



**Our Goals  
2019 to 2024**

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The name Te Arawhiti, the bridge, was inspired in 2012:

*Imagine a river, and on one bank of the river is Te Ao Māori and on the other bank of the river is Te Ao Pākehā and Te Tiriti o Waitangi is a bridge that connects one bank of the river to the other bank.*

*Māori have been crossing the bridge over into the Pākehā world by getting to know the language, the customs, and engaging in the society. But very rarely do people cross from the Pākehā world into the Māori world to understand the language and customs that are important to us.*

Te Arawhiti has been established to support 40,000-plus public servants to take steps over that bridge to understand Māori positions and the Māori world view.

Our vision of working towards true Treaty partnership is illustrated in our logo design. It includes a tohu that represents the coming together of people under the stars of Ranginui, our sky father, and the protection of Papatūānuku, our earth mother, while being embraced by the interlocked hands of Te Arawhiti.



# Te Arawhiti Chief Executive's statement



As we head in to our second year as a Departmental Agency hosted by the Ministry of Justice it is timely that we review our goals. Our country faces unprecedented challenges in the response to, and recovery from, COVID-19. It has meant that we need to revisit our strategic frameworks to make sure they are still fit for purpose and that we remain focused on the needs of the Māori Crown relationship.

As I present "Our Goals 2020-24" I am reaffirmed in our approach. The purpose of Te Arawhiti is to guide the Māori Crown relationship from historical grievance towards true Treaty partnership. Our strategic intentions to re-set, sustain and build that relationship seem to me more relevant than ever in the face of COVID-19.

The benefits of settling Treaty grievances over the past 30 years have been front and centre during COVID-19 with iwi taking up early and strong leadership of the response to the threat COVID-19 posed to communities. They have done this through the provision of care, food, financial assistance and household goods particularly for those more vulnerable parts of our community such as our elderly, immune-compromised and newly unemployed.

For us, this means it is even more important that Treaty settlements are finalised in the next few years to ensure all of our communities can demonstrate their resilience. It also means that a continued focus on clarifying customary rights in the Marine and Coastal Area will be important to sustain relationships.

While underlying health, social and economic disparities for Māori have been compounded by the threat of the pandemic and its related consequences, there remains an important opportunity for all of government to partner with Māori and others in the regions to design response and recovery measures that address the specific needs and concerns of the community that they live in. Te Arawhiti will lean in to facilitate relationships between government agencies, Maori and local government, both nationally and locally. As we do this we will ensure that public sector capability is being strengthened and that engagement and partnership with Māori forms an important part of the approach.

With this context in mind, this document outlines Te Arawhiti's key goals and strategic priorities over the coming years.

In the material that follows our "Strategy on a Page" provides an overview of Te Arawhiti - our purpose, goals, strategic priorities, values and enabling priorities.

Our foundations as an organisation are in our values and enabling priorities. Our values - mahi tahi, pono ki te kaupapa, atawhaitia - underpin everything we do. They indicate how we will go about our work - together, in good faith with humility and authenticity.

A culturally capable workforce and a high performing organisation enables our work and in Table 1, we outline how we will enable these priorities and how we will know we are successful.

Table 2 sets out our strategic priorities in more detail - what they are, what we will do over the next 4 years, and how we will know we are successful.

I acknowledge that I am responsible for the information on strategic intentions for the Office for Māori Crown Relations - Te Arawhiti. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

**Lil Anderson**

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

Te Arawhiti was established as a departmental agency on 17 December 2018 and legally established on 1 January 2019.

## 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.

# TOWARDS TRUE TREATY PARTNERSHIP

## RESET

- » Settle historical Treaty claims
- » Resolve longstanding and contemporary issues
- » Engage with Māori on Tākutai 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 Taahi**

**Pono ki te Kaupapa**

**Atawhaitia**

Working together in good faith with humility and authenticity





**Table 1: How we will enable delivery of our strategic priorities**

Enabling priorities	A culturally capable workforce	A high performing organisation
<b>Description</b>	To effect the change in the public service we desire - to make the Crown a better Treaty partner - Te Arawhiti needs to “walk our talk”. We cannot expect other agencies to take our advice if we, ourselves, are not demonstrating through our actions best practice in the conduct of the Māori Crown relationship. Te Arawhiti must ensure its staff are culturally capable to support true Treaty partnership.	Te Arawhiti was created formally on 1 January 2019. Our organisation is evolving from a focus on Treaty settlement negotiations and administration of the Marine and Coastal Area (Takutai Moana) Act 2011 to a broader mandate encompassing the post-settlement and contemporary Māori Crown relationship as well as the future of that relationship. Our organisation needs to evolve to support that broader mandate and operate as “one Te Arawhiti”.
<b>What we will do over the next 4 years</b>	<ul style="list-style-type: none"> <li>• Implement a cultural capability development plan to move our staff through Te Arawhiti’s individual capability scale so that everyone is “comfortable” working in the Māori Crown relations space; and that our frontline staff are “confident” practitioners of the Māori Crown relationship</li> <li>• Ensure our organisational capability is at least “comfortable” working on the Māori Crown relationship</li> <li>• Deliver our work consistent with our own guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Review and reform our systems and processes (governance, finance, human resources, communications etc) to support the whole organisation and all of its functions</li> <li>• Develop and execute a Workforce Strategy to support the development and retention of capable staff</li> </ul>
<b>How will we know we’re successful?</b>	<ul style="list-style-type: none"> <li>• Our people report in regular competency surveys higher levels of comfort operating in the Māori Crown relationship</li> <li>• Our organisational capability is assessed as at least “comfortable” working on the Māori Crown relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Our staff feel confident speaking about the whole of Te Arawhiti’s operations</li> <li>• Our advice is considered to be high quality by our Ministers</li> <li>• There is greater alignment of our structure and systems to our strategy</li> <li>• Our staff demonstrate the requisite skills to execute our strategy</li> </ul>

Table 2: Strategic Priorities

Our priorities	1. Partner in Covid-19 response and recovery	2. Settle historical Treaty claims	3. Resolve longstanding and contemporary issues	4. Engage with Māori on takutai moana	5. Uphold the Crown's Treaty settlement commitments	6. Actively support Crown agencies to engage effectively with Māori	7. Put the Māori Crown relationship at the heart of policy development	8. Lift public sector capability to work with Māori	9. Broker Māori Crown partnerships
<p><b>Description</b></p>	<p>Our country faces unprecedented challenges in relation to COVID-19. The opportunity is for all of government to partner with Māori and others in the regions to design response and recovery measures that address the specific needs and concerns of the community they live in. Te Arawhiti will need to lean in to facilitate relationships between government agencies, Maori and local government, both nationally and locally.</p> <p>As we do this we will need to ensure that public sector capability is being strengthened; that engagement and partnership with Māori forms an important part of the approach; that we continue to reach historical Treaty settlements that help build the resilience of Māori communities; and clarify customary rights in the Marine and Coastal Area to sustain relationships.</p>	<p>Te Arawhiti 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 to reset and strengthen the Māori Crown relationship.</p> <p>We negotiate the settlement of all historical claims directly with claimant groups under the guidance and direction of Cabinet; work with about 70 government departments, Crown entities and local authorities to negotiate, formalise and implement Treaty settlements;</p> <p>provide policy advice to the government about Treaty settlement issues and individual claims;</p> <p>and administer the protection mechanism for Crown-owned land for use in Treaty settlement.</p>	<p>While there have been many positive developments in the Māori Crown relationship over the last 30 years or so some matters of injustice or inequity to Māori have remained unresolved. As the relationship is alive and evolving new issues come to the fore every day. Te Arawhiti works with Crown agencies and Māori to help tackle and resolve longstanding and contemporary issues.</p> <p>We provide strategic leadership and advice to the government about contemporary Treaty issues; and broker solutions to challenging relationship issues with Māori.</p>	<p>Te Arawhiti administers the Marine and Coastal Area (Takutai Moana) Act 2011 (the Act) and the Ngā Rohe Moana o Ngā Hapū o Ngāti Porou Act 2019. These Acts enable iwi, hapū, and whānau to seek recognition of their customary interests in the takutai moana.</p> <p>We work with applicants who have applied to engage directly with the responsible Minister; advise the responsible Minister on the assessment of applications under the Act; administer financial assistance for applicants; deliver a historical research programme to support the consideration of applications under the Act; and support the Attorney-General in the High Court by providing research and other information.</p>	<p>Historical Treaty of Waitangi settlements provide a base to support partnership between Māori and the Crown. Te Arawhiti works with Crown agencies, local government, and post-settlement governance entities (PSGEs) to ensure settlements are durable.</p> <p>We oversee the implementation of settlements; support the Crown to meet its settlement commitments; help resolve issues in the application or interpretation of Treaty settlements; and maintain and strengthen relationships built with iwi and hapū through the settlement process.</p>	<p>Te Arawhiti has a responsibility to ensure that public sector agencies engage meaningfully with Māori; to increase the opportunities for and quality of Crown Māori engagement on important issues; and promote good practice.</p> <p>We have developed and published a framework for engagement which is taught through agency workshops. We also provide an assurance service to Crown agencies before they engage with Māori to help support their processes and approach.</p>	<p>Part of helping to make the Crown a better Treaty partner is ensuring that government policies today are made with the Treaty partnership, Treaty Settlements, and Māori rights and interests firmly in mind. Based on Te Arawhiti advice to government the Cabinet Office has issued Treaty of Waitangi guidance to help Crown agencies to do just that.</p> <p>Te Arawhiti offers its expertise in this area to assist departments. We provide advice to Ministers and offer secondary advice to other departments on policy matters impacting the Māori Crown relationship.</p>	<p>Te Arawhiti is charged with ensuring public sector capability to work with Māori is strengthened. We have developed a competency framework and training programme, at both the individual and organisational level, to lift public sector capability to engage and partner with Māori.</p> <p>Te Arawhiti offers its own expertise, and provides tools, guidance and support to public sector agencies partnering with Māori including policy development, service delivery, regulation and enforcement, and financing.</p>	<p>The Treaty of Waitangi saw two peoples partner in a vision for the prosperous future of our country. Today Te Arawhiti aspires to make partnership the defining characteristic of the Māori Crown relationship. That demands a fundamental change in the way the public sector operates.</p> <p>Through its relationships with Māori Te Arawhiti seeks to build upon the opportunities for Māori Crown partnerships.</p> <p>Within government Te Arawhiti facilitates greater understanding of the aspirations of Māori and often serves as a connector and navigator for Māori into government.</p> <p>Te Arawhiti also supports and promotes significant Māori Crown events (Whai Hononga).</p>
<p><b>What we will do over the next 4 years</b></p>	<ul style="list-style-type: none"> <li>Provide system leadership for Māori Crown relations across government and identify opportunities to partner with Māori at a system level</li> <li>Facilitate relationships between central government agencies, Māori and local government to support COVID-19 response and recovery measures for communities</li> <li>Strengthen our work to support Crown capability to design and deliver policy and services for, with and by Māori</li> </ul>	<ul style="list-style-type: none"> <li>Provide the opportunity for all groups yet to enter direct negotiations with the Crown to do so</li> <li>Work towards the completion of Treaty settlements negotiations with all willing and able groups as quickly and fairly as possible</li> <li>Reach out to all groups who tried but didn't reach settlement to gauge whether there is a new prospect for successful settlement negotiations</li> </ul>	<ul style="list-style-type: none"> <li>Guide and assist lead agencies in their approach to Waitangi Tribunal kaupapa inquiries</li> <li>Support Ministers and agencies to take a positive and coordinated approach to contemporary issues</li> <li>Provide tools and guidance to agencies for resolving contemporary Treaty issues</li> <li>Support Ministers and agencies in navigating challenging or long-standing issues with Māori</li> </ul>	<ul style="list-style-type: none"> <li>Engage with applicants on the draft strategy for managing efficiently the large number of applications made directly to the Minister under the Act and finalise the strategy</li> <li>Complete the first tranche of assessments of iwi, hapū, or whanau applications made directly to the Minister</li> <li>Support applicant groups to work through issues of customary interests and overlaps through their own tikanga-based processes</li> <li>Support the Attorney-General in the High Court process</li> <li>Review the financial assistance scheme for applicants to ensure it is fit for purpose, fair and sustainable</li> <li>Promote Te Kete Kōrero a Te Takutai Moana Information Hub to assist applicants and decision-makers</li> <li>Continue the historical research programme to support the responsible Minister and the High Court to make decisions</li> </ul>	<ul style="list-style-type: none"> <li>Upload Treaty settlement commitments to Te Haeata – the settlement portal</li> <li>Build our capability to report on Crown compliance with Treaty settlement commitments</li> <li>Support agencies and iwi to resolve post-settlement issues</li> </ul>	<ul style="list-style-type: none"> <li>Review and update engagement guidance and training</li> <li>Continue to provide workshops on Māori Crown engagement</li> <li>Develop deeper “master class” modules for Crown engagement with Māori</li> <li>Continue to provide an assurance role to agencies to support their processes and approach to engaging with Māori</li> </ul>	<ul style="list-style-type: none"> <li>Review Treaty of Waitangi policy guidance in Cabinet Office Circular CO (19) 5 in light of feedback received from agencies that have used it</li> <li>Develop and introduce fit for purpose training for Crown agencies to enable them to use and apply Treaty guidance in their policy development</li> <li>Provide advice on new policies or initiatives to ensure they are consistent with the Crown's Treaty obligations and Treaty settlement commitments</li> <li>Develop and implement a Treaty settlement amendment policy</li> </ul>	<ul style="list-style-type: none"> <li>Review and update the public sector capability competency framework and training programme as well as engagement and partnership guidance</li> <li>Work with the State Services Commission on strengthening the public service to support a stronger Māori Crown relationship and improve services and outcomes for Māori</li> <li>Work closely with public service leaders, support Māori in the public service, and develop further cross-government tools to support public sector capability to engage and partner with Māori</li> <li>Develop a champions framework for utilising leaders within the public sector Provide workshops on Māori Crown partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Use the partnerships pathway to implement a strategic approach to the development and support of partnerships between Māori and the Crown across government</li> <li>Finalise indicators dashboard which will provide regular reporting to MCR Committee on the health of the Māori Crown relationship</li> <li>Establish a baseline set of measures for the health of the Māori Crown relationship</li> <li>Complete co-design guidance which will complete a suite of guidance tools alongside the Engagement Framework and Guidelines and Partnership principles</li> <li>Examine in closer details the attributes of successful Māori Crown partnerships to distil key learnings</li> </ul>
<p><b>How will we know we're successful?</b></p>	<ul style="list-style-type: none"> <li>Māori needs, concerns and views are sought and understood by government</li> <li>Government agencies assess the implications on Māori of proposed recovery responses and seek out opportunities to engage and partner with Māori on them</li> <li>Māori Crown partnerships promote recovery for Māori communities on a regional and national scale</li> </ul>	<ul style="list-style-type: none"> <li>Momentum is maintained towards completing Treaty settlements with willing and able groups.</li> </ul>	<ul style="list-style-type: none"> <li>Contemporary issues are resolved by dialogue and engagement between the responsible government agencies and Māori rather than through litigation</li> </ul>	<ul style="list-style-type: none"> <li>Customary rights in the Takutai Moana are being determined</li> <li>The financial assistance scheme supports applicants to have their customary rights determined</li> </ul>	<ul style="list-style-type: none"> <li>Treaty settlements are implemented</li> <li>Te Haeata is utilised as a tool for commitment holders</li> <li>Post settlement issues are resolved respectfully in the spirit of partnership</li> </ul>	<ul style="list-style-type: none"> <li>Agency engagement with Māori is broad, early, and inclusive</li> </ul>	<ul style="list-style-type: none"> <li>Treaty of Waitangi analysis is applied in the course of policy development and, where Māori rights and interests are identified, appropriate engagement and/or decision-making with Māori occurs</li> </ul>	<ul style="list-style-type: none"> <li>The public sector is able to engage with Māori in culturally appropriate and meaningful ways</li> </ul>	<ul style="list-style-type: none"> <li>Māori Crown partnerships are brokered and implemented</li> <li>Partnership becomes the defining characteristic of the Māori Crown relationship</li> </ul>



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