



TOWARDS TRUE TREATY PARTNERSHIP

Te Pūrongo ā-Tau o Te Arawhiti Our Annual Report for 2021 to 2022

The Office for Māori Crown Relations – Te Arawhiti was established on 1 January 2019 as a departmental agency hosted by Te Tāhū o te Ture – Ministry of Justice.



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Te kupu whakataki a tō mātou Tumu Whakarae



He koanga ngākau kua riro māku, i te tūranga o te Tumu Whakarae Whakakapi o Te Arawhiti, te whakatakoto ki mua i tō aroaro ko te pūrongo ā-tau o te whakahaere mō tēnei tau.

Te tirohanga whakamuri ki te tau kua hipa – kātahi te tau nui me ōna whakatutukinga, ōna wero anō, ka mutu taku poho korerū i te āhua o tā mātou kawē ā-whakahaere i ngā mahi ahakoa rā te āhua. E ahu tonu mai ana tō mātou wawata mō te hononga Māori Karauna i te mōhio he nui ngā hua ka puta i te hononga momoho tonu, he mea nui ake i te katoa o ōna wāhanga – me te mōhio anō ahakoa piki, ahakoa heke me mau tonu mātou ki tēnei ara.

I roto i te tau kua taha kua whāiti ake tō mātou arotahi, kua piki hoki te haere o ā mātou mahi whakahirahira ki te whakaora, ki te whakapūmau, me te whakapakari haere i te hononga Māori Karauna kia puāwai mai ai te pātuinga Tiriti tūturu. Ka mutu pea te wawata manawanui ko tēnei, e mea ana me arotahi mātou ki ētahi kaupapa rautaki āhua maha nei:

WHAKAORA

- » Te whakatau i ngā take Tiriti kua roa e tārewa ana, o nāianei anō hoki
- » Te tatū i ngā kokoraho Tiriti o mua
- » Te mahi i te taha o ngā iwi Māori kia mārāma ai rātou ki ō rātou motika, pānga hoki i te Takutai Moana.

WHAKAPŪMAU

- » Te whakamana i ngā paihere o ngā whakataunga Tiriti
- » Te tautoko i ngā hinonga Karauna ki te honohono ki te iwi Māori
- » Kia noho matua tonu te hononga Māori Karauna i te whanaketanga o ngā kaupapahere.

WHAKAPAKARI

- » Te whakapiki i te māia o te rāngai kāwanatanga kia pai ai te mahi ki te taha o te Māori, mā te Māori anō hoki
- » He tuitui i ngā pātuinga Māori Karauna
- » Hoa Pātui i te urupare me te whakaora KOWHEORI-19

E mōhio kē ana a Te Arawhiti ko te hononga tangata e kore e motu i te whakaaetanga ki te whakataunga – ka haere tonu, ka haere tonu, ā, ki te tika te manaaki, te poi-poi, e hia nei ōna hua pūmau tonu ka puta ki ngā tāngata katoa o Aotearoa. Puta noa i ā mātou mahi – arā, ki te mātua whakarite ka tutuki katoa te Karauna i ōna kawenga whakataunga, ki te āwhina i ngā hinonga ki te honohono me te mahitahi i te taha o te iwi Māori, e noho takawaenga ana, e whakanui ana hoki i ngā hua o tēnei mea te pātuinga – ko tā Te Arawhiti he kōkiri i te whakapakaritanga, i te whakapikinga hoki o taua hononga kaikini whakaharahara.

Ahakoa te mātou ki ngā whāinga whakahirahira e tika ana kia whakatutuki mātou, ki te taha hoki o te iwi Māori me te Karauna, kei te mārāma hoki mātou kia eke panuku ai me tika te whakaritenga o te whakahaere. Kua whakapau kaha mātou mō ā mātou kaimahi te take, kia mātua whakarite ko te āhuatanga o te wāhi mahi he āhuatanga tautoko, whakawhanake hoki i te tangata, kia rite ai rātou mō te āpōpō e tū mai nei.

I roto i te tau kua pahure ake, kua āhei mātou ki te mahi i te taha o ngā rōpū Māori ki te whakatutuki i ngā pae tata whakataunga Tiriti 12 – hutihuti ana te haere whakamua, i te whai whakaaro a te Karauna me te Māori ki te whakatau i ngā take o ngā ra o mua me te whakaora anō i tō tātou hononga. Kua oti i ā mātou te whakarite rautaki honohono hou mō te Takutai Moana e whakahaere i te wā ki te whakatutuki i ngā tū mahi honohono, ki te whakamana hoki i ngā pānga a te Māori i te takutai moana, neke atu pea i ētahi ngahurutanga tau te nui o te hekenga. Kua whakawhanake taputapu hoki mātou e āwhina i ngā hinonga Karauna kia mātua whakarite ka noho matua tonu te hononga Māori Karauna ki mua tonu i te aroaro i te tītonga o te kaupapahere. Ka mutu kua hono mai hoki ko ngā Tumu Whakarae katoa o te rāngai kāwanatanga me ā rātou hinonga ki te Whāinga Amorangi me te pou tarāwaho āheinga mō te hononga Māori Karauna kia mātua whakarite ai kei te waihangā haere mātou i te rāngai kāwanatanga e rite ana kia noho hei hoa pātui ki te iwi Māori.

Kāore i tua atu i te mahi whakahirahira i te mutunga o te tau pūtea – arā, ko te orokohanga o te rā whakatā tūmatanui o Matariki kia whakanuia e te iti, e te rahi katoa o ngāi Aotearoa. Kātahi te hāngai o tēnei, he mea whakahirahira te kaupapa o Matariki i te tikanga o tō mātou wawata – kia mahi tahi ā-pātui nei mātou, inā te nui o ngā mahi tē taea e te kotahi, heoi anō, ehara i te mea mā te iwi Māori me te Karauna anake ngā hua, engari mā ngā tāngata katoa o Aotearoa, otirā, mā tō tātou motu hei whenua o te ao hou e noho ana ki tō mātou kokonga o te Moana-nui-a-Kiwa.

Ko tētahi o ngā āhuatanga taketake o Matariki ko te titiro whakamua me te whakarite mō ngā rā e tū mai nei. I te tau kua hipa, kua whakapau kaha Te Arawhiti ki te whakatutuki i ngā mahi kei mua tonu i te aroaro e pā ana ki te hononga Māori Karauna, me te titiro whakamua kia mātua whakarite he tika ngā tāngata, he tika ngā taputapu, he tika hoki ngā hononga kia haere tonu ai ā tātou mahi, kia tautokona hoki tō mātou wawata mō te hononga Māori Karauna ināianei, ā, haere ake nei – he mōhio nō mātou he mea nui whakaharahara tēnei ki tō tātou motu. Me te 33 rōpū e mahi ana i ngā momo mahi e pā ana ki te tukanga whakataunga Tiriti, he hōtaka honohono kiki tonu puta noa i ngā mahi Takutai Moana, tētahi kaupapa kaupapahere nui hoki puta noa i te kāwanatanga e tika ana kia āta whakaarohia ōna papānga ki te hononga Māori Karauna, me te whakahoutanga o te aronga ki tēnei mea te pātuinga i ā mātou e titiro whakamua ana, mārāma tonu te tirohanga atu he tau humi anō te tau e tū mai nei.

Kei te manawareka tonu ki a au kia riro māku te tātaki tō tātou whānau i konei i Te Arawhiti e tiro whakamua ana ki te tau e tū mai nei me ōna tini whakapātaritari, ōna tini ara anō hoki – katoa mai me taua whāinga whakangākau anō kei mua tonu i te aroaro – te iwi Māori me te Karauna e mahi tahi ana i runga i te whakaaro kotahi kia eke mai ko tēnei mea te pātuinga Tiriti tūturu.

He manako te koura e kore ai.

Glenn Webber
Tumu Whakarae (Whakakapi)

Introduction from our Tumu Whakarae



Tēnā koutou, tēnā koutou, tēnā koutou katoa

It is a pleasure as the Acting Chief Executive of Te Arawhiti to present this year's annual report on behalf of the organisation.

Reflecting on the last year – it has been one full of great achievements and challenges, and I am extremely proud of how we as an organisation have addressed both. Our vision for the Māori Crown relationship continues to be based on the opportunity we know exists in a thriving relationship that is greater than the sum of its parts – and we know that we can't lose sight of that opportunity even when challenges come our way.

Over the past year, Te Arawhiti has increased our focus and momentum on our important work to restore, sustain and build the Māori Crown relationship towards true Treaty partnership. This is an ambitious vision which requires us to focus our attention across several strategic priorities:

RESTORE

- » Settle historical Treaty claims
- » Resolve longstanding and contemporary issues
- » Engage with Māori on Takutai Moana

SUSTAIN

- » 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

BUILD

- » Lift public sector capability to work with Māori
- » Broker Māori Crown partnerships
- » Partner in COVID-19 response and recovery

Te Arawhiti recognises that a relationship does not end when you agree a settlement – it is ongoing and, if nurtured and grown, can bring lasting benefit to all New Zealanders. Across our work – in ensuring the Crown meets its settlement obligations, helping agencies engage and partner with Māori, brokering and highlighting the benefits of partnership – Te Arawhiti drives improvement and advancement of that critical relationship.

While we're aware of the important objectives we must achieve for and with Māori and the Crown, we also understand that to be successful, we need to have an organisation that is set up for success. We've invested in our people to make sure we're a workplace that supports its people and develops them for the future.

Over the last year, we've been able to work with Māori groups to achieve 12 Treaty settlement milestones – strong progress as the Crown and Māori look to reconcile the past and restore our relationship. We put in place a new engagement strategy for Takutai Moana that will see the timeline for completing engagements and recognising Māori interests in the takutai moana reduced by decades. We've developed tools that will help Crown agencies put the Māori Crown relationship at the heart of policy-making. All public service Chief Executives and their agencies have signed up to Whāinga Amorangi and Māori Crown relations capability framework to ensure we are building a public service that is ready to partner with Māori.

The year ended with a huge highlight for us – the inaugural Matariki public holiday celebrated by all New Zealanders. This is fitting because the kaupapa of Matariki showcases what our vision is all about – when we work together in partnership, we can do things that wouldn't be possible otherwise, and those things aren't just for the benefit of Māori or the Crown, but of all New Zealanders and our country as a modern nation nestled in our corner of the Pacific.

Part of the Matariki tradition is looking ahead to the future and planning for what comes next. Over the past year, Te Arawhiti has worked hard to not only work through the current issues facing the Māori Crown relationship, but to look ahead and make sure we have the people, tools and relationships in place to continue our mahi and support our vision for the Māori Crown relationship into the future – as we know how important this is for our nation. With 33 groups actively working in varying stages of the Treaty settlement process, a busy engagement schedule across our Takutai Moana work, an ambitious policy programme across government requiring careful consideration of impacts on the Māori Crown relationship and a renewed focus on partnership as we look to the future, it's clear it's going to be another busy year.

I'm excited to continue to lead our whānau here at Te Arawhiti as we move towards a year of challenges and opportunities – all with that aspirational goal in our sights – Māori and the Crown, working together towards true Treaty partnership.

He manako te kōura e kore ai.

Glenn Webber
Tumu Whakarae (acting)

Ko wai mātou, ā mātou mahi – Who are we and what we do

Our purpose

Our name, Te Arawhiti, symbolises the bridge between Māori and the Crown, and the past and the future. The purpose of Te Arawhiti, the bridge, is to help guide the Māori Crown relationship from historical grievance towards true Treaty partnership, and to help guide the Crown, as a Treaty partner, across the bridge into te ao Māori.

The work of Te Arawhiti is relationship based. We work across the public sector to support the Crown to be a better Treaty partner and in doing so support better outcomes for Māori and all New Zealanders.

Our strategic intent is to restore, sustain and build the Māori Crown relationship towards true Treaty partnership. Our values, Mahi Tahi, Pono ki te Kaupapa and Atawhaitia underpin the work we do. These provide us a clear direction to work alongside other public sector agencies to engage with Māori and influence positive outcomes for whānau, hapū, iwi and Māori communities throughout Aotearoa.

Our name and our role

Te Arawhiti is a departmental agency hosted by Te Tāhū o te Ture – Ministry of Justice. We have 189 full-time equivalent staff who are based in our Wellington office.

Te Arawhiti works as the steward for Māori Crown relations across government. Our work covers the full spectrum of relationships with Māori – from restoring the relationship through Treaty settlements and Takutai Moana applications to building partnerships that lead to better outcomes for both Māori and all New Zealanders.

The functions of Te Arawhiti include:

- overseeing Treaty settlement negotiations and policy
- supporting the Crown in ensuring it meets its Treaty settlement commitments
- administering and overseeing the Marine and Coastal Area (Takutai Moana) Act 2011
- providing strategic advice on the Māori Crown relationship
- strengthening public sector capability to meaningfully engage with Māori
- providing strategic leadership and advice on contemporary Treaty issues
- brokering solutions to challenging relationship issues with Māori
- developing collaborative partnership principles to support agencies to deliver optimal solutions
- coordinating significant Māori Crown events on behalf of the Crown.

Our leaders



Warren Fraser – Deputy Chief Executive Strategy and Policy, **Tui Marsh** – Deputy Chief Executive Treaty Reconciliation and Takutai Moana, **Glenn Webber** – Tumu Whakarae – Chief Executive, **Kelly Dunn** – Deputy Chief Executive Partnerships, **Eru Lyndon** – Deputy Chief Executive – Treaty Reconciliation Pourongomau o Nga Tatau Pounamu

Not pictured: **Lil Anderson** – Tumu Whakarae and **Darrin Sykes** – Deputy Chief Executive Organisational Services



TOWARDS TRUE TREATY PARTNERSHIP

RESTORE

- » Settle historical Treaty claims
- » Resolve longstanding and contemporary issues
- » Engage with Māori on Takutai Moana

SUSTAIN

- » 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

BUILD

- » Lift public sector capability to work with Māori
- » Broker Māori Crown partnerships
- » Partner in COVID-19 response and recovery

Mahi Tahī

Pono ki te Kaupapa

Atawhaitia

Working together in good faith with humility and authenticity



Ngā whakatutukinga o te tau nei – This year’s achievements

Hūrae
Hōngongoi
July



The Whāinga Amorangi independent panel was established, chaired by Professor Rawinia Higgins



The High Court released a decision regarding the Clarkson whānau application for customary marine title under the Marine and Coastal Area (Takutai Moana) Act 2011

Ākuhata
Hereturikōkā
August



Aotearoa moved to COVID-19 Alert Level 4, a \$1.2 million fund was established for iwi pandemic response funding



Iwi Māori leaders COVID-19 engagements re-established

Hepetema
Mahuru
September



Te Arawhiti staff won an overall award and taonga in recognition of our first place engagement with Te Wiki o Te Reo Māori



Facilitated a relationship redress hui with Te Kotahitanga o Tūwharetoa and agencies to enable delivery of commitments

Oketopa
Whiringa-ā-nuku
October



Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua signed a deed of settlement on 29 October



Established the Māori Communities COVID-19 Fund alongside Te Puni Kōkiri and the Ministry of Health

Noema
Whiringa-ā-rangi
November



Legislation for the Moriori Treaty settlement enacted on 23 November



Te Haeata (register of Treaty settlement commitments) training provided to iwi, Māori, local government, government agencies

Tīhema
Hakihea
December



Appointment of Chief Advisor, Mātauranga Matariki – Professor Rangī Matamua



The High Court released a decision regarding the Ngāti Pāhauwera application for customary marine title under the Marine and Coastal Area (Takutai Moana) Act 2011

Hānuere
Kohitātea
January



Paepae Rangatira hui between Ministers and Ngaa Rauru Kiitahi

Pēpuere
Huitanguru
February



Te Rohe o Rongokako Joint Redress Bill was introduced on 3 February. The Bill gives effect to specific cultural redress shared between Ngāti Kahungunu and Rangitāne



Supported Waitangi Day 2022, the first virtual event held and filmed at Waitangi due to COVID-19 restrictions

Māehe
Poutūterangi
March



Te Whakapiki Mōuri, Te Arawhiti supported the partnership between Parliament and Te Ātiawa to reopen Parliament grounds



Treaty Provisions Guidance for Public Service endorsed by Cabinet

Āpereira
Paengawhāwhā
April



Established Te Rōpū Tai Timu Tai Pari, an external reference group advising on how to uphold takutai moana rights through the resource management reform mahi being led by the Ministry for the Environment



101 Engagement with Māori workshops updated and delivered online to the New Zealand public service

Mei
Haratua
May



10,000 commitments on Te Haeata published



Launched Te Tohu o Matariki logo at Carter observatory

Hune
Pipiri
June



Inaugural Matariki Public Holiday event at Te Papa



Te Arawhiti endorsed all 36 core agencies' Whāinga Amorangi Plans

Whakaora - Restore

- Settle historical Treaty claims
- Resolve longstanding and contemporary issues
- Engage with Māori on Takutai Moana

To build closer partnerships with Māori, we are focusing on addressing breaches of the Treaty of Waitangi. By addressing these issues, we can restore and move forward with renewed relationships built on trust and confidence

Settle historical Treaty claims

We work with iwi Māori to resolve historical grievances by negotiating fair and durable Treaty of Waitangi settlements. These settlements include historical, cultural, financial and commercial redress that provide a foundation for strengthening the Māori Crown relationship into the future.

This year we have achieved the following milestones:

- signed terms of negotiation with Mōkai Pātea
- initialled a deed of settlement with Whakatōhea
- signed deeds of settlement with Maniapoto, Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua and Te Ākitai Waiohū
- introduced settlement legislation for Maniapoto, Ngāti Kahungunu ki Wairarapa Tāmaki nui-a-Rua and a joint redress bill for Wairarapa iwi – Te Rohe o Rongokako
- settlement legislation enactment for Moriori, Ahuriri Hapū, Ngāti Maru (Taranaki) and Ngāti Rangitīhi.

Resolve longstanding and contemporary issues

As the Crown works to be a better Treaty partner, it needs to be prepared to hear and respond to discrete issues raised by Māori. Historically, the Crown's approach to resolving issues has relied on formalised frameworks like the historical Treaty settlement process or court actions. In the contemporary environment, Te Arawhiti is working across the public sector and on individual issues to support the Crown towards a mature and collaborative approach to understanding and responding to issues.

We play a unique leadership role by:

- supporting a consistent approach to engaging on and responding to issues
- finding opportunities to build capability and relationships as well as deepen Treaty understanding
- helping agencies understand the full range of Māori rights and interests, and options to provide for these.

Moriori Claims Settlement Act

This year has seen the settlement of the historical claims of Moriori with enactment of the Moriori Claims Settlement Act 2021. The settlement recognises Moriori as tchakat henua (tangata whenua) and waina pono (original inhabitants) of Rēkohu (the Chatham Islands).

The Moriori settlement acknowledges the Crown's failure to act to end the enslavement of the Moriori people, and its contribution to the stigmatisation of Moriori as a racially inferior and extinct people.

The first Moriori claim was filed with the Waitangi Tribunal in 1988 and heard in 1994. This claim was a continuation of the plea for recognition and justice Moriori made to the Crown in 1866. The settlement returns to Moriori almost 1,300 hectares of land across Rēkohu in eight sites, including large parts of Rangihau (Pitt Island), as cultural redress. It also restores Moriori place names to 14 sites as their official geographic name and records a further 20 Moriori place names as unofficial geographic names. Through relationship redress, the settlement raises the profile of Moriori and matters of particular importance to them and encourages better engagement by agencies and organisations.

This year we either led or provided advice and support to Crown agencies on a range of contemporary Treaty issues, including:

- the proposed Kermadec/Rangitāhua Ocean Sanctuary
- current kaupapa inquiries including:
 - Wai 2750: The Housing Policy and Services Kaupapa Inquiry
 - Wai 2700: The Mana Wāhine Kaupapa Inquiry and
 - Wai 2500: The Military Veterans Kaupapa Inquiry
- the response to the COVID-19 pandemic, including in the associated Waitangi Tribunal urgent inquiry.

Engage with Māori on Takutai Moana

We work with whānau, hapū and iwi who have applied for recognition of their customary rights under the Marine and Coastal Area (Takutai Moana) Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019.

We support whānau, hapū and iwi to progress their applications and advise the responsible Minister on the assessment of applications under the Takutai Moana legislation. Our support includes administering financial assistance to applicants and delivering a historical research programme. We also maintain the public geographic information system platform (GIS): Te Kete Kōrero a Te Takutai Moana Information Hub (Kōrero Takutai) to support the consideration of applications under the Marine and Coastal Area (Takutai Moana) Act 2011. We also support the Attorney-General in the High Court by providing historical research GIS mapping and other relevant information.

Resolving longstanding issues through supporting Māori Crown partnerships

In February 2022 the Crown and the Māori Spectrum Working Group signed a memorandum of understanding (MOU) that recognises long-held claims of Māori interest in the telecommunications spectrum. The MOU provides funding and spectrum to further Māori involvement in the digital technology sector. Spectrum refers to the invisible radio frequencies that wireless signals travel over the airwaves. Those signals enable us to communicate on mobile devices.

This agreement is the result of several years of work by the Māori Spectrum Working Group and Hīkina Whakatutuki – Ministry of Business, Innovation and Employment, with support and advice from Te Arawhiti and Te Puni Kōkiri. Previous iterations of work on Māori interests in the telecommunications spectrum had failed to produce an enduring policy response that made the most of the shared objectives of Māori and the Crown. With Te Arawhiti's support, the Crown built the trust of our Māori partners and allowed a mature and collaborative partnership to form around this work.



This year, we have:

- supported the Attorney-General in three High Court hearings, all of which had judgments recognising customary marine title released in 2021:
 - stage two hearings Re Reeder (Ngā Pōtiki)
 - Re Edwards (Whakatōhea No.2)
 - Re Taylor (Ngāti Pāhauwera)
- participated in the Waitangi Tribunal Marine and Coastal Area (Takutai Moana) Act 2011 Inquiry (Wai 2660) stage two
 - worked with applicants across 20 coastlines to support them to progress their applications following the announcement of the Takutai Moana Engagement Strategy last year
 - received Cabinet approval of the revised Financial Assistance Scheme and launched the project to deliver the new scheme, with changes to be implemented from October 2022
 - developed options for resource management reform Ministers to consider how to uphold takutai moana rights through the resource management reforms, drawing on the expertise of a reference group to inform these options.

Te Rōpū Tai Timu Tai Pari Resource Management Reference Group

Te Arawhiti established and worked intensively with Te Rōpū Tai Timu Tai Pari, a group of resource management and the Marine and Coastal Area (Takutai Moana) Act 2011 experts, to design policy advice on how takutai moana rights are upheld in the resource management reforms.

Te Arawhiti has been working with Manatū Mō Te Taiao – Ministry for the Environment, who are leading the reforms. We have been working together to ensure that the resource management-related rights of takutai moana applicant groups and rights-holders will be upheld in the new resource management system.

Resource management-related rights include the ability of customary marine title groups to give or decline permission for certain resource consents and to create planning documents setting out their aspirations for their customary marine title area. These must be incorporated into plans through a set process. It is important for the Māori Crown relationship that the strength of these rights remain under the new resource management system.

Te Arawhiti and Te Rōpū Tai Timu Tai Pari, with assistance from Manatū Mō te Taiao, worked collaboratively to design workable options for resource management reform Ministers to consider for inclusion in the Natural and Built Environment and Spatial Planning Bills in late 2022.



Whakapūmau – Sustain

- Uphold the Crown's Treaty settlement commitments
- Actively support Crown agencies to effectively engage with Māori
- Place the Māori Crown relationship at the heart of policy development

As we continue to settle historical claims, we are focused on sustaining ongoing Māori Crown relationships beyond settlement documents. We do this by ensuring we uphold Crown Treaty settlement commitments and promote partnership opportunities that may present themselves post settlement.

Uphold the Crown's Treaty settlement commitments

Treaty settlements provide a platform for a renewed relationship between Māori and the Crown, based not on grievance and transactions but genuine opportunity and partnership. Keeping that in mind, we work to ensure settlements support partnerships in three key ways:

- supporting iwi and agencies to implement commitments and resolve post-settlement issues
- providing advice on the impacts of policy initiatives on the durability of settlements
- fostering and growing partnerships with groups who have reached settlement.

This year, we have:

- engaged with 32 post-settlement governance entities, including in-depth engagement to develop pathways to resolve five significant settlement issues
- supported the establishment and inaugural meetings of the Chief Executives Tūhoe Settlement Board
- progressed three settlement amendments as part of the Statutes Amendment Bill
- advanced a new framework for enhanced oversight of and accountability for Crown settlement commitments
- provided quarterly joint reports to Minister for Land Information and Minister for Māori Crown Relations: Te Arawhiti on Toitū Te Whenua – Land Information New Zealand's work programme.

Enhancing Te Haeata to support oversight of Treaty settlement commitments

Te Haeata – the Settlement Portal is an online, searchable database of commitments from historical Treaty of Waitangi settlements, as recorded in deeds of settlement and settlement legislation. The purpose of Te Haeata is to raise the visibility of Treaty settlement commitments and help organisations manage their commitments. Te Haeata was launched in June 2019.

Our number of registered users continues to grow and at year end reached 991 and we continue to upload new commitments as more settlements are achieved. At the end of this year there were 10,375 commitments published on Te Haeata.

We continue to enhance Te Haeata. A new function allows organisations to track the status of their commitments. Are they complete? On track? Yet to start? Or are there delivery issues?

Our aim is that all core Crown agencies enter this data, allowing a complete picture of the Crown's delivery of settlement commitments for the first time. In demonstration sessions held this year, users suggested dashboards would help present this picture for each agency and highlight progress towards Treaty settlement delivery. We worked with a website developer, to design a dashboard for Crown agencies that will be launched in August 2022.

Alongside supporting Crown agencies to manage their settlement commitments, the dashboard will support our strategic work to enhance oversight of Treaty settlement commitments. Combining data from all core Crown agencies, we are now developing an all-of-Crown dashboard to support Te Arawhiti to achieve system oversight and, in the future, report on the status of Crown settlement commitments.



Assisting Ngāti Manuhiri to achieve their aspirations to develop their land

Ngāti Manuhiri settled their historic Treaty of Waitangi claims through the Ngāti Manuhiri Claims Settlement Act 2012. Their settlement included the transfer of South Mangawhai Forest as Crown forest licensed land.

Ngāti Manuhiri entered a joint venture to develop part of the land, with the intention of creating more housing opportunities. To enable this development, Ngāti Manuhiri asked the Crown to remove a statutory encumbrance from part of South Mangawhai Forest land. The encumbrance provides access for Māori to protected sites. These sites are entered on Rārangī Kōrero – the New Zealand Heritage List and this encumbrance for protected sites limited development of the land.

Te Arawhiti worked with Ngāti Manuhiri to understand the encumbrance and what removing it would mean for any potentially affected parties. A Pouhere Taonga – Heritage New Zealand assessment concluded there are no protected sites within the area Ngāti Manuhiri identified for development. Ngāti Manuhiri confirmed there are no sites of significance there and corresponded with other iwi about the matter.

Developing the land is consistent with the purpose of Crown forest licensed land redress, intended to enable iwi to build their economic base. Removing the encumbrance was important to enable Ngāti Manuhiri to realise their commercial aspirations. The encumbrance was not intended to impede the development of land, as there are no 'protected sites' within the area for development. The Crown and Ngāti Manuhiri agreed that a settlement amendment was appropriate in the circumstance.

Te Arawhiti worked with Te Tāhū o te Ture – Ministry of Justice to agree that the Statutes Amendment Bill was an appropriate vehicle to remove the encumbrance. An amendment was agreed for inclusion in the Statutes Amendment Bill by the Governance and Administration Committee through the departmental report.

This amendment is progressing through the Statutes Amendment Bill legislative process, with the Governance and Administration Committee expected to report to the House of Representatives in the first quarter of 2022/23.

Actively support Crown agencies to engage effectively with Māori

This year, we have continued to actively support and advise the Crown on engagement with Māori in accordance with the Crown Engagement with Māori Framework and Guidelines. Effective and meaningful engagement with Māori is crucial to generate better quality outcomes, nurture Māori Crown partnerships and uphold the Crown's Treaty commitments.

Engagement advice

There is a substantial amount of engagement on matters important to Māori in the natural resources sector. This year Te Arawhiti has provided ongoing intensive advice and support to Māori, Ministers and the public service on matters such as resource management reform, Three Waters, fresh water and climate change.

This year, we provided support and advice on 61 engagement strategies and plans, regarding planned engagement with Māori, including but not limited to the following: Hīkina Whakatutuki – Ministry of Business, Innovation and Employment, Te Manatū Waka – Ministry of Transport, Toitū Te Whenua – Land Information New Zealand, Tatauranga Aotearoa – Statistics New Zealand, Te Mana Rauhi Taiao – Environmental Protection Authority, Te Tari Taake – Inland Revenue Department, Manatū Taonga – Ministry for Culture and Heritage, Te Tari o te Pirimia me te Komiti Matua – Department of the Prime Minister and Cabinet, Te Tāhū o te Ture – Ministry of Justice, and the Royal Commission of Inquiry – Abuse in Care.

Over the past year, social services sector agencies have required less support from us due to the use of Te Arawhiti engagement guidelines and frameworks early on in their engagement planning.

Introduction to Māori Crown Engagement Workshops

This year, we hosted 15 'Introduction to Māori Crown Engagement Workshops' with a combined attendance of approximately 500 staff from across the public sector. These workshops were held for agencies including: Toitū Te Whenua – Land Information New Zealand, Manatū Ahu Matua – Ministry for Primary Industries, Te Aho o te Kahu – Cancer Control Agency, Te Tari Taake – Inland Revenue Department, Te Mana Ārai o Aotearoa – New Zealand Customs Service, Ara Poutama Aotearoa – Department of Corrections, Tatauranga Aotearoa – Statistics New Zealand, Te Manatū Waka – Ministry of Transport, Manatū Hauora – Ministry of Health, and Te Tari o te Pirimia me te Komiti Matua – Department of the Prime Minister and Cabinet.

Put the Māori Crown relationship at the heart of policy development

Our mahi in this space is to consistently and effectively embedding the Treaty of Waitangi into policy and lifting capability across the Crown. Being a better Treaty partner means ensuring that government policies are cognisant of the Crown's Treaty responsibilities and inclusive of te ao Māori perspectives. We work with agencies as they consider Māori rights and interests across their mahi, including by encouraging them to engage effectively with Māori to understand those perspectives. In key pieces over the year, we provided extensive advice to the Crown's COVID-19 response; took a leadership role in beginning to address the shortcomings of the proposed Kermadec/Rangitāhua Ocean Sanctuary; and were closely involved in policy development for resource management reforms.

In practical terms, we:

- support agencies to understand the full range of Māori rights and interests in their policy development
- engage and produce guidance and tools to improve Crown understanding of the role of the Treaty in the policy system
- encourage and support government agencies to engage meaningfully with Māori. We know that timely and good-faith engagement helps the Crown to be informed, which leads to better policy design and a strengthened Māori Crown relationship.

As the Māori Crown relationship continues to grow and evolve, our mahi to embed the Treaty in policy and support agencies to lift their Māori Crown capability has us involved in a range of policy and reform issues. This year we have provided advice on more than 100 Cabinet papers, covering topics across the full range of government activity.

A critical focus area this year has been around resource management reform. Te Arawhiti has worked with other government agencies and a collective of Māori representative entities to:

- strengthen recognition of the principles of Treaty of Waitangi in the new resource management system
- provide new roles for Māori in decision-making on plans
- give greater recognition of te ao Māori, including mātauranga Māori
- ensure the reforms uphold Treaty settlements and takutai moana rights
- support the Crown's efforts to engage with Māori on the reforms.

Our Treaty Provisions Guidance endorsed by Cabinet

In our work across the policy system, it was recognised that there was a need to improve the consistency of, and understanding about, the use of Treaty clauses in legislation.

Legislative references to the Treaty have become more common. This reflects a greater appreciation of the Māori Crown relationship and the importance of the Treaty to many aspects of government.

This year, Te Arawhiti, in collaboration with Te Tari Ture o te Karauna – Crown Law Office and other agencies, led the development of guidance for policymakers to prompt critical thinking on how to best provide for the Treaty in legislation and policy. This guidance was endorsed by Cabinet and has now been published online:

tearawhiti.govt.nz/tools-and-resources/contemporary-treaty-of-waitangi-issues/

Te Arawhiti also convened and now leads an advisory group of officials that:

- supports the use of the guidance
- meet with agencies conducting policy reforms to prompt thinking about appropriate Treaty measures
- promotes consistency and understanding around the use of Treaty clauses.



Whakapakari – Build

- Lift public sector capability to work with Māori
- Broker Māori Crown partnerships
- Partner in COVID-19 response and recovery

The gains achieved through restoring Māori Crown relationships provide the platform for sustained, long-lasting change and partnership opportunities that look towards the future. The build phase therefore focuses on ensuring the relationship is moving towards true Treaty partnership.

Lift public sector capability to work with Māori

We are aiming to strengthen public sector capability to work with Māori and ensure the public sector can build on their relationships with Māori and enter into enduring partnerships that enhance mana.

We continue to lead the system for public sector Māori Crown capability by focusing on increased understanding of Māori Crown engagement and Whāinga Amorangi: Transforming Leadership.

This year we worked with leads from the 36 core agencies on Phase 1 of Whāinga Amorangi which focused on developing an agency plan based on the individual competency framework to support building individual staff capability. In August 2021 we received plans from these agencies for consideration and endorsement by our Tumu Whakarae as the functional system lead for Māori Crown relations. To support this, an independent review panel was convened, representing Crown agency leads responsible for Māori Crown relations, te reo Māori revitalisation, public sector stewardship, and importantly, providing views from an iwi Māori perspective.

The panel adopted a strengths-and-purpose-based approach to consider and review the 32 agencies' proposed plans to 'build their internal capability to improve Māori Crown relations'. On completion of the reviews and remedial work by agencies where needed, recommendations were provided to our Tumu Whakarae. This resulted in all 36 core agencies receiving an endorsement of their plans.

A key element of Whāinga Amorangi guidance includes being able to measure the capability build of agencies. The 2021/22 Treasury Guidance for Annual Reporting now includes a section setting out how agencies can report back on the implementation of their Whāinga Amorangi plan. Agencies can also use data derived from Te Taunaki – Public Service Census 2021 about their individual agencies to inform this reporting.

Endorsing Whāinga Amorangi plans across the public sector

The development and introduction of Whāinga Amorangi: Transforming Leadership has seen agencies developing their understanding of the importance of Māori Crown relations.

This has led to not just strengthening the skillsets of staff, but also, how those skills and understanding translate into true Treaty partnership and opportunities for Māori and all New Zealanders.

As part of reviewing the Whāinga Amorangi agency plans, observations were made by the review panel that agencies that have developed their understanding have made significantly more progress towards meaningful Māori and Crown relationships. Through this capability planning, more progress is being made towards overcoming systemic barriers within the Māori Crown relationship. With agencies measuring how they are contributing to improved Māori outcomes and equity, they are also deepening their sense of purpose and understanding, whether through policy, legislation, service delivery or governance. That is ultimately what Whāinga Amorangi is about.

This is the first time the public service has collectively committed in such a tangible way to strengthening Māori Crown capability. Endorsing Whāinga Amorangi plans across 36 agencies has been an outstanding achievement for the agencies, for Te Arawhiti as the system lead for the public sector and the future of a stronger Māori Crown relationship.

Broker Māori Crown partnerships

The government is committed to supporting opportunities for Māori Crown partnerships that uphold and build mana of both partners. We are always looking for opportunities to strengthen partnerships between Māori and the Crown across government. We do this by supporting agencies where relationships are complex, providing guidance and advice on partnerships, and identifying partnership opportunities.

In 2020, the Government committed to establishing a Matariki focused public holiday that recognises and celebrates te ao Māori. Building on the work of the Matariki Expert Advisory Group, on 11 April 2022 Te Ture mō te Hararei Tūmatanui o te Kāhui o Matariki 2022/Te Kāhui o Matariki Public Holiday Act 2022 received royal assent.

To recognise the inaugural Matariki public holiday on 24 June 2022, Budget 2021 provided \$5 million in funding to support early development of resources and engagement events that acknowledge and support understanding of Matariki as a public holiday. The resources and engagement were designed to enable iwi Māori to develop and lead regionally diverse recognition of Matariki.

Through the Matariki Ahunga Nui work programme, Te Arawhiti invested \$5 million into 60 iwi Māori groups to develop local, regional and national events. These events and resources supported and celebrated Te Kāhui o Matariki, underpinned by mātauranga Māori. These targeted events and resources were designed to build capacity and capability of iwi and hapū to regenerate, practice and preserve Māori traditions associated with Te Kāhui o Matariki.

To support the mātauranga underpinning Matariki, a standalone Chief Advisor role was established in the lead up to our first Matariki public holiday. This role was to support leadership across the sector, strengthen the importance of Matariki and coordinate the broader communications regarding Te Kāhui o Matariki, ensuring connections between organisations and agencies with localised knowledge and advice to Government on Matariki-related kaupapa.

This year, we have:

- successfully delivered funding of \$5 million to 60 iwi Māori groups to support the development of resources and engagement events
- developed and delivered a national branding and tohu for Matariki
- supported the inaugural celebration of the Matariki Public Holiday hosted by Te Papa Tongarewa – Museum of New Zealand
- supported the first virtual Waitangi celebrations.





Te Rā Aro ki a Matariki 2022

Friday, 24 June 2022 will go down in Aotearoa's history as the newest New Zealand public holiday, Te Rā Aro ki a Matariki. Right Honourable Jacinda Ardern, Prime Minister, along with Cabinet Ministers, mana whenua and Te Matapunenga joined the nation's celebrations at the traditional Hautapu ceremony hosted by Te Papa Tongarewa. "This is a special day not only for Aotearoa but globally as we celebrate our first authentically Māori public holiday, which has been met with overwhelming support," said Right Honourable Jacinda Ardern. "Today we take another meaningful step forward in understanding what makes us unique as a country, and what holds us together as a nation. I thank all those iwi, hapū, whānau and mātauranga holders for giving their time, support and knowledge to ensure Matariki is shared, acknowledged and better understood – to allow us all to celebrate as a nation together."

Minister for Māori Crown Relations: Te Arawhiti Honourable Kelvin Davis said Matariki was a proud illustration of mātauranga Māori that has been passed down generationally. "Traditionally Matariki was a time where Māori would give thanks for all the blessings of the past year and reconnect with one another," he said. "This is what we want for our nation – strengthening whānau bonds and community relationships and partnerships. From today onwards, we can annually embed into our calendars a national holiday that is unique to Aotearoa and is inclusive of all of our people."





Piata Mai Matariki showcases rising stars

Tamariki from Te Whanganui-a-Tara took to the stage to perform nine original waiata along with a 14-piece band to celebrate Matariki 2022. The full stage production was recorded in front of a live studio audience and featured tamariki as lead vocalists for each of the waiata dedicated to a star in the Matariki cluster. "All our tamariki were paired with seasoned vocalists and backed by professional musicians," said Creative Natives Director Te Whenua Harawira. "The kids came together to learn their waiata over four weekends and they were just buzzing and full of energy and excitement".

Piata Mai Matariki was one of seven successful applicants in the Mātau category of Te Arawhiti's Matariki Ahunga Nui Fund for events and resources that explore, discuss, practice, and teach about Te Kāhui o Matariki. "One of the things I wasn't expecting was the level of support that we received from the kura, whānau and Te Arawhiti, it was just massive and made everything possible," said Te Whenua.

To check out each of the nine waiata visit the Creative Natives social media platforms.





Pikirangi Marae reunites whānau during Matariki

Pikirangi Marae hosted their Matariki celebrations on Saturday, 9 July 2022 with a kaupapa of whanaungatanga by encouraging all whānau to return home. “The vision was to welcome our whānau home to the pā and allow us to reconnect and be as one” said Pikirangi Marae trustee, Taratoa Henry. “And we achieved our goals, it was a beautiful day which started with whakamoemiti and karakia and rolled into our rongōā Māori session” she said.

Pikirangi Marae was one of 22 applications in the Manahau category of the Matariki Ahunga Nui Fund that connects communities across Aotearoa. There were several kaupapa throughout the event for all generations of Te Arawa hapū, Ngāti Hauora, and their community – ranging from kōrero about Te Kāhui o Matariki to fun activities for tamariki, culminating in a hākari that was enjoyed by all in attendance. “One of the awesome highlights for me from the event is that whānau isn’t only about blood, it’s also about those who have the shared values and there were many in the community that came together with us to celebrate on this day” said Taratoa.



Tauranga kura navigate the stars of Matariki

Te Puna i Rangiriri Trust and local Kura ā-lwi in Tauranga Moana collaborated to immerse school students in mātauranga Māori, under the mantle of Te Kura Waka Academy. Learning opportunities and activities range from tātai arorangi, maramataka Māori and waka hourua. Students got a hands-on experience with waka hourua – Ngahiraka-mai-tawhiti.

“Our Academy is about strengthening the leadership potential in Māori students that join our programme, to share mātauranga based around tātai arorangi and waka hourua” said Te Puna i Rangiriri Trust chairman, PWO Navigator Jack Thatcher (CNZM). Following on from the Matariki Ki Mauao event, it was clear that there was a high demand in local kura for this unique type of mātauranga, especially for tamariki Māori. Te Kura Waka has been facilitating wānanga to upskill our team to be able to deliver across all workshop modules and trainings (both in person and online). Up to 60 interested school students (Years 7-10) across three Kura ā-lwi will be selected to participate in this academy, “this kaupapa is important to us because it enables our tamariki to learn about Matariki in a way that is unique to Tauranga Moana” said Te Puna i Rangiriri Trust General Manager, Aurere Thatcher.

Te Kura Waka Academy was one of 15 successful applications in the Mārama category of the Matariki Ahunga Nui Fund that focuses on events and resources that continue teachings of Te Kāhui o Matariki.



Partner in COVID-19 response and recovery

When COVID-19 first sent Aotearoa into Alert Level 4 in 2020, we played a vital role in supporting iwi, both directly and through our mahi across the Crown to support wider government engagement with Māori. Since March 2020, we have worked to ensure the Crown engages meaningfully with iwi Māori on matters relating to the government's COVID-19 pandemic response and recovery.

Following the August 2021 outbreak, Te Arawhiti utilised established relationships and connections to stand up a network for iwi to engage on both an individual wellbeing level and on live issues facing their whānau, communities and regions.

We utilised our experience and relationships to support this systems approach. This ensured that broader engagement with, and responsiveness to, Māori was top of mind during this critical time. This year, we continued to partner in response to COVID-19 by:

- facilitating all COVID-19 related engagement between Māori and the Crown on Māori needs and aspirations, develop resources and support Māori involvement in policy development
- encouraging and supporting high-quality Treaty analysis in policy papers
- funding distribution to iwi and hapū.

Te Arawhiti supported agency policy advice, developed the nationwide marae guidance and provided independent evidence that was considered as part of the Waitangi Tribunal inquiry into the pandemic response. This highlighted the need for quality Treaty analysis and appropriate recognition of Māori interests in COVID-19 policy. The Tribunal also reinforced Te Arawhiti's role supporting this critical policy work.

Te Arawhiti COVID-19 iwi response and outreach support (TAIRO)

Established in response to the COVID-19 resurgence in August 2021, Te Arawhiti received \$1 million to resource iwi-led response planning, communications outreach and support for vaccine uptake by Māori.

Approved funding was used to support the following activities:

- communications outreach – developed bespoke communications material, website updates, staffing for wellbeing calls around communities, particularly the elderly and vulnerable, and established 0800 phone numbers.
- response planning – produce or update iwi COVID-19 response plans, particularly to cater to updated guidance on the delta variant, including procuring specialist advice if required.
- supported vaccine uptake – developed communications material including community spokespersons, particularly for rangatahi outreach, to encourage and facilitate vaccinations and organising vaccination logistics.

Funding guidance and resources were developed in week one, with funding opened in week two (first week of September 2021), and payments made in week three. As a result of demand, in October, a further \$0.215 million was reprioritised from baseline to extend the reach of the funding.

TAIRO included extensive iwi outreach through which over 70 individual iwi/hapū around Aotearoa were contacted directly by Te Arawhiti to provide support, broker with local and regional agencies (where needed), and update on government activity in response to the August resurgence. This included standing up a joined-up COVID-19 iwi response team between key Ministers and Chairs from the National Iwi Chairs Forum, and fortnightly response meetings with wider Māori organisations, trusts and corporations.

The work undertaken in TAIRO formed the foundation upon which the Māori Communities COVID-19 Fund was established.

Over the limited life of the fund (September to October 2021), TAIRO funding reached 72 iwi/hapū groups across 13 regions.

Māori Communities COVID-19 Fund (MCCF)

In 2021/22, the MCCF saw just under \$130 million invested in over 250 providers across the country. Te Arawhiti directly contracted 40 providers to a sum of just over \$41.5 million. Our link to these groups were mainly with iwi but we also supported marae, hapū and other Māori organisations.

The MCCF was established for a defined period (October 2021 to June 2022) at the peak of the COVID-19 vaccination drive. It came following strong feedback from iwi Māori leadership that Māori providers were unable to access the resources needed to support Māori vaccination drive efforts, and that Māori communities needed to be supported to build resilience against the impacts of COVID-19.

The purpose of the MCCF was to break down funding barriers and get resourcing to providers and iwi with the most reach into Māori communities as quickly as possible and through channels that were well established and that we knew would work.

Through the MCCF, resourcing was applied to the areas it was most needed. Iwi and Māori providers throughout the country utilised funding to support rapid vaccination activities, build community resilience and support individuals and whānau who had contracted COVID-19 and needed to self-isolate. It was a privilege to support iwi with their responses and humbling to see the real and tangible benefits of this work.

The MCCF was a cross-agency collaboration and we worked alongside our hoa mahi at Te Puni Kōkiri, Manatū Hauora – Ministry of Health and Te Manatū Whakahiato Ora – Ministry of Social Development to deliver the fund.

Over the life of the fund, the Māori first dose vaccination rate has increased from 69% to 91% and the second dose rate from 49% to 88%.

2021 Te Arawhiti Support for iwi on COVID-19

Supporting Iwi Māori

On 1 September 2021, the Minister for Māori Crown Relations: Te Arawhiti, announced a \$1 million targeted funding pool set aside by the Government as funding to support iwi with their COVID-19 response. This funding is being administered by Te Arawhiti to support iwi with the following types of activities within three broad areas:

▶▶ Communications outreach

- Te Arawa COVID-19 Response Hub
- Tūhourangi / Ngāti Wāhiao
- Ngāti Tura, Te Ngākau
- Ngāti Te Roroooterangi
- Ngāti Tahu, Ngāti Whaoa
- Ngāti Rangiwewehi
- Ngāti Mākino
- Ngāti Rongomai
- Ngāti Tarāwhai
- Ngāti Kea / Ngāti Tuara
- Ngāti Pīkiao
- Ngāti Ngāranui
- Ngāti Uenukukopako
- Ngāti Tutenui
- Ngāti Rangitihī
- Waitaha
- Ngāti Whakaue
- Tapuika Iwi Authority
- Te Kōtahitanga o Ngāti Tūwharetoa

- Ngā Iwi o Taranaki Collective
- Ngāti Tama
- Ngāti Mutunga
- Ngāti Muri
- Te Ātiawa
- Ngāruahine
- Ngāti Ruanui
- Ngāa Rauru Kīitahi

- Te Ranga Tupua
- Ngāti Rangī
- Ngāti Apa
- Ngāti Hauti
- Ngāa Rauru
- Ngāti Hāua
- Whanganui Iwi

▶▶ Supporting vaccine uptake

- Ngāti Tara Tokanui
- Ngāti Tamaterā
- Ngāti Rāhiri Tumutumu
- Ngāti Porou ki Hauraki
- Ngāi Tai ki Tamaki
- Ngāti Hauā
- Ngāti Tamaoho

- Rangitāne o Wairau
- Ngāti Koata
- Te Kotahi o Tauihu
- Ngāti Tama ki te Tau Ihu
- Te Ātiawa o Te Waka-a-Māui
- Ngāti Rārua
- Ngāti Apa ki te Rā Tō
- Ngāti Kuia

▶▶ Response planning

- Te Kahu o Taonui:
- Ngāti Kurī
- Te Aupōuri
- Ngāi Takoto
- Te Rarawa
- Ngāti Kahu
- Ngāti Kahu ki Whaingaroa
- Te Roroa
- Ngāpuhi
- Ngāti Whātua
- Ngāti Hine
- Ngātiwai

- Ngāti Ranginui
- Te Whānau a Apanui
- Ngāti Manawa
- Ngāti Whare
- Ngāti Awa
- Ngāi Tai ki Torere

- Rongomaiwahine
- Ngāti Pāhauwera
- Ngāti Kahungunu

- Ngāti Kauwhata
- Rangitāne ki Manawatū
- Te Ātiawa ki Whakarongotai
- Ngāti Toa Rangitira
- Muaūpoko

- Ngāti Mutunga o Wharekauri

By The Numbers

\$1,215,000 ▶▶▶▶ Funding approved as at 8 October 2021

72 ▶▶▶▶ Groups received funding so far

Ā mātou tāngata / Tō mātou whakahaere – Our people / our organisation

Our values

Towards True Treaty Partnership



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 that we do.



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 in good faith

We will work hard to always produce high quality work and achieve great results.



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



Our staff

We are a small, fast-moving organisation and as Te Arawhiti has grown, we continue to develop our culture in line with our values and kaupapa as an organisation responsible for increasing the Crown's capability to develop Māori Crown relations.

Our work continues to evolve, as has our organisation. In 2021/22, we have seen an 8% increase in overall staff numbers, with 189 full-time-equivalent positions. As we have grown, our unique needs required support and this has seen the development of in-house support that differs from the approach of Te Tāhū o te Ture – Ministry of Justice. We have also seen an increase in demand for the services we deliver and have needed to respond to that demand.

Of our staff who have provided ethnicity details, 29.5% identify as Māori. This figure has remained steady from previous years. We recognise the importance of having a diverse workforce. Our commitment to diversity and inclusion is evident in everything that we do and having a diverse workforce continues to be a great strength for Te Arawhiti. It brings a wide range of diverse experiences and views to everything we do and enhances our collective strength. Almost 59% of our staff identify as female and 59% of our management positions are filled by people who identify as female.

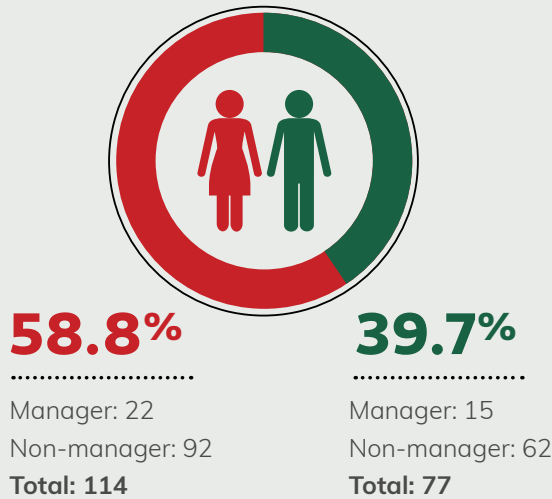
As we are a small organisation, we expect these figures to fluctuate over the years as staff movements will affect these percentages. Like many organisations, Te Arawhiti is operating in an employment market that has been significantly disrupted by COVID-19. The movement of staff with expertise in te reo Māori and tikanga Māori is particularly in demand as the need for these skills continuously increases across the public sector.

We continue to work collaboratively with Te Tāhū o te Ture – Ministry of Justice, our host agency, to address the Gender Pay Action plan. Te Tāhū o te Ture continues to lead the plan with full support from Te Arawhiti. The current gender pay gap is 8.6%, an improvement on previous years of 1.7% from 10.3% in 2021. We expect this trend of closing the gap to continue when the next review is done in late 2022.

Diversity and inclusion

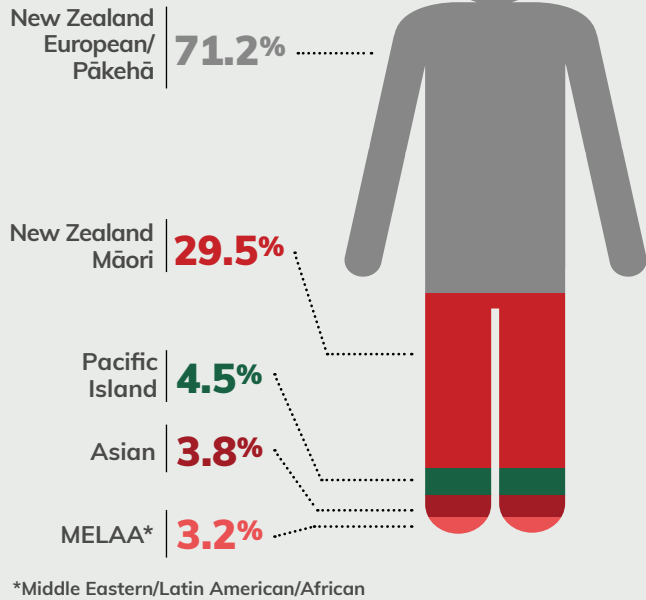


Gender (overall)



Ethnicity 2022

(Results are self-reported and staff can belong to more than one ethnicity group, so result may not total 100% in all years)



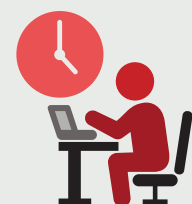
Growth and maturity of our organisation

2020/21 2021/22



Occupation (headcount)

	All Managers	Policy Analysts/ Information Professionals	Social, Health & Education Workers*	Legal, HR & Finance Professionals	Clerical & Admin Workers
2020/21	37	107	16	3	18
2021/22	37	113	20	4	20
# / %	= 0%	▲ 7.6%	▲ 25%	▲ 33.3%	▲ 11.1%



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

As our host agency, Te Tāhū o te Ture – Ministry of Justice identified the need to make it easier for applicants and employees to provide disability data. Unfortunately, they have been unable to progress this as intended due to the impact of COVID-19. However, this remains a key priority for the 2022/23 financial year.

High performing organisation

He Tangata – Our People Strategy 2021/24

A comprehensive people strategy and work programme was approved in December 2021. This has been focused on building the foundation systems and processes that will support our capability growth. This mahi is underpinned by our values and te ao Māori. In 2021/22 we have sourced a leadership programme for new managers and have developed a purpose-built induction process for our new kaimahi.

Engagement and culture

As an organisation, we assist other agencies to develop and build their capability to engage and partner with Māori. We also acknowledge that we need to be a role model in this space and take the lead on empowering and building our people's capability. In August 2021, along with the other public service agencies, we submitted our Whāinga Amorangi plans, developed to raise our cultural capability and lift the Māori Crown relations skills of our people. This is covered in more detail in the "Building our Māori Crown Relationship capability" section of this report.

Health, safety and wellbeing

Health, safety and wellbeing remain top priorities for Te Arawhiti. Legal advice earlier in 2021 confirmed that Te Arawhiti is an independent 'person conducting a business or undertaking' under the Health and Safety at Work Act 2015. Previously we have relied on Te Tāhū o te Ture – Ministry of Justice to meet our health and safety obligation.

As a result, we commissioned a review of our health and safety systems, processes and policies. This has led to a programme of work to develop a full suite of policies and procedures to meet legislative requirements under the Health and Safety at Work Act 2015.

This work programme includes a health and safety strategic plan that is being established and led by a member of our Executive Leadership Team. Health and safety representative elections have been completed and health and safety training for eight representatives was undertaken. A health and safety committee has been formed and has been developing a worker participation agreement. Te Tāhū o te Ture – Ministry of Justice health and safety policies are currently being reviewed and tailored to our organisational needs, for example cultural safety and the handling of taonga. We have also commenced a process of tailoring the online reporting processes to fit our needs. These activities will be supported by an engaging leaders training programme that includes risk management.

No incidents causing serious harm were reported this year. Te Arawhiti received eight reports of incidents and three of injury this year. This represented a 50% drop in incidents and a 25% drop in reported injuries from this year, noting that COVID-19 interruptions, lockdown and disruptions have been a feature of work this year, and these may be contributing factors.

Impact of COVID-19 on our people

Our response to the COVID-19 pandemic has also been a feature of this year. Te Arawhiti took on a brokering role for iwi Māori by providing a critical avenue for Māori leadership to bring key challenges and issues to the Crown's attention, which helped inform the Crown's direct response to Māori needs throughout the pandemic. Most of our COVID-19 response work was managed within existing headcount, particularly engagement and the administration of the COVID-19 Iwi Response fund. Given the scale of the Māori Communities COVID-19 Fund, some specialist contract and project management support were contracted to support the delivery of this fund.

Our COVID-19 response to ensure the safety and wellbeing of our staff has also been a significant feature of this year. We have maintained compliance with guidelines from Manatū Hauora – Ministry of Health and Te Kawa Mataaho – Public Service Commission. In addition, we introduced bubble systems in the work place, engaged with iwi leaders on vaccination requirements and consulted with staff, contractors, visitors and third parties on the introduction and management of COVID-19 vaccine policies. As this is an evolving situation, it requires continuous reviews of practices and procedures in response to the pandemic.

Building our Māori Crown relationship capability

The name Te Arawhiti symbolises the bridge between Māori and the Crown. Our mahi involves working with both our Treaty partners and supporting public sector agencies to engage and work with Māori. Our understanding of Māori Crown relations and skills must be strong for us to effectively deliver on our purpose. Our commitment to the Māori Crown relations capability framework and Whāinga Amorangi, guides our ongoing journey in developing and enhancing understanding and skills.

We acknowledge that each person is on their own journey across the bridge into te ao Māori. To understand where our people were at on the bridge, each staff member completed a self-assessment for the three-focus areas. These are te reo Māori, Aotearoa New Zealand History/Te Tiriti o Waitangi and Tikanga/Kawa. This self-assessment was part of our regular annual performance and development discussions. Staff reflected on where they are on the bridge and where they wish to progress to over the next year.

Our internal Whāinga Amorangi Phase One plan covers an 18-month period and details the three individual capability areas we have chosen to focus on. The priority area of focus has initially been on providing te reo Māori learning opportunities for our staff who were assessed as being unfamiliar learners. We felt that it was important to provide a safe learning platform for our staff who are earlier in their reo journey and engaged with Haemata Limited to provide a basic te reo Māori programme. The 10-week basic te reo Māori programme began in September 2021 with 40 staff participating in the course developed specifically for Te Arawhiti to begin the transition for staff from being 'unfamiliar' to 'comfortable' with basic kupu Māori.

We also engaged with Te Wānanga o Aotearoa to pilot a programme that provided basic te reo Māori, Aotearoa New Zealand history and Te Tiriti o Waitangi learning. Twenty staff participated in this 10-week programme which provided online learning supported by activity directed learning as well as kanohi ki te kanohi kaiako directed learning. Our Tumu-ā-Tikanga also held weekly sessions for learners to practise and answer any questions.

One-on-one te reo Māori learning was also provided for some staff at the capable level to trial how this would advantage those staff who wanted to continue their te reo Māori development.

Focus area one – te reo Māori

Maihi Karauna

Te Ture mō Te Reo Māori 2016 – Māori Language Act 2016 created a partnership for the revitalisation of te reo Māori between the Crown, iwi and Māori. The Crown's Māori language revitalisation strategy for this year sets out how public service departments, departmental agencies and relevant entities have contributed to the Maihi Karauna:

- the outputs agencies are delivering under Te Maihi Karauna
- the cost invested by agencies to deliver Te Maihi Karauna.

Te Arawhiti's articulation and reflection of the agency's responsiveness to Te Maihi Karauna outputs and investments are captured above and below in how Te Arawhiti is growing its staff cultural capability in the use of te reo Māori as well as lifting staff cultural confidence and competencies under the guidance of Te Arawhiti's Tumu-ā-Tikanga.

Measuring the Journey

Unfamiliar learners	Haemata Ltd	Completed March 2022	40 learners	20% of all staff
Unfamiliar learners	Te Wānanga o Aotearoa	Completed June 2022	20 learners	10% of all staff

Te reo Māori competency at Te Arawhiti

This year, Te Arawhiti was the overall winner of Te Wiki o Te Reo Māori convened by Te Taura Whiri i te Reo Māori – Māori Language Commission. Tumu Whakarae, Lil Anderson stated, "I'm really proud of this as not only is it a beautiful and bright taonga, it's a real symbol of our organisation's commitment to te reo Māori and leading the way for the rest of the public service".

Executive Leadership Team journey

Our Executive Leadership Team are on their own learning journey in building their collective and individual cultural capability and during 2021 were engaging with a kaiako as a group. They have now moved to working with the kaiako on an individual basis, reflecting each of their different learning needs and their own stage on the journey.

Focus area two – Aotearoa New Zealand History/Te Tiriti o Waitangi

Te Arawhiti, in collaboration with the Te Tari Ture o te Karauna – Crown Law Office and other agencies, led the development of guidance for policymakers. This guidance prompts critical thinking on how to best provide for the Treaty in legislation and policy. This guidance was endorsed by Cabinet and has now been published online. Te Arawhiti also established an advisory group of officials that supports the use of the guidance, meets with agencies conducting policy reforms and promotes consistency and understanding around the use of Treaty clauses.

Focus area three – Tikanga and Kawa

Whāinga Amorangi sessions

We have been running monthly Whāinga Amorangi sessions across Te Arawhiti since December 2021. The purpose of these monthly hour sessions is for teams to come together and create a shared learning opportunity to raise cultural capability. There has been high engagement from across the organisation with teams putting in huge efforts for their sessions. Examples include learning waiata, learning about Matariki and naming the stars, Aotearoa history quiz, poi making, taking in the He Tohu exhibition, writing and delivering pepeha and learning about hāngī.

Mihi Whakatau

Revitalisation of our bimonthly mihi whakatau to welcome new kaimahi into Te Arawhiti, followed by sessions learning about Te Arawhiti, our mahi and their role in this has been underway this year. This has led to sharing whanaungatanga and welcoming our new people into the whare and whānau.

Looking to the future

Bilingual translations

As part of Te Arawhiti's commitment to growing the cultural capability and competency of its te reo Māori programmes, we are also investing in specialist expertise to providing a bilingual translation of all staff titles, group location signage, social communications portal and Te Arawhiti Intranet site. This ensures consistency in the use of te reo Māori throughout the work Te Arawhiti is accountable for as the lead Māori Crown relationship agency.

Te reo Māori phase two

We are in the early stages of developing a plan building on from basic te reo Māori and how we provide learning opportunities for kaimahi who are comfortable with their te reo Māori capability.

Our Carbon Neutral Government Programme reporting

The Carbon Neutral Government Programme (CNGP) came into effect in 2020/21, placing expectations on all agencies to accelerate the reduction of emissions within the public sector.

We are committed to the programme and to playing our part in reducing greenhouse gas (GHG) emissions at Te Arawhiti. This year we have been working with Te Tāhū o te Ture – Ministry of Justice to understand the scope of our total emissions profile and establish our baseline year data.

Context of CNGP

As a departmental agency of Te Tāhū o te Ture – Ministry of Justice, Te Arawhiti was intended to be included in as part of their approach. However, in late May 2022 Te Arawhiti was separated out. This significantly delayed our start to measuring our GHG emissions in advance of our annual report, therefore the emissions reported under this section have not been verified as a result. We have engaged Toitū Envirocare to verify our emissions in October 2022. We aim to complete the CNGP reporting so that it can be published on our website in December 2022 with our verified GHG emission inventory, in line with our obligations under the CNGP.

As this is the first year of measuring and reporting of GHG emissions, we have focused on the mandatory emissions sources required under the CNGP. This report includes unverified figures for all mandatory emission sources. There have also been no refrigerants leakages or top-ups at the Te Arawhiti office, in this reporting period.

Te Arawhiti has entered into an agreement with Te Tāhū o te Ture in which they will provide us with specific data relating to shared emission sources, including all mandatory emission sources under the CNGP. As a result, our assumptions and methodology will closely follow that of Te Tāhū o te Ture. Te Tāhū o te Ture is working with suppliers to improve data on refrigerants, freight and waste to landfill. They are also working to expand data collection on water usage and staff working from home to remove assumptions from their methodology.

Total annual emissions and their sources

In 2021/22, we emitted 453 tCO₂-e (tonnes of carbon dioxide equivalent) based on our initial calculations. Most of our emissions came from air travel and accommodation.

Table 1: Emissions profile broken down by scope and total annual emissions (tCO₂e) 2021/2022

Category	Scope	2021/2022 tCO ₂ e
Direct emissions	Scope 1	11
Indirect emissions from inputted energy	Scope 2	10
Indirect emissions from transportation	Scope 3	367
Indirect emissions from products and services used by organisation	Scope 3	65
Indirect emissions associated with the use of products and services from the organisation	Scope 3	0
Indirect emissions from other sources	Scope 3	0
TOTAL GROSS EMISSIONS (All measured emissions) in tCO₂e		453

Table 2: Total emissions breakdown by emission by sources 2021/2022

Sources	2021/2022 tCO ₂ e	Percentage
Air travel (domestic)	175	38.64%
Freight (combined total of Te Tāhū o te Ture – Ministry of Justice and Te Arawhiti domestic freight at the National Office) ¹	98	21.64%
Accommodation	86	18.98%
Waste	63	13.9%
Wastewater services	11	2.43%
Electricity	10	2.2%
Working from home	5	1.1%
Transport (taxi, car, rental car)	3	0.67%
Transmission and distribution losses (electricity)	1	0.22%
Water supply	1	0.22%

Emission intensity by FTE and expenditure

Table 3: Key performance indicators for full-time-equivalents and expenditure 2021/2022

KPI	2021/2022
FTEs	189
Total actual revenue (\$million)	95.8
Emissions intensity	
Total gross emissions per FTE in tCO ₂ e	2.4
Total gross emissions per million dollars of revenue in tCO ₂ e	4.73

Our reduction targets and reduction plan

We have not yet developed our emission reduction targets for 2025 and 2030, or our initiatives for reducing emissions. Despite this, Te Arawhiti is committed to setting science-based gross emissions reduction targets that are consistent with a 1.5°C pathway, as required under the CNGP. Our emission reduction targets and reduction plan will be published in December 2022.

We will be using our 2021/22 emissions as our base year. However, we project our emissions to grow over the next two financial years compared to 2021/22 due to an increase in our travel. COVID-19 has affected our ability from 2020 2022 to travel and meet our partners *kanohi ki te kanohi*. This will be a large consideration when we start developing our emission reduction target and plan.

We will be working closely with Te Tāhū o te Ture – Ministry of Justice in the development of our emission reduction initiatives.

¹These emissions will also be captured by Te Tāhū o te Ture – Ministry of Justice in their annual report and GHG inventory.

E whai ake nei – what's next

Kia whakatōmuri te haere whakamua

I walk backwards into the future with my eyes fixed on my past

As we head into next year, our purpose remains the same: to guide the Māori Crown relationship from historical grievance towards true Treaty partnership.

Our strategic intentions to restore, sustain and build that relationship are increasingly relevant for Aotearoa New Zealand. Over the last few years, we have developed our kete of tools and invested in building our capability. We remain ambitious for the Māori Crown relationship and will continue to act as the bridge between Māori and the Crown, and the past and the future. We will continue to work towards delivering positive outcomes for our Treaty partners.

For us this means a continuing focus on restoring relationships through Treaty settlements and customary rights in the Marine and Coastal Area (Takutai Moana) Act 2011. It is key that we maintain our focus on Treaty settlements in coming years, as we work with iwi Māori to continue to progress negotiations through each milestone. We will take a more targeted engagement approach with Takutai Moana applicants so that the support and funding assistance provided will progress more applicants' recognition of their customary marine titles under the Act. We will also continue to work across government to ensure rights provided for under Takutai Moana are reflected accurately in the resource management reforms.

Te Arawhiti will continue to take on the system leadership role, to continue to evolve the system we operate within and guiding the Māori Crown relationship across the bridge into te ao Māori. We will continue to work across government as the steward for Māori Crown relations. We will also continue to seek opportunities to build and nurture the Māori Crown relationship and to support agencies in their efforts to partner and engage with Māori. Our engagement workshops will continue to build the Crown's capability in this area, as will Whāinga Amorangi, with all 36 agencies turning their focus to implementing their plans.

To build on our system leadership role, we will renew our focus on being the lead advisors on contemporary developments in Treaty of Waitangi policy and practice.

In the upcoming year, Te Arawhiti plans to improve functionalities in Te Haeata, a searchable record of Treaty of Waitangi settlement commitments. Te Haeata is designed to make commitments more visible and accessible to post-settlement governance entities and agencies responsible for meeting those commitments. With 991 registered users and over 10,000 commitments published, this is a crucial resource for the Crown and our partners.

It is important for Te Arawhiti to challenge and support the public service's Whāinga Amorangi journey, and this includes our own journey. Our plans are ambitious, and now more than ever we must be well equipped to engage and partner with Māori on significant issues and to provide guidance to others. We are developing the tikanga and kawa of Te Arawhiti and we plan to grow our Māori staff network and continuing to implement Whāinga Amorangi internally.

Te Arawhiti is preparing for Aotearoa's future and looking towards 2040, 200 years on from the signing of the Treaty of Waitangi in 1840. Deliberate engagement and coordinated action are required to ensure that we arrive at 2040 with a strong, healthy and vibrant Treaty partnership. Te Arawhiti will work on this mahi with our partners with a focus on building towards true treaty partnership.

Statement of responsibility

I am responsible, as Tumu Whakarae – Chief Executive of The Office for Māori Crown Relations – Te Arawhiti (Te Arawhiti), for the accuracy of any end-of-year performance information prepared by Te Arawhiti, whether or not that information is included in the Annual Report.

In my opinion, the Annual Report fairly reflects the operations, progress, and organisational health and capability of Te Arawhiti.



Glenn Webber

Tumu Whakarae – Chief Executive (Acting)
The Office for Māori Crown Relations – Te Arawhiti

30 September 2022

