



Academic Quality Agency for New Zealand Universities

Te Tiriti o Waitangi Action Plan

2023 – 2025

Approved by the AQA Board February 2023

Introduction

There have been many attempts by different Crown and government-funded organisations to meet their Te Tiriti o Waitangi (Te Tiriti/Tiriti) responsibilities.¹ However, due to a lack of understanding and the highly politicised nature of Te Tiriti, these have often not been sustained. To help counter this from an organisational perspective, a coordinated system-change approach is required.² This Te Tiriti o Waitangi Action Plan provides a high-level direction for how the Academic Quality Agency for New Zealand Universities (AQA) will work to become a Te Tiriti responsive organisation and honour our obligations and responsibilities as a good Tiriti partner. We aim to grow AQA's capability to embed Te Tiriti throughout all its functions, so that this approach becomes business as usual.

Our Te Tiriti o Waitangi Action Plan is based on *Goal 1* of AQA's *Strategic Framework (2022-2027)* and expands on the indicators identified here to outline the initial pieces of work AQA needs to undertake to embed Te Tiriti into the organisation. AQA's Te Tiriti o Waitangi Action Plan is centred on five *Core Pou* that draw directly from the preamble and four articles of Te Tiriti o Waitangi.

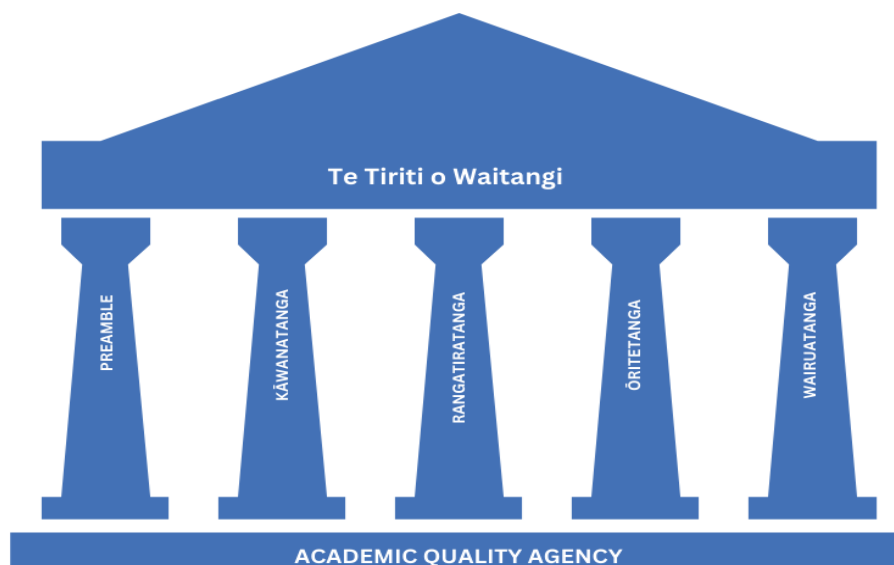
The plan also outlines six *Strategic Action Areas*, with each *Area* listing specific actions to be undertaken. These actions draw from one another and have been sequenced across three timeframes: short-term, medium-term, and long-term.

¹ Walker, R. (2004). *Ka whawhai tonu mātou: Struggle without end*. Penguin Books.

² Came, H., & McCreanor, T. (2015). Pathways to transform institutional (and everyday) racism in New Zealand. *Journal of Social Anthropology and Cultural Studies*, 12(2), 24-48.

Core Pou to Guide AQA

In undertaking this work, it is important that AQA understands what it is trying to achieve. The *Core Pou* will act as guiding pillars to help centre AQA's approach to Te Tiriti. As the *Core Pou* are drawn directly from the preamble and four articles of Te Tiriti, they will also help to ensure that as the organisation moves through this process, the intention behind Te Tiriti remains at the forefront. This approach has drawn on the Critical Te Tiriti Analysis Tool.³ Initially developed through the process of critiquing policy while crafting evidence for the Waitangi Tribunal, this tool can be applied in a myriad of ways, including plan development.



The Core Pou:

Preamble – Te Tiriti o Waitangi is central to AQA's work, functions, and processes.⁴

Kāwanatanga – AQA has mechanisms to ensure equitable Māori participation and leadership in setting priorities, resourcing, implementing, and evaluating the organisation's work.

Rangatiratanga – Māori values influence AQA's work and hold authority within the organisation.

Ōritetanga – Māori are equitable or lead parties in AQA's work.

Wairuatanga – AQA ensures that all its services are provided in a culturally appropriate way that recognises and supports the expression of te ao Māori.

³ Came, H., O'Sullivan, D., & McCreanor, T. (2020). Introducing Critical Tiriti Analysis through a retrospective review of the New Zealand Primary Health Care Strategy *Ethnicities*. doi:10.1177/1468796819896466

⁴ This is also reflected in AQA's constitution which states that AQA will "acknowledge the principles of Te Tiriti o Waitangi".

Strategic Action Areas

The *Strategic Action Areas* are the critical areas of focus for AQA. Initially outlined in the *Strategic Framework (2022-2027)*, these action areas have been expanded to provide a broader scope for AQA's ongoing Te Tiriti o Waitangi work.



Te Tiriti o Waitangi Foundations – focuses on building the foundations that AQA will need to embed Te Tiriti into the organisation. The actions under this area are the building blocks that other actions will leverage off.

Developing relationships – focuses on developing the relationships that AQA will need to ensure that Māori are authentically represented and reflected within its work.

Te Reo Māori – focuses on developing AQA's approach to establish te reo Māori into the organisation through a business-as-usual approach.

Enhancing Māori Experiences – focuses on understanding Māori experiences of the Cycle 6 audit and enhancing AQA's ability to receive feedback in culturally appropriate ways.

Building AQA's Capability – focuses on growing AQA's capability to be a Tiriti responsive organisation, including reviewing and amending the organisation's processes and policies.

Cultural competencies – focuses on building and strengthening the cultural competencies of AQA's staff, auditors, and Board members to ensure that they can work in a culturally safe way.

Action Items

Te Tiriti o Waitangi Foundations

- Develop a AQA Te Tiriti o Waitangi policy
- Participate in a 'Te Tiriti Responsiveness Audit' of the organisation
- Review Te Tiriti o Waitangi Action Plan every 12 months
- Revise the 'New Zealand Universities and Te Tiriti o Waitangi' document compiled by John Jennings in 2004

Developing relationships

- Develop a Māori relationship plan focusing on AQA's Te Tiriti partners
- In the development of a stakeholder engagement plan, ensure Te Mana Ākonga are listed as key stakeholder
- Ensure Te Mana Ākonga are represented on the AQA Board
- Ensure Te Mana Ākonga are represented in all AQA activities
- Explore the opportunity for a partnership agreement with Te Mana Ākonga

Te Reo Māori

- Develop a te reo Māori policy for AQA, including requirements for all publications
- Change email signatures, voicemails, correspondence etc. to include te reo Māori
- Incorporate te reo Māori on AQA's website, with bilingual content increasing 10% PA

Enhancing Māori Experiences

- Complete a Te Tiriti analysis within the interim review of Cycle 6, including an analysis of Māori comments
- Ensure Māori staff and students are included when requesting feedback from universities regarding Cycle 6
- Develop culturally appropriate evaluation/follow-up processes for future academic audit cycles

Building AQA's Capability

- Review and amend AQA policies and processes to ensure they align with Te Tiriti
- Appoint Māori auditors to all Cycle 6 Panels
- Amend AQA's appointment process to include requirements for Te Tiriti and cultural capability
- Develop values for the organisation framed within mātauranga Māori
- Research Māori frameworks and practice models of quality assurance, with a focus on mātauranga Māori

Cultural competencies

- Hold training for all AQA Board members, staff, and auditors on Te Tiriti
- Develop organisational knowledge and understanding of racism, bias, and cultural safety to highlight and avoid institutional, interpersonal, and internal racism building anti-racist and decolonising practices
- Develop advice for international Panel members on Te Tiriti, equity, and cultural safety within the Aotearoa New Zealand context
- AQA staff, Board members and auditors continue to develop the skills and knowledge to be respectful and supportive to cultural aspects of interpersonal and interagency relationships e.g., tikanga, use of pēpēha/mihi, mana whenua and tangata whenua
- Develop methods to receive feedback on satisfaction with training undertaken

AQA's Te Rāngai Hapahapai o Te Tiriti o Waitangi

Te Rāngai Hapahapai o Te Tiriti o Waitangi acts as a roadmap to show how the organisation aims to uphold its responsibilities to Te Tiriti o Waitangi over time. *Rāngai* means to raise and elevate, while *Hapahapai* means to advocate, champion, and promote; together *Te Rāngai Hapahapai* embodies AQA's intention to constantly elevate, promote and champion Te Tiriti o Waitangi in all its work.



Many of the actions listed under *Action Items* draw from one another and a coordinated approach to implementation over time will be required. To assist this the actions have been sequenced across three timeframes: short-term, medium-term, and long-term.

Actions in the *Short-Term* timeframe aim to set AQA up to establish processes to embed Te Tiriti. Actions in the *Medium-Term* timeframe aim to assess the established processes and build on them. Actions in the *Long-Term* timeframe aim to ensure that AQA is set up to be a Te Tiriti o Waitangi responsive organisation and good Tiriti partner. However, it is also important to note that because of the interwoven nature of this mahi, some actions are ongoing, regardless of where they have been categorised. Additionally, some activities are already in motion, such as 'ensuring Te Mana Ākonga are represented on the AQA Board'. This requirement has been met with the current Board configuration, and changes have also been made in AQA's constitution to ensure this approach continues over time.

Short-Term June 2023	Medium-Term June 2024	Long-Term June 2025
Develop a Māori relationship plan focusing on who AQA's Te Tiriti partners are	Develop values for the organisation framed within mātauranga Māori	Revise 'New Zealand Universities and Te Tiriti o Waitangi' document compiled by John Jennings
Develop a AQA Te Tiriti o Waitangi policy	Review Te Tiriti o Waitangi Action Plan every 12 months	Develop culturally appropriate evaluation/follow-up processes for future academic audit cycles
Participate in a 'Te Tiriti Responsiveness Audit' of the organisation	Develop a te reo Māori policy for AQA, including requirements for all publications	Ensure Te Mana Ākonga are represented in all AQA activities
Change email signatures, voicemails, correspondence etc to include te reo Māori	Incorporate te reo Māori on AQA's website, with bilingual content increasing 10% PA	Develop organisational knowledge and understanding of racism, bias, and cultural safety to highlight and avoid institutional, interpersonal, and internal racism building anti-racist and decolonising practices
Complete a Te Tiriti analysis within the interim review of Cycle 6, including an analysis of Māori comments	Amend AQA's appointment process to include requirements for Te Tiriti and cultural capability	AQA staff, Board members and auditors continue to develop the skills and knowledge to be respectful and supportive to cultural aspects of interpersonal and interagency relationships e.g., tikanga, use of pēpēha/mihi, mana whenua and tangata whenua
Ensure Māori staff and students are included when requesting feedback from universities regarding Cycle 6	Research Māori frameworks and practice models of quality assurance, with a focus on mātauranga Māori	Develop method to receive feedback on satisfaction with training undertaken
In the development of a stakeholder engagement plan, ensure Te Mana Ākonga are listed as key stakeholder	Hold training for all AQA Board members, staff, and auditors on Te Tiriti	Develop method to receive feedback on satisfaction with training undertaken
Review and amend AQA policies and processes to ensure they align with Te Tiriti		
Appoint Māori auditors to all Cycle 6 Panels		
Develop advice for international Panel members on Te Tiriti, equity and cultural safety within the Aotearoa New Zealand context		
Ensure Te Mana Ākonga are represented on the AQA Board		
Explore the opportunity for a partnership agreement with Te Mana Ākonga		