



# RAUTAKI MĀORI

## MĀORI STRATEGY



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# KUPU WHAKATAKI FOREWORD

Anei mātou o Te Ratonga Ahi me ngā Ohotata i Aotearoa e tāpae ana i tō mātou Rautaki Māori, i runga i te ngākau matakuiui.

Ko te whāinga o tō mātou Rautaki Māori te whakahaumarua ake, te whakapakari ake hoki i tō tātou hapori Māori. Ko tāna he whakatakoto i ngā mahi me oti e tutuki ai tēnei whāinga, ngā take mō te hiranga o tērā, ā, mātua rā ko ērā āhuatanga me panoni.

Kia whakatōmuri te haere whakamua,

I walk backwards into the future with my eyes fixed on my past.

Ko tā te whakatauki o runga ake nei he whakaāhua i tō te Māori tirohanga e pā ana ki te wā, me te whiringa tahitanga o te inamata, te wātū me te anamata. He hāngai tēnei tirohanga ki ngā moemoeā me te whakawhanaketanga o tō mātou Rautaki Māori.

Kua whakawhārikitia te rautaki ki tō mātou mātāpono, te aronga rautaki o tō mātou tōpūtanga, ngā wāhanga aronga rautaki a te Tumu Whakarae, me tō mātou herenga kua pānuitia atu mō te mahi tahi ki te hunga Māori hei tangata whenua. Koinei te whāriki ki tō mātou Rautaki Māori, e ai ki ērā mea ka hiahia e mātou ā te anamata.

Kua taumaha ake te pā kino atu o te ahi kore hiahia me te ohotata ki te hunga Māori. Waihoki, i runga i te take kei tōna haurua o tō rātou huarawa he mea haumi ki ngā ahumahi e kaha pāngia ana ki te āhuarangi (arā ko te ahumahi ngāherehere, te ahumahi ahuwenua, te ahumahi hī ika me te ahumahi tāpoi) ka kaha pāngia te hunga Māori ki te ahi āhuarangi hurihuri hoki. Nō konā, he tino nui te hiahia kia pai ake ai tō mātou putanga ki te hunga Māori. Mā te whakapakari i ngā hononga whakawhiti atu i ngā hapori Māori, ka whakapakari hoki ai te rautaki nei i ngā hapori anō, e haumarua ake ai a Aotearoa ki a tātou katoa.

E aro whakawaho ana ngā pou e rua o ngā pou e whā o te Rautaki Māori ki tētahi anamata, ki reira mātou hanga ai i ngā hononga ki tēnā, ki tēnā hapori, he wheako nui nō mātou ki te hunga Māori. Waihoki, ki reira tō mātou hapori Māori noho ai he haumarua ake, he aumangea hoki i te ahi.

Ko ērā atu pou e rua he mea aro whakaroto kē, ki tētahi anamata ki reira tō mātou rangatira tautoko ai i ngā kaupapa Māori, ki reira tō mātou kaimahi noho matatau ai i ngā pūkenga ahurea e tutuki pai ai ēnei whāinga.

Ahakoā te mea kua whakatakotoria i te Rautaki Māori te pae tawhiti e whai nei mātou, ehara tāna he tautohu i te wā whāiti kia "oti" ai tō mātou mahi. Ka toitū, ka pūmau hoki tēnei rautaki, pērā i tō mātou herenga ki te mahi tahi ki te hunga Māori hei tangata whenua. Ko tāna he arataki i tō mātou haere hei tōpūtanga. Ko tāna hoki he pānui atu ki ngā hapori Māori, anei mātou a Te Ratonga Ahi me ngā Ohotata i Aotearoa e oke ana kia pai ake ai tō mātou hua ki a rātou. Waihoki, he pānui ki tō mātou kaimahi ka oke mātou kia pai ake ai te wairua me ngā tikanga o tō mātou tōpūtanga, me tō rātou haumarutanga, hauora me te waiora hoki.

Kei a mātou katoa o tēnei tōpūtanga, o nāiane, o anamata hoki, te whakatutuki i ngā whāinga o tēnei rautaki. Mā whero, mā pango, ka ora ai te iwi.

On behalf of Te Ratonga Ahi me ngā Ohotata i Aotearoa (Fire and Emergency New Zealand), we are pleased to present our Rautaki Māori, (Māori Strategy).

Our Rautaki Māori aims to create safer and more resilient hapori Māori (Māori communities). It outlines the work we will do to achieve this, why it's important and most importantly what will be different.

Kia whakatōmuri te haere whakamua,

I walk backwards into the future with my eyes fixed on my past.

The above whakatauki (proverb) speaks to Māori perspectives of time, where the past, the present and the future are viewed as intertwined. This is a fitting way of looking at the development and aspirations of our Rautaki Māori.

The rautaki (strategy) is underpinned by our values, our organisation's strategic direction, our Chief Executive's areas of strategic focus, and our published commitment to work with Māori as tangata whenua. On these foundations we have built our Rautaki Māori based on what we need for the future.

Māori are disproportionately impacted by unwanted fires and emergencies, and with almost half of their asset base invested in "climate sensitive" industries (forestry, agriculture, fishing, and tourism) they are also highly impacted by climate change related fires. Therefore, the need to strengthen our service to deliver better outcomes for Māori is compelling. By building the support across hapori Māori this rautaki will have a positive flow on effect for other communities, building a safer Aotearoa for all.

Two of the four pou (pillars) of the Rautaki Māori are externally focused and allow us to see a future where we're able to build relationships with any community due to the experience we have with Māori, where our hapori Māori are safe and resilient from fire.

The other two pou are internally focused and allows us to see a future where our leaders support and drive the kaupapa (initiatives) and our people feel they have the appropriate levels of cultural capability to do this in their job.

While the Rautaki Māori outlines the success we strive for, it purposefully doesn't point to a date or time frame when our work will be "done". Just like our commitment to working with Māori as tangata whenua, this rautaki is enduring and will guide the pathway that we are travelling as an organisation. It is a signal to hapori Māori that Fire and Emergency New Zealand strives to be more capable and do better by them, and to our people that we strive to improve the culture of our organisation and in turn their safety, health, and wellbeing.

It is the responsibility of everyone who belongs to our organisation now and in the future to realise the intentions of this rautaki.

Ko te pae tawhiti whaia kia tata, ko te pae tata whakamaua kia tina. Haumi ē, hui ē! Taiki ē!

Seek out the distant horizons, while cherishing those achievements at hand.



Rebecca Keogh



Kerry Gregory

# TĀ MĀTOU HOROPAKI RAUTAKI OUR STRATEGIC CONTEXT

## Tā mātou aronga | Our Purpose

We are a trusted team of over 14,500 people providing fire and emergency services that support hapori (communities) across Aotearoa to protect and preserve what matters - lives, property and the environment.

## Ngā uara | Our Values



### Kia Tika

We do the right thing



### Manaakitanga

We serve and support



### Whanaungatanga

We are better together



### Auahatanga

We strive to improve



## TE PAE TAWHITI

KIA PAKARI AKE, KIA HAUMARU AKE, KIA AUMANGEA AKE NGĀ HAPORI MĀORI I TE AHI. HE TAONGA TE AHI, HE TAONGA TE TANGATA, HE TAONGA TE TAIAD

## HE TOA TAKITINI

NGĀ HONONGA ME TE MAHINGA TAHITANGA KI A NGĀI MĀORI



Ka mahi tahi mātou me ngā hapū Māori, ngā iwi Māori me ngā tōpūtanga Māori hoki, e pai ake ai ā mātou huarahi, ā mātou mahi hoki, tae rā anō ki te āhua o tā mātou raranga i te mātauranga Māori ki roto i tā mātou mahi me te hapori.

Ka tino whai uara ki a mātou ngā hononga pūmau i waenganui i te Karauna me te iwi Māori me ngā hononga whakapono nui e tautoko ana i te mahi whakataunga i runga i te kotahitanga me te pono, e whakapiki ana hoki i tō mātou mārama ki ngā tūmanako o Ngāi Māori, me te pēhea te whakatutuki i ēnei.

**Ko te aha ka rerekē ai?**

- Ka whai mātou i ngā ratonga e hāngai ake ana ki ngā hapori Māori, kua whakawhanaketia tahitia e mātou me Ngāi Māori.
- Ka taea e mātou te whakamahere o mātou hononga, e hopua ai ngā āhuatanga, ngā tikanga me ngā kawa motuhake hoki o tēnā, o tēnā iwi, hapū hoki.
- Ka tautokona a Ngāi Māori ki te honohono mai ki a Ahi me te Ohotata me ngā tōpūtanga kōtuitui ana e whāomo ake ai te whakamahi rauemi, e karohia hoki ai te tāruarua i te mahi i roto i ngā hapori Māori.

## HAPORI TŪ, HAPORI ORA

E HAUMARU AKE AI NGĀ HAPORI MĀORI



Ka tautokohia ngā hapori Māori kia oti ai i a rātou anō te whakatau i ngā whāinga, i ngā putanga, i ngā mahi hoki e hāngai ana ki te Ahi me te Ohotata, e noho takatū ai, e noho haumaru ai, e noho aumangea hoki ai ngā hapori Māori.

Ka mahi tahi mātou me Ngāi Māori ki te tiaki i te tangata, i te taonga, i te taiao hoki.

**Ko te aha ka rerekē ai?**

- Ka whai taunaki ā mātou ratonga, ka hāngai hoki ki te whakamimiti i te mōrearea ki roto i ngā hapori Māori.
- Ka arahina ā mātou ratonga e ngā poutoko o te hapori, ka whakahāngaitia hoki ēnei ki tēnā, ki tēnā hapori Māori.
- Ka rongo ngā hapori Māori i te tautoko, ka noho honoa hoki ana rātou ki ngā tukanga whakataunga e pā ana ki ngā ratonga me ngā mahi a te tōpūtanga.

## NGĀ UARA



KIA TIKA  
KA WHAI MĀTOU I TE TIKA



WHANAUNGATANGA  
EHARA TAKU TOA I TE TOA TAKITAHU,  
ENGARI HE TOA TAKITINI



MANAAKITANGA  
MĀ MĀTOU TE TIAKI  
ME TE TAUTOKO



AUAHATANGA  
KA WHĀIA TE PAE

## KIA MĀRAMA, KIA WHAI

TE KAIHAUTŪTANGA ME TE NOHO HAEPAPA



Ka mārama, ka māhorahora, ka haepapa hoki ā mātou mahi e pā atu ana ki a Ngāi Māori. Ka whai mātou i ngā tikanga tātai putanga e tika ana e noho whakaarotau ai a Ngāi Māori, ā, ka tuku pūrongo ki ō mātou hoa rangapū Māori, me ngā hunga whaipānga anō hoki.

Ka tautokona ngā kaimahi Māori ki te tū hei rangatira ki roto i ngā kaupapa Māori, nō ngā kaihautū o ngā pae katoa o te tōpūtanga e raranga noa mai ana i ngā tirohanga Māori ki ā rātou mahi, e pai ake ai ngā hua ka puta ki a Ngāi Māori, e tū hoki ai ngā kaihautū hei taurira ki a mātou katoa.

**Ko te aha ka rerekē ai?**

- Ka tautokona ngā kaimahi Māori ki te whakawhanake i ō rātou pūkenga, e kaneke pai ai ō rātou umanga. Ka whai wāhi hoki rātou ki ētahi whatunga tautoko hei whakawhitihiti i ngā wheako.
- Ka pai ake te tautoko i ngā kaihautū e piki ai tō rātou mārama ki tō rātou tūranga me ngā herenga ki te iwi Māori, e whakatairanga hoki ai rātou i ngā kaupapa whaihua e pā ana ki a Ngāi Māori.
- Ka whakatairanga ō mātou kaupapa here i tō mātou utanga ki a Ngāi Māori me ngā mātāpono o te Tiriti o Waitangi. Our policies will reflect our commitment to Māori and the principles of Te Tiriti o Waitangi.

## NGĀ TĀNGATA

TE POIPOI I TE PŪKenga O Ā MĀTOU TĀNGATA



Ka ū mātou kia pai ake tā mātou whakahono atu, tiaki hoki i ngā hapori Māori. Ka whakapiki mātou i te pūkenga o te tōpūtanga katoa, e māia ai tā te kaimahi tautoko i ngā hononga ki a Ngāi Māori, tāna whai i te tirohanga Māori me tāna whakahou hoki i āna mahi e pai ake ai ngā hua ka puta ki a Ngāi Māori.

**Ko te aha ka rerekē ai?**

- Ka piki ake tō mātou pūkenga ki te hono tōtika atu ki ngā hapori Māori.
- Ka kaha ake te haumaru ahurea o te tōpūtanga mō ngā kaimahi Māori.
- Ka piki ake te ngākaupai, te ngākaupatahi me te whai wāhitanga o te wāhi mahi.

## VISION

TE PAE TAWHITI

STRONGER MORE RESILIENT MĀORI COMMUNITIES. TOGETHER, WE WILL PROTECT PEOPLE, PROPERTY, POSSESSIONS AND THE ENVIRONMENT. HE TAONGA TE AHI, HE TAONGA TE TANGATA, HE TAONGA TE TAIAO

## HE TOA TAKITINI

RELATIONSHIPS AND PARTNERSHIP WITH MĀORI



We will partner with iwi and hapū Māori, and other Māori entities, to improve our approach and practice, including how we incorporate appropriate mātauranga Māori concepts into our work with communities.

We support and value the enduring Treaty relationship Māori have with the Crown. This means we build trusting

relationships and partnership with Māori that increases our understanding to inform our services.

**What will be different?**

- We will have services that are better tailored to Māori communities as we will have developed them with Māori.
- We will be able to map our relationships to capture their unique characteristics, traditions, and protocols of each iwi and hapū.
- We will support Māori to engage with Fire and Emergency and collaborating agencies for efficient use of resources to avoid unnecessary overlap in serving Māori communities.

## HAPORI TŪ, HAPORI ORA

SAFER MĀORI COMMUNITIES



We will support Māori communities to determine their goals, outcomes, and actions for Māori community readiness, safety and resilience as they relate to Fire and Emergency.

We will partner with Māori to protect Māori life and property; this is inclusive of tāngata, taonga and taiao (people; property, possessions and other taonga; and the environment).

**What will be different?**

- Our services will be evidence based and targeted to reduce risk in Māori communities.
- Our services will be guided by community leaders and tailored to local Māori communities.
- Māori communities feel supported and engaged in decision-making processes related to the organisation's services and activities.

## VALUES

NGĀ UARA



**KIA TIKA**  
WE DO THE RIGHT THING



**WHANAUNGATANGA**  
WE ARE BETTER TOGETHER



**MANAAKITANGA**  
WE SERVE AND SUPPORT



**AUAHATANGA**  
WE STRIVE TO IMPROVE

## KIA MĀRAMA, KIA WHAI

LEADERSHIP AND ACCOUNTABILITY



We will be open and accountable in everything we do that impacts on Māori. We will apply appropriate outcome measures to focus on Māori and report to our Māori partners and other stakeholders.

We will make space for Māori personnel to lead on kaupapa Māori, while leaders across all levels of the organisation incorporate a Māori worldview in their work to contribute towards better outcomes for Māori, serving as role models to us all.

**What will be different?**

- Our Māori personnel will be supported to develop their skills and progress through their careers and have support networks to share experiences.
- Our leaders will be better supported to understand their role in our commitment to Māori and to champion positive initiatives that impact on outcomes for Māori.
- Our policies will reflect our commitment to Māori and the principles of Te Tiriti o Waitangi.

## NGĀ TĀNGATA

GROWING THE CAPABILITY OF OUR PEOPLE



We will commit to better connecting with and serving Māori communities. We will build capability across the organisation so that our people confidently embrace relationships with Māori, incorporate a Māori worldview, and innovate their practices to create better outcomes for Māori.

**What will be different?**

- We will have increased capability to engage directly with Māori communities.
- We will have a more culturally safe organisation for our Māori personnel.
- We will have a more positive, fairer and inclusive workplace.

## HE TOA TAKITINI NGĀ HONONGA ME TE MAHINGA TAHITANGA KI A NGĀI MĀORI

**Ka poipoia ngā hononga ki a Ngāi Māori, ka noho mai rātou hei hoa rangapū ki a mātou**

Ka mahi tahi mātou ko ngā hapū Māori, ngā iwi Māori me ngā tōpūtanga Māori, e pai ake ai ā mātou huarahi, ā mātou mahi hoki, tae rā anō ki te āhua o tā mātou raranga i te mātauranga Māori ki roto i ā mātou mahi me te hapori.

Ka tino whai uara ki a mātou ngā hononga pūmau i waenganui i te Karauna me te iwi Māori me ngā hononga whakapono nui e tautoko ana i te mahi whakataunga i runga i te kotahitanga me te pono, e whakapiki ana hoki i tō mātou mārama ki ngā tūmanako o Ngāi Māori, me te pēhea te whakatutuki i ēnei.

### He aha tēnei e hirahira nei?

- He hoa rangapū ngā iwi me ngā hapū Māori ki a Ahi me te Ohotata mā roto i tō mātou utanga kia mahi tahi ki a Ngāi Māori hei tangata whenua me te Tiriti o Waitangi hoki.
- He nui te haumitanga o ngā iwi me ngā hapū Māori ki roto i te whenua me ngā ngahere, ā, kei te piki haere.
- He poutoko hapori ngā iwi me ngā hapū Māori, e waiwai ana rātou i te whakapikinga o te aumangea o te hapori, i te arahitanga hoki o ngā urupare ohotata.

### Ka mōhio mātou e angitu ana ngā mahi nei ina

- Ka whai urupare mātou i ngā hapori Māori mō ō rātou rata mai rānei ki ā mātou ratonga.
- Ka taea e mātou te tātai te pikinga o ngā hononga ki ngā iwi me ngā hapū Māori, me ērā atu tōpūtanga Māori anō.
- Ka piki ake ngā hua, ka iti iho hoki te pā kino ki a Ngāi Māori, i te tohatoha i ngā rawa me te pai hoki o te mahinga tahitanga.

### Ko te aha ka rerekē ai?

- Ka whai mātou i ngā ratonga e hāngai ake ana ki ngā hapori Māori, kua whakawhanaketia tahitia e mātou ko te hunga Māori.
- Ka taea e mātou te whakamahere ō mātou hononga, e hopua ai ngā āhuatanga, ngā tikanga me ngā kawa motuhake hoki o tēnā, o tēnā iwi, hapū hoki.
- Ka tautokona a Ngāi Māori ki te honohono mai ki a Ahi me te Ohotata me ngā tōpūtanga kōtuitui ana e whāomo ake ai te whakamahi rauemi, e karohia hoki ai te tāruarua i te mahi i roto i ngā hapori Māori.



## HE TOA TAKITINI RELATIONSHIPS AND PARTNERSHIP WITH MĀORI

**We will build relationships and partner with Māori**

We will partner with iwi and hapū Māori, and other Māori entities, to improve our approach and practice, including how we incorporate appropriate mātauranga Māori concepts into our work with communities.

We support and value the enduring Treaty relationship Māori have with the Crown. This means we build trusting relationships and partnerships with Māori that increase our understanding to inform our services.

### Why is it important?

- Iwi and hapū Māori are partners with Fire and Emergency through our commitment to working with Māori as tāngata whenua and Te Tiriti o Waitangi.
- Iwi and hapū Māori hold significant and increasing investments in land and forests.
- Iwi and hapū Māori are community leaders and critical to building community resilience and informing emergency responses.

### What will be different?

- We will have services that are better tailored to Māori communities as we will have developed them with Māori.
- We will be able to map our relationships to capture their unique characteristics, traditions, and protocols of each iwi and hapū.
- We will support Māori to engage with Fire and Emergency and collaborating agencies for efficient use of resources to avoid unnecessary overlap in serving Māori communities.

### We will know we're successful when

- We have feedback from hapori Māori (Māori communities) on their satisfaction with our services.
- We can measure the growth of partnerships & relationships with Māori iwi, hapū and other Māori organisations.
- We see improved outcomes and reduced impact for Māori due to effective collaboration.



# HAPORI TŪ, HAPORI ORA E HAUMARU AKE AI NGĀ HAPORI MĀORI

## Ka tautokohia ngā hapori Māori e haumarua ake ai rātou, e aumangea ake hoki ai

Ka tautokohia ngā hapori Māori e oti ai i a rātou anō te whakataua i ngā whāinga, i ngā putanga, i ngā mahi hoki e hāngai ana ki te Ahi me te Ohotata, e noho takatū ai, e noho haumarua ai, e noho aumangea hoki ai ngā hapori Māori.

Ka mahi tahi mātou me Ngāi Māori ki te tiaki i te tangata, i te taonga, i te taiao hoki.

### He aha tēnei e hirahira nei?

- Ka pāngia pāhikahika a Ngāi Māori e te ahi kore hiahiatia.
- Kei te noho taiwhenua te 25 – 30% o te iwi Māori, e noho pūreirei ana pea i ngā ratonga ohotata.
- Ko te whakapae ka tipu te taupori Māori i te 17% ki te 21% hei te 2043 rā anō.
- Ko noho mai ngā iwi me ngā tāngata Māori hoki hei poutoko hapori, kei a rātou te tūranga nui hei ārai i te ahi me ngā ohotata anō.

### Ko te aha ka rerekē ai?

- Ka whai taunaki ā mātou ratonga, ka hāngai hoki ki te whakamimiti i te mōrearea ki roto i ngā hapori Māori.
- Ka arahina ā mātou ratonga e ngā poutoko o te hapori, ka whakahāngaitia hoki ēnei ki tēnā, ki tēnā hapori Māori.
- Ka rongo ngā hapori Māori i te tautoko, ka noho honoa hoki rātou ki ngā tukanga whakataunga e pā ana ki ngā ratonga me ngā mahi a te tōpūtanga.

### Ka mōhio mātou e angitu ana ngā mahi nei ina

- Ka ārahi ā mātou taunaki i ā mātou ratonga ki ngā hapori Māori.
- Ka kitea te mimiti haere o te ahi kore hiahiatia e pā pāhikahika atu ana ki a Ngāi Māori.
- Ka kitea kua tokomaha ake ngā tāngata e hono mai ana ki ā mātou kaupapa whakamimiti mōrearea.



# HAPORI TŪ, HAPORI ORA SAFER MĀORI COMMUNITIES

## We will support Māori communities to be more resilient and safe

We will support Māori communities to determine their goals, outcomes, and actions for Māori community readiness, safety and resilience as they relate to Fire and Emergency.

We will partner with Māori to protect Māori life and property; this is inclusive of tāngata, taonga and taiao (people; property, possessions and other taonga; and the environment).

### Why is it important?

- Māori are disproportionately affected by unwanted fires.
- 25 – 30% of Māori live rurally and may be isolated from emergency services.
- Māori population estimated to grow from 17% to 21% by 2043.
- Iwi and Māori as community leaders with an important role to play in preventing fires and other emergencies.

### What will be different?

- Our services will be evidence based and targeted to reduce risk in Māori communities.
- Our services will be guided by community leaders and tailored to local Māori communities.
- Māori communities feel supported and engaged in decision-making processes related to our services and activities.

### We will know we're successful when

- Our evidence informs our services to Māori communities.
- We see a reduction in the number of Māori disproportionately affected by unwanted fires.
- We see higher engagement rates with our risk reduction campaigns.



## KIA MĀRAMA, KIA WHAI TE KAIHAUTŪTANGA ME TE NOHO HAEPAPA

### Ka noho haepapa mātou mā te kaihautūtanga.

Ka mārama, ka māhorahora, ka haepapa hoki ā mātou mahi e whakaaweawe ana ki a Ngāi Māori. Ka whai mātou i ngā tikanga tātai putanga e tika ana, e noho whakaarotau ai a Ngāi Māori, ā, ka kaha mātou ki te kawē pūrongorongo ki ō mātou hoa rangapū Māori, hunga whaipānga anō hoki.

Ka tautokona ngā kaimahi Māori ki te tū hei rangatira ki ngā kaupapa Māori, nō ngā kaihautū o ngā pae katoa o te tōpūtanga e raranga noa mai ana i ngā tirohanga Māori ki roto i ā rātou mahi, e pai ake ai ngā hua ka puta ki a Ngāi Māori, e tū hoki ai ngā kaihautū hei tauira ki a mātou katoa.

### He aha tēnei e hirahira nei?

- E mārama ai te kite kei a wai te haepapa o ngā hononga ki ngā iwi, hapū Māori.
- Me whakatairanga ngā kaiwhakahaere waenga me ngā kaihautū whakahaere i ngā kaupapa Māori.

### Ka mōhio mātou e angitu ana ngā mahi nei ina

- Ka kitea te tokomaha ake ngā kaimahi Māori ki tēnā, ki tēnā pae o te tōpūtanga, inā noa atu i ngā tūranga rangatira.
- Ka whai pūrongo i ngā kaimahi Māori e pai ake ana rātou ki te mahi i roto i a Ahi me te Ohotata i Aotearoa.
- Ka kitea ngā mātāpono o te Tiriti o Waitangi i roto i ō mātou kaupapa here.

### Ko te aha ka rerekē ai?

- Ka tautokona ngā kaimahi Māori ki te whakawhanake i ō rātou pūkenga, e kaneke pai ai ō rātou umanga. Ka whai wāhi hoki rātou ki ētahi whatunga tautoko hei whakawhitiwhiti i ngā wheako.
- Ka pai ake te tautoko i ngā kaihautū tauiri e piki ai tō rātou mārama ki tō rātou tūranga me ngā herenga ki a Ngāi Māori, e whakatairanga hoki ai rātou i ngā kaupapa whaihua e pā ana ki te Māori.
- Ka whakatairanga ō mātou kaupapa here i tō mātou utanga ki a Ngāi Māori me ngā mātāpono o te Tiriti o Waitangi.



## KIA MĀRAMA, KIA WHAI LEADERSHIP AND ACCOUNTABILITY

### We will be accountable through leadership.

We will be open and accountable in everything we do that impacts on Māori. We will apply appropriate outcome measures to prioritise Māori and report to our Māori partners and other stakeholders.

We will make space for Māori personnel to lead on kaupapa Māori, while leaders across all levels of the organisation incorporate a Māori worldview in their work to contribute towards better outcomes for Māori, serving as role models to us all.

### Why is it important?

- To be clear whose responsibility it is to hold relationships with iwi and hapū Māori.
- We need middle management and operational leaders to champion 'Kaupapa Māori'.

### We will know we're successful when

- We see more Māori personnel represented throughout all levels of the organisation especially leadership roles.
- Our Māori personnel report higher levels of job satisfaction as a member of Fire and Emergency NZ.
- We see the principles of our commitment to Māori reflected in our policy.

### What will be different?

- Our Māori personnel will be supported to develop their skills and progress through their careers and have support networks to share experiences.
- Our leaders will be better supported to understand their role in our commitment to Māori and to champion positive initiatives that impact on outcomes for Māori.
- Our policies will reflect our commitment to Māori and the principles of Te Tiriti o Waitangi.





## NGĀ TĀNGATA

### TE POIPOI I TE PŪKENGĀ O Ā MĀTOU TĀNGATA

#### Ka poipoia te pūkenga o ā mātou tāngata kia puāwai

Ka ū mātou kia pai ake tā mātou whakahono atu, tiaki hoki i ngā hapori Māori. Ka whakapiki mātou i te pūkenga o te tōpūtanga katoa, e māia ai tā te kaimahi tautoko i ngā hononga ki te Māori, tāna whai i te tirohanga Māori me tāna whakahou hoki i āna mahi e pai ake ai ngā hua ka puta ki a Ngāi Māori.

#### He aha tēnei e hirahira nei?

- E ai ki ngā raraunga o te wā, he Māori te 11.9% o ngā kaimahi o Ahi me te Ohotata.
- Nō mātou katoa o te tōpūtanga te utanga ki a Ngāi Māori hei tāngata whenua.
- He waiwai te tū a ngā kaimahi mau kaka ōrite hei kanohi kitea i waenganui i ngā hapori Māori, koinei te tīmatanga o te hononga pai ki a Ngāi Māori.
- Ko ētahi o ngā kaimahi o Ahi me te Ohotata e tautoko ana i ngā kaupapa Māori, ko ētahi anō e ātete ana.

#### Ka mōhio mātou e angitu ana ngā mahi nei ina

- Ka kitea kua tokomaha ake ngā kaimahi Māori e taria ana, e puritia hoki ana.
- Ka kitea mā te anga Aroturuki me te Arotake kei te kaneke haere Te Aho Tapu.
- Ka whai pūrongo mātou i ngā tāngata, hapori Māori hoki kei te rongō ake rātou i te haumarū ahurea i ō rātou taunekeneke ki te tōpūtanga, me te pērā hoki ngā pūrongo a ngā kaimahi mō ngā hapori Māori.

#### Ko te aha ka rerekē ai?

- Ka piki ake tō mātou pūkenga ki te hono tōtika atu ki ngā hapori Māori.
- Ka pai ake te haumarū ahurea o te tōpūtanga mō ngā kaimahi Māori.
- Ka piki ake te ngākaupai, te ngākaupatahi me te whai wāhitanga o te wāhi mahi.



## NGĀ TĀNGATA

### GROWING THE CAPABILITY OF OUR PEOPLE

#### We will grow the capability of our people

We will commit to better connecting with and serving Māori communities. We will build capability across the organisation so that our people confidently embrace relationships with Māori, incorporate a Māori worldview, and innovate their practices to create better outcomes for Māori.

#### Why is it important?

- Latest Fire and Emergency Data shows that 11.9% of its personnel are Māori.
- Our commitment to Māori as tangata whenua is owned by the whole organisation.
- Visible uniformed personnel being active in Māori communities is critical as relationships with Māori start with being active community members.
- There is a mix of support and resistance to 'Kaupapa Māori' across Fire and Emergency.

#### What will be different?

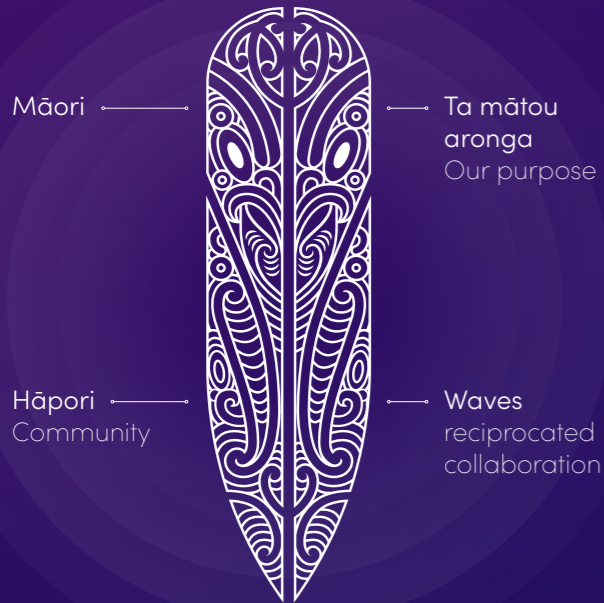
- We will have increased capability to engage directly with Māori communities.
- We will have a more culturally safe organisation for our Māori personnel.
- We will have a more positive, fairer and inclusive workplace.

#### We will know we're successful when

- We see an increase in the percentage of Māori personnel being recruited and retained.
- We see progression on Te Aho Tapu via the Monitoring and Evaluation framework.
- Māori community members tell us they feel more culturally safe interacting with the organisation and vice versa.



# HE KŌRERO TOI MĀORI RATIONALE



## HE TOA TAKITINI

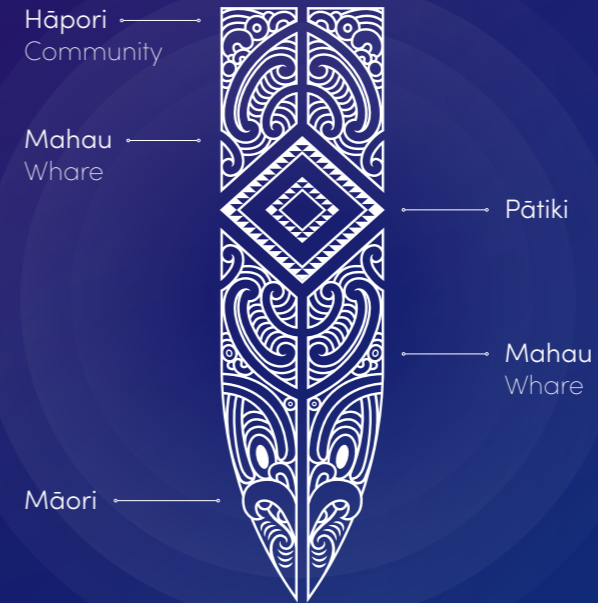
Kō tā tēnei pou he whakakōrero i te hononga i waenga nui i te iwi Māori hei oranga mō te iwi whānui. He tohu tēnei o te mahi tahi.

This pou reflects the intrinsic relationship between Māori and our people for the benefit of the wider community. It symbolizes a collaborative effort.

## KIA MĀRAMA, KIA WHAI

Kō te Kiko o tēnei na pou ko te Rangatiratanga. Kō ōna raukura he TOHU no mua, o te rangatiratanga o te Tangata e mau ana i aua raukura. Neke whakararo ana, kō tēnei momo toi he Takarangi. He hononga tā te Takarangi ki te kōrero 'Kia Marama, kia whai'. Kō tāna he tohu he whakakōrero i te timatanga mai o te ao mārama e ai ki te Māori, a i taua pūrākau i Whakawehe a Tāne Mahuta i ōna mātua, katahi ka pō, ka pō, ka awatea.

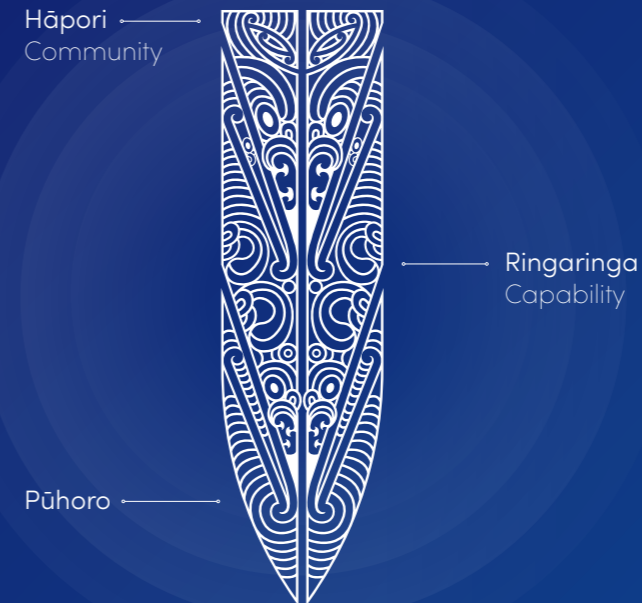
This pou reflects largely on the premise of leadership. The raukura adorning the top of the pou are symbolic of traditional raukura often used to adorn chiefs or great leaders. Moving downwards, the spiral like design is called "takarangi" ties into the value "kia mārama, kia whai" and it symbolizes the genesis story of Māori, where Tane Mahuta separated his mother Papatūānuku the earth mother and his father Ranginui the sky father, thus ushering light into darkness and life into nothingness - Te Kore.



## HAPORI TŪ, HAPORI ORA

Kō tā tēnei pou he whakanohi i te kaha o te hāpori me ngā hononga ki ō tātou atua, mē te tai ao. Kō tā te pātiki he TOHU ake i te manaakitanga me te whakawhanaungatanga.

This pou reflects community resilience and the relationship we share with our atua, the wider tai ao. Pātiki symbolizes manaakitanga and whakawhanaungatanga.



## NGĀ TĀNGATA

Kō tā tēnei pou, he tohu i te āheitanga kia tipu ai ō tātou hāpori a waihoki ko ngā hua ka puta mō ngā whānau, kamupene me te hāpori whānui.

This pou reflects growing capability within our communities and the trickle effect that creates within whanau, organisations and wider communities.

