

# Understanding and improving relationships with Māori

WAKA KOTAHI

AUGUST 2022



MAARAMA

# He mihi

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Tēnā tātou katoa.

Me mihi ka tika, ki a rātou kua whetūrangitia.

Moe mai, moe mai, moe mai rā.

E mihi ana ki a koutou e te whānau o Te Waka Kōtahi.

Nōku te honore ki te hīkoitahi i tēnei ara.

E hīkaka ana māua ki te toha ēnei hua ki a koutou.

Naku te rourou, nau te rourou ka ora ai te iwi.

Nō reira, tēnā koutou, tēnā koutou, tēnā koutou katoa.



# Background

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Waka Kotahi are working towards developing stronger relationships with Māori as the Crown's partner under Te Tiriti o Waitangi. This is being driven by the Waka Kotahi Māori strategy, Te Ara Kotahi, which provides a guiding framework for the organisation to work with and respond to Māori.

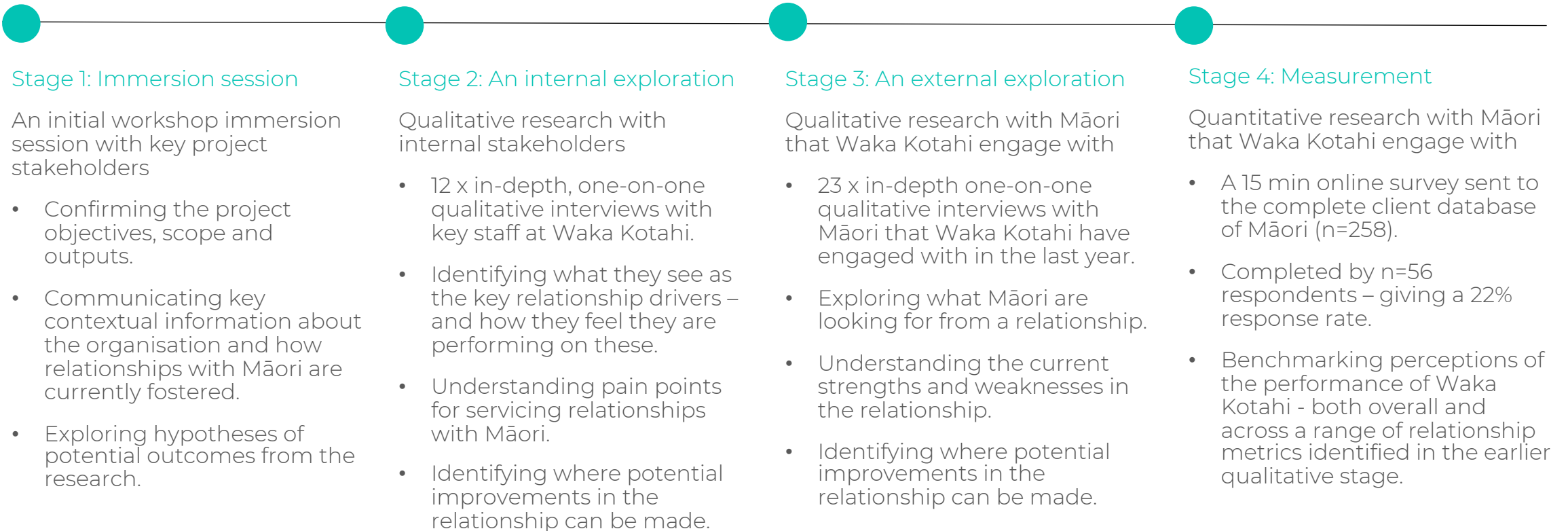
A research programme has been conducted by Maarama Consulting to better understand the needs of Māori, determine how well Waka Kotahi are currently meeting these needs and to identify where improvements can be made to strengthen relationships with Māori.

This research programme also provides a quantitative baseline of the relationship between Waka Kotahi and Māori to be included in the 2021-22 Statement of Performance Expectations (SPE) - and allows for future comparative measures to gauge changes in performance over time.



# What we did

A multi-stage research process was undertaken to gather feedback on the relationship that Waka Kotahi have with Māori. This feedback was collected from Māori that Waka Kotahi engage with, as well as internal stakeholders. This report represents the key findings, insights and recommendations from across this research programme.





# Agenda

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- 01.** Understanding the importance of building relationships with Māori.
- 02.** Understanding what Māori want from a relationship.  
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- 03.** Gauging the performance of Waka Kotahi in meeting the needs of Māori.  
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- 04.** Identifying areas for improving relationships with Māori.

The background features a close-up, high-angle view of water ripples, creating a complex, organic pattern of light and dark teal. A large, teal-colored speech bubble shape is overlaid on the left side of the image, containing white text. A dark teal circle is positioned at the bottom center of the speech bubble, containing the number '01.' in white.

Understanding  
the importance of  
building  
relationships  
with Māori

01.

# Staff we talked to felt it was very important for Waka Kotahi to build relationships with Māori

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# So, why do staff feel that building relationships with Māori is important?

To recognise and uphold Te Tiriti o Waitangi

*“Māori have a special place in New Zealand. We need to fully understand that and genuinely recognise it.”*

*“It’s our responsibility as a Crown entity to support Crown/Māori relationships under Te Tiriti o Waitangi - and it’s the right thing to do.”*

To live the Vision and Values of Waka Kotahi

*“We need to truly live our values – to deliver a transport system for all of New Zealand, including Māori.”*


*“There is an authenticity problem – we need to live our values. Otherwise it is just lip service, which is what Māori have been getting for a long time.”*

To drive successful outcomes

*“You get better outcomes for New Zealand when we work together as partners. You get better projects, a better legacy, better employment and environmental outcomes. It’s a win-win for everyone!”*

*“What’s good for Māori is good for everybody.”*



A large teal speech bubble graphic on the left side of the slide, containing the main title text.

Understanding  
what Māori  
want from a  
relationship

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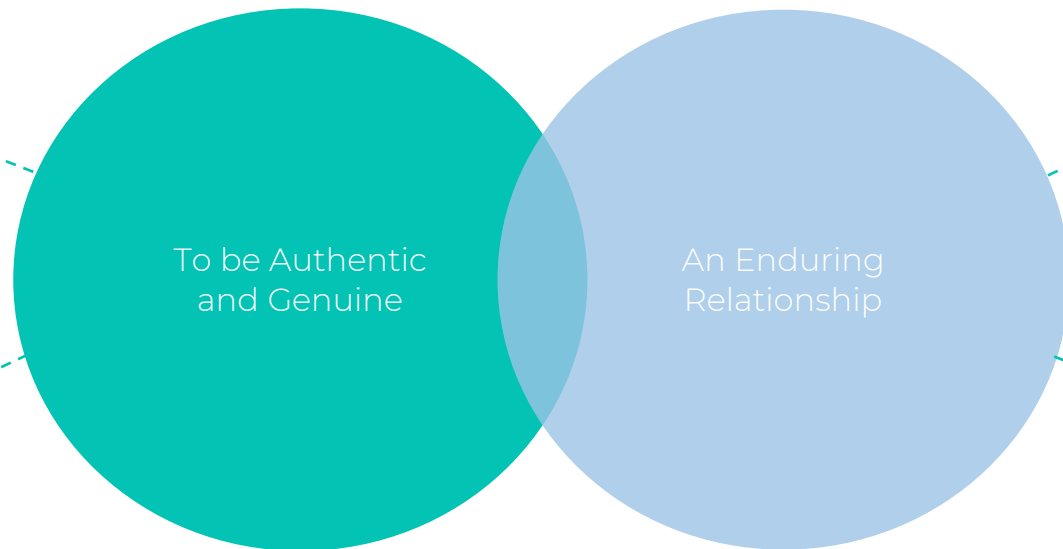
02.

# What do our staff feel Māori are looking for from Waka Kotahi?

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*"To be genuine about wanting to build a relationship with Māori. Don't just tick the box that needs ticking. Show Māori you truly value them and their input."*

*"It needs to be coming from the right place – from hearts and minds. It's about valuing Māori and doing it because it is the right thing to do and we truly want to do it."*



*"Māori want a long-term relationship – not one that disappears when a project finishes. Māori think in terms of generations and legacies – not short-term or ad hoc."*

*"Māori don't want to keep repeating their story to different people. That just shows we are not listening properly as an organisation. The relationship should span across people and time."*

# They see key pillars within these that lead to a more meaningful relationship – ‘a long-term partnership’

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To listen to their stories – their history, grievances, needs and aspirations

*“We need to talk to Māori first, listen to their aspirations, concerns, prioritise their voice.”*

To be part of decision making / talking to key decision makers

*“Māori want a seat at the table where decisions are made – otherwise what’s the point?”*

*“A chief to chief level of relationship.”*

To be culturally aware, capable and respectful

*“We need to get the basics right around te reo, tikanga, te Tiriti – it is simply respect for who they are, where they come from, and their values.”*

To be included early around scoping, planning and decisions

*“They are looking to be at the beginning of conversations – not at the end as an afterthought.”*

A two-way relationship / collaboration / partnership

*“Māori don’t want to be dictated to – they’ve experienced a long history of that. A true partner doesn’t dictate to the other, they work together to find solutions.”*

To be there at all times - through the good and the bad

*“Don’t just contact them when you want to do something. Keep the contact lines open. And be prepared to have the hard conversations and robust discussions.”*

# These align with key factors Māori feel are driving positive and negative experiences and relationships

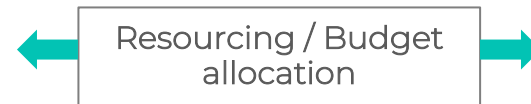
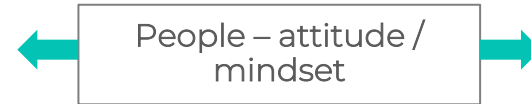
## Positive influences

Genuine, Listen, Have integrity, Fair, Respectful, Good communicators, Competent, Reliable, Consistent, Committed, Solution focused, Flexible, Learns from their experiences

Have a good cultural understanding of te ao Māori, te reo Māori, tikanga, kawa, Te Tiriti o Waitangi, Understand the history, context and needs of Māori

Early, Proactive, Engage with the right people, Collaborative, Involved in decision making, Open and transparent, Solves issues quickly, Relationship based, See Māori as equal, Long term focused

Sufficiently resourced in terms of putea, time and people (capacity and capability), Accountable to these



## Negative influences

Dictatorial, Inflexible, Disrespectful, Incompetent, Ignorant, Broken promises, Poor communicators, Doesn't learn from their experiences

A lack of understanding and duty of care around te ao Māori, te reo Māori, tikanga, kawa and Te Tiriti o Waitangi, tokenism, trampling of mana, desecration of wahi tapu / wahi taonga

No engagement, Last minute, Reactive, Box ticking, Lack of transparency, Changing people – lack of consistency, Ad hoc – project based, One-way relationship, Short term focused

Lack of resource, Doing the bare minimum, Unreasonable budget and time constraints, Lack of accountability

# They also reflect what Māori say they want from an ideal relationship with Waka Kotahi

<i>"To be genuine and authentic. Treat others as you want to be treated yourself."</i>	<i>"We want to be a partner, not a stakeholder."</i>	<i>"We want to have influence in decisions, not just be consulted to."</i>
<i>"Understand our needs and priorities and expectations. Listen to our stories."</i>	<i>"To learn as we go. Keep improving how things are done."</i>	<i>"Help us to build our capacity - through procurement, upskilling, employment opportunities."</i>
<i>"Come with the right mindset - move from 'have to' to 'want to'."</i>	<i>"Be there for the long-term - not just for a specific project."</i>	<i>"Do the little things - karakia, kai, cup of tea for a kōrero, listening, giving time, etc."</i>
<i>"Acknowledge and apologise for any past raru - then plan the future together."</i>	<i>"Have a strong cultural understanding. At least have the basics to start. Look at things from a Māori perspective."</i>	<i>"Early engagement - to be there from the concept / dream."</i>
<i>"To have transparency and openness - no surprises."</i>	<i>"Invest in the relationship - make the time, have the budget."</i>	<i>"Smooth transitions between people. Good succession planning."</i>

# We see strong consensus with the external and internal view of what Māori want from a relationship

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There are a range of key drivers that make up the relationship – which when combined create a trusted, enduring partnership.

- Are genuine in their intent
- Act with integrity
- Are consistent in how they engage with you
- Can be relied on to deliver what they say they will
- Communicate well (Early engagement, Proactive, Open, Transparent)
- Are willing to be flexible in their approach
- Solve problems and issues quickly when they arise
- Learn from their experiences
- Are committed to a long term relationship
- Work in an inclusive and collaborative manner
- Are culturally aware and competent
- Look to understand and meet your needs as Māori
- See Māori as an equal partner
- Take Māori expertise into account when making decisions in your area
- Provide sufficient time, funding and resource to help foster the relationship
- Are delivering effective outcomes for Māori

These are the areas that we will look to measure our performance against in the eyes of Māori  
- to gauge where we are today and what areas we need to improve on.

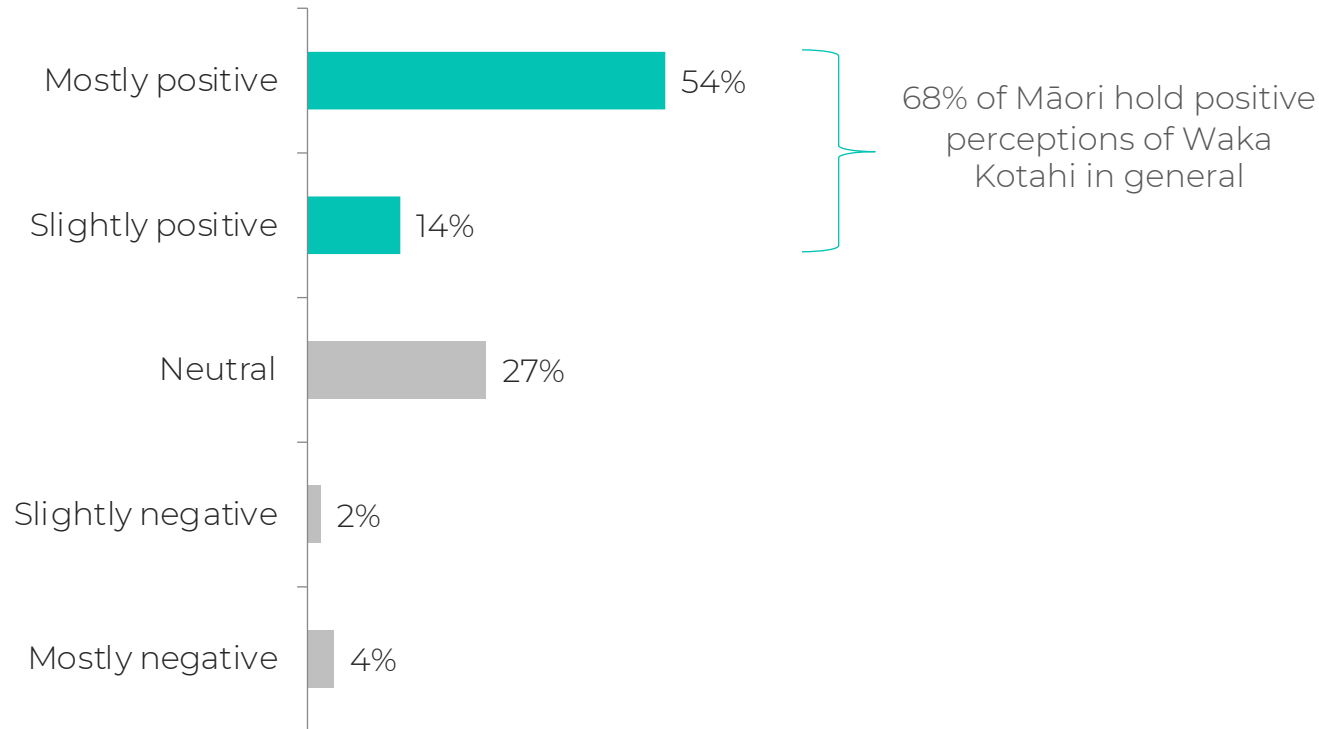


Gauging the  
performance of  
Waka Kotahi in  
meeting the needs  
of Māori

03.

# General perceptions of Waka Kotahi as an organisation are more positive than negative

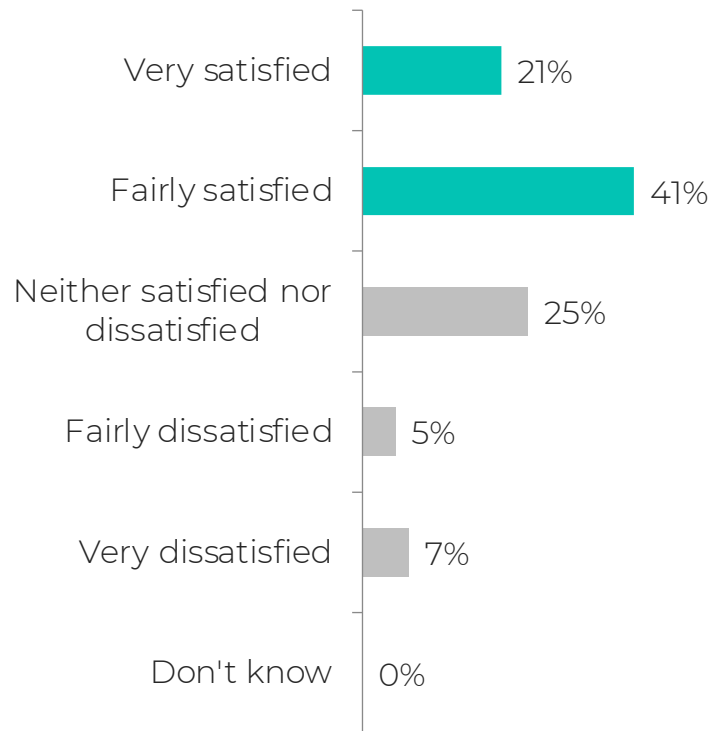
Thinking about your general perceptions of Waka Kotahi as an organisation, are they...?





# The majority of Māori are satisfied with the relationship they have with Waka Kotahi currently

How satisfied or dissatisfied are you with the current relationship you and your organisation have with Waka Kotahi?



62% of Māori are satisfied with their current relationship with Waka Kotahi



This compares to results from the 2021 Wider Waka Kotahi Stakeholder Survey (54% across all stakeholders) – and within this, those with Māori affiliation (62%).

# We see some differences in this overall relationship metric by a range of engagement factors

Stronger relationship

Within the last 12 months  
(65%)

When last had contact  
with Waka Kotahi

Monthly or more often  
(65%)

Frequency of dealings  
with Waka Kotahi

About right  
(70%)

Satisfaction with  
contact levels

Weaker relationship

More than 12 months ago  
(25%)\*

Quarterly or less often  
(54%)\*

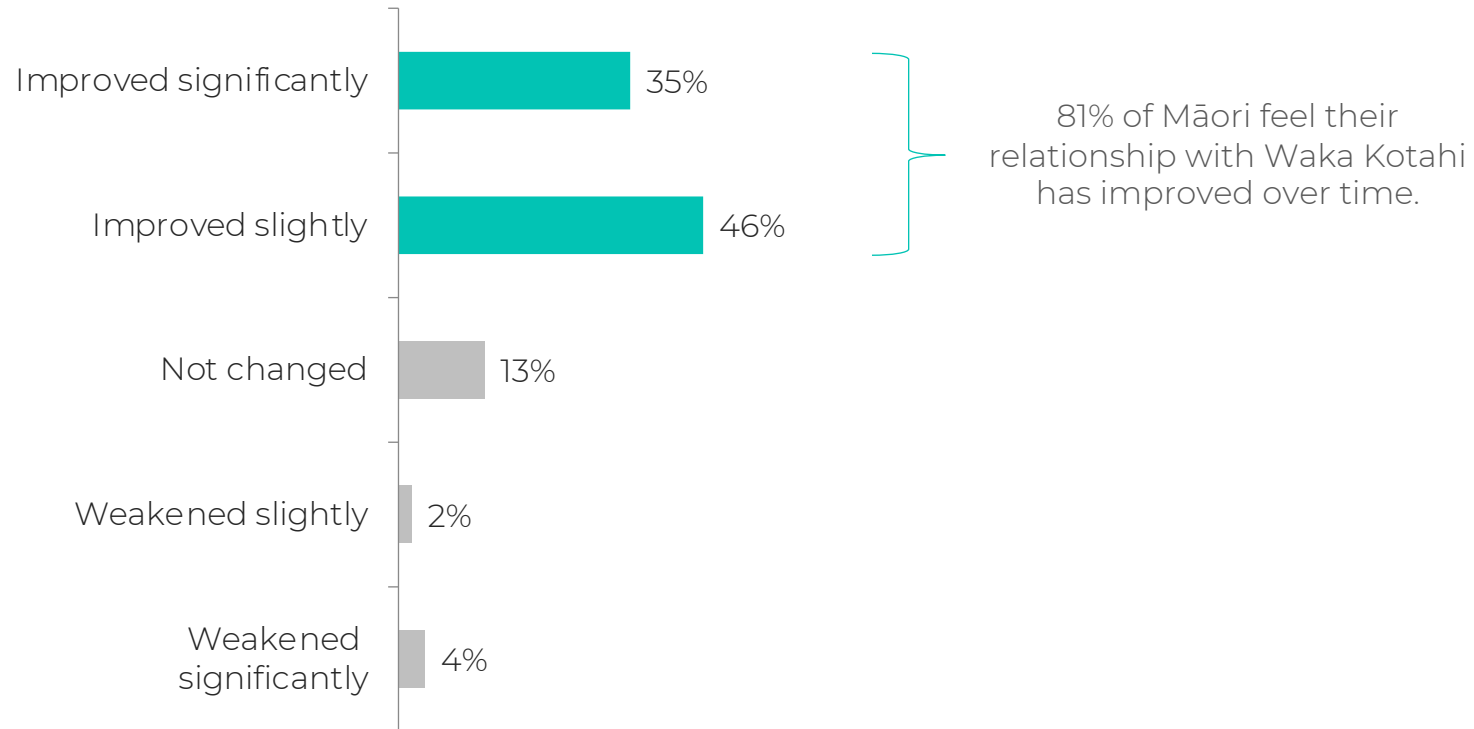
Too frequent / not  
frequent enough  
(30%)\*

Relationships are stronger when there is recent contact, the frequency of contact is regular and at a level that suits.

\*Caution: Low base sizes

# Most Māori feel the relationship they have with Waka Kotahi has improved over time

Thinking about the relationship that you and your organisation have with Waka Kotahi and how it has changed over time, would you say it has...?



# There are a range of reasons why Māori feel things have improved at Waka Kotahi

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The in-depth kōrero we have had with Māori help us to understand why they feel things have improved.

They are seeing:

- Greater intent and willingness by Waka Kotahi and staff to better understand and engage with Māori
- More Māori working at Waka Kotahi, including the Pou Ārahi
- Examples of strong relationships and positive outcomes for Māori
- A stronger focus by the current Government and crown entities in general to recognise and uphold Te Tiriti o Waitangi

This specific project also demonstrates that Waka Kotahi are genuinely seeking greater understanding of what matters to Māori and how to strengthen relationships.

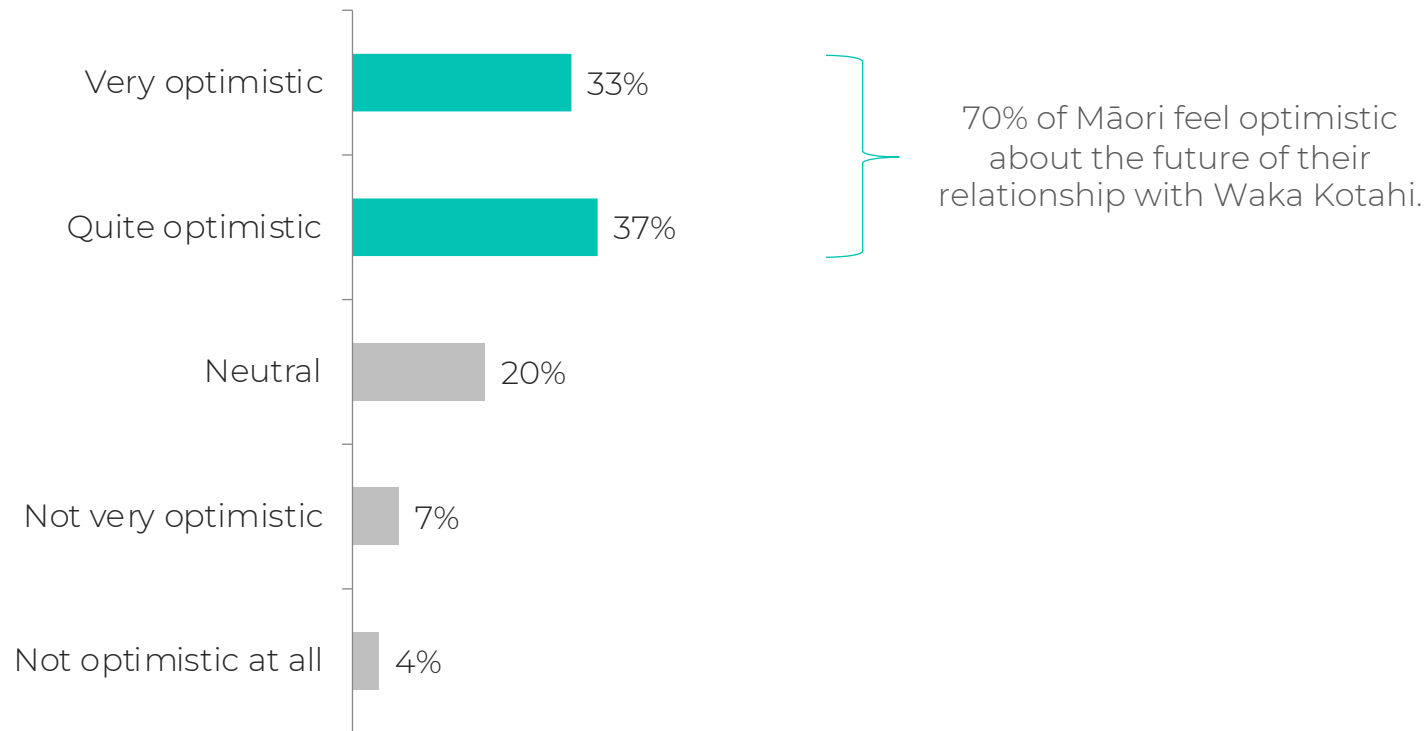
*"I think we are in a good space relationship-wise and getting stronger."*

*"I see Waka Kotahi really trying to improve how they relate to mana whenua and iwi."*

*"Things are very different now than they were 10 or 20 years ago. Everyone has moved forward."*

# Importantly, Māori also have a sense of optimism towards the future of the relationship

How optimistic do you feel about the relationship that you and your organisation have with Waka Kotahi going forward?



# There is a sense of positivity toward the relationship that Māori have with Waka Kotahi

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We see positivity across a range of key metrics:

68% hold positive perceptions of Waka Kotahi in general

62% are satisfied with their current relationship with Waka Kotahi

81% feel their relationship with Waka Kotahi has improved over time

70% feel optimistic about the future of their relationship with Waka Kotahi

Māori have a desire to see this momentum continue and they want to be helpful and contribute to this.

*“Māori genuinely want what is best for our people and all people.”*

# Despite this positivity many Māori are still having negative experiences with Waka Kotahi

It is clear from our in-depth kōrero with Māori, as well as comments from the survey, that many are still having negative experiences in their dealings with Waka Kotahi.

*"It can often feel like we are being dictated to rather than a real partnership."*

*"Our elders are expected to volunteer, when everyone else there is getting paid. That is just wrong."*

*"What was agreed at the start didn't happen."*

*"We feel like we are at the bottom of the budget."*

*"Māori are tired of saying the same thing over and over again."*

*"There has been a continual changing of staff at Waka Kotahi which makes building relationships very difficult."*

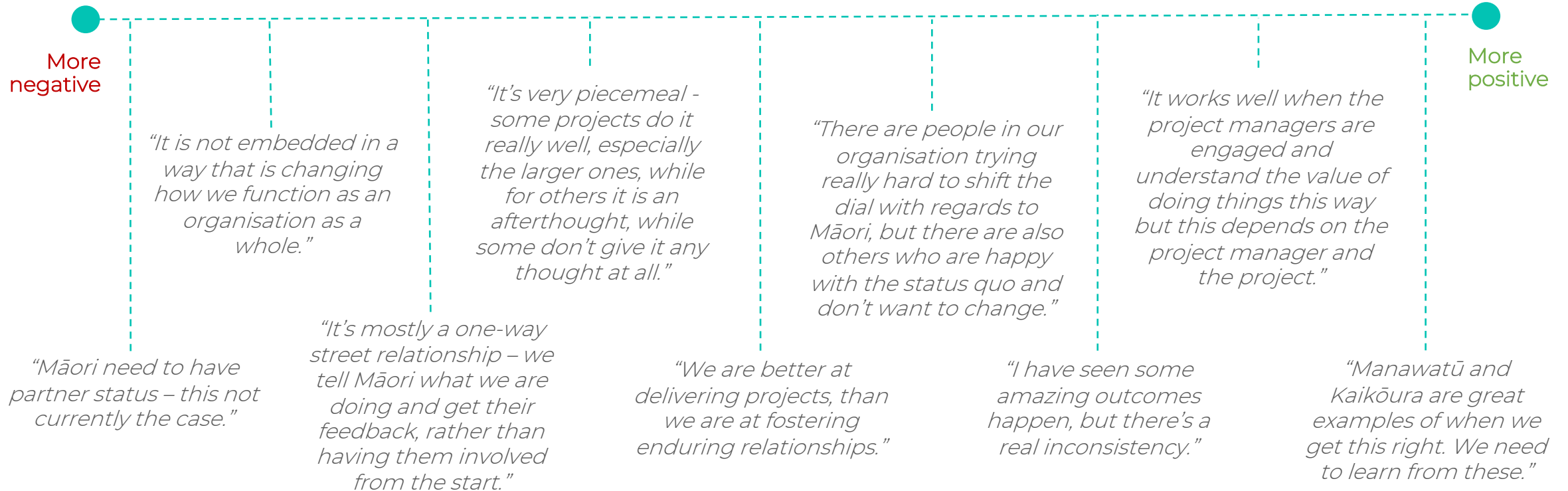
*"During my engagement on behalf of iwi and mana whenua there was little acknowledgement, acceptance or implementation of the matauranga Māori view."*

*"Not all senior managers and kaimahi that engage with Māori understand the application of an engaged and reciprocal relationship."*

*"There is inconsistency with the service levels between some assigned Projects Managers. Some appear to be more delivery focused than engagement focused."*

# Our internal stakeholders also feel our engagement with Māori is mixed

Staff at Waka Kotahi feel we are doing well in some areas and not so well in others. They see a lack of consistency in our delivery.





# Both Māori and our staff agree that more work and focus is required going forward

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Whilst Māori feel that Waka Kotahi have improved over time, nearly all felt they still have to unnecessarily fight for their cause, to have their voices heard and listened to, and to have their people, whenua and culture respected.

There is a strong sense that more improvement and consistency is required going forward.

*"It feels like we are having to beg sometimes. It shouldn't have to be that way."*

*"It could always be better. There is still a lot of mahi that needs to be done."*

And there was also a consensus amongst the staff that we spoke to - that despite that gains that have been made in recent years, further work is required to better understand and meet the needs of Māori.

*"There's a lot of work to do but we need to remain ambitious."*

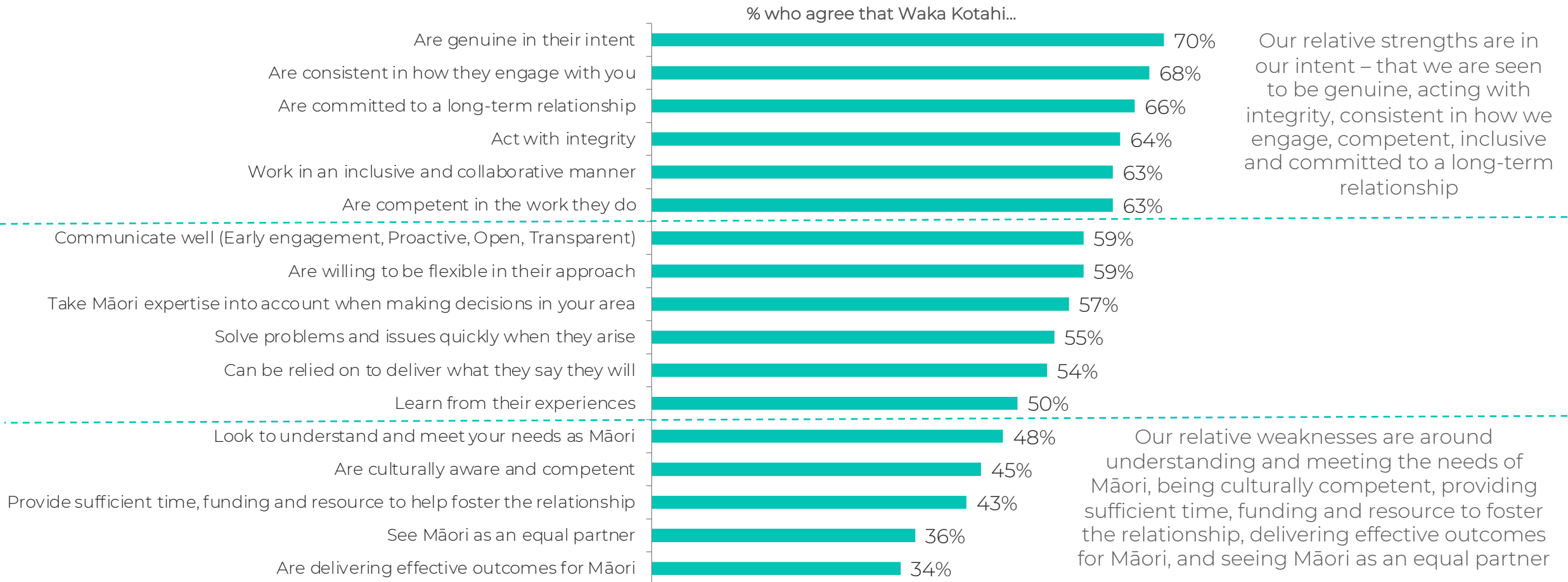
*"The dial has moved but still needs to move a lot more."*

*"We are on a journey. We are much better than we were 10 years ago, but we still have a long way to go."*

*"There is a lot of goodwill and intent – but we need to translate this into meaningful actions and make more progress."*

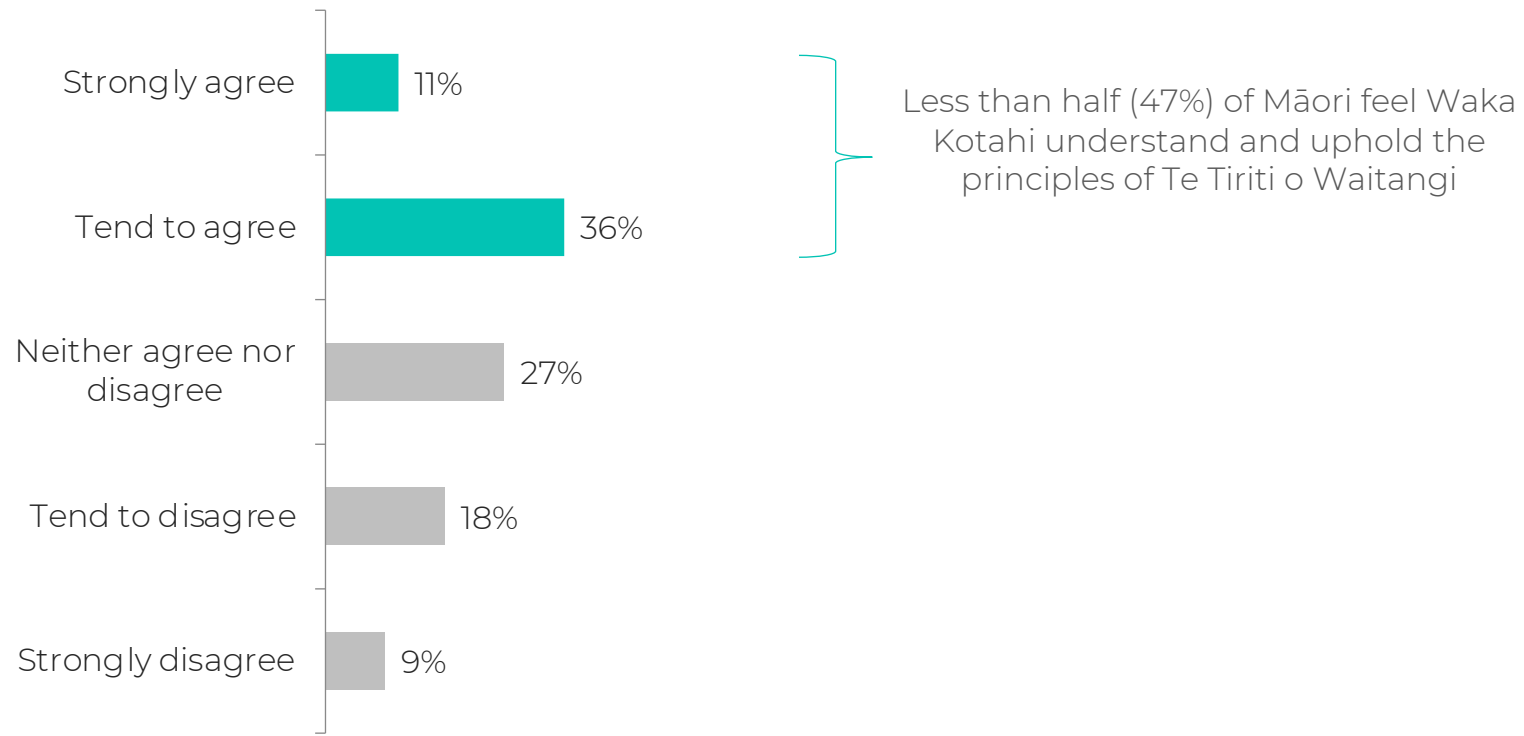
We need to understand our performance in greater depth to identify where to prioritise our focus going forward.

# We can also see what the relative strengths and weaknesses in our delivery are in the eyes of Māori

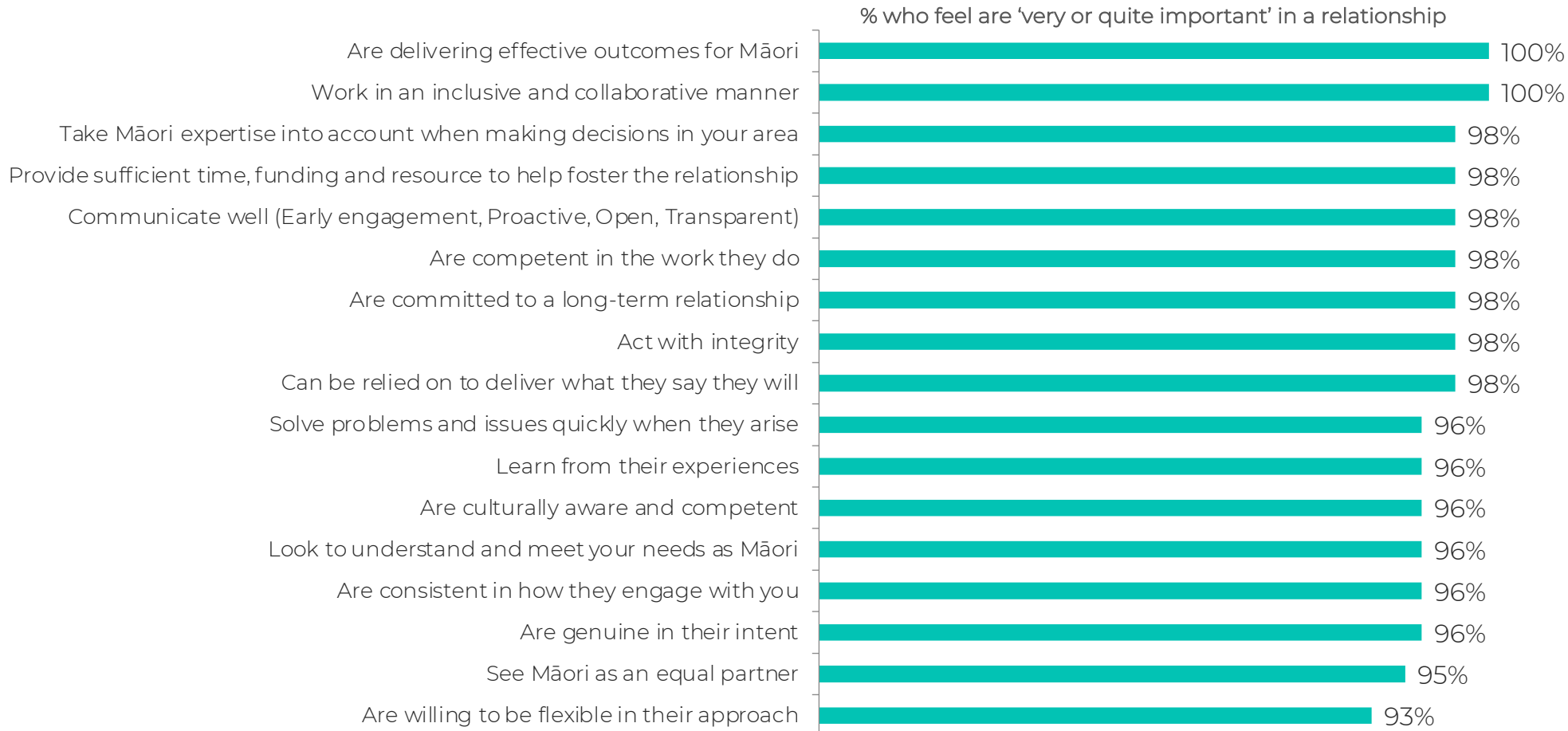


# Our weakness is also seen in how Māori perceive our focus on Te Tiriti o Waitangi

How much do you agree or disagree that Waka Kotahi understand and uphold the principles of Te Tiriti o Waitangi?

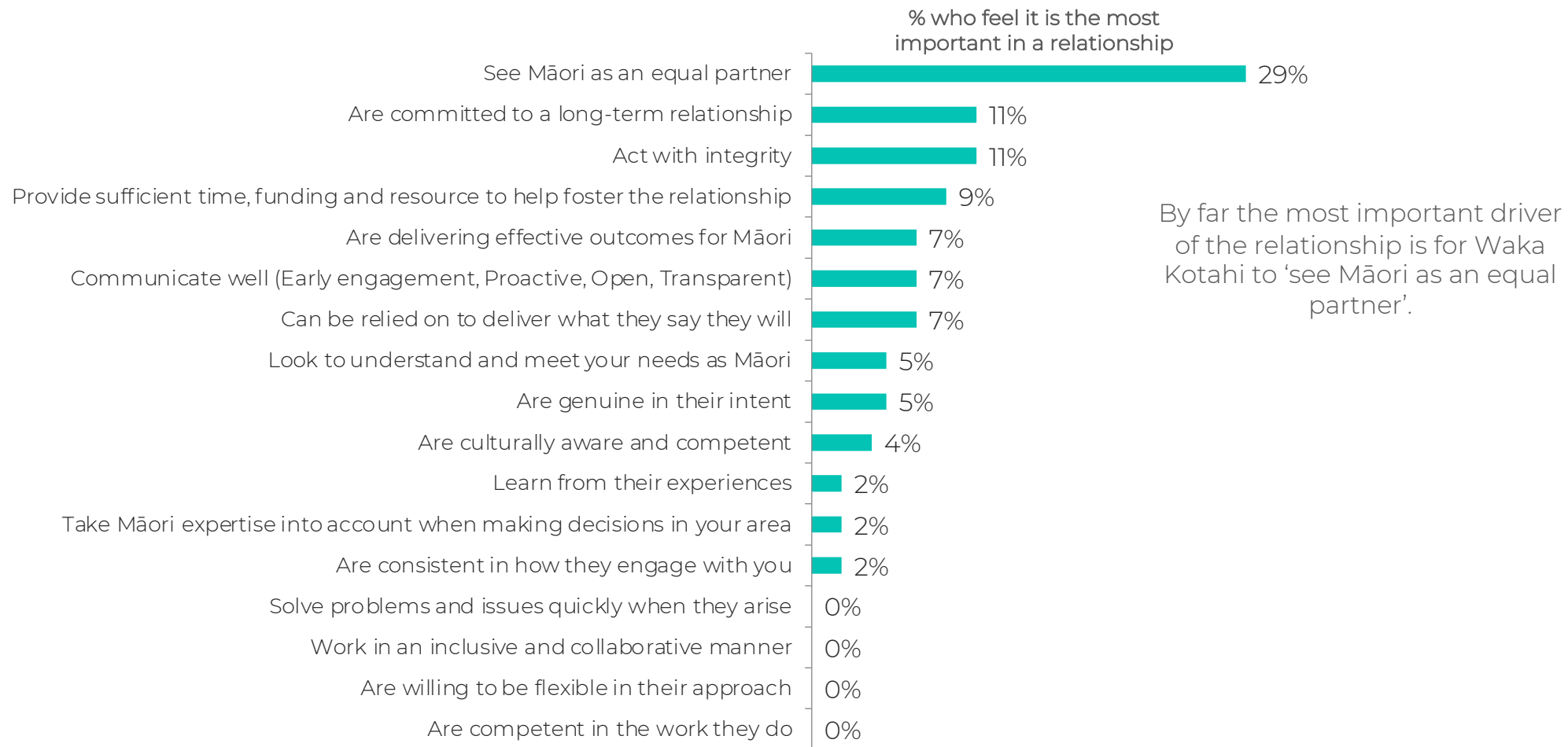


# We also measured how important Māori felt each of the key relationship drivers are to guide our focus

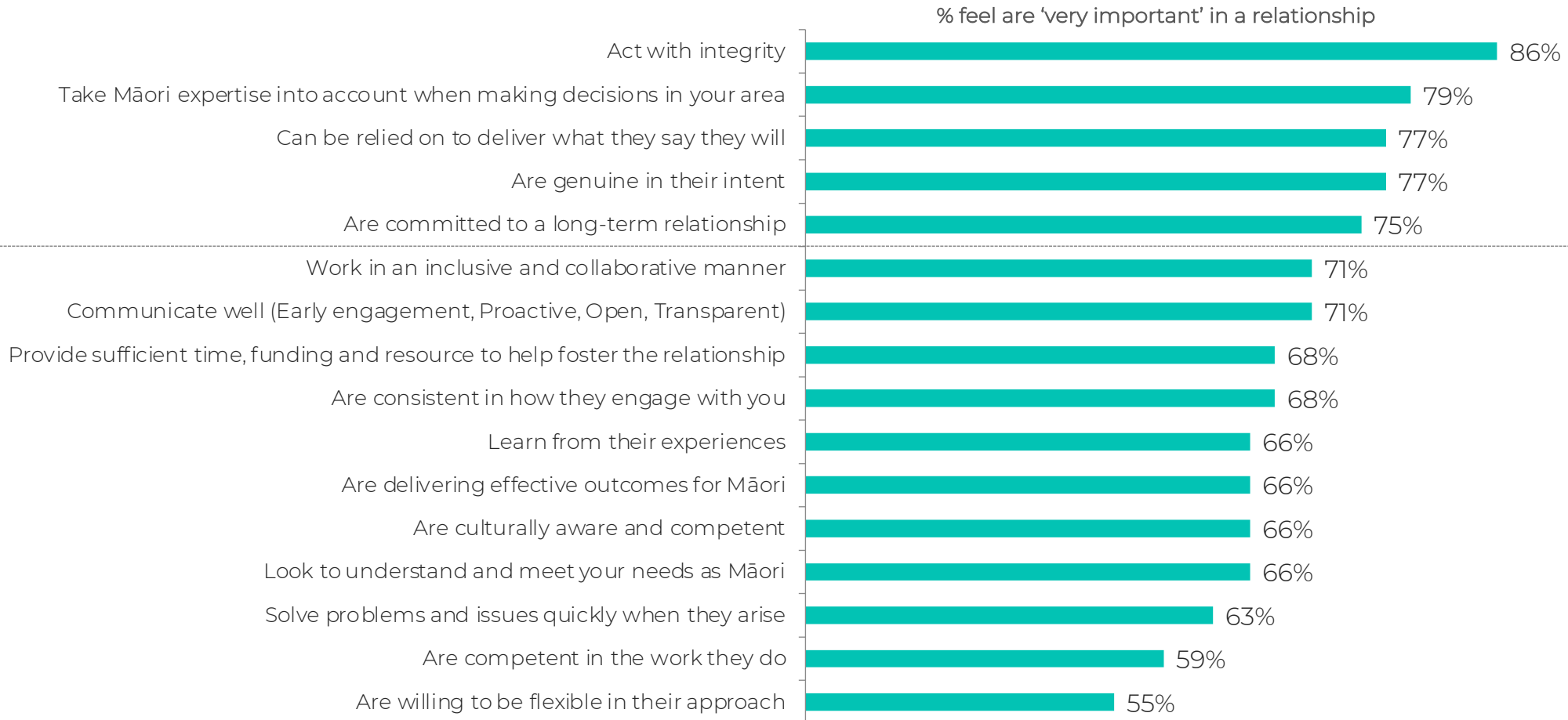


Māori see all of the key relationship drivers as important.

# When asked which driver is the most important, there is a clear choice – to ‘see Māori as an equal partner’



# We can also look at which other drivers Māori felt were 'very important' to find further differentiation



These are other key aspects of the relationship that should be prioritised in our delivery.

# What does all of this mean?

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There is a sense of positivity toward the relationship that Māori currently have with Waka Kotahi.

The majority of Māori feel things have improved over time and they feel optimistic about the future of their relationship with Waka Kotahi.

However, it is also clear that not all Māori feel positive and optimistic - and they feel they are being treated poorly in many instances. While all Māori and staff feel that there is still a lot of mahi to be done going forward.

We need to take the feedback from Māori around which key relationship drivers are important and how we are performing on delivering to these - to understand what specific areas we should prioritise to drive further improvements.

Identifying areas  
for improving  
relationships  
with Māori

04.



# We need to deliver at least ‘the basics’ across all of the key relationship drivers

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Māori feel that all aspects of the relationship are important.

We need to ensure that we are delivering to minimum standards across all of these – and look to avoid delivering negative experiences.

- Are genuine in their intent
- Act with integrity
- Are consistent in how they engage with you
- Can be relied on to deliver what they say they will
- Communicate well (Early engagement, Proactive, Open, Transparent)
- Are willing to be flexible in their approach
- Solve problems and issues quickly when they arise
- Learn from their experiences
- Are committed to a long term relationship
- Work in an inclusive and collaborative manner
- Are culturally aware and competent
- Look to understand and meet your needs as Māori
- See Māori as an equal partner
- Take Māori expertise into account when making decisions in your area
- Provide sufficient time, funding and resource to help foster the relationship
- Are delivering effective outcomes for Māori

# Māori have given us clear direction on what works well, and what doesn't, for these

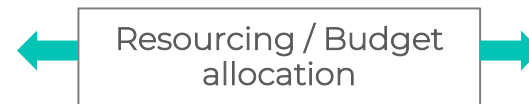
## We need to keep doing / start doing these

Genuine, Listen, Have integrity, Fair, Respectful, Good communicators, Competent, Reliable, Consistent, Committed, Solution focused, Flexible, Learns from their experiences

Have a good cultural understanding of te ao Māori, te reo Māori, tikanga, kawa, Te Tiriti o Waitangi, Understand the history, context and needs of Māori

Early, Proactive, Engage with the right people, Collaborative, Involved in decision making, Open and transparent, Solves issues quickly, Relationship based, See Māori as equal, Long term focused

Sufficiently resourced in terms of putea, time and people (capacity and capability), Accountable to these



## We need to avoid doing / stop doing these

Dictatorial, Inflexible, Disrespectful, Incompetent, Ignorant, Broken promises, Poor communicators, Doesn't learn from their experiences

A lack of understanding and duty of care around te ao Māori, te reo Māori, tikanga, kawa and Te Tiriti o Waitangi, tokenism, trampling of mana, desecration of wahi tapu / wahi taonga

No engagement, Last minute, Reactive, Box ticking, Lack of transparency, Changing people – lack of consistency, Ad hoc – project based, One-way relationship, Short term focused

Lack of resource, Doing the bare minimum, Unreasonable budget and time constraints, Lack of accountability

# A key priority should be to see, and work with, Māori as an equal partner

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Māori are ultimately looking for an equal partnership with Waka Kotahi, and other Crown agencies – a relationship that reflects the essence of Te Tiriti o Waitangi.

However, few feel that Waka Kotahi see, or are engaging with Māori, in this manner currently – just 36% felt Waka Kotahi ‘see Māori as an equal partner’.

This should be a key priority of focus if we want to truly meet the needs of Māori and meet our responsibilities as a Crown treaty partner.

*“Take a partnership approach with Māori (which means equal).”*

*“Working together for the success of Māori and NZ as a whole.”*

*“Until we see equality then we cannot rest.”*

*“This is about understanding things from each others perspective.”*

*“I don’t believe that Waka Kotahi has seen Māori as equal treaty partners in the past and are still a long way from it but I see changes that are being made to head in that direction.”*



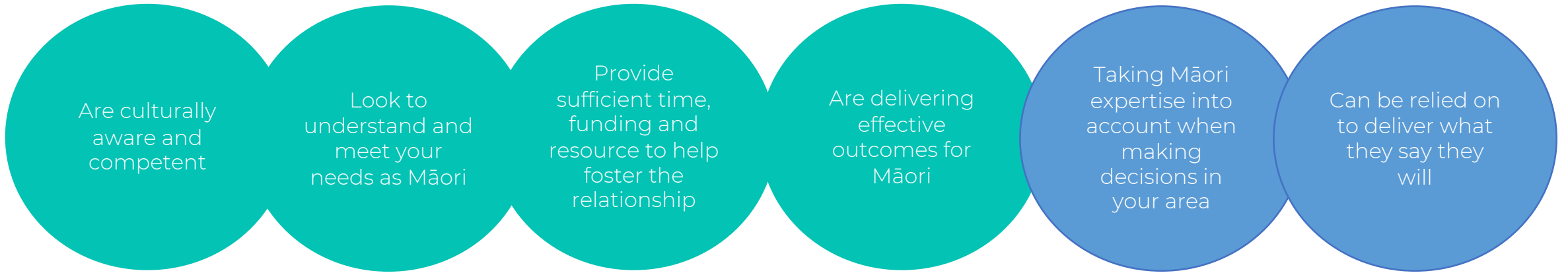
Mā te whiritahi, ka whakatutuki  
ai ngā pūmanawa ā tāngata

Together weaving the realisation of potential

# Improving our performance in particular areas will be important to move towards an equal partnership

There are a range of relationship drivers, where our performance is currently weakest and improvements are needed:

There are also two of the more important relationships drivers where our performance is only average:

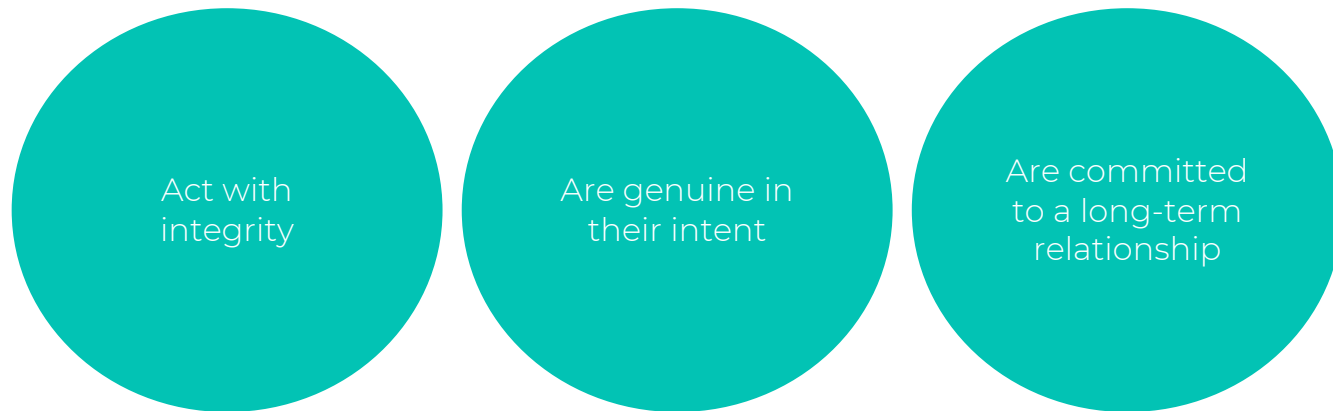


We need to look at each of these areas to identify what we are currently doing, and look to make improvements to help move us closer towards an equal partnership with Māori.

# We need to continue to bring genuine intent, integrity and commitment to our relationships

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These are areas of the relationship that are currently our relative strengths in the eyes of Māori.



We need to ensure that our performance in these areas remains strong - and look to drive incremental gains where possible.

# We need to deliver greater consistency in our engagement and relationships with Māori

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We are delivering positive experiences and fostering strong relationships in many instances. However, this is often the case on more significant projects, or with particular project managers or staff.

We need to drive greater consistency across the organisation and our people if we want to lift our overall performance.

This comes down to:

- **The Culture** - that we create that embeds the view of Māori as an equal partner
- **Our People** - how we hire, train and develop our staff to ensure they are competent and capable (in their specific roles, as well as culturally)
- **Funding and Resourcing** – a sufficient level / optimisation of funding, resourcing and time to foster meaningful relationships

*“There are pockets of excellence but these tend to be where the money is - to allow the process of engagement with Māori to be done well.”*

*“When we are resourced, we do it well.”*

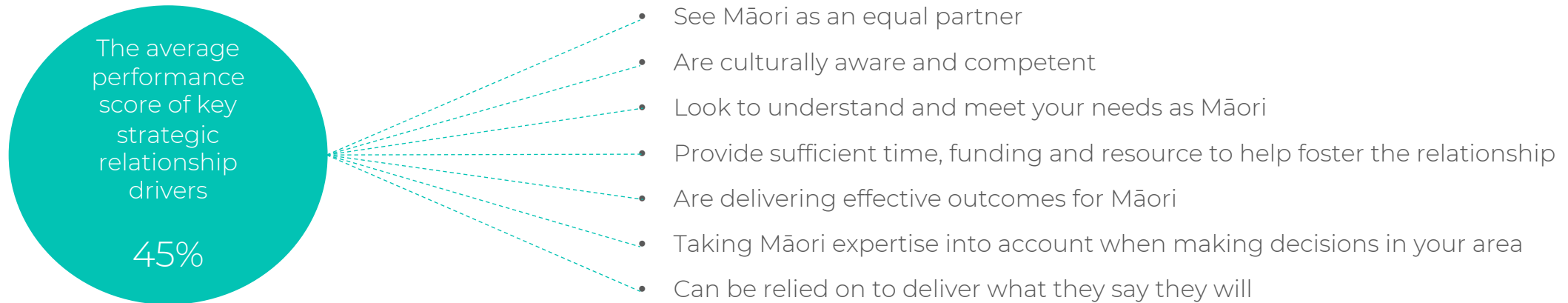
*“Building relationships takes time. We need to be prepared to invest that time and build it into how we work. That is where we see the best results and helps to avoid costly delays and issues.”*

# We need to monitor our performance over time

The Statement of Performance Expectation (SPE) metric allows us to monitor our performance over time and gauge the impact of any initiatives we employ to shift things. There are a range of key criteria that this SPE metric should look to meet:

- It accurately reflects Māori views of their relationship with Waka Kotahi
- We have the ability to influence it
- It is easily replicable / comparable over time

The recommendation would be for the SPE measure to reflect the key strategic priorities;





# There are also other important outcomes we can look to gauge our performance through

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Māori are very clear that numbers and metrics are only a piece of puzzle when measuring the ultimate success of the relationships they have with Waka Kotahi. The outcomes driven by these relationships also provide a strong gauge of our performance.

## Acknowledgements to Māori in our mahi and communications

- Whakairo
- Toi / Art
- Historical references
- Bilingual signage
- Communications - in te reo, portraying Māori, targeting Māori

## The empirical evidence of the partnership between Waka Kotahi and Māori

- Māori representation at all levels and areas of the organisation – including the Board and ELT
- Initiatives to build Māori competency and capability
  - Staff inductions / Training / PDPs / KPIs
  - Procurement contract standards - with clear directives to engage with, employ and uplift Māori
  - Scholarships / Training opportunities provided for Māori (internally and externally)
- The impact on road safety / drivers licensing statistics for Māori

## The stories / narratives that sit behind these impacts and outcomes

- Stories of success to recognise what works well, and reinforce the benefits of working in this way to further embed behaviour change
- These are about adding some qualitative and humanised context to any performance metrics

# We should look to leverage positive stories where we have got things right

Internal stakeholders, and most Māori we talked to, could all point to mahi where we have got things right in terms of mindsets, cultural competency, funding, time and relationships. And when we have, this has led to very successful outcomes for all involved and helped to drive greater efficiencies and enduring partnerships.

These success stories provide strong value:

- To give people confidence that this is the right way to work
- To use as a template for what works well
- To hold ourselves accountable against
- To help paint the Waka Kotahi story in a more humanised, emotive way
- To provide staff with a stronger sense of purpose (my why)

We need to document these stories, from both a staff and Māori perspective and then communicate these in a strategic manner.



# Te Ara Kotahi provides a framework on how we can drive more meaningful relationships with Māori

The Waka Kotahi Māori strategy, Te Ara Kotahi, provides a framework that sets out:

- A Vision – as a goal to achieve
- A set of Values and Principles – as a to guide how we relate and operate
- A set of key priorities to drive specific actions

Despite the gains made since its inception, we need to continue to do more to drive greater awareness, understanding and implementation of the strategy across all levels of the organisation. This will require a multi-faceted approach:

- Increasing the status of this kaupapa and Te Matangi as a whole
- Led and lived from the top down
- Included as part of staff inductions (setting the tone of the culture)
- Included in staff training, PDP's and KPI's (fostering the culture)
- Showing staff how to clearly bring this to life in their specific roles
- Ensuring adequate funding is provided to resource the key priorities
- A sense check to ensure it remains relevant to our current and future needs

**Te Ara Kotahi / Our Māori Strategy**

**MIHI / Welcome**  
 Whāia, whāia to eia te ara me i Teira, a Teira to waiora, a Teira whakapūngiri, ki te pūta ai tōra, ki te whāia au, ki te ao mārama.  
 Kōwhiri to āraia ki te ora ai tōra i te Waka Kotahi.  
 He tangi āraia ki i te ora koa me te ora ki te Pū. Me whakaiti mai ki te ora ki te ora me te ora, a ko te ora koa ko te ora me te ora.  
 Hei te ora ki i te ora ki te ora me te ora, ki te ora me te ora.  
 Hei te ora me te ora ki i te ora koa me te ora me te ora, ki te ora me te ora.  
 Hei te ora me te ora ki i te ora koa me te ora me te ora, ki te ora me te ora.

**NGĀ WHAINGA - OBJECTIVES**  
 The objectives of Te Ara Kotahi are to provide an overarching strategic framework that:  
 • guides Waka Kotahi in its work  
 • fulfils our statutory obligations to Māori and affirms our commitment to the principles of Te Tiriti o Waitangi  
 • enhances the Māori and Māori culture  
 • supports the Māori and Māori culture  
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**TE WHAKAKITENGA / VISION**  
**Ko koe ki tēnā ko au ki tēnei kōwhiri o te kete**  
 Waka Kotahi and Māori working together to succeed for a better New Zealand

**NGĀ UARA / VALUES**  
 • **Respectfulness** - We recognise and respect the individual autonomy, authority of Māori. We respect each other as partners and therefore with others' opinions, abilities, roles and expertise.  
 • **Knowledge** - We learn from each other and the work we do to drive change and innovation.  
 • **Relationships** - We recognise that the relationship is a dynamic that can change and evolve. We also recognise that Māori have a right to be consulted and that we have a duty to consult and engage with Māori on our work and decisions.  
 • **Integrity** - We have meaningful and enduring relationships based on trust, mutual respect, understanding and trust.  
 • **Te Tiriti o Waitangi** - We recognise, respect and uphold the principles of Te Tiriti o Waitangi.  
 • **Māori to the Fore** - Te Ara Kotahi is Māori to the fore. We will actively promote Te Ara Kotahi within our organisation, in the work we do.

**LEADERSHIP EXPECTATIONS**  
 Build a culturally competent leadership that enhances our mana.

**CULTURAL EXPRESSION**  
 Value and promote Te Ara Kotahi and Te Ara Kotahi in the work we do.

**BEST PRACTICE**  
 Establish policies and guidance that assist with engaging and responding to Māori.

**MĀHURANGA MĀORI**  
 Recognise and provide for cultural heritages, identity and Māhūranga Māori.

**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 accountability processes at all levels.

**ENGAGING EFFECTIVELY WITH MĀORI**  
 Support our people to develop strong, meaningful and enduring relationships 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.

**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.

# We need to elevate the status of this kaupapa within Waka Kotahi

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We need to be make it clear that building relationships with Māori is a key priority for the organisation.

This starts with strong and consistent buy-in at the leadership level (ELT and Board), communication of this kaupapa as a priority, along with Māori representation at these leadership levels.

This is important to:

- Give Māori a voice and ability to have impact at the highest strategic level – and provide greater visibility and understanding of Te Ao Māori, as well as the needs and views of Māori
- Send signals, both internally and externally, around the priority of this kaupapa to the organisation
- Fulfil our responsibilities to Māori under Te Tiriti o Waitangi

From there it is about employing strategies and initiatives to further elevate this kaupapa and strengthen relationships with Māori.

# Finally, we need to ask ourselves, how aspirational do we want to be?

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There is an opportunity that presents itself to Waka Kotahi and its people – in how much of a leader do we want to be in this space?

There are many positive success stories of when we've engaged well and driven strong relationships and outcomes. These show that we can do it – when we get the formula right.

There is no reason why we cannot be one of the leading Crown Agencies in partnering with Māori – to lead the way for others to follow and be an agent of positive change at the highest levels.

The key is in how brave we want to be in our aspirations.

*“We have the opportunity to be a true leader as a Government entity.”*

*“Ask yourselves - what sort of legacy do we want to help build and pass on to the next kaitiaki at Waka Kotahi?”*

*“Do we want to tick boxes and just be ‘good enough’, or be aspirational, bold and brave.”*

*Whāia te iti Kahurangi ki te tūohu  
koe me he maunga teitei*

Seek the treasure that you value  
most dearly, if you bow your head,  
let it be to a lofty mountain



The image features a diagonal split background, with the top-left portion being black and the bottom-right portion being white. On the black background, there are several teal-colored geometric shapes: a large thick ring on the left, a thin circle at the top, and a solid circle in the middle. The text 'Ngā mihi nui!' is written in a teal serif font on the white background.

Ngā mihi nui!

The background is split diagonally from the top-left to the bottom-right. The upper-left portion is black, and the lower-right portion is white. On the black background, there are several teal-colored geometric shapes: a large thick ring on the left, a thin circle at the top, and a solid circle in the middle. The word "Appendix" is written in a teal serif font on the white background.

## Appendix



# Who we talked to at each stage of the research

## Stage 1: Immersion session

- The Te Matangi team, including - Pou Ārahi, Principal Advisors from the various business groups, Kaitohutohu Matua / Matamua, Iwi Engagement Advisor, Corporate Relationships, Team Admin, Graduate
- The Waka Kotahi Project team – Carol Christie, Adrienne Duffy, Ian Binnie, Dulcie Tauri
- Maarama Consulting – Brendon Smith, Shad Rolleston

## Stage 2: An internal exploration

N=12 one-on-one interviews were conducted with key staff covering a variety of roles:

- Pou Ārahi x 3
- External Māori Advisor
- Director Regional Relationships (DRR) x 2
- Regional Manager - Operations and Maintenance
- Principal Advisor - Engagement and Partnership Team
- Chief Executive
- Director of Land Transport
- Head of Comms and Engagement
- Senior Procurement Advisor

## Stage 3: An external exploration

N=23 one-on-one interviews were conducted with Māori Waka Kotahi engage with, across a mix of;

- The five regions
- Organisation types and roles
- Degrees of contact – tenure / frequency / recency
- Engagement types – mostly infrastructure / roading projects (both big and small), but also road safety, signage, driver licencing

## Stage 4: Measurement

A 15 min online survey completed by n=56 Māori that Waka Kotahi have engaged with, across a mix of;

- The five regions
- Organisation types and roles
- Degrees of contact – tenure / frequency / recency
- Engagement types

# Profiling those who completed the survey

Last time dealt with someone at Waka Kotahi	
Within the last 12 months	93%
Within the last 1-2 years	4%
Within the last 3-5 years	4%

How long have been engaging with Waka Kotahi	
Less than 12 months	11%
1-2 years	21%
3-5 years	39%
6-10 years	14%
More than 10 years	14%

How often deal with Waka Kotahi	
Weekly or more often	22%
Every 2-3 weeks	21%
Monthly	34%
Quarterly	16%
Less often	8%

Role	
Leadership / Governance	45%
Management	21%
Kaitiaki	21%
Some other role	7%
Operations	5%

# Profiling those who completed the survey

Areas worked with Waka Kotahi on	
Environmental impacts	70%
Road construction and maintenance	68%
Road safety	54%
Bi-lingual signage	34%
Land transport planning	32%
Funding and investment decisions (NLTP / RLTP)	18%
Driver's licensing	7%
Other	30%

Who usually deal with at Waka Kotahi	
Project managers	77%
Senior management / Director of Regional Relationships (DRR)	57%
External Maori consultants, Iwi liaisons / advisors	52%
Pou Ārahi	50%
Middle management	48%
Engagement and communications staff	41%
Subject specialists (e.g. analyst, engineer)	39%
Construction contractors / sub-contractors	38%
Operations staff, service delivery and construction (e.g., regulatory, infrastructure building)	32%
Chief executive, Executive team or Board members	14%