

MIN-3512 Te Reo Maori Policy for Road Signs

13 November 2020

Information on Waka Kotahi NZ Transport Agency's Te Reo Maori policy for road signs. The below particularly outlines what progress has been made to incorporate bilingual road signage, and the plan going forward with this.

Te Ara Kotahi - Our Māori Strategy

Te Ara Kotahi is the Māori Strategy for Waka Kotahi established in early 2019. Te Ara Kotahi provides strategic direction to the organisation on how we work with and respond to Māori as the Crown's Treaty partner, and what this means for how we do business. Waka Kotahi is responsible for delivering an integrated transport system. We have an important role to play in finding opportunities to better respond to Māori aspirations while delivering transport solutions. We can contribute by working with Māori and other government agencies to support Māori to achieve their aspirations.

Te Ara Kotahi outlines five strategic aspirations (Pou¹) that support the vision (Whakakitenga) of the strategy which is 'Waka Kotahi and Māori working together to succeed for a better New Zealand'. Key priorities are outlined under each pou that show how we intend to meet the strategic aspiration. The relevant elements of the strategy and its corresponding Action Plan that relate to Te Reo Māori are:

- *Mana o Te Reo Māori* – Te Reo Māori is highly valued by Māori and Waka Kotahi. We will actively promote Te Reo Māori within our organisation and in the work we do.
- *Recognition of Cultural Values* – We will recognise and provide for Māori perspectives, tikanga (customs) Te Reo Māori and kawa (protocols) in the work we do.
- *Cultural Expression* – Value and promote Te Reo Māori and tikanga Māori in the work we do.
- *Te Reo Māori Policy* – Establish a Te Reo Māori Policy for the organisation and a bilingual signage policy for road signs.

Te Reo Rangatira – Our Te Reo Māori Policy

In late 2019 we created our Te Reo Māori Policy called Te Reo Rangatira. The purpose of this policy is to support and guide the aspirations and actions of Waka Kotahi to promote the use of Te Reo Māori in the workplace and in work we do across the country. The Policy was developed to support Waka Kotahi commitment to the revitalisation of Te Reo Māori and its obligations under Te Ture mō Te Reo Māori 2016 (Māori Language Act 2016). The Act created a partnership for the revitalisation of Te Reo Māori between the Crown and Iwi/ Māori.

Maihi Karauna is the Crown's strategy for Māori language revitalisation for 2018–2023. Maihi Karauna outlines what the Crown will do to support a strong, healthy and thriving Māori language in New Zealand. The Crown's vision for Te Reo Māori in the future is Kia māhorahora te reo – everywhere, everyway, for everyone, every day. Our Te Reo Māori Policy is our contribution to Maihi Karauna.

The objectives of the Te Reo Māori Policy are:

- *Te Reo Kitea* – Māori language that is visible. Waka Kotahi will look throughout the organisation for opportunities to recognise and promote Te Reo Māori in its everyday business.
- *He Tari Whakamanawa* – empowered and inspired organisation. Waka Kotahi commits to develop its staff and raise the organisation's capability to support Te Reo Māori internally and externally.
- *Te Reo Rongohia* – Māori language is heard and spoken. Waka Kotahi commits to increase the speaking and proper pronunciation of Te Reo Māori.
- *Ngā Tikanga* – conventions. Waka Kotahi will use official conventions in communications and publications when using Te Reo Māori.

1. <https://www.nzta.govt.nz/assets/About-us/docs/te-ara-kotahi-our-maori-strategy-august-2020.pdf>

Specific actions under the policy that relate to Te Reo Māori on road signage include developing a bilingual signage policy for road signs and look for ways to include Te Reo Māori on road signage.

Current Issues

The current regulations permit guide signs, tourist signs and general interest signs to have bilingual destinations if approved by the New Zealand Geographic Board. The issues in question raised in Rotorua specifically relate to the signs identified needing to serve as an effective and legally enforceable speed limit sign. The layout and content of traffic signs (traffic control devices) in New Zealand is governed by legislation (Traffic Control Devices Rule) and is further described in the traffic control devices manual (TCD Manual). What is permitted on road signs is quite limited in terms of wording and symbols.

Speed limit signs have both a safety and regulatory function and it is important that the format of any signs does not compromise or invalidate these functions.

We have worked with Rotorua Lakes District Council to implement a “paired” approach to speed limit threshold signs, with the Te Reo Maori version of the speed threshold sign installed on one side of the road and the legally complying English version on the other side. This format and bilingual message has also been adopted in other locations.

Waka Kotahi recognises the interest in supporting and valuing Te Reo Maori as an official language of New Zealand and we are keen to consider how we represent Te Reo Maori in the work we do. It is clear we need to do more in this area.

Next Steps

Waka Kotahi is exploring how to build its capability and the evidence base for introducing bilingual transport signage. In the short term this will be achieved by researching:

1. What are the preferences and aspirations of Māori for the language on road signage?
2. What are the likely impacts of bilingual signage on road safety?
3. What can we learn from international experiences with introducing bilingual signage?
4. What words and phrases could be used and, how might national consistency fit with appropriate local expression?
5. What are the best mechanisms for using and representing Te Reo Maori on road side infrastructure and in road safety messaging?

Conversations have begun and we aim to have external researchers appointed before the end of the year. We will then work with the Ministry of Transport, Te Taura Whiri (the Māori Language Commission) and the wider sector to develop and deliver a sector wide outcome. This may require an amendment to the current Traffic Control Devices Rule.

MIHI / Welcome

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

Kumea te taura kia rena ai tātou o Waka Kotahi.

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

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

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

INTRODUCTION

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

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

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

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

TE WHAKAKITENGA - VISION

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

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

NGĀ UARA - VALUES

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

MĀTĀPONO - PRINCIPLES

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

NGĀ WHAINGA - OBJECTIVES

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

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

LEGISLATIVE CONTEXT

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

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

LAND TRANSPORT MANAGEMENT ACT

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

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

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

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

18H Māori contribution to decision making;

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

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

RESOURCE MANAGEMENT ACT 1991 (RMA)

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

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

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

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

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

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

Te Whakakitenga / Vision

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

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



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



PRIORITIES

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

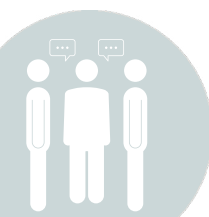


We are respected by Māori and value Te Ao Māori views in the work we do to enhance the delivery of the land transport system.



PRIORITIES

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



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



PRIORITIES

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



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



PRIORITIES

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



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



PRIORITIES

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

Te Tūāpapa / Foundation

Te Tiriti o Waitangi

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



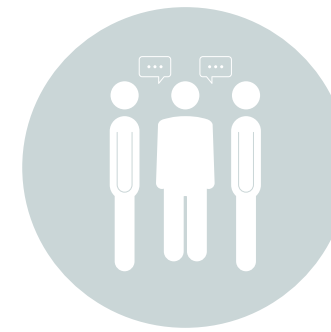
PARTNERSHIP

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



LEADERSHIP & CULTURE

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



ENGAGEMENT

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



EMPOWERED ORGANISATION

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



STRONG & VIBRANT MĀORI COMMUNITIES

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

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

TE REO RANGATIRA

OUR TE REO MĀORI POLICY

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

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

He mihi tenei ki ngā maunga
whakahī ki ngā puke korero ki
ngā awa tere taniwha.
Nōku te waimarie, te hōnore kia
tukuna atu tēnei kaupapa here
ki a koutou katoa.

To the great mountains of Aotearoa
the multitudes of pa and
the sacred rivers, we greet them all
It is our pleasure and honour to share
this policy with you all.

Ko tēnei tuhinga tō mātou
manawanuitanga kia mahi
ngātahi tātou kia tutuki i ngā
whāinga, ngā wawata ki te
whakamana Te Reo Māori i
roto Te Waka Kotahi.

This policy is our commitment to
working collaboratively together
to achieve our goals and aspirations
to uplift the Māori language in the
work of Waka Kotahi
NZ Transport Agency.

Kupu Arataki / Introduction

Te Reo Māori is the first language of Aotearoa.

Waka Kotahi acknowledges the importance of Te Reo Māori as a unique indigenous living New Zealand language that should be promoted as part of our national heritage and identity.

Te Reo Rangatira - Our Te Reo Māori Policy has been developed to support Waka Kotahi commitment to the revitalisation of Te Reo Māori and its obligations under Te Ture mō Te Reo Māori 2016 (Māori Language Act 2016).

Te Ture mō Te Reo Māori 2016 created a partnership for the revitalisation of Te Reo Māori between the Crown and Iwi/Māori. The act acknowledges that Iwi/Māori are the kaitiaki of Te Reo Māori and recognises that the Crown can advance the revitalisation of the Māori language by promoting strategic objectives in wider New Zealand society.

Maihi Karauna is the Crown's strategy for Māori language revitalisation for 2018–2023. Maihi Karauna outlines what the Crown will do to support a strong, healthy and thriving Māori language in New Zealand. The Crown's vision for Te Reo Māori in the future is **Kia māhorahora te reo** – everywhere, everyway, for everyone, every day.

Our Te Reo Māori Policy is Waka Kotahi contribution to Maihi Karauna.

Te Ara Kotahi is our Māori strategy. Te Ara Kotahi provides strategic direction to Waka Kotahi on how we work with and respond to Māori as the Crown's Treaty partner and what this means for how we do business. Key priorities under Te Ara Kotahi that connect to our Te Reo Māori Policy are:

- » **Cultural Expression** – value and promote Te Reo Māori and tikanga Māori in the work we do
- » **Waka Kotahi Capacity and Capability** – build the capacity and capability of the Transport Agency to work confidently with Māori
- » **Cultural Competence and Recognition** – value and recognise staff cultural competence
- » **Te Reo Māori Policy** – create and implement a Te Reo Māori Policy for Waka Kotahi.

Te Koronga / Purpose

The purpose of this policy is to support and guide the aspirations and actions of Waka Kotahi to promote the use of Te Reo Māori in the workplace and in work we do across the country.

Ngā Matapono / Principles

The principles that underpin Te Reo Rangatira - Our Te Reo Māori Policy are:

1. Te Reo Māori is a taonga (treasure) that is protected under the Treaty of Waitangi and is at the heart of Aotearoa (New Zealand) identity.
2. Dialect and tribal identity are important elements of Te Reo Māori.
3. Waka Kotahi is committed to support the promotion of Te Reo Māori.
4. As an official language of New Zealand, Waka Kotahi seeks to promote the use of Te Reo Māori in its everyday business.

Ngā Whāinga / Objectives

Te Reo Kitea – Māori language that is visible

Waka Kotahi will look throughout the organisation for opportunities to recognise and promote Te Reo Māori in its everyday business.

He Tari Whakamanawa – empowered and inspired organisation

Waka Kotahi commits to develop its staff and raise the organisation's capability to support Te Reo Māori internally and externally.

Te Reo Rongohia – Māori language is heard and spoken

Waka Kotahi commits to increase the speaking and proper pronunciation of Te Reo Māori.

Ngā Tikanga – conventions

Waka Kotahi will use these conventions in all official communications and publications when using Te Reo Māori:

The conventions that underpin Te Reo Rangatira - Our Te Reo Māori Policy are:

1. Refer to the *Guidelines for Māori orthography* by Te Taura Whiri i te reo Māori (the Māori Language Commission) when applying Māori language in its written form. Tangata whenua will determine for themselves the spelling that will/may differ to reflect their identity, dialect and narratives.
2. Written reference to tangata whenua ancestral names will only be used with express permission of the tangata whenua.
3. Tangata whenua will direct Waka Kotahi on the correct usage of the macron in their rohe.
4. Tangata whenua interpretations of their stories and the relationship to their rohe shall remain the intellectual property of tangata whenua.

Ngā Mahi / Programme

The following table outlines a list of activities that will be undertaken between 2019 and 2023 to fulfil the objectives of Te Reo Rangatira / Our Te Reo Māori Policy.

NGĀ WHĀINGA / OBJECTIVES	WHAKAMARAMA / EXPLANATION	NGĀ HUA / ACTIVITIES
Te Reo Kitea The Māori language is visible	Waka Kotahi will look for opportunities to recognise and promote Te Reo Māori in the work we do.	<ul style="list-style-type: none"> Develop a bilingual signage policy to provide for bilingual signage in the workplace. Provide for cultural symbolism for Waka Kotahi offices. Incorporate Te Reo Māori into both internal and external channels and publications. Develop a bilingual signage policy for road signs. Develop a bridge and infrastructure naming policy.
He Tari Whakamanawa Empowered and inspired organisation	Waka Kotahi commits to develop its staff and uplift the organisation's capability to support Te Reo Māori internally and externally.	<ul style="list-style-type: none"> Review position descriptions of senior leaders and include clear cultural competency expectations. Ensure the Waka Kotahi culture programme explores the use of Māori values and views to enrich the culture programme. Actively support whānau/wāhanga groups within Waka Kotahi offices. Create opportunities for staff to link their cultural competency aspirations to their PDPs. Develop a needs analysis for all learning, development and organisational-wide strategies including: <ul style="list-style-type: none"> Waka Kotahi culture programme/strategy Core capability offerings Other specialist training Leadership development framework Develop and implement learning programme based on the learning needs analysis for staff. Explore opportunities that might be a part of the Emerging Professionals Programme (EPP). Make available tools that support staff to improve their Te Reo Māori and pronunciation. Develop and implement clear expectations of Senior Leaders in their job descriptions and Performance and Development Plans (PDPs). Create a plain language toolkit. Develop a Māori Cultural Competency Framework and Learning Programme. Develop a monitoring and evaluation methodology for the Māori Cultural Competency Framework and Learning Programme. Provide staff with Te Reo Māori learning opportunities. Provide ways for Waka Kotahi to value and recognise staff cultural competence.
Te Reo Rongohia The Māori language is heard and spoken	Waka Kotahi commits to increase the speaking and proper pronunciation of the Māori language.	<ul style="list-style-type: none"> Media releases include Te Reo Māori. Provide a resource and opportunity for call centre operations to use of Te Reo Māori. Te Reo Māori is integrated into Waka Kotahi events. Incorporate Te Reo Māori into both internal and external channels and publications. Celebrate cultural events such as Wiki o Te Reo Māori and Matariki.

WAKA KOTAHİ NZ TRANSPORT AGENCY LANGUAGE PLAN FOR 2019/20

NGĀ WHĀINGA / OBJECTIVES	MAHI / ACTIONS	ACHIEVED BY	RESPONSIBILITY	INDICATOR	MEASURE
Te Reo Kitea The Māori language is visible	<ul style="list-style-type: none"> Create a Māori portal page on the internal website (OnRamp) and external website. Investigate the use of a hover bilingual mechanism for the internal (OnRamp) and external websites. Strategically add Te Reo Māori to organisational communications both internally and externally. Inform stakeholders that the organisation is involved in Te Reo Māori efforts. Provide for bilingual signage and symbolism in the workplace. Create a guide for using Māori greetings in correspondence. Look for ways to include Te Reo Māori on road signage. 	End of 2020	<ul style="list-style-type: none"> Snr Manager Channels Snr Manager Communications GM Corporate Services Snr Manager Māori GM Safety, Health and Environment 	<ul style="list-style-type: none"> Web pages created. Investigation of hover bilingual mechanism completed. Te Reo Māori included in organisational communications (internal/external). Publish organisational resources and events. Work has begun to provide for bilingual signage and cultural symbolism in the workplace. Guide created and in use. Te Reo Māori readily used on road signs. 	Completed (Y/N)
He Tari Whakamanawa Empowered and inspired organisation	<ul style="list-style-type: none"> Establish a Māori capability framework for all staff. Establish a learning programme for Te Reo Māori, Tikanga and Te Tiriti o Waitangi. Weave Te Ara Kotahi through the work of learning and development and organisational development. Include cultural elements into new staff inductions. Create a resource to assist staff to create their own mihi pepeha. 	End of 2020	<ul style="list-style-type: none"> GM People Snr Manager Māori 	<ul style="list-style-type: none"> Māori Capability Framework. Learning programme for Te Reo Māori, Tikanga and Te Tiriti o Waitangi. Learning and development and organisational development. Staff inductions include mihi and cultural elements. Guide created and in use. 	Completed (Y/N)
Te Reo Rongohia The Māori language is heard and spoken	<ul style="list-style-type: none"> Support Matariki and Te Wiki o Te Reo Māori events. Support the Waka Kotahi Waiata Group to participate in the annual Te Konohete – Public Service Kapa Haka event. Include cultural elements into iLead, Waka Kotahi senior leaders forum. Include cultural elements into staff inductions. 	End of 2020	<ul style="list-style-type: none"> GM People Snr Manager Māori 	<ul style="list-style-type: none"> Resources and communications provided to support events. Participate at Te Konohete. Mihi and cultural elements included in iLead. Mihi and cultural elements included in staff inductions. 	Completed (Y/N)

Kupu Whakamutunga/ Appendix

Waka Kotahi staff feedback from workshops in 2018 to develop Te Reo Rangatira / Our Te Reo Māori Policy.

Aotearoa / National Reference Group

1. Internal confidence should be a priority.
2. Could be some lunch time Te Reo sessions especially around pronunciation.
3. Start to make it normal in our business like opening with a mihi or a karakia.
4. Mihi would be good to learn, a short one especially those at the coal face or dealing with Māori regularly.
5. Access to macrons on computers especially for written publications.
6. How do we contribute to the revitalisation of Te Reo.
7. Learn from our successes we won an award for our bilingual signage in Ōtaki.
8. Might have to look at a gradual approach to signage.
9. Call centre to greet people in Māori as well.
10. Hearing Te Reo more would encourage others to speak Te Reo.
11. Creating a comfortable environment to encourage Te Reo.

Tāmaki Makaurau me Te Taitokerau / Auckland and Northland Regional Hui

1. Promoting Te Reo by dual naming of structures - like in Tainui (Waikato Expressway) and Puhoi.
2. Doing more than just Māori language week.
3. Translations and bilingual signage.
4. Hearing it more often such as at opening and closings of meeting especially from the Senior Managers.
5. Staff training - support and opportunity.
6. Imagery - including it in logo such as Waka Kotahi being part of the signage for work vehicles.
7. Letters being sent can have introduction and signing off in Te Reo / emails as well.
8. Team leaders promote Te Reo Māori.
9. Make widely known National Waka Kotahi waiata.
10. Hearing more Māori language even waiata / Māori songs - little things together create big ripples.
11. Bilingual signage.
12. More Māori artworks or photos which will start a conversation. This will have to include Māori Language.
13. Apps or utilisation of technology for promotion of Te Reo.

Kirikiroa / Hamilton Regional Hui

1. Promoting Te Reo in the work we do.
2. Translation services.
3. Opportunities for learning.
4. Marae visits.
5. Bilingual signage.
6. Opportunities to collaborate with other government agencies on Te Reo matters.
7. Guest speakers from Iwi on generic matters.

Te Papaioea / Palmerston North Regional Hui

1. Internal communications could include Te Reo.
2. Signatures, greetings in email could include Te Reo.
3. Provide opportunities to learn Te Reo and promote it within Waka Kotahi.
4. Bilingual signage and enable the opportunity to converse.
5. Publicity/communications staff should have Te Reo capacity.
6. Provide for the driver licence theory test to be in Te Reo.
7. Using technology to promote Te Reo.
8. Training programmes for Te Reo.
9. Videos promoting Te Reo.
10. Call centre greetings in Te Reo.
11. Pronunciation - build it and it will grow.
12. Mindful of the older generation who are a slower to pick up new things.

Ahurei / Napier Regional Hui

1. Training in Te Reo and Māori customs.
2. Supporting bilingual signage on road signs.
3. Work with the local councils to promote Te Reo on our road signs.
4. Give staff confidence and competence to speak and pronounce Te Reo.

Te Upoko o te Ika a Maui / Wellington Regional Hui

1. What are our responsibilities under Te Kahikatea.
2. Incorporate in training sessions / include Te Reo.
3. Te Reo programmes.
4. Important events to be used as an opportunity to promote Te Reo.
5. Emails and voice mail to include Te Reo.
6. Competitions in Te Reo and events that generate energy around Te Reo.
7. Incorporate Te Reo in current training systems.
8. Ice breakers involve Te Reo.
9. Shared resources to promote Te Reo.
10. Use of Technology to hear and speak Te Reo.
11. Living professional leadership examples of Te Reo usage.
12. One stop shop/web portal for the agency to promote Te Reo.
13. Incorporate in TOCs.
14. Encourage our providers, suppliers and contractors to use and promote Te Reo.
15. Māori Imagery and text seen more.
16. Te Reo needs to be linked to other strategies and include in our business plan.
17. Te Rito – utilising the current tools we have.
18. Core capabilities for Personal Development Plans to include learning Te Reo.
19. Support for Waiata and Whanau Groups.

Ōtautahi / Christchurch Regional Hui

1. Road code in Te Reo Māori.
2. Commit financially to learning Te Reo by providing resources and classes.
3. App that could support staff in pronunciation.
4. Agency wide waiata.
5. Call centre greetings and bilingual signage.
6. Cultural competency linked to Personal Development Plans.
7. Change perception of the Māori language to something that is positive.
8. Challenge staff to use Te Reo.

Ōtepoti / Dunedin Regional Hui

1. Pronunciation of place names is important.
2. Include the Māori language and history in our project names.
3. Technology – use technology to support learning Te Reo.
4. Being mindful that many New Zealanders do not understand Māori, so we can share and help them learn through the work we do without being too confusing for them.
5. Apps, place names, seeing Māori and speaking Māori.
6. Not only pronunciation but understanding what the word means, there is a rich history and story in place names. How can we make showcase this?