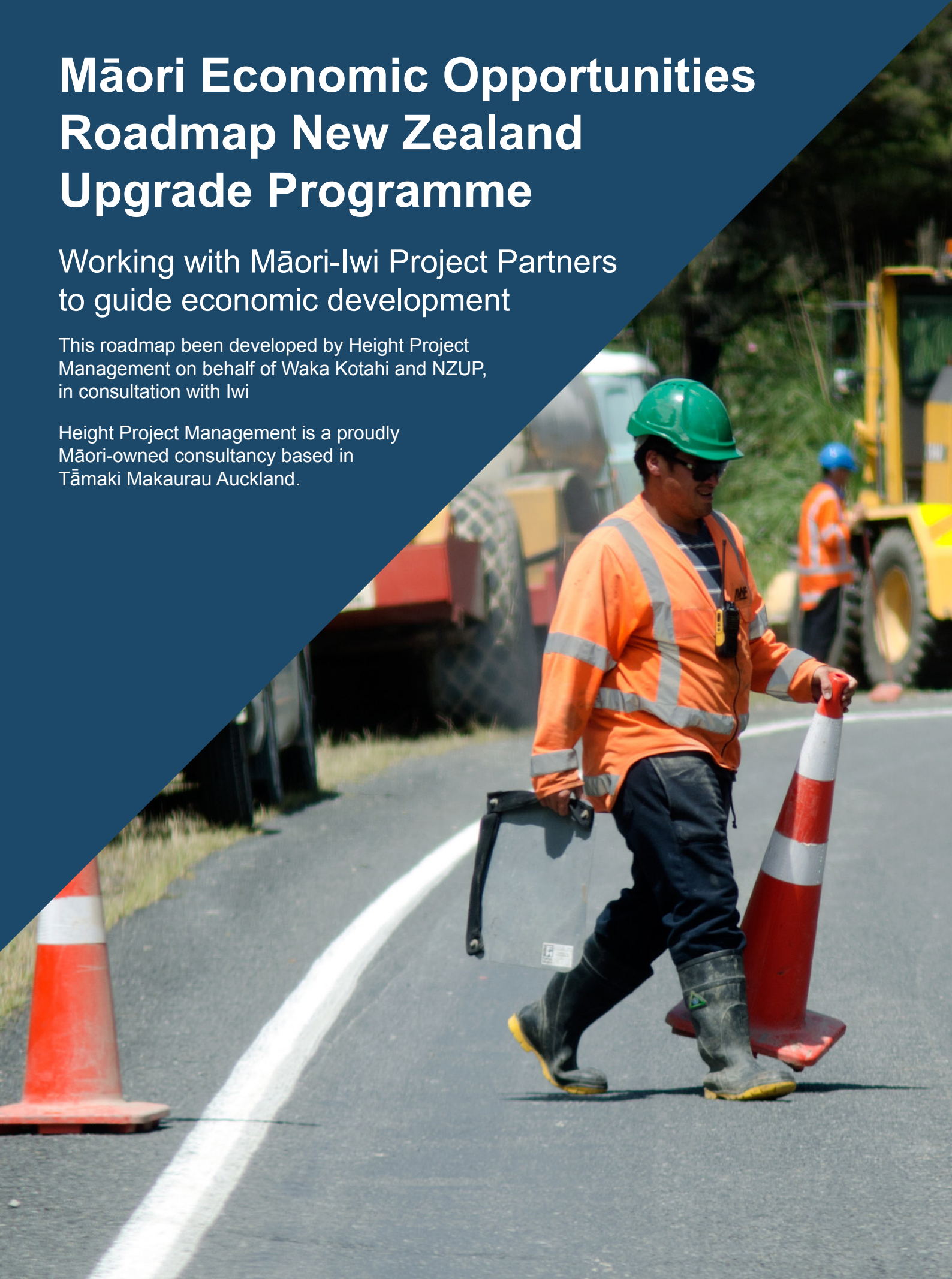


# Māori Economic Opportunities Roadmap New Zealand Upgrade Programme

Working with Māori-Iwi Project Partners  
to guide economic development

This roadmap been developed by Height Project  
Management on behalf of Waka Kotahi and NZUP,  
in consultation with Iwi

Height Project Management is a proudly  
Māori-owned consultancy based in  
Tāmaki Makaurau Auckland.



# Māori Economic Opportunities New Zealand Upgrade Programme

Meeting the Māori business and employment  
Progressive Procurement target.

## CHALLENGE: TO PROVIDE A FRAMEWORK TO HELP GUIDE SUCCESSFUL PROGRESSIVE PROCUREMENT FOR THE NEW ZEALAND UPGRADE PROGRAMME

Waka Kotahi and KiwiRail are delivering the New Zealand Upgrade Programme (NZUP), the Government's \$8.7 billion investment in rail, public transport, walking, and cycling, as well as safe roads that will provide growing communities across the country with better travel choices that help people get where they're going safely. The programme will support economic growth, while responding to the impacts of travel on the environment and helping enable housing. The improvements are in the main growth areas of Auckland, Waikato, Bay of Plenty, Manawatu-Whanganui, Wellington, Canterbury, and Queenstown, as well as several regions.

Thriving Māori businesses and a growing Māori economy helps to address the imbalance of wealth between Māori and non-Māori in Aotearoa. NZUP are required to spend at least 5% of a project's contract value with Māori-owned businesses, and this is the legislative driver behind this roadmap.

Māori are the Crown's Treaty partners on NZUP projects and will have oversight of economic (as well as cultural and environmental) activities. We will work with them from the start of the project to understand their economic aspirations and how we can enable these through the project (both existing and future).

It is envisaged that the roadmap will guide further NZUP Projects to achieve:

- Progressive procurement targets
- Uplift in the capacity and capability of Iwi businesses, Iwi endorsed businesses, Māori owned businesses in the rohe (see definitions below \*)
- Increase employment, education, and training opportunities, and social and sustainable outcomes for Māori
- Development and strengthening of a stronger relationship between Waka Kotahi and Iwi Partners

The framework has been developed and piloted on the SH1 Papakura to Drury Roding project in Tāmaki Makaurau (Auckland), in consultation with Mana Whenua in the project rohe. Examples of how the steps have been piloted are included for reference, but as NZUP will be partnering with different Iwi on each project, the steps may merge or change order as determined by Iwi and/or the scope of the project.

### \* Definitions:

**Iwi Businesses** – a business that is owned and operated by an Iwi (Trust or PSGE) as part of its commercial activities

**Iwi endorsed business** – a Māori business that Project Partner Iwi have highlighted as a preferred or approved business

**Māori business** – a business that is at least 50% Māori owned.

# Strategic Pou (Pillars)

As a Crown Agency, Waka Kotahi NZ Transport Agency recognises and respects Te Tiriti o Waitangi and will work with Māori to build strong and enduring relationships to achieve mutually beneficial outcomes. Te Ara Kotahi – the Waka Kotahi Māori Strategy document - provides strategic direction on how Waka Kotahi works with and responds to Māori as the Crown’s Treaty partner. The vision of the strategy is Waka Kotahi and Māori working together to succeed for a better Aotearoa, as represented by the whakatauki:

***Ko koe kei tēnā kīwai, ko au kei tēnei kīwai o te kete  
(You carry your handle and I’ll carry my handle, of our kete)***

Te Ara Kotahi outlines five strategic pou (pillars) that support the vision:

<p><b>Partnership</b></p> <p>We recognise and respect Te Tiriti o Waitangi and will promote a partnering approach in our work with Māori</p>	<p><b>Leadership and Culture</b></p> <p>Respected by Māori and value Te Ao Māori views in the work we do to enhance the delivery of the land transport system.</p>	<p><b>Engagement</b></p> <p>We will engage effectively with Māori to build strong, meaningful and enduring relationships to achieve mutually beneficial outcomes.</p>	<p><b>Empowered Organisation</b></p> <p>We support our people to have the capability, capacity and confidence to partner and engage successfully with Māori</p>	<p><b>Strong and Vibrant Māori Communities</b></p> <p>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</p>
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The NZUP values are drawn from the pou of Te Ara Kotahi:

<p><b>Genuine Partnership</b></p> <p>NZUP recognises and respects Te Tiriti o Waitangi and will promote a partnering approach in its work with iwi.</p>	<p><b>Leadership and Culture</b></p> <p>NZUP is respected by Māori and values Te Ao Māori views in the work it does to enhance the delivery of the land transport system.</p>	<p><b>Engagement</b></p> <p>NZUP will engage effectively with Māori to build strong, meaningful and enduring relationships to achieve mutually beneficial outcomes.</p>	<p><b>Empowering NZUP</b></p> <p>Building cultural capacity and capability amongst NZUP to engage effectively with Māori</p>
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These pou form the basis of the development of this roadmap to guide and supporting the development of strong and vibrant Māori communities through genuine partnership and effective engagement.



# Why engage with Māori Businesses?

An article by Amotai in 2021, identified the top five reasons to procure from Māori businesses. The key themes are summarised below:

- Closing the Wealth Gap – diverse businesses play a critical role in closing the racial wealth gap.
- Higher employment rates for Māori– indigenous businesses are more likely to create jobs in their local communities compared to other business.
- Māori businesses create role models and culturally safe spaces - Māori business owners are role models in their communities for whānau, community, and employees. Cultural values are intrinsically embedded in the day-to-day operation creating a culturally safe environment.
- Innovation – Māori authorities and SMEs are more likely to export and have higher rates on innovation and R&D than other New Zealand firms. Many minority businesses are also small enterprises that tend to be nimbler and more innovative.
- Competitive Advantage – successful supplier diversity can create competitive advantages to companies. Diversifying the supply chain can provide companies with new revenue opportunities, creation of new markets, and access to diverse customer bases.

Source: [https://amotai.nz/news/Top\\_5\\_reasons](https://amotai.nz/news/Top_5_reasons)

## The problems we are trying to solve

The statistics around unemployment, homelessness and poverty reveal an over-representation of Māori.

Despite the overall unemployment rate dropping from 5.3% to 4.9% in 2020, Māori unemployment rose to 9.0% which is significantly higher than the 4.9% unemployment rate for all New Zealanders (December 2020, MBIE).

The 2018 severe housing deprivation data revealed Māori are disproportionately affected, with rates that were close to four times the European rate. The rates of severe housing deprivation were highest among Māori under the age of 24.

Source: <https://www.hud.govt.nz/news-and-resources/statistics-and-research/2018-severe-housing-deprivation-estimate/>

For the year ended June 2020, 14.6 per cent of children - 167,100 - lived in households with income less than 50 per cent of the median before housing costs. However, it was 18.5 per cent (52,900) for Māori children. 18.2 per cent of children - 208,400 - lived in households with income less than 50 per cent of the median after housing costs, but this figure was 20.8 per cent for Māori children.

Source: Statistics NZ

# The Māori Economy

In July 2022, Te Puni Kōkiri released an update to the 2020 Te Matapaeroa report on Māori-owned businesses. The report identified the important role that Māori-owned businesses play in the New Zealand economy in providing jobs and creating wealth for Māori communities. Some key findings in the report include:

- There are more than 23,000 economically significant Māori-owned businesses.
- The number of Māori-owned businesses has grown by 11% over the last ten years. By comparison, the number of non-Māori-owned businesses grew by 18% over the same ten-year period.
- The overall profitability of Māori-owned business has doubled over the 10-year period to 2020, compared to an increase of 75% for non-Māori-owned businesses over the same period.
- In 2020, 35% of all Māori-owned businesses had an annual net GST of more than \$20,000, up from 19.0% in 2010. As a comparison, 33.8% of non-Māori-owned businesses had an annual net GST of \$20,000 or more. This was up from 21.6% in 2010. This indicates that, as a proportion, more Māori-owned businesses have become medium- to large-scale enterprises over the 10-year period compared to non-Māori-owned businesses.
- Māori-owned businesses are important in employing a large proportion of the Māori population. Employment is a meaningful part of belonging to society and contributes to whānau thriving as well as wellbeing.
- Māori-owned businesses are more likely to have women as active shareholders (both Māori and non-Māori). Māori-owned businesses with Wāhine Māori active shareholders employ a higher percentage of Māori than Māori-owned businesses without Wāhine Māori active shareholders.
- While the overall “profitability” (as measured by indicative margin) of Māori-owned businesses overall are growing slightly faster than non-Māori-owned businesses, in absolute dollars, indicative margins are still smaller for Māori-owned businesses.

Source: Te Puni Kōkiri. (2022). *Te Matapaeroa 2020*, Wellington, New Zealand.

## Seeding true change: Growing Māori Business

As buyers the challenge is, how do we adopt a mindset to create deeper economic prosperity within our community? Widening the diversity of the supply chain to engage broader sector businesses, can hopefully seed an enduring business opportunity beyond the initial project or contract, through:

- Buying local – either directly or via the prime set targets to look to procure from local suppliers, merchants, contractors, or subcontractors.
- Unbundling projects – developing smaller targeted packages of work for smaller and Māori businesses.
- Subcontract packages – be open to subcontracting opportunities in big projects.

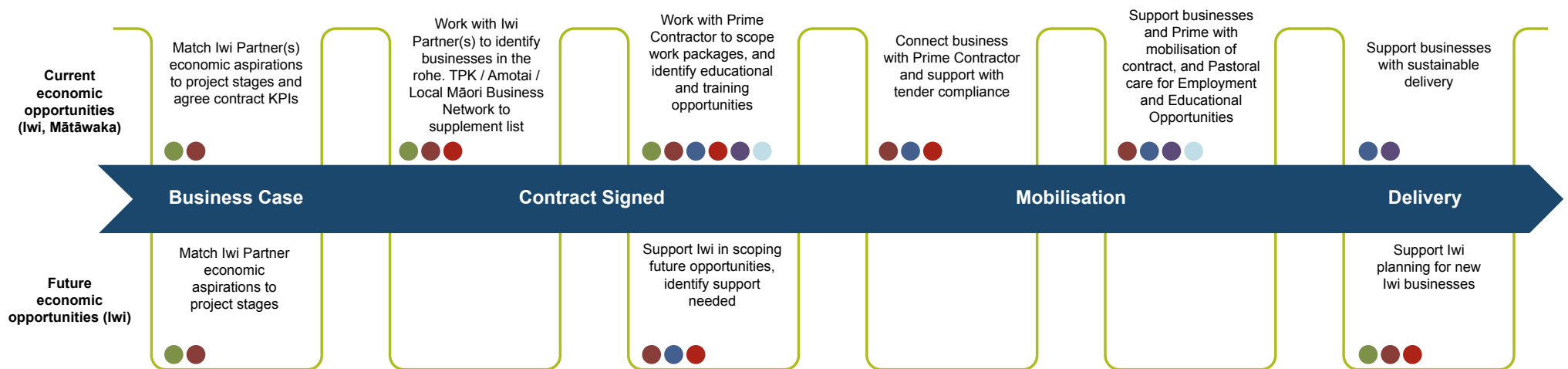
The discussion on social procurement often gets lost in the discussion on favouritism and prioritisation of funding to certain groups. At the heart of the discussion is, how do we remove unnecessary barriers to allow all businesses the genuine opportunity to equally participate within the market?

# New Zealand Upgrade Programme: Māori Economic Opportunities Roadmap

**Current Opportunities** are about who is ready to proceed now – businesses that have the capacity, experience, and capability to tender for the work.

**Future Opportunities** are about building capability, capacity and experience, and creating a plan for how Iwi grow to make the most of those future opportunities.

**Economic Aspirations** include business aspirations, as well as educational and employment aspirations such as, targeted employment and/or educational opportunities, i.e., cadetships, internships, tertiary scholarships.



Parties Involved	
Iwi Partner	● (Green)
Waka Kotahi	● (Red)
Prime	● (Blue)
TPK / Amotai / Local Māori Business Network	● (Red)
Business Owners	● (Purple)
Support Agency (e.g. MSD)	● (Light Blue)

## Key Performance Indicators

- Creating training and career opportunities for Māori in the project rohe;
- Supporting Māori owned Businesses in the project rohe - building capability and capacity.

# Roadmap Step 1:

## Match Iwi Economic Aspirations to Project Stages

### What

An opportunity assessment with Iwi Partner(s) within the project area. Create a forum to understand the project – present breakdown of the project stages and work with Iwi Partner(s) to identify how they can generate economic opportunities – both current and in the future (Figure 1). Iwi are clear about the need to know about upcoming projects in order to be able to build capacity. It is vital at this stage to ensure the right people are present and involved in the kōrero from the beginning.

### Timing

Ideally this would happen at the Business Case stage. As a Treaty Partner, Iwi should be involved from the outset, this would ensure that any opportunities that are identified are subsequently built into the contract with the Prime. Potential outcomes might include the following being built into contracts:

- Educational, training and employment opportunities
- Primes to mentor sub-contractors/smaller businesses
- Capture of the split of actual spend on Iwi owned business and other Māori owned / local businesses / new Iwi business start-ups.

### Details – Pilot of Roadmap P2D

For the Papakura to Drury Roding Project, the contract had already been signed with a Prime Contractor, and work had commenced on the first stage of the project. Opportunities still exist for the remaining stages of the project, and these were the focus of the workshop with Iwi Partners.

Waka Kotahi invited the eight Iwi within the P2D project area to attend a workshop in February. Iwi representatives present at the forum were provided with a spreadsheet that broke the project work down in to 15 stages. Within each stage, the specific works were listed, and Iwi Partners were invited to identify opportunities for Iwi businesses (see Figure 2).

### Relevant Discussion points from Hui with Iwi Partners on P2D

- Recognition and knowledge of Iwi delegations and processes to ensure that the right people are present at hui to make decisions
- True partnership at every level from Governance down
- Recognition of the value of Mātauranga Māori and the opportunity that exists for Iwi Partners to provide an indigenous lens.
- Prioritise Iwi owned and endorsed business ahead of other businesses.
- Contract should ensure the Prime is cognisant of Te Tiriti, Te Ao Māori, and Māori employment, and is willing and able to partner with Iwi.

#### Partnership

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

#### Leadership and Culture

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

#### Engagement

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

#### Empowered Organisation

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

#### Strong and Vibrant Māori Communities

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

# Figure 1: Example of Project Stages Spreadsheet

Note: Description and Expected works may change across projects

Item	Description	Spend (Total for project)	Project Contribution (% of project spend)	Expected works involved	Iwi Opportunities	Work Package Opportunities for Māori Owned businesses	Work Packages Identified	Pātai / Questions raised by Mana Whenua
1	Environmental compliance			Noise & Vibration Monitoring; Air Quality; Erosion & Sediment; Groundwater Monitoring Contamination testing; Archaeological; Ecological; Stakeholder & Communication	For example: Assigning roles within contractors/subcontracting provision throughout delivery to ensure mātauranga Māori is captured			
2	Earthworks			Initial Site Clearing; Earthworks Contract; Material; Earthworks Plant Hire Equipment; Dumpsites and Storage				
3	Ground Improvements			Geogrid; Geotextile; GAP100				
4	Drainage			Drain Laying; Concrete Work; Outfalls; Stormwater Ponds & Treatment; Subsoil and pavement; Concrete and Pipe Supply				
5	Pavement and Surfacing			Pavement Preparation; Pavement Layering; Surfacing; Material Supply				
6	Bridges			Foundations, Piling; Materials – Steel, Concrete, Aggregate; Associated Works – Craneage, Temporary Works				
7	Retaining Walls & Noise walls			Piling; Retaining Wall Construction; Lifting equipment				
8	Traffic Services			Street Lighting, Traffic Signals, Signs; Marking and Delineation; Barriers; Fencing;				
9	Service relocations			Water; Electrical; Gas; Telecommunications; Street Lighting				
10	Landscaping			Transplanting; Pruning; Planting; Mulching; Grassing	For example: Iwi owned nurseries			
11	Traffic Management & Temporary works			Traffic Management; Scaffolding; Formwork and Falsework; Lift Support; Shoring; Excavation Support				
12	Preliminary & General			Smaller packages of works in range of areas from cleaning to catering to earthworks etc.				
13	Construction Monitoring			Mana Whenua Engagement; Cultural Monitoring; Community and Stakeholder engagement; Water Supply; Environmental monitoring; Traffic Management; Road Maintenance				
14	Extraordinary Construction Costs			Financial Services; Legal Services; Contract Management; Community and Stakeholder engagement				



## Figure 2: Opportunities identified by Iwi Partners contd

Item	Description	Expected works involved	Iwi Opportunities/ Iwi Owned Businesses	Waka Kotahi / Prime Contractor	Iwi Partner Pātai / Issues Raises
1	Environmental compliance	Noise & Vibration Monitoring; Air Quality; Erosion & Sediment; Groundwater Monitoring  Contamination testing; Archaeological; Ecological; Stakeholder & Communication	Advice/input on monitoring priorities and their meaning relating to wider taiao	Assigning roles within contractors/ subcontracting provision throughout delivery to ensure mātauranga Māori is captured; Cadetship opportunities as part of the professional services contracts.	- Sub-contracting of Archaeological Services; - Investment to capture and upskill mana whenua in Environmental Compliance;- Cadetship Opportunities-Recognise mātauranga Māori
2	Earthworks	Initial Site Clearing; Earthworks Contract; Material; Earthworks Plant Hire Equipment; Dumpsites and Storage	Earthworks; Aggregate Supply; Earthworks Plant equipment hire	What is the potential for sub-Contractors?	
3	Ground Improvements	Geogrid; Geotextile; GAP100		Cadetship Opportunities?	
4	Drainage	Drain Laying; Concrete Work; Outfalls; Stormwater Ponds & Treatment; Subsoil and pavement; Concrete and Pipe Supply	Drain laying; Concrete work; Stormwater Ponds and Treatment; Civil and Earthworks	Sub-Contractor Opportunities? Cadetship/apprenticeship opportunities?	
5	Pavement and Surfacing	Pavement Preparation; Pavement Layering; Surfacing; Material Supply	Pavement Prep and layering; Asphaltting; Material Supply; Haulage and Trucking,; Plant Hire	Sub-Contractor Opportunities? Cadetship/apprenticeship opportunities?	
6	Bridges	Foundations, Piling; Materials – Steel, Concrete, Aggregate; Associated Works – Craneage, Temporary Works	Piling; Craneage; Transportation/ Haulage	Sub-Contractor Opportunities? Cadetship/apprenticeship opportunities?	
7	Retaining Walls & Noise walls	Piling; Retaining Wall Construction; Lifting equipment	Piling; Craneage	Sub-Contractor Opportunities? Cadetship/apprenticeship opportunities?	
8	Traffic Services	Street Lighting, Traffic Signals, Signs; Marking and Delineation; Barriers; Fencing;	Fencing; Electricians; Road Signage	Sub-Contractor Opportunities? Cadetship/apprenticeship opportunities?	
9	Service relocations	Water; Electrical; Gas; Telecommunications; Street Lighting	Drainlayers; Plumbers/Gasfitters; Electricians	Sub-Contractor Opportunities? Cadetship/apprenticeship opportunities?	
10	Landscaping	Transplanting; Pruning; Planting; Mulching; Grassing	Iwi owned Nursery – Te Uri O Hau; Te Wai-O-Hua; Ngā Maru	Procurement Plan for Landscaping and Material Provision & Supply in a Sub-contracting capacityRecognise Mana Whenua as Kaitiaki	Procurement Plan for Landscaping and Material Provision & Supply in a Sub-contracting capacityRecognise Mana Whenua as Kaitiaki
11	Traffic Management & Temporary works	Traffic Management; Scaffolding; Formwork and Falsework; Lift Support; Shoring; Excavation Support	Traffic Management; Scaffolding;	Sub-Contractor Opportunities? Cadetship/apprenticeship opportunities?	
12	Preliminary and General	Smaller packages of works in range of areas from cleaning to catering to earthworks etc.	Fencing; Drain laying; Electricians; Security; Catering; Material Supply; Traffic Management	Prime Contractor responsible for actioning 5% Government procurement rule	
13	Construction Monitoring	Mana Whenua Engagement; Cultural Monitoring; Community and Stakeholder engagement; Water Supply; Environmental monitoring; Traffic Management; Road Maintenance	Advice/input on monitoring priorities and their meaning relating to wider taiao; Maintenance contracts; Landscaping Contracts	Sub Contractor Opportunities? Cadetship/apprenticeship opportunities? Recognise Mana Whenua as Kaitiaki	Recognise Mana Whenua as Kaitiaki
14	Professional Services *See Call out box on next page	Financial Services; Legal Services; Contract Management; Community and Stakeholder engagement	Professional Services; Stakeholder engagement and Communications	Internship/Scholarship opportunities through Universities and Tertiary institutions	

Figure 2: Spreadsheet from Economic Opportunities Workshop with Iwi Project Partners, 15 February 2022

### Where do Professional Services fit in?

Professional services can make up nearly 10-18% of the total capital value of a project. Professional services consist of:

- Business Case Development
- Planning and Consenting
- Design
- Construction Supervision (included in the physical works breakdown)

### Significance to Iwi

The business case, planning and initial design stages have the most influence over the design and broader outcomes intent of a project that it is the most critical stage for:

- Iwi Project Partner engagement / Mātauranga Māori
- Funding for broader outcomes and best engineering decisions
- Genuine integrated co-design with Iwi Project Partners
- Delivery Partner Selection – aligned culturally
- Establishment of the performance measures

## Roadmap Step 2:

Work with Iwi Partner(s) to identify businesses in the rohe - TPK / Amotai / Local Māori Business Network to supplement list

**Parties Involved:**  
Iwi Partner(s), NZUP and TPK / Amotai / Local Māori Business Network

### What

This involves working with Iwi to identify suitable businesses by Project Stage – Iwi businesses, Iwi endorsed businesses – who could be introduced to the Prime Contractor. This list is then supplemented by a scan of the Amotai and Local Māori Business Network databases, and the list is sent back to Iwi for final approval. If there are no suitable Iwi owned businesses, then ask Iwi Partners to identify the Māori owned businesses they would endorse.

At the third workshop on 22 June, it was agreed that Iwi Partners should be consulted first before any third parties are involved through database searches etc.

### Relevant Discussion points from Hui with Iwi Partners on P2D

- Education, training and employment targets should be identified by Iwi Partner(s)
- Contract should ensure the Prime is cognisant of Te Tiriti, Te Ao Māori, and Māori employment, and is willing and able to partner with Iwi.

### Details – Pilot of Roadmap P2D

For the Papakura to Drury Roding Project, a scan of the Amotai and Whāriki (Local Māori Business Network) databases was undertaken, and a list of businesses was compiled based on Iwi Affiliation. This list was sent out to Iwi Partners for feedback, comment and review by wider Iwi members (see Figure 3).

At the second workshop with Iwi on 13 April, questions were raised around the use of the term “Iwi affiliation”. Businesses on the Amotai Database and the Whāriki Directory self-identify the Iwi they whakapapa to, the wording on the spreadsheets has been changed to reflect this.

#### Partnership

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

#### Leadership and Culture

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

#### Engagement

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

#### Empowered Organisation

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

#### Strong and Vibrant Māori Communities

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

### Figure 3: Analysis of businesses by Iwi Affiliation/Whakapapa

Project Stage	Opportunity for Iwi Project Partners	Iwi businesses / Iwi endorsed businesses	Businesses who whakapapa to Iwi in Project rohe – Source: TPK / Amotai/ Local Māori Business Network				Source: TPK/ Amotai/ Local Māori Business Network  Other Māori owned businesses in Project Rohe
Environmental Compliance	Advice/input on monitoring priorities & meaning relating to wider taiao						
Earthworks	Earthworks; Aggregate Supply; Equipment hire						
Ground Improvements							
Drainage	Drainlaying; Concrete work; Stormwater Ponds and Treatment; Civil and Earthworks						
Pavement and Surfacing	Pavement Prep and layering; Asphaltting; Material Supply; Haulage and Trucking; Plant Hire						
Bridges	Piling; Craneage; Transportation / Haulage						
Retaining Walls /Noise walls	Piling; Craneage						
Traffic Services	Fencing; Electricians; Road Signage						
Service Relocations	Drainlayers; Plumbers / Gasfitters; Electricians						
Landscaping	Transplanting / Pruning / planting / Mulching / Grassing • Nursery • Landscaping and planting						
Traffic Mgmt & Temporary works	Traffic Management; Scaffolding;						
Preliminary and General *further packages identified Slides 11-13	Fencing; Drainlaying; Electricians; Security; Catering; Material Supply; Traffic Management		Refer to pages 11-13 for further details				
Construction Monitoring	Advice/input on monitoring priorities/ meaning relating to wider taiao; Maintenance and Landscaping contracts						
Professional Services	Professional Services; Stakeholder engagement and Communications		Refer to Appendix 1 for further details				

## Roadmap Step 3:

### Work with Prime Contractor to scope work packages and identify educational and training opportunities

#### What

NZUP and the Prime Contractor review potential work packages and the list of potential businesses provided by Iwi Partner(s). Opportunities to split packages should also be considered if required. Iwi Partner(s), NZUP and the Prime Contractor scope potential Education and Employment opportunities with assistance and advice from a Support Agency (i.e., MSD, TPK, or other Training/Employment provider). Pastoral care must be incorporated to help ensure completion and set kaimahi and rangatahi up for success.

#### Market Sounding

NZUP, Iwi Partner(s), and TPK/Amotai work with identified businesses to verify and assess their willingness to participate - do they want to be involved? do they want to grow? A “meet the buyer – meet the business” type event at this stage would serve as a basis for market sounding. Businesses could be notified of the event through Iwi networks as well as through Amotai / TPK / Local Māori Business networks and hosted by NZUP.

#### Details – Pilot of Roadmap P2D

Waka Kotahi met with Fulton Hogan on 23 March to review and understand how Fulton Hogan are engaging with Māori businesses so far on the project and discuss and identify potential economic opportunities for Māori businesses and Iwi within the Papakura to Drury (P2D) Project.

Fulton Hogan stated their commitment and willingness to engage with Māori owned businesses. At follow-up meeting between Fulton Hogan and Amotai, potential packages of work were identified which were subsequently matched to businesses from the Amotai database.

At the second and third hui with Iwi on 13 April and 22 June, Iwi emphasised that they should be engaged with and consulted first, ahead of TPK/Amotai/Whāriki. Iwi should also be asked to give clearance on the final list of businesses. If there are no suitable Iwi businesses on the list, then ask Iwi to identify the Māori-owned businesses they would recommend and/or endorse.

#### Relevant Discussion points from Hui with Iwi Partners on P2D

- Education, training and employment targets should be identified by Iwi Partner(s)
- Contract should ensure the Prime is cognisant of Te Tiriti, Te Ao Māori, and Māori employment, and is willing and able to partner with Iwi.
- Identify the existing Māori owned business in the project rohe – Where are they? What do they do? Do they have capacity?
- Primes to mentor sub-contractors/smaller businesses

#### Partnership

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

#### Leadership and Culture

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

#### Engagement

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

#### Empowered Organisation

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

#### Strong and Vibrant Māori Communities

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

## Figure 4: Potential Packages of Work identified by P2D Prime Contractor Preliminary and General

Opportunity	Iwi owned or Endorsed businesses	Māori owned Businesses identified from Amotai database search
Office Cleaning		
Potable Water Supply and Delivery		
Water Cooler – water and supply		
Septic Tank Pump out and disposal		
Catering		
Local Venue hire and catering (quarterly tailgates etc.) 100-160 people		
Safety Gear		
Waste – general, recycling, skip bins and servicing		
Photographer		
Videographer		
Printing and Publishing – quarterly updates		
Temporary fence hire and installation		
Security		



## Figure 5: Potential Packages of Work identified by P2D Prime Contractor Sub-Contractors

Opportunity	Iwi owned or Endorsed businesses	Māori owned Businesses identified from Amotai database search
Small multi purpose crews – day works		
Earthworks companies for small packages or work		
Small asphalt and hot mix patch crews (potholes)		
Graffiti Removal		
Concrete / asphalt saw cutting		
Site Maintenance pre landscaping – weeding/mowing/spraying etc.		
Hi-ab Truck operators		
Trucking companies – truck and trailers, and truck only (6-8 wheelers)		
Traffic Management		
Steel Fixing		
Signage and installation (traffic sign manufacture and installation)		
External Contract Surveyors / CAD Operators		
Consultant Resource		
Tree Removal - Arborist		

## Figure 6: Potential Packages of Work identified by P2D Prime Contractor Full Packages

Opportunity	Iwi owned or Endorsed businesses	Māori owned Businesses identified from Amotai database search
Landscaping and Maintenance		
Drainage, stormwater		
CCTV Drainage		
Utility Trenching, duct installation and backfill		
Directional Drilling		
Permanent Fencing (boundary and fall prevention)		
Urban Design Elements		
Barriers – concrete and guard rail		
Kerb and Channel		
Concrete Footpaths		

## Roadmap Step 4:

Support Iwi in scoping future opportunities and identify the support needed

### What

NZUP and the Prime Contractor review potential work packages and the list of potential businesses provided by Iwi Partner(s). Opportunities to split packages should also be considered if required. Iwi Partner(s), NZUP and the Prime Contractor scope potential Education and Employment opportunities with assistance and advice from a Support Agency (i.e., MSD, TPK, or other Training/Employment provider). Pastoral care must be incorporated to help ensure completion and set kaimahi and rangatahi up for success.

### Future Opportunities

Coaching for Iwi on identifying sub-trade opportunities in construction to explore for business potential. Scope and explore how the Prime can act as an incubator for ideas. For example, at the P2D Hui on 15 February, Iwi Project Partners expressed interest in road and landscaping maintenance even though they are not currently working in this space. This step is about how this relevant contract can help to shape and scope those sorts of aspirations.

*The process could take this form:*



### Relevant Discussion points from Hui with Iwi Partners on P2D

- Knowledge of upcoming projects is important for Iwi Partner(s) – this will enable Iwi to develop and build capacity.
- Maintenance contracts are a reliable and ongoing opportunity for Iwi businesses
- Key to build into upcoming contracts:
  - Educational, employment and training opportunities;
  - Primes to mentor sub-contractors/smaller businesses
  - Ensure the Prime, as an agent of the Crown, is cognisant of Te Tiriti, Te Ao Māori, and Māori employment, and is willing and able to partner with Iwi

<p><b>Partnership</b></p> <p>We recognise and respect Te Tiriti o Waitangi and will promote a partnering approach in our work with Māori</p>	<p><b>Leadership and Culture</b></p> <p>Respected by Māori and value Te Ao Māori views in the work we do to enhance the delivery of the land transport system.</p>	<p><b>Engagement</b></p> <p>We will engage effectively with Māori to build strong, meaningful and enduring relationships to achieve mutually beneficial outcomes.</p>	<p><b>Empowered Organisation</b></p> <p>We support our people to have the capability, capacity and confidence to partner and engage successfully with Māori</p>	<p><b>Strong and Vibrant Māori Communities</b></p> <p>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</p>
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## Roadmap Step 6:

Support businesses and Prime Contractor with contract mobilisation, and Pastoral care for Employment and Educational opportunities

### What

Once a business has been appointed, it is important to ensure they are well supported at the critical mobilisation stage of the contract. Depending on the size and experience of the business, this support might include:



It is also important to ensure that pastoral care is provided for any employment/educational opportunities that have been identified – this may include transport to and from the work site, mentoring and or coaching support etc.

### Relevant Discussion points from Hui with Iwi Partners on P2D

- Investment in Māori owned businesses is key to removing barriers and enabling success
- Primes to mentor sub-contractors/smaller businesses

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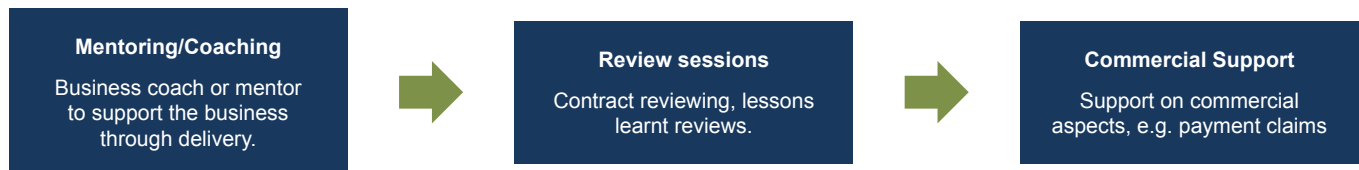
## Roadmap Step 7:

### Support businesses with sustainable delivery

#### What

Providing ongoing support to the Business owners in delivery of the contract, i.e., deliver on promises and maintain relationships. Support to make the experience a positive for both the business and the Prime.

This support might include:



#### Relevant Discussion points from Hui with Iwi Partners on P2D

- Investment in Māori owned businesses is key to removing barriers and enabling success
- Primes to mentor sub-contractors/smaller businesses

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## Roadmap Step 8:

### Support Iwi Partner(s) planning for new Iwi businesses

#### What

Iwi to identify what support they need to grow businesses in the road construction and maintenance and Landscaping maintenance space. Funding would need to be sought to help with business creation, e.g., staffing, commercial arrangements. How can NZUP support this process and uplift the Māori Infrastructure capability?

This step does not impact the other steps in the process, and should be driven by Iwi Partners, with support from NZUP, TPK and Amotai.

#### Relevant Discussion points from Hui with Iwi Partners on P2D

- Recognition and knowledge of Iwi delegations and processes to ensure that the right people are present at hui to make decisions
- Investment in Māori owned businesses is key to removing barriers and enabling success
- Primes to mentor sub-contractors/smaller businesses
- Partnership with Iwi is more than cultural safety and cultural inductions.

#### Partnership

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#### Leadership and Culture

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#### Engagement

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#### Empowered Organisation

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#### Strong and Vibrant Māori Communities

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# Where do Professional Services fit in?

## Appendix 1

Business Case Development	Iwi	Māori Owned Business
Iwi engagement and consultation	Mātauranga Māori	Iwi engagement services
Economic Analysis – NPV, wider economic analysis	Mātauranga Māori	Independent Accounting and Economists
Community Engagement		Community engagement
Specimen Design Development	Mātauranga Māori Design Review	Design and engineering – (see design components table next slide)
Project Estimates and Pricing		Quantity Surveyors / Estimators
Broader Outcomes Assessment / Social Procurement	Mātauranga Māori	Procurement and Social Outcomes Professional Services
Procurement Design and Tender Evaluation	Tender evaluation	Procurement Services Commercial legal services
Marketing and communications		Marketing and communications
Traffic Modelling		

Planning and Consenting	Iwi	Māori Owned Business
Iwi engagement and consultation	Mātauranga Māori	Iwi engagement services
Community Engagement and consultation		Community engagement
Town Engagement		Town Planners / Resource Management Lawyers
Consent Application		Town Planners / Resource Management Lawyers
Consent Monitoring regime		Town Planners / Resource Management Lawyers Design and engineering (see design components table next page)

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# Where do Professional Services fit in?

## Appendix 1 contd

From the specimen design and consent a detailed design can get developed and the pricing confirmed as part of the development of the design.

Design	Iwi	Māori Owned Business
Iwi engagement and consultation	Mātauranga Māori	Iwi engagement services
Community Engagement		Community engagement
Design intent and visualisation		Traffic Design Architects / Landscape Architects
Traffic design and safety		Traffic design
Survey		Surveyors
Geotechnical Investigation		Geotechnical engineering and lab testing
Water and environmental testing and monitoring		Environmental engineers and lab testing
Earthworks Design		Civil engineers
Civils – Pavements and surfacing Design		Civil and pavement engineers
Stormwater and Drainage		Civil engineering/water & environmental engineering
Water and wastewater		Water engineering & environmental engineering

Planning and Consenting	Iwi	Māori Owned Business
Structural Design	Mātauranga Māori	Iwi engagement services
Electrical and Mechanical – including lighting and traffic signaling		Mechanical Engineering Electrical Engineering Traffic Design
Consenting		
Project Estimates and Pricing		Quantity Surveyors / Estimators
Construction Procurement Design and Tender Evaluation	Tender evaluation	Procurement Services Commercial legal services
Broader Outcomes Assessment / Social Procurement	Mātauranga Māori	Procurement and Social Outcomes Professional Services
Procurement Design and Tender Evaluation	Tender Evaluation	Procurement Services Commercial legal services
Marketing and communications		Marketing and communications

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