

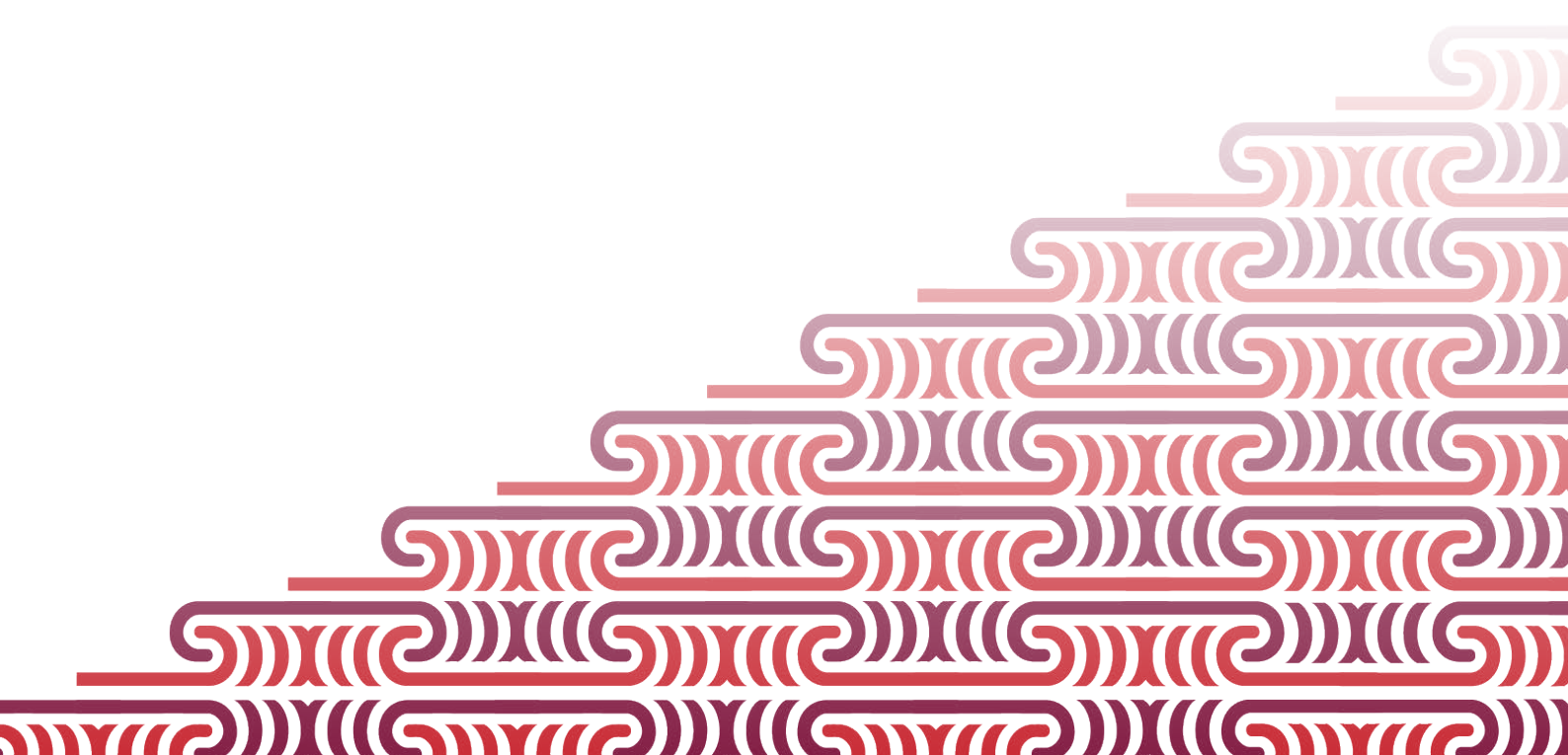
2024/25

Te Pūrongo-ā-tau – Te Tari Whakatau Our Annual Report

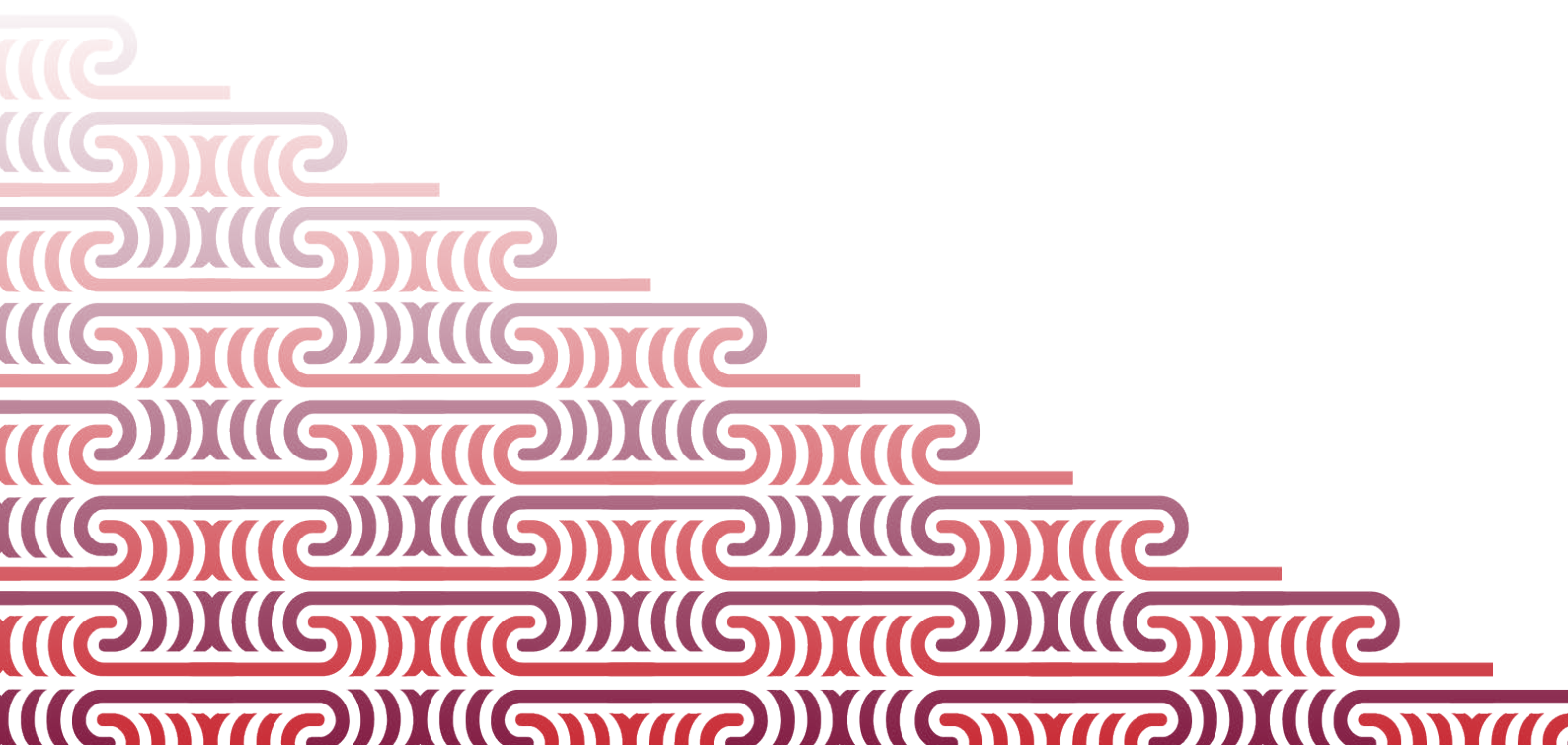


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Te kupu whakataki a tō mātou Tumu Whakarae



Kei aku nui, kei aku rahi, kei aku rau rangatira, tēnā koutou.

He tau nui te tau, nō te huringa o Te Arawhiti ki Te Tari Whakatau, kua huri hoki ngā whakahaere, kua pā mai ngā wero, kua whakahoungia tō mātou kaupapa, heoi, nā runga anō i ēnei āhuatanga, kua whakahāngaihia hoki te tiro ki ō tatou kawenga matua.

Nāwai ā, e pūmau tonu ana mātou ki te whakatutukinga o ā mātou whāinga matua, mā te kaupapa o whakaora, arā, ko te whakarauoratanga o ngā hononga i waenga i te Māori me te Karauna.

I kōkiri tonu mātou i ngā whāinga matua a te Kāwanatanga i runga i ā mātou mahi mō ngā kerēme tawhito i raro i ngā whakataunga Tiriti. I te marama o Maehe, nō te hainatanga o te whakataunga ki waenga i te iwi o Ngāti Hāua ki Te Puku o te Ika, ka eke te nui o ngā whakataunga ki te 101, arā, e rua ngā hautoru o ngā whakataunga katoa e kapi ana i te nuinga o te motu whānui. He ara hou ngā whakataunga Tiriti e whāia ana e Ngāi Māori hei painga mō ngā tamariki mokopuna - kei te whakapiki ake i ngā rawa āhanga me ngā hapori, e āhua ana i tētahi ao hou e noho tōmua ai te tangata, ngā tikanga me te oranga nui o te iwi me te whenua.

Ko ngā whakatutukinga matua i raro i te Tiriti ko te whakamanatanga o te ture mō te maunga o Taranaki, ko te whakahuihuinga o ngā iwi e toru nō Te Puku o te Ika i raro i Te Korowai o Wainuiārua me Ngā Hapū o Ngāti Ranginui i te rohe o Tauranga Moana. Kua whakatūria tētahi whakataunga ki te taha o Ngāti Rēhia e pā ana ki te whakawhiwhinga tōmua o te pā o Kororipa ki Kerikeri. Kua whakamanahia hoki te ture e pā ana ki te whakahokinga atu o te whenua i tū ai te pakanga o Ō-Rākau, e pā tata ana ki Kihikihi.

Ko te ahunga whakamua tonu o ngā kerēme tētahi o ngā whāinga tōmua, inā koa ko tērā o te iwi nui rawa o Aotearoa, arā, o Ngāpuhi. He hikinga ngākau ngā kokenga whakamua i Te Tai Tokerau, arā, nō te marama o Hune 2025 ka kuhu mai e toru o ngā piringa hapū o Ngāpuhi ki te kaupapa. Kua tau te ara whakamua hei hikoi mā mātou ko ngā hapū o te motu hei te tau e tū mai nei.

I te marama o Tihema i whakaputaina e Te Arawhiti te pūrongo e kīia ana ko te Whole of System (Core Crown) Report on Treaty Settlement Delivery, arā, ko te tuhinga tuatahi tēnei e whakatakoto ana i te whānuitanga o ngā whakatutukinga a te Karauna e pā ana ki ngā kawenga o ngā whakataunga. He kokenga nui tēnei e whakakaha ana i te haepapatanga me te māramatanga ki ngā mahi a te pūnaha whānui.

Nā ngā whakapaunga kaha ki te whakamana i ngā mōtika e pā ana ki te takutai moana, kei te tautokona tonu ngā ara mahi a te Minita me te Kōti mā ngā mahi rangahau e pā ana ki ngā kōrero tuku iho, mā ngā mahi māherehere, mā ngā taunaki kōrero me ngā taunaki pūtea.

He nui tonu ngā tāpaenga kōrero a Te Arawhiti me Te Tari Whakatau ki te Kāwanatanga e pā ana ki ngā whakahoutanga ki te Ture Takutai Moana 2011, waihoki, ka kuhu atu ā mātou kaimahi ki ngā huinga e rua a Te Rōpū Whakamana i Te Tiriti o Waitangi. Me whakapau kaha tonu mātou ki te whakapai ake i te anga mahi a te takutai moana, ka arahina ēnei mahi e Te Tari Whakatau hei te tau e tū mai nei.

Hei whakapiki ake, kei te noho whakaiti au i te kounga o ngā mahi a ngā kaimahi a Te Arawhiti me Te Tari Whakatau, e toka tū moana, ahakoa ngā ākinga o ngā huringa o te tau. I whakaputaina tēnei āhuatanga i roto i te 2025 Te Taunaki Public Service Census, e kitea ai te ngākau pūmau o ngā kaimahi ki te hāpai i ngā āheitunga a te Māori me te Karauna me tō rātou māramatanga ki ō rātou kawenga ki raro i Te Tiriti o Waitangi.

E tiro whakamua ana mātou ki te tau e tū mai nei i runga i te ngākau tapatahi: kia tutuki ngā mahi i runga i te hiranga, i te pono me te wawata kotahi kia whakahōnoretia te Tiriti.

Mahia te mahi, hei painga mō te iwi!

Justine Smith
Tumu Whakarae – Chief Executive

Introduction from our Tumu Whakarae



Kei aku nui, kei aku rahi, kei aku rau rangatira, tēnā koutou.

It's been a year of change, challenge and renewed purpose, with the transition from Te Arawhiti to Te Tari Whakatau bringing a sharpened focus to our core responsibilities.

Throughout this time, we remained committed to delivering on our priorities through whakaora: restoring Māori Crown relationships.

We continued to advance Government priorities with our work on historical Treaty settlement claims. In March, the signing of a deed of settlement with central North Island iwi Ngāti Hāua brought the total number of signed deeds to 101 – about two-thirds of all settlements, covering most of the country. Through Treaty settlements, Māori are transforming opportunity into legacy – building economic strength, uplifting communities and shaping a future grounded in people, culture, collective wellbeing and whenua. Settlements remain a powerful mechanism for strengthening Māori Crown relationships.

Key Treaty settlement milestones included the enactment of legislation for Taranaki Maunga, three central North Island iwi in Te Korowai o Wainuiārua, and Ngā Hapū o Ngāti Ranginui (Tauranga rohe). A deed of on-account vesting for Kororipo Pā, Kerikeri, was initialled with Ngāti Rēhia. Legislation was also advanced for the return of the Ō-Rākau battle site, near Kihikihi.

Progressing outstanding claims remains a priority, particularly with Ngāpuhi, New Zealand's largest iwi. There has been encouraging momentum in Te Tai Tokerau, with three Ngāpuhi hapū groupings confirmed by June 2025. We are well-positioned to continue this work alongside hapū communities in the year ahead.

In December Te Arawhiti published the inaugural Whole of System (Core Crown) Report on Treaty Settlement Delivery¹, the first comprehensive view of how the Crown is meeting its settlement commitments. This marked an important step in strengthening system-wide accountability and transparency.

Work enabling the recognition of customary takutai moana legislative rights meant continued support for both Ministerial and Court pathways through historical research, mapping, evidentiary support and financial assistance.

Te Arawhiti and Te Tari Whakatau advice to the Government on proposed amendments to the Marine and Coastal Area (Takutai Moana) Act 2011 was extensive, and staff participated directly in two Waitangi Tribunal hearings. More needs to be done to improve the takutai moana framework and Te Tari Whakatau will lead this work in the coming year.

Finally, I want to mihi to the exceptional staff of Te Arawhiti and Te Tari Whakatau, whose dedication has been unwavering, despite the scale of change during the year. This was evident in the 2025 Te Taunaki Public Service Census, which highlighted strong staff engagement and a workplace culture where kaimahi value Māori Crown capability and demonstrate a deep understanding of their responsibilities under Te Tiriti o Waitangi / the Treaty of Waitangi.

As we look to the year ahead, our focus remains steadfast: delivering with excellence, in good faith and with a collective vision to honour the Treaty.

Mahia te mahi, hei painga mō te iwi!

Justine Smith
Tumu Whakarae – Chief Executive

¹[Whole of System \(Core Crown\) Report on Treaty Settlement Delivery](#)



Statement of Responsibility

As Tumu Whakarae – Chief Executive of The Office of Treaty Settlements and Takutai Moana | Te Tari Whakatau – I am responsible for the accuracy of any end-of-year performance information:

- on the appropriations administered by the Ministry of Justice on behalf of Te Tari Whakatau, in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this annual report; and
- prepared by Te Tari Whakatau, whether or not it's included in the annual report of the Ministry of Justice annual report.

In my opinion, this annual report fairly reflects the operations, progress, and organisational health and capability of Te Tari Whakatau.



Justine Smith

Tumu Whakarae – Chief Executive
The Office of Treaty Settlements and Takutai Moana – Te Tari Whakatau
30 September 2025



**Ko wai mātou, ā
mātou mahi**

**Who we are and
what we do**





Te Pūtake – Our purpose

The Office of Treaty Settlements and Takutai Moana – Te Tari Whakataū commenced in February 2025, marking a new phase in the important work that we do.

We are a departmental agency hosted by the Ministry of Justice. Our organisational whakapapa traces back through Te Arawhiti – The Office for Māori Crown Relations (2019-2025), the Office of Treaty Settlements (1995-2019) and to the Treaty of Waitangi Policy Unit formed in 1989.

Te Tari Whakataū has a central role in restoring and enhancing Māori Crown relationships. We do this through negotiating the settlement of historical Treaty of Waitangi claims and enabling the recognition of customary interests in the common marine and coastal area, the takutai moana.

Focused on reconciliation, settlement and recognition, our work makes a significant contribution to New Zealand’s future. Treaty settlements create a foundation for hapū and iwi, supporting Māori to strengthen connections with places of high cultural significance and focus on opportunities with long-term intergenerational impact, including improved social and economic outcomes. Takutai Moana determinations are an important feature of New Zealand’s legal framework, working to balance and bring clarity to the rights and interests of Māori in the marine and coastal area with those of other groups.

Our work with whānau, hapū, and iwi Māori can only succeed through effective working relationships. These relationships hold great importance for us. Our work also critically depends on the collaborative roles played by other public service agencies.

Ngā Uara – Our values

Our values guide us. They are woven into our DNA, shape our behaviour, and underpin everything we do at Te Tari Whakataū. They help us connect to each other and to develop a sense of empowerment and belonging across our organisation.

We developed our values in 2019 when we were Te Arawhiti – they remain as strong now as Te Tari Whakataū as they were then.

MAHI TAHI

Working together

- » We will engage with purpose
- » We will work as one and make sure we have strong relationships - with each other, with Māori, with Ministers and across the public sector
- » We will listen and learn to expand our understanding and lift our capability
- » Manaakitanga and whanaungatanga will be evident in everything we do.

PONO KI TE KAUPAPA

In good faith

- » We are committed to our purpose and direction
- » We will learn from the past
- » We will look to the future with optimism
- » We will act with good faith
- » We will work hard to always produce high quality work and achieve great results.

ATAWHAITIA

with humility & authenticity

- » We aspire to do everything with humility, authenticity, generosity and kindness.



Tā mātou huringa whakahaere – Organisational changes during the period

This reporting period spans a significant organisational transition for what was, at the start of the period, The Office for Māori Crown Relations – Te Arawhiti.

In August 2024, through a paper titled “Clarifying Agency Functions”, Cabinet agreed in principle [CAB-24-MIN-0295.02] that:

- Responsibility for the following functions would transfer from Te Arawhiti to Te Puni Kōkiri:
 - building the Crown’s capacity to engage with Iwi, hapū, whānau, and Māori, and to become a better Treaty partner;
 - being a strategic advisor to Cabinet, Ministers, and the Public Service to enable good policy decisions that uphold Māori rights and interests, except as they relate to Treaty settlement and Takutai Moana matters;
 - coordinating significant Crown/Māori events on behalf of the Crown; and
 - reporting on the Crown’s implementation of Treaty settlement commitments.
- Te Arawhiti would remain responsible for advising responsible Ministers on:
 - completing historical Treaty Settlements;
 - administering the Marine and Coastal Area (Takutai Moana) Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019; and
 - in the context of Treaty settlement and Takutai Moana matters, providing strategic leadership and advice on contemporary Treaty issues and any other matter for which the responsible Ministers have a portfolio interest.

Cabinet also agreed to retain Te Arawhiti as a departmental agency and authorised delegated Ministers to jointly approve final decisions about functions, timing, and the necessary funding transfers required to give effect to those decisions.

The transfer of functions took effect on 24 February 2025.

To reflect those changes in function Cabinet also agreed in February 2025 [CAB-25-MIN-0041] that the Office for Māori Crown Relations - Te Arawhiti be renamed the Office of Treaty Settlements and Takutai Moana – Te Tari Whakatau.

As these changes were during the financial year, this annual report covers performance reporting both before and after the transition:

- for Te Arawhiti from 1 July 2024 to 24 February 2025
- for Te Tari Whakatau from 24 February to 30 June 2025.

An exception applies to financial reporting, which is reported as a single set of financial information for the full financial year. This reflects the agency’s continuity – albeit with a new name and different functions – and the fact that appropriations used to fund the functions of Te Arawhiti have continued (with some amendments) to fund Te Tari Whakatau.

As this report spans a significant transition, care should be taken in interpreting financial information. For similar reasons, care should be taken in interpreting non-financial performance, given some reporting pertains to Te Arawhiti, some to Te Tari Whakatau, and some spanning the full financial year. This is a one-off situation unique to the 2024/25 year. The 2025/26 Annual Report of Te Tari Whakatau will reflect a full year of operation and performance.

Te ekenga rautaki

**Progress on
strategic intentions**



Te ahunga – Our strategic direction

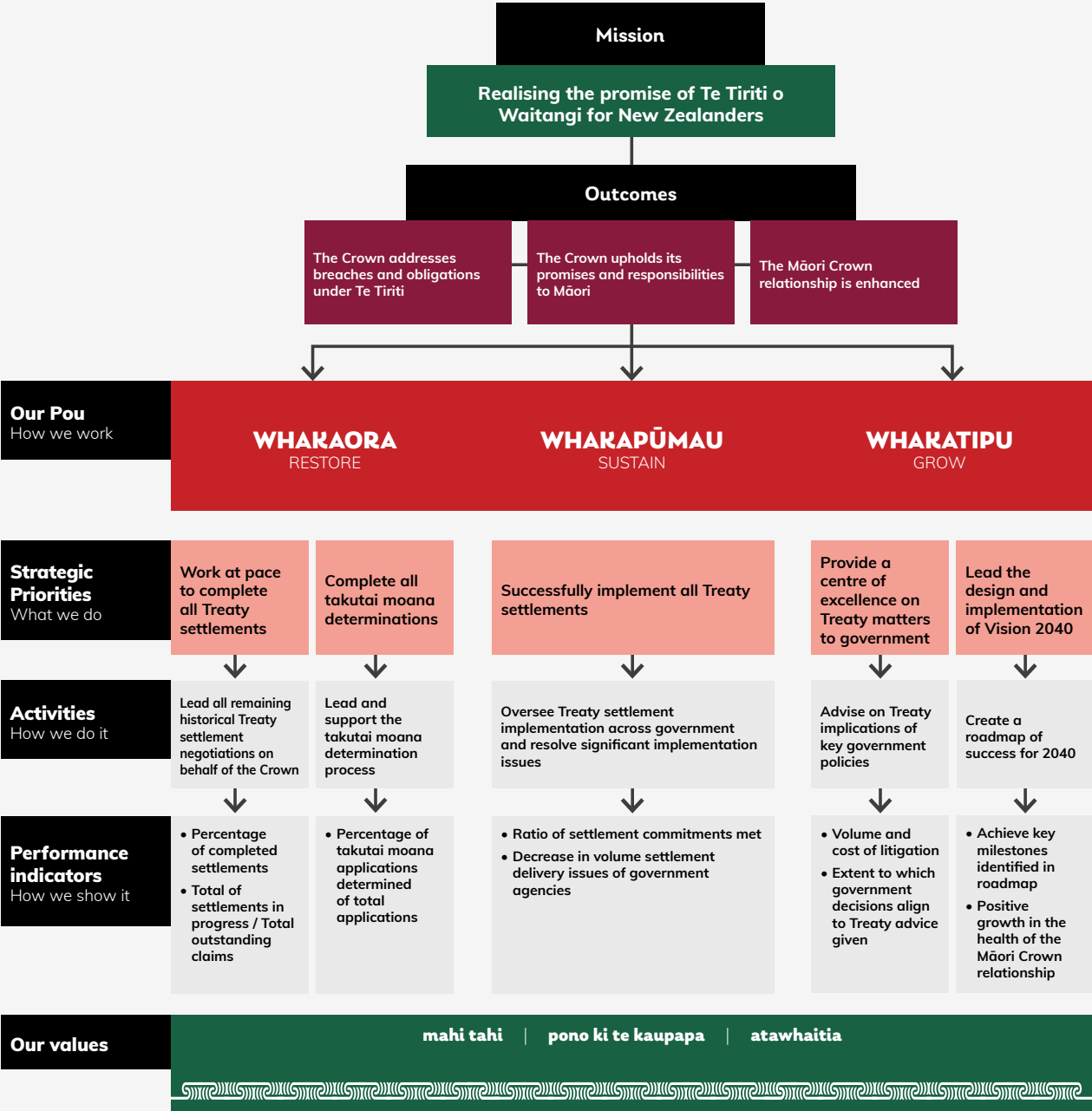
Following the establishment of Te Tari Whakatau, we developed a framework (see below) to guide how we connect and communicate key aspects of our operations. This focuses on the key objectives of Te Tari Whakatau: settling historical Treaty claims and addressing interests in the takutai moana (coastal areas). We will report against this framework and progress on the key multi-year initiatives in the 2025/26 Annual Report.

Strategic Intentions Framework

Our Vision	Honour te Tiriti o Waitangi / the Treaty of Waitangi	
Our Values	Mahi tahi Working together	Pono ki te kaupapa In good faith
	Atawhaitia With humility and authenticity	
Objective	Whakaora: Restore Māori - Crown relationships by settling historical claims and recognising Māori rights and interests	
Outcomes	Complete historical Treaty settlements	Determine Māori rights and interests in Takutai Moana
Four-year Priorities	- Recognise mandate of groups - Complete Treaty settlements with willing groups - Fulfill settlement date commitments	- Advance groups to determinations - Reset takutai moana framework - Manage an affordable and sustainable financial assistance scheme
Performance Indicators	- Percentage of completed settlements - Total settlement milestones / Total outstanding settlement milestones	- Percentage of completed determinations - Total determination milestones / Total outstanding determination milestones

Reporting on the activity of Te Arawhiti from July 2024 until February 2025, is based on the performance framework in place during that period. This is outlined below.

Our Performance Framework





Aromātai hua – Assessment of progress towards outcomes

We are steadily progressing Treaty settlement negotiations, with deeds of settlement signed covering most of New Zealand. However, we are navigating a more complex phase. While approximately 50 deeds of settlement remain to be signed, some of these will present unique and significant challenges.

An important matter to keep focus on is the pace of settlements, with evidence showing some slowing in milestone achievement (a decrease from an annual average of 12 during 2018-2023 to 7 in 2024/25). The context for settlements is evolving. Factors affecting the current pace include greater complexity in some rohe; evolving iwi redress aspirations that in some cases challenge existing policy.

Despite these hurdles there is optimism for completing settlements, provided we continue to make progress on key determinants of success, such as a clear strategy, adequate resourcing for all parties, a highly skilled workforce, continued government commitment, and adaptive policy settings.

Concurrently, our efforts in Takutai Moana determinations are progressing. As of 30 June 2025, the High Court has issued judgments in nine proceedings and two Ministerial determination processes have recognised 18 customary marine title areas for Ngā Hapū o Ngāti Porou.

Nevertheless, it has become increasingly apparent that the overall Takutai Moana system faces significant challenges. Progress has been contentious leading to Waitangi Tribunal inquiries and court litigation. As at 30 June 2025, the Government had a bill before Parliament to clarify the core test for customary marine title.

Our focus for Takutai Moana is on increasing the pace of determinations while upholding integrity and fairness, supported by a sustainable financial assistance scheme that balances access to justice with cost. Some changes may be required for the regime to operate effectively and deliver determinations in a timely way.

Concluding settlements of historic Treaty grievances is vital work for the future of New Zealand. But if we are to avoid the failures of the past it is just as important to ensure the Crown fulfils the commitments made in those settlements. In December 2024, Te Arawhiti published, on behalf of the Minister for Māori Crown Relations, the first ever report on how the Crown as a whole is meeting its Treaty settlement commitments.² The report provides a baseline against which the Crown's continued progress towards meeting commitments can be assessed.

Monitoring Crown delivery of Treaty settlement commitments is now part of the functions of Te Puni Kōkiri. As Te Tari Whakatau, and the third largest commitment holder across the Crown, our focus is on successfully implementing the over 2,000 commitments for which we are responsible.

²[Whole of System \(Core Crown\) Report on Treaty Settlement Delivery](#)

A stylized, dark green graphic of a tree and foliage, positioned on the left side of the page. The tree has a thick trunk and several branches with pointed leaves. Below the tree, there are stylized, curved shapes representing grass or reeds.

Whakatutukinga mahi

Our performance





Overall summary

In a year of organisational change, there was progress and achievements across both Treaty settlements and Takutai Moana determinations.

Treaty settlement performance

The year saw five significant pieces of legislation introduced or passed: four pieces of Treaty settlement legislation (Te Korowai o Wainuiārua, Taranaki Maunga, Ngāti Hāua and Ngāti Ranginui) and legislation returning the site of the battle of Ō-Rākau, one of the most well-known battles in this country's history, to the descendants of Māori defenders against Crown forces. Such legislation settles old grievances and moves forward the relationship between the Crown and Māori.

A Ngāpuhi hapū group, Te Whakaaetanga, based in the Bay of Islands area, sought recognition from the Crown of a mandate to negotiate Treaty settlement redress. This is a significant step; Crown recognition of a previous mandate for all of Ngāpuhi was withdrawn in 2019. Mandate work with Ngāpuhi hapū groupings continues as a high priority for Te Tari Whakataau with mandate work now progressing in multiple Ngāpuhi regions.

Takutai Moana

Te Tari Whakataau provided advice to the Government on its commitment to amend section 58 of the Marine and Coastal Area (Takutai Moana) Act 2011, which provides the test for customary marine title. An amendment Bill was introduced in September 2024.³ The Bill was reported back by the Justice Select Committee in December 2024, recommending it be passed. Following the Supreme Court's Re Edwards (Whakatōhea) ruling, which overturned a Court of Appeal decision interpreting the s58 test, we provided advice to Ministers on next steps.

The Financial Assistance scheme (FAS) supports applicants seeking recognition under the Act. Te Tari Whakataau implemented Cabinet-approved interim changes to ensure the scheme could be delivered within appropriation, with ongoing work on longer-term solutions. The settings require an important balance of claimant financial assistance needs and fiscal prudence and sustainability.

Te Tari Whakataau delivered enhanced applicant communication through pānui and a dedicated 0800 number. Support was provided to 154 groups, with average processing times improving from 40 to under 20 working days by the end of the year.

Experience administering the takutai moana framework continues to highlight challenges, including complexity in dual pathways for resolution (Court proceedings and direct engagement with the Crown) and corresponding delays in determinations. These are important matters to be addressed as part of providing effective stewardship of the regime.

³[The Marine and Coastal Area \(Takutai Moana\) \(Customary Marine Title\) Amendment Bill.](#)



Aromātai mahi – Assessment of operations

For most of the reporting year (1 July 2024 – 24 February 2025), performance related to three pou adopted by Te Arawhiti:

- Whakaora - Restore
- Whakapūmau – Sustain
- Whakatipu - Grow

We report against those pou below. For 2025/26 and going forward, Te Tari Whakatau will report against the new framework it has adopted (see Te ahunga – Our strategic direction section).

1. Whakaora – Restore

Restoring Māori Crown relationships through Treaty settlements and recognition of customary marine and coastal rights provides the foundation for more positive, enduring relationships. Our priorities are to work at pace to complete all Treaty settlements and to complete all takutai moana determinations.

Complete the settlement of all historical Treaty claims

In our performance measures we report against Treaty settlement milestones which are: recognition of a claimant group's mandate to negotiate a settlement, signing terms of negotiation, signing an agreement in principle, initialling by iwi negotiators and the Crown of a deed of settlement, signing (after claimant group ratification) of a deed of settlement, introduction of settlement legislation and enactment of settlement legislation.⁴

In 2024/25, the Minister for Treaty of Waitangi Negotiations indicated a priority to progress current negotiations, including with Ngāpuhi. Across the year we progressed significant settlement activity, including seven settlement milestones across five iwi groups, and progress on other important negotiations like Hauraki and Ngāpuhi. We also advanced work supporting the Treaty settlement programme, including enacting legislation returning the Ō-Rākau battle site (Te Ture mō Ō-Rākau, Te Pae o Maumahara/Ō-Rākau Remembrance Act).

Settlement milestones achieved in 2024/25

Group	Milestone	Date
Ngāti Hāua	Deed of settlement initialled	November 2024
Taranaki Maunga	Legislation passed	January 2025
Te Korowai o Wainuiārua	Legislation passed	March 2025
Ngāti Whakaue	Mandate recognised (refresh)	March 2025
Ngāti Hāua	Deed of settlement signed	March 2025
Ngāti Hāua	Legislation introduced	April 2025
Ngāti Ranginui	Legislation passed	May 2025

⁴Further details are available in the Red book on our website.

Hauraki

Hauraki negotiations involve 12 individual settlements and two collective redress deeds. Two settlements (Ngāti Pūkenga and Ngāi Tai ki Tāmaki) have been completed, and four Bills are before the House. Work has begun to de-couple these Bills to allow groups ready for third reading to proceed. Engagement on overlapping interests continues for the five remaining Hauraki settlements, with decisions on next steps expected in 2025/26.

Ngāpuhi

Ngāpuhi mandate work has progressed steadily since 2020, with three hapū groupings confirmed as at June 2025 — Te Whakaaetanga, Te Rūnanga o Ngāti Hine and Whangaroa Papa Hapū.

- **Te Whakaaetanga** sought recognition from the Crown of a mandate for Treaty settlement negotiations.
- **Whangaroa Papa Hapū** were confirmed as a hapū grouping
- **Ngāti Hine** and **Whangaroa Papa Hapū** developing mandate strategies.
- A deed of on-account was initialled for the vesting of Kororipo Pā near Kerikeri, with Ngāti Rēhia ratifying in June 2025.
- Engagement continues across other Ngāpuhi areas, except Whangārei, to support mandate development.

Complete all Takutai Moana determinations

For 2024/25, the Minister for Treaty of Waitangi Negotiations, as the Minister responsible for the Takutai Moana legislation, indicated a priority to fulfil the coalition government commitment to amend section 58 of the Marine and Coastal Area Act to make clear Parliament's original intent, in light of the judgment of the Court of Appeal in *Whakatohea Kotahitanga Waka (Edwards) & Ors v Te Kahui and Whakatohea Māori Trust Board & Ors* [2023] NZCA 504.

Proposed changes to the Act and to the Financial Assistance Scheme occasioned legal challenges at the Waitangi Tribunal where we ensured the Crown's position was represented and put forward.

At year end, there were 380 active applications under the Marine and Coastal Area (Takutai Moana) Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019: 199 in pre-engagement (preparatory discussions between the Crown and applicant groups), 34 in initial engagement (discussions about progressing applications, including understanding applications and overlaps, being set up with access for funding), 82 in research and evidence (including work on shared or overlapping applications), and 65 in determination and recognition (whether by the responsible Minister or the Court).

Across the year we:

- Worked directly with 10 groups under the Crown engagement pathway
- Completed analysis and developed an assessment report for Ngā Hapū o Ngāti Porou
- Prepared Crown evidence for three substantive proceedings (two adjourned) and advanced seven other research and mapping projects
- Provided financial support to 154 groups across both pathways
- Participated in two Waitangi Tribunal proceedings, with senior staff appearing as Crown witnesses.

Strengthening the Māori-Crown relationship

Prior to the 24 February 2025 transfer of functions to Te Puni Kōkiri, Te Arawhiti supported the Māori-Crown Relations portfolio, which includes the Whāinga Amorangi framework. The framework has helped all Public Service agencies develop plans to build their individual and organisational capability to engage with iwi Māori, focusing on te reo Māori, the history of Aotearoa New Zealand and the Treaty of Waitangi.

Prior to the transfer, Te Arawhiti:

- Facilitated bi-monthly Community of Practice hui, providing ongoing support to the 38 core Crown agencies to implement their Whāinga Amorangi plans
- Partnered on eight significant Māori Crown events through Whai Hononga – including the return of the Kaitia Airport, Ratana, Waitangi commemorations, Waitangi at Onuku Marae with the PM and Ngāi Tahu, Tipene – St Stephens School re-opening, National Iwi Chairs Forum, Te Pire mō Ō-Rākau o Maumahara, Te Rā o Māui Pōmare, Archives Film and Puanga events
- Developed guidance for government agencies to use in their 2024/25 annual reporting on Whāinga Amorangi progress
- Analysed all Whāinga Amorangi sections in core agency annual reports for 2023/24. While agencies were all at varying stages of implementation, there was evidence overall of an uplift in performance
- Reviewed and commented on 37 new engagement processes from 22 public sector agencies
- Delivered 32 workshops to the public service through Te Arawhiti offerings, reaching more than 968 kaimahi.

2. Whakapūmau – Sustain

As noted above in the Aromātai hua – Assessment of progress towards outcomes section, in December 2024 the Minister for Māori Crown Relations released the Whole of System (Core Crown) Report on Treaty Settlement Delivery. The report, produced by Te Arawhiti, provided the first comprehensive review of Treaty settlement commitment delivery. It compiled how 26 core Crown agencies have assessed their progress in meeting their Treaty settlement commitments. Enhanced reporting on the public sector's delivery of Treaty settlement commitments is expected to help improve outcomes for Māori and all New Zealanders.

3. Whakatipu – Grow

Until the February 2025 transfer of functions to Te Puni Kōkiri, Te Arawhiti held significant policy responsibilities aimed at ensuring the government was advised of Treaty of Waitangi and Māori Crown relations implications of key policy initiatives. Te Tari Whakataū continues to provide advice on wider government policy as it affects Treaty settlements and the takutai moana legislation.

Across the year, and beyond policy work noted elsewhere in this report, our advice included:

- Contributing to the Government's Resource Management Act reforms to reflect implications for Māori rights, Treaty settlements, and takutai moana determinations
- Advising on reforms, severe weather response, and climate adaptation initiatives (including leading, with the Cyclone Recovery Unit, an offer to enable the relocation and rebuilding of a marae impacted by Cyclone Gabrielle)
- Reviewing and commenting on 326 Cabinet papers from 24 agencies
- Chairing the Treaty Provisions Oversight Group, which provides impartial guidance on legislative proposals affecting Treaty rights and relationships.



Te kokenga a te Kāwanatanga – Implementing the Government's priorities

Baseline savings

The baseline for Te Arawhiti was reduced by \$0.349 million in 2024/2025 because of the Budget 2024 Initial Baseline Exercise (carried forward into the baseline for Te Tari Whakatau). These savings were achieved by reducing back-office functions.

For non-departmental expenditure, baseline savings of \$2.393 million were made. These savings were achieved by reducing claimant funding.

Reduction in expenditure on contractors and consultants

Te Arawhiti and Te Tari Whakatau (recognising the transition during the year) achieved a reduction of \$1.34m or 57% in 2024/2025, which represents 4.2% of total departmental workforce expenditure in 2024/25. This compares with expenditure of \$4.1m and \$2.4m for 2022/2023 and 2023/2024 respectively, which represents 14% and 7.8% of total departmental workforce expenditure in these years respectively.

Major spending decisions

There were no major spending decisions from Budget 2024 (those subject to additional reporting requirements agreed by Cabinet) that were relevant to the work of Te Arawhiti or Te Tari Whakatau.

Reporting on Government targets

Nine Government Targets⁵ have been approved by Cabinet and focus the public sector on achieving improved results in health, education, law and order, work, housing and the environment.

Of the nine Government targets, Reduced net greenhouse gas emissions directly impacts on our work. Our contribution is outlined under the Carbon Neutral Government Programme, in our organisational health and capability section, reported on pages 38 to 40.

Coalition commitments

As noted above, Te Tari Whakatau provided advice to the Government on the Coalition agreement commitment to amend s58 of the Marine and Coastal Area (Takutai Moana) Act 2011. An amendment bill is before the House.

Agency support for the Coalition commitment to introduce a Treaty Principles Bill based on existing ACT policy and support it to a Select Committee as soon as practicable was provided by the Ministry of Justice, as was the commitment for a review of references to Treaty principles in legislation. Te Tari Whakatau provided comment on these bills through agency and Ministerial consultation. The agreement that the Coalition Government will honour the undertakings made by the Crown through past Treaty of Waitangi settlements was, along with continued support for the Te Haeata portal tracking commitments and implementation, supported through delivery of the Whole of System (Core Crown) Report on Treaty Settlement Delivery.

⁵[Government Targets](#) | [Department of the Prime Minister and Cabinet \(DPMC\)](#)

Significant budget decisions

Agencies are expected to provide information that sets out their significant Budget initiatives from the previous two Budgets and report on their intentions and progress. Agencies use their judgement in selecting the most important initiatives. Significant initiatives are set out in the table below, noting that we have excluded:

- initiatives completed before this reporting period
- anything where our role is to administer operational funding to other entities, and
- any tagged contingencies, as being out of scope for current reporting.

Name of initiative	Performance information	Purpose of initiative
Budget 2025		
No Budget 2025 significant decisions		
Budget 2024		
Crown Response to Wakatū Litigation and Related Proceedings	Total (\$m): 3.600	This initiative provides funding to support the ongoing Crown response to the Wakatū litigation and any related proceedings, focusing on the first appeal process (Court of Appeal) through to 2027/28. This initiative has transferred to Te Puni Kōkiri as part of the functions transfer.

Ngā inenga mahi – Performance measures

In 2024/25 we had a total of 38 performance measures. Of these we achieved our target for 22 measures (58%) and did not meet 16 measures (42%).

As part of the 2024/25 Estimates of Appropriations Supplementary process, we reviewed and updated how performance will be assessed against our appropriations. Due to Cabinet decisions to transfer some functions from Vote Te Arawhiti to Vote Māori Development, some performance measure standards were adjusted to reflect the eight-month reporting period as Te Arawhiti.

Results for the 13 Māori Crown Relations performance measures Te Arawhiti had from 1 July 2024 to 24 February 2025 are reported below. From 24 February 2025 the associated functions were transferred to Te Puni Kōkiri.

Performance measure	Standard 2024/25	Revised Standard in Supps 2024/25	Actual 2024/25	Met / Not met
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti with the strengthening of the relationship between Māori and the Crown, as per the common satisfaction survey	At least 8/10	At least 8/10	6/10	Not Met
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti with ministerial services, as per the common satisfaction survey	At least 8/10	At least 8/10	7/10	Not Met
Percentage of fast-track consent applications advised on within the time agreed with the Minister's office	95%	95%	100%	Met
Number of engagement processes advised on	50	33	37	Met
Number of Māori Crown engagement workshops	15	10	12	Met
Percentage of core agencies that have a Whāinga Amorangi plan	100%	100%	92%	Not met
Number of people signed up to use Te Haeata	900	900	1,496	Met
Percentage of all legislated settlements published on Te Haeata within 6 months of settlement date (except where post settlement governance entities have asked to pause publication of the settlement)	100%	100%	100%	Met
Quarterly Te Haeata training sessions held across the public sector	4	3	3	Met
Number of significant Māori Crown engagements and events led on behalf of the Crown	12	8	10	Met
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti that Te Tari Whakatau advice to Ministers and Cabinet on engagement with Māori and Treaty based rights and interests, is timely, informed, and enabling of good Cabinet decision-making, as per the common satisfaction survey.	At least 8/10	At least 8/10	7.5/10	Not met
Identify and implement pathways to resolve settlement issues	6	3	3	Met
Broker new relationships and/or facilitate challenging issues between iwi and the Crown	4	2	2	Met



Pūrongo Tikanga – Reporting against appropriations

For the year ended 30 June 2025

Our outputs are specified in the 2024/25 Estimates of Appropriations and the 2024/25 Supplementary Estimates of Appropriations for Vote Tari Whakatau.

Vote Tari Whakatau - Departmental

Crown Response to Wakatū Litigation and Related Proceedings

This appropriation was included as part of the transfer of functions from Te Arawhiti to Te Puni Kōkiri in February 2025. The reporting here relates to performance between 1 July 2024 and 24 February 2025.

Scope of appropriation

This appropriation is limited to the development and delivery of a Crown response to the Wakatū litigation and any related proceedings.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve the development and delivery of a coordinated Crown response to the Wakatū litigation and related proceedings.

Assessing performance

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25
Te Arawhiti convenes regular engagement with the interagency panel to ensure agencies contribute appropriately to the development of the Crown response to the Wakatū proceedings	Achieved	Achieved	Achieved	Achieved

Output class statement – Crown Response to Wakatū Litigation and Related Proceedings

Actual 2024 \$000	Revenue and expenses	Actual 2025 \$000	Unaudited budget 2025 \$000	Unaudited supplementary estimate 2025 \$000	Unaudited forecast 2026 \$000
	Revenue				
3,189	Crown	640	3,600	640	-
-	Departmental	-	-	-	-
-	Other	-	-	-	-
3,189	Total Revenue	640	3,600	640	-

Actual 2024 \$000	Revenue and expenses	Actual 2025 \$000	Unaudited budget 2025 \$000	Unaudited supplementary estimate 2025 \$000	Unaudited forecast 2026 \$000
3,077	Total Expenses	532	3,600	640	-
112	Netsurplus/ (deficit)	108	-	-	-

Treaty Negotiations and Marine and Coastal Area Customary Interests

Scope of appropriation

This appropriation is limited to departmental expenses incurred in settling historical Treaty of Waitangi claims, determining customary interests in marine and coastal areas, and implementing such settlements of claims and determinations of interests.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve supporting the Crown in the negotiation, administration and implementation of historical Treaty of Waitangi settlement claims and marine and coastal area customary interests.

Assessing performance – Services to Ministers

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
The satisfaction of the Minister for Treaty of Waitangi Negotiations with progress towards negotiation milestones	At least 8/10	6/10	At least 8/10	6/10	The Minister noted that while many negotiation milestones cannot be controlled, some can. Te Tari Whakatau will work to further improve influence on progress towards milestones.
The satisfaction of the Minister for Treaty of Waitangi Negotiations with ministerial services, as per the common satisfaction survey	At least 8.5/10	7/10	At least 8.5/10	7/10	Te Tari Whakatau will continue to seek improvements in the provision of ministerial services, including through engagement with the Minister's office.
Percentage of fast-track consent applications advised on within the time agreed with the Minister's office (see Note 1)	95%	98%	95%	100%	N/A
The satisfaction of the Minister for Treaty of Waitangi Negotiations that Te Tari Whakatau advice to Ministers and Cabinet on Treaty settlements and Takutai Moana is timely, informed, and enabling of good Cabinet decision-making, as per the common satisfaction survey (see Note 1 (Supps))	At least 8/10	7/10	At least 8/10	7/10	Te Tari Whakatau will continue to seek improvements in the quality and timeliness of advice in order to support good decision making.

Note 1 – Agreed time is to enable the Minister to meet the 10-day statutory timeframe for providing response.

Note 1 (Supps) - The performance indicator 'The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti and the Minister for Treaty of Waitangi Negotiations that Te Arawhiti advice to Ministers and Cabinet on engagement with Māori, Treaty based rights and interests, Treaty settlements and Takutai Moana is timely, informed, and enabling of good Cabinet decision-making, as per the common satisfaction survey' was reworded to cover the satisfaction of the appropriation Minister and core activities involved under this appropriation.

Assessing performance – Representation – Waitangi Tribunal and Courts

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
The Crown is represented at 100% of Tribunal Inquiries and Court cases where Te Tari Whakatau is the instructing agency	100%	100%	100%	100%	N/A

Assessing performance – Treaty Negotiations and Marine and Coastal Area Act

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
Percentage of settlement date obligations met	100%	N/A	100%	84%	A law change meant that a relationship agreement between Te Korowai o Wainuiarua and Oranga Tamariki required amendment. Because the change occurred close to the settlement date, wording needed to be changed and agreed. The Whakatohea RFR Quota deed was delayed due to sign off processes taking longer than expected.
Deeds of Mandate recognised (see Note 1)	1	1	1	1	N/A
Terms of Negotiation signed (see Notes 1 and 2)	4	1	1	0	The target was not achieved as the relevant parties were not in a position to sign terms of negotiation.
Agreements in Principle signed (see Notes 1 and 3)	1	0	1	0	The target was not achieved as negotiations were not sufficiently advanced for signing of an Agreement in Principle.
Deeds of Settlement initialled (see Note 1)	2	1	2	1	The target was not achieved as the relevant parties were not in a position to initial a Deed of Settlement.
Deeds of Settlement signed (see Notes 1 and 4)	3	2	3	1	The relevant parties were not in a position to sign a Deed of Settlement.

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
Legislation Introduced (see Note 5)	1	2	4	1	Negotiation and overlapping interest matters meant preceding milestones weren't achieved, preventing legislation from being introduced.
Legislation Enacted (see Note 5)	2	1	2	3	Resolution of long-standing negotiation issues enabled more legislation to be progressed than expected.
Number of applicants in active discussions with Te Tari Whakatau regarding the progression of their customary interests in the takutai moana as part of the Crown Engagement Strategy (see Note 7)	20	28	10	10	Te Tari Whakatau will continue to focus on its performance in this area. It is noted that the standard for this performance indicator was reduced in 2024/25 due to engagement opportunities impacted by proposed changes to the Marine and Coastal Area (Takutai Moana) Act 2011 and changes to the Financial Assistance Scheme.
The Crown is represented at 100% of current High Court hearings in relation to takutai moana cases	100%	100%	100%	100%	N/A
Implement the Marine and Coastal Area (Takutai Moana) Act 2011 Applicant Group Funding scheme updates (see Note 6)	New measure	New measure	100%	100%	N/A
Progress the Marine and Coastal Area (Takutai Moana) Act 2011 legislation updates (see Note 8)	New measure	New measure	2	1	The first scheduled piece of legislation (the Amendment Bill) was progressed to first reading and was paused in light of the Supreme Court decision made in December 2024. A second piece of amending legislation has been delayed. At the end of the reporting period, the Government was still considering next steps for the Bill.

Note 1 - Te Arawhiti does not have full control over the achievement of these measures as it is partially reliant on claimant groups undertaking the work required by them to achieve a mandate to negotiate, broadly agree to the Crown's offer and move steadily towards the conclusion of negotiations.

Note 2 - Terms of Negotiation are agreed between the Crown and a claimant group. The document outlines the objectives for the negotiations.

Note 3 - An Agreement in Principle is agreed between the Crown and a claimant group. The document describes the broad outline of a settlement package and is signed by the claimant group and the Minister for Treaty of Waitangi Negotiations.

Note 4 - A Deed of Settlement is the complete, detailed and formal settlement agreement between the Crown and the claimant group.

Note 5 - Settlement legislation operationalises the Deed of Settlement.

Note 6 – The performance indicator 'Develop the Marine and Coastal Area (Takutai Moana) Act 2011 Applicant Group Funding scheme updates' was replaced in 2024/25 with 'Implement the Marine and Coastal Area (Takutai Moana) Act 2011 Applicant Group Funding scheme updates' to reflect the transition from planning to implementation of revised settings for the Financial Assistance Scheme.

Note 7: The standard for this performance indicator was reduced in 2024/25 due to engagement opportunities impacted by proposed changes to the Marine and Coastal Area (Takutai Moana) Act 2011 and changes to the Financial Assistance Scheme.

Note 8 - The performance indicator 'Develop the Marine and Coastal Area (Takutai Moana) Act 2011 legislation updates' was replaced in 2024/25 with 'Implement the Marine and Coastal Area (Takutai Moana) Act 2011 legislation' to reflect the transition from developing legislation updates to implementation.

Output class statement – Treaty Negotiations and Marine and Coastal Area Customary Interests

Actual 2024 \$000	Revenue and expenses	Actual 2025 \$000	Unaudited budget 2025 \$000	Unaudited supplementary estimate 2025 \$000	Unaudited forecast 2026 \$000
Revenue					
40,361	Crown	37,904	35,992	37,904	35,758
29	Departmental	1	97	40	40
-	Other	26	35	155	400
40,660	Total Revenue	37,931	36,124	38,099	36,198
40,472	Total Expenses	34,709	36,124	38,099	36,198
188	Net surplus/(deficit)	3,222	-	-	

Māori Crown Relations (multi-category appropriation)

Note: This appropriation transferred to Te Puni Kōkiri as part of the transfer of functions on 24 February 2025. The reporting here relates to performance between 1 July 2024 and 24 February 2025.

Overarching purpose statement

The single overarching purpose of this appropriation is to support the strengthening of the relationship between Māori and the Crown.

Scope of appropriation

The Policy Advice - Māori Crown Relations category is limited to advice (including second opinion advice and contributions to policy led by other agencies) to support decision making by Ministers on government policy matters relating to Māori Crown relations.

The Services to Ministers category is limited to the provision of support, information and services to Ministers to enable them to discharge their portfolio (other than policy decision-making) responsibilities on matters relating to the Māori Crown relationship.

The Strengthening Crown Capability category is limited to the provision of services to strengthen Crown capability in building sustainable and productive Māori Crown relationships.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve strong, ongoing and effective relationships between Māori and the Crown. This appropriation contributes to our goals to resolve longstanding and contemporary issues, uphold the Crown's Treaty settlement commitments, actively support Crown agencies to engage effectively with Māori, put the Māori Crown relationship at the heart of policy development, lift public sector capability to work with Māori and broker Māori Crown partnerships.

Assessing performance – Performance of the multi-category appropriation as a whole

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti with the strengthening of the relationship between Māori and the Crown, as per the common satisfaction survey (see Note 1)	At least 8/10	6.75/10	At least 8/10	6/10	Minister noted that Te Arawhiti maintained a respectful and responsible manner in facilitating Māori and Crown relationships, notwithstanding difficult content.
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti that Te Arawhiti ⁶ advice to Ministers and Cabinet on engagement with Māori and Treaty based rights and interests, is timely, informed, and enabling of good Cabinet decision-making, as per the common satisfaction survey (see Note 1)	At least 8/10	7/10	At least 8/10	7.5/10	N/A

Note 1 – These performance indicators were reworded to cover the satisfaction of the appropriation minister and core activities involved under this appropriation.

Assessing performance – Policy advice

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
The satisfaction of the Minister for Māori Crown Relations with the policy advice service, as per the common satisfaction survey (see Note 1)	At least 4/5	4/5	At least 4/5	4/5	N/A
An average score for policy advice papers that are assessed (see Note 1 and 2)	3.5/5	3.61/5	3.5/5	3.45/5	N/A
Percentage of policy advice papers that are assessed score 3 or higher out of 5 (see Note 1 and 2)	80%	100%	80%	100%	N/A
Percentage of policy advice papers that are assessed score 4 or higher out of 5 (see Note 1 and 2)	40%	32%	40%	15%	All our papers met the standard this year. We will use the advice received to move more papers from good (3 and 3.5) to great (4).
Percentage of policy advice papers that are assessed score 2.5 or less out of 5 (see Note 1 and 2)	<20%	0%	<20%	0%	N/A

⁶Measure adjusted manually to reflect reporting as Te Arawhiti and not Te Tari Whakatau.

Note 1 - This indicator provides a standardised score for technical quality reviews of policy advice. This review may include an assessment of clarity, accuracy, analytical rigour, fitness for purpose, and relevance.

Note 2 – These performance indicators were transferred in 2025/26 from the Māori Crown Relations MCA appropriation to the Treaty Negotiations and Marine and Coastal Area Customary Interests appropriation.

Assessing performance – Services to Ministers

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti with ministerial services, as per the common satisfaction survey.	At least 8/10	7/10	At least 8/10	7/10	While this function has transferred to Te Puni Kōkiri, Te Tari Whakatau will continue to seek improvements, including through engagement with the Minister's office, in the provision of ministerial services.
Percentage of fast-track consent applications advised on within the time agreed with the Minister's office (see Note 1)	95%	100%	95%	100%	N/A

Note 1 - The agreed time is to enable the Minister to meet the ten-day statutory timeframe for providing response.

Assessing performance – Strengthening Crown capability

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
Number of engagement processes advised on (see Note 1)	50	57	33	37	This result indicates that agencies are gaining confidence in their own plan and support mechanisms.
Number of Māori Crown engagement workshops (see Note 1)	15	32	10	12	The target for this measure was adjusted in 2024/25 due to the low number of registered participants, and subsequent cancelling of 3 of our courses.
Percentage of core agencies that have a Whāinga Amorangi plan	100%	92%	100%	92%	Three agencies do not have a plan – two of which were new agencies established in 2023/24. The third agency was established in 2022 and is still developing their plan.
Number of people signed up to use Te Haeata (see Note 3)	900	1,448	900	1,496	There has been an increase in the number of people creating accounts in this financial year due to the He Korowai Whakamana requirement for core Crown agencies to enter a status for their commitments, and the recent release of all of core Crown dashboard and post-settlement governance entities' individual settlement dashboards.

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
Percentage of all legislated settlements published on Te Haeata within 6 months of settlement date	100%	100%	100%	100%	N/A
Quarterly Te Haeata training sessions held across the public sector (see Note 1)	New measure	New measure	3	3	N/A
Number of significant Māori – Crown engagements and events led on behalf of the Crown (see Note 1)	New measure	New measure	8	10	N/A
Identify and implement pathways to resolve settlement issues (see Notes 1 and 2)	6	22	3	3	N/A
Broker new relationships and/or facilitate challenging issues between iwi and the Crown (see Note 1)	New measure	New measure	2	2	N/A

Note 1 – The standards for these performance indicators were adjusted in 2024/25 to reflect the eight-month reporting period (1 July 2024 – 24 February 2025) due to Cabinet decisions to transfer some functions from Vote Te Arawhiti to Vote Māori Development.

Note 2 – This performance indicator was transferred from the Treaty Negotiations and Marine and Coastal Area Customary Interests appropriation to align with the scope of activities completed under each appropriation.

Note 3 – Te Haeata – the Settlement Portal, is an online record of Treaty settlement commitments, to help agencies and settled groups to search for and manage settlement commitments. Over time, the goal is for the number of people signed up to increase. Registered users are reviewed annually to ensure all email addresses remain valid.

Output class statement – Strengthening Crown capability

Actual 2024 \$000	Revenue and expenses	Actual 2025 \$000	Unaudited budget 2025 \$000	Unaudited supplementary estimate 2025 \$000	Unaudited forecast 2026 \$000
	Revenue				
11,490	Crown	6,881	10,915	6,881	-
5	Departmental	-	-	-	-
-	Other	-	-	-	-
11,495	Total Revenue	6,881	10,915	6,881	-
10,603	Total Expenses	5,566	10,915	6,881	-
892	Net surplus/ (deficit)	1,315	-	-	-



Minister for Māori Crown Relations: Te Arawhiti reports on non-departmental appropriations – B.14 (Vote: Te Arawhiti)

For the year ended 30 June 2025

The following pages of this document meet the requirement, set out in the supporting information to the 2024/25 Estimates or 2024/25 Supplementary Estimates, for information on certain non-departmental appropriations to be reported by the Minister for Māori Crown Relations: Te Arawhiti as the Minister responsible for Vote Te Arawhiti.

Where applicable, an explanation is provided for service performance negative variances of more than 5%. Where there is a range for a standard, a variance explanation is provided for results outside the forecast range. Where applicable, an explanation has been provided for positive variances of more than 10%.

Claimant Funding

Scope of appropriation

This appropriation is limited to payment of claimant funding related to the settlement of historical Treaty of Waitangi claims.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve an effective process for providing financial assistance for claimant groups, to achieve durable historical Treaty of Waitangi settlements.

Description of activities

Claimant funding provides a financial contribution to mandated groups towards the cost of negotiating and settling historical Treaty of Waitangi claims. Payments can also be made in certain circumstances to groups seeking a mandate.

Measure selection

This measure was selected to ensure payments are made within 10 working days as per the target set for all government agencies.

Assessing performance

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
Percentage of "claimant funding" payments made to groups within 10 working days of approval of claim (see Note 1)	95%	97%	95%	98%	N/A

Note 1 – The performance indicator ‘Percentage of payments made to groups within 10 working days of approval of claim’ was reworded to ‘Percentage of “claimant funding” payments made to groups within 10 working days of approval of claim’ to better reflect the services under the appropriation.

Output class statement – Claimant Funding

Actual 2024 \$000	Actual 2025 \$000	Unaudited budget 2025 \$000	Unaudited supplementary estimate 2025 \$000	Unaudited forecast 2026 \$000
4,527	2,976	5,709	5,639	5,709

Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area

Scope of appropriation

This appropriation is limited to providing financial assistance to applicant groups to investigate their customary interests in the marine and coastal area.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve supporting an efficient process for providing financial assistance for the investigation of applicant groups' customary rights in the Marine and Coastal Area.

Description of activities

This appropriation contributes to the costs of research and evidence to support applications as well as engagement with the Crown or High Court under the Marine and Coastal Area (Takutai Moana) Act 2011. Financial help is tailored to the individual circumstances of each group taking into account the type of rights applied for, the size of the applicant group and the size and complexity of the application area. Maximum amounts of financial help are available for specified costs tagged to milestones. It does not cover all costs.

Assessing performance

Performance measure	Standard 2023/24	Actual 2023/24	Standard 2024/25	Actual 2024/25	Variance explanation if greater than 10%
Percentage of "financial assistance toward determining customary interests in the marine and coastal area" funding payments made to groups within 10 days of approval of claim (see Note 1)	95%	100%	95%	99%	N/A

Note 1 – The performance indicator 'Percentage of funding payments made to groups within 10 days of approval of claim' was reworded to 'Percentage of "financial assistance toward determining customary interests in the marine and coastal area" funding payments made to groups within 10 days of approval of claim' to better reflect the services under the appropriation.

Output class statement – Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area

Actual 2024 \$000	Actual 2025 \$000	Unaudited budget 2025 \$000	Unaudited supplementary estimate 2025 \$000	Unaudited forecast 2026 \$000
28,701	11,379	12,023	14,145	13,236



Disclosure of judgements

Performance reporting standards

Each year, Te Tari Whakatau undertakes a review of existing performance measures, aligned with the Crown's Estimates of Appropriations processes. This review considers:

- whether operational changes mean the measure remains fit for purpose
- the relevance of performance standards (targets), particularly in the Treaty Settlement area, where milestone-related measures are likely to change each year
- any material changes that might affect delivery
- the clarity and intent of measure wording
- whether new measures are required to capture shifting operational focus
- recommendations from external audits.

We have recently developed a strategic intentions framework that will guide our performance towards outcomes. As further development work is undertaken, Te Tari Whakatau expects to update its performance measures.

Financial Reporting Standard 48 (PBE FRS 48)

Our approach for developing service performance information follows the Public Benefit Entity Financial Reporting Standard 48 (PBE FRS 48). By aligning the selection of our service performance measures with the following qualitative characteristics, we can provide more useful information to our stakeholders:

- Relevant – selecting service performance information
- Representative – our service performance information is complete, neutral and free from material error
- Understandable – striving to report service performance information with clarity
- Timely – delivering our service performance information promptly to ensure it is useful for our stakeholders' accountability and decision-making purposes
- Comparable – our service performance information can be viewed by our stakeholders against previous years
- Verifiable – our service performance information will be capable of measurement or description in a consistent manner, capable of independent verification, and exclude unsubstantiated claims.

As acknowledged in PBE FRS 48, the constraints on reporting service performance information are materiality, cost-benefit, and balance between the qualitative characteristics. Each of these constraints is factored into our selection process for service performance information.

Judgements and assumptions

Performance measures have been selected for activities that Te Tari Whakatau performs. In selecting performance measures for these activities, judgements must be made in determining which aspects of performance are relevant and material to users of this Annual Report. Te Tari Whakatau sets targets for output performance measures based on a combination of historical performance, with consideration of factors that may impact future performance and opportunities for improvement.

There is judgement involved in determining how to measure performance against the measures selected. Judgement has been used in selecting, aggregating and presenting performance measures to determine which aspects of performance information are relevant to the users of the annual report. This includes the extent to which external and internal dynamics have affected the performance information, the extent to which consultation with users influenced the performance information, as well as the impact of significant external events such as extreme weather conditions. A number of our measures are demand driven and provide crucial insights into our mahi. However, a number of our performance measures are measured annually, and these will allow us to track progress and trends over time. Both are important for Te Tari Whakatau leadership to make informed decisions.

To broadly describe our functions and services, and to disclose material judgements, Te Tari Whakatau has chosen to group its activities under the following subsets:

- policy advice
- Ngāpuhi Investment Fund Limited
- targets based on our work programme
- Whāinga Amorangi.

Policy advice

We follow the Policy Quality Framework provided by Te Tari o te Pirimia me te Komiti Matua, the Department of the Prime Minister and Cabinet (DPMC) to measure:

- the quality of our policy advice by applying the framework's prescribed measures for quality of policy advice, and
- Ministerial satisfaction that all government agencies with a policy advice appropriation must apply.

This includes a target score for both quality of policy advice and Ministerial satisfaction.

The DPMC Policy Quality Framework defines what good-quality policy advice looks like. The advice may be for a Minister, Cabinet or other decision-makers, and may be jointly provided with other agencies.

The quality of our policy advice is assessed by an independent organisation. They review a random sample of policy advice papers each year and consider whether or not each paper meets the 'acceptable' standard (or exceeds it), using the DPMC Policy Quality Framework and a 5-point scale.

The Ministerial Policy Satisfaction Survey contains a common set of questions provided by DPMC. The survey asks about general satisfaction, quality of policy advice and overall performance, which also uses a 5-point scale. The survey is done once per year. The survey for the Treaty Negotiations portfolio encompasses the whole of the 2024/25 financial year. Due to the transfer of functions to Te Puni Kōkiri, the survey for the Māori Crown Relations portfolio covered from 1 July 2024 to 24 February 2025.

Ngāpuhi Investment Fund Limited

Te Tari Whakatau provides operational funding (as did Te Arawhiti) to Ngāpuhi Investment Fund Limited, which trades as Tupu Tōnu. It was established as a Crown-owned company to acquire and grow the value of a portfolio of high-performing commercial assets that can be offered to ngā hapū o Ngāpuhi in future Treaty settlement negotiations, and to return a portion of annual profits to those affiliated with Ngāpuhi ahead of negotiations.

Tupu Tōnu is a fully independent commercial company and is a Crown-owned company listed under Schedule 4A of the Public Finance Act. It has two shareholding ministers: the Minister for Treaty of Waitangi Negotiations and the Minister of Finance, each with a 50% shareholding. The Minister for Treaty of Waitangi Negotiations is the responsible minister for Tupu Tōnu.

Shareholding ministers appoint a Board of Directors (the Board) to oversee the governance of Tupu Tōnu. The Board directs the company's business and affairs and is accountable to the shareholding ministers. It is responsible for ensuring that Tupu Tōnu operates in accordance with its constitution and is cognisant of the shareholding ministers' expectations. The Board is committed to a high standard of corporate governance.

Performance information for Tupu Tōnu can be found in their Annual Report.

Targets based on our Work Programme

Te Tari Whakatau negotiates the settlement of historical Treaty claims with all willing iwi groups. Negotiating Treaty settlements also requires the active involvement of a wide range of agencies responsible for redress and ongoing relationships with Māori.

Each negotiation with a claimant group is different because that group has different claims and interests. However, the negotiation of historical Treaty claims usually involves the following four steps:

1. Preparing claims for negotiations
2. Pre-negotiations
3. Negotiations
4. Ratification and implementation.

Under each of these steps there are a number of key milestones. We use these milestones to track our progress through performance measures. This results in targets for performance measures changing each year as we move through the process with the claimant groups.

We also based the Takutai Moana performance measures on the work programme. The two performance measures ('Progress the Marine and Coastal Area (Takutai Moana) Act 2011 Legislation updates' and 'Implement the Marine and Coastal Area (Takutai Moana) Act 2011 Applicant Group Funding scheme updates') illustrate our focus on the planned legislation updates to the Marine and Coastal Area (Takutai Moana) Act 2011 and the changes to the Takutai Moana FAS.

Whāinga Amorangi

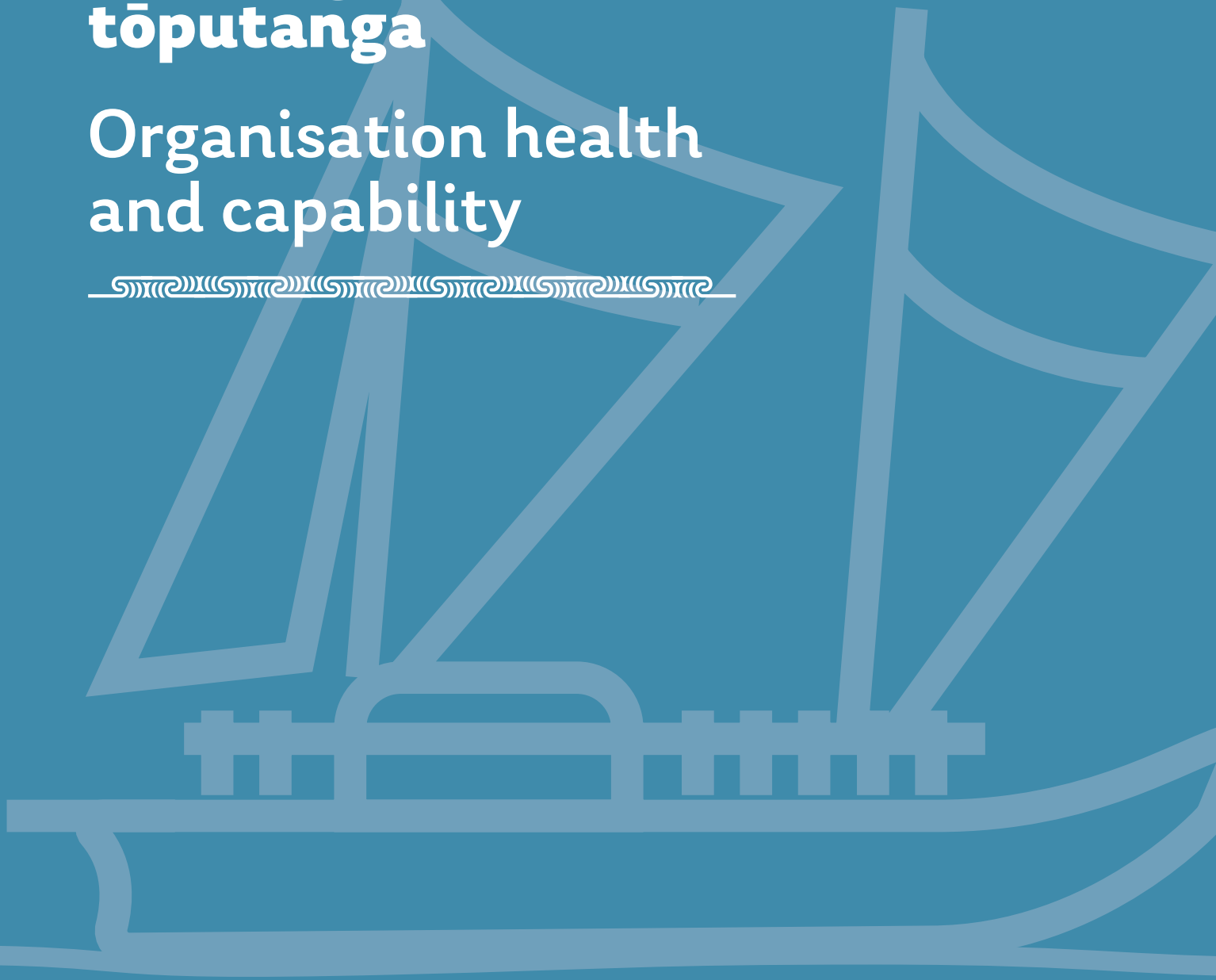
Section 14 of the Public Service Act 2020 places explicit responsibilities on public service leaders to build and maintain the capability of the public service to engage with Māori and understand Māori perspectives. To realise this commitment, as Te Arawhiti we led and encouraged all agencies to have a Whāinga Amorangi capability plan for growth both as individuals and as an organisation.

Te Arawhiti supported the core Crown agencies and respective chief executives to meet their responsibilities by setting the direction, pace and guidance for lifting the performance of Crown agencies. As the system lead for Māori Crown relations, Te Arawhiti was the owner of Whāinga Amorangi: Transforming Leadership programme. This responsibility has now transferred to Te Puni Kōkiri.

Core Crown agencies are public service departments as defined in Parts 1 and 2 of Schedule 2 of the Public Service Act 2020.

**Te oranga o te
tōputanga**

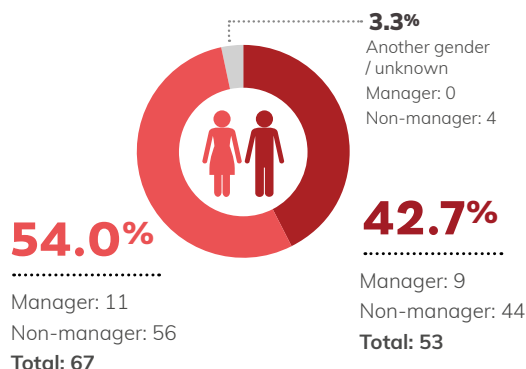
**Organisation health
and capability**



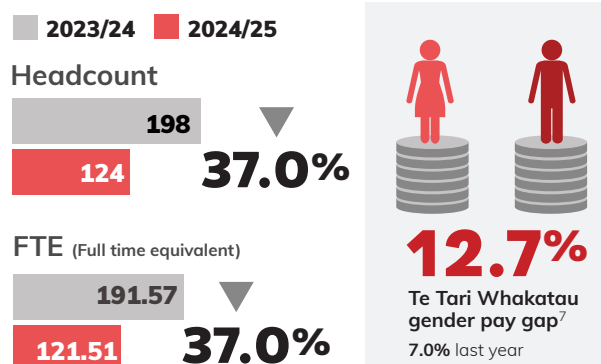
Taitimu, Taipari – Our people, then and now

Note: The data spans the full 2024/25 reporting year and includes both Te Arawhiti (before 24 February 2025) and Te Tari Whakatau (from 24 February to 30 June 2025)

Our kaimahi

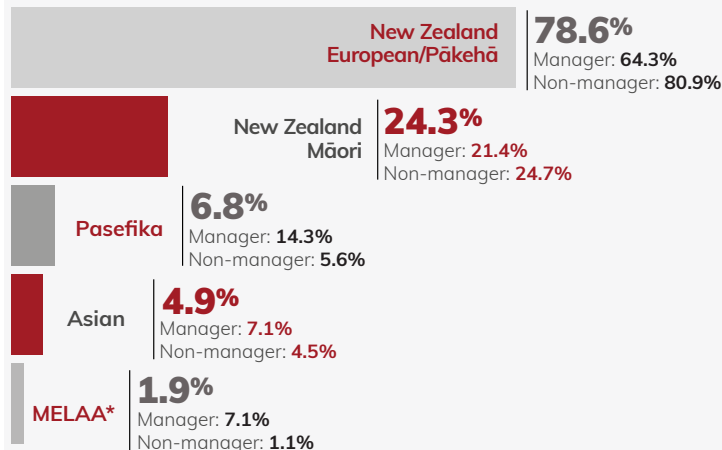


Growth and maturity of our organisation



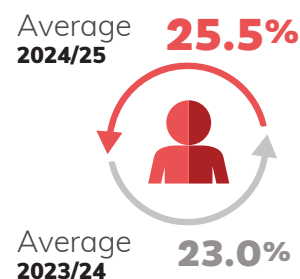
Ethnicity

Acknowledging intersectionality, our kaimahi have identified to being members of the following communities.



*Middle Eastern/Latin American/African

Unplanned turnover



Average length of service



Occupation (headcount)

	All Managers	Policy Analysts/ Information Professionals	Social, Health & Education Workers*	Legal, HR & Finance Professionals	Clerical & Admin Workers	Other
2024/25	22	73	16	6	7	0
2023/24	38	116	19	7	18	0
#/%	42%	37%	16%	14%	61%	0.0%

*Our historians are categorised by ANZSCO (Australian and New Zealand Standard Classification of Occupations) as social, health and education workers.

⁷Gender Pay Gap (%) = ((Male Avg Salary – Female Avg Salary) / Male Avg Salary) * 100



Ngā kaimahi – Our people through transition

In 2024/25, Te Arawhiti had significant workforce changes, with 44 roles transferred to Te Puni Kōkiri from 24 February 2025.

Once Te Tari Whakatau was operational, no structural changes were made. A small number of fixed term roles were used to support a smooth transition into a new phase and operating context. These roles were within the new establishment of 137 FTE.

Te Tari Whakatau is committed to the Ministry of Justice’s Kia Toipoto Gender Pay Action Plan and ongoing gender equity. The average gender pay gap increased to 12.7% from 7.0% last year, reflecting workforce changes during organisational transition rather than a systemic issue. Average salaries rose 7.9% for males and 1.4% for females. Female representation remains strong in senior roles, and we continue to monitor pay equity and workforce data closely.

The table below presents average pay gaps by ethnicity.

Ethnicity	Average Pay Gap	Count of employees
European	12.1%	81
Pacific	8.4%	7
Māori	0.8%	25
Asian	16.9%	5

- Employees may identify with up to three ethnicities and are counted accordingly. Comparisons are made between each ethnicity group (European is compared against non-Europeans; Pacific against non-Pacific, etc).
- A positive pay gap (e.g. European at 12.1%) means the average pay is higher for those not in that ethnic group (i.e. non-Europeans earn more on average than Europeans). A negative pay gap means the average pay is higher for that ethnic group.



Tō mātou Whakahaere – Our organisation

2025 Te Taunaki Public Service Census

We had a strong response to the 2025 Te Taunaki Public Service Census, with 78.3% of kaimahi participating – well above the public service average of 68%.

Overall, the findings were encouraging, highlighting strong staff engagement and a healthy workplace culture – particularly in areas aligned with our Māori Crown relations mandate. This was encouraging given the significant organisational changes during the year.

In response to the findings, Te Tari Whakatau developed a draft Action Plan which we engaged with our kaimahi on. The Action Plan will inform a new People Strategy to further strengthen performance and enhance the experience of working at our agency. The strategy will address these key themes:

- Te mahi kia māmā, kia tōtika – better managing work pressures and streamlining how we work.
- Oranga tangata, oranga mahi – enhancing how we support wellbeing.
- Te ara whakatipu – extending opportunities for career development.
- Mahi tahi mō te pae tawhiti – strengthening connections across our work and in how we work with others.

This work reflects our commitment to listening to our kaimahi and ensuring their experiences and feedback help shape our future direction.

Health, safety and wellbeing

Te Tari Whakatau takes its health and safety responsibilities seriously. In 2024/25, no incidents resulting in serious harm were reported. Across the year, Te Arawhiti and Te Tari Whakatau received a total of nine incident reports, with three resulting in minor injuries. This represents a reduction of 11 incidents compared to the previous year.

Looking ahead, we will continue to strengthen our focus on health, safety, and wellbeing to ensure a supportive and safe working environment for all kaimahi. The first two themes of our emerging People Strategy, noted above, have a strong health, safety, and wellbeing focus.

Carbon Neutral Government Programme

Te Tari Whakatau is committed to the Carbon Neutral Government Programme (CNGP).

During the reporting period Te Tari Whakatau has reported all mandatory emissions sources under the Programme. Our December 2025 CNGP submission will also include emissions intensity metrics based on FTE, expenditure, and revenue.

To ensure future reporting aligns with our current structure we plan to recalculate our base year emissions in 2025/26 in line with CNGP guidance. This also reflects that Te Tari Whakatau has a smaller workforce than Te Arawhiti and, therefore, a lower emissions footprint.

Total annual emissions

In 2024/25 our gross emissions from mandatory sources totalled 123.85 tCO₂e (tonnes of carbon dioxide equivalent). This was a significant reduction compared to 2023/24 (189.07 tonnes) and, going further back, 2018/19 (297.38 tonnes).

Our emissions breakdown is shown below, noting emissions from transport reflect the importance of travel for our work (our largest emissions source) as part of ensuring strong relationships. These emissions were verified by Toitū Envirocare on 19 September 2025.

Figure 1: Mandatory emissions breakdown by category in tCO₂e

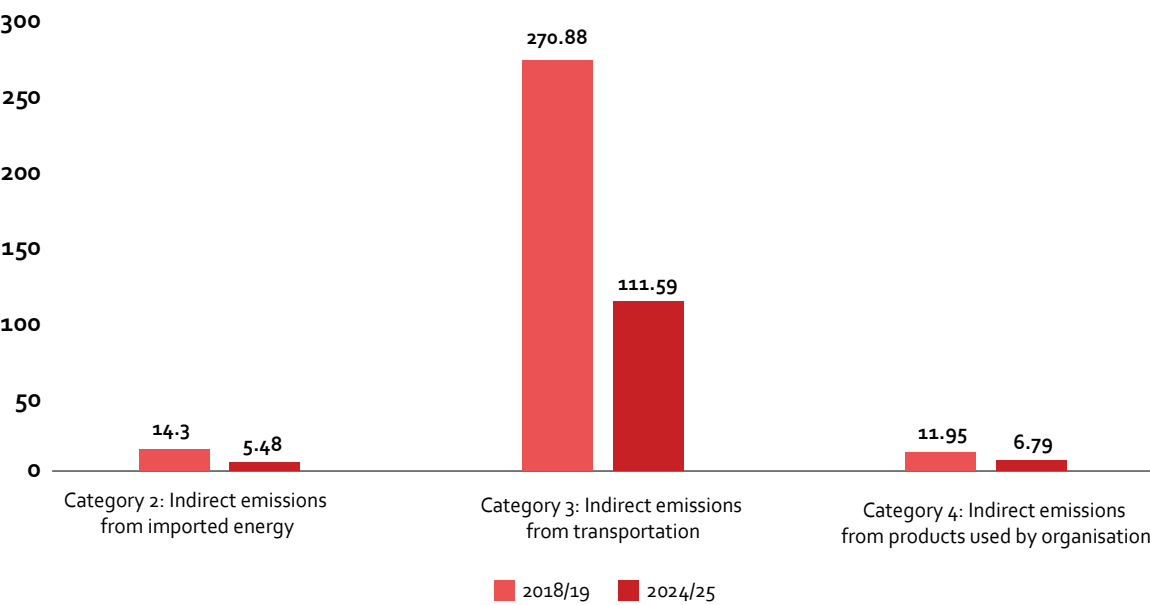
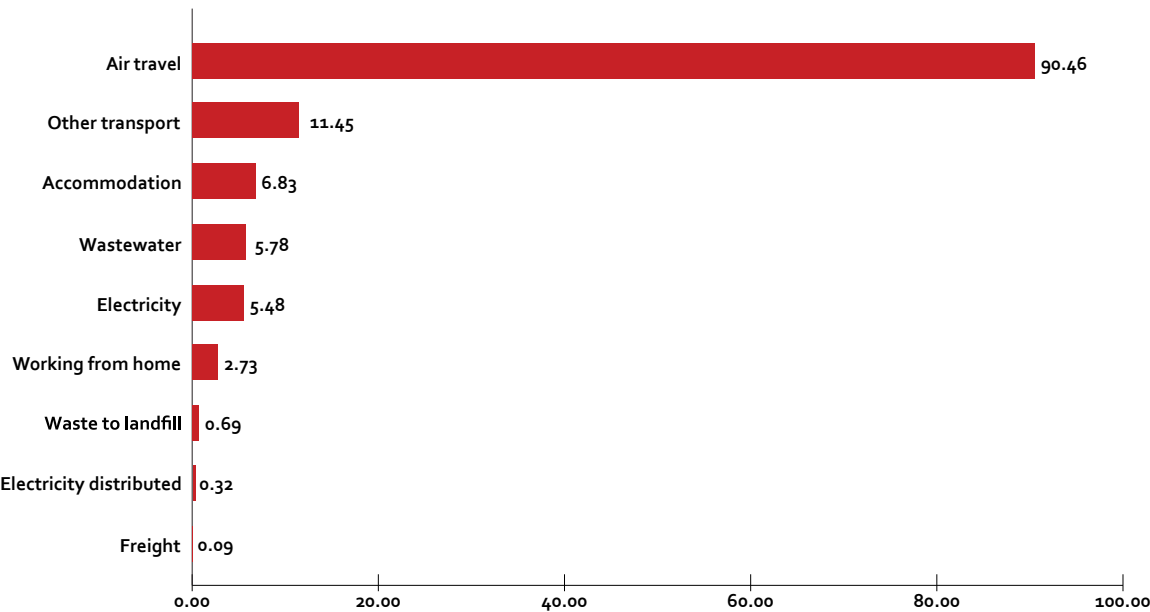


Figure 2: 2023/24 mandatory emissions breakdown by source in tCO₂e



Emissions reduction targets, progress and initiatives

Te Tari Whakatau is committed to reducing gross emissions in line with the 1.5°C science-based pathway. Our emissions reduction pathway aims for a 21% reduction by 2024/25 and a 42% reduction by 2029/30 using 2018/19 as the baseline year.

As noted in our 2023/24 Annual Report, we met the 2024/25 target ahead of schedule. At that point, a further 9.6% reduction would be required to reach our 2029/30 goal. As we move ahead, we will recalculate our base year in 2025/26 to reflect our scale and functions as Te Tari Whakatau.

Emissions reduction initiatives

Te Arawhiti refreshed its emissions reduction plan in September 2024 leading to the following key actions that Te Tari Whakatau will be building on ahead. These include better use of emissions data to inform travel decisions; reducing waste; and broader consideration of sustainability initiatives that support emissions reduction and/or offer wider environmental benefits.



Ngā kaupapa tipu – Growing capabilities through Whāinga Amorangi

Public Service chief executives have a responsibility under section 14 of the Public Service Act 2020 to build the Māori Crown relations capability of their staff. Whāinga Amorangi is a framework designed to lift Māori Crown relations performance across the public service.

Our Whāinga Amorangi plan promotes the incorporation of te ao Māori into our work culture. It includes our Māori Language Plan and reinforces our values of Mahi Tahi, Pono ki te Kaupapa, and Atawhaitia.

Our plan is guided by three kaupapa tipu – Aotearoa New Zealand History and Te Tiriti o Waitangi, Tikanga and Kawa, and Te Reo Māori. These kaupapa create opportunities for our kaimahi to engage authentically in te ao Māori, build confidence, and strengthen their ability to engage externally. Given our kaimahi engage with iwi on behalf of the Crown, capability and comprehension in our kaupapa tipu is an important part of their success. Competence in these areas is critical in building the everyday relationships key to our work and supports our strategic goal of restoring Māori Crown relationships.

Recent results from the Te Taunaki Public Service Census indicate that 99% of kaimahi comprehend their responsibilities under Te Tiriti o Waitangi, 99% feel encouraged to use te reo Māori, and 98% perceive support in engaging with Māori perspectives.

Competency: Aotearoa New Zealand history/Te Tiriti o Waitangi



Our objective: To ensure a broader understanding of Aotearoa New Zealand's history and te Tiriti/the Treaty among Te Tari Whakatau kaimahi.

As our kaimahi work with Treaty settlements and facilitate the recognition of customary takutai moana rights, a broad understanding of Aotearoa history and te Tiriti/the Treaty is required to grasp the context of our work. We utilise our in-house knowledge and create tailored presentations and learning experiences, including online learning modules and The Wall Walk, to enhance understanding of different dimensions of New Zealand history and te Tiriti.



Competency: Tikanga and Kawa

Our objective: To embed tikanga and kawa into every aspect of Te Tari Whakatau's operations.

We provide regular opportunities for kaimahi to gain confidence in tikanga and kawa. Our sessions offer cultural context and practical support in a safe learning environment. This helps build confidence to apply tikanga and kawa in our mahi and foster connections with mana whenua groups we work with.



Competency: Te Reo Māori

Our objective: To value, comprehend, and utilise te reo Māori within Te Tari Whakatau.

We support access to te reo Māori learning at various levels to all kaimahi, with 63.5% of kaimahi enrolled in learning opportunities. Practical application is supported through karakia and waiata sessions, fostering a culture in which proficient speakers (tuakana) assist novices (teina). This support has resulted in increased confidence. Overall, we aim to normalise and celebrate te reo Māori as a vital component of our identity, operations, and respect for our work with and alongside Māori.

Te kawa whakataua o te Tiriti – Treaty settlement commitments

He Korowai Whakamana framework

In December 2022, Cabinet agreed to the He Korowai Whakamana framework for achieving oversight of Treaty settlement commitments and a consistent approach for addressing and resolving settlement issues. Part of the framework requires core Crown agencies to track the status of their commitments using Te Haeata, and report on these from this reporting year onwards. Te Haeata is an online tool managed by Te Puni Kōkiri that captures Crown commitments made in Treaty settlements.

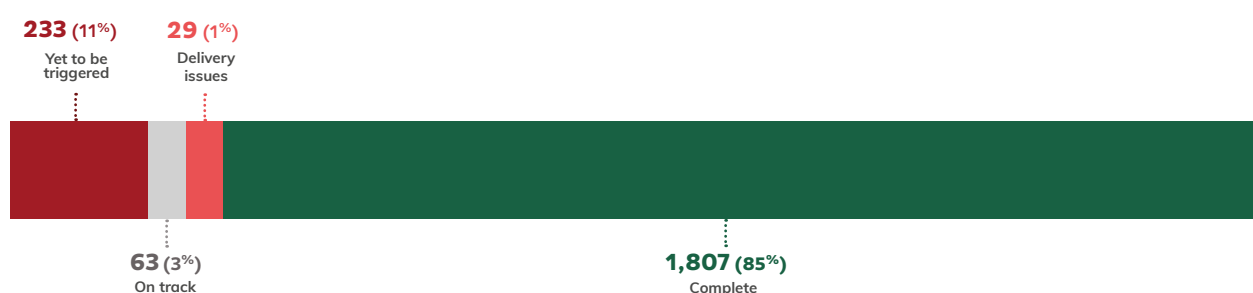
The intention of this reporting requirement is to enhance Crown accountability for Treaty settlement commitments, give iwi visibility and assurance that their settlement commitments have been upheld, and to track progress.

The status of Te Tari Whakatau Treaty settlement commitments

As of 30 June 2025, Te Tari Whakatau was identified as responsible for 2,132 Treaty settlement commitments. Te Tari Whakatau holds the third largest number of settlement commitments across the core Crown agencies. We are responsible for a variety of settlement commitments relating to financial redress payments, the transfer of settlement properties (in past settlements before 1 July 2016), letters of introduction, relationship redress, and handling tax indemnities and obligations.

Most of the commitments we are responsible for have been completed (85%) or are yet to be triggered (11%). A small proportion of our commitments are on track (3%) or have delivery issues (1%) that we are actively working to resolve. The most common reasons for delivery issues are related to (i) complex redress from the 1990s not yet delivered; and (ii) letters of introduction that may not have been sent to various parties, something we are actively seeking to confirm and if needed address.

Figure 3: Status of Commitments



The first of those delivery issues relates to incomplete ancillary redress from the 1990s. Before the emergence of the Crown's now established approach to settlements, in the 1990s the Crown agreed to provide redress for specific property claims that were ancillary to settlements with the relevant large-natural groups (LNGs). These are four workstreams where, although historical claims have been settled, the ancillary redress committed in the 1990s is yet to be finalised and agreed with the redress recipients:

- Section 15 of the Ngāi Tahu Deed: four untransferred SILNA⁸ blocks;
- Section 14 of the Ngāi Tahu Deed: the four untransferred Taiaroa Head sites;
- the un-transferred Crescent Reserve land ancillary to the Ngāti Tūrangitukua settlement;
- and Waitomo Domain.

We are working with the beneficiaries as to how to reach agreement on terms of transfer (for example receiving entities, third-party easements, post-receipt management arrangements) to enable transfer. The most advanced of these is the delivery of the Hāwea/Wānaka Substitute Land committed under Section 15 of the Ngāi Tahu Deed. This work involves some complex matters that we are focused on resolving.

⁸[South Island Landless Natives Act 1906](#)

Te tīpoka ōhanga

**Our financial
performance summary**



Appropriations provide a Minister with the authority from Parliament to spend public money or incur expenses or liabilities on behalf of the Crown, for activities that fall within the defined scope of the appropriation.

For the year ended 30 June 2025 Vote Te Arawhiti included appropriations which are summarised below:

Appropriation title	Expenditure ^A 2025 \$000	Approved Appropriation ^B 2025 \$000	Underspend 2025 \$000
Vote Te Arawhiti			
Departmental Expenditure			
Crown Response to Wakatū Litigation and Related Proceedings (MYA Expense)	532	640	108
Treaty Negotiations and Marine and Coastal Area Customary Interests	34,709	38,099	3,390
Māori Crown Relations MCA			
- Strengthening Crown Capability	5,566	6,881	1,315
Total Departmental Expenditure	40,807	45,620	4,813
Non-Departmental Expenditure			
Ancillary redress: financial assistance for beneficiaries	213	1,250	1,037
Claimant Funding	2,976	5,639	2,663
Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area	11,379	14,145	2,766
Historical Treaty of Waitangi Settlements (MYA Expense)	49,342	350,000	300,658
National Resilience Plan – Kaitia Airport Works (MYA Expense)	200	200	-
Operations of Ngāpuhi Investment Fund Limited	1,777	1,900	123
Post-Settlement Resolution for New Zealand Defence Force Redress at Royal New Zealand Air Force Base Woodbourne	25,200	25,200	
Reconciliation Initiatives Outside of Treaty Settlements	419	439	20
Waitangi Tribunal Claimant Participation Funding	86	580	494
Māori Crown Relations MCA			
- Supporting Significant Māori Events	769	965	196
Total Non-Departmental Expenditure	92,361	400,318	307,957
Total Vote Te Arawhiti	133,168	445,938	312,770

Further reporting against appropriations is included on pages 138 to 141 of the Ministry of Justice Annual Report 2024/25.

^AExpenditure excludes remeasurements. A remeasurement is generally the movement in the value of an asset or liability that is outside the control of Te Tari Whakatau as defined by the Public Finance Act 1989. Remeasurements do not require an appropriation.

^BThis includes adjustments made in supplementary estimates.

Te pūrongo a te kaiarotake

Independent auditor's report



The independent auditor's report is included in the Ministry of Justice report on pages 144 to 145.



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