



Auckland Transport

## **Māori Responsiveness Plan**

September 2017

## He mihi

Tuia te rangi e tū iho nei  
Tuia te whenua e takoto nei  
Tuia ngā tūpuna maunga  
Tuia ngā moana  
Ka rongo te pō  
Ka rongo te ao

Tāmaki Makaurau, Tāmaki herehere o ngā waka e.  
Ki ngā iwi Manawhenua o Tāmaki Makaurau ko te  
mihi manahau atu ki a koutou katoa  
Ko koutou ngā kaitiaki o te mana mauri o te  
whenua, o te taiao  
Ko koutou hoki ngā kaimanaaki o ngā mātāwaka.

Nōku te waimarie, te hōnore kia tukuna atu tēnei  
purongo ki a koutou katoa.

Kei roto i te pūrongo nei te haepapa me ngā  
whakaaro o 'Auckland Transport' kia kokiri  
whakamua ngā hiahia a iwi Manawhenua me te  
Māori whānui.

Ko tēnei tuhinga tō mātou manawanuitanga kia  
mahingātahi tātou kia tutuki i ngā whāinga, ngā  
wawata mō te painga o ngā iwi katoa o Tāmaki  
Makaurau.

Ngā mihi matakuikui anō

nā David Warburton  
Kaiwhakahaere Matua – Auckland Transport

Bind the sky above  
Bind the land below  
Bind the ancestral mountains  
Bind the seas  
So those who have passed will hear  
And those of this world will feel

Tāmaki of the multitudes, Tāmaki that ties  
our canoes together  
To the indigenous tribes of Auckland a  
delightful greeting to you all  
You are the custodian of the life of the land  
and the environment  
You are also the carers of the many.

It is my pleasure and honour to send this  
report to you all.

Contained within this report are the  
responsibilities and thoughts of Auckland  
Transport to drive forward the aspirations  
of the indigenous tribes and Māori at large.

This document is our commitment to  
working collaboratively together to achieve  
the goals, the aspirations for the benefit of  
all people of Auckland.

Greetings again

David Warburton  
CEO – Auckland Transport

## Foreword

Kia ora

The Māori Responsiveness Plan is part of our journey to be more effective for Māori. It demonstrates our commitment to work with 19 mana whenua tribes in delivering effective and well-designed transport policy and solutions for Auckland. We also recognise mataawaka and their representative bodies and our desire to foster a relationship with them.

Our plan outlines Auckland Transport's (AT) commitment to meeting its legal and relationship commitments-and how we can be more responsive to Māori. I hope that we will all recognise the benefits of working in partnership and engaging with mana whenua. Through early and ongoing engagement, at both the governance and operational levels, we can develop transport policy, and design and deliver services and projects that reflect the Māori identity of Auckland.

We have significant contributions to make to Te Toa Takitini, the Māori transformational shift programme, to improve Māori social and economic wellbeing through the Auckland Plan. This plan provides an important platform for progressing this work and demonstrates our commitment to it in the short and long term.

When it comes to the implementation of the detailed initiatives within this plan, we all need to keep the benefits front of mind and demonstrate a willingness to learn.

I have tasked Wally Thomas and Tipa Compain to lead the implementation of the plan across AT, and to provide support through training and, where required, individual mentorship and coaching. For those who have been identified as Māori Values Champions, I hope you all will embrace the challenges that the role will bring and the benefits to yourself and to AT collectively.

I am pleased to see the formalisation and implementation of the Auckland Transport Māori Responsiveness Plan and am looking forward to the journey ahead.

Ngā mihi,

David Warburton

Chief Executive Officer

## Abbreviations

AC	Auckland Council
AT	Auckland Transport
CCO	Council-controlled Organisation
IMSB	Independent Māori Statutory Board
MRP	Māori Responsiveness Plan
NZTA	New Zealand Transport Agency
PMO	Project Management Office
RMA	Resource Management Act 1991
SOI	Auckland Transport Statement of Intent (SOI) 2016/2017-2018/2019
TOW	Treaty of Waitangi

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## 1. Introduction

### What is responsiveness to Māori?

What we do every day underpins effective delivery and performance. Auckland Transport (AT) is committed to meeting its responsibilities under Te Tiriti o Waitangi-the Treaty of Waitangi-and its broader legal obligations in being more responsible or effective to Māori.

In 2013, Auckland Council (AC) launched its **Māori Responsiveness Framework – Whiria Te Muka Tangata**, a policy document that outlines Council's high-level commitment to raising responsiveness to Māori. The Framework provides the lens through which the council family should view all processes, systems and policies in order to give effect to the commitments to Māori highlighted in the Auckland Plan.

AT has its own Māori Engagement Framework which includes the key principles of partnership- the sharing of benefits and obligations, rights and responsibilities, with processes, systems and mechanisms developed to support its implementation.

AT's **Statement of Intent (SOI) 2016/2017-2018/2019** also signals AT's contribution to the Māori outcomes in the Auckland Plan and to the transformation shifts of significantly lifting Māori social and economic wellbeing.

This Māori Responsiveness Plan (MRP) provides a list of defined, operational-level actions to be achieved over the next three years to fulfil the objectives and goals set out in Auckland Transport's Māori Engagement Framework.

### 1.1. Legislative Context and Obligations

Auckland Transport must, in meeting its principle objective as a Council-controlled Organisation (CCO) and in performing its functions, "establish and maintain processes for Māori to contribute to its decision-making processes".<sup>1</sup>

More specifically, in terms of its functions under the **Land Transport Management Act 2003** (primarily relating to the preparation of the regional land transport plan, proposing tolling schemes and regulating public transport) Auckland Transport must:

- a) "do everything reasonably practicable to separately consult Māori affected by any activity proposed by Auckland Transport [for a regional land transport plan]...that affects or is likely to affect...(a) Māori land; or (b) land subject to any Māori claims settlement Act; or (c) Māori historical, cultural, or spiritual interests."<sup>2</sup>
- b) "with respect to funding from the national land transport fund:<sup>3</sup>
  - i. establish and maintain processes to provide opportunities for Māori to contribute to the [Auckland Transport's] land transport decision-making processes;

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<sup>1</sup>Section 40(a) Local Government (Auckland Council) Act 2009.

<sup>2</sup> Section 18G Land Transport Management Act 2003. Note that this section applies because Auckland Transport is an "approved organisation" (see section 23(4) of the Act).

<sup>3</sup> Section 18H Land Transport Management Act 2003.

- ii. consider ways in which the [Auckland Transport] may foster the development of Māori capacity to contribute to [Auckland Transport's] land transport decision-making processes; and
  - iii. provide relevant information to Māori for the purposes of paragraphs (a) and (b)."
- c) apply various provisions of the **Local Government Act 2009** to its decision making.<sup>4</sup> These include "principles of consultation"<sup>5</sup>, and obligations to assess alternatives<sup>6</sup> and consider the views and preferences of affected and interested parties.<sup>7</sup> They also include similar obligations in relation to Māori to those mentioned above.

The **Resource Management Act 1991 (RMA)** also requires Auckland Transport (as an applicant or requiring authority) to consider a range of Māori/Treaty-related matters, including:<sup>8</sup>

- i. "the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga";
- ii. Kaitiakitanga;
- iii. The "principles" of the Treaty of Waitangi.

While the RMA does not expressly require Auckland Transport to engage with Māori, it is often necessary to do so in order to adequately address the above matters, especially where there are effects on Māori land or sites or areas of significance. More importantly, it is good planning practice to do so. The Unitary Plan also places significant emphasis on Māori values, and policy direction ensuring that an environmental effects assessment also includes an assessment of adverse effects on mana whenua values.

More specifically, the Land Transport Act 2003 also provides for the funding of Māori roadways and there are general provisions in the Heritage New Zealand Pouhere Taonga Act 2014 for authorisations to alter archaeological sites, which AT may need to apply for depending on the nature of works proposed.

A full suite of legal obligations is contained in Appendix B

## 2. Methodology

In developing this plan, AT has followed the methodology and framework guidance provided by AC. This includes four main steps:

1. Establishing a project team and initial awareness raising. Care was taken to ensure the project team has representation from across AT
2. Understanding the current state: our obligations, commitments, and current state of responsiveness to Māori (current state).
3. Defining our goals regarding relationships, leadership and management, and culture, thinking and practice (future state).
4. Developing a list of actions to enhance our responsiveness (link to future state).

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<sup>4</sup> Section 114 of the Land Transport Management Act 2003. The relevant Local Government Act 2002 provisions are Sections 76-83A, 87 and 89.

<sup>5</sup> Section 82 of the Local Government Act 2002.

<sup>6</sup> Section 77 of the Local Government Act 2002.

<sup>7</sup> Section 78 of the Local Government Act 2002.

<sup>8</sup> See sections 6(c), 7(a) and 8 of the RMA.

### 3. What are we aiming to achieve?

AT's Māori Engagement Framework defines the following Māori engagement objectives:

#### **There is strong awareness of the statutory requirement to engage with Māori**

- There is ongoing engagement with Māori on transport projects, work programmes and issues.
- Māori know their interests and values are considered as part of the way Auckland Transport works.

#### **There is an agreed Auckland Transport approach to engaging with Māori**

- Mana whenua are included in the development of values and beneficial outcomes.
- Māori perspectives are included as part of the development and implementation of Auckland Transport strategies and practices.
- Māori are offered the opportunity to participate in discussions about projects and work programmes.
- A Māori World view is valued in programme and projects.
- Relationship arrangements between Auckland Transport and Māori are clearly defined.
- Knowing the right protocols and being able to enlist the most appropriate support when engaging with Māori is clear.
- Specialist resources are available to assist staff with their individual responsibility for engaging with Māori.

#### **Roles and responsibilities for engaging with Māori are clear**

- Directors, business units and departments are clear about their roles, and about the tools, support and advice offered by the Māori Policy and Engagement team and know how to access the information or engage Māori specialists as required;
- There is an expectation that employees responsible for engaging with Māori have the skills and competencies they need to engage confidently and effectively.
- All employees are to understand the role they play when engaging with Māori, and are aware of their responsibilities.

#### **There is strong understanding of Māori relationships**

- Auckland Transport's Iwi Māori partners are clearly defined; and other Māori stakeholders – mataawaka or taurahere-and Māori residents and ratepayers are differentiated appropriately.
- The Chief Executive, and Executive Lead Team members, have relationships with mana whenua governance (eg: Rangatira to Rangatira).
- We have a process for sharing information and intelligence about Māori.
- Capacity and resource will not be a barrier to effective engagement
- Auckland Transport departments will work together to optimise meeting and engagement opportunities with Māori.
- Auckland Transport will ensure internal systems and communication do not hinder any relationship with Māori.
- We will impose no cost on Māori to participate in engagement, instead offering hospitality and resourcing for their contribution.



## 4. Setting our context: current state assessment

### 4.1. Internal Capability and Processes

In order to understand our obligations, the expectations others have of us and our current level of Māori responsiveness, a review of mana whenua engagement was undertaken in developing indicators on Māori Engagement for the SOI. Our actions are based on these findings, in addition to other audits completed by AT, the Independent Maori Statutory Board's (IMSB), and Te Toa Takitini contribution.

The current context is summarised below:

#### 1. Consistency

- Due to the wide range of AT projects and staff, levels of engagement vary considerably from project to project. Kaitiaki report that it is almost a matter of 'luck' whether a project manager would engage effectively with mana whenua.
- Overall, mana whenua felt that staff did not understand the requirement to engage with mana whenua as partners, as opposed to viewing them as stakeholders alongside other community interests.
- No central system exists recording the results and process of mana whenua engagement.

#### 2. Resourcing and Capacity

- All mana whenua are concerned about the challenges of adequate resourcing, both internally for AT, and for mana whenua.
- The volume of projects, strategies, resource consents, cultural impact and cultural values assessments and cultural monitoring that is required of mana whenua outweighs the resourcing available for them to respond to these needs.
- Internally, the number of AT projects versus the number of staff available to support and advise on mana whenua engagement is severely limited.

#### 3. Responsiveness

- Internally, there is a perception that engagement with mana whenua is reactive, rather than based on a true partnership approach.
- The Māori Relationships team are viewed as responsive and constructive in assisting to improve responsiveness.
- Verbal mana whenua input is important to record, and sometimes better articulates the views of mana whenua. There is an expectation that verbal input at hui is captured and included in the project and processes, and resourced.
- Most mana whenua considering there is still room to better reflect partnership in the development and delivery of outcomes.

#### 4. Communication

- AT is improving its efforts to communicate with mana whenua regularly and consistently, with regular project days and hui seen as successful.
- Communication is often good at the beginning of a project, but changes in a project, e.g. to timelines, milestones and completion, are not always communicated. General communication and updates on project progress are inconsistent.

- Caution should be taken not to default to the use of English and Te Reo Māori ‘buzzwords’ without investigating their meaning fully.
- Understanding of Te Reo is limited in general.
- There is no Māori staff network.
- There are no formal guidelines for the sharing of sensitive information.

## 5. Timing

- Some project managers are engaging with mana whenua when a project is already underway. On several occasions engagement occurred at the last minute, approximately one week before a resource consent was required.
- Once the issue with this late engagement is identified, processes are generally improved, suggesting that project managers are aware of the need to engage.

## 6. Process

- Consistency across AT is again an issue. While there are good systems in place via the Māori Policy and Engagement Team, these are not always implemented in the same way.
- Some feel that there is a risk that a point of view can be generalised across the 19 mana whenua groups, and that different or individual mana whenua perspectives are not taken into account. These differences need to be recorded and acknowledged.
- Mana whenua hold mixed views about the success of Te Aranga Principles and the Urban Design Landscape Framework. In many cases it is felt that these principles are referenced in projects without consultation with mana whenua as to how these principles and frameworks could be applied from a mana whenua point of view.
- While environmental and social outcomes are of interest to mana whenua and align with some of the outcomes they seek, a mana whenua cultural perspective is a holistic context taking into account a wider range of Māori values.
- Some mana whenua groups, do not have a formal relationship directly with AT (eg Memorandum of Understanding (MOU)), as they do with other CCOs and crown organisations.
- Clarification regarding governance, operations, kaitiaki and kaumātua roles is an ongoing challenge for AT and mana whenua. It is dependent on the capacity of iwi and hapū, representatives often have to fulfil a role that carries across government and operations.
- The current purchase order system is viewed as complex and time consuming.

## 7. Outcomes

- It is still too early to tell on many projects whether engagement processes have led to successful outcomes.

## 8. Evaluation and Monitoring

- A critical component of evaluating engagement for iwi is the consideration of Māori values in a process and their reflection in outcomes. These values can be expressed as tikanga that includes practices, protocols, guidelines and customs.
- In addition to qualitative measures, mana whenua are keen to see quantitative measures used, as long as they are not simply a ‘tick box’ exercise.

## 4.2. Strategic Planning Documents/Programmes

## The Auckland Plan

The Auckland Plan provides the overarching strategic mandate for the whole Council family. A key overarching outcome in the Auckland Plan is “A Māori identity that is a point of difference in the world”. This supports the key transformational shift which is to “Significantly lift Māori social and economic wellbeing”, as well as enabling customary rights, and Treaty of Waitangi obligations.

## Auckland Transport’s Statement of Intent (SOI)

The AT SOI sets out AT’s strategic framework, activities and performance measures for the next three years. Within our 2016-2019 SOI, AT commits to delivering projects that specifically contribute to Māori wellbeing and AT’s contribution to Te Toa Takitini transformational shift work programme. This includes papakāinga and marae development, marae turnout programme which aims to improve road safety around marae, and a programme to reduce the high rate of Māori road deaths and injuries in Auckland . AT’s performance against a mana whenua engagement indicator for projects is outlined including a quantitative and qualitative process based on the concept of mauri. The Māori Engagement Framework and Te Aranga Māori Design are recognised as the pou or foundation to our work in AT.

## Auckland Transport Māori Engagement Framework

The AT Māori Engagement Framework is aligned with the overall Auckland Council Māori Responsiveness Framework and the NZTA’s Framework for Engaging Effectively with Māori. The document outlines AT’s specific obligations and objectives around responsiveness to Māori and established key principles such as partnership and relationship building. Engage early, manage the relationship and resourcing of mana whenua upfront are key objectives.

Good practice engagement is outlined in the operational *Project Manager’s Guide to Māori Engagement*.

Strategic Overview	Legislation	External documents	Mana Whenua
Auckland Plan, Distinctive Māori Identity; Te Toa Takitini Transformation Shifts	Local Government Act 2009	Independent Māori Statutory Board Māori Plan for Tāmaki Makaurau	Iwi Management Plans
Long Term Plan	Land Transport Management Act 2003	Independent Māori Statutory Board Issues of Significance	Iwi aspirational documents
Regional Land Transport Plan	Resource Management Act 1991	Independent Māori Statutory Board Treaty Audit	
Unitary Plan	Heritage New Zealand Pouhere Taonga Act 2014		
AT’s Statement of Intent	Treaty Settlement Legislation		
AT’s Māori Engagement Framework			

AT's Guide to Māori Engagement			
Te reo Māori policy and implementation plan			

## 5. Our plan

Our action plan is based around Council's overarching goals and AT's Māori engagement framework:

1. **An empowered organisation:** placing an emphasis on strong, committed and coordinated leadership and the enhanced capability and capacity of our people and processes to respond more effectively to Māori.
2. **Effective Māori participation in democracy:** ensuring we have the right relationships and processes in place to enable partnership with mana whenua and effective participation in decision-making processes. This includes meaningful, timely and inclusive engagement all levels
3. **Strong Māori communities:** emphasising our current and future role in contributing to and delivering positive outcomes with and for Māori. This involves integrating activities and operations across outcomes and connecting Māori communities to opportunities in support of their development needs and aspirations.

### 5.1. Plan Review and Deployment

The current MRP will have a phased review and deployment approach within the 17/18 FY.

#### Phase I – MRP Review - Complete Q1 17/18

- Confirm project initiatives scope, project managers, initiative budgets and programme.
- Confirm MRP governance board and programme reporting and control
- Update the MRP and issue.
- Complete core deliverables that are already confirmed budgeted for.

#### Phase II – Implementation and Delivery from Q2 17/18 – onwards

- Complete core deliverables.

## 5.2 Māori Responsiveness Plan Programme deliverables

Action	Detail	When	Budget	Rationale	Success criteria	Progress 16/17	Progress 17/18
<b>GOAL 1: AN EMPOWERED ORGANISATION</b>							
Te Reo Māori me ona tikanga: Māori language and customs learning and development	AT staff have the opportunity to complete tikanga Māori and Te Reo Māori, basic pronunciation course, to improve their understanding of the language, customs and protocols.	Q2 17/18	BAU	SOI Internal Audit Māori Engagement Framework Diversity and Inclusion	AT staff have the confidence and competency to engage with Māori. Staff awareness and understanding raised in te reo Māori and tikanga Māori principles.	MRP Learning and Development Programme Scope Completed	MRP Learning and Development Programme Implemented over next two years.
Te Reo Māori me ona tikanga: Māori language and customs learning and development	Training modules and online tools to be embedded into Project Management Office framework.	Q3 17/18	BAU	SOI Internal Audit Māori Engagement Framework	AT staff have the confidence and competency to engage with Māori. Staff awareness and understanding raised in te reo Māori and tikanga Māori principles.		
Tāmaki Makaurau story & Treaty of Waitangi	Provide staff training on the history of Tāmaki Makaurau and Treaty of Waitangi from a mana whenua perspective.	Q2 17/18	BAU	SOI	AT staff have a knowledge and understanding of the Treaty of Waitangi and history of Tāmaki Makaurau from a mana whenua perspective. Practical application to role in AT.		
Tāmaki Makaurau story & Treaty of Waitangi	Training modules and online tools to be embedded into Project Management Office framework.	Q3 17/18	BAU	Internal Audit	AT staff have a knowledge and understanding of the Treaty of Waitangi and history of Tāmaki Makaurau from a mana whenua perspective. Practical application to role in AT.		
Tāmaki Makaurau story & Treaty of Waitangi	Overview also to be provided in AT's induction programme for new employees.	Q2 17/18	BAU	Māori Engagement Framework	AT staff have a knowledge and understanding of the Treaty of Waitangi and history of Tāmaki Makaurau from a mana whenua perspective. Practical application to role in AT.		

Knowledge and understand of AT's legal responsibilities and application of AT's Māori Engagement Framework	Provide staff training on legal responsibilities and Māori Engagement Framework and how it applies to the work of AT.	Q2 17/18	BAU	SOI	Staff are knowledgeable in legislative requirements and can apply AT's Māori Engagement Framework to their work		
Knowledge and understand of AT's legal responsibilities and application of AT's Māori Engagement Framework	Training modules and online tools to be embedded into Project Management Office framework.	Q3 17/18	Resource required and business case	Internal Audit Maori Engagement Framework	Staff are knowledgeable in legislative requirements and can apply AT's Māori Engagement Framework to their work		
Māori Values Champions	Define role, identify and train current AT staff to become Māori Values Champions across the wider AT business.	Q3 17/18	In House no additional funding required	Māori Engagement Framework	Internal resource within AT teams that are able to support colleagues and provide immediate guidance for Māori Responsiveness Plan		
Appropriate policies and procedures be developed across the whole of AT to ensure that Māori Engagement requirements are met.	Embed Māori Engagement Framework as a policy into AT, review other relevant AC policies for relevance and adoption as policy or procedure into AT.	Q3 17/18	In house no additional funding required	Internal Audit	Ensure that Māori requirements are embedded into all AT's daily operations. Statutory requirements are met and best practice approaches adopted		
Policies and guidelines be developed and strengthened and implemented around the principles and rules relating to the sharing of sensitive information received from Māori	Strengthen existing protocols around sharing of sensitive information	Q4 17/18	In House no additional funding required	Internal Audit	Ensure policy and process is embedded into existing frameworks and Project Management Office tools.		
Māori values and the Māori Engagement Framework to be embedded into staff roles and responsibilities	Māori values and Māori Engagement Framework to be embedded into staff roles and responsibilities. Also to accompany learning and development objectives, and knowledge of legislative obligations.Scope to be developed	Q4 17/18	In house no additional resource required	Internal Audit	Staff roles and responsibilities to include Māori values and Māori Engagement objectives		

Monitoring and Evaluation/ pilot of mana whenua engagement indicator in SOI	2016/2017 pilot in capital works using SOI indicators for mana whenua engagement. SOI indicators can be refined for inclusion in SOI in 2017/2018 and forward work programme developed.	Q1 17/18	Resource required and business case	Statement of Intent	Projects are delivered and tracked in accordance with mana whenua KPIs.		
Māori Information portal developed for collating and sharing information	Centralised system developed to track mana whenua and mataaawaka information, key contacts and to track decision making activities. System to also include GIS and learning and development information.	Q4 17/18	Resource required capital project	Internal Audit	Accurate up-to-date communication and information on mana whenua and mataaawaka related information for staff.		
Māori Information portal developed for collating and sharing information	Software options to be identified to build database.	Q1 17/18	Resource required capital project	Internal Audit	Accurate up-to-date communication and information on mana whenua and mataaawaka related information for staff.		
Māori Information portal developed for collating and sharing information	Also linked to learning and development objectives.	Q4 17/18	Resource required capital project	Internal Audit	Accurate up-to-date communication and information on mana whenua and mataaawaka related information for staff.		
Māori value interface with AT's Sustainability Framework	Develop AT's Māori Responsiveness Plan which explores Māori values and sustainability interface as part of the sustainability action plan. Develop a long term work programme with mana whenua.	Q1 17/18	Resourcing available 2016/2017	Executive Leadership Team AT's Sustainability Framework	Māori values and sustainability interface is well defined and a work programme developed to achieve aspirations	Engagement with Mana Whenua on AT's Sustainability Framework and Māori Values	Develop work programme with Mana Whenua on key action areas identified in the Sustainability Framework

Māori Language Policy and Māori Language Implementation Plan 2016-2019	To assess Māori Language Policy for context in AT business and implement. Te reo Māori is recognised as a taonga (treasure) and is a critical part of 'a Māori identity that is Auckland's point of difference in the world' in the Auckland Plan. Supports AT's learning and development programme	Q4 17/18	In-house no additional resource required Funding may need to be secured for 2017/2018 and outyears.	Statement of Intent	Work programme is developed to reflect AT's contribution to Māori Language Policy and implementation, including fiscal implications	Assess Māori Language Policy and make recommendations for the AT implementation plan Begin implementation.	
GOAL 2: BETTER DECISIONS: RELATIONSHIP BUILDING AND ENGAGEMENT							
Tāmaki Transport Table	Secretariat support for Governance Committee comprising of AT/NZTA/ mana whenua leadership, who meet quarterly on strategic transport issues and opportunities	Q2 16/17	Resource required	Local Government Act 2009 Land Transport Management Act 2003 Māori Engagement Framework Joint CE commitment	Strategic issues and opportunities are discussed and explored as part of the decision-making process.	Meetings established and secretariat support identified	Long term resourcing to be secured and process and system improvements
Kaitiaki operations table	Operational kaitiaki table to consider RMA 1991 and Māori values in AT infrastructure, walking and cycling projects	Ongoing	Meet within existing budget	Local Government Act 2009 Land Transport Management Act 2003, RMA 1991 Māori Engagement Framework	Meaningful relationship with mana whenua developed and maintained, effects on Māori values mitigated in AT projects	Ongoing engagement with Mana Whenua through the 5 kaitiaki tables and on an individual basis	Ongoing engagement
Māori Engagement best practice guidance and improvements	To update Project Management Office and Māori Engagement Framework guidance on an annual basis	Ongoing	In-House no additional funding	Māori Engagement Framework	Engagement with Māori is best practice across AT business and meets legal and relationship requirements as described in AT's Māori Engagement Framework.		



Procurement improvements for mana whenua	Develop options for improving the procurement process with mana whenua and implement preferred option.	Q3 17/18	Resource required and business case	Māori Engagement Framework Mana whenua recommendation	AT is easy to do business with. Procurement is not a critical path for mana whenua doing business with AT.	Issue identification completed with procurement	Options to be developed by procurement
Mana whenua and Te Aranga Māori design procurement	Mana whenua designers and artists are provided opportunity in the procurement of Te Aranga Māori design in AT projects	Q3 17/18	In House – no additional funding required	SOI	AT is easy to do business with. Procurement is not a critical path for mana whenua doing business with AT.	Process guidance completed for PMs on procuring Te Aranga application expertise	Ongoing
Celebrating mana whenua narratives	(1) Production of mana whenua stories for AT Metro screens.	Q4 17/18	Resource required and business case Resource secured for 16/17	Auckland Plan unique Māori Identity Statement of Intent	Mana whenua led stories to inform public on the Māori history of Tāmaki Makaurau.		
Celebrating mana whenua narratives	(2) Mana whenua stories of sites of significance on AT regional signage	Q4 17/18	Resource required and business case Resource secured for 16/17	Auckland Plan unique Māori Identity Statement of Intent	Mana whenua led stories to inform public of the Māori history of Tāmaki Makaurau on signage	Installation of 5 Mana Whenua Regional Signs	Complete installation rollout
Te Aranga Māori Design application	Māori values are considered in the built environment through the application of Te Aranga Design principles	Ongoing	Resourcing met through projects	Auckland Plan unique Māori Identity Statement of Intent	Auckland Plan unique Māori Identity Statement of Intent	Te Aranga Māori Design application is occurring across the business in roading, cycling and walking and public transport projects	Ongoing

Te Aranga Māori Design application	Case studies developed to showcase application across AT.	Ongoing	Resourcing met through projects	Auckland Plan unique Māori Identity Statement of Intent	Auckland Plan unique Māori Identity Statement of Intent	Draft case studies complete	Publication of case studies
Corporate Communication Strategies	AT reviews its current communication strategies to optimise its relations with Māori. This includes AT's draft Corporate Communications Strategy.	Q2 17/18		Internal Audit			
Contribution to Council family Māori focused events	Work collaboratively with Council and CCOs to celebrate the unique Māori identity with events such as Te Herenga Waka Festival, Matariki, and Waitangi Day celebrations.	Ongoing	Resource required	Contribution to Auckland Plan distinctive Māori identity	AT's contribution will be recognised in supporting Auckland Plan's distinctive Māori identity		
Contribution to Council family Māori focused events	Develop ongoing work programme	Ongoing	Resource required	Contribution to Auckland Plan distinctive Māori identity	AT's contribution will be recognised in supporting Auckland Plan's distinctive Māori identity		
Contribution to Council family Māori focused events	Supports learning and development	Ongoing	Resource required	Contribution to Auckland Plan distinctive Māori identity	AT's contribution will be recognised in supporting Auckland Plan's distinctive Māori identity		
Ngā Tohu	Develop criteria and process for a Māori Engagement tohu (award) for best practice engagement with mana whenua on a 6 monthly basis	Q3 17/18	Resource required	Mana whenua recommendation	AT staff that apply best practice for engagement with mana whenua.		

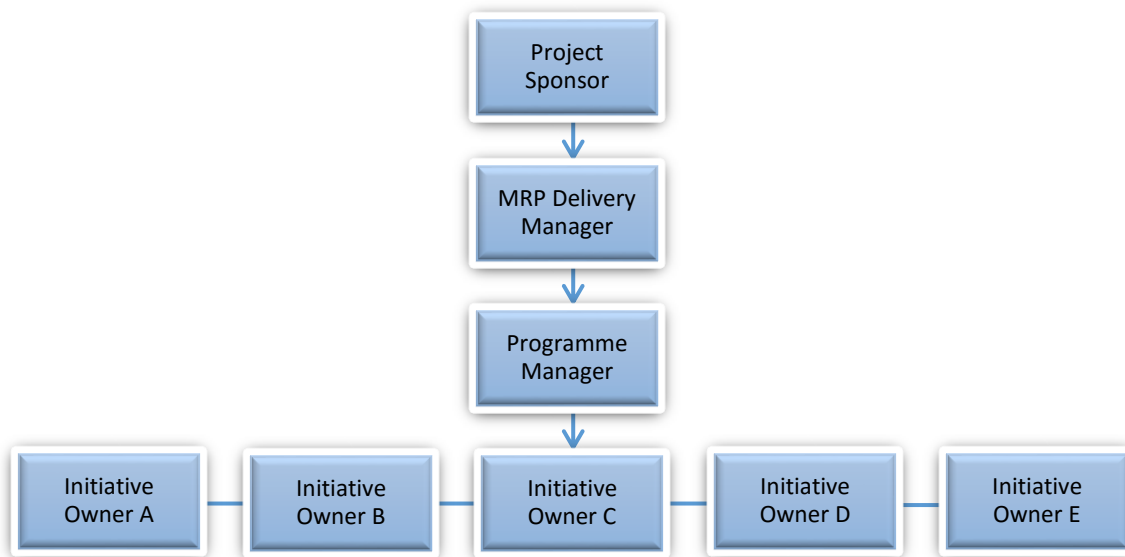
Develop and maintain a list of mataawaka organisations	Review and update mataawaka organisation contact details for inclusion in centralised database	Q1 17/18	In House no additional funding required	Local Government Act 2009 Land Transport Management Act 2003 Māori Engagement Framework	Mataawaka organisations are effectively engaged and communicated with on AT projects as appropriate.		
<b>GOAL 3: STRONG MĀORI COMMUNITIES</b>							
Te Toa Takitini: Whai Painga: Māori Road Safety Programme (Te Ara Haepapa)	As part of AT's contribution to Te Toa Takitini transformational shift programme, to implement a Māori Road Safety Programme to reduce the high incidence of Māori road deaths in Tāmaki Makaurau. Establish a long term programme of investment	Ongoing	Funding secured 16/17 Forward work programme for 17/18 will require scoping and resource	Auckland Plan transformational shift improving Māori social and economic wellbeing AT's contribution to Te Toa Takitini Statement of Intent	Implement programmes for reduction of road deaths in appropriate settings and establish a long term programme	Te Ara Haepapa Strategic overview completed and commenced with a focus on rangatahi drivers licensing	Funding secured for 17/18 with a broader programme focus on road safety issues for Māori
Te Toa Takitini: Whai Tiaki: Māori freehold land, papakāinga and marae development	Safety improvements for marae road turnouts design and construction for 16/17. Development of long term work programme for 17/18 onwards.	Q4 17/18	Funding secured 16/17 Forward work programme from 17/18 will require resourcing	Auckland Plan: transformational shift, improving Māori social and economic wellbeing, At's contribution to Te Toa Takitini Statement of Intent	Contribution to papakāinga and marae development outcomes	Marae turnouts programme commenced and completion of design and construction of one turn out project. (Kia Ora Marae)	Continue rollout of programme and long term funding options  Motairehe Marae: marae entrance, papakainga, urupa, coastal erosion protection works
Māori Roadways programme	Assess and develop the Māori Roadways funding work programme with the Asset Management & Systems Team (and other relevant business units) and to determine funding options .	Q4 17/18	Resourcing required and business case.	IMSB's Treaty Audit 2014 Contribution to Auckland Plan marae and papakāinga development Statement of Intent	Contribution to papakāinga and marae development outcomes		

Māori Roadways programme	Legal scope to be completed Q2 16/17.	Q4 17/18	Resourcing required and business case.	IMSB's Treaty Audit 2014 Contribution to Auckland Plan marae and papakāinga development Statement of Intent	Contribution to papakāinga and marae development outcomes	Legal Advice completed	Programme scope and analysis to be completed
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## 6. MRP Management

### 6.1. MRP Delivery

The MRP will be managed using a structured Project Management Team, with a Programme Sponsor overseeing the delivery. The Programme Manager will be appointed by the governance team to complete an initiative and may sit outside of the Programme Management and Māori Policy and Engagement Team. The summary graphic demonstrates how the MRP will be managed and delivered within AT.



### 6.2. Leadership – MRP Project Management

The MRP is ultimately under the leadership of the CEO, who therefore has overall responsibility for the delivery of the programme deliverables. The CEO is supported by the Chief Stakeholder Relationships Officer, Communications and Corporate Relations, whose key responsibilities are:

- Provide strategic guidance and support for the MRP.
- Sign off on the deliverables and associated budgets of the MRP.
- Actively promote the benefits of the MRP to the wider AT business.
- Identify and provide project managers and resources to support the core MRP deliverables.
- Unblock or resolve any issues that cannot be resolved at a programme management level.

The MRP Project Leadership team are:

- Chief Executive Officer (CEO) – David Warburton – Project Owner
- Chief Stakeholder Relationship Officer (CD) – Wally Thomas - Sponsor
- Māori Policy and Engagement Manager – Tipa Compain – MRP Delivery Manager

### 6.3. Programme Management

The Programme Manager is, with the support of the Programme Management Team, responsible for the overall delivery of the MRP. Core functions include:

- Delivery of the core projects and initiatives detailed within the MRP.
- Management and reporting of budgets and programme, including forecasts.
- Management of core project risks.
- Change control and reporting.

The Programme Management team are:

- Tipa Compain – Delivery Manager
- Programme Manager – Lillian Tahuri

### 6.4. Project Managers

Project Manager will be appointed for each initiative to complete to complete work, and may sit outside of the Programme Management and Māori Policy and Engagement Team.

### 6.5. Departmental roles and responsibilities

The high-level roles and responsibilities of the AT departments involved with the MRP programme are summarised as follows:

#### **Chief Executives Officer (CEO)**

The CEO provides the top-down leadership on the MRP, and acts as a single point of contact between the AT internal departments and mana whenua. The primary role of the CEO is to:

- Provide strategic governance.
- Ensure overall delivery of the MRP programme by the delivery team.
- Allocate budget and resources.
- Support the resolution of any issues that cannot be resolved at an operational level.

#### **Communications and Corporate Relationships Division (CCRD)**

The CCRD team are responsible for the delivery of the MRP. Their responsibilities include:

- Ensure delivery of the MRP within the agreed programme and budgets.
- Deliver the outcomes to mana whenua and Māori as defined in the MRP.
- Provide Māori tikanga and specialist Māori advice for the MRP and other AT divisions.
- Provide communications collateral to support deployment and promotion of the MRP.

The department has overall accountability for the specification and justification of the MRP objectives to maximise business benefit. In addition, CCRD has the responsibility for obtaining all necessary business cases, approvals, ensuring operational integration across projects and processes. This includes the planning and delivery of AT training, events and closures.

#### **Infrastructure Division (ID)**

Through delivery of the core of the major projects on the AT network, the Infrastructure Division will, by default, will have significant staff requiring training and support to improve engagement with mana whenua. Core responsibilities of the ID department in the implementation of the MRP are:

- PMO process updates and implementation relevant to mana whenua.
- Implementation of good mana whenua practice across delivery of projects and operations.

### **Finance Division (FD)**

The FD will provide budgetary and commercial support for delivery of the MRP, including:

- Development and implementation of mana whenua MSA.
- Development of social procurement policy for Māori engagement and investment.

## **7. MRP Control and Reporting**

### **7.1. Project Board Reporting**

The Programme Manager is responsible for reporting to the Project Leadership Team on a bimonthly basis via a submitted report and then quarterly at face-to-face meetings. Core items for review include:

- Initiative updates – progress, forecast completion against plan.
- Budgets – actuals versus forecasts.
- Key risks and issues.

### **7.2. Programme and Project Control and Reporting**

The Programme Manager will arrange monthly meetings with the Project Manager to track and monitor performance. The Project Manager is required to provide the following items for review:

- Initiative updates – progress, forecast completion against plan.
- Budgets – actuals versus forecasts.
- Key risks and issues.

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## Māori Definitions

Hapū	kinship group, clan, tribe, subtribe - section of a large kinship group and the primary political unit in traditional Māori society. It consisted of a number of whānau sharing descent from a common ancestor, usually being named after the ancestor, but sometimes from an important event in the group's history. A number of related hapū usually shared adjacent territories forming a looser tribal federation (iwi).
Iwi	extended kinship group, tribe, nation, people, nationality, race - often refers to a large group of people descended from a common ancestor and associated with a distinct territory.
Iwi Authorities	Tribal legal entities
Kaitiakitanga	Guardianship, protection or preservation
kaumātua	adult, elder, elderly man, elderly woman, old man - a person of status within the whānau.
Maatawaka	Māori who have tribal or whakapapa connections outside Auckland (also known as pan tribal, urban Māori or taurahere groups)
Mana Whenua	Tribes or iwi with whakapapa or genealogy connections to Auckland
Māori	The indigenous population of New Zealand. Also referred to as tangata whenua
Papakāinga	original home, home base, village, communal Māori land
Rangatira	Leader
Rohe	Tribal region
Tamaki Makaurau	Auckland
Taonga	treasure, anything prized - applied to anything considered to be of value including socially or culturally valuable objects, resources, phenomenon, ideas and techniques.
Taurahere	tribal members in the city who join taura here groups to help to retain their identity and links back to their tribal homelands
Te Ao Māori	Māori world view
Te Reo Māori	The Māori language
Tikanga	correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, plan, practice, convention, protocol - the customary system of values and practices that have developed over time and are deeply embedded in the social context .
Wāhi tapu	sacred place, sacred site - a place subject to long-term ritual restrictions on access or use, e.g. a burial ground, a battle site or a place where tapu objects were placed.

## Appendix A: MRP Risks and Issues

Lack of resourcing to fully commit to the implementation of actions

Lack of awareness to support the Maori responsiveness programme

## Appendix B Legislation

### **Local Government (Auckland Council) Act 2009 No 32**

#### 40 Operating Principles

In meeting its principal objective (as a council-controlled organisation) under section 59 of the Local Government Act 2002, and in performing its functions, Auckland Transport must:

- (a) establish and maintain processes for Māori to contribute to its decision-making processes; and
- (b) operate in a financially responsible manner and, for this purpose, prudently manage its assets and liabilities and endeavour to ensure -
  - (i) its long-term financial viability; and
  - (ii) that it acts as a successful going concern; and
- (c) use its revenue efficiently and effectively, and in a manner that seeks value for money; and
- (d) ensure that its revenue and expenditure are accounted for in a transparent manner; and
- (e) ensure that it acts in a transparent manner in making decisions under this Act and the Land Transport Management Act 2003.

### **Land Transport Management Act 2003**

As an organisation that receives NZTA funding, Auckland Transport is also obligated to NZTA's commitment to the Treaty of Waitangi. The Agency's principle legislative obligations with respect to engagement with Māori are found in Section 4 of the Land Transport Management Act 2003 (LTMA 2003), which reads:

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.

### **Resource Management Act 1991**

#### *Section 5 Purpose and Principles*

(1) The purpose of this Act is to promote the sustainable management of natural and physical resources. In this Act, sustainable management means managing the use, development, and protection of natural and physical resources in a way, or at a rate, which enables people and communities to provide for their social, economic, and cultural well-being and for their health and safety while—

- (a) sustaining the potential of natural and physical resources (excluding minerals) to meet the reasonably foreseeable needs of future generations; and

- (b) safeguarding the life-supporting capacity of air, water, soil, and ecosystems; and
- (c) avoiding, remedying, or mitigating any adverse effects of activities on the environment.

#### *Section 6 Matters of national importance*

In achieving the purpose of this Act, all persons exercising functions and powers under it, in relation to managing the use, development, and protection of natural and physical resources, shall recognise and provide for the following matters of national importance:

- (a) the preservation of the natural character of the coastal environment (including the coastal marine area), wetlands, and lakes and rivers and their margins, and the protection of them from inappropriate subdivision, use, and development:
- (b) the protection of outstanding natural features and landscapes from inappropriate subdivision, use, and development:
- (c) the protection of areas of significant indigenous vegetation and significant habitats of indigenous fauna:
- (d) the maintenance and enhancement of public access to and along the coastal marine area, lakes, and rivers:
- (e) the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga:
- (f) the protection of historic heritage from inappropriate subdivision, use, and development:
- (g) the protection of protected customary rights.

#### *Section 8 Other matters*

In achieving the purpose of this Act, all persons exercising functions and powers under it, in relation to managing the use, development, and protection of natural and physical resources, shall have particular regard to—

- (a) kaitiakitanga:
  - (aa) the ethic of stewardship:
  - (b) the efficient use and development of natural and physical resources:
    - (ba) the efficiency of the end use of energy:
  - (c) the maintenance and enhancement of amenity values:
  - (d) intrinsic values of ecosystems:
  - (e) [Repealed]
  - (f) maintenance and enhancement of the quality of the environment:
  - (g) any finite characteristics of natural and physical resources:
  - (h) the protection of the habitat of trout and salmon:
  - (i) the effects of climate change:

(j) the benefits to be derived from the use and development of renewable energy.

#### **Heritage New Zealand Pouhere Taonga Act 2014**

##### *Section 42 Archaeological sites not to be modified or destroyed*

(1) Unless an authority is granted under section 48, 56(1)(b), or 62 in respect of an archaeological site, no person may modify or destroy, or cause to be modified or destroyed, the whole or any part of that site if that person knows, or ought reasonably to have suspected, that the site is an archaeological site.

(2) Subsection (1) applies whether or not an archaeological site is a recorded archaeological site or is entered on—

(a) the New Zealand Heritage List/Rārangi Kōrero under subpart 1 of Part 4; or

(b) the Landmarks list made under subpart 2 of Part 4.

(3) Despite subsection (1), an authority is not required to permit work on a building that is an archaeological site unless the work will result in the demolition of the whole of the building.

##### *43 Declaration of archaeological site*

(1) Heritage New Zealand Pouhere Taonga may, on reasonable grounds, declare any place to be an archaeological site if the place—

(a) was associated with human activity in or after 1900 or is the site of the wreck of any vessel where that wreck occurred in or after 1900; and

(b) provides, or may be able to provide, through investigation by archaeological methods, significant evidence relating to the historical and cultural heritage of New Zealand.

(2) A declaration under subsection (1) must be made—

(a) by notice in the Gazette; and

(b) by public notice.

(3) As soon as practicable after a declaration is made, Heritage New Zealand Pouhere Taonga must give a notice setting out the terms of the declaration—

(a) to the affected owner (and the occupier, if different from the owner); and

(b) to every other person with a registered interest in the site; and

(c) to the relevant local authorities; and

(d) to the appropriate iwi or hapū.

#### **44 Applications for authorities**

The following applications may be made by any person to Heritage New Zealand Pouhere Taonga:

(a) an application for an authority to undertake an activity that will or may modify or destroy the whole or any part of any archaeological site or sites within a specified area of land, whether or not a site is a recorded archaeological site or is entered on the New Zealand Heritage List/Rārangi Kōrero or on the Landmarks list:

(b) an application for an authority to undertake an activity that will or may modify or destroy a recorded archaeological site or sites, if the effects of that activity on a site or sites will be no more than minor, as assessed in accordance with section 47(5):

(c) an application for an authority to conduct a scientific investigation of an archaeological site or sites within a specified area of land, whether or not a site is a recorded archaeological site or is entered on the New Zealand Heritage List/Rārangi Kōrero or on the Landmarks list.

#### **46 Information that must be provided with application for authority**

(1) Every application for an authority made under section 44 must be made in writing to Heritage New Zealand Pouhere Taonga in the form and manner prescribed by regulations made under this Act or as may be approved for the purpose by Heritage New Zealand Pouhere Taonga.

(2) An application must include the following information:

(a) a legal description of the land or, if one is not available, a description that is sufficient to identify the land to which the application relates; and

(b) the name of the owner of the relevant land, if the applicant is not the owner of the land; and

(c) proof of consent, if the owner has consented to the proposed activity; and

(d) a description of each archaeological site to which the application relates and the location of each site; and

(e) a description of the activity for which the authority is sought; and

(f) a description of how the proposed activity will modify or destroy each archaeological site; and

(g) except in the case of an application made under section 44(b), an assessment of—

(i) the archaeological, Māori, and other relevant values of the archaeological site in the detail that is appropriate to the scale and significance of the proposed activity and the proposed modification or destruction of the archaeological site; and

(ii) the effect of the proposed activity on those values; and

(h) a statement as to whether consultation with tangata whenua, the owner of the relevant land (if the applicant is not the owner), or any other person likely to be affected—

(i) has taken place, with details of the consultation, including the names of the parties and the tenor of the views expressed; or

(ii) has not taken place, with the reasons why consultation has not occurred.

(3) The application may (but need not) include an application required by section 45.

(4) Before applying under section 44(c) to conduct a scientific investigation of a site of interest to Māori, the applicant must—

(a) have the consent of the appropriate iwi or hapū; and

(b) provide evidence of that consent in the information given under subsection (2).

(5) An applicant who provides the information required under subsection (2) for the purposes of a resource consent application or notice of requirement for a designation under the Resource Management Act 1991 (the planning application)—

(a) may provide the same information to Heritage New Zealand Pouhere Taonga as that provided for the planning application under the Resource Management Act 1991; but

(b) must ensure that all of the information required by subsection (2) is also provided.

### **Land Transport Management Act 2003**

#### **Section 22 Funding for Māori Roadways**

(1) The Agency may, in accordance with this Part, approve an activity relating to a Māori roadway as qualifying for payments to the Agency from the national land transport fund as if the roadway were a State highway.

(2) The Agency may, in accordance with this Part, approve an activity relating to a Māori roadway as qualifying for payments to a territorial authority from the national land transport fund as if the roadway were a local road.

(3) The Agency and territorial authorities may receive funding for a Māori roadway if the activity is included in a regional land transport plan.

### **Unitary Plan provisions**