

SOUTH WAIRARAPA DISTRICT COUNCIL

20 FEBRUARY 2019

AGENDA ITEM B1

A COLLABORATIVE PROPOSAL TO TRANSFORM OUR MĀORI POLICY

Purpose of Report

To inform Councillors of the proposal to transform our Māori Policy, policies and processes based on feedback, learnings and aspirations.

Recommendations

Officers recommend that the Council:

1. *Receive the Collaborative Proposal to Transform our Māori Policy Report.*
2. *That Council approve the use of the total budget outlined in this proposal; and*
3. *That Council approve Māori Standing Committee to start the process of engagement with Amber Craig from Tahetoka Limited;*

1. Executive Summary

The Māori Standing Committee has been reviewing the current Māori Policy in late 2018. Through this review and with minor research into other District Council's approaches, the Māori Standing Committee believe, this is a great opportunity to significantly transform our Māori policy, Māori Standing Committee and policies and processes surrounding these.

Taking a facilitated and collaborative approach to this will provide a targeted and effective solution to what we're wanting to achieve. Looking at lessons to move forward with, keep what is working well and moving forward together as a cohesive group. Our proposal is to include both Councillors, Council staff, Marae Chairs and Trustees as well as the Māori Standing Committee on this journey.

Through this approach, a Māori policy will form, along with opportunities and recommendations for the Māori Standing Committee and Council to take on board with policies and processes. This would highlight changes to ensure that the South Wairarapa District Council are moving towards a collaborative partnership with the South Wairarapa Māori community.

This proposal is to secure funding from the South Wairarapa District Council to hire Tahetoka Limited as a facilitator and consultant to assist both the

Council and the Māori Standing Committee to implement this work. Amber Craig from Tahetoka Limited has outlined the proposal below.

2. Background

Te Tiriti o Waitangi is an agreement between Māori and the Crown and was signed in 1840. Although not all Māori chiefs at the time signed the document, it is referred to as a founding document for NZ Government and outlines principles for the partnership between non-Māori and Māori today.

These principles should be guiding this Council on how it moves forward with solutions. A few of these principles should be fundamental around allowing autonomy, the right for rangatiratanga over taonga and resources and equity for Māori.

The current Māori Policy, Appendix 1 attached, for South Wairarapa District Council was adopted on 29 June 2009 with a review of this policy on 11 March 2015. It was through the Māori Standing Committee's review in late 2018 that has questioned what other Councils are doing and lead to this piece of work.

3. Proposal for Māori Policy Consultant

3.1 Overview

This proposal is to engage Tahetoka Limited to provide a very collaborative and facilitated approach to ensure that the work we undertake is resolving key relevant issues that face both groups today (South Wairarapa District Council and Māori Standing Committee). This is to ensure that any proposed change transforms our relationship into an efficient and effective partnership.

To start with some of the key questions we need to ask ourselves are:

- What value do we want from this partnership?
- What does partnership look like?
- What does collaboration look like?
- How does this not become a tickbox and tokenistic relationship?

Stage 1: Current State

To start this process we need to look at a retrospective on our current state. This would include separate facilitated discussions with both Council Staff, Councillors, Marae Chairs and trustees as well as the Māori Standing Committee members. These sessions would be under a strict code of conduct (Appendix 2) to ensure open and honest discussion. These facilitated discussions will help to bring out key themes with the questions being:

- What's great and working now?
- What's not so great and not working?
- What should stop immediately?

These sessions will be held under Chatham House Rules (Appendix 2).

Stage 2: Learnings from others

The next stage would be to see how other District Councils are working. Through some initial research, the three councils that appear to have a good structure and are working collaboratively with Māori communities are Wairoa District Council, Hastings District Council and Rotorua Lakes Council. Each three have different approaches. The proposal is for a trip to each of these Councils to form a relationship and take away learnings. For this approach to work, it is recommended that there are representatives from Māori Standing Committee, Council and Council staff to also be present and learning from this experience. Key questions we want to work through during these sessions are:

- What is the structure collaborating with Māori communities?
- How does the partnership work?
- What has worked? What hasn't worked?
- What learnings would you give your former selves before starting on this journey?

The proposal being that this is done in a speed dating method. This allows people to have one on one conversations and together pulling out key themes that everyone got from the conversations. This approach also builds out relationships quickly and allows everyone to take away key learnings.

Stage 3: Collaborative Vision

With the retrospective and learnings from other District Councils completed it would be valuable for the team to come back together to create a collaborative vision. This is an initial conversation talking about how we as a team want to work together, what we want to achieve and how we might do that.

Stage 4: Draft new Māori Policy, Recommendations and action plan

From these collaborative sessions, I will look to take away the key issues, learnings and aspirations and work on what a new Māori Policy would look like. What recommendations I would propose to both the Council and the Māori Standing committee and creating an action plan around these items. One of the key aspects of including these recommendations is to provide some rationale as to why the recommendation was created. This would tie into key lessons and issues that were raised so that we can understand the context in which the recommendation is made. This would be presented back to Council and Māori Standing Committee with the ability to feedback on and provide further iterations.

Stage 5: Do it!

The implementation of the recommendations will be in varied times. Some will be easy to implement now, some will take time and may require cultural training by members to implement. However, there should be a commitment from both the Council and the Māori Standing Committee to look seriously at the recommendations and implement them.

3.2 Budget

The below budget is an estimate of the time and services required for this proposal from Tahetoka Limited.

The total of this proposal is \$18,450.00 (excluding GST), based on 123 hours of work. Note that stage 2 travel and accommodation costs are not included in this budget, but it is anticipated that a car or van would be used to take those that are attending from one location to the next, with three night's accommodation needed.

This estimate is based on a discounted hourly rate of facilitation \$150 (excluding GST) per hour. Tahetoka Limited work on a "no surprises" work ethic. This means that if a piece of work will be larger than the estimated effort below than a conversation will be had prior to proceeding.

Breakdown of the cost is outlined below in the proposed stages below.

3.2.1. Stage 1: Current State Estimate

Description of work	Total (hours)
Preparation for facilitated sessions	4
Run and facilitate sessions (4 x 2 hrs)	8
Write up and pull together key themes	8
Total	20

3.2.2. Stage 2: Learnings from others Estimate

Description of work	Total (hours)
Travel time to 3 x District Councils (based on time effort via car)	16
Facilitated sessions with District Councils (3 x 3 hrs)	9
Write up and pull together key learnings	8
Total	33

3.2.3. Stage 3: Collaborative Vision

Description of work	Total (hours)
Preparation for facilitated sessions	8
Facilitated session for a collaborative vision	2
Write up and pull together key aspirations	8
Total	18

3.2.4. Stage 4: Draft Māori Policy, recommendations and action plan

Description of work	Total (hours)
Analysis of lessons, learnings and aspirations	18
Draft Māori Policy	8
Draft Recommendations and action plan	6
Presentation to Māori Standing Committee and Council on draft Māori Policy, recommendations and action plan	4
Iteration of documents post presentation	12
Presentation to Māori Standing Committee and Council on finalised Māori Policy, recommendations and action plan	4
Total	52

3.2.5. Stage 5: Do it!

For this stage, there is no estimation for using my services to implement these recommendations. I can be engaged for this work on a time and materials basis if required.

3.3 Register of Interests

Below is a register of any interests, commercial, political or organisational, which may be, or have the perception, to be conflicts of interests.

Amber Craig

- Trust Chair of Whare Hauora Charity
- Co-Chair of WWGSD Charitable Trust
- Councillor and Chair of Audit and Risk Committee for Internet NZ
- Trustee of Rangitāne o Wairarapa

4. Conclusion

In conclusion, this proposal is to look at addressing relevant concerns and looking at how we can transform our partnership between the Council and the Māori Standing Committee to benefit South Wairarapa Māori Community using examples of working models today.

It's safe to say that no one is doing everything well nationally. But we believe there is an opportunity for South Wairarapa District Council to move towards a collaborative partnership that involves Māori as a partner from the start and not a tokenistic consultation at the end of a process. This will remove the need for rework of policies, processes and projects. In addition, having a clear understanding of how a process may work and understanding

Māori tikanga and kawa is vital to the ongoing collaborative partnership that we need to achieve.

This won't just be a document that is delivered, this will also be part of the cultural change required to allow our people to work together as one and understand te ao māori.

5. Supporting Information

5.1 Long Term Plan - Community Outcomes

How does your recommendation address Council well-beings (pg 15 of 12/22 LTP).

5.1.1. Healthy and Economically Secure People

This work will allow for greater collaboration to be able to inform solutions for creating a healthy and economically secure people. This also includes how we might look at measuring and reporting on this information and potentially whether there is any te ao māori measurements that could start to be measured and reported on.

5.1.2. Educated and Knowledgeable People

This work will allow for greater collaboration to be able to inform solutions for creating an educated and knowledgeable people. This also includes how we might look at measuring and reporting on this information and potentially whether there is any te ao māori measurements that could start to be measured and reported on.

5.1.3. Vibrant and Strong Communities

This work is fundamental to creating vibrant and strong communities.

5.1.4. Sustainable South Wairarapa

A sustainable South Wairarapa in all aspects is a key goal that Māori as a whole wish to create for their mokopuna (future generations). This also includes how we might look at measuring and reporting on this information and potentially whether there is any te ao māori measurements that could start to be measured and reported on.

5.1.5. A place that's accessible and easy to get around

This work will allow for greater collaboration to be able to inform solutions for creating an accessible (in all forms) place to get around. This also includes how we might look at measuring and reporting on this information and potentially whether there is any te ao māori measurements that could start to be measured and reported on.

5.2 Treaty of Waitangi

This work will be fundamental for how we look at the Treaty of Waitangi, as well as your partnership with the Māori Community. Aspects will be education but embedding the principles of the Te Tiriti o Waitangi into the

way you engage, work and move forward will be fundamental to all of our success.

5.3 Decision Making

There is the potential that there are recommendations that come out of this piece of work that may propose changes to the way in which decisions are made. These will come to Council and the Māori Standing Committee and will need to be approved through the correct process to update what those changes will be.

5.4 Existing Policy

There is the potential that there are recommendations that come out of this piece of work that may propose changes to existing policies. These will come to Council and the Māori Standing Committee and will need to be approved through the correct process to update those policies.

6. Appendices

Appendix 1 – Māori Policy

Appendix 2 – Proposed Code of Conduct and Chatham House Rules

Appendix 3 - Amber Craig - CV

Appendix 4 - Letter of recommendation from InternetNZ Chair

Prepared by: Amber Craig in consultation with the Māori Standing Committee

Appendix 1 – Māori Policy



MAORI POLICY

1. Goal

To formulate, develop and implement policies and programmes in partnership with Maori of the District which are in accord with the requirements of the Local Government Act 2002, which reflect the underlying intentions and principles of the Treaty of Waitangi and the statutory obligations to Maori under the provisions of the Resource Management Act 1991.

2. Strategies and Policies

The South Wairarapa District is rich in Maori history and culture. Some of the earliest known occupational sites exist within its boundaries and for centuries the natural environment has provided both material and spiritual sustenance. Its place in the Maori political history of New Zealand is a matter of national record.

Lake Wairarapa and the South Wairarapa coastline are of immense cultural, spiritual and historic significance to Maori.

The Local Government Act 2002 signals that the social, cultural and economic development of Maori is of particular importance.

The Resource Management Act 1991 places an obligation on the Council to consult with Maori during the planning process. This obligation is in turn derived from the underlying principles of the Treaty of Waitangi, which in this context, refers to:-

- **Partnership** - the development of an active and on-going relationship between the Council and local Iwi.
- **Participation** - a principle which emphasises positive Maori involvement in the business of the Council, and in particular its planning and delivery functions.
- **Protection** - the requirement to ensure that Maori well-being is enhanced whenever possible, and that principles of equity towards Maori are observed in the Council's decision making process.

The Council is committed to engage in active consultation with Maori and to foster positive relationships in pursuance of the partnership envisaged under the Treaty of Waitangi, on matters that affect and concern Maori.

3. Nature and Scope of Activity

The Council has established a Maori Standing Committee comprising

- 2 Representatives from Kohunui Marae
- 2 representatives from Hau Ariki Marae
- 2 Representatives from Papawai Marae
- 1 Representative from Kahungunu o Wairarapa
- 1 Representative from Rangitaane o Wairarapa
- 2 Councillors

Its role is to:-

- a) Advise on tangata whenua and Maori interests in the Council's major areas of activity, and particularly in the areas of:-
 - Economic Development
 - Resource Management
 - Tourism
 - Reserve Management
 - Environmental Health
 - Employment
 - Community Development
- b) Establish a method of consultation, which involves tangata whenua and iwi, on all matters relating to the District's resources, and involving the District's planning processes.
- c) Advise on consultation processes with Maori in the District and assist in the development of consultation networks throughout the District.
- d) Promote the development of processes within Council, which develop policy, processes and guidelines, based on the Treaty of Waitangi principles of participation, partnership and active protection.

Note:

It is envisaged Treaty Settlement with the crown may be reached with Kahungunu ki Wairarapa and will be reached with Rangitaane during this long-term plan period with an Agreement in Principle being signed between the parties in 2014. This will require input and consideration on how SWDC works during and after the transition including a review of the Maori Standing Committee.

Appendix 2 – Proposed Code of Conduct and Chatham House Rules

Proposed Code of Conduct

- This should be a safe space.
- You will need to be open and honest.
- Need to leave the past issues behind but let's learn from it.
- Come with an open mind.
- We are for the people.

Chatham House Rules

The rule originated at Chatham House with the aim of encouraging openness of discussion and facilitating the sharing of information.

It is now used throughout the world as an aid to free discussion of sensitive issues. It provides a way for speakers to openly discuss their views in private while allowing the topic and nature of the debate to be made public and contribute to a broader conversation.

The Chatham House Rule reads as follows:

“When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.”

Link: <https://www.chathamhouse.org/chatham-house-rule>

Appendix 3 - Amber Craig - CV

AMBER CRAIG

Mobile: 027 255 5663

amsccraig@gmail.com

ABOUT ME

- ❖ Strong leader with great communication and collaborative skills
- ❖ 4+ years experience as a director
- ❖ 13+ years experience in the Information, Communications & Technology sector
- ❖ 11+ years experience building enterprise strategies and process improvement through continuous improvement
- ❖ Builds highly collaborative and safe environments for teams to thrive
- ❖ Active listener
- ❖ Trustworthy and honest
- ❖ Calm managing a crisis
- ❖ Advocate for change and innovation, challenging status quo
- ❖ Strategic mindset



I am Māori and whakapapa to Muaūpoko, Ngāti Kahungunu ki Wairarapa and Rangitāne.

DIRECTORSHIPS

BOARD MEMBER - RANGITĀNE O WAIRARAPA

DECEMBER 2018 - PRESENT

- ❖ Providing strategic direction for our Wairarapa iwi.

CO-OPERATED TRUSTEE - KOHUNUI MARAE

DECEMBER 2018 - PRESENT

- ❖ Providing strategic direction and operational support for Kohunui Marae.

COUNCILLOR (DIRECTOR) - INTERNET NZ

JULY 2013 - PRESENT

- ❖ Chair of the Audit & Risk Committee, managing risk, financial management and health & safety.
- ❖ Member of the Māori Engagement Committee and previously a member of the Membership Engagement Committee

AMBER CRAIG

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TRUST CHAIR - WHARE HAUORA

FEBRUARY 2016 - PRESENT

- ❖ A co-founder of Whare Hauora, now a charity trust
- ❖ Chair of the Trust and Director of Communications, Technology and Finance
- ❖ Creation of a strategy to get product implemented and business models financially sustainable

MEMBER (ADVISOR) - DIGITAL ECONOMY & INCLUSION ADVISORY BOARD

APRIL 2018 - SEPTEMBER 2018

- ❖ Advise Government on how it can best meet its objectives to grow the digital economy and reduce digital divides, so that all New Zealanders and New Zealand businesses can benefit from digital technologies.

WORK EXPERIENCE

ENTERPRISE ARCHITECT, DIGITAL & CONSUMER - BNZ BANK

OCTOBER 2018 - NOVEMBER 2018

An Enterprise Architect, setting the technology strategy and direction for Digital and

SOLUTION ARCHITECT, DIGITAL, CULTURE & INNOVATION - ANZ BANK

AUGUST 2014 - OCTOBER 2018

A Solution Architect for Digital an agile programme of work, leading technology teams to deliver our customer outcomes. Responsible for creating and implementing innovation strategy and the cultural change to support it. Leading the DevOps transformation within our technology teams.

Key achievements

- ❖ Leading transformation of the technology team to move towards a high achieving DevOps organisation
- ❖ Implementing a step Innovation strategy and highlighting the cultural change that supports this
- ❖ Cultural change advisor to senior management
- ❖ Consulting to Australian business units on their Innovation strategy with working examples from New Zealand
- ❖ Establishing an Architecture practice that works more efficiently with Agile development practices and consulting back to the Australian business team to share learnings

PRINCIPAL TECHNOLOGY ARCHITECT & STRATEGY LEAD, CHANNELS - WESTPAC

APRIL 2013 - AUGUST 2014

A Solution Architect for Digital, with a secondment into Principal Architect & Strategy Lead for Channels from date 2013. Management of 15 Architecture staff and implementation of personal development plans.

AMBER CRAIG

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Key achievements

- ❖ Lead for Westpac's Channels Strategy
- ❖ Providing strategic direction for implementing new Online Banking
- ❖ Winning a large business contract with a new proposal focus for Westpac linked into the new channel strategy and principles
- ❖ Management of vendors and technology staff to become a collaborative team delivering solutions efficiently and quickly

END TO END ARCHITECT, MOBILE - TELECOM (NOW SPARK)

SEPTEMBER 2006 - APRIL 2013

Solution Architect for Mobile, leading technology and vendor teams through delivering solutions while building out solutions to meet strategic goals.

Key achievements

- ❖ Winning Best Individual (2010) and finalist in the Best Individual (2012) at the Telecom Brightsparks awards
- ❖ Finalist in the CIO Awards, NZ Emerging ICT talent (2011)
- ❖ Leading a large programme of work during the new Mobile Network implementation
- ❖ Managing multiple vendors collaboratively to deliver strategic solutions
- ❖ Creation of mobile and implementation strategies to drive customer focussed solutions with risk mitigating rollouts
- ❖ Building a strategy for senior management around innovation strategy for idea generation and prototyping
- ❖ Running of multiple innovative events for Telecom to generate a culture of innovation

SERVICE DESK ANALYST - TELSTRACLEAR (NOW VODAFONE)

AUGUST 2004 - SEPTEMBER 2006

Service Desk Analyst across two major customer accounts, with telecommunications and technology support as 1st and 2nd level support.

Key achievements

- ❖ Creation and implementation of processes for Change, Incident and Problem for a new Service Desk
- ❖ Service desk day 1, on site support, during branch roll outs across New Zealand

AMBER CRAIG

Mobile: 027 255 5663

amscraig@gmail.com

- ❖ Reviewing and revising processes to ensure continued efficiency

PROJECT COORDINATOR - WRIGHTSON LTD.

JANUARY 2003 - AUGUST 2004

A project coordinator brought on to lead, organise and coordinate roll out of telecommunications with a vendor replacement.

- ❖ Lead Coordinator across rollout of new telecommunications programme of work
- ❖ Development of a rollout strategy for new phone technologies (mobile and VoIP) while coordinating cabling across 124 stores
- ❖ Developed and ran training throughout New Zealand on new telecommunications technologies
- ❖ Management of exiting vendor during transition

RECENT SPEAKING ENGAGEMENTS

SOCIAL MEDIA CLUB: AUCKLAND (2015)

- ❖ Discussion panel on the trend and future of the Internet of Things

LINUX CONFERENCE AUSTRALIA (2017)

- ❖ A 45 minute presentation on the Internet of things and the personal story of Whare Hauora with the use of open source technologies

EDUCATION, PROFESSIONAL DEVELOPMENT & MEMBERSHIPS

STANFORD CENTER FOR PROFESSIONAL DEVELOPMENT (2016)

- ❖ Tools of Innovation: a hands on dive into Design Thinking

INSTITUTE OF DIRECTORS (IOD) COURSES (2015)

- ❖ Finance Essentials
- ❖ Audit & Risk Committees
- ❖ Not-for-Profit Governance Essentials

TOGAF FRAMEWORK CERTIFICATION (2012)

- ❖ TOGAF version 9.1 certified

AMBER CRAIG

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amsCraig@gmail.com

MEMBERSHIPS

- ❖ Telecommunications User Association New Zealand (TUANZ) joined 2010 - 2013, rejoined in 2015 - 2018
- ❖ Internet NZ Joined 2013

HOBBIES AND INTEREST

- ❖ Adventuring - walking and swimming around locations important to a rohe
- ❖ Story telling - listening to stories of our iwi, hapū and whānau and helping to share that with our people
- ❖ Revitalising our hapū in Wairarapa

REFERENCES

Available on request.

Appendix 4 - Letter of recommendation from InternetNZ Chair

15 Apuka Street,
Brooklyn,
Wellington.

10 December 2018.

To whom it may concern,

Amber Craig has been a councillor on the InternetNZ council since July 2013. The InternetNZ council is the governing body of the organisation that is the designated manager for the .nz top level Internet domain and represents New Zealand at a global level. We provide a voice for the Internet in New Zealand and work on behalf of all Internet users across the country.

She has been a valuable member of our council and has helped us with many initiatives in her 5 years with us. She is a safe pair of hands, an approachable councillor who has built trusting relationships with other councillors and the wider community whom we serve. Her perspectives are reliable, consistent and considered.

Amber has been instrumental in the creation of the Māori Engagement Committee for InternetNZ Council. This committee has looked to build out what success looks like by engaging with the diverse Māori Internet community. This committee has looked at how InternetNZ as an organisation can better understand our true history of Te Tiriti o Waitangi as well as learning about te ao Māori. Whilst this has been a long journey for us, Amber has continued to hold us to account and keeps asking the right questions. This passion and encouragement has allowed us to make important steps towards our vision and as the Chair of InternetNZ I am excited about the further steps we will take to continue our journey.

Amber has also chaired our Audit & Risk Committee for the past few years. She has led the committee to look at the processes and sought to improve outcomes to the benefit of our organisation. Amber has spent time with stakeholders and staff to carry out a retrospective review on what worked and what hasn't worked. Taking on this feedback she has since led a committee that it is very clear on the objectives and understands the value they add. She has also built a good working relationship with our auditors to ensure that we have regular meetings at both a strategic and operational level.

I would highly recommend Amber. She has demonstrated she has a strong understanding of strategic teamwork, how that impacts operational execution and her advice is constructive, well explained and thought out but is also delivered in a friendly, safe manner with authentic delivery.

I am available to discuss via telephone should that be necessary.

Regards,



Jamie Baddeley
Chair of InternetNZ.
021 448 309