Confirmation of whether your agency has made any changes to its own branding since November 2023, and if so, the basis and cost of that change.*

Item 1: Total spend on Māori language and Māori capability training and development, broken down by financial year for 2021/22 to 2025/26.

The total spend on Māori language and Māori capability training and development for the 2022 financial year through to the 2026 financial year is \$4.8m which equates to 0.132% of Inland Revenue's total operating expenditure for that time period.

A breakdown of the spend per financial year is provided to you in **Table 1**, below. This spend includes both internal and external costs directly attributable to capability training and development.

Most of this expenditure related to the development of Te Awatea. Te Awatea is Inland Revenue's Māori cultural capability programme, designed to ensure we have the capability to deliver on our Te Tiriti o Waitangi obligations and work effectively with Māori customers.

Table 1: Total spend on Māori language and Māori capability training and development broken down by financial year.

	FY2022 (\$)	FY2023 (\$)	FY2024 (\$)	FY2025 (\$)	FY2026 (\$)
Total spend	166,647	246,490	1,408,367	1,634,803	1,362,913

Item 2: A list of any external providers engaged for this training, with the cost per provider broken down by financial year for 2021/22 to 2025/26.

A list of external providers engaged broken down by financial year for 2021/22 to 2025/26 is provided to you as **Appendix A**. The total spend on external providers over the period is \$2.1m. This does not include internal costs incurred in the development of Te Awatea.

Item 3: The number of FTEs whose role included Māori language plan delivery or Māori capability functions, as at 1 January 2023 and as at the date of response.

Inland Revenue's Te Kāhui Tūhono (Māori Crown Relations) team is responsible for delivering our Māori Language Plan, building our Māori capability and providing tikanga advice. The team had 7 FTE at 1 January 2023 and currently has 6 FTE.

Up to 6 full-time additional resources worked on the development of Te Awatea from January 2023 to September 2026. Responsibility for embedding this learning is now being transitioned to Inland Revenue's Learning and Development team.

Items 4 and 5: The job title of the current owner of the agency's Māori Language Plan and its Māori capability policy (or confirmation that no such role currently exists) and A copy of the agency's current Māori Language Plan and any Māori capability policy or strategy document.

Inland Revenue supports the development of Māori language and cultural capability in line with the Public Service Act 2020.

Responsibility for this is delegated to the Kaihāutu (Domain Lead) of Te Kahui Tuhono.

Inland Revenue does not have a Māori capability policy. Therefore, this part of your request is refused under section 18(e) of the OIA as the document alleged to contain the information requested does not exist.

I am releasing Inland Revenue's 2020 Māori language plan to you in full, as **Appendix B**.

Item 6: Confirmation of whether your agency has made any changes to its own branding since November 2023, and if so, the basis and cost of that change.

Inland Revenue has not made any changes to its branding since November 2023. Our branding has remained relatively unchanged since 2007.

Right of review

If you disagree with my decision on your OIA request, you have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the OIA. You can contact the office of the Ombudsman by email at: info@ombudsman.parliament.nz.

Publishing of OIA response

We intend to publish our response to your request on Inland Revenue's website (ird.govt.nz) as this information may be of interest to other members of the public. This letter, with your personal details removed, may be published in its entirety. Publishing responses increases the availability of information to the public and is consistent with the OIA's purpose of enabling more effective

participation in the making and administration of laws and policies and promoting the accountability of officials.

Thank you again for your request.

Yours sincerely



Claire Barclay

Enterprise Leader – Strategy and Performance

Appendix A: Expenditure on Māori language and Māori capability training and development for the financial years 2022 - 2026

Supplier Name	FY 2022 (\$)	FY 2023 (\$)	FY 2024 (\$)	FY 2025 (\$)	FY 2026 (\$)	Training/Development type
Aiodoit Holdings Limited	49,000	38,390	19,875			Te Reo Training organised by separate parts of the organisation
Engaging Well Limited				1,522	609	Te Reo Classes
Hui Taumata					155	Te Reo Māori Symposium
Massey University	115,977		3,117			Policy cultural uplift
Mokowhiti Limited				800		Training
Te Herenga Waka O Orewa Incorporated	1,670					Marae Visit for staff
Te Mana Consultancy Limited		8,450	550			Cultural Competency course
Te Taura Whiri i te Reo Māori			3,200	1,600	2,373	Kura Reo, Reo Symposium
Te Awatea programme - TupuOra			463,600	37,500	236,445	IR's Māori Cultural Capability uplift Programme
Te Awatea Programme - Haemata			381,736	430,375	289,400	IR's Māori Cultural Capability uplift Programme
Te Awatea Programme - Online Reo Agency			10,000			IR's Māori Cultural Capability uplift Programme
Te Waikura Limited			435			Workshops
Grand Total	166,647	46,840	882,513	471,797	528,982	



Te Mata o te Arero 2020

Tuia te reo ki te ngākau o te tangata me te mata o te arero
Bind the language to the heart of the people and the tip of the tongue



Strategic Approach	Te Reo Māori is spoken, heard and seen every day in IR by all IR staff and in our service delivery.								
Key Outcomes	In the next 3-5 years Inland Revenue will contribute to the achievement of the Government’s goals and aspirations for te reo Māori by: - Te Reo and Tikanga Māori is valued by our people and has equal status as English in IR. - Our te reo capability development is aligned with the Government’s Maihi Karauna strategy and Te Arawhiti te reo Māori capability expectations - Te Reo Māori is supporting IR’s Māhutonga strategic approach to integrate te Tiriti o Waitangi and Māori worldviews into IR. - We have the te reo Māori capability to support delivering services to Māori								
Key Focus Areas	Tō mātou Tari Our organisation Whakanui – Uplift Creating an environment where te reo Māori is strengthened and used every day.			Ō mātou Tangata Our people Whakaako – Educate Providing opportunities for all staff to learn, participate, practice and interact in te reo Māori.			Ā mātou Ratonga Our services Whakaatu – Use Te Reo Māori is seen, read, heard and spoken in the delivery of all IR services and products.		
	Normalising	Practicing	Visible	Educate	Enable	Resources	Services and Products	Engagement	Measurement
	IR is an organisation that values, promotes and normalises te reo Māori use in everything we do.	Our people increasingly use te reo Māori and our policies protect the integrity of te Reo Māori.	It is common to see, hear and use te Reo and tikanga Māori and Māori designs in IR.	All our people know the rudiments of te reo Māori and can pronounce Māori words correctly.	IR has organisational policies that enable our people to use te reo Māori in all areas.	IR has resources to support the development of our te reo capability and the promotion of te reo Māori.	Our Māori customers can increasingly expect to transact with IR in te reo Māori.	IR engages with people and organisations to support the implementation of Te Mata o te Arero.	Our te Reo Māori measurement framework is aligned with the Maihi Karauna outcomes and Te Arawhiti expectations.
Key Activities	Te Reo Māori is incorporated in all internal and external IR documents, corporate communications, signage and branding incorporate. Te reo Māori translations are appropriately sourced and integrated IR wide.	Review and implement translation policies and guidelines (internal and external use) to maintain our organisational reputation. Facilitate events such as Māori Language Week celebrations, Matariki for IR people to participate in.	Develop guidelines and training so that everyone can participate in Te reo Māori and protocols as part of our everyday experiences. Te reo Māori and tikanga are an integral part of our processes around our building and asset management	Te reo Māori capabilities are integrated into the 12 Capabilities and considered as part of MyPlan discussions. Identify training opportunities to use in induction training. Te Arapiki is used as a stair-cased learning approach to increase our capability and	Review recruitment, retention and recognition policies to support the increase of te reo Māori speakers in IR. Review IR’s study policies and guidelines to ensure they support a broad range of te reo Māori course providers and processes to	Collate he kuputaka (glossary) for common tax and IR terms; promote and share with other organisations. Update our te reo Māori resources for all staff on our Māhutonga, Māori and Treaty Sharepoint site. Cultural capability app introduced.	Our people have te reo Māori capability they need to deliver appropriate generic to tailored services to Māori customers. Appropriate translation and interpreter services are readily available. IR products (e.g. pamphlets, returns,	Work with Te Taura Whiri i te Reo Māori to support the implementation and monitoring of our te reo Māori Plan Seek opportunities to collaborate with other agencies to build or deliver te reo Māori training for our people.	Introduce a te reo Māori measurement framework. Provide updates to Te Taura Whiri i te Reo Māori in our Mahi Tahī Agreement.

	IR intranet site increases use of te reo Māori over time, e.g. macrons, search engine.		programmes.	capacity to deliver services to Māori.	enable staff to develop the te reo Māori capability.	Leadership support – all leaders should support any request for te reo Māori training.	correspondence) use te reo Māori greetings and headings and bilingual options for Māori focused information.		
	Review marketing and communications policies (branding, language, images) to ensure they uphold the integrity of te reo Māori me ōna tikanga.		Utilise our internal communication channels to engage with staff in te reo Māori. Māori designs are integrated in IR documents, communications, media platforms and offices to enhance the visibility of te reo Māori.		Learning te reo Māori is a core part of staff's development and performance plans. Encourage Staff uptake of Te Taura Whiri [Māori Language Commission] Level Finder Examination. Redesign IR's generic-to-tailored framework to meet te reo competency levels required to appropriately deliver services.	Revise and utilise the te reo Māori modules.	IR website increases use of te reo Māori over time, including bilingual headings (sub), content etc.		