

POUA KI RARO, TŌTIKA KI RUNGA

He Pou Tikanga

Ngā iwi o te Tai Whakarunga - Council
Partnership Strategy



POUA KI RARO, TŌTIKA KI RUNGA refers to the pou whenua image, central to the He Pou Tikanga Partnership Framework developed during the iwi-council partnership codesign that contributed to the development of this Strategy. The pou is planted firmly into the ground, acknowledging mana whenua and upholding the agreed upon values, thereby symbolising the iwi and the South Taranaki District Council's commitment to genuine partnership. The pou looks out over current and future generations and the iwi-Council partnerships as they continue to develop, adapt to change and weather challenges - steadfast.

HE TĪMATANGA KŌRERO

Ko wai tērā mouna e tū mai rā? Koia ko te pou whakawhirinaki o ngā iwi kei ōna rekereke; te maru o ngā manene kua tau mai hoki.

I te tau 2022, i mahi ngātahi ngā kaiurungi, ngā ringaringa, waewae hoki o ngā Rōpū Whakataunga ā ngā iwi e whā o Taranaki ki te Tonga, rātou ko te Koromatua, ko te Kaunihera o Taranaki ki te Tonga, rātou ko te hunga kaimahi hoki o te Kaunihera o Taranaki ki te Tonga. I whiria e rātou ngā here o te whakawhanaungatanga, i whai whakaaro hoki ki ngā tikanga, ngā tukanga, me ngā ritenga o tēnā, o tēnā, kia whakatūria ai he pou tikanga, e tūtohu ana i tētehi ara puta ki te whai ao, ki te ao mārama kia mahi tahi ai hei hoa haere kōtui.

Who is that mountain? 'Tis the support pillar of the iwi settled at his feet; the shelter of newcomers landing here also.

In 2022, leaders of the post settlement governance entities (PSGEs) of the four iwi of South Taranaki, along with the Mayor of South Taranaki District Council, the Council and senior leadership team of South Taranaki District Council participated in a partnership codesign. The parties built rapport; understanding of each other's tikanga, processes and protocols, to establish a pou tikanga, a pillar of agreed upon values for working together as partners. This Strategy, He Pou Tikanga, and the accompanying He Tikanga Mahi Tahi Operations Guide are outcomes of the codesign and the discussions that followed.

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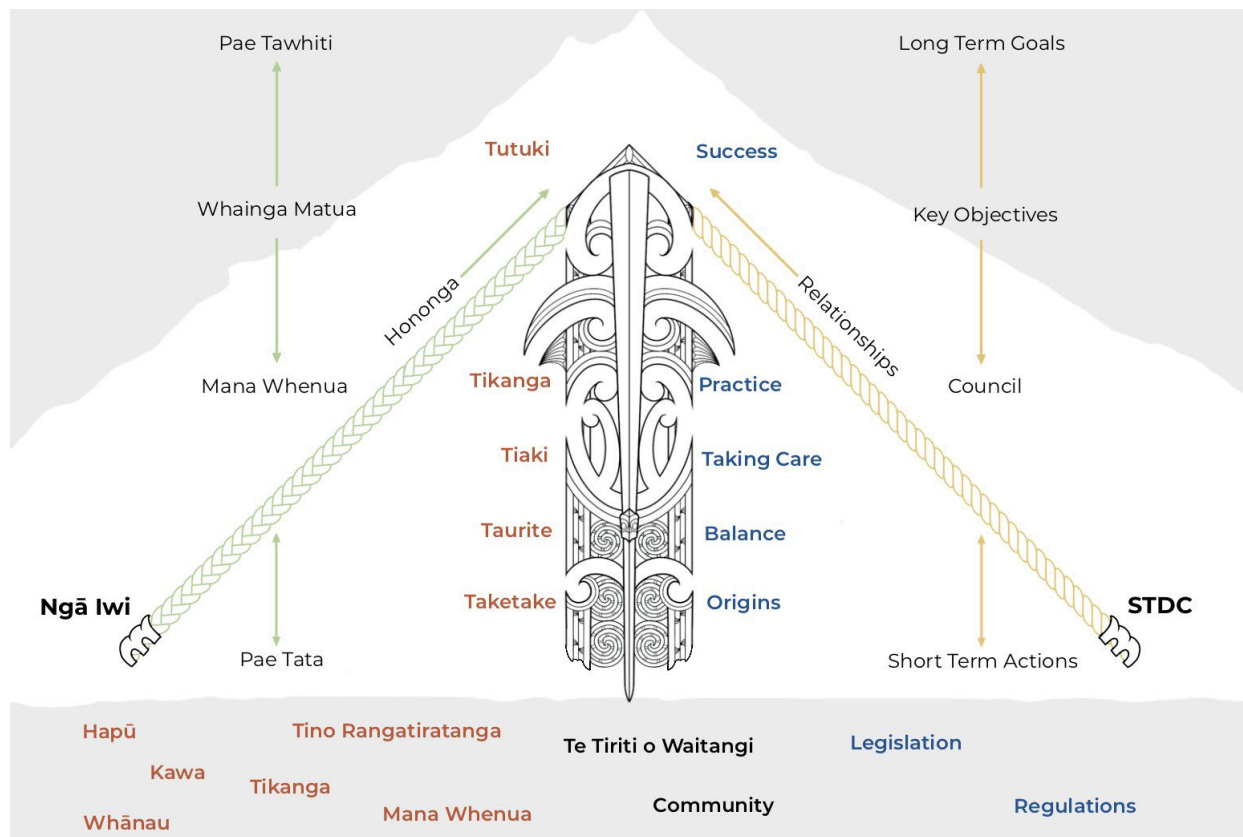
HE KŌRERO WHAKATAKI | INTRODUCTION

The inaugural He Pou Tikanga Partnership Strategy (2023) represents an evolutionary journey in iwi and South Taranaki District Council's relationships.

This Strategy is the outcome of a partnership co-design held from June to August 2022, between South Taranaki District Council (the Council) and representatives of Te Kaahui o Rauru, Te Rūnanga o Ngāti Ruanui, Te Korowai o Ngāruahine and Te Kāhui o Taranaki, the post-settlement governance entities (PSGEs) of Ngaa Rauru, Ngāti Ruanui, Ngāruahine and Taranaki Iwi (referred to as 'ngā iwi', 'the iwi', or 'iwi' in the document). The key viewpoints that emerged from the codesign are woven into the Strategy. The full summary is attached as appendix 1.

There was a strong desire from both iwi and the Council to strengthen our relationships. The intent of this Strategy is to provide a framework whereby all parties better understand each other, deepen trust and strengthen relationships to work together more effectively.

HE POU TIKANGA PARTNERSHIP FRAMEWORK



The Pou Tikanga Partnership Framework was developed during the iwi-Council partnership codesign in 2022¹. The Framework is based on a pou whenua, a pillar implanted in a prominent place that represents permanence of existence and status of people in relation to the whenua. An example of such a pou can be seen at Te Ngutu o Te Manu, Okaiawa.

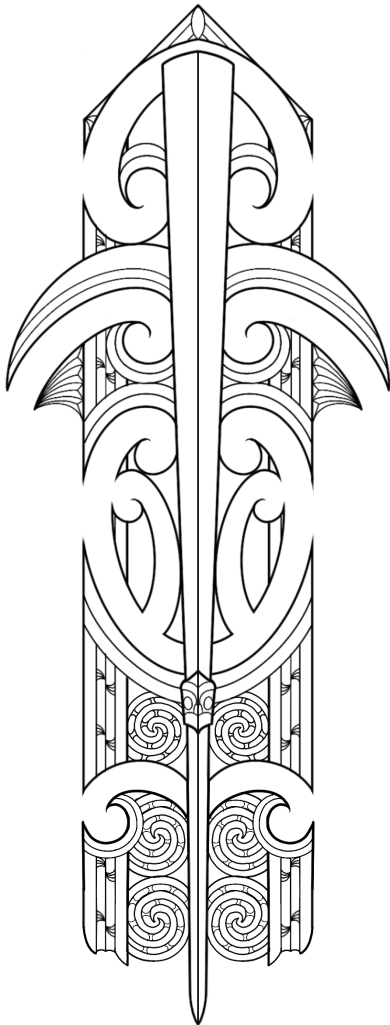
The pou is implanted in the whenua (land). Its foundations include instruments such as legislation and tikanga, and Te Tiriti o Waitangi. The wider community is also part of the foundation for iwi-Council relationships also. The partners hold tightly to ropes that keep the pou straight through good tension. This tension enables each side to hold to their commitment to values that the pou represents and remain firm for the benefit of all.

Taranaki Maunga stands in the background of the framework, unifying all of Taranaki including iwi PSGEs and South Taranaki District Council.

¹ The framework was inspired by a pou tikanga framework developed by Aatea Solutions for NPDC and the mana whenua reference group of the NPDC Heritage Strategy (2012).

PARTNERSHIP VALUES

This partnership is underpinned by five values, depicted in the pou whenua within the framework. The partnership values are read from the bottom, from Taketake and ascending to the top of the pou. This represents us further developing our partnership from the ground up:



Tutuki/Success – Recognising milestones as iwi and Council partnerships mature.

Tikanga/Practice – upholding the values of the pou and our agreed-upon practices as we work together.

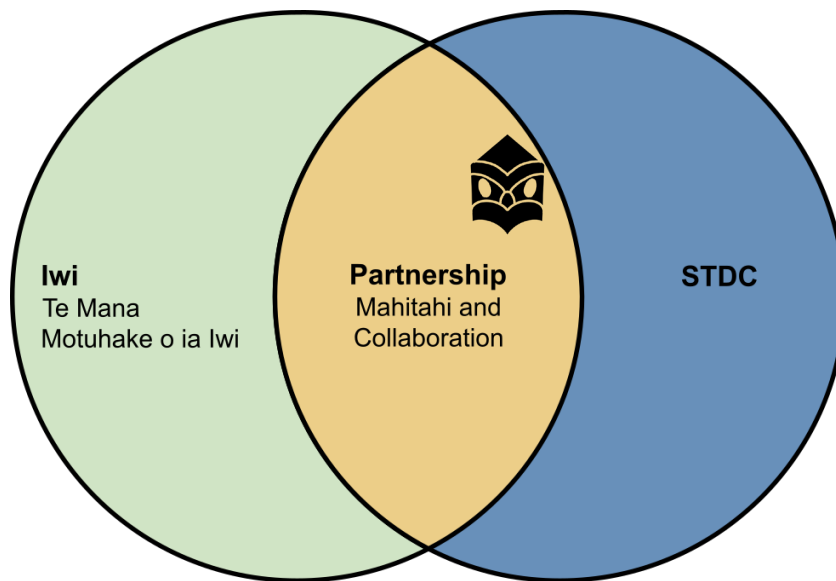
Tiaki/Taking care – taking care of ourselves, and showing care and having regard for each other. Together, caring for te taiao - our natural environment.

Taurite/Balance – each partner knows their own people and priorities and has their own strategic planning and activities. Partners know aspects of the other's mahi, programmes, cycles etc., so can plan how and when to contribute to the other's work/initiatives. Each partner takes responsibility for their own upskilling and learning.

Taketake/Acknowledging mana whenua – recognises the four iwi as mana whenua with Indigenous and Tiriti rights. Iwi are acknowledged as partners, not just stakeholders of Council. Within this, the PSGEs operate on behalf of iwi membership. This acknowledgement is the basis of genuine whanaungatanga and partnership between the four iwi PSGEs and the South Taranaki District Council. The Council derives its mandate from its communities, which include Māori ratepayers and Māori communities, and its

powers and responsibilities from legislation. These origins of the respective partners stabilise and provide the foundation for the pou whenua.

PARTNERSHIP TIKANGA



Mana Whakahaere | iwi-STDC Partnership Parameters

Mana Whakahaere

The above diagram depicts a space for mahitahi/collaboration between the iwi PSGEs and Council.

Iwi PSGEs have legal duties defined by their Te Tiriti o Waitangi Settlement legislation² and are also in service to their hapū through tikanga Māori that do not involve the Council.

The Council is required by legislation, Local Government Act 2002 and Resource Management Act 1991 specifically, to take into account Māori values and principles of Te Tiriti o Waitangi, maintaining and providing opportunities for Māori, and facilitating participation of Māori in local government. Therefore there are requirements for the Council to involve iwi in its activities and protect iwi and hapū rights according Te Tiriti o Waitangi and Crown Treaty principles.

Both parties will determine collaboration opportunities with the other partner based on each other's priorities and resources available.

² Treaty settlement agreements can be located on each of the PSGEs' websites.

Some activities that are currently undertaken independently by the Council, should involve iwi and move to the collaborative space as decision-making is shared with iwi and working together becomes more commonplace. There are benefits in iwi working collaboratively with Council including more robust outcomes and mutual benefit for iwi and the wider community. Iwi and STDC desire a 'balance' between iwi-led and Council-led delivery of services where the other partner/s play a supporting role. This Strategy does not negate the unique relationships between individual iwi and the Council. Those relationships will continue to develop, along with partnership agreements. Whilst there will often be common ground, individual iwi may have their unique standpoints, which can be included in individual partnership agreements.

KEY PRIORITY AREAS

This Strategy sets our priorities that contribute to the Pou Tikanga Partnership Framework and aligns with the South Taranaki District Council's community outcomes outlined in the 2024-2034 Long Term Plan; Mana Mauri, Mana Tangata, Mana Oranga, and Mana Taiao.

1. Mana Mauri / Cultural Well-being:

Early notification. Early involvement.

The South Taranaki District Council has a genuine desire to respect mana whenua, listen to their viewpoints and advance genuine partnership collaborations with the iwi in South Taranaki.

It is important that iwi PSGEs, as representatives of mana whenua, are involved from the outset of Council policy development that are of importance to iwi (including plans that set levels of service). Better outcomes are achieved and relationships enhanced as risks that could damage relationships through takahi mana - negating the mana of other partner/s, can be mitigated. Iwi and the Council planning together can save time and resources.

In cases where a kaupapa is location specific, the affected hapū should also be involved at the earliest opportunity.

Whakawhanake Āheinga Ahurea | Cultural Capability Building

Building cultural capability across the Council at both governance and operational levels is pivotal to growing strong partnerships with iwi, and Council fulfilling its obligations. The Council will provide ongoing training for all elected members and staff on:

- cultural responsiveness;
- the Council's obligations to take into account Te Tiriti o Waitangi principles ;
- the history of the region including the effects of colonisation on local iwi and hapū;
- iwi and hapū developments in the post-settlement times;
- eliminating cultural biases within Council;
- Te reo Māori proficiency.

Building cultural capability also includes increased awareness of the other organisations' internal processes. The Council will continue to pursue opportunities for learning iwi processes through holding more Council meetings and initiatives at local marae.

2. Mana Tangata / Social Well-being:

Whanaungatanga | Connectedness

Increased opportunities to connect both formally (at events, joint ventures etc.) and informally (outside of projects) is important to both iwi and Council. The intended outcome is that all parties better understand each other, deepen trust, and strengthen relationships to work more effectively together.

3. Mana Oranga / Economic Well-being:

Resourcing iwi to advise South Taranaki District Council and Shared Resourcing

Iwi and Council acknowledge that resourcing is an important equity issue in the context of each iwi-Council collaboration and in their wider partnerships.

Resourcing iwi participation in partnership initiatives is a key consideration to ensure an equitable approach. It should be noted that resources iwi gained from Treaty settlements are for reestablishing their own cultural and socio-economic bases.

Iwi often provide expertise that Council does not have, to kaupapa that is the shared responsibility of Council and iwi. Further, many kaupapa including the Council's governance and operational work plan and RMA-related kaupapa, require iwi consultation by law. Iwi are not resourced for the expertise they provide and this creates considerable strain on iwi resourcing. Iwi and Council are committed to addressing this inequity.

Iwi input into Council mahi is not solely to offer cultural perspectives but to enable a full participatory role as prioritised by iwi. Resourcing is needed for iwi to fully participate in decision making as an equal partner.

As partners to Council, iwi must have a participatory role in development of agreed relevant Council policy, service delivery, special projects and decision making. More resourcing from the Council and other avenues is needed for iwi to engage and this resourcing needs to be explicit.

The deepening relationships between iwi and Council must engender greater reciprocity, balancing of contribution and mutual benefit. Iwi involvement in the delivery of services and

sharing of spaces can reduce consultation time and produce robust outcomes that honour mana whenua.

All parties acknowledge that the Council can be in a position where they have no resourcing for unplanned consultations on legislation and participation in other central government initiatives.

4. Mana Taiao / Environmental Well-being:

[Te Taiao | Environment and sustainable living](#)

Iwi and the Council will continue to work closely to mitigate risks of local environmental issues and wider environmental issues, such as climate change. Together we will advocate strongly for sustainable communities and industries.

This partnership Strategy strengthens the parties' commitment to reducing negative impacts on te taiao and communities of South Taranaki. Iwi and the Council will work together to identify environmental issues and strategies, which may be reflected through statutory and non-statutory plans.

On agreed local and national environmental policies, the Council and iwi will work in partnership as they formulate their positions, before they publicly announce them.

PARTNERSHIP

Mana to Mana, Mahi to Mahi

The principle of Mana to Mana, Mahi to Mahi upholds that iwi and Council personnel interact at the equivalent governance or operational leadership level.

- Mana to Mana refers to the governance leadership, those who hold the mana for their organisation: the governors: the mayor, councillors, the chair of iwi boards and board members, and on location-specific kaupapa, hapū chairs and marae chairs may be direct contacts with the Council. Iwi and Council leaders are committed to working together.
- Mahi to Mahi refers to the operational staff in the respective organisations. Council and iwi commit to building relationships with their counterparts in the other organisations and understanding the priorities of the other organisation/s. Iwi entities (PSGEs) have limited resources to engage with the Council. The Council has more resources and obligations under the Local Government Act to support iwi to develop their capacity. Therefore the Council will be responsible and proactive to uphold the tikanga of iwi.
- There have been challenges where the mana of iwi has not been appropriately respected. The Council is committed to ensuring its elected members and staff at all levels are trained to ensure the mana of iwi is appropriately respected.

If this principle can not be upheld in a given circumstance, each party will let the other/s know in advance.

Operations – Mahi to mahi

As part of the partnership co-design, He Tikanga Mahi Tahī – Partnership Operations Guide was developed. The Guide identifies new partnership approaches and short-term and long-term goals to support iwi and Council staff to work towards the key priorities set out in this Strategy.

Iwi and Council staff will work on developing the goals and actions each year as part of the annual planning cycle and undertake a review at the end of each financial year (in line with the annual reporting cycle). This will be reflected through the Council's democracy and leadership activity.

Strategy Review – Mana to mana

The key priority areas will be reviewed every three years during the development of the Long Term Plan (Council's 10year plan). The parameters of the review will be jointly decided by iwi and Council at least six months prior to the start of the review.

Appendix 1. Partnership Agreement Background

The Partnership Agreement is the outcome of a partnership codesign between STDC and the four iwi which took place from X to X 2022. The partnership codesign was to determine how the iwi and STDC will work together to:

- meet the needs of Māori in South Taranaki
- provide opportunities for Māori to contribute to decision-making in the South Taranaki District.

Early in the codesign process iwi and STDC identified that to achieve true partnership more time and relationship building were required than the proposed time frame. It was therefore agreed that, the codesign focus on two primary activities:

1. **Whakawhanaungatanga** - the various parties getting to know each other better, develop greater trust, have open and frank conversations about what has not been working, understand each others' priorities and tikanga - ways of operating, and identifying where their own organisations can be better partners.
2. Developing a **work plan** for iwi and Council that identified key activities to progress working as partners with a celebration of progress at Puanga 2023.
3. During the codesign process, it was agreed that a **partnership framework** would be beneficial for both iwi and STDC to navigate how they work together using services and projects identified in the work plan to test the framework.

The intention is that by Puanga 2023 (in June 2023) a review of learnings, outcomes achieved, new approaches to partnering, and future steps will be reflected upon and affirmed by iwi and STDC at a Puanga celebration.

The codesign process was intended to bring a subset of both iwi and STDC governors and officers together to design each element of the process, however, it was deemed more desirable to have more engagements with all participants in each party to provide broad perspectives to contribute to the process.

A desired outcome of the codesign was to develop a workplan that was not dependent on consultants to deliver, but could grow the capacity of ngā iwi and STDC to find common ground and mutually agreed, equitable outcomes. It was noted that to achieve this would require some capacity building in all the organisations but also with some shared learning of STDC systems and legislation that could facilitate stronger relationships and shared authorising settings.

Note: Due to an extreme weather event in February 2023, and the resources required by all parties to review the Strategy, the Pou Tikanga Partnership Framework was not signed off in time for

Puanga 2023.

Key viewpoints that emerged in the codesign included:

- Iwi are more than stakeholders of STDC. The four iwi represented by PSGEs are mana whenua, and Tiriti partners with Kāwanatanga, and therefore with STDC, which exists and works within government legislation.
- STDC has a genuine desire to respect mana whenua, listen to their viewpoints and advance genuine partnership collaborations with the iwi in South Taranaki.
- Understanding each other was a prerequisite of genuine and mutually beneficial relationships. This builds trust and trustworthiness.
- All parties highly valued ongoing whakawhanaungatanga between STDC and iwi at operational and governance levels. The codesign process had demonstrated many benefits of whakawhanaungatanga including greater sense of ease and familiarity with their other partner/s, building trust, understanding different perspectives, creating space to envision, to debate and to problem solve.
- The four iwi continue to have a pivotal role in South Taranaki.
- The PSGEs are not the iwi but are instruments of the four iwi.
- All four iwi and STDC have their own activities. Iwi, in particular, have mana Motuhake-independent jurisdiction whereas, STDC works with iwi and hapū collectives as partners, and also serves uri of these collectives, as South Taranaki ratepayers and residents.
- All parties recognise that better outcomes are possible with iwi involvement in Council decision-making. Working in partnership on specific kaupapa could result in more robust and resilient outcomes for all parties involved.
- There was a range of knowledge levels at the Council table and across STDC staff about the historical context of the relationships between STDC and local iwi, how Te Tiriti o Waitangi informs the iwi-STDC relationship, and how to engage appropriately. with iwi and hapū as partners. More capability building is needed at STDC including: cultural and iwi-local government partnership capability building, understanding of local historical contexts and intergenerational impacts of colonisation on iwi and hapū.
- Māori wards did not guarantee iwi perspectives at the Council table as the appointees were elected by Māori at large rather than by iwi.
- Regular meetings of the four iwi PSGE's at governance or management level regarding shared interests in South Taranaki would provide opportunities to grow strength and collective

impact.

- The Council is already working with the iwi individually and the health of those relationships are trending up generally.
- Working in partnership could result in resource savings.
- Partnership between the four iwi and STDC will strengthen when shared values are upheld with vision and pragmatism rather than potentially superficial and expedient activities that are devoid of an overarching vision of co-governance and delivery of services for iwi. Identifying partnership win-wins for delivery of services and projects in a wider context is optimal.
- There is an opportunity for the four iwi to strengthen their collective impact by meeting regularly to discuss shared priorities.

Appendix 2. 2022 Partnership Codesign Participants

Council representatives:

Mayor Phil Nixon

Deputy Mayor Rob Northcott (Pātea) Steffy MacKay (Eltham-Kaponga) Mark Bellringer (Eltham-Kaponga) Aarun Langton (Taranaki Coastal) Bryan Roach (Taranaki Coastal) Chris Young (Taranaki Coastal) Diana Reid (Te Hāwera)

Andy Beccard (Te Hāwera) Celine Filbee (Te Hāwera) Gary Brown (Te Hāwera) Brian Rook (Pātea)

Council Officers:

Waid Crockett (Chief Executive)* Replaced by Fiona Aitken in November 2022 Reg Korau (iwi Liaison Advisor)

Fiona Aitken (Group Manager Community & Infrastructure Services) Becky Wolland (Policy & Governance Manager)

Marianne Archibald (Group Manager Corporate Services) Sam Greenhill (Governance and Support Officer)

Liam Dagg (Group Manager Environmental Services) Cath Sheard (Libraries and Cultural Services Manager)

Te Kaahui o Rauru:

Te Pahunga Marty Davis (Te Kāhui Matauraura representative) Paul Sullivan (Te Kāhui Matauraura representative - to July 2022) Hinewai Katene (Te Kāhui Matauraura representative - from July 2022)

Te Rūnanga o Ngāti Ruanui:

Sandy Parata (Te Kāhui Matauraura representative)

Ngapari Nui (Te Kāhui Matauraura representative & Deputy Tumu W'akarae) Graham Young (Strategy and Policy Advisor)

Te Korowai o Ngāruahine Trust:

John Hooker (Te Kāhui Matauraura representative/Board Member)

Ferinica Hawe-Foreman (Te Kāhui Matauraura representative/Board Member) Sarah Mako (Board member)

Te Aroha Hohaia (Board member and incoming South Taranaki District Councillor) Te Aorangi Dillon (Tumu Whakarae)

Phil Nuku, Kaihautū

Dion Luke, Pouuruhi Taiao - Environmental Lead

Te Kāhui o Taranaki Iwi Trust:

Leanne Horo (Te Kāhui Matauraura representative/Board Member) Wharehoka Wano (CEO)

Aatea Solutions Codesign and Agreement Facilitation Team

Hinerangi Edwards, co-director Patina Edwards

Jude Cornelius Maakere Edwards

Rāhiri Mākuini Edwards-Hammond (online facilitator) Ceara McAuliffe Bickerton

Kiwa Hammond, co-director Karoro Edwards-Hammond