The objective of Te Ara Kotahi is to provide the Transport Agency with an overarching strategic framework that:

- connects Māori to the Transport Agency and what we do
- fulfills 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 the Transport Agency to respond to Māori aspirations and partner in the work we do for mutually beneficial outcomes
- builds the capability and capacity of the Transport Agency to confidently and effectively engage with Māori
- supports and adds value to the Crown Māori relationship
- provides guidance to the Transport Agency on how to respond to Māori aspirations
- supports the delivery of the of the overarching Transport Agency Strategy.

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The Transport Agency 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.

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In order to respect and recognise 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, 18B, 18H, 49, 59, 65H, 65S, 78, and 100(1)(c) 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.

The RMA in an important statute for the Transport Agency 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, wāhi 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 the work of the Transport Agency and its relationship with Māori.
## Te Whakaitenga / Vision

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

The Transport Agency and Māori working together to succeed for a better New Zealand

### PRIORITIES

#### TE TIRITI O WAITANGI
- **Act in a manner that upholds the principles of Te Tiriti o Waitangi and fulfils the Transport Agency’s 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.**

### PRIORITIES

#### LEADERSHIP EXPECTATIONS
- **Build a culturally competent leadership that enhances the mana of the Transport Agency.**

#### 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.**

### 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 the Transport Agency to engage and respond to Māori.**

#### MĀTAURANGA MĀORI
- **Recognise and provide for cultural heritage, identity and Mātauranga Māori.**

### PRIORITIES

#### AGENCY CAPACITY AND CAPABILITY
- **Build the capacity and capability of the Transport Agency 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.**

### 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 initiatives to improve Māori social outcomes through inclusive access to transport services.**

#### IMPROVE MĀORI ROAD SAFETY
- **Support initiatives to improve Māori road safety.**

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**Te Tūāpapa / Foundation**

**Te Tiriti o Waitangi**
**PARTNERSHIP**
- Develop a plan to foster Māori capacity to contribute to decision making processes.
- Develop user-friendly internal guidance on when the Transport Agency is 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**
- Develop any new revision of the Transport Agency 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 Transport Agency 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 Transport Agency 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 the Transport Agency culture programme explores the use of Māori values and stories to enrich the culture programme.
- Develop monitoring and evaluation programme for Māori responsiveness.
- Actively support whānau/waiata groups within Transport Agency 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 version two of the Long Term View.
- 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 for planning, design, build, and maintenance in Mātauranga Māori for Transport Agency 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:
  - Transport Agency 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 not for profit 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 for the Transport Agency.
- 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 the Transport Agency has 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 the Transport Agency’s contribution to the Road Safety Strategy development.
- The Transport Agency’s 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.
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**Mahia te mahi - Let’s get working - outlines the work ahead that brings to life Te Ara Kotahi.**