

2023/24

Te Pūrongo ā-Tau o Te Arawhiti

Our Annual Report

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



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

He nui ngā huringa i tēnei tau pūtea – kua huri te kāwanatanga, kua huri ngā āhuatanga e pā ana ki ngā whakataunga i te ekenga o te nui o ngā whakataunga Tiriti ki te 100, ā, kua huri hoki ngā hononga ki waenga i te Māori me te Karauna ki ngā taumata mahi katoa.

I te roanga o tēnei tau, kua tū a Te Arawhiti hei takawaenga mō ngā whakawhitinga kōrero huri noa i te motu, ā, ahakoa te uaua, he mahi whakaihiihi hoki. I whakatakatoria ngā tirohanga rerekē i runga i te ngākau tōtika, ā, i kitea hoki ētahi hiahia ōrite i waenga i ngā whāinga me ngā kaupapa here. He pērā ngā āhuatanga ki Rātana, i te wiki o Waitangi, ki ngā hui o ngā Heamana ā-Iwi, waihoki ki ā matou whakawhitiwhitinga noa o ia rā ki ngā iwi me ō rātou hapori, ki ngā Minita, ki ngā ratonga tūmatanui me te iwi whānui o Aotearoa.

Kua tutuki ēnei āhuatanga i runga i te pono me te māia o ā mātou hononga ki ō mātou hoamahi ā-iwi, ki ngā Kāwanatanga e hāpaitia ana e mātou i roto i te 20 – 30 tau kua pahure me tō mātou tūranga motuhake hei kaiārahi o ngā hononga i waenga i te Māori me te Karauna me ōna āhuatanga katoa, mai i ngā whiriwhiringa e pā ana ki ngā whakataunga Tiriti, ki ngā otinga e pā ana ki te Takutai Moana, ki te whakatinanatanga o ngā kawenga a te Karauna i raro i ngā whakataunga me ngā kaupapa here e pā ana ki te Tiriti.

I te marama o Hepetema, i eke te nui o ngā whakataunga e hainatia ana e te Karauna ki te 100, he mea tautoko hoki e ngā kaimahi o Te Arawhiti. Ka tika hoki koinei anō te whakatutukinga o ngā kerēme tawhito nō te rohe o Taranaki, waihoki kua whai paremata ngā iwi o Taranaki mō Te Papa-Kura-o-Taranaki me te maunga o Taranaki.

Ahakoa kua tutuki ngā whakataunga Tiriti e pā ana ki ngā take o mua huri noa i te nuinga o te motu whānui, e ū tonu ana te kāwanatanga ki te whakatutukinga o ngā whakawhitinga kōrero whakamutunga.

Kei te mahi tonu a Te Arawhiti ki te taha o ngā hapū o Ngāpuhi ki te whakapūmau i te whakaae kia tīmata mai ngā whiriwhiringa kōrero e pā ana ki tā rātou whakataunga Tiriti. Ahakoa te nui o ngā kerēme o Ngāpuhi hei whakatutuki tonu, he pikinga wairua ngā kokenga whakamua i tēnei tau i a mātou e mahi ana ki te taha o ngā piringa hapū.

I te marama o Mei, ka whakamanahia te Whakatōhea Claims Settlement Act 2024, arā, ko te whakatutukinga tēnā o tētahi ara roa ki te whakaae i ngā hē o mua, ki te whakawhiwhinga atu hoki o ngā utu tōtika ki ngā uri o nāianei, o āpōpō anō hoki.

I tēnei tau pūtea, neke atu i te 200 ngā whānau, ngā hapū me ngā rōpū ā-iwi i tautokona e mātou ki te hāpai i ā rātou tono e pā ana ki ō rātou pānga tuku iho ki te takutai moana. I pōkea te Financial Assistance Scheme e te tini o ngā tono ki te Kōti Matua e pā ana ki te takutai moana i tēnei tau. Hei whakaae i te toenga, i whakaae te Rūnanga Kāwanatanga ki te hoatu i tētahi \$17.3 miriona anō ki te kaupapa i te tau 2023/24. Kua paku rāweke mātou i ngā paearu mō tēnei pūtea i te tau 2024/25, ā, tāria te wā, ka whakapā atu mātou ki ngā kaitono e pā ana ki ngā nekeneke a tēnei Tahua.

Nō Te Arawhiti te hōnore ki te mahi ngātahi ki te nuinga o ngā iwi e pā ana ki ngā whakataunga Tiriti, ki te takutai moana me ngā mahi whai muri iho i te whakataunga o ngā kerēme. Nā te pai o ō mātou hononga ā-iwi, ko mātou anō ngā kaiwhakarite o ngā mahi a te Karauna ki te whakaae i ngā kaupapa e hua mai ana i ngā whakataunga Tiriti, neke atu i te 14,000 te nui, ki te hāpai hoki i ngā hononga tāngata i muri iho i ngā whakataunga.

Koinei te wā tuatahi kua tohua ngā tari o te Karauna ki te whakatakoto kōrero e pā ana ki te tū o ō rātou kawenga ki raro i te Tiriti ki roto i ā rātou pūrongo o te tau 2023/24. Whai muri mai i tērā, ka tuhi a Te Arawhiti i tētahi pūrongo e pā ana ki te pūnaha whānui. Mā ēnei tohutohu, ka āta kitea mai ngā mahi a te Karauna ki te whakaae i ā rātou tini kawenga i raro i te Tiriti.

Kei te mahi tonu a Te Arawhiti ki te taha o te rāngai tūmatanui ki te whakaae i ngā take e pā ana ki ngā whakataunga, ki te tāpae kōrero hoki e pā ana ki ngā tikanga whakawhitiwhiti kōrero ki ngā iwi. Kua tautoko mātou i ngā tari kāwanatanga ki te kōrero ki ngā iwi e pā ana ki ngā papa retihuka ki Ruapehu, ā, kua mahi mātou ki te taha o ētahi atu ki te ārahi i te Cyclone Recovery Unit nō muri atu i ngā karawhiu o Tāwhirimātea ki Te Matau-a-Māui me Tūranganui-a-Kiwa. He mea nui tonu ō mātou hononga tāngata i roto i aua kaupapa me te hōhonu o tō mātou mātauranga e pā ana ki ngā kawenga o ngā whakataunga Tiriti, ki ngā mōtika me ngā hiahia o ngāi Māori.

Nō te whakatutukinga o tētahi whakataunga he nui tonu ngā hiahia o ngā iwi me ngāi Māori e pā ana ki te rāngai tūmatanui me ā rātou mahi hei hoa pātui i raro i te Tiriti. Ka tautoko tonu a Te Arawhiti i te rāngai tūmatanui ki te whakapakari ake i a rātou mahi ki te taha o ngāi Māori. E whakapakarihia ana ō rātou pūkenga me tō rātou māia mā te whakarātonga atu o ngā papamahi, kei te tāpaea ngā kōrero me ngā rauemi hei āwhina i a rātou mahi.

Kua tāpae kōrero hoki mātou ki te Kāwanatanga e pā ana ki ngā whakataunga, ki te Takutai Moana me ngā mōtika whānui o te Māori hei whāngai i ngā rautaki me ngā kaupapa here. E tū whakahihī ana au i ēnei mahi a mātou. Hei tauira, nā ā mātou tāpaenga kōrero e pā ana ki te Fast-Track Approval Bill kua hāpaingia ngā kawenga o ngā whakataunga Tiriti me ngā mōtika tuku iho o te takutai moana.

Nō te paunga o te rima tau i tō mātou whakatūnga, nōku anō te whakatau ki te arotake i tō mātou anga rautaki. Kei te ū tonu tō mātou whakakitenga ki te whakatutuki i te ōhākī o Te Tiriti o Waitangi mā ngā tāngata katoa o Aotearoa, waihoki ko tō mātou hiahia ki te whakaora anō, ki te whakapūmau, ki te whakapakari hoki i te hononga i waenganui i te Karauna me te Māori. Heoi, kua rerekē ā mātou whāinga rautaki, ā, kua whakawhanakehia hoki tā mātou anga mahi, otirā kei tēnei pūrongo ngā whakamārama.

Kei te mihi au i ngā whakapaunga kaha o āku kaimahi whakahirahira me tō rātou ngākaunui ki te hāpai i te hononga i waenganui i ngā whānau, i ngā hapū, i ngā iwi, i a ngāi Māori me te Karauna i raro i Te Tiriti. He tau nui tonu te tau, heoi, e kore ōna painga e ngaro i ōku mahara.

Nā runga i ngā huringa o te rāngai whānui, ka heke au i taku tūranga hei Tumu Whakarae ā te mutunga o Tihema i te tau 2024. Mai anō i te kunenga mai, he tūranga whakahirahira rawa taku tū hei kaihautū o Te Arawhiti, ā, kua ea ngā mahi i roto i te rua tekau tau kua pahure. Kua ea katoa taku wawata kia puāwai mai ai te hononga i waenganui i te Karauna me ngāi Māori, ahakoa ngā piki me ngā heke. Nō te whakatikatikatanga o ngā hē o mua me te whakaūnga o tētahi whāinga roa mō ngā rā ki tua, kua wātea te huarahi whakamua kia whiwhi ā tātou mokopuna, waihoki ko āku ake mokopuna anō, i te oranga nui. Ehara i te mea ka rongu te Māori anake i ngā hua o tēnei mahi, engari anō ko ngā tāngata katoa o Aotearoa. Kei te whakatairangahia ā mātou mahi ki te ao whānui hei tauira mā ētahi atu whenua. E kore e kitea ngā kokonga o te ngākau whakahī.

Ehara taku toa i te toa takitahi, engari he toa takitini. Tēnei ko tātou, ko Te Arawhiti e!

Ngā mihi maioha,



Lil Anderson
Tumu Whakarae

Introduction from our Tumu Whakarae



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

This financial year has been characterised by change – a change of government, a change in the settlement landscape with 100 Treaty settlements now complete and changing relationships between Māori and the Crown at all levels.

Over the last year, Te Arawhiti has found itself in the midst of both the most challenging discussions across Aotearoa and the most inspiring. Where different points of view were shared respectfully as well as where there was an alignment of goals and policy. This included Ratana, Waitangi week, National Iwi Chairs forums as well as our daily interactions with iwi and their communities, with Ministers, with the public service and with everyday New Zealanders.

This has only been possible because of the trust and confidence we have built with our iwi partners as well as the Governments we have served over the last 20-30 years and the privilege we have to lead the Māori Crown relationship across its many facets from Treaty settlement negotiations, Takutai Moana determinations, overseeing all Crown Treaty settlement commitments and all Treaty related policy.

In September, the Crown signed the 100th deed of settlement with support from Te Arawhiti staff. It was fitting that this milestone also concluded the settlement of historical claims in the Taranaki region and provided collective redress for the shared interests of Taranaki iwi in Te Papa-Kura-o-Taranaki/Egmont National Park and Taranaki maunga.

While historical Treaty settlements now cover almost the entire country, progressing the final negotiations remains a priority for the government.

Te Arawhiti continues to work with ngā hapū o Ngāpuhi to obtain mandates so Treaty settlement negotiations can commence. While Ngāpuhi collectively represents a significant proportion of unsettled claims, the progress this year has been encouraging as we work alongside hapu communities.

In May, Parliament passed the Whakatōhea Claims Settlement Act 2024 which marks the end of a long journey towards settling the grave injustices of the past and providing meaningful redress for current and future generations.

This financial year, we supported more than 200 whānau, hapū and iwi groups to progress their takutai moana applications for customary interests in the marine and coastal area. The unprecedented high number of takutai moana applications in the High Court this year put huge pressure on the Financial Assistance Scheme. To meet the projected shortfall, Cabinet agreed an additional \$17.3 million for the scheme in 2023/24. We made some interim changes to the funding criteria for 2024/25 and will consult with applicant groups on how to manage the Scheme within its appropriation in the future.

Te Arawhiti has the privilege of establishing close working relationships with most iwi through Treaty settlements, our work in takutai moana and our post-settlement work. Having good relationships positions us well to oversee the Crown's delivery of more than 14,000 Treaty settlement commitments and support post-settlement relationships.

For the first time, core Crown agencies are required to report on the status of their Treaty commitments in their 2023/24 annual reports. Te Arawhiti will follow this up with a whole-of-system report. These requirements provide a high level of transparency on how the Crown is honouring its thousands of Treaty settlement commitments.

Te Arawhiti continued to work across the public service to resolve post-settlement issues and advise on good engagement with iwi. Our work in this area has included supporting agencies with iwi engagement on the future of the ski fields on Mount Ruapehu and leading work with the Cyclone Recovery Unit in response to severe weather events in the Hawkes Bay and Tairāpapa a Kiwa. In these instances, our relationships, deep knowledge of related Treaty settlement commitments and Māori rights and interests have come to the fore.

In a post-settlement environment, iwi and Māori have high expectations of the public service and the way it works with them as Treaty partners. Te Arawhiti continued to support the public service to build its Māori capability by delivering skills and confidence building workshops and providing guidance and resources.

We also drew on our expertise in Treaty settlements, Takutai Moana and general Māori rights and interests to provide strategic and policy advice to the Government. I'm really proud of our work in this area. As an example, our input into the Fast-track Approval Bill was instrumental in having provisions to uphold Treaty settlement commitments and customary marine rights included.

Five years on from our establishment, I decided to review our strategic framework. Our vision to realise the promise of Te Tiriti o Waitangi for New Zealanders remains as does our focus on restoring, sustaining, and growing the Māori Crown relationship. What has changed are our strategic priorities and the development of our performance framework which you can read about in this report.

I acknowledge the tremendous work done by my amazing staff and their commitment to supporting strong Treaty-based relationships between whānau, hapū, iwi, Māori, and the Crown. It has been a challenging year; but also, one full of memorable highlights.

Given wider changes, I will step down when my current term as Tumu Whakarae ends in December 2024. Leading Te Arawhiti from its inception has been my dream job and built on 20 years of working in this space. It has been immensely satisfying to see the transformation of the Māori Crown relationship through all its ups and downs. Redressing the wrongs of the past and having a clear vision for the future clears the way for all our mokopuna including mine to thrive. The positive effect of this work benefits not only Māori but all New Zealanders. Our work in this area is internationally recognised and held up as a model for other nations to follow. Proud is an understatement.

Ehara taku toa i te toa takitahi engari he toa takitini. Tēnei ko tātou ko Te Arawhiti e!

Ngā mihi maioha,



Lil Anderson
Tumu Whakarae

A man with a beard and a woman in a patterned dress are shown in a professional setting, likely an office. The man is on the left, looking towards the woman on the right. They appear to be in a meeting or discussion. The background is blurred, showing office equipment and decorative elements.

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



Te Pūtake - Our Purpose

Our name, Te Arawhiti, means 'the bridge'. It symbolises our role in creating a platform for a healthy Māori Crown relationship which acknowledges the need to know each other's world views and the connection between the past and the future.

The purpose of the Office for Māori Crown Relations – Te Arawhiti was shaped by the thousands of people who participated in thirty-three hui across the country and eminent leaders such as Titewhai Harawira, Sir Tipene O'Regan, Moana Jackson and Traci Houopapa who helped to establish the vision and purpose of the organisation.

Our formation signalled a change in the Crown's understanding about its Treaty obligations – as a relationship that requires ongoing effort, rather than a set of wrongs to be settled. The purpose of Te Arawhiti is to guide the Māori Crown relationship from historical grievance towards the future, from pre-settlement to post-settlement and beyond.

Te Arawhiti was set up five years ago to:

- restore Māori Crown relationships through the settling of historical Treaty claims and determining takutai moana rights and interests
- ensure the Crown upholds its commitments made through Treaty settlement and takutai moana determinations
- seize opportunities to address challenges and to build bigger, better, and stronger relationships that benefit Aotearoa.
- highlight an increased expectation on the Crown, which was reinforced legislatively through section 14 of the Public Service Act 2020, which made clear that the role of all public service agencies includes supporting the Crown in its relationships with Māori under the Treaty
- provide tools to support the Crown to become a better Treaty partner
- increase and deepen engagement with Māori on matters of interest, which drives expectations for the wider application of Treaty-based analysis across Crown policy and to better recognise the legal environment and rulings made by the Courts relating to the Treaty of Waitangi.

Working towards realising the promise of Te Tiriti o Waitangi/the Treaty of Waitangi for New Zealanders must be an important focus for us all. In just 16 years from now at the 200th anniversary of the signing of the Treaty, we will be measured on how far we have come as a country. Preparing for that requires a deliberate strategy co-led by Māori and the Crown.

Ngā Uara – Our Values



- » 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 with 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 strategic direction

At the time of publication, the government was considering proposals that, if implemented, would have significant implications for the future scope and direction of Te Arawhiti work. These decisions have not yet been made. On that basis, the future direction mahi in this report will reflect the position as at 2023/24. This may change in 2024/25.

Our strategic intent is to restore, sustain and grow the Māori Crown relationship. In 2023, we reported back to Cabinet¹ on our future priorities. This report confirmed and strengthened our three pou: Whakaora (restore), Whakapūmau (sustain), Whakatipu (grow). Our priorities are reflected in the new Performance Framework which is outlined in the next section.

Our strategic priorities as of 2023:

Realising the promise of Te Tiriti o Waitangi for all New Zealanders				
Whakaora Restore		Whakapūmau Sustain		Whakatipu Grow
Complete the settlement of all historical Treaty Claims	Enable the recognition of customary takutai moana legislative rights	Enforce the Crown to meet its Treaty settlement commitments	Be a strategic advisor to Cabinet, Ministers, and the public service to enable good policy decisions that uphold Māori rights and interests	Build the Crown's capability to engage with Māori and become a better Treaty partner

Our performance framework

Te Arawhiti presented its performance framework to the Māori Affairs Committee at the 2024/25 Estimates hearing in June 2024.

The performance framework for Te Arawhiti provides transparency on how our activities and priorities link to the outcomes Te Arawhiti aims to achieve. It shows how our relationships and resources contribute to positive outcomes and the impact of our mahi.

It is important that Te Arawhiti reviews its strategic priorities as the Māori Crown relationship evolves. As part of developing the performance framework, we refreshed our strategic priorities which are:

- Work at pace to complete all Treaty Negotiations
- Complete all Takutai Moana determinations
- Successfully implement all Treaty settlements
- Provide a centre of excellence on Treaty matters to government
- Lead the design and implementation of Vision 2040

One notable addition to our priorities is the emphasis on the long-term vision for 2040 as we work towards the 200th anniversary of the signing of Te Tiriti o Waitangi/the Treaty of Waitangi. Vision 2040 requires a clear, shared vision and collective effort from across the Crown and Māori. As we lead the design and implementation of Vision 2040, we recognise that this involves creating a strategy that incorporates diverse perspectives and fosters collaboration across all sectors. By developing an inclusive strategy, Te Arawhiti can ensure that each strategic priority progresses effectively and honours the communities we serve, guiding the way toward a united and thriving Aotearoa New Zealand by 2040.

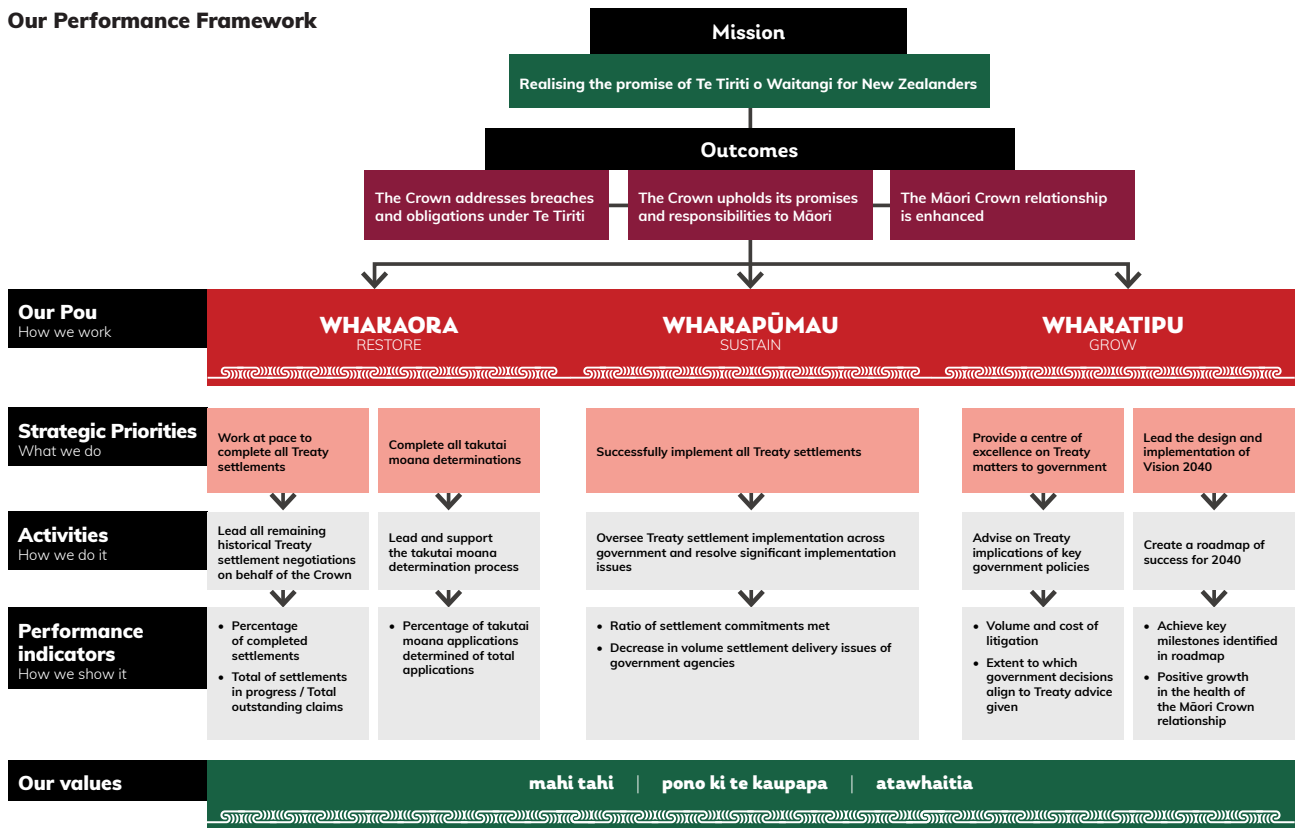
¹This report has been proactively released on our [website](#).

Te Arawhiti can't take responsibility for all the milestones on the pathway to 2040 as it will require commitment from across the Crown. Working within the span of our control, we will work across Government to look at what that wider pathway might look like, but also talk with Māori about what they want 2040 to look like.

Since our establishment in 2019, we have reported our performance against a series of measures such as settlement milestones reached, takutai moana applicant groups engaged, settlement implementation resolved, practical advice, tools, and resources to support the service public to lift their capability, engagement workshops delivered or brokering Māori Crown partnerships. We have also used our experience and engagement with iwi Māori to assess the effectiveness of our work and ensure what we do is grounded in relationships but lifts up and over the horizon.

The performance framework will allow us to report directly against the delivery of our strategic priorities. This will continue to mature over time. It and will demonstrate the impact of our work on the Māori Crown relationship and outcomes for New Zealanders.

Our Performance Framework



Summary of Key Activities from 2023/24

Outcome: The Crown addresses breaches and obligations under Te Tiriti

- Completed eight Historic Treaty of Waitangi settlement milestones.
- Advanced legislation through Parliament for ngā hapū o Ngāti Ranginui, Ngāti Paoa, Ngāti Tara Tokanui and Ngāti Hei as well as first readings for Taranaki Maunga and Te Korowai o Wainuiārua.
- Accelerated work with Ngāpuhi hapū groupings to support mandate development. Te Whakaaetanga mandate strategy was endorsed by the Crown in December 2023.
- Provided operational funding to Tupu Tonu – Ngāpuhi Investment Fund Limited to grow and manage an investment portfolio of assets that the Crown will offer in negotiations with Ngāpuhi.
- Supported applicant groups in 11 coastlines to progress their Takutai Moana applications in: Te Tai Rāwhiti, Hawkes Bay, Te Tau Ihu, Ngāi Tahu, Eastern Bay of Plenty, Wellington-Kāpiti, Taranaki, Wairarapa, Waikato, Kaipara, and Te Raki.
- Advised Crown Law on the Attorney General's participation in Takutai Moana High Court proceedings and provided third-party research.
- Completed preliminary work on proposed amendments to section 58 of the Marine and Coastal Area (Takutai Moana) Act 2011 to make clear Parliament's original intent, in light of the judgment of the Court of Appeal in Whakatōhea Kotahitanga Waka (Edwards) & Ors v Te Kahui and Whakatōhea Māori Trust Board & Ors [2023] NZCA 504.
- Provided \$28.7 million in funding to support Takutai Moana applicants. Cabinet approved an additional \$17.3 million to address the cost pressures for Takutai Moana Funding Assistance scheme due to the unprecedented demand for the 2023-24 financial year.
- Supported the Crown's response to the High Court hearing of the longstanding Wakatū litigation.

Outcome: The Crown upholds its promises and responsibilities to Māori

- Confirmed that all core Crown agencies had entered status updates for all Treaty settlement commitments recorded on Te Haeata – the Settlement Portal.
- Produced and circulated He Korowai Whakamana guidance for Crown agencies to report on the status of their Treaty settlement commitments in their annual reports for the 2023/24 year.
- Completed three workshops with Crown agencies to discuss Cabinet directives for He Korowai Whakamana.
- Completed enhancements to Te Haeata – the Settlement Portal to provide a core Crown dashboard of status of commitments. Provided each post settlement governance entity with an individual dashboard of the status of their Treaty settlement commitments as assessed by core Crown agencies.
- Engaged directly with iwi and agencies on significant settlement issues, engaging third parties to mediate and/or seeking Ministerial or Cabinet decisions on proposed resolutions. This year we resolved 25 post-settlement issues.
- Met with iwi groups on more than 45 occasions to discuss post-settlement progress, issues and, opportunities. Met with most core Crown agencies on how they understand and uphold their settlement commitments and relationships.
- Led, with the Cyclone Recovery Unit, advice on the Whenua Māori and Marae pathway as part of the government's response to North Island Severe Weather Events. We also helped design the proposed funding framework and process under the Severe Weather Emergency Recovery Legislation Act 2023.

Outcome: The Māori Crown relationship is enhanced

- Funded ten significant Māori Crown events through Whai Hononga – including Waitangi week, 28th Māori Battalion and the Battle of Ō-Rākau 160-Year Commemoration.
 - Advanced Whāinga Amorangi which takes a coordinated approach to building the Māori Crown relations capability of the public service. Thirty-six core Crown agencies have a Whāinga Amorangi plan in place.
- In 2023/24, Te Arawhiti:
- facilitated six Whāinga Amorangi Community of Practice hui with an average of 22 core agencies participating in each hui
 - provided Annual Reporting Guidance for agency annual reports
 - provided advice to agencies to refresh their Whāinga Amorangi plans
 - established Online Resource hub
 - co-designed the Public Service Induction Māori Crown Relationships learning, in partnership with Te Kawa Mataaho.
- Developed workshops, tools, and resources to guide public servants in lifting their Māori Crown Relations capability.
 - Delivering 32 workshops to the public service across our three offerings. These workshops reached more than 1,000 public servants including a new workshop – 102 Engagement with Māori, which builds on the foundational knowledge learned in the Introduction to Engagement with Māori 101 workshops.
 - Advising on 57 new engagement processes, bringing the total number of new engagement advice provided to 383 since inception.
 - Previewing and commenting on 139 Cabinet papers from 22 public sector agencies.
 - Contributing directly to the policy development process for the Government's Resource Management Act Reforms - reflecting the significant implications for Māori rights and interests (including those from Treaty settlement redress and takutai moana legislation).
 - Supporting Crown agency use of the Cabinet Office Circular CO (19)5 Te Tiriti o Waitangi/Treaty of Waitangi guidance through presentations and advice.
 - Provided advice which informed decisions taken by Ministers to help fulfil the coalition government's commitment to uphold Treaty settlements. For instance, the Fast Track Approvals Bill includes several provisions aimed at ensuring the legislation is consistent with Treaty settlements and recognises customary rights.
 - Chaired the Treaty Provisions Oversight Group. This group provides advice and assistance to agencies about what the Treaty means in the context of legislative design or reform. The group advised five agencies on five legislative proposals.

Enabling functions

- Reported back to Cabinet on our future direction, priorities, and work programme. The paper looked at the initial establishment of Te Arawhiti to prepare for the future of the agency.
- Agreed a revised strategic framework which focused on five key priorities: completing Treaty settlements; enabling the recognition of customary rights under Takutai Moana legislation; ensuring the Crown meets its settlement commitments; building the Crown's capability to engage with Māori; and advising Cabinet, Ministers, and the public service to enable good policy decisions that uphold Māori rights and interests.
- Completed and delivered the new Performance Framework to the Māori Affairs Select Committee.
- Sponsored and participated in Te Kōnohete 2023. We were represented in many ways throughout the day - as committee members, emcees, volunteers, and performers.
- Ensured focus on internal capability with:
 - 94 staff enrolled in internal Te Reo Māori programmes (levels 1-4)
 - 58 staff participated in offsite wānanga to ensure tikanga and kawa are woven throughout our daily work
 - 126 staff attended a one-day workshop on the History of Aotearoa and Te Tiriti o Waitangi.

Ngā Tumu – Our Leaders



From left to right:

Mikaere Paki – Deputy Chief Executive Māori – Tumu Tikanga

Warren Fraser – Deputy Chief Executive Strategy, Policy and Legal

Tui Marsh – Deputy Chief Executive Treaty Reconciliation and Takutai Moana

Lil Anderson – Tumu Whakarae – Chief Executive

Kelly Dunn – Deputy Chief Executive Partnerships

Raymond Hall – Deputy Chief Executive Organisational Services

Not pictured:

Sheridan Smith – (Acting) Deputy Chief Executive Partnerships



Lil Anderson was appointed as the inaugural Tumu Whakarae of the Office for Māori Crown Relations - Te Arawhiti in 2019. She holds a system leadership role across the public service on Māori Crown relations, playing a key role in brokering relationships between government and Māori communities. As Tumu Whakarae, she leads a team of around 200 kaimahi including five Executive Leadership Team members.



Mikaere Paki guides Te Tima Tikanga, a team dedicated to improving our internal cultural capability and leading work across the public service in embracing Te Ao Māori, te reo me ōna tikanga and celebrating excellence.



Warren Fraser leads the Strategy, Policy and Legal hāpai. The team provides policy and legal advice to Te Arawhiti business groups; advises the government on Treaty rights and interests, and the Māori Crown relationship; and supports the Executive Leadership Team on organisational strategy.



Raymond Hall leads Organisational Services – Te Hāpai Ō. Their functions span finance, human resources, contracts and procurement, communications, business planning and reporting, business services and official correspondence.



Tui Marsh leads Te Kāhui Whakatau that work with Māori groups to settle their historical Treaty of Waitangi claims. Treaty settlements include historical, cultural, financial, and commercial redress that provide a basis for restoring and strengthening the Māori Crown relationship with the claimant groups. Tui also leads Te Kāhui Takutai which supports fair, transparent, and timely determination of applications to recognise customary marine titles, and protected customary rights or activities, under Te Takutai Moana Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019 (takutai moana legislation).



Kelly Dunn* leads our Partnerships Wāhanga - Te Kāhui Whakamana and Te Kāhui Hikina. Te Kāhui Whakamana oversee and safeguard the durability of Treaty settlements. Kelly are the also leads commitments. Te Kāhui Hikina works to build public sector capability, ensure public service engagement with Māori is meaningful and coordinate significant Māori Crown events on behalf of the Crown such as Waitangi. They also broker relationships by facilitating challenging issues between iwi and the Crown. Nga mihi ki a koe Sheridan Smith. Thank you for joining our team and acting for Kelly for part of the year.

*In 2023/24 Sheridan Smith was (Acting) Deputy Chief Executive Partnerships from November 2023 to June 2024.

Whakatutukinga mahi

Our performance





WHAKAORA RESTORE

Restoring Māori Crown relationships through Treaty settlements and the recognition of customary rights in the marine and coastal area establishes a more solid foundation for the Māori Crown relationship. It enables groups to reassert their rangatiratanga and play a more active role in their local communities. By addressing these issues, we can support better outcomes for Māori, restore the Crown's honour and move forward with renewed relationships built on greater trust and confidence.

Complete the settlement of all historical Treaty claims

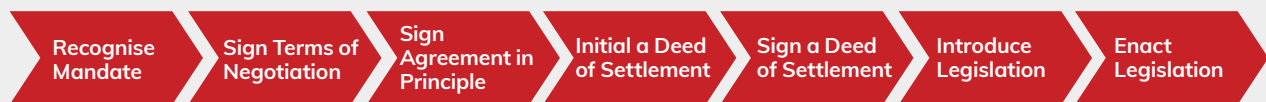
We work with hapū and iwi Māori to negotiate the settlement of historical Treaty of Waitangi/Te Tiriti o Waitangi claims. These settlements provide historical, cultural, and financial and commercial redress. The outcome sought from this work is that the Crown addresses breaches and obligations under the Treaty and seeks to restore its relationships with Māori after breaking its promises.

Treaty settlements have been a priority for New Zealand since the early 1990s. We have seen substantial progress towards settling all historical Treaty of Waitangi claims. As of 30 June, 100 deeds of settlement have been signed.

Settlements can be transformative. They help to restore relationships between Māori and the Crown that have been strained by many years of grievance and the exclusion

of Māori from meaningful participation in issues of deep significance to them. The negotiating table often presents the first opportunity for Māori to connect with Ministers and agencies across a spectrum of issues. The positive connections established through the negotiations between Māori and various levels of government present significant opportunities for rebuilding relationships to enable both parties to jointly define aspirations for the future and plan together accordingly. Settlements can assist settled groups to become stronger and more resilient leaders in their communities. Settlements contribute to the cultural, social, and economic development of Māori and, through the flow-on effects, to the development of communities and regions. They strengthen the capital of settled groups alongside existing Māori enterprises and assets built up outside of settlements.

Overview of the key milestones in settling historical Treaty of Waitangi claims



Milestone	Definition
Recognise Mandate	The Crown recognises the right of a body mandated by the claimant community to represent that community in negotiations with the Crown.
Sign Terms of Negotiation	Terms of Negotiation set out the 'ground-rules' and objectives for the negotiations.
Sign Agreement in Principle	This is a non-binding agreement reached between the Crown and the mandated body. An Agreement in Principle outlines the nature and scope of all settlement redress agreed.
Initial a Deed of Settlement	The Deed of Settlement is the final Crown offer to the claimant group for the settlement of their historical grievances. It sets out in technical detail the historical claims and the redress agreed between the Crown and mandated body.
Sign a Deed of Settlement	Iwi and the Crown sign the final deed of settlement when the claimant community has ratified (accepted) the deed.
Introduce Legislation	The Crown drafts a Treaty Claims Settlement Bill and introduces to Parliament.
Enact Legislation	Legislation is passed into law implementing the Deed of Settlement.

For further details on details on Treaty of Waitangi Claims and Negotiations with the Crown please see the [Red book on our website](#).

In 2023/24 we achieved eight milestones:

Group	Milestone	Date
Te Korowai o Wainuiārua	Deed of settlement signed	29 July 2023
Te Korowai o Wainuiārua	Legislation introduced	29 August 2023
Ngāi Tai (Tōrere)	Mandate recognised	30 August 2023
Ngāi Tai (Tōrere)	Terms of negotiation signed	31 August 2023
Taranaki Maunga	Deed of settlement signed	1 September 2023
Taranaki Maunga	Legislation introduced	6 September 2023
Te Whānau ā Apanui	Deed of settlement initialled	26 September 2023
Whakatōhea	Legislation enacted	28 May 2024

Progress has also been made with legislation advancing through the House for Ngāti Paoa, Ngāti Tara Tokanui and Ngāti Hei as well as first readings for Taranaki Maunga and Te Korowai o Wainuiārua.

We plan to continue our progress into the next financial year with 20 settlement milestones forecast to be achieved.

Te Whakatōhea: Legislation enacted

On 28 May, Parliament passed the third reading of the Whakatōhea Claims Settlement Bill. This milestone follows three decades of negotiations between Te Whakatōhea and the Crown, reaching the final step in the settlement of the historical Treaty of Waitangi claims of Te Whakatōhea.

Over this long journey towards settlement, many people have worked on negotiations from Te Whakatōhea and Te Arawhiti, and across the Crown. Many of those involved came together to celebrate and remember those who are no longer with us.

While no settlement can fully compensate for the Crown's past injustices, this settlement will support the aspirations and prosperity of Te Whakatōhea for many generations to come. The settlement includes the reservation of 5,000 hectares of marine space for aquaculture, \$100 million financial and commercial redress, the transfer of 33 sites of cultural significance, bespoke natural resource and conservation arrangements, and relationship agreements with core Crown agencies.

This final step in the settlement process marks the beginning of a new relationship between Te Whakatōhea and the Crown based on trust and co-operation.



On the 28th of May over 250 Whakatōhea whānau descended on Parliament to witness the 3rd and final reading of the Whakatōhea Claims Settlement Bill.

Enable the recognition of customary takutai moana legislative rights

The Marine and Coastal Area (Takutai Moana) Act 2011 sets out a framework to protect the interests of all New Zealanders in the marine and coastal area. It also provides for the legal expression of customary interests through determinations of customary marine title and protected customary rights.

The Takutai Moana legislation provides two pathways for the recognition of customary interests: either through direct engagement with the Crown, or by application to the High Court.

The purpose of the Takutai Moana Act is to:

- establish a durable scheme to ensure the protection of the legitimate interests of all New Zealanders in the marine and coastal area of New Zealand; and
- recognise the mana tuku iho exercised in the marine and coastal area by iwi, hapū, and whānau as tangata whenua; and
- provide for the exercise of customary interests in the common marine and coastal area; and
- acknowledge the Treaty of Waitangi (te Tiriti o Waitangi).

Overview of the key phases to recognising customary marine interests

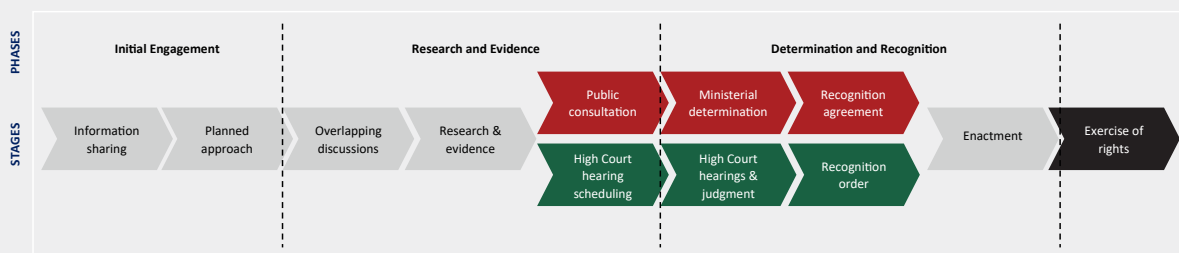
The Takutai Moana Engagement Strategy 2021 (the strategy) sets out the approach the Crown takes to engage with and support applicant groups who are seeking recognition of existing customary interests in the takutai moana under the Takutai Moana Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019.

The strategy is underpinned by five core values: partnership, participation, protection, recognition of cultural values, and mana enhancing processes.

The strategy has enabled increased engagement activity with applicant groups. A number of those groups are progressing their applications through their preferred pathway (Crown or High Court pathway).

The Crown provides groups with support with their application, which includes information, planning and budgeting advice, funding through the Financial Assistance Scheme, engagement with shared or overlapping applicant groups, and navigation through the Crown pathway.

The Crown seeks to work with all applicant groups in their coastal areas to progress through the following three phases:



Phase	Description
Initial engagement	This phase starts with discussions between the Crown and applicant groups to confirm the coastal area and applications within that area. These discussions help to identify the support needed by applicant groups. Discussion focuses on the approach, timeframes and processes for the coastal area, and agreement on next steps.
Research and evidence	This phase focuses on undertaking research and evidence gathering required to present a case, either for Customary Marine Title or for Protected Customary Rights. The phase also includes work on shared or overlapping applications. This may include agreeing the use of tikanga-based processes to guide and underpin partnership and engagement arrangements. This phase also includes processes for non-applicants to provide information about their use and connection to the takutai moana, through public consultation.
Determination and recognition	Collected evidence will be considered by the Minister for Treaty of Waitangi Negotiations or by the High Court. Applications may be decided in full or in part. Where customary interests are recognised, this phase also includes the processes needed to give full legal effect to that recognition.

Support from Te Arawhiti is available to all applicant groups, irrespective of whether recognition is being sought from the High Court or from the Crown. We administer funding, preparing third party historical research, collating progress information in our client management system and providing maps through our information hub.

Under the High Court pathway, Te Arawhiti also provides instructions and information to the Crown Law Office for hearings and related case management, judicial conferences, and appeal proceedings. Te Arawhiti supports the Attorney-General in the High Court through third party historical research and geospatial mapping to hearings.

Last year, Te Arawhiti supported over 200 applicant groups to progress their applications for customary interests. We provided applicants with information on the process for the respective pathways, administered \$28.7 million from the Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area appropriation, and delivered third party historical research reports across five coastlines in advance of High Court hearings and applicants progressing through the Crown engagement pathway.

In the last year we have seen unprecedented demand on the Financial Assistance Scheme (the Scheme), mainly due to the higher number of High Court hearings compared to the previous ten years and the increased complexity of each hearing. We worked to ensure applicant groups were well communicated with and understood the challenges and the changes implemented.

The unprecedented demand on the Scheme resulted in some short-term changes to the settings of the Funding Assistance Scheme for 2024/25. The changes are designed to allow equal treatment of applicant groups across all hearings, certainty for applicants of funding availability, and certainty for the Crown of the maximum court costs for the year.

We will work on durable and long-term adjustments to the Scheme, following consultation with applicant groups in 2024/25.

In 2023/24, Te Arawhiti also:

- Progressed policy work to action the Government's commitment to amend section 58 of the Act.
- Provided support to applicant groups in 11 coastlines to progress their applications across Te Tai Rāwhiti, Hawkes Bay, Te Tau Ihu, Ngāi Tahu, Eastern Bay of Plenty, Wellington-Kāpiti, Taranaki, Wairarapa, Waikato, Kaipara, and Te Raki.
- Supported Ngati Koata, Rangitoto ki Te Tonga to progress their application to a ministerial decision, that resulted in a further 12-month evidence gathering phase to accommodate overlapping applicant groups.
- Supported Rongomaiwahine (Hawkes Bay – Māhia) with their public consultation process.
- Provided advice to the Crown Law Office on the Attorney General's participation in High Court proceedings and provided third-party research. Determinations in the courts included:
 - The issue of a judgement by Court of Appeal in Re Edwards
 - The release of High Court judgments for Tokomaru Bay and Wairarapa 1(a)
 - Four High Court hearings: Whangārei Harbour, Wairarapa 1(b), Kāpiti-Manawatu 1(a) and Aotea Moana; and
 - The Supreme Court has granted leave to appeal the Court of Appeal's decision in Re Edwards.

Research and evidence in the Takutai Moana determination process

The Takutai Moana research programme collects and presents a wide range of historical and contemporary information about the marine and coastal area. This information, along with research carried out by applicants, supports robust decision-making in both pathways.

This year, we prepared research reports and map-books for the Whangārei Coast, Kāpiti-Manawatu 1(a) and Aotea Moana High Court hearings. Te Arawhiti historians and GIS (Geographic Information System) kaimahi also appeared as witnesses in hearings for both East Coast Wairarapa 1(a) and 1(b) and Whangārei Harbour.

Major research projects on Tāmaki Makaurau, eastern Northland and the Kauri Coast (western Northland) were substantially advanced or completed, with research continuing on Ruapuke and Foveaux Strait as well as northern Taranaki. Te Arawhiti historians also participated in the research and evidence phase of several Crown engagements, including tranche 3 of Ngā Hapū o Ngāti Porou.

Kōrero Takutai, is an online mapping tool run by Te Arawhiti, was updated with new layers and the creation of an open data portal which is available to applicant groups. Among the highlights of this year's geospatial research was the development of a method for analysing environmental change in the takutai moana by comparing historical land vesting with modern aerial photography. Te Arawhiti was also a member of the steering group on the cross-government Marine Geospatial Initiative, as well as a World Bank project on how GIS can assist indigenous development.



WHAKAPŪMAU SUSTAIN

Te Arawhiti has a key role to ensure the Crown upholds its Treaty responsibilities to Māori. The settlement of historical Treaty claims creates a new set of Treaty of Waitangi obligations for the Crown to fulfil, some of which are ongoing. The outcome sought here is that the Crown delivers on its promises and responsibilities through its actions, policies, and practices. Te Arawhiti oversees the implementation of these commitments - mitigating relationship and litigation risks as well as the potential costs of remediation.



Enforce the Crown to meet its Treaty settlement commitments

The successful implementation of Treaty settlements is a key feature of the Crown upholding its responsibilities to Māori. Providing oversight of settlement implementation across the core Crown agencies and enabling the resolution of significant implementation issues support this outcome.

In December 2022, Cabinet strengthened the mandate of Te Arawhiti as the public service system lead for upholding the durability of settlements by endorsing, He Korowai Whakamana – a framework for the oversight of settlement commitments. The mandate established expectations for core Crown settlement commitment holders, provided an agreed (consistent) pathway for preventing and resolving significant settlement issues as they arise, and gave Te Arawhiti the oversight function of the delivery of core Crown settlement commitments. Part of Te Arawhiti's approach to this function is to give iwi visibility and assurance that their settlement commitments are being upheld.

Te Arawhiti's strengthened the mandate meant working with the core Crown agencies to enter the status of their commitments in Te Haeata – the settlement portal by 30 June 2023 for agencies with less than 1,000 commitments, and by 22 December 2023 for agencies with more than 1,000 commitments. All core Crown commitment holding agencies met this obligation – self-assessing and recording the status of over 14,000 commitments in Te Haeata. These agencies must now continue to update the status for new commitments as Treaty settlements are completed or update the status as they are delivered.

To provide transparency and ensure continuous dedication to delivery, core Crown agencies must report on the status of their commitments in their annual reports, starting from 2023/24. This is the first time this information will be included in annual reports. Also, for the first time, Te Arawhiti will provide a whole of system report on the status of the core Crown's settlement commitments for the Minister for Māori Crown Relations: Te Arawhiti in December 2024.

In June 2024, post settlement governance entities (PSGEs) gained access to their individual settlement status data on Te Haeata. This provided the first opportunity to understand how the core Crown sees the delivery of their settlement.

Te Haeata strengthens the system for settlement commitment oversight as a tool that PSGEs and core Crown can both utilise. By providing clear expectations and accountability to the core Crown, we aim to improve relationships and reduce issues between iwi and the Crown. If significant settlement issues do exist, the longer they go un-identified the greater the impact on the Crown's honour and any remedies needed to respond. Identifying issues earlier means the Crown can address them before they escalate.

In 2023/24, Te Arawhiti:

- Led, with the Cyclone Recovery Unit, advice on the Whenua Māori and Marae pathway as part of the government's response to North Island Severe Weather Events. We also assisted with the design the proposed funding framework and process under the Severe Weather Emergency Recovery Legislation Act 2023.
- Met with iwi groups on more than 45 occasions to discuss their post-settlement experiences.
- Met with most core Crown agencies to get a sense of how they understand and uphold their settlement commitments and relationships.
- Delivered enhancements to Te Haeata to enable agencies and PSGEs to view dashboards of the status of their settlement commitments.
- Developed annual reporting guidance to be used by agencies for their He Korowai Whakamana annual reporting from FY 2023/24.
- Held two sessions in February and March 2024, with 52 attendees from 10 core Crown agencies to discuss Cabinet directives for He Korowai Whakamana.
- Resolved 33 settlement issues. An increase in issues resolved since 2018/2019 (six resolved), compared to 2022/2023 (45 resolved) shows that the volume of issues is increasing, and is trending to continue to increase.

Delivering on settlement commitments

Te Arawhiti is approached by iwi and agencies because of our technical expertise in this area and the relationships we have cultivated through the settlement process. Our established niche as the agency which understands Treaty settlements and redress mechanisms are critical factors in being able to work through settlement commitment matters.

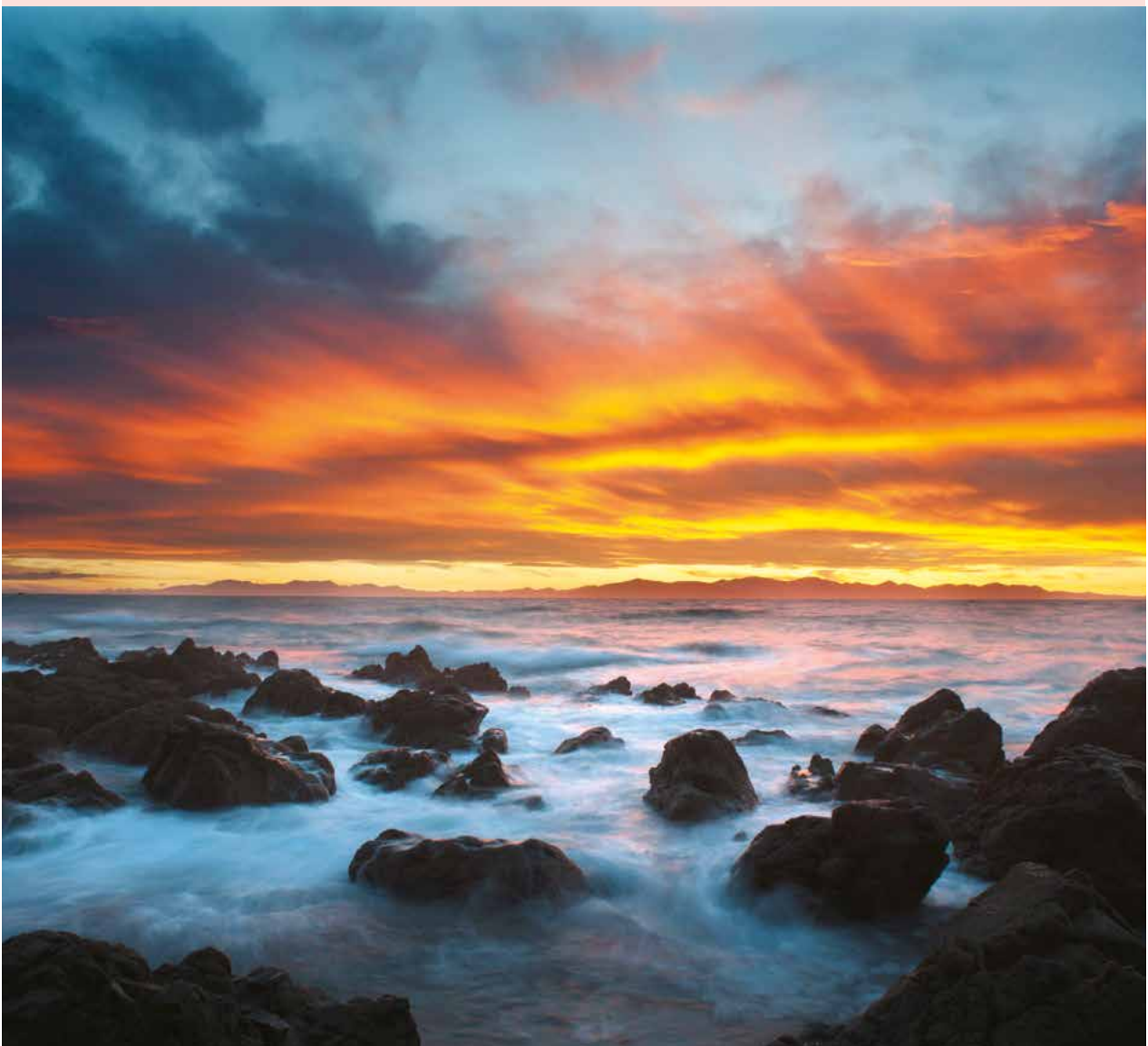
In 2023/24, we supported a land holding agency (the agency) in strengthening their post-settlement relationship with Ngāi Tai ki Tāmaki and Ngāti Tamaoho.

We encouraged engagement between the agency and Ngāti Tamaoho to enable the agency to deliver on a deferred selection property made available in the Ngāti Tamaoho settlement. The redress is shared with the Ngāi Tai ki Tāmaki settlement.

The existing relationship between the agency and iwi was tenuous and as a result, the parties were unable to agree on a valuation process for the property. They were considering arbitration. To foster an enduring relationship between the agency and iwi, we met with them on multiple occasions. At the iwi's request, we also assisted Rangatira-to-Rangatira engagement with Ministers, to seek ministerial support to resolve the issue without arbitration.

With the support of Ministers, a joint valuation process was agreed. We facilitated two further hui focusing on strengthening the relationship between the parties. At these hui, the agency and iwi agreed a way forward on the joint valuation process. This agreement was recorded through a letter of agreement which amended the respective deeds of settlement. The letter of agreement had the relevant ministerial and post-settlement governance entity approvals.

The process served to rebuild and reinforce the relationship between the agency and iwi. This has enabled the agency to deliver on their settlement commitment and no further support has since been sought on this kaupapa.





Be a strategic advisor to Cabinet, Ministers and the public service to enable good policy decisions that uphold Māori rights and interests

Te Arawhiti contributes its expertise to policy programmes with significant impacts on Māori rights and interests like the resource management reforms, policy responses to severe weather events, and climate adaptation. This is important because Māori Crown relations capability across the public service is generally low.

The Māori Crown relationship is best conducted through good faith dialogue. However, at times Te Arawhiti has been called upon to rebuild relationships and trust to ensure a re-focus on the work at hand. The pace and breadth of government reform programmes can be challenging for Māori communities and not well aligned with their priorities and capacity. Sound Treaty-based analysis is often missing from government policy. Proceeding at pace, or with insufficient attention to Māori rights and interests, can risk litigation with costs to the relationship and to the progress of government programmes.

Te Arawhiti adds value to the Government work programme through our deep understanding of rights and interests and strong relationships with iwi and agencies. Our involvement helps improve the effectiveness of policy for Māori, reduce inequality and strengthen agencies' relationships with Māori groups, and Māori trust in the Crown as a whole.

Te Arawhiti's key functions as 'strategic advisor' are to:

- Advise and support Ministers and agencies to develop policy and programmes cognisant of, and consistent with, the Crown's obligations to Māori.
- Develop the public sector's capability by helping agencies apply Cabinet-agreed guidance on the Treaty of Waitangi in policy development – Te Tiriti o Waitangi / Treaty of Waitangi Guidance, Cabinet Office Circular CO 19(5).
- Chair the Treaty Provisions Oversight Group, a senior officials group tasked by Cabinet with providing impartial guidance to agencies advising Ministers on legislative proposals affecting Treaty rights, responsibilities or relationships.

Key elements of our advice focus on identifying the Crown's Treaty responsibilities in the policy context and policy options that respond to Māori rights and interests, alongside encouraging early and meaningful engagement with Māori through the policy process. This leads to better policy processes and outcomes, and an overall stronger Māori Crown relationship.

This year, we have:

- Reviewed and commented on 139 Cabinet papers from 22 public sector agencies.
- Contributed directly to the policy development process for the Government's Resource Management Act Reforms – reflecting the significant implications for Māori rights and interests (including those from Treaty settlement redress and takutai moana legislation).
- Led with the Cyclone Recovery Unit, advice and negotiations on the Whenua Māori and Marae pathway as part of the government's response to North Island Severe Weather Events. We also contributed to the design of the proposed funding framework and process under the Severe Weather Emergency Recovery Legislation Act 2023.

Fast-Track Approvals Bill

The Fast-Track Approvals Bill was developed at pace and introduced in March 2024, in line with coalition government agreements, to provide a streamlined decision-making process to facilitate the delivery of infrastructure and development projects with significant regional or national benefits.

The Bill aims to create economic development opportunities including for Māori organisations. The Bill also has implications for Māori rights and interests. Treaty settlements and takutai moana legislation provide enhanced roles for iwi and hapū in various approval processes relevant to the Bill.

Our input into this Bill has been instrumental in helping Ministers consider the need for provisions to uphold Treaty settlement commitments and customary rights under Te Takutai Moana Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019. We also advised Ministers on notification, engagement, and other procedural requirements in the fast-track process in relation to Māori groups and their interests.



WHARATIPU GROW

This pou supports the changing shape of the Māori Crown relationship with a focus on the post-settlement era. With 15 deeds of settlement signed since 2018, there are now 100 deeds of settlement – tipping the landscape into a post-settlement era, where there are increased expectations of the Māori Crown relationship.

Te Arawhiti maintains a strong, enduring and trusted network of national and regional iwi connections, built up over years of working together. We acknowledge that iwi are long-term investors into their communities and as they progress through the post-settlement journey, there are opportunities for Māori and the Crown to utilise these relationships to achieve better outcomes.

Build the Crown's capability to engage with Māori and become a better Treaty partner

The priorities of the Crown and iwi align across a range of areas and there is a lot of joint work that can be done to progress outcomes and aspirations, for the benefit of all New Zealanders. To do this well, requires a real investment in relationships. Te Arawhiti (and the range of distinct but related government functions that its establishment consolidated) has spent decades investing in relationships with iwi, laying the necessary foundations to enable success when working together.

Our investments in relationships with iwi, across the spectrum and from pre to post settlement, uniquely places Te Arawhiti to navigate the challenges, and realise the potential, of the Māori Crown relationship.

Momentum in reaching Treaty settlements means that settled iwi now cover almost the entire country, tipping the landscape into a post-settlement era, where there are increased expectations of the Māori Crown relationship.

Each iwi faces their own post-settlement journey moving from negotiating to governance and management. What this looks like depends on many things, such as the varying sizes of iwi and a significant range of settlement outcomes. Experience shows us that post-settlement iwi are forward facing, ambitious, working together and resourced.

Growing the performance of the public service is essential for the advancement of the Māori-Crown relationship. The Crown has a long history of poor engagement with Māori, resulting in costly litigation and additional time and resource. Te Arawhiti has set expectations and benchmarks to strengthen the public sector's capability to work with iwi Māori in a consistent and disciplined way. We provide clear guidance and frameworks for practically improving individual and agency engagement that seek to enable

better outcomes through better working relationships with iwi Māori.

This year, we have:

- Facilitated bi-monthly Community of Practice hui to support the 38 core Crown agencies to implement their Whāinga Amorangi plans.
- Partnered on ten significant Māori Crown events through Whai Hononga – including Te Kāhui Mouri, Waitangi week 2024, 28th Māori Battalion, The Battle of O-Rākau 160-Year Commemoration, Nga Wai Heke Rangatira (Wairarapa) and Puanga events.
- Developed guidance for government agencies to use in reporting their progress in implementing Whāinga Amorangi plans in their annual reports for 2023/24.
- Analysed the Whāinga Amorangi section of all core agency Annual Reports for 2022/23. While agencies were all at varying stages of implementation, overall, there was evidence of an uplift in performance.
- Reviewed and commented on 57 new engagement processes from 22 public sector agencies.
- Delivered 32 workshops to the public service across our three offerings, reaching more than 1,000 public servants.
- We launched a new workshop – 102 Engagement with Māori, which builds on the foundational knowledge learned in the Introduction to Engagement with Māori 101 workshops, which Te Arawhiti has been offering since 2019.

Te Kāhui Mōuri (the clan of vitality)

The installation, Te Kāhui Mōuri (the clan of vitality), on Parliament grounds was unveiled at dawn on 27 July 2023 at a ceremony led by Te Āti Awa Taranaki Whānui. Taranaki Whānui Chair, Kara Puketapu-Dentice said at the time, "It is an affirmation of mana whenua and represents a turning point in the relationship between Te Āti Awa Taranaki Whānui and Parliament".

This magnificent initiative began as an idea scribbled on a piece of a scrap paper. The project was led by Taranaki Whānui tohunga, Kura Moeahu in collaboration with Cultural Designer Len Hetet and Master Carver Sam Hauwaho, and supported by Te Arawhiti from its inception through to its launch with funding and logistical support.

Te Kāhui Mōuri is a physical marker of the partnership between Pāremata Aotearoa (New Zealand Parliament) to its partnership and mana whenua. It consists of two pou, three mōuri markers and a pare on Parliament grounds.



The pou, which flank the steps of Parliament, are a gesture of welcome and protection for everyone who enters the parliamentary precinct. Te Āti Awa Taranaki Whānui has named the two pou: Tupua-horo-nuku and Tupua horo-rangi. They represent the opposing forces that were awakened by the tupua Ngake and Whāitaitai when the entrance to Wellington harbour was formed. The pou also represent duality including opposing political views, and Te Ao Māori and Te Ao Pākehā.

The three mōuri markers strategically placed on the forecourt guide the kawa and tikanga of official pōwhiri. These mōuri markers are named after local maunga – Ahumairangi, Pukeariki and Pukeatua.

The pare which frames the entrance to the Beehive is called Te Huaki ki te Ao – again another welcome to all those who visit Parliament. The figure on top of the pare represents, Te Āti Awa Taranaki Whānui who hold ahi kā over the area of Parliament, and the carvings to either side of the figure acknowledge local and regional tribes throughout Aotearoa, in particular Ngāti Toa and Te Āti Awa Taranaki Whānui who hold mana whenua in the Wellington region.

Whenua Māori and Marae Pathway in the wake of Cyclone Gabrielle

Cyclone Gabrielle and other severe weather events in early 2023 devastated parts of the North Island and required a large-scale government response. Councils identified areas where the risk posed by future severe weather was so high that it would no longer be safe for people to remain there. Several marae and Māori communities in Hawke's Bay and Tairāwhiti are in those areas. There are people who were living on their whenua who have lost everything, and some remain deeply traumatised by what they experienced.

Te Arawhiti played a key role in working with agencies to raise awareness of the complex factors unique to whenua Māori and Māori cultural assets, such as marae, and the community dynamics that needed to be respected and navigated. We helped design a pathway specifically for whenua Māori and marae to give affected residents and marae the support they need to move to safe places without losing connection with their ancestral lands and sites.

Te Arawhiti also has a significant role in implementing solutions for marae and hard-hit communities, particularly in Hawkes Bay where we led negotiations for community-based solutions directly with affected communities. Our experience engaging and negotiating with Māori communities and knowledge of their Treaty Settlements has made the difference. We have been able to draw on our well-established relationships with post settlement governance entities in Hawkes Bay to ensure local voices are heard, their perspectives and settlements understood in this ongoing work.



International relations: Lifting the Māori Crown relations performance of the public service

Over the course of the year, Te Arawhiti has hosted several international delegations who are interested in the Māori Crown relationship, with a particular focus on our System Leadership role for lifting the public services capability to engage with Māori and its interface with the Public Service Act 2020.

It has been a great privilege to share with delegations of officials from other countries about the leadership function Te Arawhiti has and our own journey alongside Crown agencies. Conversations have been rich and the sharing of our tools, resources and frameworks is invaluable towards the evolution of how they can build their public services capability to engage with their indigenous peoples. Opportunities to share the journey Aotearoa has been on provides opportunities to inspire officials from around the world such as the Philippines and the Victorian State of Australia.

Lifting our performance in Māori Crown relations capability

While Te Arawhiti is the system lead for Māori Crown relations, it is also required to report against its cultural capability and its progressing on honouring Treaty settlement commitments which fall under Māori Crown Relations capability:

- Māori Crown Relations – In the 2021/22 reporting year, agencies were required for the first time to report on building their Māori Crown Relations capability through the implementation of Whāinga Amorangi Phase One: Empowering People, and Māori Language Planning through Te Ture mo Te Reo Māori 2016.
- Treaty Settlement Commitments – In the 2023/24 reporting year, agencies are required for the first time to report on the status of their Treaty settlement commitments through He Korowai Whakamana.

Whāinga Amorangi: Transformational Leadership framework

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

Te Arawhiti supports 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 is also the owner of Whāinga Amorangi: Transforming Leadership framework.

Whāinga Amorangi is one of the mechanisms through which we execute our role to set expectations and benchmarks for the Crown to lift its performance across the public service. It supports a coordinated approach across the public service through the development and application of a consistent framework, tools, and resources.

Ngā Kaupapa Tipu – Growing Te Arawhiti Capabilities through Whāinga Amorangi

Te Arawhiti is committed to growing the capabilities of our kaimahi.

We continue to work towards operating in a way that naturally includes te ao Māori in our day-to-day practice and is woven into culture to support our strategic objectives: whakaora, whakapūmau and whakatipu.

This year, our Whāinga Amorangi plan was used as a tool, ensuring we can deliver on the expectations of Te Arawhiti as a system leader for Māori-Crown relations.

The kaupapa tipu that guide our plan are Aotearoa New Zealand History & Te Tiriti o Waitangi / Treaty of Waitangi, Tikanga and Kawa and Te Reo Māori.

These kaupapa tipu link into our competency areas that we measure our progress against. Alongside these proficiencies, is our Te Arawhiti Māori Language Plan. This focuses on raising the status of Te Reo Māori through it being highly valued in all that we do. This is reflected in all our thinking as our kaupapa tipu work together to normalise our competencies in our mahi as we build our learning opportunities to ensure we expand our capability and resources.

To support the implementation of Whāinga Amorangi and our language plan, we are supported by the Deputy Chief Executive-Tumu a Tikanga who continually looks for further opportunities for kaimahi to authentically engage in te ao Māori, grow internal capability, and develop confidence to engage externally.

Ngā kaupapa tipu



Competency: Aotearoa New Zealand History/Te Tiriti o Waitangi

Our outcome statement: The History of Aotearoa New Zealand and Te Tiriti/The Treaty is more broadly understood by Te Arawhiti kaimahi and how it is woven into our mahi.

Te Arawhiti, as the system lead for building the capability of the public sector, created a bespoke Te Tiriti o Waitangi and Aotearoa History workshop that is compulsory for all our kaimahi as well as delivered to the core public sector agencies. The workshop gives participants an insight into Aotearoa New Zealand's history from the first-hand experiences of Te Arawhiti.

Our hui kaimahi are all staff meetings held weekly with high attendance. This year we have had guest speakers attend and cover topics such as: Māori Crown relations from the perspective of iwi negotiators, the use of data to show the history of Te Reo Māori, and the ways in which Te Tiriti/The Treaty is used in trade negotiations. We have also had internal presentations about key historical events such as Ōrakau. We have found this has been a successful way to share what mahi we do as an organisation, but also weaving education about history has seen an increase in overall understanding of all kaimahi.

This year, 100% of kaimahi have attended at least one and up to four presentations at all kaimahi meetings on topics relevant to The History of Aotearoa New Zealand and Te Tiriti/The Treaty. A further 2.6% of our kaimahi attended our Te Tiriti o Waitangi/Aotearoa History workshop.

Competency: Tikanga and Kawa

Our outcome statement: Te Arawhiti weaves tikanga and kawa through everything it does.

We have continued our weekly opportunities for kaimahi to engage with Te Ao Māori. This includes karakia and waiata sessions throughout the week for all kaimahi in the Justice Centre. These sessions provide context for the appropriate use of particular karakia and waiata. This allows teams to take part in these practices, in a safe and supported learning environment.

Kaimahi have noted that these sessions have increased their confidence externally participating in these aspects of tikanga. A growing number of our kaimahi participate in our internal sessions, with close to 25% of kaimahi attending regularly. As a result of the increased confidence in this space, Te Tima has been fortunate to support the evolution of Te Ranga Ketekete (Māori Crown Relations Capability Discussion Group).

The discussions lead by this group demonstrates confidence in understanding of tikanga and signals the value for tikanga in how we engage with iwi. The opportunity to engage further with tikanga and kawa has been made available to our kaimahi with wānanga becoming a key offering in our Whāinga Amorangi suite.

Our wānanga cover Tikanga and Kawa but also weave in Te Reo Māori and include aspects of engagement.

We create space for mana whenua to present when hosted on their marae. This often includes presentations on the history of their marae, their rohe and their inter-iwi relationships of which also includes tāngata tiriti. If marae are unavailable, then workshops that involve tikanga in action are arranged. This has recently included waka ama and raranga. Our wānanga have proven to be a success as we see an increase in comfortability with understanding and using tikanga.

- This year 36.5% of kaimahi have attended wānanga and all report to have increased their competency and confidence.
- This year up to 25% of kaimahi regularly attend weekly opportunities of waiata or karakia.

Competency: Te Reo Māori

Our outcome statement: Te Reo Māori is valued, understood, and used in Te Arawhiti.

Levels 1-4 of Te Reo Māori courses have been made available online to all kaimahi. This has delivered on our goal of having more levels available to support all competencies. Te Reo Māori courses are a key part of our commitment to make learning te reo a priority and normalised in Te Arawhiti. These are regular weekly classes that have been used as a foundation for developing Māori language capability throughout Te Arawhiti. Practical usage of the learning is encouraged within our weekly waiata and karakia, our all-staff hui has now seen an increase of use of Te Reo Māori and usage is further encouraged by fortnightly kawhe kōrero – a coffee catch up where kaimahi support each other to use Te Reo Māori.

Success of this is seen in the growing number of kaimahi who feel capable and comfortable to recite mihimihi, along with leading karakia and waiata in internal hui as we work toward reaffirming the importance of Te Reo within Te Arawhiti. Our goal is for 100% of kaimahi being able to use basic greeting in Te Reo Māori.

This year, we have seen an uptake in participation with 61.5% of kaimahi enrolled in an internal Te Reo course.

Opportunities for development include:

- Further partnering with our People team to embed our Whāinga Amorangi outcomes into our people strategy.
- More learning resources available to kaimahi supporting kaupapa Māori events and initiatives.
- Further self-identified reporting on competency levels across Te Arawhiti.

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 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.

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.

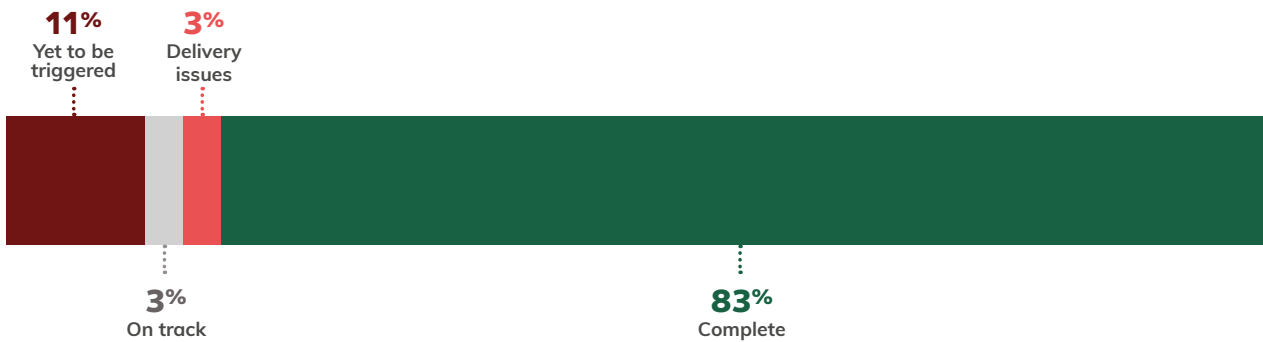
The status of Te Arawhiti Treaty settlement commitments

As of 30 June 2023, Te Arawhiti was responsible for 2,127 Treaty settlement commitments. Te Arawhiti holds the third largest amount 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 (83%) or are yet to be triggered (11%). A small proportion of our commitments (3%) have delivery issues. The most common reason for this status relates to the passage of time since the settlement, and 2016 earthquake damage has contributed to these gaps in information. We are actively working to resolve delivery issues.



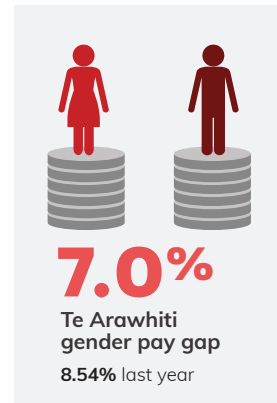
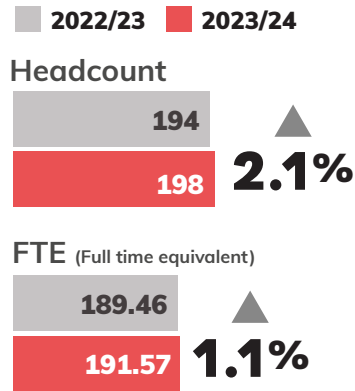
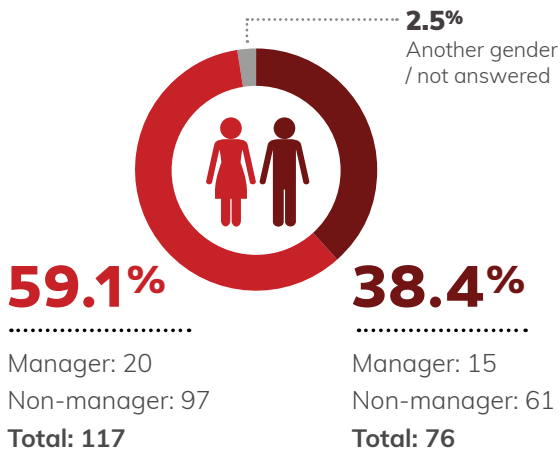
The status of our commitments



A photograph of two men in an office environment. The man on the left is smiling and looking towards the man on the right. The man on the right is wearing glasses and gesturing with his hands while speaking. The background is blurred, showing office equipment and a window.

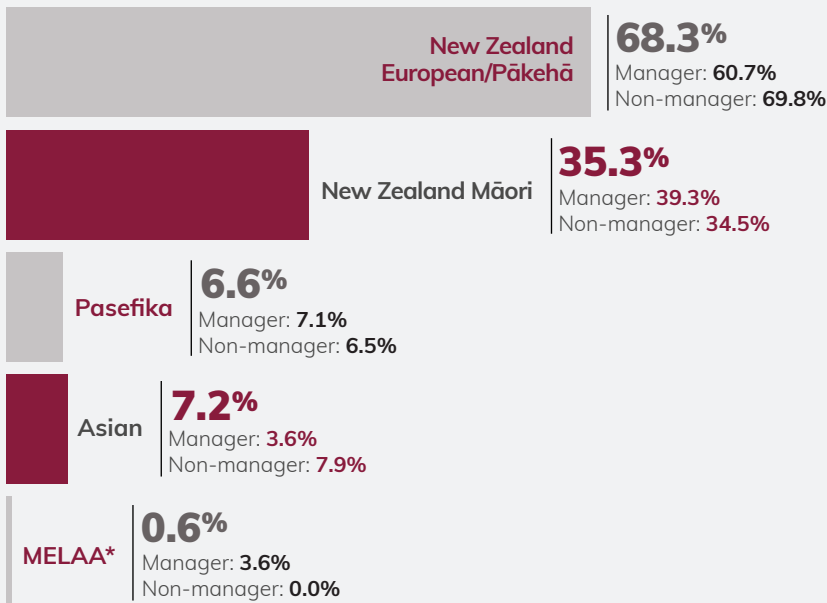
Ā mātou tāngata
Our people

Growth and maturity of our organisation



Ethnicity

Acknowledging intersectionality, our kaimahi have identified to being members of the following communities. Results are self-reported and staff can belong to more than one ethnicity group, so result may not total 100% in all years.



*Middle Eastern/Latin American/African

Average length of service



Unplanned Turnover

Average **2023/24 23.0%**



Average **2022/23 21.0%**

Occupation (headcount)

	All Managers	Policy Analysts/ Information Professionals	Social, Health & Education Workers*	Legal, HR & Finance Professionals	Clerical & Admin Workers	Other
2022/23	36	114	20	5	19	0
2023/24	38	116	19	7	18	0
# / %	▲ 5.6%	▲ 1.8%	▼ 5.0%	▲ 40.0%	▼ 5.3%	◀▶ 0.0%

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

Ngā kaimahi – Our staff

The vision for our Inclusion and Diversity Strategy along with our Ministry of Justice partners, is building a culture of inclusion where everyone feels valued, respected and able to fully contribute and work. This year has focused on gathering the voice of our kaimahi and their insights to achieve this. After previous growth in our workforce, the last two years have seen Te Arawhiti remain steady.

In 2023/24, there has been no significant increase (2%) in overall kaimahi numbers, with 191.6 full time equivalent positions. The recruitment market has changed dramatically in the past six months with candidate availability greatly increased and a reduction in positions available to be filled. Te Arawhiti, like many Public Sector agencies, has reduced recruitment activity for various reasons. These include consolidation of the work programme in response to the current fiscal environment, replacing kaimahi as they leave and not requiring growth in our workforce. We have over the last year seen continued turnover of between 18-25% in our workforce. Te Arawhiti turnover has continued at this level for a number of years and is in contrast to the reduction in turnover the sector is experiencing. This can be attributed to the skills and experience of our kaimahi remaining in high demand across the sector and beyond.

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 is important that our workforce reflects the people we work with each day and that kaimahi have a strong understanding of Te Tiriti o Waitangi and Māori culture. Of our kaimahi who have provided ethnicity details, 35.3% identify as Māori, and 39.3% of our management positions are filled with kaimahi who identify as Māori. We have seen increases in the percentages of non Pākehā ethnicity that we capture in 2023/24. 59% of our kaimahi identify as female.

We continue to work collaboratively with the Ministry of Justice, our host agency, to address the Gender Pay Action plan, Kia Toipoto². The Ministry of Justice continues to lead the plan, fully supported by Te Arawhiti.

The Kia Toipoto goals are to:

- Make substantial progress toward closing gender, Māori, Pacific and ethnic pay gaps.
- Accelerate progress for wāhine Māori, Pacific women and women from ethnic communities.
- Create fairer workplaces for all, including disabled people and members of the Rainbow community.

The current gender pay gap is 7.0%, an improvement from last year's result of 8.5%. We expect this trend of closing the gap to continue year on year as Kia Toipoto continues to be implemented.

The table below shows the average pay gap across ethnicities in our organisation.

Ethnicity	Average Pay Gap
New Zealand European / Pākehā	7.9%
Pacific Island	11.7%
New Zealand Māori	-9.6%
Asian	19.3%
Middle Eastern / Latin American / African	-1.1%
Other	-39.5%

- Notes: Employees are counted in each ethnicity they choose (up to 3 ethnicities). European is compared against non-Europeans; Pacific against non-Pacific, etc.
- The average pay gap for the ethnicity European is positive - this means it is in favour of non-Europeans versus Europeans; Māori is negative, which means the pay gap is in favour of Māori compared to non-Māori.

²This is published on the [Ministry of Justice website](#).

Tō mātou Whakahaere – Our organisation

He Tangata – our people strategy 2021/24

Our People Strategy continues to focus on building a strong people foundation, along with sound processes and systems to help grow our capability, alongside our values and commitment to Whāinga Amorangi. He Tangata is due for review in 2024. We have paused this review until later in 2024/25 while proposals on our future are considered by Ministers. Insights gathered through the structural review will help to inform an update to He Tangata and how we work.

This year we:

- Sought kaimahi feedback about their experience working at Te Arawhiti and measuring their level of engagement via an engagement survey. A response rate of 86% gives us confidence that we have gathered the insights of kaimahi and an action plan is underway.
- Completed a project to understand the employee value proposition at Te Arawhiti through information gathering with kaimahi about the positives and challenges of their working experience. This will primarily be used in future recruitment as an attraction tool and to assist with retention.
- Work commenced on an organisational review of our structure to ensure we have the right capability working on the priorities Te Arawhiti needs to deliver.
- Was involved, with our Ministry of Justice colleagues, in the policy review project, which focused on areas such as our Working from Home policy, Tangihanga leave, Te Reo allowance, code of conduct.

Engagement and culture

We conducted an Engagement Survey in March 2024, which sought responses from kaimahi about their experiences working at Te Arawhiti across multiple areas. The response rate from staff was high at 86%. Te Arawhiti had not completed an engagement survey with kaimahi since 2020. During this period of uncertainty, we felt that understanding how our kaimahi were feeling was essential. The employee engagement result was 72%.

Our highest rated questions reflected what is working well, that our people love the mahi they do, the kaupapa and the people they work with. Our people told us that communication across the organisation is important and that we need to ensure workplace behaviours are appropriate.

Around the same time, the employee value proposition (EVP) project was underway, digging deeper into what draws people to work at Te Arawhiti, what makes them stay and what positives and challenges they experience while working here. EVP defines the work environment and experience, which is then used to articulate attracting new people to work at Te Arawhiti and reflecting to existing kaimahi, their own experiences. Through wānanga and one to one discussion, the experiences, and thoughts of our kaimahi were captured. Our EVP explored nine parts which made-up the employee experience elements. These were explored and mapped to our values, we then created our Te Kawa Ora framework.

Our people team have also worked on improving kaimahi understanding of their own work styles and Mahi Tahi working with others, through the introduction of the Clifton Strengths Finder tool and coaching programme. 52% of kaimahi having completed their Strength Finder as well as individual sessions and team sessions. This has resulted in greater understanding of individual preferences and strengths in the workplace and more cohesive working together in teams.

The current organisational review of our structure and the broader restructuring occurring across the Public Service is having an impact on morale. We are seeing higher levels of anxiety in uncertain times and close engagement in the organisational review, taking people away from their work and impacting their enjoyment in the workplace.

Health and safety

A review into our health and safety system in 2021/22 led to a programme of work to develop a full suite of policies and procedures to meet our legislative requirements under the Health and Safety at Work Act 2015. This work programme has continued to be implemented in 2023/24, with the following being achieved:

- By completing their legislatively required health and safety level 1 training, Te Kapa Haumarua (health and safety committee) has continued to strengthen wellbeing health and safety at Te Arawhiti. The committee schedule regular meetings and support the wellbeing, health and safety representatives having a higher profile across Te Arawhiti, along with autonomy for their role in the committee. .
- Developing and tailoring regular reporting to the Executive Leadership Team as part of a broader suite of executive reporting.
- Offering health and wellbeing webinar resources enhancing the wellbeing for our kaimahi and leaders in conjunction with our Ministry of Justice colleagues.
- A series of workshops on positive workplace behaviours for kaimahi and Managers are being developed and due to be rolled out in early 2024/25.

No incidents causing serious harm were reported in 2023/24. Te Arawhiti received 20 reports of incidents, 15 of which resulted in injury. This is an increase of 11 reports from last year and reflects the ongoing work to educate our kaimahi and leaders on the importance of reporting incidents.



Our Carbon Neutral Government Programme reporting

We are committed to the Carbon Neutral Government Programme (CNGP) and reporting our progress both in our Annual Report and in our end-of-year CNGP report. We are reporting on all mandatory emissions sources under the CNGP. Our December 2024 CNGP report will include reporting on emissions from our recycling and organic waste, and our emissions intensity by FTE, expenditure and revenue.

Total annual emissions and their sources

In 2023/24, we emitted 189.09 tCO₂-e (tonnes of carbon dioxide equivalent). This is an 11.4% decrease from 2022/23 and a 36.1% decrease from the base year 2018/19. The decrease in our total emissions is due to a 15% decrease in air travel emissions since 2022/23. Our emissions were verified by Toitū Envirocare on 23 September 2024.

Table 1: Total emissions from mandatory sources under the CNGP

	2018/19	2022/23	2023/24
Total annual emissions	297.38	214.32	189.09

Figure 1: Mandatory emissions breakdown by category in tCO₂-e

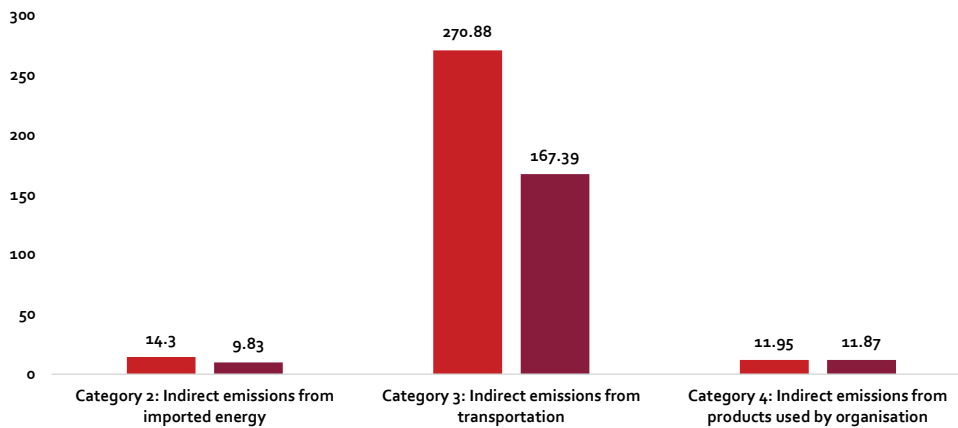


Figure 1 shows our emissions broken down by the three categories applicable to Te Arawhiti. Indirect emissions from transport (category 3) is our largest emissions source due to the importance of kano ki-te kano engagement.

Figure 2: 2023/24 mandatory emissions breakdown by source in tCO₂-e

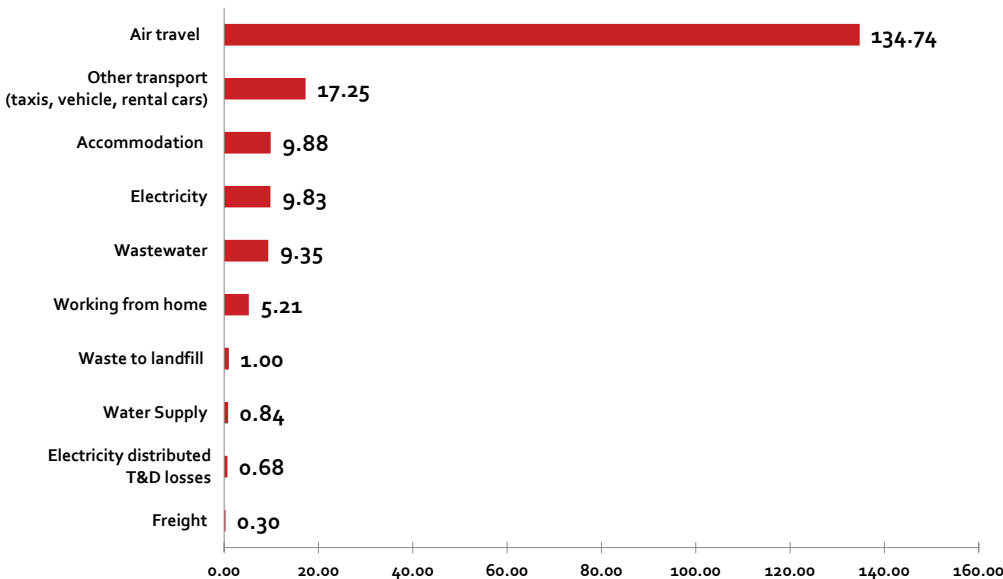


Figure 2 shows that our travel continues to be our largest emissions source. While over 70% of our emissions come from air travel, we have seen a 25.2% decrease in air travel kilometres since last year, from 733,708 km in 2022/23 to 548,490 km in 2023/24.

Our reduction targets

We are committed to science-based gross emissions reduction targets consistent with the 1.5°C pathway. We have committed to reducing our gross emissions by 21% by 2024/25 and by 42% by 2029/30, from our 2018/19 base. We have met our 2024/25 target. We will need to reduce our current year’s emissions by a further 9.8% to meet our 2029/30 target.

Table 2: Progress towards 2025 and 2030 targets compared with base year

Target	Current performance
21% reduction by 2024/25	80%
42% reduction by 2029/30	110%

Our reduction projects

In December 2023, we revised our emissions reduction plan based on our learnings from our first year participating in the CNGP. Our strategy focused on reducing our travel emissions with smaller initiatives to improve our knowledge of climate change and reduce waste emissions.

Travel: In March 2024, we reintroduced travel planning into managers’ monthly business planning. We have incorporated a travel purpose framework into our travel plans based on monthly travel analysis. We also developed virtual and hybrid meeting guidance. Following this guidance, kaimahi can balance kanohi-ki-te-kanohi interaction with the practicality and sustainability of virtual and hybrid methods.

Improving knowledge of climate change: In November 2023, we launched a new climate change training program. As of 30 June 2024, 62% of kaimahi had completed the climate change training.

Waste: Under our June 2023 Waste Minimisation Plan, we redesigned our bin layout, and purchased new office bins and signage to increase waste-to-landfill diversion and reduce contamination rates. We also established a container library in the office to promote reusable lunch containers and keep-cups. Additionally, we established a sustainability group within Te Arawhiti to champion waste reduction initiatives.

Next steps: We will continue to refine our travel planning and booking processes and develop a tool to forecast our air travel emissions. We will shift the focus of waste emissions initiatives, encouraging our Te Arawhiti Sustainability Group to champion initiatives such as Plastic Free July and paper-free offices.





**Reporting on financial
and performance
information**

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 2024 Vote Te Arawhiti included the below appropriations:

Appropriation title	Expenditure ^A 2024 \$000	Approved Appropriation ^A 2024 \$000	Underspend 2024 \$000
Vote Te Arawhiti			
Departmental Expenditure			
Crown Response to Wakatū Litigation and Related Proceedings (MYA Expense)	3,077	3,189	112
Treaty Negotiations and Marine and Coastal Area Customary Interests	40,472	40,763	291
Māori Crown Relations MCA			
- Strengthening Crown Capability	10,603	11,490	887
Total Departmental Expenditure	54,152	55,442	1,290
Non-Departmental Expenditure			
Ancillary redress: financial assistance for beneficiaries	-	1,000	1,000
Claimant Funding	4,527	5,970	1,443
Financial Assistance Toward Determining Customary Interests in the Marine and Coastal Area	28,701	30,823	2,122
Funding to Address Waitangi Tribunal Recommendations	500	500	-
Historical Treaty of Waitangi Settlements (MYA Expense)	66,286	350,000	283,714
Operations of Ngāpuhi Investment Fund Limited	1,900	1,900	-
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	-	369	369
Māori Crown Relations MCA			
- Supporting Significant Māori Events	728	1,335	607
Total Non-Departmental Expenditure	102,642	417,097	314,455
Total Vote Te Arawhiti	156,794	472,539	315,745

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

^BThis includes adjustments made in the supplementary estimates.

Further reporting against appropriations is included on pages 206-215 of the Ministry of Justice Annual Report 2023/24.

Budget Significant Initiatives

From 2022/23, Treasury requires agencies to provide information that sets out their Budget Significant Initiatives from at least the previous three Budgets and where information on them can be found in the Annual Report. In the table below we are reporting against the Budget Initiatives listed in the 2023, 2022 and 2021 Summary of Initiatives. These can be found on the Treasury website³. Agencies are asked to use their judgement in selecting the most important initiatives. In considering the Significant Initiatives, we applied the criteria to exclude anything:

- completed before this reporting period - 1 July 2023 to 30 June 2024
- 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	Link to Te Arawhiti Performance Framework Outcome	Purpose of initiative
Budget 2023			
Post-Settlement Issue Resolution – Royal New Zealand Air Force Base Woodbourne	Total (\$m): 25.200 Page for reference: 133 of the Ministry of Justice Annual Report	The Crown upholds its promises and responsibilities to Māori	This initiative seeks to resolve Post-Settlement Issues at Royal New Zealand Air Force Base Woodbourne by providing substantive redress for sites found to be contaminated
Budget 2022			
Historical Treaty Settlements: Continuing momentum	Total (\$m): 5.614 Page for reference: 47	The Crown addresses breaches and obligations under Te Tiriti	This initiative provides funding to maintain the level of departmental activity for Treaty settlement negotiations.
Relativity Mechanism – Dispute Resolution	Total (\$m): 1.800 Page for reference: 47	The Crown addresses breaches and obligations under Te Tiriti	This initiative will enable the Crown to participate in the resolution of disputes arising from the relativity mechanisms included in the historical Treaty settlements with Waikato-Tainui and Ngāi Tahu.
Supporting the Māori Crown Relationship	Total (\$m): 4.300 Page for reference: 50	The Māori Crown relationship is enhanced	This initiative maintains levels of Te Arawhiti capacity to support the Crown to work effectively with and for Māori and the Māori Crown relationship. It also provides one-off funding in 2022/23 for Te Arawhiti to review its future priorities, workplan and workforce needs.
Takutai Moana – Financial Assistance Scheme	Total (\$m): 14.359 Page for reference: 133 of the Ministry of Justice Annual Report	The Crown addresses breaches and obligations under Te Tiriti	This initiative provides additional funding for the Takutai Moana Financial Assistance Scheme to ensure applicants can progress their applications for recognition of customary marine interests under Te Takutai Moana Act 2011 and Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019.
Takutai Moana – Implementation of Engagement Strategy	Total (\$m): 11.600 Page for reference: 47	The Crown addresses breaches and obligations under Te Tiriti	This initiative provides funding to Te Arawhiti for the delivery of the Takutai Moana Engagement Strategy, which launched in June 2021. The Takutai Moana Engagement Strategy is focussed on achieving fair, transparent and timely determination of Takutai Moana applications for recognition of customary interests.

Budget 2021

Additional Funding for the Takutai Moana Financial Assistance Scheme

Total (\$m): 8.771
Page for reference: 133 of the Ministry of Justice Annual Report

The Crown addresses breaches and obligations under Te Tiriti

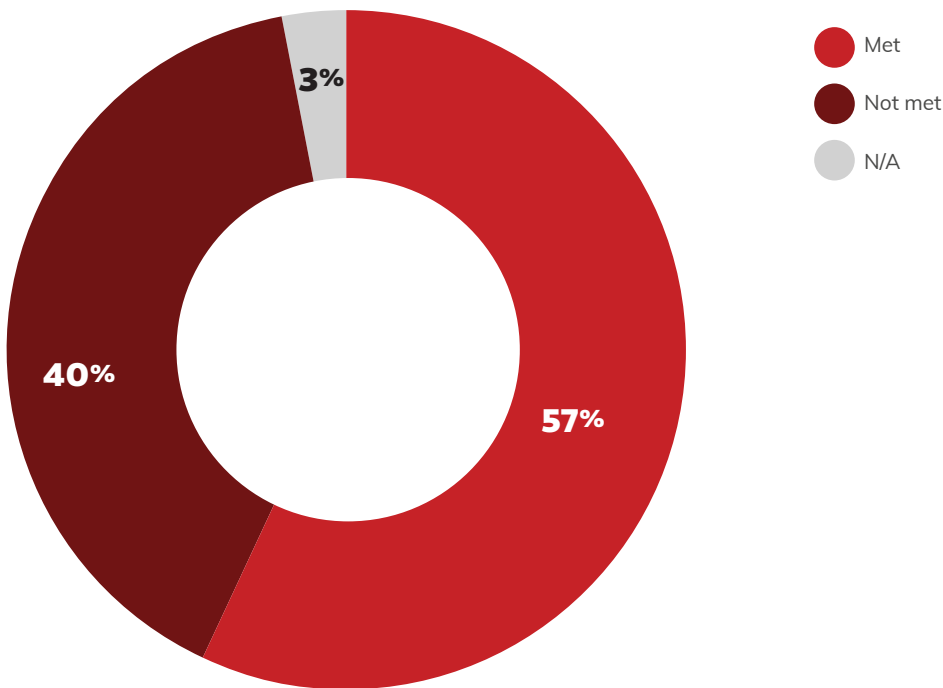
This funding will support Takutai Moana applicant groups to progress their applications under the Marine and Coastal Area (Takutai Moana) 2011.

Performance measures summary

Since our establishment in 2019 we have implemented and evolved our performance measures as we grow as an organisation. In 2022/23 we had a total of 27 performance measures, we met 23 measures (85%) and did not met 4 measure (15%). We now have a total of 35 measures. Of these 35 performance measures in 2023/24:

- we achieved our target for 20 measures (57%)
- we did not achieve our targets for 14 measures (40%)
- one measure was not applicable (3%), as there were no settlement date obligations for Te Arawhiti to meet in the 2023/24 year.

Status of our 2023/2024 performance measures



For further information on our performance measure results see “Reporting against appropriations” section of the Annual Report.

As part of the Estimates of Appropriations in our Supplementary Estimates for 2023/24 we reviewed and updated how performance will be assessed against our appropriations. This resulted in nine additional performance measures for the 2023/24 financial year. These additional performance measures are:

Appropriation	Performance measure	Standard 2023/24	Actual 2023/24	Met / Not met	Purpose of additional measures
Treaty Negotiations and Marine and Coastal Area Customary Interests	Deeds of Mandate recognised	1	1	Met	To provide a more comprehensive overview of the Treaty Settlement process/ milestones.
	Terms of Negotiation signed	1	1	Met	
	Legislation Introduced	4	2	Not met	
	Legislation Enacted	2	1	Not met	
	Develop the Marine and Coastal Area (Takutai Moana) Act 2011 Applicant Group Funding scheme updates	1	2	Met	Te Arawhiti administers the Marine and Coastal Area Act (Takutai Moana) 2011, planned amendments to the Act is a significant piece of mahi and was a large focus for 2023/24.
	Develop the Marine and Coastal Area (Takutai Moana) Act 2011 Legislation updates	2	1	Not met	
	Identify and implement pathways to resolve settlement issues	6	22	Met	To illustrate that the nature and complexity of each settlement issue varies widely and can involve a variety of Post-settlement Governance Entities and Crown agencies with settlement responsibilities.
	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	At least 8/10	7/10	Not met	To evaluate the satisfaction of both of our Ministers on the policy advice, both written and oral, provided by Te Arawhiti over the 2023/24 financial year. Noting due to the recent election Ministers satisfaction will only cover part of the 2023/24 financial year (November 2023 to June 2024).
Māori Crown Relations	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	At least 8/10	7/10	Not met	

Disclosure of Judgements

In January 2019, the Office for Māori Crown Relations – Te Arawhiti was established as a departmental agency as defined by section 2 of the Public Finance Act 1989, which is hosted within the Ministry of Justice. As a Departmental Agency, our Performance information can be found within the Ministry of Justice Annual Report. The section on Our Performance covers all our activities as set out in the 2023–24 Estimates of Appropriations for Vote Te Arawhiti.

Performance Reporting Standards

Each year, Te Arawhiti undertakes a review of existing performance measures, aligned with the Crown's Estimates of Appropriations processes, where it considers:

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

We have recently developed a Performance Framework that will help us to measure our performance towards our outcomes. As work on developing this continues into the 2024/25 financial year, Te Arawhiti expects additional performance measures as a result of implementing the framework.

All identified service performance information has been prepared in accordance with PBE Standards.

Statement of compliance

The performance information for Te Arawhiti is for the year ended 30 June 2024. The performance information has been prepared in accordance and complies with Tier 1 Public Benefit Entity (PBE) reporting standards, which have been applied consistently throughout the report. Outputs are specified in the 2023/24 Estimates of Appropriations and the 2023/24 Supplementary Estimates of Appropriations Vote Te Arawhiti.

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.

Changes to Service Performance Measures for 2023/24

As part of the Estimates of Appropriations in our Supplementary Estimates for 2023/24 Te Arawhiti reviewed and updated how performance will be assessed against our appropriations. This resulted in nine additional performance measures, these are outlined on page 40. During this process no performance measures were removed from Vote Te Arawhiti for 2023/24.

Judgements and assumptions

Performance measures have been selected for activities that Te Arawhiti 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 Arawhiti 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, the extent to which qualitative characteristics and pervasive constraints influenced performance information, as well as the impact of significant external events such as COVID-19 and 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 Arawhiti leadership to make informed decisions.

The judgements with the most significant impact on selection and measurement are disclosed below. To broadly describe our functions and services, and to disclose material judgements, Te Arawhiti 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. More information can be found at The Policy Project's Progress and Performance section on DPMC's website: dpmc.govt.nz.

The DPMC Policy Quality Framework sets out a common set of standards that specify what good-quality policy advice looks like. Its purpose is to assess and improve the quality of our written policy and other advice, and whether it is fit for purpose. The advice may be for a Minister, Cabinet or other decision-makers, and may be jointly provided with other agencies.

Our quality is assessed by an independent organisation. They review a random sample of policy advice papers each year. The organisation considers whether each paper meets or exceeds the quality standards of 'acceptable'. The overall result is based on the DPMC Policy Quality Framework and comes from calculating the average score of papers assessed using 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 and this year, due to the general election, will only cover the period the Ministers were in Office (November 2023 to June 2024).

Ngāpuhi Investment Fund Limited

Te Arawhiti provides operational funding to Ngāpuhi Investment Fund Limited. Ngāpuhi Investment Fund Limited (trading as Tupu Tonu) 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 negotiations, and to return a portion of annual profits to those affiliated with Ngāpuhi ahead of negotiations.

Tupu Tonu is a fully independent commercial company and is a Crown-owned company listed under Schedule 4A of the Public Finance Act. Tupu Tonu has two shareholding Ministers, the Minister for Treaty of Waitangi Settlement Negotiations and the Minister of Finance. Each Minister has a 50 per cent shareholding. The Minister for Treaty of Waitangi Negotiations is the Responsible Minister for Tupu Tonu.

Shareholding Ministers appoint a Board of Directors (the Board) to oversee the governance of Tupu Tonu. The business and affairs of Tupu Tonu are carried out under the direction of the Board. The Board is accountable to the shareholding Ministers and is responsible for ensuring that Tupu Tonu operates in a manner consistent with its constitution and is cognisant of the shareholding Ministers' expectations of Tupu Tonu. The Board is committed to a high standard of corporate governance.

Performance information for Tupu Tonu can be found in their annual report.

Targets based on our Work Programme

Te Arawhiti negotiates the settlement of historical Treaty claims with all willing and able iwi groups. Negotiating Treaty settlements also requires the active involvement of a wide range of agencies responsible for redress and for 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 new performance measures (“develop the Marine and Coastal Area (Takutai Moana) Act 2011 Legislation updates” and “develop 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 Funding Assistance scheme.

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 Te Arawhiti has led and encouraged all agencies to have a Whāinga Amorangi capability plan for growth both as individuals and as an organisation.

Te Arawhiti supports 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 is the owner of Whāinga Amorangi: Transforming Leadership programme.

Core Crown Agencies are the Public Service departments as defined in Parts 1 and 2 of Schedule 2 to Public Services Act 2020. This year our results include the agencies established in the 2023/24 financial year (Ministry for Regulation, Independent Children’s Monitor – Aroturuki Tamariki and Ministry for Disabled Peoples). While excluding the agency established in 2024/25 (Charter School Agency), as this will be included in the result for 2024/25.

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 on the appropriation administered by the Ministry of Justice on behalf of Te Arawhiti is provided in accordance with sections 19A to 19C, whether or not that information is included in the annual report; and
- the accuracy of any end-of-year performance information prepared by Te Arawhiti, whether or not that information is included in the annual report of the Ministry of Justice.

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



Lil Anderson

Tumu Whakarae – Chief Executive
The Office for Māori Crown Relations – Te Arawhiti
30 September 2024



Reporting against appropriations

For the year ended 30 June 2024

Our outputs are specified in the 2023/24 Estimates of Appropriations and the 2023/24 Supplementary Estimates of Appropriations for Vote Te Arawhiti.

Vote Te Arawhiti - Departmental

Crown Response to Wakatū Litigation and Related Proceedings

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 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24
Te Arawhiti convenes regular hui 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 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
	Revenue				
2,994	Crown	3,189	2,783	3,189	3,600
-	Departmental	-	-	-	-
-	Other	-	-	-	-
2,994	Total Revenue	3,189	2,783	3,189	3,600
2,994	Total Expenses	3,077	2,783	3,189	3,600
-	Netsurplus/ (deficit)	112	-	-	-

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 support the Crown in the negotiations and settlement of historical Treaty of Waitangi claims, and administering Marine and Coastal Area legislation to enable consideration of Māori applications for recognition of their customary interests in the takutai moana.

Assessing Performance - Services to Ministers

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Minister for Treaty of Waitangi Negotiations with progress towards negotiation milestones	At least 8/10	Not Measured	At least 8/10	6/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.
The satisfaction of the Minister for Treaty of Waitangi Negotiations with ministerial services, as per the common satisfaction survey	At least 8.5/10	Not Measured	At least 8.5/10	7/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.
Percentage of fast-track consent applications advised on within the time agreed with the Minister's office (see Note 1)	95%	98%	95%	98%	
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 (see Note 7)	New measure	New measure	At least 8/10	7/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.

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

Note 7 - These new measures for 2023/24 were chosen to provide a more comprehensive overview of activities under this appropriation including the signing of Deeds of Settlement, Terms of Negotiation, and the introduction and enactment of relevant legislation, including updates under the Marine and Coastal Area (Takutai Moana) Act 2011.

Assessing Performance - Representation – Waitangi Tribunal and Courts

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The Crown is represented at 100% of Tribunal Inquiries and Court cases where Te Arawhiti is the instructing agency	100%	100%	100%	100%	

Assessing Performance - Treaty Negotiations and Marine and Coastal Area Act

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Percentage of settlement date obligations met	100%	48%	100%	n/a	There were no settlement date obligations for Te Arawhiti in the 2023/24 year.
Deeds of Mandate recognised (see Notes 2 and 3)	1	0	1	1	
Agreements in Principle signed (see Notes 2 and 3)	1	3	1	0	We did not forecast to sign any Agreements in Principle in 2023/24 so the target could not be met.
Deeds of Settlement initialled (see Notes 2 and 4)	2	2	2	1	The target was not achieved as neither the Crown or the claimant group were in a position to initial a Deed of Settlement.
Deeds of Settlement signed (see Notes 2, 4 and 7)	New measure	New measure	3	2	Either the Crown or the claimant group were not in a position to sign the Deed of Settlement.
Terms of Negotiation signed (see Notes 2, 5 and 7)	New measure	New measure	4	1	
Legislation Introduced (see Notes 6 and 7)	New measure	New measure	1	2	Negotiation and overlapping interest issues delayed the completion of settlements and Introduction of Legislation.
Legislation Enacted (see notes 6 and 7)	New measure	New measure	2	1	Not achieving the target for Legislation Introduction, and a claimant group not being ready for their Bill to proceed, delayed the achievement of this target.
Number of applicants in active discussions with Te Arawhiti regarding the progression of their customary interests in the takutai moana as part of the Crown Engagement Strategy (see Note 8)	20	124	20	28	An increase in groups wishing to engage in active discussion was driven by the launch of the 2023 Financial Assistance Scheme changes, which made funding for applicants more accessible.
The Crown is represented at 100% of current High Court hearings in relation to takutai moana cases	100%	100%	100%	100%	
Identify and implement pathways to resolve settlement issues (see Note 7 and 8)	New measure	New measure	6	22	The result of 22 includes all settlement issues resolved in FY 23/24. For context, in 2018, on establishment of Te Arawhiti, six settlement issues were resolved. Then in the 2022/23 year, 45 issues were resolved. The number is likely to continue to vary due to the nature and complexity of the various settlement issues (not limited to significant settlement issues).

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Develop the Marine and Coastal Area (Takutai Moana) Act 2011 Applicant Group Funding scheme updates (see Note 7)	New measure	New measure	1	2	The updates to the Takutai Moana Funding scheme proceeded in three parts. Cabinet approval of the second update to the scheme occurred on 1 July 2024. However, as the work was completed in June, this has been counted as achieved in 2023/2024.
Develop the Marine and Coastal Area (Takutai Moana) Act 2011 Legislation updates (see Note 7)	New measure	New measure	2	1	Development of legislative updates regarding Marine and Coastal Area (Takutai Moana) Act 2011 Section 58 and the Act's dual pathway issue were planned for 2023/2024. The dual pathway updates were deprioritised in order to focus on Section 58. Cabinet approval of the Section 58 update occurred on 8 July 2024. However as the work for the development was completed in June, this has been counted as achieved within 2023/2024.

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

Note 6 - Settlement legislation operationalises the Deed of Settlement.

Note 7 - These new measures for 2023/24 were chosen to provide a more comprehensive overview of activities under this appropriation including the signing of Deeds of Settlement, Terms of Negotiation, and the introduction and enactment of relevant legislation, including updates under the Marine and Coastal Area (Takutai Moana) Act 2011.

Note 8 - The nature and complexity of each settlement issue varies widely and can involve a variety of iwi post-settlement governance entities and Crown agencies with settlement responsibilities. Te Arawhiti does not have full control over the achievement of this measure as it is partially reliant on settled groups and the agency with settlement responsibilities to engage in the pathway to resolve each settlement issue.

Note 9 - This new measure for 2023/24 was chosen because it evaluates the satisfaction of both Ministers with the policy advice provided.

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

	Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
		Revenue				
39,168	Crown		40,631	36,636	40,631	35,992
436	Departmental		29	97	97	97
36	Other		-	35	35	35
39,640	Total Revenue		40,660	36,768	40,763	36,124
37,361	Total Expenses		40,472	36,768	40,763	36,124
2,279	Net surplus/ (deficit)		188	-	-	-

Māori Crown Relations (multi-category appropriation)

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 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti and the Minister for Treaty Negotiations with the strengthening of the relationship between Māori and the Crown, as per the common satisfaction survey	At least 8/10	9.5/10	At least 8/10	6.75	We will work with the Minister to ensure that we are providing support and advice to a high standard.

Assessing Performance - Policy Advice - Māori Crown Relations

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti with the policy advice service, as per the common satisfaction survey	At least 4/5	4.9/5	At least 4/5	4/5	We will work with the Minister to ensure that we are providing support and advice to a high standard.
An average score for policy advice papers that are assessed (see Note 1)	3.5/5	3.4/5	3.5/5	3.61/6	
Percentage of policy advice papers that are assessed score 3 or higher out of 5 (see Note 1)	80%	90%	80%	100%	
Percentage of policy advice papers that are assessed score 4 or higher out of 5 (see Note 1)	40%	15%	40%	32%	All our papers met the standard this year; we will use the advice received to move more papers from good (3) to great (4).
Percentage of policy advice papers that are assessed score 2.5 or less out of 5 (see Note 1)	<20%	10%	<20%	0%	

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.

Assessing Performance - Services to Ministers

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
The satisfaction of the Minister for Māori Crown Relations: Te Arawhiti with ministerial services, as per the common satisfaction survey.	At least 8/10	9/10	At least 8/10	7/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.
Percentage of fast-track consent applications advised on within the time agreed with the Minister's office (see Note 2)	95%	100%	95%	100%	
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 (see Note 3)	New measure	New measure	At least 8/10	7/10	We will work with the Minister to ensure that we are providing support and advice to a high standard.

Note 2 - The agreed time is to enable the Minister to meet the ten-day statutory timeframe for providing response.

Note 3 - This new measure for 2023/24 was chosen because it evaluates the satisfaction of both Ministers with the policy advice provided.

Assessing Performance – Strengthening Crown Capability

Performance measure	Standard 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24	Variance explanation
Number of engagement processes advised on	50	53	50	57	
Number of Māori Crown engagement workshops	15	18	15	32	Due to high demand across the public sector, we added two new workshops this financial year. For further information on these workshops see the "Build the Crown's capability to engage with Māori and become a better treaty partner" section of the Annual Report.
Percentage of core agencies that have a Whāinga Amorangi plan	100%	100%	100%	92%	Three agencies have not got a plan – two of which were new agencies established in 2023/24 and one agency established in 2022 still developing their plan.
Number of people signed up to use Te Haeata (see Note 4)	900	1,231	900	1,448	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.
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%	100%	

Note 4 - 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 – Māori Crown Relations

Actual 2023 \$000	Revenue and expenses	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
	Revenue				
12,589	Crown	11,490	10,825	11,490	10,915
132	Departmental	5	-	-	-
10	Other	-	-	-	-
12,731	Total Revenue	11,495	10,825	11,490	10,915
10,626	Total Expenses	10,603	10,825	11,490	10,915
2,105	Net surplus/ (deficit)	892	-	-	-

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

For the year ended 30 June 2024

The following pages of this document meet the requirement, set out in the supporting information to the 2023/24 Estimates or 2023/24 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.

Although the reports are presented in the same document as the Ministry of Justice Annual Report, they do not constitute a part of the Ministry of Justice Annual Report for the year ended 30 June 2024 (including reporting by the Ministry of Justice on appropriations for that year).

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 negotiation and 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 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24
Percentage of payments made to groups within 10 working days of approval of claim	95%	99%	95%	97%

Output class statement – Claimant Funding

Actual 2023 \$000	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
4,669	4,527	7,602	5,970	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 2022/23	Actual 2022/23	Standard 2023/24	Actual 2023/24
Percentage of funding payments made to groups within 10 days of approval of claim	95%	99%	95%	100%

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

Actual 2023 \$000	Actual 2024 \$000	Unaudited budget 2024 \$000	Unaudited supplementary estimate 2024 \$000	Unaudited forecast 2025 \$000
12,088	28,701	12,023	30,823	12,023



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