

MIHI / Welcome

Whāia, whāia te uru tapu nui a Tāne, a Tāne te waiora, a Tāne whakapiripiri, kia puta ai tātou, ki te whai ao, ki te ao mārama.

Kumea te taura kia rena ai tātou o Waka Kotahi.

He tangi apakura ki a rātou kua nunumi ki te Pō. Moe whakaaio mai rā koutou i te moenga roa, e kore rawa koutou e warewaretia.

Hoki mai ki a tātou te hunga ora, Tēnā tātou katoa.

He maioha te mihi ki a koutou katoa i tuku mai o koutou whakaaro, kia rangatira ai tā tātou mahere rautaki. Tēnā koutou, tēnā koutou, tēnā tātou katoa.

INTRODUCTION

Waka Kotahi NZ Transport Agency recognises and respects Te Tiriti o Waitangi and will work with Māori to build strong, meaningful and enduring relationships to achieve mutually beneficial outcomes. Te Ara Kotahi (our Māori Strategy) provides strategic direction on how we work with and respond to Māori as the Crown's Treaty partner, and what this means for how we do business.

Waka Kotahi is responsible for delivering an integrated transport system. We have an important role to play in finding opportunities to better respond to Māori aspirations while delivering transport solutions. We can contribute by working with Māori and other government agencies to support Māori to achieve their aspirations.

Te Ara Kotahi outlines five strategic pou (pillars) that support te whakakitenga (the vision). Each pou has captured our intentions for how we will develop in the area of working with Māori. Priorities have been identified under each pou to focus our efforts. The Action Plan underpinning Te Ara Kotahi will provide clear actions to operationalise and drive Te Ara Kotahi throughout our organisation.

The name Te Ara Kotahi symbolises the pathway that Māori and the Crown walk together on as envisaged by Te Tiriti o Waitangi. It also signifies Te Kotahitanga, the unity and inclusion of all cultures on the foundation of Te Tiriti o Waitangi.

TE WHAKAKITENGA - VISION

Ko koe ki tēnā ko au ki tēnei kīwai o te kete

Waka Kotahi and Māori working together to succeed for a better New Zealand

NGĀ UARA - VALUES

- » **Rangatiratanga** – We recognise and respect the individual autonomy and authority of Māori. We respect each other as partners and therefore value each other's aspirations, positions, roles and expertise.
- » **Manaakitanga** – Exercise care and the work we do should be mana enhancing and supportive.
- » **Kaitiakitanga** – We recognise that the environment is a taonga that must be managed carefully. We also recognise that Māori have a responsibility and obligation of care over their communities and environments.
- » **Whanaungatanga** – We foster meaningful and enduring relationships based on good faith, mutual respect, understanding and trust.
- » **Te Tiriti o Waitangi** – We recognise, respect and uphold the principles of Te Tiriti o Waitangi.
- » **Mana o Te Reo Māori** – Te Reo Māori is highly valued by Māori and Waka Kotahi. We will actively promote Te Reo Māori within our organisation and in the work we do.

MĀTĀPONO - PRINCIPLES

- » **Huna Kore** – We value a no surprises approach and information flows both ways.
- » **Auahatanga** – We will focus on creativity and innovation to achieve better outcomes.
- » **Whakapono** – We act with integrity and honesty.
- » **Partnership** – We will act reasonably, honourably, and in good faith.
- » **Participation** – We will encourage, and make it easier for Māori to more actively participate in our business.
- » **Protection** – We will take positive steps to ensure that Māori interests are protected as appropriate.
- » **Recognition of cultural values** – We will recognise and provide for Māori perspectives, tikanga (customs) Te Reo Māori and kawa (protocols) in the work we do.

NGĀ WHAINGA - OBJECTIVES

The objective of Te Ara Kotahi is to provide an overarching strategic framework that:

- » connects Māori to what we do
- » fulfils our statutory obligations to Māori and affirms our commitment to the principles of the Te Tiriti o Waitangi
- » embraces Te Reo Māori and Māori values
- » contributes to the 'whole of government' approach to provide for Māori aspirations and improve Māori economic, social, cultural and environmental outcomes
- » empowers us to respond to Māori aspirations and partner in the work we do for mutually beneficial outcomes
- » builds our capability and capacity to confidently and effectively engage with Māori
- » supports and adds value to the Crown Māori relationship
- » provides guidance on how to respond to Māori aspirations
- » supports the delivery of the overarching Waka Kotahi strategy.

LEGISLATIVE CONTEXT

Waka Kotahi must contribute to the Crown's broader vision for a Te Tiriti o Waitangi relationship. Te Tiriti o Waitangi provides for the exercise of kāwanatanga (the right of the Crown to govern) while actively protecting tino rangatiratanga (self determination) of Māori with respect to their natural, physical and spiritual resources.

There are a number of statutes that are relevant to the relationship between Waka Kotahi and Māori. The Land Transport Management Act and the Resource Management Act are two key pieces of legislation that outline our responsibilities.

LAND TRANSPORT MANAGEMENT ACT

There is a specific requirement to consult or engage with Māori under our governing legislation.

The principal statutory obligations with respect to Māori are found in section 4 of the Land Transport Management Act 2003 (LTMA 2003), which reads that:

In order to recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to land transport decision-making processes, sections 18, 18A, 18G, 18H, 49, 59, 65H, 65I, 78, and 100(1) (f) and clause 6 of Schedule 7 provide principles and requirements that are intended to facilitate participation by Māori in land transport decision making processes.

More specifically, section 18H of the Land Transport Management Act states:

18H Māori contribution to decision making;

1. The Agency and approved public organisations must, with respect to funding from the national land transport fund,—
 - (a). establish and maintain processes to provide opportunities for Māori to contribute to the organisation's land transport decision-making processes; and
 - (b). consider ways in which the organisation may foster the development of Māori capacity to contribute to the organisation's land transport decision-making processes; and
 - (c). provide relevant information to Māori for the purposes of paragraphs (a) and (b).

There are also other requirements under the Land Transport Management Act to engage and work with Māori.

RESOURCE MANAGEMENT ACT 1991 (RMA)

The RMA is an important statute for Waka Kotahi and for Māori. There is a requirement under the RMA for persons exercising powers under the act to take into account the principles of the Treaty of Waitangi.

Part 2 of the RMA contains a number of specific provisions relating to Māori and these must be considered in RMA processes:

Section 5(2) of the RMA identifies the purpose of the RMA and that includes enabling people and communities to provide for their 'cultural wellbeing'. Sections 6(e) and 6(f) require that "the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, wahi tapu (sacred grounds) and other taonga (treasures)" and "the protection of historic heritage from inappropriate subdivision, use and development" be recognised and provided for.

Section 7(a) requires that 'kaitiakitanga' (guardianship by Māori) has particular regard to.

Section 8 requires that the principles of the Treaty of Waitangi are taken into account.

These and other provisions in the RMA are directly relevant to our work and our relationship with Māori.

Te Whakakitenga / Vision

Ko koe ki tēnā ko au ki tēnei kīwai o te kete

Waka Kotahi and Māori working together to succeed for a better New Zealand



We recognise and respect Te Tiriti o Waitangi and will promote a partnering approach in our work with Māori.



PRIORITIES

- » **TE TIRITI O WAITANGI**
Act in a manner that upholds the principles of Te Tiriti o Waitangi and fulfils our statutory obligations to Māori.
- » **PARTNERING FOR PROSPERITY**
Identify and seize opportunities to partner with Māori.
- » **MĀORI CAPACITY AND CAPABILITY**
Foster Māori capacity and capability to contribute to our decision making processes at all levels.

PARTNERSHIP



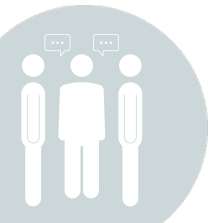
We are respected by Māori and value Te Ao Māori views in the work we do to enhance the delivery of the land transport system.



PRIORITIES

- » **LEADERSHIP EXPECTATIONS**
Build a culturally competent leadership that enhances our mana.
- » **CULTURAL EXPRESSION**
Value and promote Te Reo Māori and tikanga Māori in the work we do.
- » **CROSS-GOVERNMENT COLLABORATION**
Collaborate with the wider public sector to contribute to the Crown Māori relationship.
- » **PERFORMANCE AND ACCOUNTABILITY**
Enhance performance measures, monitoring, evaluation and accountabilities processes at all levels.

LEADERSHIP & CULTURE



We will engage effectively with Māori to build strong, meaningful and enduring relationships to achieve mutually beneficial outcomes.



PRIORITIES

- » **ENGAGING EFFECTIVELY WITH MĀORI**
Support our people to develop strong, meaningful and enduring relationships with Māori.
- » **BEST PRACTICE**
Establish policies and guidance that assist with engaging and responding to Māori.
- » **MĀTAURANGA MĀORI**
Recognise and provide for cultural heritage, identity and Mātauranga Māori.

ENGAGEMENT



We support our people to have the capability, capacity and confidence to partner and engage successfully with Māori.



PRIORITIES

- » **OUR CAPACITY AND CAPABILITY**
Build our capacity and capability to work confidently with Māori.
- » **UNDERSTAND WHO MĀORI ARE**
Better understand who Māori are and obtain information to support how we can deliver better outcomes for Māori.
- » **CULTURAL COMPETENCE AND RECOGNITION**
Value and recognise staff cultural competence.

EMPOWERED ORGANISATION



We support the development of strong and vibrant Māori communities and will work with Māori to identify opportunities to enhance Māori social, cultural, environmental and economic wellbeing in the work we do.



PRIORITIES

- » **CARING FOR THE ENVIRONMENT**
Support Māori to exercise their environmental kaitiaki responsibilities.
- » **SUPPORT THE MĀORI ECONOMY**
Support and promote Māori economic and employment opportunities.
- » **IMPROVE SOCIAL WELLBEING**
Support the improvement of Māori social outcomes through inclusive access to transport services.
- » **IMPROVE MĀORI ROAD SAFETY**
Support initiatives to improve Māori road safety.

STRONG & VIBRANT MĀORI COMMUNITIES

Te Tūāpapa / Foundation

Te Tiriti o Waitangi

Mahia te mahi - Let's get working - outlines the work ahead that brings to life Te Ara Kotahi.



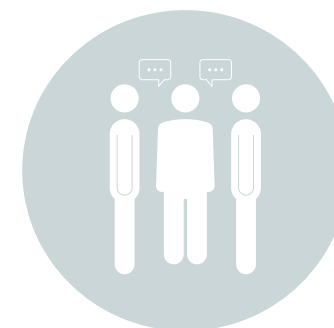
PARTNERSHIP

- » Develop a plan to foster Māori capacity to contribute to decision making processes.
- » Develop user-friendly internal guidance on when we are required to (or it is otherwise desirable to) consult/engage with Māori under relevant legislation and rules (including Resource Management Act, Takutai Moana Act, Land Transport Management Act, and Land Transport Rules), and best practice guidance for how to carry out this consultation/engagement.
- » Explore opportunities to partner with Māori in transport investments.



LEADERSHIP & CULTURE

- » Ensure any revision of our strategy includes reference to Te Tiriti o Waitangi.
- » Develop and implement a monitoring and evaluation framework for Māori issues.
- » Develop a bilingual signage policy and provide for cultural symbolism for our offices.
- » Incorporate Te Reo Māori into both internal and external channels and publications.
- » Develop and implement a Te Reo Māori policy.
- » Develop resources that explain our statutory obligations to the Treaty partner.
- » Contribute to the development of work happening around the State Services Reform Act.
- » Provide physical spaces in main offices that serve as whānau rooms that facilitate a culturally cohesive environment of interaction and learning.
- » Review position descriptions of senior leaders and ensure that these cover cultural competency expectations.
- » Ensure our culture programme explores the use of Māori values and views to enrich the culture programme.
- » Develop monitoring and evaluation programme for Māori responsiveness.
- » Actively support whānau/waiata groups within our offices.



ENGAGEMENT

- » Develop a process that facilitates Māori involvement in decision making on the National Land Transport Programme (NLTP).
- » Ensure Māori are engaged during the development of *Arataki: our plan for the land transport system 2021-31*.
- » Update the Māori engagement framework.
- » Develop regional directory of Māori organisations and other background that supports enduring relationships.
- » Explore opportunities to support Māori internship and cadet programmes.
- » Explore opportunities for secondment exchanges with Māori organisations.
- » Develop a bilingual signage policy for road signs.
- » Develop a bridge and infrastructure naming policy.
- » Develop a best practice guide, supporting toolkit and case studies (on outcomes achieved to date) for planning, design, build, and maintenance in Mātauranga Māori for Waka Kotahi programmes, projects and operations and maintenance.
- » Develop regional Māori directories and information hubs to support staff engagement.



EMPOWERED ORGANISATION

- » Understand our Māori customers and how we can drive better outcomes for them.
- » Empower and enable iwi to achieve better outcomes.
- » Develop robust processes that ensure decision makers apply a customer focus when planning and investing.
- » Explore developing a data strategy to support the organisation in understanding our Māori customers.
- » Carry out a lessons learnt review on Māori engagement on a range of projects from across New Zealand.
- » Establish key accountabilities and processes for decision making on cultural matters.
- » Develop iwi project agreements and MOU templates.
- » Investigate the creation of internal iwi advisor positions to facilitate iwi engagement and support staff.
- » Develop protocols that support staff to engage with Māori.
- » Create and maintain a cultural fees payment policy that includes guidance on koha.
- » Establish a central portal for Māori issues/support/shared learnings.
- » Identify and update existing guidance on Māori matters that need to be refreshed.
- » Develop a tool box with guidance to assist staff in Māori matters.
- » Create opportunities for staff to link their cultural competency aspirations to their PDPs.
- » Develop a learning needs analysis for all learning including:
 - Waka Kotahi culture
 - core capability
 - other specialist training
 - leadership.
- » Develop and implement learning programme based on the learning needs analysis.
- » Explore opportunities that might be a part of the emerging professionals programme.
- » Make available tools that support staff to improve Te Reo Māori and pronunciation.
- » Important that PDP expectations are clear in senior leader job descriptions.
- » Create a plain language toolkit.
- » Establish a Te Reo Māori policy.
- » Incorporate Te Reo Māori into both internal and external channels and publications.



STRONG & VIBRANT MĀORI COMMUNITIES

- » Understand what Māori businesses exist.
- » Develop and implement a social procurement framework that provides for Māori participation.
- » Facilitate and support opportunities for cross-government collaboration to assist Māori in their aspirations.
- » Work with others to obtain and analyse data relating to death and serious injury from road trauma for Māori as an ethnic group.
- » Determine what contribution Waka Kotahi has to make to improve Māori road safety.
- » Explore opportunities to collaborate with Māori on initiatives that improve Māori road safety, including driver licensing initiatives.
- » Ensure Māori perspectives are obtained to inform our contribution to the road safety strategy development.
- » Our investment decision making framework and guidance demonstrate a partnership approach with iwi.
- » Ensure that wider social and cultural considerations are taken into account when making investment decisions and that the reasoning for decisions is well documented, in particular how decisions around options and alternatives have been considered.
- » Explore avenues for Māori aspirations to be considered in our business case approach review.
- » Support iwi led events through our involvement in robust planning processes. When appropriate, we influence our partners and stakeholders to ensure the voice of iwi is included and listened to.