

Te Arawa Partnership Working Party
Facilitator's Report
to Rotorua Lakes Council and Te Tatau o Te Arawa
September 2024

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Section A - Preliminaries

Mihi/Acknowledgements

He mihi ki te rangi, he mihi ki te whenua, he mihi ki te kaupapa e whakapiripiringia mai ana tātau, tīhei mauri ora. Koutou e, ko ngā pūmanawa o Te Arawa, ko Te Arawa Māngai-nui, ko Te Arawa Ūpoko Tūtakitaki, e mihi ake ana. Koutou e, ko Te Kaunihera o ngā Roto o Rotorua e hāpai ake ana i te kaupapa whakaharahara nei, e mihi ake hoki ana. Hei whāriki te rīpoata hukihuki nei, kia haere tonu ai te wānanga tahi ki te whei ao, ki te ao mārama.

Status of this Report

1. The Te Arawa Partnership Working Party has been established pursuant to Terms of Reference which require a review of the Partnership Agreement between the parties. This Report has been prepared by the independent facilitator of the review process, with feedback from members of the Working Party.
2. This report addresses issues at a high-level, signaling the potential direction of travel that the Working Party considers to be productive in strengthening the partnership. Feedback from the wider membership of Councillors and from Te Tatau is encouraged.
3. As a report of the independent facilitator, the contents do not necessarily reflect the final views of the Working Party, and where there are differences in opinion, these are noted. The negotiations continue in good faith and in a constructive manner.
4. The Terms of Reference for the Working Party are attached as **Appendix A**. The Working Party first convened on 7 July 2023, and has met together over five sessions, with additional workshops and briefings held by the facilitator with each party. A schedule of meetings is set out in **Appendix B**.
5. By way of executive summary:
 - (a) The parties are committed to the principles and values of the 2015 Partnership Agreement;
 - (b) There are a number of deliverables under the Partnership Agreement which have not been adequately fulfilled and which require review;
 - (c) Early engagement with Te Tatau on matters of significance to Te Arawa, across the levels of planning and decision-making in the Council, leads to better outcomes for the community and is supported by both parties;
 - (d) Embedding the principles of Te Arawa Vision 2050 is fundamental and might be expressed by way of the establishment of a new Te Arawa Vision Committee, sitting either within existing Council structures or independently, and adequately resourced;
 - (e) The introduction of Māori Ward seats is not a substitute for, but rather complementary of, the partnership relationship between Council and Te

Arawa. The Council has indeed suggested that the relationship between the Ward Councillors and Te Tatau could also usefully be developed and recorded in a Memorandum of Understanding or similar type of document.

- (f) Recommendations, and scoping of resource implications, will be finalised by the Working Party for presentation to the full Council and the full Te Tatau board in late 2024.

Section B - Background to the Te Arawa Partnership Working Party

6. The chronology of key events in the Te Arawa – Rotorua Lakes Council relationship is set out in the presentations made by Te Tatau to Council. This includes the fact that Te Arawa hapū and iwi exercised their rangatiratanga according to their tikanga through to the 1880s, which was significantly impacted by land sales and establishment of local and central government authority. Te Arawa iwi gifted land for the Rotorua township, yet were disenfranchised from local government for decades.
7. The establishment of the Standing Committee for Te Arawa in 1992/1993 was a major step, and local government reforms in 2011 required Māori consultation and engagement. In 2012/2013, the Environment Court criticised the Council for its engagement with mana whenua, and the Council promoted its Vision 2030 a year later, with a desire to review its partnership relationship with Te Arawa. This led to the 2015 Partnership Agreement and elections for Te Tatau Board members.
8. The Council also has a range of Treaty settlement commitments, and specific protocols and arrangements with iwi and hapū, such as the Gifted Reserves Protocol Committee, and the relationship with Ngāti Rangiwewehi concerning Te Puna a Pekehaua (Taniwha Springs).
9. The 2015 Partnership Agreement embodies the intention of Te Arawa and RLC to establish an enduring partnership which benefits the community as a whole. It provided mechanisms for Te Arawa participation in Council decision-making and had a range of deliverables.
10. The parties agreed it was appropriate and timely to review the Partnership Agreement:
 - (a) The Agreement itself acknowledges the relationship will evolve over time and need to reflect changing circumstances.
 - (b) Both parties support a genuine partnership but that there needs to be better clarity on how this will occur.
 - (c) In its most recent triennium the Council restructured its decision-making processes and committees, resulting in a change in the way in which Te Tatau had formally been involved.
 - (d) Concerns raised by both parties at what they perceived as a lack of commitment by the other party to the Partnership Agreement, noting by way of example, that RLC decisions as to Te Tatau funding,¹ and the Annual Plan, were not made with Te Tatau at the table. On the other hand, Council felt that Te Tatau had carried out significant engagement on Council's representation arrangements (particularly the introduction of Māori wards) without early discussion with Council, leading to a feeling of "take it or leave it" instead of a shared approach.

¹ The Council notes that the funding decision made by Council was to vote to maintain Te Tatau funding.

- (e) The introduction of Māori Ward seats to the RLC was a significant change in representation structures for Māori, and the implications of that change on the Council-Te Arawa relationship should be reviewed.
11. The Working Party members for Te Tatau have explained their view of Te Tatau in the Te Arawa and Māori community as follows:
- (a) Te Tatau has a mandate to represent Te Arawa in matters of local government and municipality of significance to Te Arawa. This mandate is affirmed by way of regular engagement with Te Arawa members, and through elections.
 - (b) Te Tatau seeks a relationship with Council based on partnership, and mana orite, not just as a stakeholder or interest group. Te Tatau also acknowledges the Council operates within the local government parameters. Te Tatau wants to maintain the mana of Te Arawa influence through the various levels of Council decision-making.
 - (c) Te Tatau is respectful of existing direct relationships that hapū and iwi have with the Council, including the Protocol Committees and associated agreements.
 - (d) Te Tatau states that the constituency of Māori Ward councillors is different but compatible. The Māori Ward seats represent all Māori in the particular geographical area, and are a mechanism to increase Māori representation in local government. Te Tatau represents Te Arawa as mana whenua. Alignment is beneficial, but the Māori Wards are not a substitute for the Te Arawa-Council partnership relationship.
 - (e) Te Tatau note Te Arawa’s inter-generational wealth in the Rotorua Lakes community and that benefits of a partnership approach lead to benefits for the wider community.
12. The RLC members on the Working Party have explained that the purpose of local government is to enable democratic local decision-making and action by, and on behalf of, communities; and to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. RLC has statutory and legal obligations to improve communication, consultation and its relationships with tāngata whenua and Māori; to recognise the Treaty of Waitangi; and to facilitate participation by Māori in council decision-making processes.
13. As noted by Mayor Tapsell in April 2023:²
- “When setting our priorities for the new Council **it was established that ‘genuine partnership with iwi and mana whenua’ was a priority for this new Council.** Therefore, I look forward to working with Te Tatau to complete the review and ensure that we can continue to foster a strong relationship between Council and Te Arawa.”

² Letter from Mayor Tapsell to Te Tatau, 5 April 2023.

Section C - Working Party progress on key issues

Review of the Partnership Agreement itself

14. The Working Party affirms the goals, principles and values of the Partnership Agreement as providing a continuing and relevant basis for the relationship between the RLC and Te Tatau. In particular:
 - (a) Section 4 of the Partnership Agreement, which sets out Ngā Whāinga (Goals of the Partnership);
 - (b) Section 5 of the Partnership Agreement, which sets out Ngā Mātāpono me Ngā Uaratanga (Principles and Values of the Relationship).

15. The Working Party reviewed the deliverables in the Partnership Agreement as to how the relationship was to be expressed, and the Working Party noted that a number of those commitments have not been activated or maintained. A report card on the implementation of the commitments is attached as **Appendix C**. General conclusions are:
 - (a) Both Council and Te Tatau recognise that engagement must improve at all levels of the relationship to give effect to the aspirations in the Partnership Agreement.
 - (b) Both parties see the importance of genuinely discussing proposals together before options are locked down, and that this needs to be strengthened;
 - (c) The Council restructuring of its Committees has resulted in the significant absence of Te Tatau from Council decision-making fora;
 - (d) The introduction of Māori wards has been positive in ensuring representation of Māori as decision-makers, however there is a need to include Te Tatau into the new structure;
 - (e) Over time there has been a drop-off in the regularity of governance and senior executive meetings between RLC and Te Tatau;
 - (f) Te Tatau consider that they have fulfilled their internal obligations under the Partnership Agreement (eg, Te Arawa 2050 Vision and Te Tatau elections) and sought to engage as best they can with Council under the new structure but have felt largely excluded;
 - (g) Council also expressed concern that at times Te Tatau have presented Council with a single option so that Council have felt it must 'take it or leave it', which has impacted on Council's perceptions of partnership;
 - (h) On the issue of resourcing, Council advises that it has significantly increased operational funding to support Te Tatau. Initially this increased funding was specifically to support development of the Te Arawa Vision, however Council has maintained the increased level of funding to support Te Tatau operations. Te Tatau advise that it has adhered to the highest standards of financial accountability and

transparency, providing a significant contribution to the Council and the community, using the resources available to it, and at times it seems to Te Tatau that this contribution is not valued;

- (i) While the Te Arawa Vision is primarily for Te Arawa to deliver, there is an opportunity to strengthen the relationship by focussing on how Council can support and contribute to the Vision.

Principles of Good Engagement

16. Building on those goals, principles and values as set out in the Partnership Agreement, the Working Party considers that the outcomes which most benefit the parties to this partnership will come from good engagement.

17. Good engagement requires:

- (a) **Early engagement between the parties.** The parties should communicate and hear each other's aspirations and priorities as early as possible in the particular decision-making process, noting that this will depend on the prioritisation/significance of the particular kaupapa.
- (b) **Prioritisation of matters of significance Te Arawa.**

Council advises it has a significance and engagement policy setting out Council's approach to community engagement, including with Te Arawa. The policy explicitly requires engagement with Te Arawa, and it makes clear that a matter may have a much greater importance to Te Arawa compared to the community at large (and this would warrant Te Arawa-specific engagement).

Te Tatau want to be effective partners and engage with the RLC on matters of significance to Te Arawa, rather than every decision being made by RLC.

To achieve this, the parties consider that the partnership agreement should explicitly include agreed processes to allow Te Tatau to trigger a "Te Arawa significance threshold". These processes need to be the subject of ongoing detailing, but could include:

- (i) Reference to Te Arawa Vision 2050 in the Significance and Engagement Policy;
- (ii) Providing Te Tatau with proposed policy workstreams to allow Te Tatau to determine for itself whether the significance threshold is triggered and to what extent input is required or desirable;
- (iii) Ensuring Council staff advice is properly informed by the impact of a workstream or kaupapa on Te Arawa, so that agendas and reporting by staff to Councillors is recording Te Tatau input from an early stage;
- (iv) Where matters of high significance for Te Arawa arise, providing the opportunity for agendas and Council reports from staff to

specifically include a separate section capturing the Te Tatau commentary, feedback or strategic advice;

- (v) Procedures to allow Te Tatau to revisit its significance threshold decision, as circumstances change or more information comes to hand.

These principles (i) – (iii) could also be achieved via reporting to a proposed new committee (see below).

- (c) **Vertical engagement.** Engagement should occur through the vertical levels of the Council structure, not just at the decision-making committees. Where practicable, this could include Te Tatau involvement at operational levels of policy development. Where this has occurred on several Council kaupapa, both parties consider that the policies have been strengthened as a result of the engagement. More transparency with Te Tatau on upcoming policy work would help give confidence that the right engagement is happening at the right level and at the right time. It will also require careful navigation to respect Council internal processes, Council staff capacity, and confidentiality of information. At the same time, Council is keen to ensure that where Te Tatau make public submissions to Council or advance proposals which impact on the Council, that this has had the benefit of advance communication and discussion between Council and Te Tatau.
- (d) **Capacity building re cultural communication.** The parties note the importance of ensuring that Councillors and Council staff who are engaging with Te Tatau on matters of significance to Te Arawa are able to build their capacity to communicate in a culturally responsive manner. Council has noted that existing programmes provide for te reo classes, learning waiata tautoko, noho marae, and specific training on issues such as the Rotorua Township/Fenton Agreement and rating of Māori land. Council notes the role of Te Amorangi Unit (TAU) as being responsible for providing policy analysis, as well as advice to staff on which Te Arawa groups to engage with on particular kaupapa (because TAU advice is not a substitute for engagement with whanau, hapū and iwi of Te Arawa). Te Tatau endorse initiatives which:
 - (i) Enhance respect for and understanding of cultural protocols and formalities;
 - (ii) Ensure suitable translation/interpretation services available when engagement is occurring in te reo Māori or when using Māori terms;
 - (iii) Upskill in relation to Te Tiriti o Waitangi and Māori worldviews.
- (e) **Ongoing engagement.** The parties acknowledge that priorities or circumstances can change in the course of consideration of an issue, and engagement involves regular checking-in with each other so that the engagement remains relevant and up-to-date.

- (f) **Proactive.** Both parties seek to be proactive in identifying opportunities for improved engagement, and not relying on the status quo that exists at any particular time, to be sufficient;
- (g) **Resourcing.** Successful engagement does depend on the parties being adequately resourced. A separate section in this report deals with resourcing and capability. This may involve opportunities for sharing expertise and resources between the parties.

Embedding Te Arawa 2050 Vision

18. The Working Party acknowledges the foundational importance of the Te Arawa 2050 Vision.³ Although the entirety of the document is relevant to the expression of Te Arawa’s aspirations, the section on “Te Arawa Rangatiratanga - Leadership and Influence” (set out in full in **Appendix D**) particularly speaks to the Te Arawa vision for its relationships with local government, including that by 2050:

Te Arawa is directly and effectively co-designing, co-developing and co-delivering policy and decision-making at local and central government as a matter of course, aligned to the Te Arawa vision.

19. Based on that vision statement, Te Tatau has tabled a series of proposals to enhance its relationship with the RLC in its summary letter of 6 March 2023, as generated from consultation with Te Arawa from November 2022 onwards. These proposals have been discussed in detail, and RLC members on the Working Party have provided analysis and comment on options.
20. This includes (but is not limited to):
- (a) Input into decision-making by way of representatives on Council committees and CCOs;
 - (b) The establishment of a Te Arawa 2050 Vision Committee (modelled on the Bay of Plenty Regional Council Kōmiti Māori);
 - (c) Training of Te Tatau appointees as Resource Management Commissioners;
 - (d) Strengthening operational relationships by reappointing a second Tier 2 kaupapa Māori role (previously the Ahurei) and providing for a Te Tatau Manahautū to participate alongside the Council executive team, for example perhaps by attending Council executive team meetings, and briefings on upcoming Council committee agendas.

Representation on Council Committees

21. The Council new committee structure has meant that the responsibilities of the new committees are different, and committees are now decision-making (not recommendatory). It has also resulted in removal of Te Tatau representation on the committees. The Working Party acknowledges the important role of Māori

³ [Te Arawa 2050 Vision](#)

Ward Councillors on the committees, but also that the constituency of Te Tatau is different, as it is particularly focused on mana whenua representation. The Working Party sees merit in exploring the option of a new committee to be established to focus on matters of significance to Te Arawa.

Proposed Te Arawa 2050 Vision Committee

22. Te Tatau proposes the establishment of a Te Arawa 2050 Vision Committee (modelled on the Bay of Plenty Regional Council Kōmiti Māori). It would be a Committee of the Whole, with all Councillors/Mayor plus four Te Tatau Board members. The Committee would enable Te Arawa input into Council policies, planning and decision-making to deliver on the seven pou (strategic themes) of the Te Arawa 2050 Vision, and provide direction/guidance to the Council on its obligations to Māori. It would be a decision-making body.
23. RLC members on the Working Party have considered this proposal in good faith, along with other models of Committee (including a committee which was independent of the Council, and had Te Tatau/Councillors represented and which made recommendations to the Council). Key issues to be worked through:
 - (a) Would a Vision Committee of this nature sit within the existing local government structures, or be independent of those structures and provide recommendations to the Council.
 - (b) What is the decision-making authority of a Vision Committee.
24. Te Tatau have advocated for the Committee to have the same authority as the other Council Committees of the Whole, as an expression of tino rangatiratanga o Te Arawa on matters of significance to them. The Council members on the working party accepts that the local government legislation does allow for appointed members to be on decision-making committees. But the Council members have noted the challenges that such a decision-making structure could pose: the Vision Committee business is likely to overlap in many respects with the other committees, and interprets the existing Partnership Agreement as providing for recommendatory, not decision-making powers, so a material change to that would have significant implications in the community. The example of the BOPRC Kōmiti Māori is recommendatory. However, RLC members believe that a Committee that is underpinned by early and robust engagement with Te Tatau should result in Vision Committee recommendations which would be persuasive and highly likely to be accepted by Council in its final decisions. Nevertheless the issue of decision-making authority remains a point of robust discussion.
25. Te Tatau also specifically note that the Vision Committee proposal is not a substitute for effective engagement between Te Arawa and the Council on the other committees. That is, the principles of good engagement as set out earlier in this report would apply to all Council business.
26. Draft Terms of Reference for the Committee have been tabled for feedback.

RMA Commissioners and training

27. RLC members on the Working Party acknowledge the importance of Te Arawa values and expertise in the RMA hearings process. For example, a suggestion has been to establish a panel of Te Tatau representatives to review current or pending accredited RMA commissioners as to their expertise in tikanga Māori and level of understanding of the values and aspirations of Te Arawa. The Council could commit that when a RMA hearing requires expertise in Te Arawa values and tikanga, priority of appointment would be given to those approved by the Te Tatau panel.
28. The request by Te Tatau for training of RMA Commissioners has been endorsed by the Council members of the Working Party. This will need to be scoped in terms of resource commitment, and appropriate parameters to ensure that investment in trainees will return benefits to the Rotorua community.

Operational Relationships at senior executive level

29. The parties appear to agree that relationships at different levels of Council operations with Te Tatau is a positive aspect of good engagement. RLC members on the Working Party propose:
 - (a) Six monthly meetings of all Te Tatau trustees and all RLC Councillors.
 - (b) Two-monthly relationship meeting between the Mayor, Deputy Mayor, Te Tatau Chair and Te Tatau Deputy Chair.
 - (c) Monthly meetings between the senior executives of both Te Tatau and Council to oversee their respective work programmes. This could include a monthly presentation from RLC's Manahautū Te Arawa Hourua to the Te Tatau trustees. This also could usefully include regular engagement between the Council Chief Executive and the Te Tatau Manahautū.
30. In terms of executive and operational engagement, RLC responds that the Council's existing capability exists within Te Amorangi, along with specialist relationship roles in the democracy team, the infrastructure team and the project cultural impact teams. Te Amorangi is working on its Te Arawa Engagement Framework and the Diverse Communities Strategy, and welcomes Te Tatau input. A further example is the joint Te Tatau/RLC Rotorua Reorua strategy.
31. Te Tatau endorses the reinstating of regular meetings and engagement at the levels of Council, Mayor, Manahautū, Māori Ward Councillors, but also advocates for operational input within the Council staff teams, on the basis that early engagement results in better outcomes. The Parties give an example of the Future Development Strategy (FDS) as a good working model of the benefits of good engagement. Te Tatau has raised concerns that recent appointments to the CEO and the Manahautū positions did not include Te Tatau input or advice.

Resourcing and Capability

32. The parties agree that an effective partnership depends on arrangements which can be adequately resourced. RLC advises that the original funding for Te Tatau

was \$250,000 per annum (as agreed in 2015). In 2020, this was increased to \$372,500 per annum. Through its tenure, Te Tatau has worked within its allocated budgets, returned surpluses, and provided financial accountability. Te Tatau consider it has added considerable value to Council decision-making through prudent management of its budget.

33. Nevertheless, the review illustrates the need to improve the regularity and breadth of engagement between the partners. The Working Party intends to scope out the resourcing implications that might arise under the review proposals. Te Tatau insist that where funding for Te Tatau is being considered by the Council, Te Tatau are included in the deliberations and afforded the opportunity to have input.
34. Te Tatau have also expressed an aspiration that Councillors, and Council staff, be actively encouraged to grow their own capacity in terms of understanding the Treaty of Waitangi, the Te Arawa vision, and tikanga/te reo Māori. The Council advises that it does dedicate considerable effort and resourcing into this type of training.

Implications of Māori Wards on effectiveness of relationship

35. Te Tatau advocated for Māori ward seats and support this increased representation for Māori at the Council table. The Council agreed and in the 2022 election introduced Māori Ward seats to the representation model for RLC, whereby those on the Māori electoral roll can vote for three elected members to Council.
36. The Working Party agrees that the Māori Ward seats are not a substitute for, but rather complementary of, the direct relationship between the Council and Te Tatau, and also the Council's own relationships with Te Arawa hapū and Iwi. Māori Ward Councillors are elected by, and represent, those of Māori descent who are on the Māori electoral roll, regardless of their tribal affiliations. Te Tatau represent those of Te Arawa descent as mana whenua.
37. It has been proposed that Te Tatau might develop a relationship document between the Māori Ward Councillors and Te Tatau to align their respective work programmes and support their mutual objectives.

Section D: Next Steps and Timeframes

38. This report from the independent facilitator has sought to capture the key elements of the Working Party discussions, and has been provided to both parties, who have provided feedback and comment, which has been incorporated into this final version.
39. In addition, the outline of this report and the direction of travel was presented to the full Council in a workshop in May 2024.
40. It is proposed that this final report be formally tabled with the Council at its upcoming Council meeting, and formally tabled with Te Tatau board.
41. As such the programme of work and next steps are proposed as follows:

Facilitator to present to RLC Councillors and Te Tatau board the overview of the Working Party's progress, in a joint workshop	17 May 2024 Completed
Tabling of this final report with Council and with Te Tatau	Sept 2024
Finalise draft Terms of Reference for the proposed Te Arawa 2050 Vision Committee	Underway, to be finalised Oct 2024
Implement interim measures of engagement to improve Te Tatau involvement in Council decision-making, including reinstating regular meetings with the Mayor/Deputy Mayor and with the Manahautū	Immediate and ongoing
Finalise the review of the Partnership Agreement including amendments where required to record the new developments	Oct-Nov 2024
Scope out funding and resourcing implications for the proposals	Oct-Nov 2024

Leo H Watson
Facilitator of Te Arawa Partnership Working Party

Appendix A – Terms of Reference

Background

The purpose of local government is to enable democratic local decision-making and action by, and on behalf of, communities; and to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. Further, Rotorua Lakes Council has statutory and legal obligations to improve communication, consultation and its relationships with tāngata whenua and Māori, to recognise the Treaty of Waitangi and to facilitate participation by Māori in council decision-making processes.

In 2015, Te Arawa and the Rotorua Lakes Council mutually recognised that in order to deliver positive outcomes for their communities, a new working relationship was needed. Following significant Te Arawa and community consultation, the Te Arawa Partnership was adopted by Council and by Te Arawa.

In the Partnership Agreement, the parties acknowledge that over time the nature and focus of the relationship will evolve to reflect changing circumstances. Therefore, the Agreement provides for regular reviews and it states that the parties may by mutual agreement amend the Partnership Agreement to reflect changes to the goals of the relationship as they reflect changing circumstances, and any other changes both parties agree are necessary.

The Council and Te Tatau have agreed to appoint a working party to carry out this review. This Terms of Reference records the scope and expectations that the parties have for the working party.

1. Purpose and Scope of the Review

The purpose and scope of the review is to:

- Assess the suitability of the current partnership agreement between Te Arawa and the Council, including the feedback received from Te Tatau.
- Identify opportunities to further improve Council's processes to respond to the aspirations and needs of Te Arawa, including contributing to the Te Arawa vision.
- Identify opportunities to further improve Council's processes to provide opportunities for Te Arawa to contribute to the decision-making processes of the Council.
- Identify opportunities to foster the development of Te Arawa capacity to contribute to the decision-making processes of Council.
- To consider how the establishment of Māori wards should be integrated to ensure the ongoing effectiveness of the Partnership Agreement.

2. Working Party

Establishment: In approving these Terms of Reference, Te Tatau and Council agree to appoint a working party to carry out the review and to make recommendations to Te Tatau and to the Council. In carrying out their role, the working party will keep in mind Ngā Whāinga me Ngā Mātāpono (the goals and principles) of the partnership.

Membership: The members of the working party will be:

- three representatives and one alternate appointed by Council;
- three representatives and one alternate appointed by Te Tatau; and
- an independent facilitator appointed by both Te Tatau and Council.

The role of the independent facilitator is to chair and support the working party to carry out its role effectively. The independent facilitator will provide mediation or bring in expert advisers to support the working party to resolve any issues.

Council members of Working Party

- Deputy Chair Sandra Kai-Fong
- Councillor Rawiri Waru
- Councillor Karen Barker
- *Mayor Tania Tapsell as alternate*

Te Tatau members of the Working Party:

- Te Taru White
- Kēpa Morgan
- Kiri Potaka-Dewes
- *James Hamiora (Chair) and Mariana Vercoe (Deputy Chair) as alternates.*

Leo Watson, solicitor of Napier, has been confirmed as independent facilitator.

Working party process:

- **Frequency:** The working party will meet at least fortnightly to carry out their work.
- **Quorum:** A quorum will consist of at least 2 Council representatives, at least 2 Te Tatau representatives and the independent facilitator.
- **Voting:** the working party will seek to reach agreement by consensus. If, after concerted effort, it is not possible to reach consensus:
 - o The working group will include the range of views in their report back to Te Tatau and the Council.
 - o The independent facilitator will provide his or her recommendations to Te Tatau and the Council on how to resolve any differing views. Those recommendations may suggest process to resolve the differences, or may be substantive solutions or options.
- **Alternates:** Alternate members of the Working Party are entitled and encouraged to attend hui and observe.
- **Other procedures:** At their first meeting, the working party will agree any other procedural matters and ground rules for their work.
- **Resources:** The working group may request any information or advice that they require from officers of Te Tatau and the Council.

Reporting:

- **Regular updates:** the working party will provide regular update reports to the Council and to Te Tatau on their progress, including seeking guidance on options and proposals if necessary.
- **Final Report:** The working party will present a final report with recommendations to Te Tatau and to the Council.

Timing – Te Tatau and the Council expect that the working party will provide its final report in September.

Dated: 20 June 2023

Leo Watson, Facilitator

Appendix B – Working Party meetings

Date	Venue
June 2023 (separate briefings with facilitator)	Online
7 July 2023	RLC
21 July 2023	RLC
26 July 2023 (workshop)	Online
11 August 2023	Te Tatau
September (separate briefings with facilitator)	Online
13 October 2023	RLC
24 November 2023	Online
27 Jan 2024 strategy hui	Online
May 2024 workshops	Online
17 May 2024 full Council workshop	RLC
19 August 2024	Online

Appendix C – Report Card on the Partnership Agreement commitments

Clause	Partnership Agreement commitment	Assessment
6.1	RLC agrees to:	
	Facilitate quarterly meetings at senior governance and executive levels	Meetings had been occurring up until the October 2022 election, but meetings have not been occurring regularly since. Both parties consider these should occur. Appointment of Gina Rangi has improved the engagement. A second Tier 2 Māori position not reinstated. Council notes that internal staffing decisions are for the CEO, based on a number of considerations. Engagement between Te Amorangi and Te Tatau has tended to be issue specific.
	Provide staff member as operational liaison with Te Tatau	The liaison is by Manahautū Te Arawa Hourua.
	Provide Council information to Te Tatau to assist and build capability to participate in Council decision-making (joint obligation)	Information flow has tended to be issue specific. Up to end of 2018, Manahautū would report to Te Tatau at monthly meetings. This has not continued. Te Tatau expressed concerns that Te Tatau have not been included as a partner in Annual Plan development, but rather as a submitter/stakeholder. Te Tatau had not been included in the budget discussions for Te Tatau funding. Future Development Strategy a positive example of engagement for mutual benefit, including participation in technical advisors group.
	Provide governance support and training to Te Tatau members appointed to Council committees	Since the Council restructure, Te Tatau are not on Council committees. Council did provide training to Te Tatau trustees as part of their induction when there were appointments to the committees.
	Consider joint submissions to central govt when appropriate (joint obligation)	This has occurred on occasion but not consistently.
	Increase participation of Māori in Council processes (joint obligation)	Council adopted Te Tatau proposal for Māori wards.
6.2	Te Tatau agrees to:	
	Develop views and provide input on Council policy, plans, strategy and operations that may impact on Te Arawa and Māori	Te Tatau developed Te Arawa 2050 Vision, and has presented to Council.
	Keep Te Arawa whānui engaged	Te Tatau engages with Te Arawa on 2050 Vision, and the Partnership review.
	Work with Council on formulation, design and execution of work to implement Council's statutory responsibilities towards Te Arawa	Te Tatau consider they have adhered to this expectation, worked within their budget, and added value to Council processes.

7.1	RLC agrees to:	
	Provide funding to Te Tatau	Council considers it has performed significantly better than required by the Partnership Agreement. RLC advises that the original funding for Te Tatau was \$250,000 per annum (as agreed in 2015). In 2020, this was increased to \$372,500 per annum, to support Te Arawa Vision and Te Tatau operations.
	Appoint two Te Tatau reps to the Strategy Policy and Finance Committee and the Operations and Monitoring Committee	When these Committees were in place, appointments were duly made. These Committees have been disestablished and there are no Te Tatau reps on the Council committees.
	Appoint Te Arawa rep to RMA Policy committee	In the first term, a Te Arawa representative sat on the RMA policy committee. In the second term, the RMA policy committee was not re-established. Te Tatau seek training for a RMA commissioner. In the only plan change in this term (Plan Change 9), the Council consulted with Te Tatau (and iwi entities) on the appointment of Tipene Wilson as a hearing commissioner.
	Provide annual report re outcomes for Te Arawa and Māori	Annual reports have not been undertaken by Council. Te Tatau has provided reporting to Council. Council agrees that its monthly reports to the Operations and Monitoring Committee (and to the Council as a whole) on delivery to Te Arawa should be provided to Te Tatau, along with an annual report.
	Meet as Council with Te Tatau at least 2x per year	In the first two terms, Te Tatau was invited to Council workshops (where initial thinking is developed and ideas discussed). This was more frequent than twice per year. In this term, Te Tatau and RLC elected members have met (initial relationship meeting, meeting to discuss the review 10 May, workshop on the Vision/LTP). Te Tatau have categorised these meetings as tending to involve “presentations” to Council, whereas they seek engagement as partners, building relationships and jointly developing ideas/proposals. However, Council notes that the invitation to Te Tatau was for a joint discussion on the LTP and not a one-way presentation.

7.2	Te Tatau agrees to:	
	Provide representatives for appointment	As above, committees disestablished.
	Hold elections every three years	Undertaken elections as per Trust Deed.
	Develop and present Te Arawa 2030 Vision	Completed. The Council provided additional funding and seconded a staff member to support this mahi.
	Develop and present recommendations for Māori engagement within the district	Completed. Te Tatau recommended Māori wards be established, and Council made a formal decision to do so.

Te Arawa Rangatiratanga | Leadership and Influence

He Kupu nā Houmaitawhiti

Tupu te mahara, tupu ki roto, kia hono koe ki te hono tawhito

Let the thought grow, let it grow within and be bound to the ancient bond.

He Akoranga

Strategically assess all that we encounter and contrast with ancient wisdom and knowledge

Whāinga Tawhiti

Our future has the best leaders making and effectively implementing the best decisions about our resources to continuously achieve the best outcomes for our people. We lead, create and shape kōrero, partnerships and opportunities that bring about positive change on kaupapa that affect us.

By 2050:

22. Te Arawa are effectively managing matters of high significance for Te Arawa with a united Te Arawa voice (e.g. Te Arawa parliament)
23. Te Arawa is directly and effectively co-designing, co-developing and co-delivering policy and decision-making at local and central government as a matter of course and to ensure continued alignment with the Te Arawa vision
24. Te Arawa has a pool of capable, influential and effective leaders well versed in te reo me ngā tikanga o Te Arawa in positions of political and organisational leadership across all sectors
25. Succession planning is active with all Te Arawa rōpū and institutions hosting wānanga, training or internships etc to develop experience and capability amongst our people.