



Ka Tupu, Ka Wana

Achieving Māori Outcomes Plan

FY24-27

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 mana whenua 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 mataawaka.

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 mana whenua 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.

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 pleasant greeting to you all.

You are the custodians of the life of the land and the environment. You are also the carers of many.

It is with commitment and intention that we provide this document to you all.

Contained within this plan are the responsibilities and commitments of Auckland Transport to continue to develop and improve the aspirations of mana whenua and all Māori.

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



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Te Tumu Whakarae
Chief Executive

**Dean
Kimpton**

Tēnā koutou katoa,

Auckland Transport (AT) is responsible for the region's transport services, from roads and footpaths, to cycling, parking and public transport.

But this is only part of our story.

Ka tiaki mātou i te hunga katoa ka eke waka i Tāmaki Makaurau.

Our purpose is to care for, enable and protect all who use transport in Tāmaki Makaurau.

AT impacts the lives of almost 1.7 million residents and visitors every day.

We aspire to a future where all Aucklanders, and all who are visiting or doing business here, are truly thriving.

We know that transport can help to create a connected, unified Tāmaki Makaurau – Tāmaki herenga waka, Tāmaki herenga tāngata.

To shape our city's success, we must first understand the needs and aspirations of the people and communities we serve.

Around a quarter of all Māori in Aotearoa live here in Tāmaki Makaurau.

Māori make up about 13.7 percent of our region's population, but they are more than a community for us to consider. Māori are our Tiriti o Waitangi partner.

As a Council-controlled Organisation (CCO), AT is committed to working in partnership and good faith with Māori. We have a duty to actively protect and lift the wellbeing of Māori across our region.

Te ao Māori (the Māori worldview) takes a holistic approach and emphasises the connectedness of all things – of people and the natural environment.

Ka Tupu, Ka Wana: Achieving Māori Outcomes Plan is our way of showing our connection with Māori. It is our new strategic document that guides how AT will deliver on our commitment to Māori over the next three years and beyond.

Ka Tupu, Ka Wana refers to seedlings that sprout and grow. It predicts that with the growth of positive outcomes for Māori, will come excitement, energy and exhilaration for all of Tāmaki Makaurau.

This is our intention for our mahi ahead.

Ngā mihi nui.



Ka Tupu, Ka Wana Māori

Kaupapa – the ‘why’

Auckland Transport (AT) is committed to supporting Māori wellbeing outcomes, expectations and aspirations.

We do this by partnering with the 19 mana whenua of Tāmaki Makaurau to deliver effective transport policy and positive outcomes for Māori.

Mana whenua are iwi and hapū that exercise historical and continuing authority over areas of Tāmaki Makaurau. They are our Tiriti partners, and their representation in decision-making is critical to our success.

AT also actively engages with mataawaka (Māori living in Tāmaki Makaurau who do not affiliate to mana whenua) to ensure Māori voices are represented during community engagement.

Our partnership with Māori aims to:

- Establish, maintain and improve opportunities for Māori to contribute to our decision-making processes
- Recognise and provide for the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga
- Consider the principles of Te Tiriti o Waitangi.

Ka Tupu, Ka Wana – the ‘how’

The name ‘Ka Tupu, Ka Wana’ refers to seedlings that sprout and grow. It represents our prediction and intention that with the growth of Māori outcomes, excitement, energy, and exhilaration will ensue.

This builds on ‘Hütia Kia Wana Māori’ – the name given to our Māori Employment Strategy – which signifies the booming call that leads to Māori excitement, energy, and exhilaration.

Auckland Transport has officially adopted Ka Tupu, Ka Wana: Achieving Māori Outcomes Plan as our new strategic document describing our commitment to Māori in Tāmaki Makaurau.

This plan sets our focus for the years ahead and ensures our future actions align with Auckland Council Group’s Kia Ora Tāmaki Makaurau objectives and performance measures.

We are excited to move forward with a renewed sense of purpose and clarity. Our dedicated Māori Outcomes team will lead the implementation of

Ka Tupu, Ka Wana and it will be reviewed and refreshed every three years. We will continue to work closely with Auckland Council Group and Houkura - Independent Māori Statutory Board to ensure transparency and accountability in meeting this plan’s objectives.

Background

Auckland Council (AC) sets the strategic direction and expectations for Auckland Council Group – including AT and all other Council-controlled Organisations (CCOs) – to ensure we take a consistent and unified approach.

In 2013, AC launched its Māori Responsiveness Framework: Whiria Te Muka Tangata. This provided a guide for our processes, systems and policies to give effect to the commitments to Māori outlined in the Auckland Plan.

The policy document focused on strengthening Auckland Council Group’s capacity to engage with Māori entities, to serve the needs of Māori communities.

Aligned with this, Auckland Transport issued our own Māori Responsiveness Plan (MRP) in 2017. This implemented the objectives of:

- **AC’s Auckland Plan 2050**
This is the long-term spatial plan for Tāmaki Makaurau. It features six key areas of focus, each with a desired outcome for Auckland’s future, including Outcome: Māori identity and wellbeing.
- **AT’s Statement of Intent (SOI) 2016/17 - 2018/19**
Our SOI includes our intended contribution to achieving Outcome: Māori identity and wellbeing in the Auckland Plan.

In 2021, Auckland Council Group adopted a new Māori Outcomes Framework: Kia Ora Tāmaki Makaurau.

Kia Ora Tāmaki Makaurau represents an exciting shift in our collective focus – moving from responsiveness to Māori, to a more proactive, outcomes-based approach.

The Framework provides practical guidance to improve Māori outcomes. It identifies focus areas where we can best influence and support, and details specific measures to ensure consistent delivery.

This document, Ka Tupu, Ka Wana: Achieving Māori Outcomes, is Auckland Transport’s own action plan to align with Kia Ora Tāmaki Makaurau.

It is AT’s evolution of our previous MRP. It builds on what we have accomplished so far, and brings a refreshed sense of purpose and clarity on how we can deliver on our commitment to Māori.





Ngā Angitu: recent success



Auckland Transport's previous Māori Responsiveness Plan (MRP) provided our team with defined actions to:

- Empower our people with the resources and confidence to respond more effectively to Māori
- Ensure effective Māori participation in democracy
- Contribute to strong Māori communities and better outcomes for Māori.

We are proud of our progress in achieving outcomes for and with Māori. Nā reira, here are some **highlights from FY23/24:**

**Mana whenua
engagement**

25

Mana whenua forums
(north/west, central and southern)

Mana whenua engaged on

57

projects





Ngā Kete Kīwai learning and development programme

- Workshop attendees:
 - Hononga ā-tinana ā-wairua - Māori Engagement 93
 - Te Reo Māori & Tikanga - Māori Language & Customs 90
 - Te Tiriti o Waitangi ki Tāmaki Makaurau - The Treaty of Waitangi in Auckland 75
 - Tuia ka Mana Māori - Māori Responsiveness 71

Marae safety programme

- **Te Kia Ora Marae** - carpark commenced and due to be completed in 2024

Te reo Māori across public transport network

- **Kia Kaha te reo Māori** - we are committed to installing bilingual wayfinding for new infrastructure projects:
 - Bilingual announcements on **1,400 buses**
 - Bilingual signage and announcements on **trains, infrastructure, cycleways, footpaths**
 - We're developing a **multi-year work programme** for dual wayfinding signage



**Māori business
and employment**

Partnered with

Māori- owned businesses

Procured over

\$38.98m

worth of services and activities from Māori-owned
businesses

Total procurement with Māori-owned businesses:

2.32%

of AT's total influenceable spend



Key celebration: Te Matatini 2023

AT was proud to support Te Matatini Herenga Waka Herenga Tāngata National Kapa Haka Festival 2023.



**AT provided
Te Matatini
Herenga Waka
Herenga Tāngata
National Kapa
Haka Festival
2023 with:**

'Waka to the Haka'

Bus wraps

promoting free travel to the event

Free travel

on buses and trains for Te Matatini ticket holders

Kapa Haka

Pedestrian lights

installed at the rainbow crossings on Karangahape Road

Radio adverts

in te reo Māori and English promoting public transport to the event

10K limited edition AT HOP cards

featuring reo Māori text and performers from Ngā Tūmanako

An AT-run stall

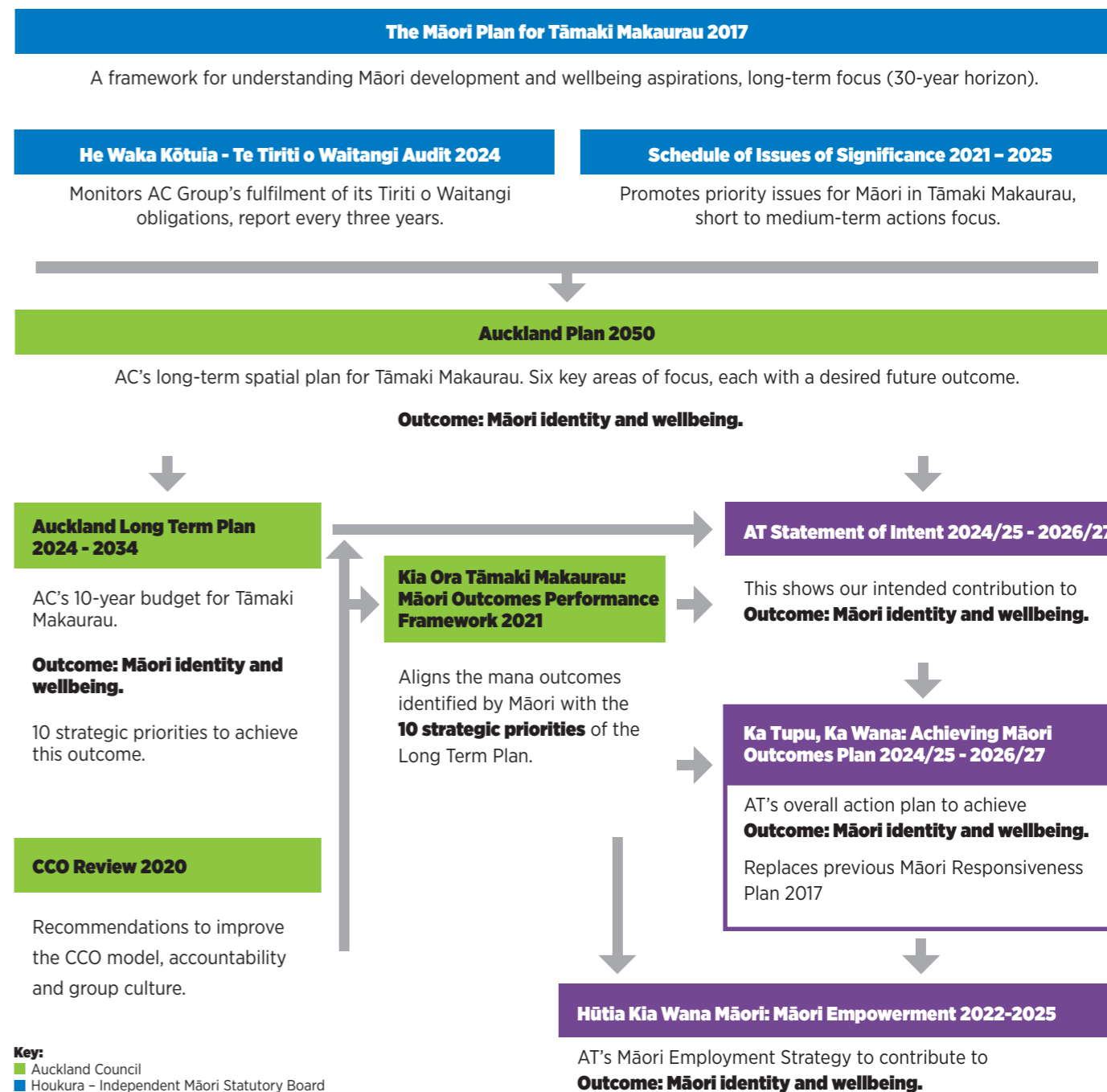
at the event selling AT HOP cards, promoting public transport, and delivering road safety messaging



Tūhononga – connection with existing plans

Ka Tupu, Ka Wana aligns with Auckland Council (AC) and Houkura - Independent Māori Statutory Board (Houkura) strategies and objectives. It supports AT's own Statement of Intent,

along with Hūtia Kia Wana Māori - our Māori Employment Strategy, and reflects the approach and performance framework of Kia Ora Tāmaki Makaurau.



Te Huarahi Whai Rautaki: our strategic direction

Auckland Plan: Māori identity and wellbeing

The **Auckland Plan 2050** is Auckland Council's long-term plan to ensure Tāmaki Makaurau develops to meet likely future opportunities and challenges. AT supports the **six outcomes** outlined in the plan:

1. Belonging and participation
- 2. Māori identity and wellbeing**
3. Homes and places
4. Transport and access
5. Environment and cultural heritage
6. Opportunity and prosperity

This document, Ka Tupu, Ka Wana focuses on the outcome of Māori identity and wellbeing.

Kia Ora Tāmaki Makaurau: Māori Outcomes Framework

To contribute to Māori identity and wellbeing, AT is guided by Kia Ora Tāmaki Makaurau – Auckland Council Group's Māori Outcomes Performance Measurement Framework.

The Framework **aligns Māori mana outcomes** with the **10 strategic priorities** in Auckland Council's Long Term Plan.

It outlines practical actions to deliver on Māori outcomes, by identifying focus areas where we can best influence and direct resources for consistent delivery.

This outcomes-based approach shifts our collective focus from internal responsiveness to proactively achieving priority outcomes with and for Māori.

The Kia Ora Tāmaki Makaurau Framework is based on four key principles:

Principle 1: Ora I Te Tuatahi

The connection of all things in Tāmaki Makaurau.

Principle 2: Mana Māori Motuhake

Māori identity and Māori wellbeing.

Principle 3: Me Mahi Tahi Tātou

We work together towards wellbeing outcomes.

Principle 4: Kia Ora Tāmaki Makaurau

Wellbeing for Māori is wellbeing for all Tāmaki Makaurau.

Houkura - Independent Māori Statutory Board

Houkura - Independent Māori Statutory Board (Houkura) provides crucial information and guidance to ensure our mahi is directed towards delivering successful Māori outcomes.

Houkura has a statutory responsibility to promote issues of significance to Māori in Tāmaki Makaurau and to monitor Auckland Council against its Treaty of Waitangi obligations.

He Waka Kōtuia – Treaty of Waitangi Audit

Every three years, Houkura - Independent Māori Statutory Board issues its Treaty of Waitangi Audit report. This assesses the success of Auckland Council Group's policies, processes and actions in meeting our Tiriti o Waitangi obligations and delivering true and authentic partnership with Māori in Tāmaki Makaurau.

These reports provide recommendations for the Council Group to implement. The first audit, in 2012, set a comprehensive baseline, which has been built on over time.

The most recent He Waka Kōtuia – Te Tiriti o Waitangi Audit 2024 uses a principles and outcomes-based approach to determine areas for improvement.

It shows where we are performing well and highlights where we still have work to do to meet the changing needs and priorities of Māori.

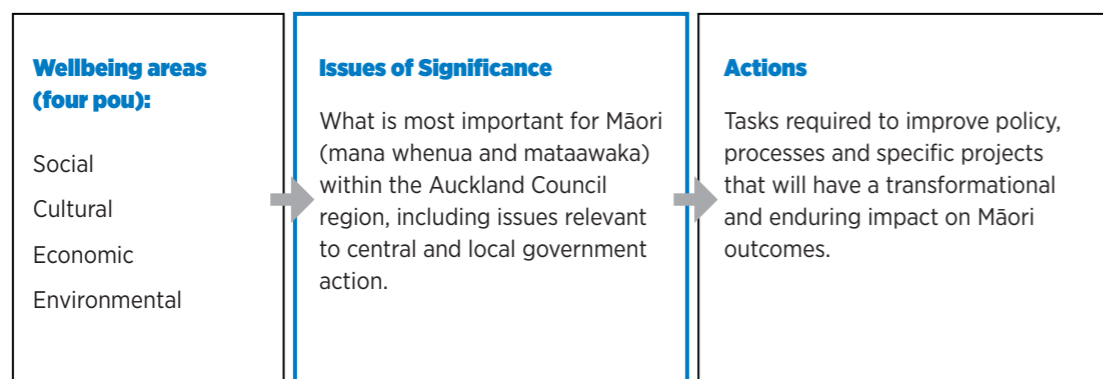
Schedule of Issues of Significance (IoS)

This document highlights the key issues and opportunities to be considered in Auckland Council Group’s planning and resourcing.

It is centred around Māori core values and how they are realised through social, cultural, economic and environmental wellbeing. Each issue of significance relates to a core value, with actions that Auckland Council Group should take to address these issues.

Māori values:

- **Whanaungatanga**
Develop Vibrant Communities - “A city and region that caters for diverse Māori lifestyles and experiences”
- **Rangatiratanga**
Enhance Leadership and Participation - “People engaged in their communities”
- **Manaakitanga**
Improve Quality of Life - “Satisfaction with our environments and standard of living”
- **Wairuatanga**
Promote Distinctive Identity - “Recognised sense of identity, uniqueness and belonging”
- **Kaitiakitanga**
Ensure Sustainable Futures - “Intergenerational Reciprocity”



Monitoring

Houkura regularly monitors and reports on the actions. It holds Auckland Council and its CCOs accountable for their responsiveness to Māori issues and enhancing Māori wellbeing.

The current IoS is dated 2021-2025. The Houkura board reviews and updates the IoS to ensure it continues to provide strong direction to Auckland Council Group in the short to medium-term.

Auckland Transport key documents

Statement of Intent 2024/25 - 2026/27

Māori Outcomes

Auckland Transport’s Statement of Intent (SOI) reinforces our commitment to engage meaningfully and regularly with mana whenua and mataawaka.

In accordance with Kia Ora Tāmaki Makaurau - Māori Outcomes Performance Measurement Framework, AT will:

- Support Māori businesses and the Māori economy
- Improve safety and access near marae and papakāinga
- Enable mana whenua and mataawaka participation in decision-making
- Increase and maintain the visibility of te reo Māori
- Reflect and promote Māori culture, values and identity
- Reduce the rate of Māori deaths and serious injuries on our roads
- Improve the representation and wellbeing of kaimahi and rangatahi Māori
- Empower kaimahi to incorporate te reo Māori me ōna tikanga in their mahi.

Mahere Pakihi Business Plan 2023/24

One of Auckland Transport’s business objectives is to support Māori wellbeing, outcomes and expectations. Our Business Plan outlines what, and how, we will achieve in this area.

Key results

- Percentage of people in permanent roles who identify as Māori: **increase from 3.72% towards 6%**
- Percentage procurement spend with Māori-owned businesses: **increase from 0.14% to 2%**
- Frequency and effectiveness of engagements with iwi leadership and Houkura - Independent Māori Statutory Board: **quarterly engagements and develop engagement satisfaction measure.**
- Percentage of public transport announcements, signage, journey planning and wayfinding that is bilingual: **increase to 80%**

Key deliverables

- Implement and track progress of initiatives and programmes in our Achieving Māori Outcomes Plan.
- Deliver Te Ara Haepapa Māori road safety programmes with and for mana whenua and mataawaka.
- Resource and maintain engagement forums with mana whenua at governance and operations levels for engagement on projects, programmes, strategies and plans.
- Use Te Aranga Māori urban design principles to guide project teams to understand cultural and environmental impacts and incorporate te ao Māori into projects.
- Implement te reo Māori across AT’s network, including signage and announcements on public transport.
- Implement procurement practices to create economic opportunities for Māori.
- Increase representation and equity of rangatahi Māori at AT through our Ngā Kaihoe graduate programme.
- Provide greater opportunities for Māori to achieve at AT by developing a recruitment, development and retention plan with AT’s Mana ka Māori network.

Hūtia Kia Wana Māori: Māori Empowerment 2022-2025

Hūtia Kia Wana Māori aims to anchor Māori throughout Auckland Transport and enhance the wellbeing and development of kaimahi Māori for the future.

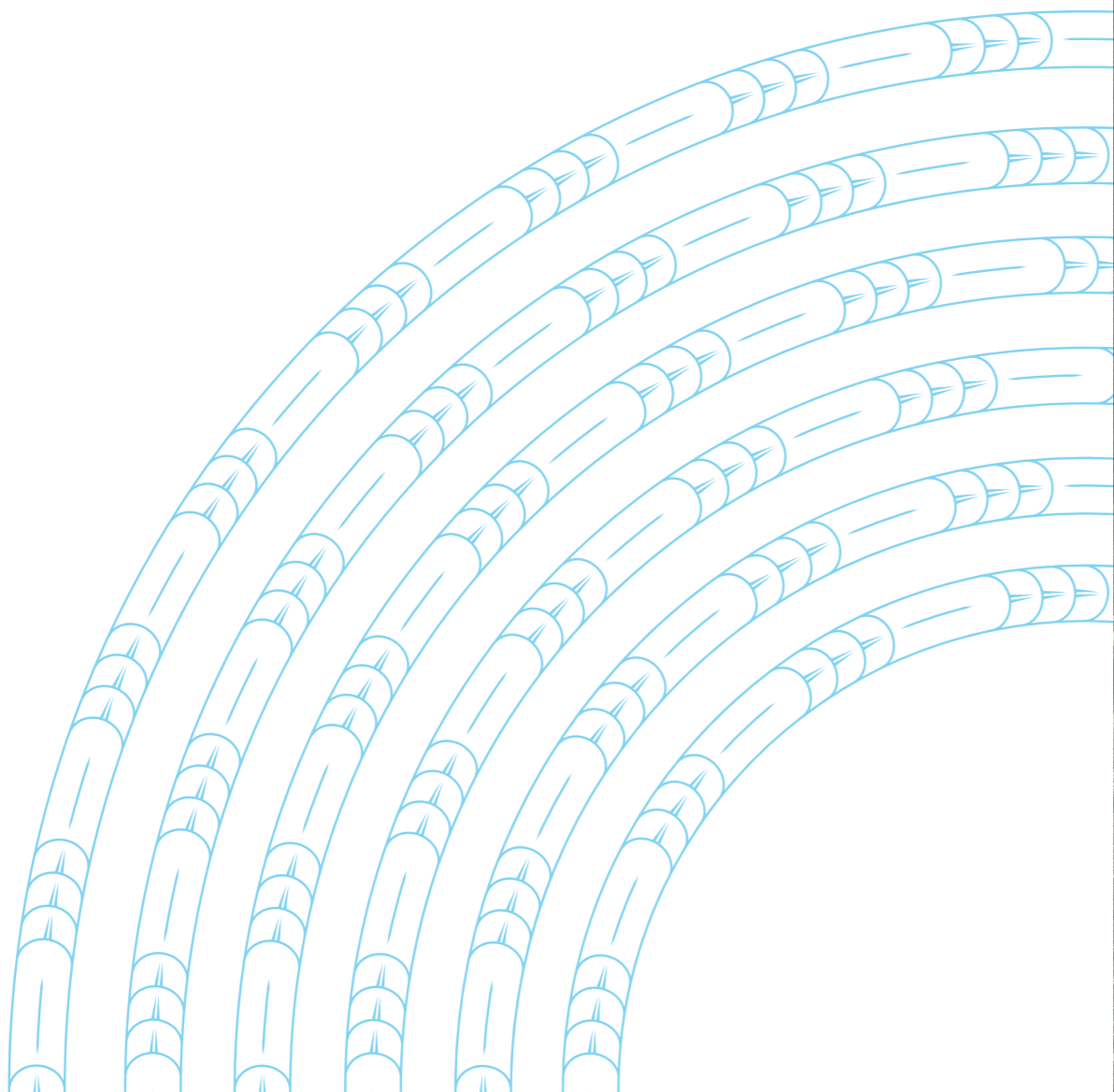
It is AT's plan to increase, retain and develop kaimahi Māori across all our divisions and salary bands. Specifically, the plan focuses on:

- increasing the number of kaimahi Māori and Māori applicants
- improving our reputation as an employer among Māori communities
- supporting kaimahi Māori throughout their career development, and
- creating a culture where Māori feel valued as Māori.

Our priorities are:

- **Te Manaia**
Our Māori Outcomes Team is the kaiurungi of kaupapa Māori at AT
- **Te Taura Here**
Anchor Māori throughout AT
- **Ngā Takarangi**
Exemplify our values of Manaakitanga, Tiakitanga, Whanaungatanga and Auahatanga
- **Te Uho mō Te Puhi Kai Ariki**
Support and develop Māori throughout their journey at AT
- **Ko Tangaroa**
Create a culture where Māori feel valued as Māori.

Hūtia Kia Wana Māori will be reviewed and updated as part of Ka Tupu, Ka Wana: Achieving Māori Outcomes.



Strategic alignment

Auckland Transport's Māori Outcomes mahi is strategically aligned across:

- **Kia Ora Tāmaki Makaurau: Māori Outcomes Performance Measurement Framework (KOTM)**
- **Houkura - Independent Māori Statutory Board's Schedule of Issues of Significance (IoS)**
- **Our own Statement of Intent (SOI) and Business Plan (BP)**

The measures below reflect Kia Ora Tāmaki Makaurau: Māori Outcomes Performance Measurement Framework.

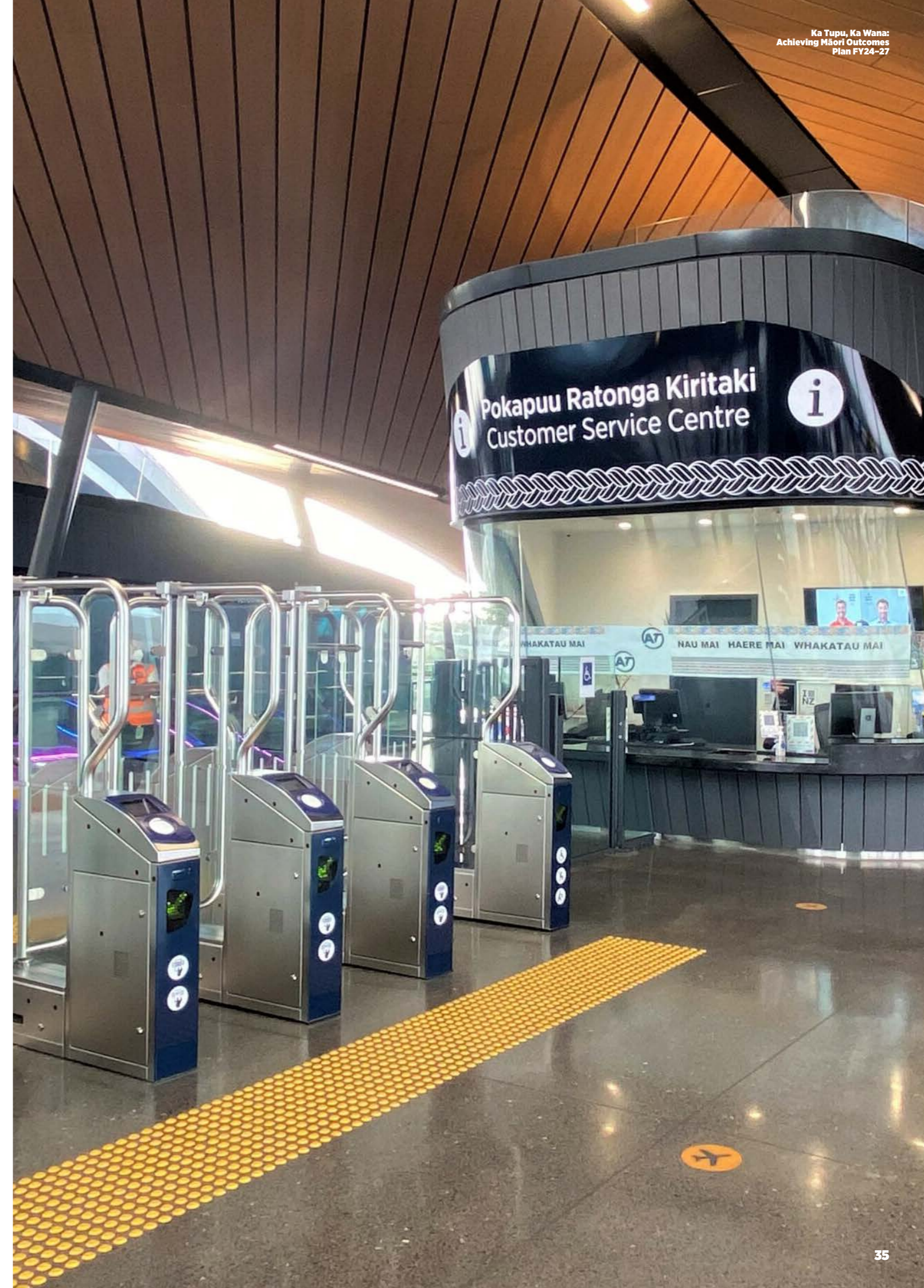
KOTM: Priorities Mana Outcomes	Kia Ora te Kainga Papakāinga & Māori Housing	Kia Ora te Umanga Māori Business, Tourism & Employment
Led by	Regulatory Services	Tātaki Auckland Unlimited
AT strategic alignment	See below under Kia Ora te Marae	SOI BP
Other strategic alignment	See below under Kia Ora te Marae	IoS: - Rangatiratanga - Wairuatanga
AT deliverables (actions)	See below under Kia Ora te Marae	Continue supporting Māori businesses & Māori economy through AT's sustainable procurement policy.
KOTM: Measures of success	<ul style="list-style-type: none"> • Number of Māori organisations and trusts supported to progress Māori housing and papakāinga development. • Number of consents issued that support Māori housing, papakāinga & marae infrastructure. • Number of cultural values assessment (CVA) requests. 	<ul style="list-style-type: none"> • Percentage procurement with Māori owned businesses increases from 0.14% to 2%. • Number of Māori businesses involved in social procurement opportunities.

KOTM: Priorities Mana Outcomes	Kia Ora te Marae Marae Development	Kia Ora te Reo Te Reo Māori
Led by	Customer & Community Services	Governance
AT strategic alignment	SOI BP	SOI BP
Other strategic alignment	IoS: - Whanaungatanga - Wairuatanga - Kaitiakitanga	IoS: - Manaakitanga - Te Reo Māori
AT deliverables (actions)	Continue to support Māori businesses & the Māori economy.	<p>Identify opportunities to increase visibility of te reo Māori internally and across the AT network.</p> <p>Increase visibility of te reo Māori internally and across the AT network.</p> <p>Maintain existing bilingual network.</p>
KOTM: Measures of success	<ul style="list-style-type: none"> • Number of mana whenua and mataawaka marae that receive support to renew or upgrade marae infrastructure. • Māori Outcomes funded investment in marae. • Number of consents issued that support marae infrastructure. 	<ul style="list-style-type: none"> • 80% bilingual public transport announcements, signage, journey planning & wayfinding. • Number of reo Māori or bilingual signs. • Number of translation requests. • Te reo Māori public announcements e.g., transport routes/stations, public facilities, service centres. • Ratio of reo Māori to English content on Council's internal & external websites.

KOTM: Priorities Mana Outcomes	Kia Ora te Ahurea Māori Identity and Culture	Kia Ora te Whānau Whānau and Tamariki Wellbeing
Led by	Chief Planning Officer	Customer & Community Services
AT strategic alignment	SOI BP	SOI BP
Other strategic alignment	Local Government Act 2002 (LGA) provisions that enable Māori to contribute to decision-making processes. IoS: - Wairuatanga - Kaitiakitanga - Manaakitanga	IoS: - Manaakitanga
AT deliverables (actions)	Reflect and promote Māori culture, values and identity internally and across the AT network.	Support Vision Zero to reduce the numbers of deaths and serious injuries on our roads.
KOTM: Measures of success	<ul style="list-style-type: none"> Number of events and programmes supported by the Council Group that showcase Māori identity & culture in Tāmaki Makarau. Auckland Council Group investment in tohu tangata whenua in 'Tāmaki Makaurau. 	<ul style="list-style-type: none"> Percentage of tamariki Māori using Auckland Council Group's services is greater than or equal to the Māori population average. Number of grants that support whānau & tamariki wellbeing.

KOTM: Priorities Mana Outcomes	Kia Ora te Rangatahi Realising Rangatahi Potential	Kia Ora te Taiao Kaitiakitanga
Led by	Governance	Infrastructure & Environmental Services
AT strategic alignment	See below under Kia Hāngai te Kaunihera	SOI BP
Other strategic alignment	See below under Kia Hāngai te Kaunihera	Local Government Act 2002 (LGA) provisions that enable Māori to contribute to decision-making processes. IoS: - Rangatiratanga - Kaitiakitanga - Wairuatanga
AT deliverables (actions)	See below under Kia Hāngai te Kaunihera	Enable mana whenua participation in decision-making on environmental matters.
KOTM: Measures of success	<ul style="list-style-type: none"> Number of rangatahi Māori employed in Auckland Council Group. Number of rangatahi Māori on Auckland Council Group's decision-making forums. Percentage of rangatahi Māori accessing Auckland Council Group's youth career & development programmes. 	<ul style="list-style-type: none"> Auckland Council Group investment into transformational activities that contribute to Māori environmental outcomes. Number of initiatives with Māori that protect & improve the environment, improve weather quality, & reduce pollution.

KOTM: Priorities Mana Outcomes	Kia Ora te Hononga Effective Māori Participation	Kia Hāngai te Kaunihera An Empowered Organisation
Led by	Governance	People and Performance
AT strategic alignment	SOI BP	SOI BP
Other strategic alignment	Local Government Act 2002 (LGA) provisions that enable Māori to contribute to decision-making processes. IoS: - Rangatiratanga - Kaitiakitanga - Wairuatanga	Local Government Act 2002 (LGA) - to establish and maintain processes to enable contributions to decision-making processes by Māori. - the authority to be good employer & recognition of the aims & aspirations of Māori in local government. IoS: - Manaakitanga
AT deliverables (actions)	Enable mana whenua & mataawaka participation in decision-making.	<ul style="list-style-type: none"> Empower kaimahi to incorporate te reo Māori me ōna tikanga in their daily mahi. Implement AT's Māori Employment Strategy – Hūtia Kia Wana Māori: Māori Empowerment 2022-2025. Collaborate with Auckland Council Group to implement recommendations in the Houkura He Waka Kōtuia – Te Tiriti o Waitangi Audit 2021.
KOTM: Measures of success	<ul style="list-style-type: none"> Percentage of adopted core strategies, policies & plans incorporating Māori outcomes, or developed with Māori participation. Percentage of Māori governing body & local body members, relative to the Tāmaki Makaurau population. Percentage of Māori residents who feel they can participate in Auckland Council decision-making. 	<ul style="list-style-type: none"> Percentage of Council kaimahi in permanent roles who identify as Māori. Percentage of Council staff in senior leadership positions who identify as Māori. Number of staff & elected members who participate in Council-supported Māori & Tiriti learning programmes. Percentage of Houkura Treaty Audit recommendations closed.



Ka Tupu, Ka Wana: our plan objectives

Kia Ora te Hononga: Effective Māori Participation	<ul style="list-style-type: none"> • Enable mana whenua & mataawaka participation in decision-making.
Kia Hāngai te Kaunihera: An Empowered Organisation	<ul style="list-style-type: none"> • Empower kaimahi to incorporate te reo Māori me ōna tikanga in their daily mahi. • Implement AT's Māori Employment Strategy, Hütia Kia Wana Māori: Māori Empowerment 2022-2025. • Collaborate with Auckland Council Group to implement recommendations in the Houkura He Waka Kōtuia – Te Tiriti o Waitangi Audit 2024.
Kia Ora te Taiao: Kaitiakitanga	<ul style="list-style-type: none"> • Enable mana whenua participation in decision-making on environmental matters.
Kia Ora te Marae: Marae Development	<ul style="list-style-type: none"> • Improve safety and access near marae and papakāinga.
Kia Ora te Umanga: Māori Business, Tourism and Employment	<ul style="list-style-type: none"> • Support Māori businesses and the Māori economy.
Kia Ora te Ahurea: Māori Identity and Culture	<ul style="list-style-type: none"> • Reflect and promote Māori culture, values and identity internally and across the AT network.
Kia Ora te Reo: Te Reo Māori	<ul style="list-style-type: none"> • Identify opportunities to increase visibility of te reo Māori internally and across the AT network. • Increase visibility of te reo Māori internally and across the AT network. • Maintain existing bilingual network.
Kia Ora te Whānau: Whānau and Tamariki Wellbeing	<ul style="list-style-type: none"> • Support Vision Zero to reduce the number of deaths and serious injuries on our roads.

Me Mahi Tahi Tātou: Working together

Te Tiriti-centered partnerships and Māori Outcomes are fundamental considerations in all that we do.

We know that in embedding this approach throughout our organisation, our kaimahi – our people – are crucial.

AT's dedicated Māori Outcomes team members are key advocates, providing direction, guidance, cultural safety and accountability to all our staff. The team works across AT to support our people with strategies, plans, policies, programmes and projects to integrate Māori Outcomes.

”

Mana whenua and mataawaka representation in decision-making is at the heart of this kaupapa. We look outwards and enable our partners, stakeholders, and customers to experience te ao Māori through our welcoming public facilities and services.

We seek to unapologetically weave Māori culture, values and identity to support the development of strong, thriving and flourishing Māori communities.

Lillian Tahuri
Head of Māori Outcomes

”

The team's knowledge and guidance has predominately lifted the willingness and capability of all staff to participate in the strategy.

We believe we cannot accurately represent our Māori community without having the experiences, knowledge and empathy that comes with those who belong to, love and fully understand the needs and concerns of iwi, hapū and whānau Māori.”

Brett Bishop
People Experience Lead for Diversity, Equity and Inclusion

Partnerships

Te Wānanga o Aotearoa and TupuToa have partnered with Auckland Transport to support us in delivering Māori Outcomes.

Te Wānanga o Aotearoa provides te reo Māori and tikanga learning opportunities for our staff to further develop their skills.

TupuToa is a non-profit organisation that provides young Māori and Pasifika professionals with internship opportunities. TupuToa has placed 22 Māori and Pasifika interns at AT, with some accepting permanent positions.

”

I had first-hand access to mentors and leaders who shared my passion for te ao Māori and I enjoyed it so much that I decided to stay on as a graduate in 2020. I was able to work on projects that set the strategic vision for Auckland Transport's future and develop both personally and professionally, and in the end, I still felt I had more to give.

I was fortunate to have been offered a permanent role as one of two Māori Outcomes Advisors in the Māori Outcomes Team and I now work alongside a team of Māori leaders who are dedicated to increasing the representation and commitment to Te Tiriti o Waitangi and Māori in Tāmaki Makaurau.

Rahera Wharerau
Māori Outcomes
Advisor & TupuToa
Alumni





Ngā Mahi ka Whai ake: the mahi ahead

Key initiatives & actions

Auckland Transport's Māori Outcomes deliverables are aligned to our Statement of Intent and Business Plan. The measures in this table have been adapted to align with AT business.

Kia Ora te Hononga: Effective Māori Participation

Key deliverables	Actions	AT: Measure of success	Responsible
Enable mana whenua & mataawaka participation in decision-making.	• Engage with mana whenua & mataawaka on AT projects	• Number of mana whenua engagement hui	Project Leads
	• Develop & implement a mataawaka engagement plan	• Number of mataawaka engagements	Māori Outcomes

Kia Hāngai te Kaunihera: An Empowered Organisation

Key deliverables	Actions	AT: Measure of success	Responsible
Empower kaimahi to incorporate te reo Māori me ōna tikanga in their mahi.	• Update Te Aratohu - AT's guide to te reo Māori me ōna tikanga in the workplace	• Te Aratohu updated	Learning Design and Delivery
	• Continue partnership with Te Wānanga o Aotearoa to deliver on-site te reo Māori courses	• Number of AT kaimahi graduates of Te Wānanga o Aotearoa te reo Māori courses	Māori Outcomes
Implement AT's Māori Employment Strategy - Hūtia Kia Wana Māori.	• Continue to deliver AT's Ngā Kete Kīwai learning and development programme	• Number of kaimahi graduates of AT's Ngā Kete Kīwai programme	
	Collaborate with Auckland Council Group to implement recommendations in the Houkura He Waka Kōtuia - Te Tiriti o Waitangi Audit 2024.	• Implement Hūtia Kia Wana Māori	• Hūtia Kia Wana Māori measures met
• Review progress and measures of Hūtia Kia Wana Māori in annual Māori Outcomes Report		• Hūtia Kia Wana Māori progress and measures reviewed annually	Māori Outcomes
	• Participate in Council Group hui to plan for and complete the relevant recommendations	• Participation in Council Group hui	Strategy and Governance
	• Review and update AT Māori Impact Statements	• Relevant recommendations planned for and completed	
	• Provide training for AT Māori Impact Statements	• AT Māori Impact Statements reviewed and updated	
		• Training provided for AT Māori Impact Statements	

Kia Ora te Taiao: Kaitiakitanga

Key deliverables	Actions	AT: Measure of success	Responsible
Enable mana whenua participation in decision-making on environmental matters.	<ul style="list-style-type: none"> Enable mana whenua participation in decision-making on AT projects that affect the environment 	<ul style="list-style-type: none"> Number of mana whenua engagements 	Māori Outcomes

Kia Ora te Marae: Marae Development

Key deliverables	Actions	AT: Measure of success	Responsible
Improve safety and access near marae and papakāinga.	<ul style="list-style-type: none"> Implement annual programme of works to improve safety and access around marae and papakāinga 	<ul style="list-style-type: none"> Programme of works delivered to at least 1 marae per year 	Investigation & Design

Kia Ora te Umanga: Māori Business, Tourism & Employment

Key deliverables	Actions	AT: Measure of success	Responsible
Continue to support Māori businesses and the Māori economy.	<ul style="list-style-type: none"> Develop a plan to increase Māori businesses in social procurement 	<ul style="list-style-type: none"> Number of Māori businesses in social procurement Percentage spend on Māori businesses: FY24-25: 3% FY25-26: 5% FY26-27: 5% 	Procurement

Kia Ora te Ahurea: Māori Identity & Culture

Key deliverables	Actions	AT: Measure of success	Responsible
Reflect and promote Māori culture, values & identity internally and across the AT network.	<ul style="list-style-type: none"> Review the Sense of Place Customer Experience project that includes short bilingual narratives along AT bus routes Develop and implement a programme to better reflect Māori culture, values and identity at AT's customer service centres Increase presence of Māori wardens on trains for passenger safety and confidence 	<ul style="list-style-type: none"> Number of sense of place narratives live on the network Programme implemented across customer service centres Number of Māori wardens on trains 	Customer Products Customer Services Public Transport & Active Modes Māori Outcomes

Kia Ora te Reo: Te Reo Māori

Key deliverables	Actions	AT: Measure of success	Responsible
Identify opportunities to increase visibility of te reo Māori internally and across the AT network.	<ul style="list-style-type: none"> Complete audit of signage and audio announcements across the AT network Establish multi-year plan to address gaps in AT's bilingual network 	<ul style="list-style-type: none"> Audit complete Plan approved and funded 	<p>Customer Products</p> <p>Māori Outcomes</p>
Increase visibility of te reo Māori internally and across the AT network.	<ul style="list-style-type: none"> Include bilingual signage and audio announcements in all new infrastructure and wayfinding projects Install bilingual signage in AT offices Increase visibility of te reo Māori in AT's internal communications, strategies and plans Increase visibility of te reo Māori in AT's external communications including on the AT website and app 	<ul style="list-style-type: none"> Bilingual signage and audio announcements included in all new infrastructure and wayfinding projects Bilingual signage installed in AT offices Level 1 and 2 bilingual headings implemented in AT communications, strategies, plans, website and app 	<p>Customer Products</p> <p>Partnerships & Engagement</p> <p>Māori Outcomes</p>
Maintain existing bilingual network.	<ul style="list-style-type: none"> Support AT te reo Māori translation process Update bilingual signage and audio announcements where required 	<ul style="list-style-type: none"> Number of translation requests Bilingual signage and audio announcements supported 	<p>Customer Products</p> <p>Māori Outcomes</p>

Kia Ora te Whānau: Whānau & Tamariki Wellbeing

Key deliverables	Actions	AT: Measure of success	Responsible
Support Vision Zero to reduce the numbers of deaths and serious injuries on our roads.	<ul style="list-style-type: none"> Continue to deliver AT's Te Ara Haepapa kaupapa Māori road safety education programme 	<ul style="list-style-type: none"> Number of Te Ara Haepapa kaihautu and paihikara workshops Number of Te Ara Haepapa whānau hīkoi, ara haerenga, whītiki and waipiro kore activations 	<p>Community Transport</p>



Te Angitu o te Aro Turuki me te Whakamātau: monitoring & evaluating success

A whole team approach

The Auckland Transport team works together to achieve Māori Outcomes, and each person contributes to our overall success. Specific leadership and delivery roles are as follows:

Sponsor	Dean Kimpton, Chief Executive
Business owner	Scott Campbell, Director Strategy and Governance
Māori Outcome Lead	Lillian Tahuri, Head of Māori Outcomes
Action owner	Andy Richards, Group Manager Procurement
	Murray Burt, Director Infrastructure & Place
	Sreekanth Vidhyadharan, Investigation & Design Manager North & West
	Mark Lenaarts, Product Owner Customer Products
	Karen Duffy, Director People & Performance
	Zara Walker, Community Transport Manager
	Andrew Downie, Head of Governance
Dan Lambert, Director Partnerships & Engagement	

Formal approval

[Date of formal approval; and who approved
i.e., X Directorate Lead Team formally approved the Māori Outcomes Plan on 30 June 2024]

What to expect moving forward

Ka Tupu, Ka Wana: Achieving Māori Outcomes is effective from 1 July 2024 to 30 June 2027. It sets our direction and focus areas for the next three years.

Auckland Transport is an active member of Auckland Council's Māori Outcomes Steering Group. This enables us to kōrero and reflect as a wider group, ensuring our mahi is aligned across Tāmaki Makaurau.

Many initiatives outlined in Ka Tupu, Ka Wana are already underway, and we will keep building on these.

Our Māori Outcomes team will continue to facilitate AT-resourced engagement forums with mana whenua on operational matters, projects, programmes, strategies and plans.

AT will also continue to engage with mana whenua governance at the Tāmaki Makaurau Mana Whenua Forum and with individual iwi.

We will strive to better understand the needs of Māori across Tāmaki Makaurau. This means ensuring mataawaka Māori can meaningfully contribute to our decision-making processes.

AT will develop a mataawaka engagement plan, and grow our working relationships with relevant organisations, marae, wānanga, kura, whānau, and individuals.

In February 2027, after 2.5 years, AT will review and refresh Ka Tupu, Ka Wana: Achieving Māori Outcomes.

We will evaluate our progress towards achieving the plan's objectives by:

- Engaging with mana whenua to understand their aspirations
- Engaging with teams within AT
- Reviewing key strategic documents within Auckland Council Group.



Ngā Whakapotonga: abbreviations

AC	Auckland Council
AT	Auckland Transport
BP	Business Plan
CCO	Council-controlled Organisation
Houkura	Houkura - Independent Māori Statutory Board
KOTM	Kia Ora Tāmaki Makaurau: Māori Outcomes Performance Measurement Framework
MRP	Māori Responsiveness Plan
SOI	Statement of Intent
Waka Kotahi	Waka Kotahi - New Zealand Transport Agency

Ngā Kupu 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 several whānau sharing descent from a common ancestor, usually being named after the ancestor, but sometimes from an important event in the group's history. Several 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
Kaimahi	Workers, employees
Kaiurungi	Steerer, captain, pilot
Mataawaka	Māori who have tribal or whakapapa connections outside Auckland (also known as pan tribal, urban Māori or taura here groups).
Mana whenua	Iwi and hapū that exercise historical and continuing authority over areas of Tāmaki Makaurau.

Ngā Kupu Māori: definitions (continued)

Papakāinga	Original home, home base, village, communal Māori land
Rangatahi	A youth, a young person, or young people
Rangatira	Leader
Rohe	Tribal region/area
Tāmaki 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.
Taura here	Urban kinship groups. Tribal members in the city may 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 (sacred) objects were placed.
Whakapapa	Genealogy links

Ngā Āpitihianga: appendices

Appendix A: Risk assessment

Risk	Impact	Likelihood	Mitigation
<p>Māori Outcomes risks:</p> <ul style="list-style-type: none"> • Not meeting our commitments to mana whenua iwi, mataawaka, Māori communities and customers. • Not honouring Te Tiriti o Waitangi principles. • Not maintaining Council's Treaty-based partnerships with Māori. • Māori reporting distrust and/or no confidence in Council. 	Moderate	Possible	<p>Capability:</p> <ul style="list-style-type: none"> • Training for staff to enable understanding of our commitments to Māori. • Implementing Māori Outcomes Plans. <p>Funding:</p> <ul style="list-style-type: none"> • Māori Outcomes funding supports delivery of programmes that support our commitments to Māori. <p>Strategy:</p> <ul style="list-style-type: none"> • Kia Ora Tāmaki Makaurau • Te Tiriti o Waitangi Audit programme. <p>Monitoring and reporting:</p> <ul style="list-style-type: none"> • Visible monitoring and reporting across spending and outcomes. • Visible elevation of Māori Outcomes leadership.

Appendix B: Our legal obligations

Legislative context

As a Council-controlled Organisation (CCO), Auckland Transport must establish and maintain processes for Māori to contribute to our decision-making.

AT's fundamental legal obligations to Māori are found in key legislation including the Local Government (Auckland Council) Act 2009, Land Transport Management Act 2003, Resource Management Act 1991 (RMA) and the Heritage New Zealand Pouhere Taonga Act 2014.

For work primarily relating to the preparation of the regional land transport plan, proposing tolling schemes and regulating public transport, AT must separately consult Māori affected by any activity AT proposes that affects or is likely to affect Māori land, land subject to any Māori claims settlement Act, or Māori historical, cultural, or spiritual interests.

The RMA requires Auckland Transport to consider a range of Māori/Treaty-related matters. This includes the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga, kaitiakitanga, and Te Tiriti o Waitangi principles.

While the RMA does not expressly require AT to engage with Māori, it is good planning practice to do so and is often necessary to adequately address matters that affect Māori land or sites or areas of significance.

The Unitary Plan 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.

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.

Legislation

Local Government (Auckland Council) Act 2009 No 32

Section 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 Waka Kotahi - NZTA funding, Auckland Transport is also obligated to NZTA's commitment to the Treaty of Waitangi. The Agency's principal legislative obligations with respect to engagement with Māori are found in Section 4 of the Land Transport Management Act 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.

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.

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 7 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/Rārangī 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/Rārangī 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/Rārangī 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.



