

2016 McGredy Winder SOLGM Local Government Excellence Awards®

ENTRY FORM

Please complete this form if your council is entering a project in one of the five Award categories. Entries for the Emerging Leader of the Year Award should refer to the nomination form for that Award.

Conditions of Entry:

1. Entry is open to any New Zealand local authority or council controlled organisation (CCO). There is no limit on the number of times a single local authority or CCO may enter.
2. Awards will be presented at the 2016 SOLGM Gala Dinner being held in Wellington on 14 April 2016. There is no entry fee, but it is a condition of entry that the organisation purchases at least one ticket to the Gala Dinner, per entry.
3. The judges' decision on the award winners is final and no correspondence will be entered into.
4. From time to time SOLGM invites selected entrants to present their entries at various SOLGM learning and development events. It is a condition of entry that the entrant organisation agrees that it will make itself available to present at up to two such events (prior to 31 December 2016) if called upon with SOLGM covering any required travel costs. SOLGM will endeavour to give reasonable notice in respect to this requirement.
5. Entries must include:
 - a completed registration for the Gala Dinner – see Clause 2 above.
 - a completed and signed written entry as prescribed in this Form.
 - a PowerPoint slide describing the entry for display at the Gala Dinner. These must be supplied in the widescreen 16:9 format, not the default size.
 - your organisation's logo in a high resolution format suitable for print.
 - a 2-3 minute video on your project suitable to display at The Marketplace – the exhibition space being provided for Award entries prior to the Gala Dinner. Organisations entering projects in these Awards may also choose to take an exhibition space with representative/s in attendance who can talk about the entry.
6. All organisations that enter provide SOLGM with assurances that all material included within their entry is theirs to use. It is a condition of entry that entrants agree to indemnify SOLGM from any financial or non-financial consequences in the event that their entry contains intellectual property that belongs to a third party. SOLGM reserves the right to request amendments or reject an entry under this clause.
7. SOLGM reserves the right to reject entries that significantly exceed the word limits prescribed.
8. Entries must be submitted by email to Raymond Horan – raymond.horan@solgm.org.nz by 5.00pm on 3 February 2016. Entries that are incomplete as at this date and time (i.e. those that are missing one or more of the items listed in clause 5 above) will be returned to the entrant without entry into the Awards.

Please Complete

Please refer to the **guidelines** for information on completing this form

<p>Entry Category (please tick one only for each entry – refer to the information on categories here)</p>	<p> <input type="checkbox"/> Innovation in Organisation and People Development <input type="checkbox"/> Transforming Service Delivery <input type="checkbox"/> Innovation in Council-Community Relations <input type="checkbox"/> Collaborative Government Action <input type="checkbox"/> Innovation in Policy and Regulatory Development </p>
<p>Name of Organisation submitting entry</p>	<p>Rotorua Lakes Council (RLC)</p>
<p>Name of Project</p>	<p>Te Arawa Partnership Project (TAP Project)</p>
<p>Project Summary (word limit – 150)</p>	<p>The TAP project involved the establishment of an innovative, strategic and enduring partnership between Te Arawa (predominant iwi confederation within the Rotorua District) and RLC.</p> <p>The project was special, being governed, managed and undertaken in a genuinely collaborative way with both RLC and Te Arawa fully contributing to its success.</p> <p>The partnership project resulted in an innovative local government and iwi partnership that provides for:</p> <ul style="list-style-type: none"> • Establishment of Te Tatau o Te Arawa an independent Charitable Trust to represent Te Arawa’s collective interests with RLC made of 14 members (representative of six key sectors of Te Arawa) and elected from a voting base of over 11,000 Te Arawa beneficiaries • Te Arawa appointments to RLC subcommittees (Strategy, Policy & Finance, Operations & Monitoring and RMA Policy) • \$250,000 in annual funding (\$290,000 in election year) from RLC to support the Te Arawa board’s operations and obligations under the partnership • Te Arawa representation on RLC strategic working groups
<p>Strategic Context (word limit – 300)</p>	<p>The TAP project was initiated late 2013 to help RLC deliver on its strategic intent per Rotorua 2030 – including commitments to:</p> <ul style="list-style-type: none"> • Develop a new partnership model with Te Arawa • Support community leadership, and • Work innovatively, outside traditional delivery mechanisms <p>Prioritising a new partnership model made contextual sense to RLC – having received a critical 2013 Environment Court ruling requiring Council to improve its iwi consultation procedures and processes; additionally, its Te Arawa Standing Committee (RLC’s primary mechanism for iwi/Māori contribution to decision-making processes) was seen by Te Arawa and Council as outdated and no longer effective at meeting needs.</p> <p>Te Arawa too called for a new partnership with RLC, citing a desire to:</p> <ul style="list-style-type: none"> • Have recognised the significance of Te Arawa as Tāngata Whenua and their centuries long, vested interest in Rotorua • Reinvigorate the relationship with Council beginning with the 1880 Fenton Agreement gifting land to establish the Rotorua township, and in turn receiving one seat of three on the first town board • Identify and leverage strategic opportunities to work closely together for the betterment of Rotorua district

	<p>Recognising the mutual desire for a more meaningful relationship, RLC and Te Arawa representatives workshopped together and found other common ground, including:</p> <ul style="list-style-type: none"> • Having aligned strategic aspirations and similar strategic planning frameworks • Jointly articulating the value created from Iwi/Council partnership • Wanting to operate from an empowering and positive perspective <p>RLC and Te Arawa then established some overarching goals to:</p> <ul style="list-style-type: none"> • create and foster a collaborative, high trust relationship and environment while following own tikanga (customs, obligations and conditions) and pursuing own interests and priorities; • build a framework to work together towards improving Rotorua; • share information to increase understanding and enable joined up efforts • provide mechanisms and resources that assist Te Arawa to participate in Council decision making processes • assist Council with decision-making and other processes; and, exercise of functions and powers particularly in relation to iwi/Māori
<p>Project Management (word limit – 300)</p>	<p>Once the agreed overarching goals were set, RLC and Te Arawa agreed on the project parameters and methodology which involved:</p> <ul style="list-style-type: none"> • Setting a 2 year time frame to have any agreed model operational before the 2016 local body elections and to allow sufficient time for effective iwi and community engagement. • Establishing 3 key stages and milestones for the project: <ol style="list-style-type: none"> 1. Te Arawa develop and propose new partnership model to RLC - January to December 2014 2. RLC engage community on proposed model and adopt model or variation thereof - January to June 2015 3. Establishment of Te Arawa partnership model – July to December 2015 • Establishing a Project Governance Group (PGG) that met every 6 weeks to guide and be apprised of project progress. PGG representatives were: <ul style="list-style-type: none"> ○ RLC: Mayor; 3 Councillors; Chief Executive; and the Governance & Partnership (G&P) Group Manager ○ Te Arawa: The former Te Arawa Standing Committee (TASC) members (six in total) • Each party putting forward a Project Lead to build and manage the plan together for each project stage. <ul style="list-style-type: none"> ○ The leads met weekly and were otherwise in regular contact, peer reviewing each other's work for quality and ensuring both agreeing on risk mitigation techniques and task achievement. ○ Operational level support provided by RLC G&P Team members and TASC members in a working party capacity. The working party formally met monthly. ○ The leads utilised a cloud based programme (Smartsheet) to collaboratively project manage (existing RLC platforms

	<p>denied external access/sharing);</p> <ul style="list-style-type: none"> ○ Each stage was evaluated at all levels and recommendations implemented rapidly. For instance, at the end of stage 2 it was identified that there were issues with version control of key documents with email, the leads then immediately utilised Google Docs to facilitate the joint development of all written materials for stage 3. <p>Importantly, the late Mauriora Kingi, a renowned Te Arawa Kaumatua and Kaupapa Māori Director at RLC provided advice and support at all levels of the project.</p>
<p>Relationship Management (word limit – 300)</p>	<p>Ongoing communication and collaboration between RLC and Te Arawa was built into all stages of the project as summarised above.</p> <p>The success of the project required solid engagement with all stakeholders while responding to the challenges of consulting on a sensitive and emotional topic.</p> <p>Stage 1 - Te Arawa develop and propose new model</p> <p>Engagement goal:</p> <ul style="list-style-type: none"> • Iwi input to build model and Iwi mandate to then propose model to Council. <p>Key challenge:</p> <ul style="list-style-type: none"> • No single Te Arawa entity mandated to speak on behalf of Te Arawa whānui so all sectors were engaged <p>Approaches and tools:</p> <ul style="list-style-type: none"> • Te Arawa tikanga and kawa underpinned approach • Model continuously refined as feedback received • 2 Hui-ā-iwi; 7 Hui-ā-Marae; 2 hui with Te Arawa authorities'/entities'/trusts & incorporations' representatives; 10 hui with groups; 1 Pūkenga Koeke hui • Extensive use of email and social media • Leveraging of iwi mediums and networks/databases <p>Results:</p> <ul style="list-style-type: none"> • Iwi built and mandated model presented to Council 18 Dec 2014 <p>Stage 2 – RLC undertake wider community engagement on model</p> <p>Engagement goal:</p> <ul style="list-style-type: none"> • Undertake SCP with Rotorua community on proposed model. <p>Key challenge:</p> <ul style="list-style-type: none"> • Active, constant proliferation of misinformation and anti-partnership rhetoric <p>Approaches and tools:</p> <ul style="list-style-type: none"> • SCP extended to 7 weeks • 10 district wide Public Information Sessions - presentation on proposed model followed by facilitated small group workshops to ensure people were able to have a say and to manage any negative dynamics • Comprehensive information packs made available from council and community locations • District wide letter box drop of pamphlet • RLC website front page feature with one-click access to all info, online submission forms and video clips • Utilisation of all local newspapers, community newsletters, radio, social media and email messaging

	<ul style="list-style-type: none"> • RLC responded to misinformation published in Letters to the Editor; and gave same day responses to all enquiries received. • TAP Iwi members guest presented at many Information Sessions, and engaged their networks to participate in submissions process <p>Results:</p> <ul style="list-style-type: none"> • 1899 written submissions received and 136 verbal submissions heard – both counts the most ever received for a single issue • Amended TAP model agreed to by Council 26 May 2014 <p>Stage 3 – Establishment of TAP entity</p> <p>Engagement goal:</p> <ul style="list-style-type: none"> • Iwi to participate in election process; support and positive interest in the partnership by Te Arawa and the community is maintained <p>Key challenge:</p> <ul style="list-style-type: none"> • Maintaining momentum and enthusiasm <p>Approaches and tools included:</p> <ul style="list-style-type: none"> • Positive, values based language and tone in documents and communications • TAP website and Facebook page • Joined up messaging across all platforms, media and email networks • Regular 2 monthly hui-ā-iwi; 8 hui-ā-marae; and 2 Te Arawa stakeholder hui <p>Results:</p> <ul style="list-style-type: none"> • TAP entity (Te Tatau o Te Arawa charitable trust) established following at large Te Arawa election • Partnership Agreement signed 18 Dec 2015
<p>Continuous Improvement (word limit – 300)</p>	<p>Lessons learned</p> <p>Achieving a genuine collaborative partnership with iwi using a genuinely collaborative process brought with it new learnings for both RLC and Te Arawa, some shared lessons included:</p> <ul style="list-style-type: none"> • Start with a positive perspective on what’s possible from a strong and genuine partnership. • When wanting to build a new way of partnering / working together with Iwi (or others), have the courage to empower them to develop a model rather than consulting them about a schema you develop. • Provide multiple avenues and sufficient time to allow effective engagement to occur • Demonstrate that you are listening by responding to feedback promptly, fairly and transparently – including being willing to adapt your model as you go. • Joint project management between Council and Iwi can be extremely effective when resourced and supported properly. <p>Going forward</p> <p>In late 2015, RLC recognised it needed to evaluate its readiness to operationally participate as a partner and build its capability to be an excellent partner with Te Arawa. Getting the partnership right is seen as an important and ongoing part of achieving our Rotorua 2030 commitments and building a better future for our district.</p> <p>While the trigger for our development in this space was the TAP project, the scope of work is not limited to RLC’s engagement with the new model,</p>

	<p>rather it extends to establishing a new and well integrated framework for developing excellent relationships with Te Arawa more generally.</p> <p>Key developmental elements of this framework (called Te Amorangi ki Mua, Te Hāpai Ō ki Muri) include:</p> <ul style="list-style-type: none"> • Reviewing our policies, procedures and strategies with a bicultural lens • Becoming a bicultural employer of choice • Developing a shared work plan with Te Tatau o Te Arawa • Identifying priority partnership projects • Addressing longstanding grievances • Building bicultural capability of all staff <p>While already underway, development will be a dedicated process over the next 12-24 months.</p>
<p>Project Success (word limit – 900)</p>	<p>Overall the project achieved what it set out to do, establishing a Te Arawa Partnership model using a genuinely collaborative project management process. The result is an innovative local government and iwi partnership that provides for:</p> <ul style="list-style-type: none"> • Establishment of Te Tatau o Te Arawa an independent Charitable Trust to represent Te Arawa’s collective interests with RLC made of 14 members (representative of six key sectors of Te Arawa) and elected from a voting base of over 11,000 Te Arawa beneficiaries • Te Arawa appointments to RLC subcommittees (Strategy, Policy & Finance, Operations & Monitoring and RMA Policy) • \$250,000 in annual funding (\$290,000 in election year) from RLC to support the Te Arawa board’s operations and obligations under the partnership • Te Arawa representation on RLC strategic working groups <p>Both parties believe the model is of the right nature to achieve the overarching goals as outlined in the Strategic Context section.</p> <p>There has also been significant before and after movement as a result of the project, in summary:</p> <p>Before:</p> <ul style="list-style-type: none"> • Ineffective mechanism for Te Arawa and RLC relationship existed • RLC had received negative feedback regarding iwi consultation • Lack of trust between RLC and Te Arawa • Minimal engagement of Iwi / Māori in submissions and other processes of local government, e.g. 12% Māori voter turnout at 2013 local election; Māori submission rate on issues described by G&P team as extremely low • Attendance by the public at Council and Committee meetings has been traditionally low (often fewer than 3 people) <p>After:</p> <ul style="list-style-type: none"> • Foundation for effective partnership in place (founding documents, board in place, RLC internal initiatives to support partnership) • Overwhelmingly positive feedback came back from all sectors of the iwi about the transparent and open nature of the consultation. Hui-ā-marae are now embedded as ongoing RLC engagement practice; and Iwi entities have established contacts within RLC • Greater trust between Te Arawa and RLC governance and

management, for instance, although this entry form has been submitted by RLC, the Te Arawa TAP Project Lead has shared in its crafting. We have submitted this form as partners.

- Huge turnout of Iwi / Māori submissions (over 900 submissions and 70 verbal submissions), and 25% of registered voters cast votes the Te Arawa Partnership board election
 - Additionally, the process stimulated Te Arawa people to be counted leading up to the election, and 3,000 more Te Arawa descendants registered on the Te Arawa role.
- 142 people attended the 18 December 2014 Council hui to deliberate on the proposed TAP model; over 280 people attended the 26 May 2015 to adopt the model – and having implemented livestreaming of Council and Committee meetings from that day on, the public have engaged online. For instance, the last three Council meetings have had an average of 153 viewers per meeting.

Barriers Traversed

- Effective joint governance, management and delivery of project
- Effective engagement of Te Arawa and Rotorua Community
- Effective handling of sensitive topic in public arena despite vocal opposition and active media attacks against RLC, Te Arawa and the working party
- Effective management of issue raised by Hapū and Iwi regarding not wanting their rangatiratanga to be compromised by the model
- Effective use of community based mediums (community houses, community newsletters, rural stores, neighbourhood groups, marae etc) as information conduits and distribution points to reach people at the neighbourhood level

Steps being taken to improve the programme

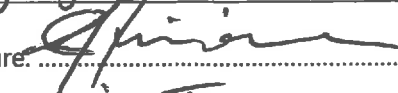
- RLC working collaboratively with new board and executive support to aid ongoing establishment work and strengthen relationships from outset
- Amorangi ki mua hapai o ki muri initiative

Why the project was innovative or original

- The iwi themselves came up with the model by which RLC could meet its legal and statutory responsibilities to facilitate participation by Māori in Council decision making processes, rather than Council attempting to get iwi buy-in to a proposed Council structure/model. By doing this the model was seen as being of the people, and a sense of ownership by the iwi developed as a result (as evidenced by the never before seen turnout of Māori during the submission process) – rather than it being viewed as a mechanism of Council that many Māori were untrusting of.
- RLC empowered iwi to lead the iwi engagement processes throughout the project by providing resources and giving practical and administrative support
- RLC and Te Arawa utilised new online mediums to engage iwi and the community: online submission forms, extensive use of facebook, establishment of website

Transferable Outcomes and Lessons

Undertaking a genuine, collaborative approach to develop a meaningful partnership with iwi is absolutely worthwhile.

	<p>In addition to the lessons learned per the Continuous Improvement section, RLC would also recommend the following, should another Council consider to work in a similar way:</p> <ul style="list-style-type: none"> • Work from a position of trust with your partner. Council does not have to control all processes to get successful outcomes. • Unfortunately, you will likely have to expect overt acts of racism and threats. Plan for it, prepare all your staff and ensure you have supports in place for staff wellbeing. Stay your course. • Be brave and have the hard conversations with your community, don't let misinformation and racism be the last words heard – respond, and respond with facts and positivity • Iwi / Māori respond better to trusted, familiar Māori messengers <ul style="list-style-type: none"> ○ Be willing to enable iwi to lead engagement with iwi / Māori as they generally have greater depth and breadth of iwi / Māori relationships and networks and understand best how to engage iwi / Māori effectively, appropriately and naturally ○ Ensure that when council staff do have to engage with Iwi / Māori on this sort of topic, they understand te reo Māori and comfortably practice local tikanga and kawa
Support Material	<ul style="list-style-type: none"> € Link to a 2-3 minute video uploaded on YouTube € PowerPoint Slide in the correct 16:9 widescreen format € An electronic file of your Organisation's Logo (in a format suitable for print, preferably an EPS with transparent background) € Confirmation that a ticket has been purchased for our Gala Dinner € Other (please describe):
Requesting a space at The Marketplace (please note that space is limited – SOLGM will advise if the requested space is available shortly after entries close)	<p>€ Please tick if your organisation wishes to book a Booth at The Marketplace to showcase your project. The booth must include at least one representative from your organisation being available at The Marketplace from 12pm to 6pm on the 14th of April (allow extra time before and after these times for set up and pack up) to talk about your project. The booth measures 2.4m wide and 1.2m deep and the surrounding panels can be used to for displaying project collateral. The booths will come with power, a small plinth and a stool.</p>
Contact Details (The person to contact at your organisation in respect to this entry)	<p>Name: <u>Jenny Riini</u> Phone: <u>07 351 8052</u> Email: <u>jenny.riini@rotoaruak.nz</u></p>
Signature of your organisation's Chief Executive or Nominee	<p>Signature:  Name: <u>Craig Tiriana</u> Title: <u>Manager CE Office</u> Date: <u>3/2/2016</u></p>
Entry Instructions:	<p>Once completed please print, sign, scan and email this Entry to Raymond.horan@solgm.org.nz to reach him no later than 5pm on 3 February 2016. Please also attach to the email your support material as noted above. If you have not already done so please purchase at least one ticket (required as a condition of each entry) to the Gala Dinner.</p>