



ANNUAL REPORT

For period ended 30 June 2020

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.


Te Arawhiti
THE OFFICE FOR MĀORI CROWN RELATIONS



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Introduction from the Chief Executive



*Ko te oranga kei ngā tapuwae o ōku matua tūpuna,
E kitea ai te ara hei whai
Ko te mātauranga kei ā rātou kupu tuku iho
I āta whakatinanahia e rātou. Kia mārama ki aua kupu
I whakaūngia ki te Tiriti o Waitangi
Te haere ngātahi a ngāi Māori me te Karauna, he hoa rangatira.*

I look to the past for the wise counsel of my Northern ancestors. They knew, as I know, that Māori and the Crown working together as Treaty partners, is the promise of prosperity – for Māori, for our nation.

Tēnā koutou

In my introduction to Te Arawhiti Annual Report last year I discussed the journey that lay ahead, not just for Te Arawhiti, but for Māori, the Crown and Aotearoa as a nation.

This set the foundation for what has been an incredibly challenging but rewarding 2019/20. Te Arawhiti has not only grown as an organisation but has also played a vital role in responding to some of the most challenging circumstances we have faced.

When COVID-19 first sent New Zealand into Alert Level 4, Te Arawhiti played a vital role in supporting whānau, hapū and iwi. We reached out to iwi throughout Aotearoa, providing them with information, advice and advocacy. We deployed our staff to all parts of the response. Government helped to ensure that local regional issues were being understood and acted on and we provided funding to go towards helping iwi with pandemic response initiatives, including the preparation of response plans, design and production of communications to whānau and hapū.

Our current focus is on engaging in and across regions, working alongside other parts of government on social and economic recovery. This involves working proactively to look for partnership opportunities between Crown agencies and Māori groups using Te Arawhiti's existing networks.

This year, we have developed our Te Arawhiti 'Strategy on a Page', which focuses our efforts on three key phases in Māori Crown relations. This year's Annual Report is structured around these key phases:

Reset

The Crown's relationships with Māori to date have been underpinned by the grievances that originate from the Crown's failure to honour the Treaty of Waitangi. Our work supporting the Minister for Treaty of Waitangi Negotiations to settle historical Treaty of Waitangi claims and engage with Māori on Marine and Coastal Area (Takutai Moana) Act 2011 applications helps reset our relationships with Māori and lay the platform for partnership into the future. Te Arawhiti has also begun exploring, with the Minister for Māori Crown Relations: Te Arawhiti, how the Crown can reset its relationship with Māori in relation to contemporary Treaty issues which are not necessarily defined by a Waitangi Tribunal claim and are varied in nature requiring an agile and proactive response from across government.

Sustain

In order to view our relationships with Māori beyond the settlement of historical claims an important first step is for the Crown to uphold the commitments it has made in those settlements. A simple ask for us to 'keep our word'. Continued improvement and attention to the relationship must be sustained. Te Arawhiti works hard to build capability and knowledge amongst Crown agencies of those settlement commitments. We also provide critical advice to help shift the Crown's approach from one of reacting or consulting, to a place where Crown agencies actively pursue opportunities and engagement with Māori, putting the Treaty of Waitangi at the heart of policy development.

Build

The unprecedented outbreak of COVID-19 reaffirmed the importance of our work, both in resetting and laying the platform for long-lasting change, and in building partnerships with Māori that look towards the future. Our Māori communities and leaders throughout the COVID-19 response swung into action alongside local and central government. We saw first-hand how the work we do – empowering Māori and supporting the Crown to work in true Treaty partnership – benefited all of New Zealand. Beyond the COVID-19 response Te Arawhiti has worked hard across government to facilitate greater understanding of the aspirations of Māori and we have helped to connect Māori into government. Helping government agencies understand what it means to work effectively with Māori is a key part of our role in lifting public sector capability to engage and partner with Māori.

It is difficult to envisage what the year ahead holds given the uncertainty of the COVID-19 pandemic. It is clear that the impacts of COVID-19 will continue to be felt for some time and Te Arawhiti will continue to play a role in the government's response. Central to everything we do will be our clear vision of where we need to get to as a nation and realising the full potential of partnership between Māori and the Crown.

*Tau mai ana ki te aroaro, te mate urutā, kua hōrapa nei ki te ao,
Tau mai ana te hiranga o te tū kotahi, te mahi tahi.
Heke iho i ngā tau, puāwai ana te ngākau aroha, te ngākau kaha inā
whakakotahi tātou,
Ki te whawhai mō ngā rā ki tua e mataora ai tātou me ngā reanga ka
mahue iho.*

The trials and tribulations of the world are upon us and never before has it been more important for us to work together. History shows us that the best of humanity is seen when we come together as one to fight for a future that benefits us now, and those to whom we leave behind.



Lil Anderson

Tumu Whakarae - Chief Executive
The Office for Māori Crown Relations – Te Arawhiti

Who we are and what we do

Our Role

Te Arawhiti is a departmental agency hosted by te Tāhū o te Ture – Ministry of Justice. With over 170 staff based in our Wellington office, we support both the Minister for Treaty of Waitangi Negotiations and the Minister for Māori Crown Relations: Te Arawhiti as the steward for Māori Crown relations across government.

We work alongside other public sector agencies to engage with Māori and influence positive outcomes for whānau, hapū, iwi and communities throughout Aotearoa. We are dedicated to fostering strong, ongoing and effective relationships with Māori.

To enable the shift from grievance to partnership, we are focusing on three foundations of partnership that help shape the Māori Crown relationship – **Reset, Sustain, and Build**. These foundations of partnership have informed our strategic priorities for the next four years, giving us a clear direction to support the public sector and communities in progressing true Treaty partnership.

TOWARDS TRUE TREATY PARTNERSHIP

RESET

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

SUSTAIN

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

BUILD

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

Mahi Tahī

Pono ki te Kaupapa

Atawhaitia

Working together in good faith with humility and authenticity




Te Arawhiti
THE OFFICE FOR MĀORI CROWN RELATIONS

Towards True Treaty Partnership



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



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



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

Our structure

The Executive Team is the governing body of our organisation – four kāhui and two hāpai. They provide strategic direction and high-level oversight of our performance and make decisions to ensure Te Arawhiti runs smoothly and effectively.

The Executive Team collectively owns and champions our vision toward true Treaty Partnership.



Executive team (above, left to right) - **Darrin Sykes**, Deputy Chief Executive – Organisational Services; **Warren Fraser**, Deputy Chief Executive – Strategy, Policy and Legal; **Lil Anderson**, Tumu Whakarae – Chief Executive; **Kelly Dunn**, Deputy Chief Executive – Partnerships; **Rachel Houlbrooke**, Deputy Chief Executive – Treaty Settlements and Takutai Moana

Our Kāhui

Te Kāhui Whakatau *Treaty Settlements*

Te Kāhui Whakatau works with Māori groups to negotiate the settlement of their historical Treaty of Waitangi claims. Settlements include historical, cultural, financial and commercial redress that provide a basis upon which to reset and strengthen the Māori Crown relationship.

We work with about 70 government departments, Crown entities and local authorities to negotiate and formalise Treaty settlements and provide policy advice to the government about Treaty settlement issues and individual claims.

Te Kāhui Takutai Moana *Marine and Coastal Area*

Te Kāhui Takutai Moana administers the Marine and Coastal Area (Takutai Moana) Act 2011 and the Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019. These Acts enable whānau, hapū and iwi to seek recognition of their customary interests in the takutai moana.

Te Kāhui Whakamana *Settlement Commitments*

Te Kāhui Whakamana is responsible for ensuring that settlements support partnerships by safeguarding the durability of historical Treaty settlements, maintaining and strengthening relationships and supporting the Crown to be a better Treaty partner. Settlements of historical Treaty of Waitangi claims provide redress for past wrongs committed by the Crown and provide a new platform for partnership between Māori and the Crown.

Te Kāhui Hikina *Māori Crown Relations*

Te Kāhui Hikina leads mahi on Māori Crown engagement, significant national Māori events, partnerships, building the capability of the public sector to engage and partner with Māori, and monitoring the health of the Māori Crown relationship.

Our Hāpai

Te Hāpai Ō Strategy, Policy and Legal

Te Hāpai Ō Strategy, Policy and Legal supports our ability to operate by providing policy and legal advice across our business groups, and leading organisational strategy to progress the Māori Crown relationship toward true Treaty partnership. It influences government policy to improve Māori Crown relations and leads Crown engagement with Ngāi Tahu and Waikato Tainui on the relativity mechanisms in their respective Treaty settlements.

Te Hāpai Ō Organisational Services

Organisational Services supports our ability to operate effectively and provides technical expertise and advice to deliver our important mahi. It spans various functions including finance, funding administration for takutai moana, human resources, contracts and procurement, communications, business reporting, business services, land and implementation and historian mahi.

Our achievements



- **Settle historical Treaty claims**
- **Resolve longstanding and contemporary issues**
- **Engage with Māori on takutai moana**

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

Settle historical Treaty claims

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

Key achievements in 2019/20:

- recognised two deeds of mandate (Ngāti Ruapani and Waikato-Tainui remaining claims);
- signed one terms of negotiation (Ngāti Ruapani);
- signed one agreement in principle (Whanganui Lands);
- initialled one deed of settlement (Moriori);
- signed one deed of settlement (Moriori);
- introduced three pieces of settlement legislation (Ngāti Hinerangi, Ahuriri Hapū and Moriori); and
- enacted one piece of settlement legislation (Ngāti Rangī).

Resolve longstanding and contemporary issues

Contemporary Treaty issues concern questions about whether Crown actions, omissions or policies since 1992 are consistent with the Treaty. Unlike historical settlements, there is no set process for resolving contemporary issues. Instead, we work alongside agencies to develop fair resolutions that support the Māori Crown relationship.

Our agency provides strategic leadership and advice on several contemporary Treaty issues in 2019/20. Currently, we are supporting the development of freshwater management policies and frameworks, an all-of-Government response to the Wai 262 *Ko Aotearoa Tēnei* report and the allocation of 5G spectrum rights.

We also worked alongside agencies to develop a coordinated and consistent approach to the Waitangi Tribunal's kaupapa inquiry programme, which looks into issues of pan-Māori or national significance and can include both historical and contemporary aspects.

Reset relationships

Improving the way government engages with Māori on issues of importance is key to successfully resetting the Māori Crown relationship. In 2019/20, we focused on embedding our engagement tools in the public sector while also supporting agencies in using them. There was also a strong focus on resetting the relationship between the Crown and the National Iwi Chairs' Forum resulting in the agreement of a Statement of Engagement, which sets out how Crown agencies and the National Iwi Chairs' Forum will work together on mutual priorities to achieve the best outcomes across a range of sectors.

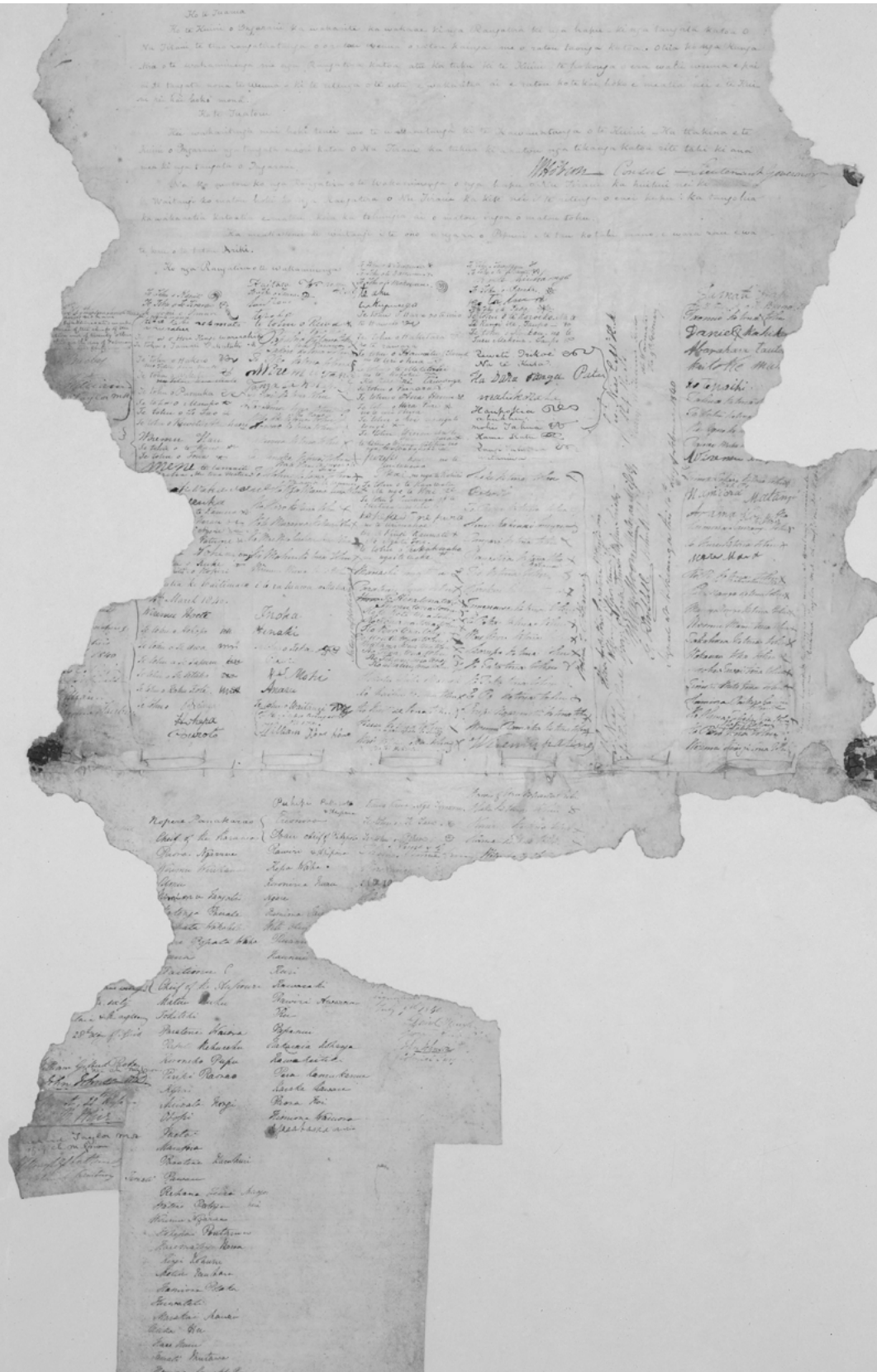
Engage with Māori on takutai moana

We work with applicants under the Marine and Coastal Area (Takutai Moana) Act 2011 and the Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019 (the Acts) who have applied to engage directly with the responsible Minister and we advise the Minister on the assessment of applications under the Acts. We also administer financial assistance for applicants; deliver a historical research programme and maintain the public GIS platform – Te Kete Kōrero a Te Takutai Moana Information Hub (Kōrero Takutai) – to support the consideration of applications under the Acts; we also support the Attorney-General in the High Court by providing research and other information.

Key achievements in 2019/20:

- released Kōrero Takutai, which enables accurate mapping of application areas (and applicants to easily modify their areas) and provides a wide range of data sets about past and present use and occupation of the marine and coastal area;
- launched a comprehensive review of the Takutai Moana Finance Assistance Scheme to ensure it is fit for purpose;
- launched engagement with applicants on both the Crown’s draft engagement strategy, and the review of the Takutai Moana Finance Assistance Scheme;

- undertook preparations for Ngā Rohe Moana o Ngā Hapū o Ngāti Porou to progress their application for Customary Marine Title;
- participated in the Waitangi Tribunal Marine and Coastal Area (Takutai Moana) Act 2011 inquiry (Wai 2660) stage one and commenced stage two; and
- reimbursed applicants to a total of \$3.4 million in the 2019/20 financial year, with a total of \$8.0 million reimbursements since 2012.



- 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

As we continue to settle historical claims, we are focused on sustaining ongoing Māori Crown relationships beyond settlement documents. We do this by ensuring we uphold Crown Treaty settlement commitments and embed Māori Crown relations and te ao Māori perspectives in the heart of policy development.

Uphold the Crown's Treaty settlement commitments

Treaty settlements are an important part of the relationship between Māori and the Crown. They lay the foundation for reconciliation of historical wrongs through the provision of redress and provide a platform for partnership opportunities. That reconciliation is dependent on the Crown honouring the relationship with its Treaty partners by upholding the commitments it makes through settlements.

In 2019/20 we focused on:

Supporting iwi and agencies to deliver commitments and resolve settlement-related issues

Key achievements

- resolved approximately 20 settlement issues;
- jointly coordinated the inaugural Ngāi Tūhoe Service Management Plan five-year review; and
- continued to administer and enhance functionality of Te Haeata – the Settlement Portal, an online record of settlement commitments. Te Haeata now includes commitments for 67 settlements or related arrangements, and over 600 registered users across the public service and post-settlement governance entities.

Providing advice on the impacts of policy initiatives on the durability of settlements

Key achievements

- provided substantial advice on the following legislation:
 - › Kāinga ora – Homes and Communities Act 2019
 - › COVID-19 Recovery (Fast-track Consenting) Act 2020
 - › Urban Development Act 2020; and

- prepared initial guidance for Crown agencies undertaking development projects to consider Treaty obligations and Māori interests.

Fostering and growing post-settlement relationships

Key achievements:

- engaged with approximately 28 post-settlement governance entities in over 41 hui throughout the course of the year;
- coordinated the Crown's attendance at the 2019 Ngāti Porou – Crown Taumata; and
- contributed support to post-settlement governance entities during COVID-19 lockdown.

Actively support Crown agencies to engage effectively with Māori

In 2019/20, Te Arawhiti continued to actively support and advise the Crown on engagement with Māori in accordance with Cabinet's *Crown Engagement with Māori Framework* and *Guidelines for Engagement with Māori*. Effective and meaningful engagement with Māori is key to producing better quality outcomes, realising Māori Crown partnerships, and upholding the Crown's commitments under Te Tiriti o Waitangi.

'Engaging with Māori' is a focus area in the individual component of the Māori Crown Relations Capability Framework. Te Arawhiti developed the *Introduction to Engaging with Māori* workshop to raise awareness of our engagement tools as one means to help lift individual capability.

We have provided advice on 50 engagement processes and delivered 13 *Introduction to Engaging with Māori* workshops to 12 central government agencies. We have also now delivered a total of 35 engagement workshops to 20 out of 36 central government agencies.

To support leaders and individuals who have taken this workshop or have more experience engaging with Māori, we are developing an advanced workshop and a 'train-the-trainer' workshop that teaches agencies how to deliver their own Māori engagement workshops.

Put the Māori Crown relationship at the heart of policy development

Te Arawhiti seeks to make the Crown a better Treaty partner by ensuring that government policies are Treaty consistent and inclusive of te ao Māori perspectives. Part of this is effectively engaging with Māori to understand those

perspectives, but another key part is embedding knowledge and capability in te ao Māori perspectives and issues into our policy making. We work alongside Ministers and their agencies to embed this thinking as a natural and regular part of good policy development.

In 2019/20, the Cabinet Office issued a circular, CO(19)5 *Treaty of Waitangi Guidance*, based on Te Arawhiti advice, which sets out how agencies can apply the articles of the Treaty to their policy development. We also made significant contributions to the COVID-19 Recovery (Fast-track Consenting) Act 2020, the Review Panel stage of the Resource Management Act 1991 Review and the government's water reforms.





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

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

Lift public sector capability to work with Māori

We aim to strengthen public sector capability to work with Māori and ensure the public sector can build on our relationships with Māori and enter into enduring partnerships.

In 2019/20, we developed and promoted a range of standards, tools and workshops for agencies to improve public service capability. Agencies (including non-government) began using these tools and we provided the necessary support for implementation, by:

- undertaking a needs assessment of capability across the public service;
- sharing insights and advice with agencies from the 2018 engagement hui with Māori;
- developing, promoting and publishing the Māori Crown Relations Capability Framework (MCR Capability Framework) – including both the Individual and Organisational Capability Components, and the Māori Crown Relations skills survey – at various fora; and
- contributing to the development of cross-government tools to ensure the Māori Crown relationship is included in them (e.g. the Policy Quality Framework).

We made the MCR Capability Framework more accessible to agencies by publishing it on our website in December 2019, and we continued to advise more than 20 agencies on using the Framework.

In 2020, Te Arawhiti refined its approach to the public sector capability-building programme. A broad approach was a helpful starting point to begin our journey of improving the level of Māori Crown Relations capability across the public sector; however, with more than 50,000 people in the core public service, and a further 350,000

plus in the wider state sector (including Crown entities), the refined approach supports a deeper, targeted reach to achieve true culture change.

Key features of the refined approach, currently being rolled out, include:

- targeting Tier 1 and 2 leaders;
- supporting Māori within the public service;
- supporting the development of additional cross-government tools, where applicable; and
- working alongside targeted agencies to provide tailored support with the development and implementation of their Māori Crown Relations capability plans.

Broker Māori Crown partnerships

Within government, Te Arawhiti facilitates greater understanding of the aspirations of Iwi Māori and often serves as a connector and navigator for Iwi Māori into government. Supporting other agencies to understand at a practical level what it means to work in partnership with Māori is key to achieving our vision of true Treaty partnership.

Some recent examples of successful Māori Crown partnerships in which Te Arawhiti acted as a broker or facilitator include:

- Ngāi Tai ki Tāmaki Trust (the Trust) – Connection regarding property development: Te Arawhiti was contacted by the Trust who were looking to contact Kāinga Ora regarding an urgent matter. Te Arawhiti brokered a connection to Kāinga Ora for the Trust.

- Te Rūnanga o Ngāti Whare (Te Rūnanga) – housing opportunities: Te Arawhiti supported Te Rūnanga with its housing aspirations within Minginui village by brokering a connection to Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development (HUD). Te Rūnanga and Ngāti Whare Iwi Trust are working together with HUD to develop a strategic housing plan for Minginui.
- Te Whānau a Rangiwhakaahu (Rangiwhakaahu) – Matapōuri Road landbank property: Te Arawhiti worked to support Rangiwhakaahu regarding the former Matapōuri school site, which was landbanked earlier in the year. Te Arawhiti facilitated between the Whangārei District Council, the Ministry of Education, and Land Information New Zealand to ensure the site was landbanked for for a future Treaty settlement in the area.



Whai Hononga – supporting significant national Māori events

Whai Hononga is an annual funding programme confirmed in Budget 2019 to contribute to the delivery of significant Māori Crown events, which strengthen a shared national identity that recognises, values and encourages strong Māori Crown partnerships.

Waitangi Week 2020 was one of the most important of these kaupapa in 2019/20 and a significant national Māori Crown event. It included the commemoration of Dame Whina Cooper in Panguru, which comprised of the unveiling of a statue of Dame Whina. Te Arawhiti staff built and worked in close partnership with the Waitangi National Trust, Waipuna Marae Trust, the Cooper whānau, Maihi Makiha, Kaea Media, Māori wardens, as well as Te Puni Kōkiri, Manatū Taonga – Ministry for Culture and Heritage, Ministry of Education and the Ministry of Defence, to coordinate the 17 commemorative events held throughout the week. The success of the suite of events at Waitangi 2020 shows the value of Whai Hononga and working in partnership with Māori to design and deliver events. It is also an opportunity to continue building towards stronger Māori Crown relationships and a shared sense of national identity.



When COVID-19 first sent New Zealand into Alert Level 4, Te Arawhiti played a vital role in supporting iwi directly and through our work across Government to support wider Government engagement with Māori.

We took a direct approach by setting aside total funding of \$470,000 to go towards helping iwi with pandemic response initiatives – which included the preparation of response plans, design and production of communications to whānau and hapū, and other key work led by iwi community response teams. We also utilised our experience and relationships to support a systems approach to ensure broader engagement with, and responsiveness to, Māori was foremost during this critical time.

Partnering in the COVID-19 response and recovery contributes to our build phase by leading Māori Crown relations and supporting the system and Iwi Māori. Details about our response and recovery efforts are below.

COVID-19: Leading Māori Crown Relations



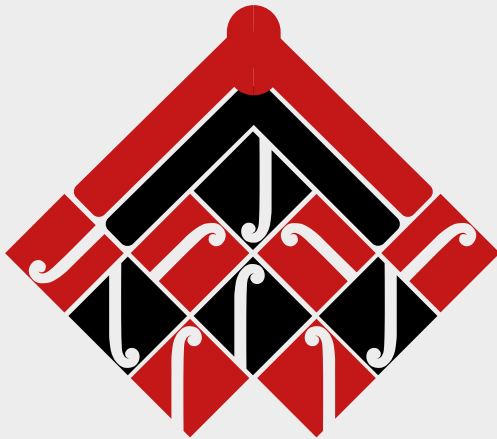
Māori Crown Engagement



- ▶▶ Te Arawhiti **provided strategic oversight** across both internal and external workstreams
- ▶▶ Te Arawhiti demonstrated **broad and inclusive engagement** linking with the National Iwi Chairs' Forum and the Māori community to recognise their unique role as a Treaty partner
- ▶▶ Te Arawhiti reached out to iwi throughout Aotearoa, providing them with **information, advice and advocacy**, ensuring local and regional issues were being understood and acted on by the appropriate officials or agencies
- ▶▶ **Te Arawhiti led the engagement** with the National Iwi Chairs' Forum, Iwi Māori and senior officials



A Cross-Government Kaupapa



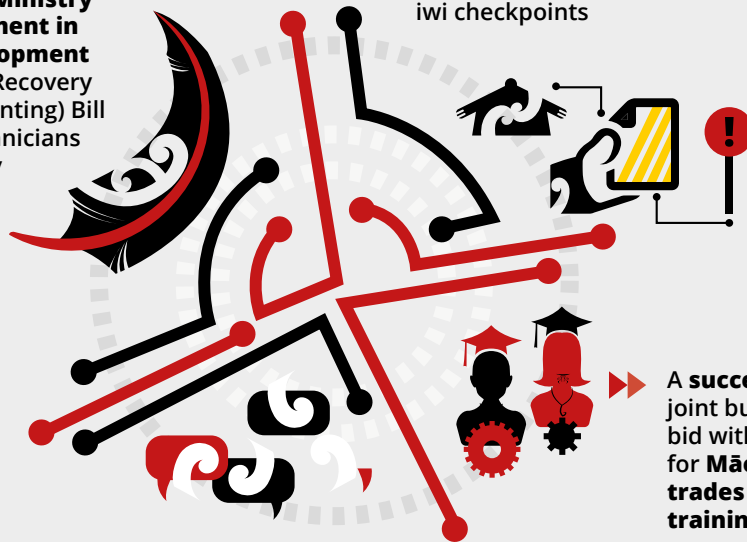
▶▶ **Te Arawhiti invited over 12 agencies to systematically work together** in response to a range of issues raised by Iwi Māori. These agencies included the Department of Prime Minister and Cabinet, National Emergency Management Agency, Te Puni Kōkiri, Ministry of Social Development, Ministry of Health, Te Tūāpapa Kura Kāinga, Ministry of Education, Oranga Tamariki, New Zealand Police and Ara Poutama Aotearoa

▶▶ This cross-agency team delivered on the **\$56 million Māori Assistance Package**

▶▶ **Legislative change** to safeguard settlements and to modify restrictions on the operation of Post Settlement Governance Entities, including entities under the Companies Act 1993

▶▶ **Supporting the Ministry for the Environment in the policy development of the COVID-19 Recovery (Fast-track Consenting) Bill** including iwi technicians and better Treaty protections

▶▶ **Advice on Alert Level guidance** including tangihanga, marae guidelines, inter-regional travel, contact tracing and iwi checkpoints



▶▶ Te Arawhiti also played a key role in **connecting iwi and other Māori groups** into wider government assistance packages and support

▶▶ A **successful joint budget bid with MBIE for Māori trades training**

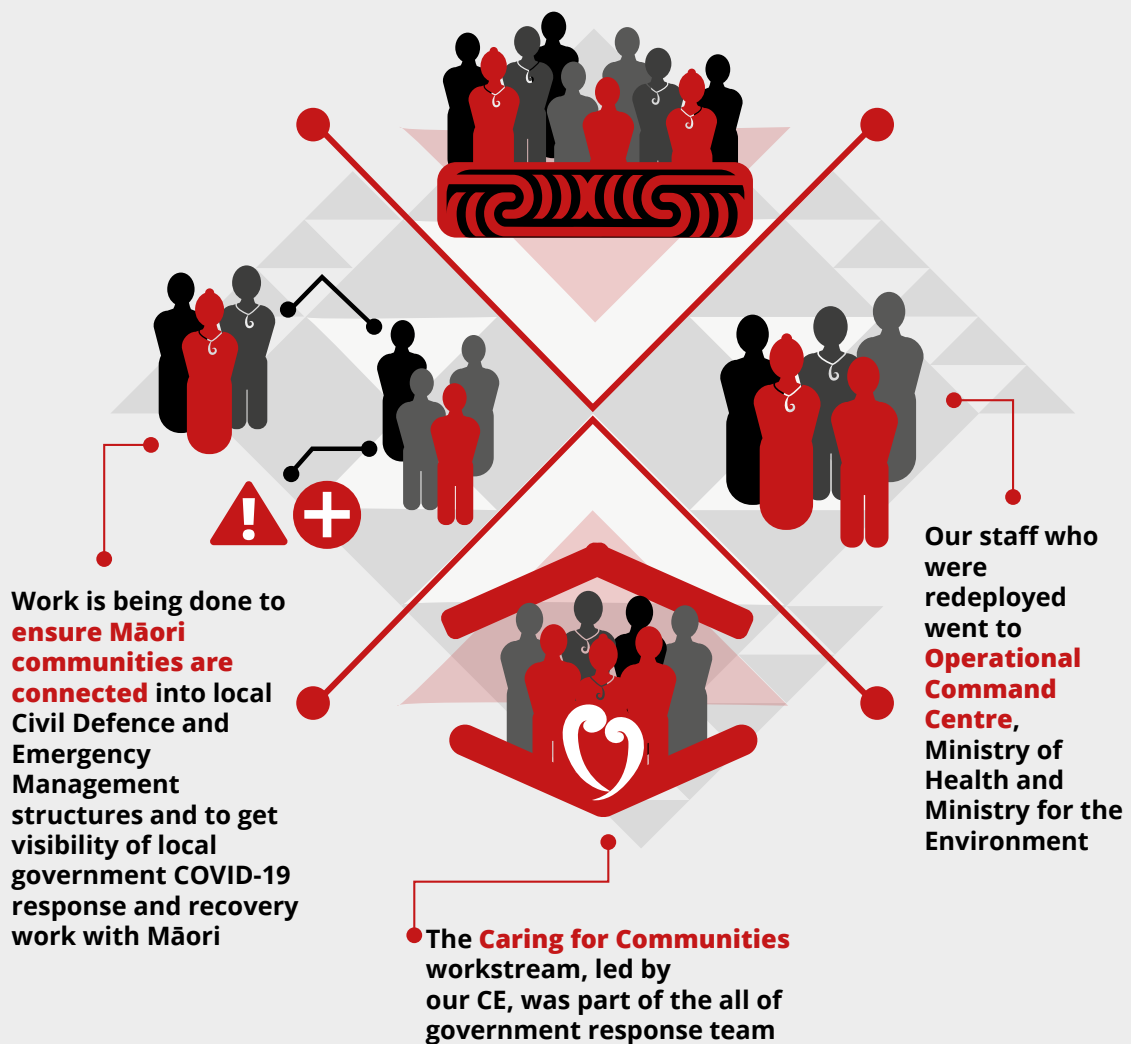
COVID-19: Te Arawhiti Response

Supporting Across the System

Te Arawhiti deployed a number of staff to support broader government efforts.

By the Numbers

10% of staff (including our CE and one of our DCEs), which were redeployed to support the COVID-19 response and recovery

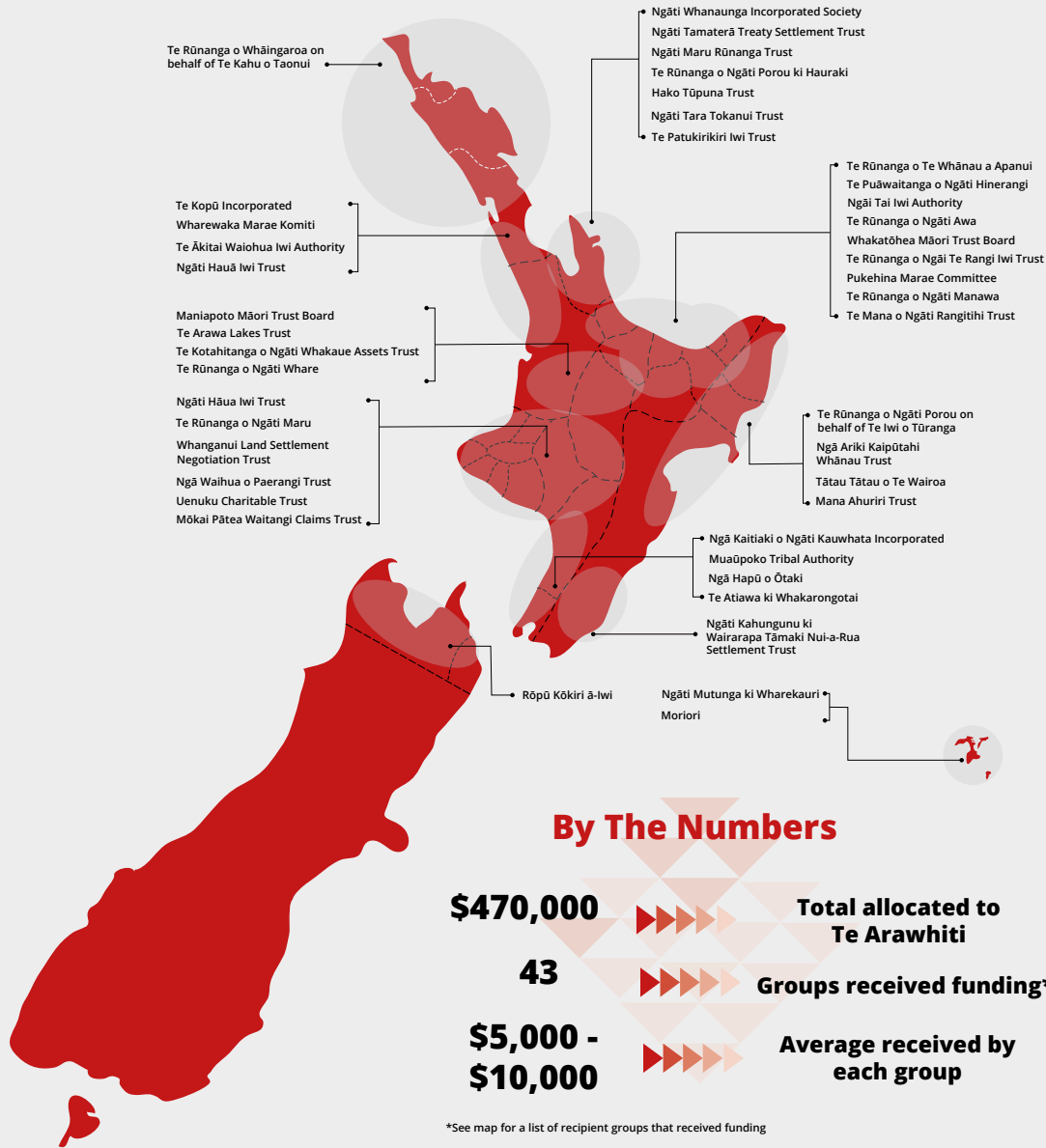


Supporting Iwi Māori



As part of the Government's work to connect with iwi, Te Arawhiti had \$470,000 available to support iwi with their COVID-19 response planning. One-off grants were provided as contributions towards the following types of initiatives:

- ▶▶ the preparation of response plans
- ▶▶ the design and production of communications to whānau and hapū; and
- ▶▶ key work being undertaken by iwi community response teams



How we work

Inclusion and Diversity Strategy

Te Arawhiti has worked collaboratively with te Tāhū o te Ture to develop an Inclusion and Diversity Strategy, and a Gender Pay Gap Action Plan. Closing the gender pay gap is a strategic priority for te Tāhū o te Ture and for Te Arawhiti.

Our commitment to diversity and inclusion is evident in everything that we do – and addressing the gender pay gap is no different. We have made significant progress in narrowing our gender pay gap over the years, but we still have more work ahead of us and we aim to continue accelerating our pace of change and delivering on our ambitions.

We recognise the importance of having a diverse workforce. Our employees who identify as female make up 63% of our organisation. There is a 70% female to 30% male gender split at the leadership levels from tiers one to four and we have achieved the Te Kawa Mataaho Public Service Commission's target for gender balanced leadership with women holding at least 50% of roles in the top three tiers of leadership.

Overall, the make-up of our organisation has enabled our thinking and understanding of different perspectives. This is crucial for the work that we lead in the public sector.

Supporting our people through change

In June 2019, we started 'Stage 1' of our change process by establishing the tier two Deputy Chief Executive structure. 'Stage 1' gave clarity to the work of Te Arawhiti as a newly established departmental agency and to our strategy, vision and work programmes.

In early March 2020, a consultation document was issued, which set out the proposed 'Stage 2' organisation design. However, before the consultation period was concluded, the process was paused in response to the COVID-19 measures. Following this, a 'revised stage 2' proposal was circulated for consultation.

'Stage 2' focuses on ensuring we're set up to operate effectively as One Te Arawhiti, with all our kāhui and hāpai working cohesively together with clear roles and responsibilities and with a seamless service to Māori, Ministers, the public service and the general public. An important element of this work will be to establish systems and processes across all our kāhui and hāpai that will support us in reporting and operating as a departmental agency.

Engagement and culture

Following the results of our engagement survey in September 2019, an engagement survey working group was established to theme the survey results and develop recommended action plans. The group's recommendations were divided into three key categories:

- ensuring people feel involved and included;
- enabling people to make a difference; and
- culture.

In October 2020, we moved to level two of the Justice Centre, which has enabled all staff to be located on the same floor and will help drive collaboration and cohesion between different kāhui and hāpai. Our new branding has been established, and we are looking forward to having a space that will be truly representative of Te Arawhiti, and our vision.

We will be conducting a pulse engagement survey in November of 2020 as a sense check of our current culture. Following the results of this survey, we will be looking to develop a people strategy focusing on supporting our leaders to grow our people and empower our staff to be the best that they can be.

Underpinning our culture, are our Te Arawhiti values and our newly developed strategy. Our strategy sets our strategic intentions to *reset, sustain and build* the Māori Crown relationship. This has formed the foundation of "Our Goals 2019-2024", which is our input to te Tāhū o te Ture Statement of Intent 2019-2024. It sets out how we will deliver on our broader mandate of improving the Māori Crown relationship over the next four years.

Growth/maturity of our organisation

Since being established as a departmental agency in 2019, Te Arawhiti has been operating in an environment of uncertainty and change as it has set out to establish itself. We are a fast-growing organisation, as reflected in our numbers on page 21 and we anticipate much more growth as we work towards our goal of shifting the Māori Crown relationship from one of historical grievance toward true Treaty partnership.

Building our capability

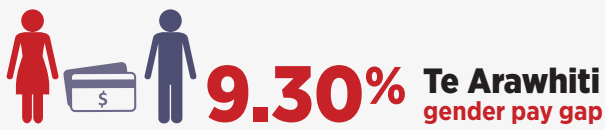
One of the responsibilities of the Māori Crown Relations: Te Arawhiti portfolio is to ensure that when the public sector engages with Māori, it is meaningful and strengthens the Māori Crown relationship. The government wants to demonstrate that true and practical partnerships are possible beyond the Treaty settlement negotiating table.

Te Arawhiti has a mandate to strengthen public sector capability to work with Māori. To this end, we have developed a Māori Crown Relations Competency Framework both at the individual and organisational level, to lift public sector capability to engage and partner with Māori.

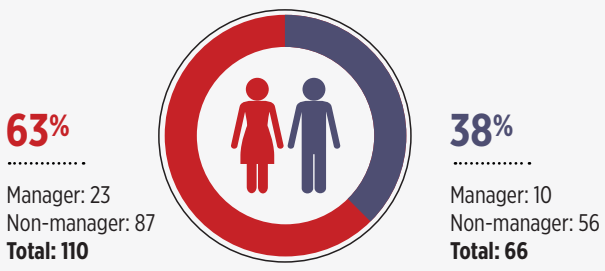
We are developing our own Te Arawhiti capability plan in line with our organisational and individual competency framework. The framework describes three skill levels – comfortable, confident and capable – we are

working to put together a training plan that will move Te Arawhiti staff to the “comfortable” level. We will also be undertaking a refresh of our current practices to ensure that the use of both te reo Māori and tikanga Māori are prevalent in our day-to-day interactions and engagements such as karakia when commencing hui and ensuring everyone is familiar and capable of reciting their own pepeha.

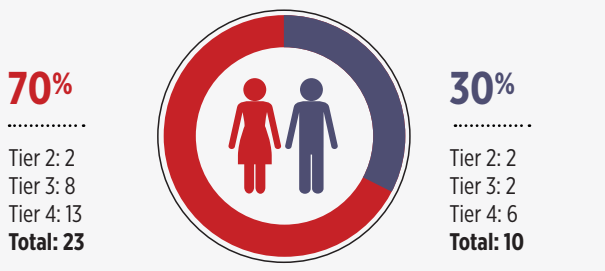
Diversity and inclusion



Gender (overall)

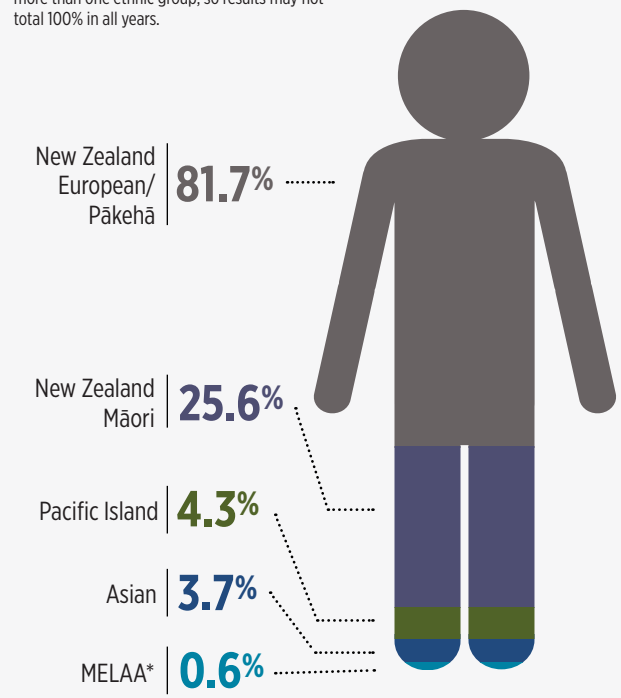


Gender (senior management)



Ethnicity 2020

Results are self-reported and staff can belong to more than one ethnic group, so results may not total 100% in all years.

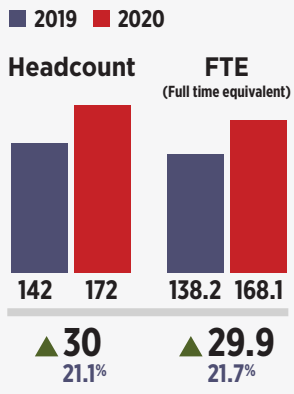


*Middle Eastern/Latin American/African

Growth and maturity of our organisation



METRICS



OCCUPATION (HEADCOUNT)

	All Managers	Policy Analysts/ Information Professionals	Social, Health & Education Workers	Legal, HR & Finance Professionals	Clerical & Admin Workers	Other
2019	21	90	12	4	13	1
2020	36	100	15	6	15	0
# / %	▲ 15 (71.4%)	▲ 10 (11.1%)	▲ 3 (25%)	▲ 2 (50%)	▲ 2 (15.4%)	▼ 1 (100%)

Statement of Responsibility

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

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



Lil Anderson

Tumu Whakarae - Chief Executive
The Office for Māori Crown Relations - Te Arawhiti

30 November 2020



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Te Arawhiti
THE OFFICE FOR MĀORI CROWN RELATIONS