



TE MANATŪ WAKA  
MINISTRY OF TRANSPORT

# Rautaki Pāhekoheko | Engagement Strategy

March 2022

Ehara taku toa i te toa taki tahi,  
engari he toa taki tini ] Success is  
not the work of an individual, but  
the work of many

UARA  
OUR VALUES

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WHAKAPAKARI  
IMPROVING OUTCOMES



AKO  
CAPABILITY DEVELOPMENT



MAHI TAHI  
WORKING TOGETHER



RANGATIRATANGA  
EMPOWERING  
AND LEADING



KAITIAKITANGA  
GUARDIANSHIP AND  
PROTECTION



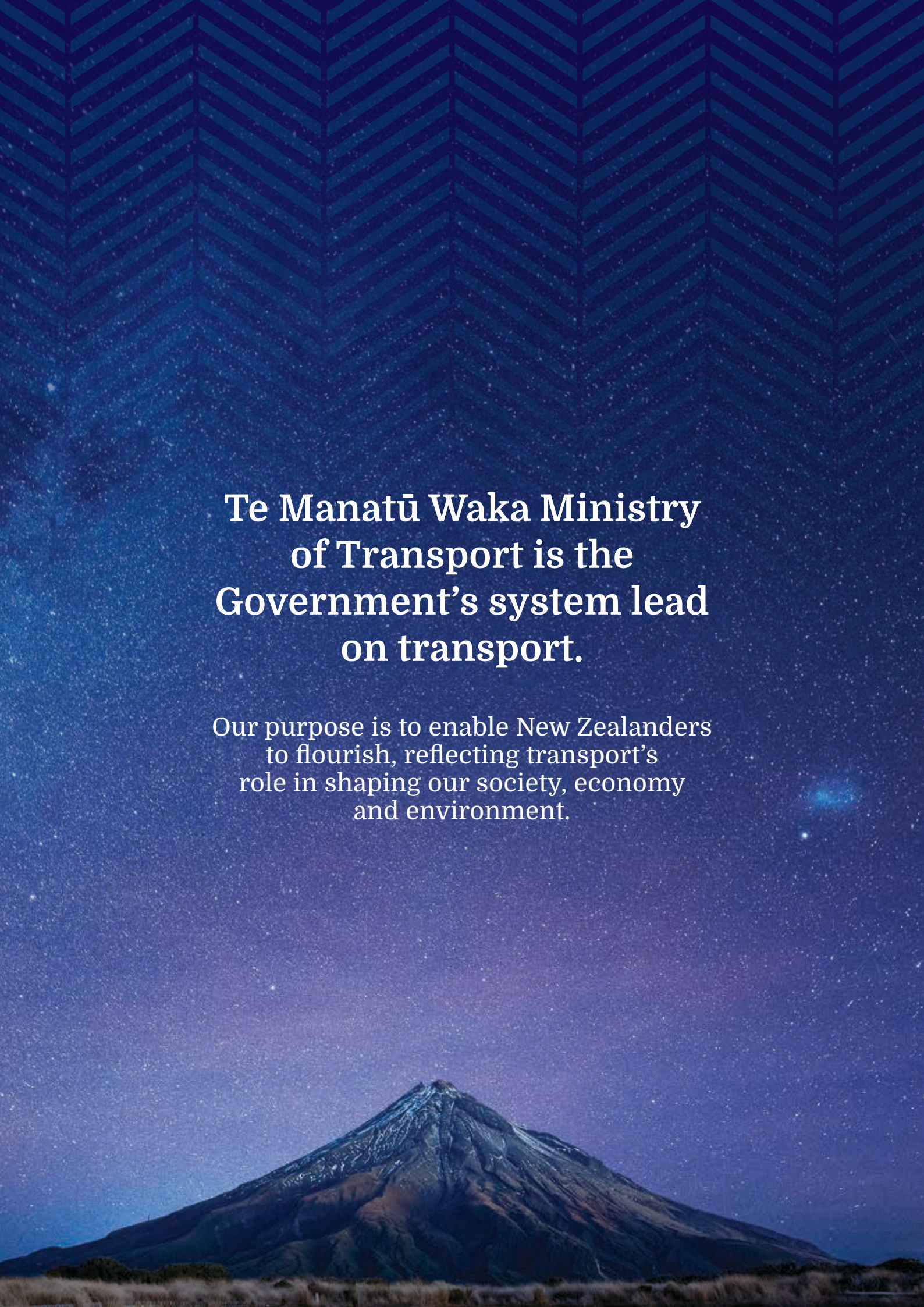
WHANAUNGATANGA  
COLLABORATION  
AND UNITY



MANAAKITANGA  
CARING FOR AND  
VALUING OTHERS

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The background of the image is a deep blue night sky filled with numerous stars. At the bottom of the image, a dark, rugged mountain peak is visible, likely Mount Taranaki, under the starry sky. The overall aesthetic is serene and expansive.

**Te Manatū Waka Ministry  
of Transport is the  
Government's system lead  
on transport.**

Our purpose is to enable New Zealanders  
to flourish, reflecting transport's  
role in shaping our society, economy  
and environment.

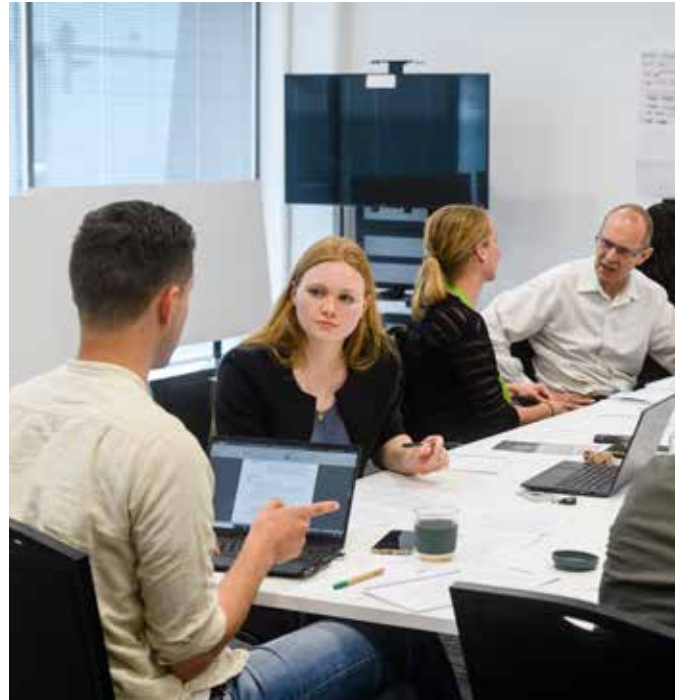
## Te ahunga | Context

**It is vital that Te Manatū Waka Ministry of Transport has an effective stakeholder Engagement Strategy, to create policy that enables New Zealanders to flourish and responds to the needs of everyone in the transport system.**

Engagement is critical to the development of quality policy and this is at the heart of what we do well. Te Manatū Waka prioritises working closely with our stakeholders to get their input on what we're working on. We engage often on a wide range of work. For example, we are working closely with representatives from the freight sector on the New Zealand Freight and Supply Chain Strategy we are developing which seeks to identify what is needed to optimise the system in the coming decades. Sharing our work and hearing the views of stakeholders is important to us.

During 2021, the Ministry's Engagement & Communications team researched the current state of engagement by reviewing stakeholder surveys, interviewing staff and considering engagement best practice.

The senior leadership team agreed the Ministry would benefit from creating an Engagement Strategy with clear objectives so that all staff and stakeholders understand our approach.



## Te hononga i waenga i te Māori me te Karauna | Māori-Crown relationship

**Te Manatū Waka acknowledges the importance of the Māori Crown relationship.**

Hei Arataki – Te Manatū Waka Māori strategy aims to take a leadership role in supporting the transport system to achieve greater outcomes for Māori through strategic collaboration and improved ways of working. Hei Arataki intends to strategically navigate Manatū Waka as an exemplar Te Tiriti o Waitangi partner supporting Māori, hapū and iwi to achieve their aspirations through authentic partnership and whanaungatanga.

Te Manatū Waka is working closely with transport Crown agencies towards a collaborative and joined-up approach for Māori engagement. This means joining hands with Waka Kotahi, Maritime New Zealand and the Civil Aviation Authority to achieve meaningful engagement with Māori, hapū and iwi. The collaboration between transport Crown agencies is vital to achieving greater outcomes for Māori and to improve the breadth and depth for future engagements with Māori.

**➤ Te Manatū Waka has initiated working closely with our colleagues in the transport system to collaborate on Māori engagement**

The purpose of a unified approach towards Māori engagement will aim to mature the system capability across the transport sector so that it is fit for purpose, adaptive and enduring.



## Ō mātou hunga whaipānga | Our stakeholders

A standard definition of a stakeholder is ‘a person or organisation with an interest in’ something, and ‘the ability to influence’ outcomes.

For Te Manatū Waka, everyone in the transport system – including operators and users – are our stakeholders. The people and organisations we need to proactively engage with on particular pieces of work changes depending on the nature of the work, and the level of engagement changes to reflect their interest and influence.

Our stakeholders include, but are not limited to:



People who use transport to participate in society. New Zealanders use transport to access work, education, healthcare and more.



The Minister



Transport agencies (Waka Kotahi, Maritime New Zealand, Kiwirail, Civil Aviation Authority, Aviation Security, Transport Accident Investigation Commission)



Operators (airports, airlines, freight companies, bus and ferry operators, ports)



Other Government entities



Local Government



Industry and sector representative bodies



Media, commentators and influencers

# He aha i whai tikanga ai tēnei hononga ki a mātou | Why engagement is important to us

**We provide advice about how the transport system needs to change to support the New Zealand economy and the transport needs of New Zealanders.**

Those who are affected by decisions have a right to be involved in the decision-making process.

Through engagement activity we share what we're working on, ask for input and learn what matters to our stakeholders.

Good engagement is intentional. It has the specific purpose of working with our various stakeholders to shape decisions or actions in response to problems, opportunities or outcomes.

Department of Prime Minister and Cabinet (DPMC) says that as public expectations change and Māori Crown relationships evolve, policy advisors in government need to continually improve their practice of community engagement during the policy-making process. This involves thinking about the 'why', the 'how', the 'when', and the 'whom':

*For all communities and their members, each interaction and engagement contributes to the experience of their relationship with government. Whether a proposal is raised by whānau, communities, or led by the government, the way we work together is driven by three key things: the ongoing nature of the relationships we hold, the mindset we bring, and the nature of the community engagement processes we use.*

*Engagement should promote trusting and enduring relationships with key organisations, groups, and individuals in the relevant policy area. These will arise if community engagement is early and is designed to endure through the policy process: from initially identifying issues that highlight a potential need for action, to implementing, evaluating and fine-tuning a policy.*

*Ultimately, if community engagement is done well with the genuine intention of listening and being influenced, it can result in better policy decisions with better results for people. Solutions are proposed that have buy-in from the community and can realistically be implemented. In this environment greater trust in government develops. Following good practice not only improves current policy-making outcomes, but also establishes a sound basis for fruitful community engagement on future issues.*





# Ngā mātāpono o Te Manatū Waka | Te Manatū Waka's principles

These principles guide how  
Te Manatū Waka partners  
with Māori.

These principles apply to how we approach our partnership with Māori. More information on our approach to partnering with Māori is in [Hei Arataki](#), our Māori Strategy. This Engagement Strategy works with Hei Arataki.



## **Rangatiratanga – Empowering and leading**

We recognise Te Tiriti o Waitangi and its principles. We communicate honestly, share and co-design, and understand and commit to the Crown-Māori relationship.



## **Kaitiakitanga – Guardianship and support**

We recognise the role we play to safeguard and protect the transmission of Māori knowledge and taonga.



## **Whanaungatanga – Collaboration and unity**

We engage and work with Māori people and organisations to leverage collective aspiration and capabilities.



## **Manaakitanga – Caring for and valuing others**

We support and encourage each other, and we create environments that respect and value Māori people and Māori ways of seeing, thinking and feeling.

# Ngā uara hononga o Te Manatū Waka | Te Manatū Waka Engagement Values

These values underpin how we approach all engagement activity at Te Manatū Waka.



## Hei Arataki

Our Māori Strategy, Hei Arataki, plays a part in all of our work including engagement. We engage with Māori early as our partners.



## Inclusion

We want to create an engagement environment where those affected by our work may be involved in the development of our work. Their perspectives matter to us.



## Proactive

We actively seek out and facilitate the involvement of those interested in our work.



## Accessible

We always use plain English, meet or exceed [accessibility standards](#) and provide information on a range of channels so it is easy to find and understand.



## Convenient

We check with stakeholders how they want us to engage. We engage in a way that works best for them.



## Listening

As the transport system lead, the Ministry should be in a position of influence. However, good engagement is about listening. We have two way conversations with those affected by our work. We are approachable.



## Responsive

The engagement we do is responsive and flexible, not fixed. We evolve our plans and approach as needed.

## Ngā hononga aronga | Engagement Objectives

Our senior leadership team has agreed to these objectives for the Ministry's engagement activities:

### Planned & strategic

#### Planned & strategic

Teams should work with the Engagement & Communications team to create a strategic plan for how to engage, rather than arranging meetings with stakeholders to discuss significant work ad hoc. We will plan out together who the stakeholders are, analyse what is important to them and how they might be impacted by this work then plan how we will engage with them in line with our principles and our engagement values. We will consider alignment to other engagement work the Ministry is doing.

### Fit for purpose

#### Fit for purpose

Each engagement should be done in a way that is fit for purpose. There is no one-size-fits-all approach to engagement. We need to consider the nature of the work we'll be engaging about, the timeframe, the needs and preferences of our stakeholders and other relevant factors.

### Consistent

#### Consistent

We ensure all staff have consistent access to information for engaging well, by storing contact details in a shared Stakeholder Record Management system and by offering guidance, support and training for stakeholder engagement.

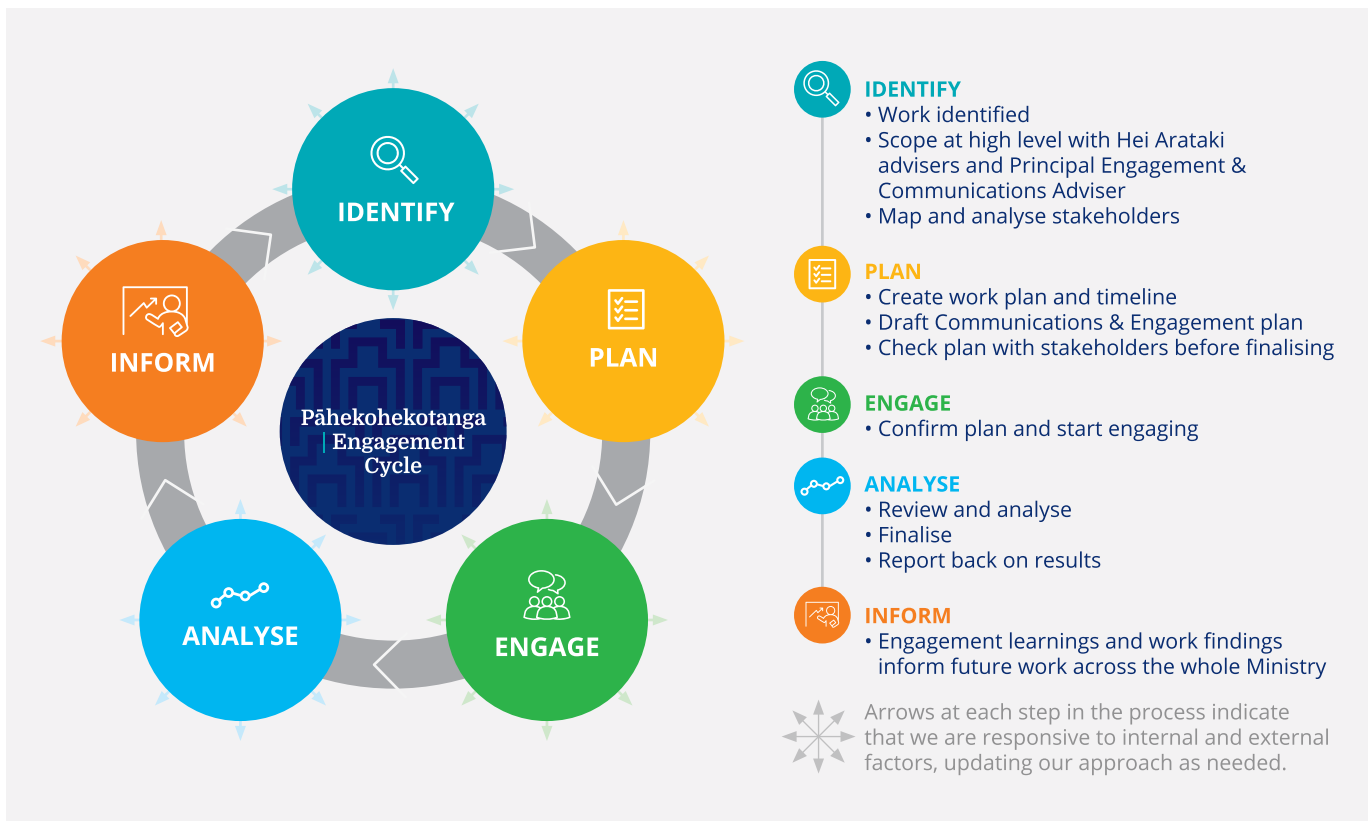
Many different staff in the Ministry engage with various stakeholders throughout the year. All of us are individuals. However, when engaging on behalf of the Ministry, we should provide a consistent Te Manatū Waka style and service.

We want our stakeholders to know what they're getting from engaging with the Ministry and be able to rely on us.

# Pāhekohekotanga | Engagement Cycle

All engagement plans are, by nature, 'living' documents while the work is under way.

They can be updated because our engagement work is responsive and flexible. We continually listen to and respond to external factors throughout the engagement cycle, including engagement other teams across the Ministry are undertaking, emerging issues and events.



## Me pēhea te whakamāhere i ō mātou hononga | How we plan our engagement

We use the IAP2 (International Association of Public Participation, Australasia) frameworks that are recognised as best practice for planning engagement.

These are endorsed by Department of Prime Minister and Cabinet (DPMC) for use in Government.

Tools for planning engagement using these methods are [available on the DPMC website here](#).

The Engagement & Communications team will facilitate engagement planning sessions with teams to determine:

- who the key stakeholders are for each project
- what their role is or connection to this work

- what the benefits are of involving them (what knowledge/insights they provide)
- their level of interest
- their level of influence
- their level of impact.

We will work to understand where they fit on the inform-empower matrix below, noting that the same stakeholder may be in different categories for different projects.

The Engagement & Communications team will then provide insight on how to best engage with each stakeholder and work with teams to develop an engagement plan on a timeline that suits the work.

### Increasing impact on the decision

An example of how public engagement can be planned

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulation solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

## Ngā āhuatanga manaaki hononga | Relationship maintenance activities

The Ministry will undertake a range of activities across different channels throughout the year to maintain an ongoing connection with stakeholders, demonstrate thought leadership and transparency.



This will include:

- **3x per year publication of Inside Lane e-newsletter, expanded to include:**
  - Data and insights
  - Thought leadership from our Chief Economist
  - Articles about workstreams that we have under way
  - Insightful summaries about findings from consultations
  - Thought leadership about future trends
  - An update from the Chief Executive.
- **Engagement on workstreams:**
  - As part of our business as usual work, we engage with a variety of stakeholders about the workstreams we have underway throughout the process of developing that work. This includes structured and informal conversations one on one or in larger groups.
  - We engage with stakeholders when issues emerge or short-term projects are active, in response to needs that may arise within the transport system.
- **Relationship management to deepen relationships and strengthen trust, including:**
  - Communications & Engagement team to check in with relationship managers about priority stakeholders and statutory/BAU stakeholder partners (other Crown agencies, the Minister's office) for a quarterly summary that will be shared with our senior leadership team.
  - Twice annual Ministry-wide meetings where staff can discuss stakeholder engagement including issues and themes that are emerging. As a group, managers will then consider how to address any issues raised.
- **Regular annual engagement opportunities including:**
  - Annual Report sent to targeted stakeholder list with covering letter from Chief Executive
  - Annual stakeholder function to thank priority stakeholders for their time and effort working with us, in person in Wellington, Auckland and either Christchurch or Dunedin. These may be virtual if necessary.

## Ngā whakahaeretanga o ngā hononga matua | Managing priority relationships

In February 2021, our senior leadership team agreed to a revised list of the Ministry's priority stakeholders, who would have a relationship manager assigned to update them quarterly on our activities one-on-one to deepen relationships and strengthen trust.

Reflecting back on this one year later, a less rigid structure may be more effective and manageable. This approach will be updated to be a quarterly report led by the Engagement & Communications team outlining active engagement with stakeholders.

Relationship management responsibilities remain assigned to relevant managers, directors and members of our senior leadership team.

Engagement & Communications will check in with relationship managers and their teams to prepare a brief report for the senior leadership team on a quarterly basis. This will list workstreams including who is engaging with which stakeholders, with an update on the health of all the Ministry's relationships including with Māori under our Crown-Māori partnership, and other Government agencies, in order to capture emerging issues and themes across all engagement activity.



# Ngā hangarau whakawhanake i ngā hononga o te hunga whaipānga | Technology to improve stakeholder engagement

## Simply Stakeholders

The Ministry is in the final stages of procurement for the Simply Stakeholders cloud-based stakeholder management system. It stores contact information to easily manage stakeholder details centrally, so staff can access up-to-date details. Each stakeholder record can include details of interactions staff have with them, so teams can see who else across the Ministry has recently spoken to each stakeholder and notes about issues discussed. Simply Stakeholders also has sentiment analysis, stakeholder mapping, email sync and task management capability. Its multiple project capabilities can track stakeholder relationships across different projects which could assist the Ministry to have improved visibility of engagement activity at the high level.

## Citizen Space

The Ministry is undertaking a security review of the public feedback tool Citizen Space which is designed to support engagement. It can make the submissions process more accessible and convenient by inviting people to provide information digitally, in bite sized chunks. Responses can be moderated and published online to improve transparency. It provides reports of submissions and information received, making reviewing submissions more straightforward to Ministry staff.





# Ngā aronga nui: te whakatinatinatanga o te pai | Measurement: what good looks like

## Values Dashboard

The Engagement & Communications team is developing a dashboard for reporting back against the Engagement Values every year.

## Stakeholder Survey

We undertake a Stakeholder Survey every two years. This helps us to see what stakeholders think and identify where we can improve. Continuing this survey will give us effective measurement over time. In 2020, the survey found stakeholders want:

- Collaboration
- Increased contact on a regular schedule
- Engagement that is early, consistent & genuine
- For us to better understand their organization and issues
- Stronger evidence-based leadership.

**By following this strategy, adhering to our principles and engagement values outlined above, we will bring consistency to how we engage.**



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

## Directory

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