



# Te Kīwai (o te kete)

Our approach to working with whānau, hapū, and iwi Māori in the Manawātū District.

Adopted:	17 December 2020
Date last reviewed / Reconfirmed:	New
Next review due:	1 December 2021
Policy type:	Governance
Reviewer	GM People and Culture
Policy version	P182

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### 1. TE AROTAKE/REVIEW

- 1.1 This document is the result of a review of the Māori Capacity to Contribute to Decision Making Processes Policy conducted in October 2020. This document will be reviewed annually to ensure that its content remains current and aligned with existing Council practices.

### 2. TE PŪTAKE/PURPOSE

- 2.1 The principle of Manaaki (care) inspires us to *aaki* (encourage) the *mana* (prestige and authority) of others. This principle forms the basis of Council’s approach towards partnering with whānau, hapū, and iwi Māori. It further encourages us to remain committed to all members of our community and persist in being true to our word - *te mana-ā-kī*.
- 2.2 Te Kīwai will guide Council’s approach towards engaging with the community, and more specifically Māori. It will identify the opportunities in which Council will invest to ensure that the voice of Māori is heard and provide support to Māori to actively participate in Council decision-making processes.
- 2.3 We remain committed to exceeding the baseline for engagement as conveyed in legislations identified in this document. We are committed to raising cultural competence of Council staff and developing people and processes that are more responsive to our community.

### **3. TE KŌRERO TUARONGO/BACKGROUND**

- 3.1 The Council currently enjoys a positive working relationship with whānau, hapū, and iwi Māori throughout the District. We have made some significant progress in this regard and are committed to investing in our relationship and collective capability. Our goal is to ensure that our relationships with Māori remain meaningful, genuine and enduring.
- 3.2 While Council acknowledges that historically our role has been primarily driven by legislative responsibility, we are evolving into a space where we enjoy genuine relationships with partners who care about our community. Council recognises the need to invest more energy and resourcing in this area.
- 3.4 As a council, we have invested time and energy into developing our internal capability to help staff become more skilled and able to engage with whānau, hapū, and iwi Māori. The current evolution of Council's approach toward Māori means that despite creating more culturally responsive pathways for Māori to present and engage in Council processes, we are also taking a more active approach to spend time with Māori in their own spaces and environments. It is envisioned that the responsibility will then be ours to ensure that the knowledge and insight gained from these forums is used effectively to inform Council decisions and increase the presence, and voice, of Māori in the decisions we make.

### **4. TE TURE/LEGISLATION**

- 4.1 Though the key pieces of legislation listed below outlines our responsibilities as Council to act and engage with Māori, we are committed to exceeding the baseline for engagement as conveyed in the following:

#### *4.1.1 Te Tiriti o Waitangi Act 1975 (Te Tiriti)*

In order to recognise and respect Council's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision-making processes, Parts 2 and 6 of the LGA provide principles and requirements for local authorities that are intended to facilitate participation by Māori in local authority decision-making processes.

The Principles of the Treaty help guide the implementation of Te Tiriti o Waitangi in practice. The Council recognises the principles of Participation, Active Protection, Tribal Autonomy, Redress, and Duty to Consult.

In addition to existing Treaty Partnerships prior to Waitangi Claim Settlement for Iwi, the Council acknowledges subsequent legislation where Iwi Settlements have been achieved. They include information which activates further engagement and involvement with Māori through Statutory Acknowledgments, Deeds of Recognition, Memoranda of Understanding, and Joint Governance, and/or Co-Management Agreements.

#### *4.1.2 Local Government Act 2002 (LGA)*

Clause 8 of Schedule 10 of the Local Government Act (LGA) 2002 requires that a long-term plan must set out any steps that Council intends to take, having undertaken the consideration required by Section 81 (1)(b), to foster the development of Māori capacity to contribute to the decision-making processes of the Council over the period covered by that plan.

The LGA (Parts 2 and 6) provides principles and requirements for local authorities that are intended to facilitate participation by Māori in their decision-making processes.

Section 81 of the LGA requires all local authorities to do the following:

- a) Establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority; and
- b) Consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority; and
- c) Provide relevant documentation to Māori for the purposes of (a) and (b) above.

The section clearly identifies the need for Council to have systems that specifically allow Māori input into decision-making while also planning for how to ensure Māori contribution increases.

Section 82 of the LGA outlines the principles of consultation. This asserts that anyone who will be affected by, or has an interest in, a decision or matter should be:

- Provided with access to relevant information in a form and manner that is appropriate.
- Encouraged to present their views to Council
- Given the opportunity to present their views in a manner or format that is appropriate to the preferences and needs of those persons
- Given feedback concerning the decision and the reasons for the decision.

Māori can legitimately request hui (meetings) separate to the public with Council staff on matters of importance/significance to them.

#### 4.1.3 *Resource Management Act 1991 (RMA)*

The RMA provisions include recognising and having regard for the relationship that Māori have with the land, water, sites of cultural significance, Kaitiakitanga, Iwi Management Plans etc. Under the RMA, engaging with Māori is required within the consenting process.

#### 4.1.4 *The Land Transport Management Act 2003 (LTMA)*

In order to recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to land transport decision-making processes, sections 18, 18A, 18G, 18H, and 100(1)(f) provide principles and requirements that are intended to facilitate participation by Māori in land transport decision-making processes.

#### 4.1.5 *Te Takutai Moana Act 2011 (Marine and Coastal Area)*

This Act acknowledges the importance of the marine and coastal area to all New Zealanders and recognises and promotes the exercise of the customary interests of iwi, hapū, and whānau in the common marine and coastal area of New Zealand.

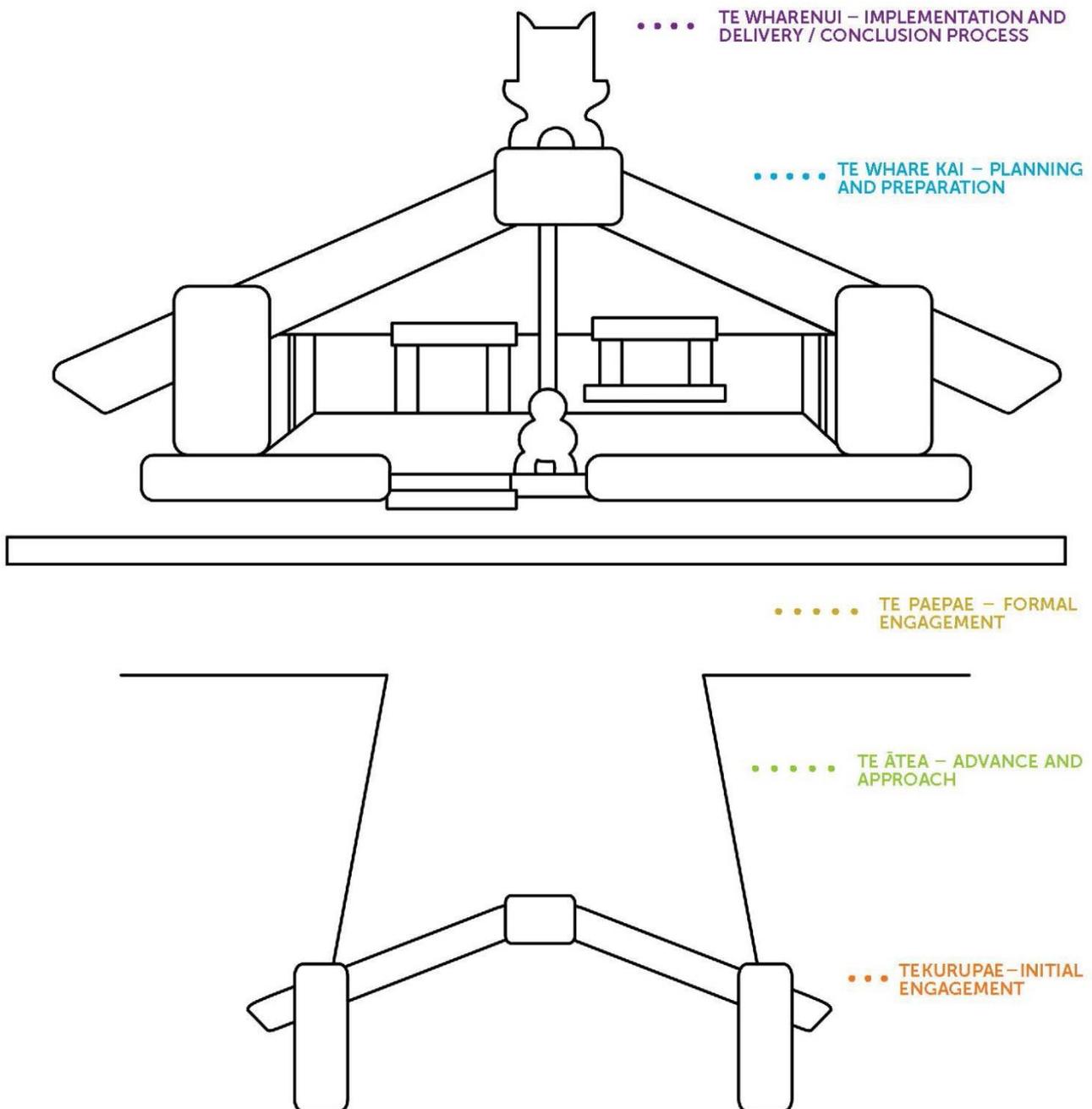
This Act also repeals the Foreshore and Seabed Act 2004 and restores any customary interest extinguished by that Act.

#### 4.1.6 *The Ōroua Declaration 2015 (The Declaration)*

The Council signed a Declaration with Ngāti Kauwhata to progress a partnership approach which would benefit the Ōroua River. The primary outcome of this partnership is to restore the mauri of the river and ensure its wellbeing for successive generations. As a result of the declaration, a Mana Whakahaere Group was formed comprising representatives from both parties.

## 5. TE TUKANGA O TE KĪWAI (O TE KETE)/TE KĪWAI (O TE KETE) ENGAGEMENT PROCESS

- 5.1 Te Kīwai is the engagement process which guides Council's practice and ensures the onus to engage and include Māori is shared between Council and all partners. In this manner, we progress both the articles and principles of Te Tiriti o Waitangi by maintaining the balance between Kawanatanga (Governance) of the Council and Tino Rangatiratanga (Sovereignty) of whānau, hapū, and iwi Māori.
- 5.2 The Te Kīwai can be depicted by the process of pōwhiri, welcoming guests onto the marae, with each stage of the pōwhiri modelling an aspect of the engagement process.



## TE KURUPAE – INITIAL ENGAGEMENT

Step 1 requires parties to meet and identify themselves, their purpose, their intention (as demonstrated through action and behaviour), and assess health and safety concerns relating to the kaupapa (purpose), the people, and the immediate surrounding environment (physical, spiritual or otherwise).

## TE ĀTEA – ADVANCE AND APPROACH

Step 2 requires parties to identify and move in the same direction, share additional information relating to their identity, background, history, and purpose.

## TE PAEPAE – FORMAL ENGAGEMENT

Step 3 requires parties to define their interest in the kaupapa and their contribution towards it. They will identify key stakeholders/partners that they bring and communicate their expectations of self and others. The discussion is robust, honest, and transparent and should clearly define the terms of engagement.

## TE WHARE KAI – PLANNING AND PREPARATION

Step 4 works intentionally to facilitate the transition from two entities to one. There is a physical shift of the groups joining to promote unity. As a single entity, they then enter a process to address the physical, social, and spiritual needs for the journey ahead. This phase provides an opportunity for whakawhanaungatanga, the development of relationships.

## TE WHARENUI – IMPLEMENTATION AND DELIVERY / CONCLUSION PROCESS

Step 5 is achieved in two phases: The Implementation and Delivery, and the Conclusion.

### (A) IMPLEMENTATION AND DELIVERY

This step requires everyone to enter a communal space where information can be shared safely and in detail. It is important to note that the ability of the group to navigate any presenting challenges is determined by the strength of the relationship that has been established in the earlier stages of the process.

During this process, all peripheral influences that might negatively affect the progress of the kaupapa should be addressed. Doing so will help preserve and protect the integrity of the kaupapa and those connected to it.

### (B) CONCLUSION

The poroaki is generally initiated by the manuwhiri. During this process they will reflect on the journey, identify key highlights and points of significance, and acknowledge those who extended the invitation for their hospitality. The hosts will then reciprocate and conclude with final comments and the like.

## 6. TE WHAKAWHITINGA/ENGAGEMENT

- 6.1 The Council's approach to engagement can be identified in the '*Spectrum of Public Participation*'. This model was developed by the International Association of Public Participation (IAP2) to help clarify the role of the public in planning and decision-making. It also helps to identify the level of influence the community during these processes. The model identifies five levels of community engagement with associated commitments (goals) and responsibilities to Māori and the general public. The Te Kīwai approach will be most relevant for levels of engagement including Consult, Involve, Collaborate, and Empower.

Level of Engagement	Council Commitment	Responsibility to Māori	Activity
<b>Inform</b>	To provide balanced and objective information to help understand presenting challenges, alternatives, opportunities, and solutions.	We will keep whānau, hapū, and iwi Māori informed.	Stakeholder Hui (meetings) Open Days and Community Events Information Stalls (e.g. Fortnightly Farmer's Market) Media Releases (digital, printed etc.)
<b>Consult</b>	To obtain feedback from whānau, hapū, and iwi Māori on analysis, alternatives and decisions.	We will keep whānau, hapū, and iwi Māori informed, listen to and acknowledge their concerns and aspirations, and provide feedback on how Māori input has influenced the decision. We will also seek feedback on drafts and proposals.	Mailed Surveys / Questionnaires Telephone and Email Surveys Marae Hui Response Sheets
<b>Involve</b>	To work directly with whānau, hapū, and iwi Māori throughout the process to ensure that their concerns and aspirations are understood and considered.	We will work with whānau, hapū, and iwi Māori to ensure that their concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how their input influenced the decision/s.	Ngā Manu Tāiko Standing Committee Te Kaunihera Advisory Committee Workshops
<b>Collaborate</b>	To partner with whānau, hapū, and iwi Māori in each aspect of the decision process, including the development of alternatives and the	We will work together with whānau, hapū, and iwi Māori to formulate solutions and incorporate their advice and recommendations into the decision/s to the	Working Parties Co-Management Co-Governance

	identification of the preferred solution/s.	maximum extent possible.	
<b>Empower</b>	To place final decision-making in the hands of whānau, hapū, and iwi Māori.	We will implement what whānau, hapū, and iwi Māori decide.	<ol style="list-style-type: none"> <li>1. Marine and Coastal Area Act</li> <li>2. Treaty Settlement Legislation</li> <li>3. Section 33 Transfer of Powers</li> </ol>

## 7. TE WHAKARAUKAKAI/CONSIDERATIONS

7.1 In working alongside our whānau, hapū, and iwi partners, Council has come to understand the importance of the following:

### 7.1.1 Preparedness to Engage

Consideration is required to ensure that partners are prepared to engage with Council. Specific steps to aid this preparation include:

- a) assisting whānau, hapū, and iwi Māori understanding of the machinery of Local Government and how the kaupapa being discussed is related to this process.
- b) helping whānau, hapū, and iwi Māori become familiar with the content and detail of information being discussed. This includes ensuring that the languaging is right and that information is presented in way that they understand.
- c) Ensuring that whānau, hapū, and iwi Māori have had time to consider their own perspectives, thoughts, and values, as well as having time to consult with others they feel necessary, to develop the level of insight and understanding required to be able to give an opinion or articulate their position.

### 7.1.2 Level of Engagement

Council is aware of the different collectives of Māori throughout the District. These include whānau, hapū, iwi, and the wider Māori community. They can vary in status from Taura Here (urban Māori), Mana Whenua (those who exercise authority within a set boundary) and Tāngata Whenua (those who claim a genealogical connection to the area). Each forum will require a different approach, depending on the audience. Council will need to respond accordingly, while remaining aware of the different timeframes and approaches required to engage with each collective. Being aware also of competing kaupapa is important, as this could potentially impact on agreed timeframes.

### 7.1.3 Timing

Council recognises the need to plan better to allow Māori the time they require to consult with their own people. We observe a reluctance from Iwi leaders at times to express their views without consulting their people. Ensuring we have provided sufficient lead-in time for Māori collectives to prepare to engage in meaningful and deliberate the conversations is especially important.

As part of our commitment to Māori, Council will plan for responsive timeframes to ensure whānau, hapū, iwi and wider Māori communities have the required time to meet their cultural obligations to wānanga (deliberate and consider) with their people prior to any commitment and/or response.

### 7.1.4 Resourcing

Council understands that Māori also have their own timetables and agendas and bringing additional kaupapa to iwi tables requires additional time and resource. To ensure appropriate resourcing has been considered, Council will:

- a) Seek to include whānau, hapū, and iwi in planning processes that require known and specific resourcing
- b) Ensure budget considerations accommodate consultation and engagement where necessary
- c) Develop appropriate administrative resourcing to support both parties.

## APPENDIX 1 - LOCAL MARAE, HAPŪ, AND IWI THROUGHOUT THE MANAWATŪ DISTRICT

### TE HONONGA/OUR CONNECTION

The following table provides a list of local marae, hapū, and iwi throughout the district.

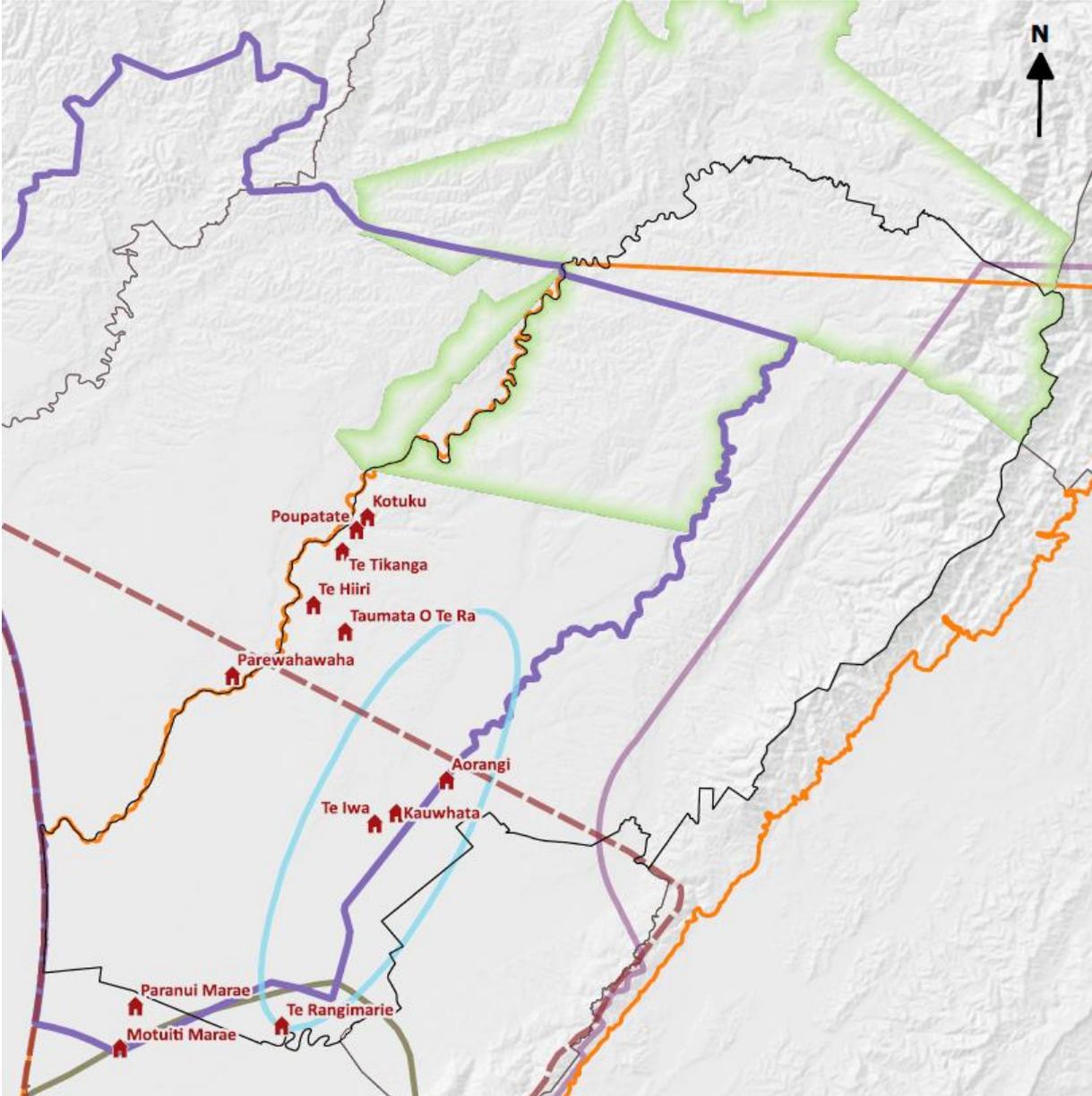
<b>Marae:</b>	<b>Hapū:</b>	<b>Iwi:</b>
Kauwhata	Ngāti Hinepare	Ngāti Kauwhata
Aorangi	Ngāti Tahuriwakanui	Ngāti Kauwhata
Iwa Tekau mā Iwa	Ngāti Tūroa	Ngāti Kauwhata
Te Rangimārie	Rangitepaia	Rangitāne
Taumata o te Rā	Ngāti Manomano	Ngāti Raukawa (ki te tonga)
Te Hiri	Ngāti Rangatahi Ngāti Matakore	Ngāti Raukawa (ki te tonga) Ngāti Maniapoto
Kōtuku	-	Ngāti Kahungunu
Poupatate	Ngāti Pīkiahū	Ngāti Raukawa (ki te tonga)
Te Tikanga	Ngāti Pīkiahū / Ngāti Waewae	Ngāti Raukawa (ki te tonga) Ngāti Tūwharetoa
Parewahawaha	Ngāti Parewahawaha / Ngāti Huia	Ngāti Raukawa (ki te tonga)
Paranui	Ngāti Turanga	Ngāti Raukawa (ki te tonga)
Motuiti	-	Ngāti Raukawa (ki te tonga)

In addition to the marae, hapū, and iwi listed above, Council also recognises the need to work alongside the following collectives:

<b>Iwi</b>	<b>Comment:</b>
Rangitāne o Manawatū	Rangitāne o Manawatū have a Deed of Settlement which identifies their areas of interest. This information helps guide Council's engagement with them in relation to their areas of interest.
Rangitāne o Wairarapa	Rangitāne o Wairarapa have a Deed of Settlement which identifies their areas of interest. This information helps guide Council's engagement with them in relation to their areas of interest.

Rangitāne o Tāmaki-nui-a-rua	Rangitāne o Tāmaki-nui-a-rua have a Deed of Settlement which identifies their areas of interest. This information helps guide Council's engagement with them in relation to their areas of interest.
Ngāti Apa (North Island)	Ngāti Apa (North Island) have a Deed of Settlement which identifies their areas of interest. This information helps guide Council's engagement with them in relation to their areas of interest.
Ngāti Tūwharetoa	Ngāti Tūwharetoa have a Deed of Settlement which identifies their areas of interest. This information helps guide Council's engagement with them in relation to their areas of interest.
Ngāti Kahungunu	Ngāti Kahungunu have a Deed of Settlement which identifies their primary areas of interest in the Hawkes Bay. Thought they have a current interest here in the regions associate with Te Kōtuku marae, the detail of these interests are yet to be understood.
Ngāti Kauwhata	Ngāti Kauwhata continue with their Treaty Claims process with The Crown and currently engage with the Council as an outcome of the Treaty partnership that we share. Further discussion and confirmation are being sought by Council as to how our partnership might evolve moving forward.
Ngāti Raukawa (ki te Tonga)	Ngāti Raukawa continue with their Treaty Claims process with The Crown and currently engage with the Council as an outcome of the Treaty partnership that we share. Further discussion and confirmation are being sought by Council as to how our partnership might evolve moving forward.
Ngāti Hauiti	Ngāti Hauiti continue with their Treaty Claims process with The Crown and currently engage with the Council as an outcome of the Treaty partnership that we share. Further discussion and confirmation are being sought by Council as to how our partnership might evolve moving forward.
Muaūpoko	Muaūpoko continue with their Treaty Claims process with The Crown and currently engage with the Council as an outcome of the Treaty partnership that we share. Further discussion and confirmation are being sought by Council as to how our partnership might evolve moving forward.
Ngāti Maniapoto	Ngāti Maniapoto continue with their Treaty Claims process with The Crown and currently engage with the Council as part of the hapū collective of the Northern Iwi cluster in the Manawatū. Further discussion and confirmation are being sought by Council as to how our partnership might evolve moving forward.

**APPENDIX 2 - MAP INDICATING GENERAL IWI AREAS OF INTEREST IN THE MANAWATŪ DISTRICT**



**Iwi Boundaries near Manawatu District**

-  Marae Location
-  Rangitane o Manawatu Area Of Interest
-  Rangitane o Wairarapa Area Of Interest
-  Ngati Apa (North Island) Area Of Interest
-  Ngati Kauwhata Area of Influence
-  Ngaiti Hauti
-  Muaupoko Area of Interest
-  Ngati Toa Rangitira Area Of Interest
-  Local Territorial Authority
-  Manawatu District boundary

## APPENDIX 3 - CURRENT AND FUTURE ACTIVITIES WHICH ENHANCE ENGAGEMENT WITH MĀORI

### TE ARA WHAKAMUA/MOVING FORWARD

The following table provides a collation of activity that the Council is *currently* implementing to increase Māori participation in Council decision-making processes and support staff capability to engage with, and work alongside, whānau, hapū, and iwi Māori.

Activity	Description
Tikanga and Te Reo Māori	<p>The delivery of tikanga and te reo māori classes for staff and whānau promotes increased awareness and insight of staff who are better able to work more effectively for Māori.</p> <p>The use of te reo Māori in the translation of documents and publications, e-signatures, office naming conventions, introductions, karakia, and salutations strengthen the commitment of our staff to do better. It further invites the influence that accompanies the language into our shared environment.</p>
Cultural Events and Hui of Significance	<p>The Council supports a number of community events that affect the Māori community. Some of these include Matariki Celebrations, Local iwi hui, Treaty of Waitangi Claims Hearings, and some Tangihanga. These are important for Council to be involved in as they help strengthen the relationships and discourage these from being purely transactional. It is these relationships that help us build trust with the Māori community, and increase their confidence to engage with Council more directly. Such outcomes have been significant for Council in the past two (2) years, where we have observed an increase in the quality and quantity of Māori wanting to engage.</p>
Targeted Recruitment	<p>The Council has been intentional in their employment of a Principal Advisor – Māori and other Maori practitioners operating in the iwi space and across the Māori landscape. These roles have helped to broker key relationships between the Council and whānau, hapū, and iwi Māori; provided sound advice on policy and operational matters; facilitated hui and helped to navigate culturally complex situations; supported the recruitment of specific skillsets for various work activities; and increased awareness and insight of Council operations to Māori and vice versa.</p>
Principal Advisor - Māori	<p>Services Te Kaunihera Working Group, provides secretariat support; advice to Ngā Manu Tāiko; support and leadership to local cultural events; actively supports local marae, whānau, hapū, and iwi activity; supports Iwi-based responses to civil defence emergencies; promote representation for iwi in Council; manage key relationships between Council and Māori; advise on policy and operational decision-making.</p>

Strategic Relationships	<p>Council has progressed initial engagements with Iwi leaders of Rangitāne, Ngāti Apa, Muaūpoko, Ngāti Tūwharetoa, Ngāti Raukawa, and Ngāti Kauwhata. Agreements have been made with each iwi about the parameters of the relationships and how we wish to engage with one another. We are currently developing documentation with those who have requested a more formal agreement and will continue with a less formal agreement for others who have confirmed that they would like to continue to engage in this manner. These agreements help to clearly identify the manner in which these iwi wish to engage, and the purposes for which they would like to engage.</p> <p>Though the relationships with iwi are shared across Council, the oversight for these relationships, and management of them, is a shared responsibility between the Principal Advisor – Māori and Senior Management.</p>
Mātauranga Māori (Māori knowledge)	<p>The Council values the feedback and advice provided by whānau, hapū, and iwi Māori, and the positive impact their contributions have had for the community as a whole. This was particularly evident in the outcome of the Community Development Strategy where the framework used was provided by an authentic Māori source. Moving forward Council continues to explore the opportunities to co-create responsive strategies and frameworks that will benefit the community as a whole.</p>

The following table provides a collation of activity that the Council aspires to implement in the near future. Such activities will enhance our current direction to increase Māori participation in Council decision-making processes and increase our capability and competency as Council to do this effectively.

Activity	Description
Te Kurupae Training Programme	Council is currently piloting a Cultural Induction Training package to develop insight and awareness around Te Reo (language) and Tikanga (protocol) Māori at an introductory level.
Service Level Funding Agreements	Scoping current service and funding agreements to identify the level of support by MDC for kaupapa (activities) Māori throughout the District. This includes Council's decision to contract targeted services to deliver local Matariki celebrations for the next three years and Te Reo (language) Māori programmes to staff over the next 12 months.
Policy	<p>Review all internal policies that impact on Māori engagement and relationships.</p> <p>Develop a policy for Te Reo Māori which identifies Council commitment to use and delivery. This might cover use of e-signatures, translation of public and internal documents and templates, bi-lingual signage, and naming conventions for office rooms and buildings, strategies, locations.</p> <p>Review policies associated with earthworks, new builds, and bereavement, and their accommodation of tikanga Māori.</p>
Training and Development Programmes	Continue to provide structured training courses to develop staff and elected member understanding and awareness of Te Ao Māori.
Council Kaumātua	Council might consider the need to formally employ Kaumātua to support the delivery of prestigious occasions led by Council and provide additional advice as necessary.

Tikanga	<p>Pōwhiri / Mihi Whakatau / Mihimihi process is employed to ensure a foundation with enough depth is provided on which to build an effective and robust conversation and relationship. This includes facilitating an active transition from that state of tapu (restricted) to noa (unrestricted) and visa versa.</p> <p>Set in-house tikanga for welcoming / farewells / blessings etc.</p>
Cultural Audit	<p>Conduct an internal cultural audit, conducted by Māori Partners, to identify areas for development.</p>