

**Kia pai te whakatere i te waka
Kei pariparia e te tai, ka mōnehu te kura nei**

*Steer with skill the canoe
Lest the outgoing tide endangers the lives of those on board*

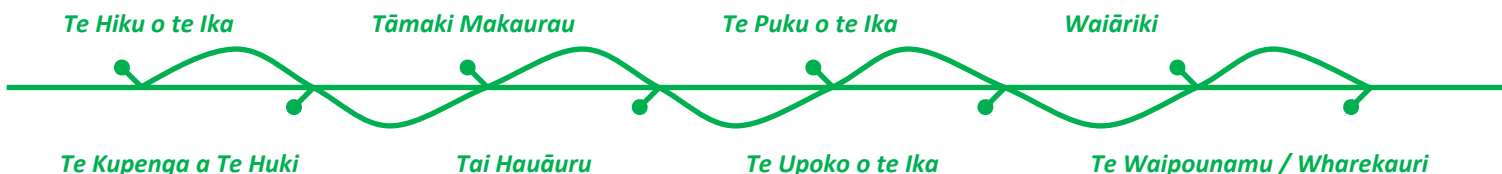
Te Pae Urungi

**Mā te tika o te toki o te tangere me te tohu o te panaho,
Ka pai te tere o te waka i ngā momo moana katoa**

*By designing and shaping the keel of the waka to perfection,
Your canoe will overcome all obstacles*

Terms of Reference

Reviewed June 2018



Te Pae Urungi

Te Pae Urungi is a coalition of local government practitioners with responsibilities for Māori responsiveness and effectiveness within Aotearoa New Zealand.

It is committed to influencing nationhood building within a local government context, serving Council-Māori relationships and driving Māori outcomes in a unified and collaborative way.

Kitenga / Vision

Kia Kotahi Te Hoe Moving in Unison

Aronga / Purpose

The purpose of Te Pae Urungi is to act as a national point of leadership and influence for Council-Māori relations, its role is:-

1. To provide leadership and identify best practice concerning local government Māori responsiveness and effectiveness.
2. To empower and support Māori within local government through Te Waka Āwhina.
3. To strengthen the development of Council-Māori relationships through Te Mātāpuna.
4. To enable a collaborative and consistent approach to Māori responsiveness and effectiveness through regional networks and initiatives.

As part of its purpose Te Pae Urungi will also look to:-

- Support – local government authorities to strengthen their treaty-based relationships.
- Guide – local government authorities in meeting their statutory responsibilities.
- Influence – the strategic thinking of local government authorities in contributing to the needs and aspirations of Māori communities.
- Advise – local government authorities and central government in effectively recognising and protecting the rights and interests of Māori communities within a local government context.

In undertaking its role and functions, Te Pae Urungi members are expected to contribute and participate in the following ways:

- Leadership – provide leadership and guidance in Council-Māori relations and to influence how local government authorities are working with Māori communities.
- Māori Outcome Planning – foster a consistent, integrated and sustainable approach local government Māori outcome planning processes across the sector.
- Policy Advice – provide timely, evidence based and robust advice to guide Māori responsiveness and effectiveness for local authorities.
- Capability and Capacity Development – contribute to strengthening the capacity of local government authorities to work with Māori and Māori to work with local government authorities.

Whakauru o Te Pae Urungi / Composition of Te Pae Urungi

Te Pae Urungi is made of representatives that are mandated and appointed through their respective takiwā (region).

Representatives need to be staff who have delegated authority to respond to Māori issues or Māori specific responsibilities within their respective local government authorities.

Representatives need to clearly demonstrate and model the following core attributes:-

Mātauranga Māori – Māori knowledge and practice

- Demonstrates a clear understanding of Māori knowledge systems and paradigms.
- Recognises the importance of te reo and tikanga Māori as part of their professional practice.
- Demonstrates a sound understanding of Māori issues at a local, regional and national level.

Mātauranga Kāwanatanga – Government knowledge and practice

- Demonstrates a clear understanding of democratic systems and the machinery of government.
- Recognises the importance of political acumen as part of your professional practice.
- Demonstrates a sound understanding of local government systems and processes.

Hononga - Relationship centred knowledge and practice

- Demonstrates a clear understanding of a relationship centred way of working.
- Recognises the importance of developing and fostering relationships across key audiences including Māori, elected members and professional colleagues.
- Ability to think critically, guide stakeholders, develop and provide advice on a range of Māori and Council issues that lead to relationship centred solutions and positive outcomes for Māori.

Takiwā

Te Hiku o te Ika Takiwā Far North District Council Whangarei District Council Kaipara District Council Northland Regional Council	Māngai Rachel Ropiha Northland Regional Council rachelr@nrc.govt.nz
Tāmaki Makaurau Takiwā Auckland Council	Māngai Graham Pryor Auckland Council graham.pryor@aucklandcouncil.govt.nz
Te Puku o te Ika Takiwā Waikato District Council Hamilton City Council Thames-Coromandel District Council Hauraki District Council Matamata-Piako District Council Waipa District Council South Waikato District Council Otorohanga District Council Waitomo District Council Waikato Regional Council	Māngai TBC
Waiāriki Takiwā Rotorua District Council Taupō District Council Tauranga District Council Western Bay of Plenty Regional Council Whakatane District Council Kawerau District Council Bay of Plenty Regional Council Opotiki District Council	Māngai Dylan Tahau Taupō District Council dtahau@taupo.govt.nz

Tai Hauāuru Takiwā	Māngai
New Plymouth District Council Stratford District Council South Taranaki District Council Ruapehu District Council Whanganui District Council Rangitikei District Council Manawatu District Council Palmerston North City Council Horowhenua District Council Taranaki Regional Council Horizons Regional Council	Marama Laurenson Whanganui District Council marama.laurenson@whanganui.govt.nz

Te Kupenga a Te Huki Takiwā	Māngai
Gisborne District Council Wairoa District Council Hastings District Council Napier City Council Central Hawke's Bay District Council Tararua District Council Hawke's Bay Regional Council	Duane Culshaw Wairoa District Council duane@wairoadc.govt.nz

Te Upoko o te Ika Takiwā	Māngai
Kapiti District Council Upper Hutt City Council Porirua City Council Wellington City Council Hutt City Council South Wairarapa District Council Carterton District Council Masterton District Council Greater Wellington Regional Council	Monica Fraser Greater Wellington Regional Council monica.fraser@gw.govt.nz

Te Waipounamu / Wharekauri Takiwā	Māngai
Nelson City Council Tasman District Council Marlborough District Council Kaikoura District Council Hurunui District Council Waimakariri District Council Selwyn District Council Christchurch City Council Ashburton District Council Timaru District Council Mackenzie District Council Waimate District Council Waitaki District Council Environment Canterbury Dunedin City Council Central Otago District Council Queenstown Lakes District Council Clutha District Council Otago Regional Council Buller District Council Grey District Council Westland District Council West Coast Regional Council Southland District Council Gore District Council Invercargill City Council Environment Southland Chatham Islands Council	TBC

Role

The role of a takiwā is to act as a regional leadership, coordination and collaboration hub for local government authorities. They will look to operate in a similar way to Te Pae Urungi where they will:-

- share knowledge, practice and learnings
- respond to issues and opportunities
- identify potential initiatives to work together on
- provide collegial support

The takiwā will host Te Pae Urungi hui as required. The māngai (representatives) is purely a contact point for the respective takiwā. Attendance at any Te Pae Urungi hui is at the discretion of the respective Councils'.

Duties and Responsibilities of a Member

The duties and responsibilities of a person appointed as a member of Te Pae Urungi is to set principles for appropriate conduct and behaviour and will serve to protect the forum and its members. It will also provide a point of clarity and accountability to regional takiwā.

Te Pae Urungi has an obligation to conduct its activities in an open and ethical manner that is effective within the parameters of its purpose and functions as set out in its statement of intent.

Values

The agreed values of Te Pae Urungi include:-

1. Tika – To ensure that there is a commitment to 'do the right thing' – morally and ethically – by making certain that individuals are treated with respect and fairness.
2. Pono –To ensure that any decision-making process is made with honesty, integrity and in good faith.
3. Aroha – To ensure that individuals are nurtured, enriched and empowered.

Guiding Principles

The principles will assist Te Pae Urungi in making decisions and contribute to its effective performance, they include:-

1. Kotahitanga – Collaboration and strength in diversity.
2. Whanaungatanga – Strong professional relationships.
3. Manaakitanga – Enabling and empowering people.
4. Tiakitanga – Care and protection of Te Waka Āwhina and Te Mātāpuna.

General

1. The Te Pae Urungi members should have a commitment to work for the greater good of the forum.

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2. There is an expectation that members will make every effort to attend all meetings and devote sufficient time to become familiar with the affairs of the forum and the wider environment within which it operates.
 3. Members have a duty to act responsibly with regard to the effective and efficient administration of Te Pae Urungi and the use of any resources.
 4. Te Pae Urungi members should encourage participation and contribution under the principle of kua e whakaiti (do not belittle) and mahia te whakaaro mahara (use common sense).

Conflicts of Interest

1. Members must perform their functions in good faith, honestly and impartially and avoid situations that might compromise their integrity or otherwise lead to conflicts of interest.
2. Members attend meetings and undertake forum activities as independent persons responsible to Te Pae Urungi as a whole. Members are not appointed as representatives of tangata whenua, other Māori or professional groups. Te Pae Urungi should not, therefore, assume that a particular group's interests have been taken into account because a member is associated with a particular group.
3. When members believe they have a conflict of interest on a subject that will prevent them from reaching an impartial decision or undertaking an activity consistent with Te Pae Urungi functions, they must declare that conflict of interest and withdraw themselves from the discussion and/or activity.

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4. A member of Te Pae Urungi who has a proposal before the forum, or who has an involvement in a proposal, such as a supervisory role, shall not take part in the forums assessment of that proposal. The member may be present to answer questions about a proposal but should be asked to leave the meeting while the remaining members consider the proposal. This will allow proposals to be considered in a free, open and transparent manner.

Confidentiality

1. Each takiwā has a right to be informed about the issues being considered by Te Pae Urungi. The forum should have procedures in place regarding the release of information and processing requests for information.
2. Individual members must observe the following duties in relation to forum information. These provisions ensure that Te Pae Urungi as a whole maintains control over the appropriate release of information concerning applications or issues before it.
3. Meetings of Te Pae Urungi, including agenda material and draft minutes, recorded. Members must ensure that the confidentiality of forum business is maintained.
4. Members are free to express their own views within the context of Te Pae Urungi meetings, or the general business of the forum.
5. Te Pae Urungi members must ensure that forum documents are kept secure to ensure that the confidentiality of forum work is maintained. Release of forum correspondence or papers can only be made with the approval of the forum.

Working Arrangements

Te Pae Urungi will develop and agree to an annual work programme. Te Pae Urungi will be serviced by members, sufficient to meet the forum's requirements.

In carrying out its terms of reference, Te Pae Urungi must:-

- agree in advance of any media statements or reports to be published
- ensure its advice is published and widely available
- ensure that, in developing any advice, guidelines, or its views in relation to any request for advice, an appropriate balance exists between protecting the rights and well-being of Māori and local government authorities and enabling healthy working relationships with Māori communities
- ensure that, where appropriate, any advice contain clear guidance regarding the application of principles that is appropriate and fit for purpose
- ensure appropriate consultation has occurred in accordance with the requirements set out below

Consultation

Where appropriate, Te Pae Urungi must make reasonable attempts to consult with:-

- member takiwā and local government authorities
- relevant whānau, hapū, iwi and other Māori communities
- Relevant government bodies

Performance

Te Pae Urungi will be effectively fulfilling its purpose if it is able to influence the level of Māori responsiveness and effectiveness within local government, while also meeting specific targets it sets including:-

- Working collectively on projects or initiatives as agreed
- enabling the successfully delivery of Te Waka Āwhina and Te Mātāpuna events
- providing robust, quality and timely advice and/or advocacy
- level of participation of members

Meetings of Te Pae Urungi

1. Meetings shall be held at least four times a year on a quarterly basis.
2. Meetings will be hosted by regional takiwā. The host takiwā will take responsibility for setting the agenda (in consultation with members), chairing the meetings, the recording and distribution of minutes.
3. Meetings are restricted to members and invited guests.
4. The format of the meetings should cover a maximum one working day (8 hours).
5. Any meeting shall generally be determined by consensus decision-making.
6. Special wānanga, outside the minimum requirement of four meetings a year, can be organised if required.

Reporting and Accountability Requirements

Te Pae Urungi is required to:-

1. Keep minutes of all forum meetings which outline the issues discussed and include a clear record of any decisions or recommendations made.
2. Individual members will take responsibility to report back to respective takiwā.

Servicing of Te Pae Urungi

1. Members will take responsibility to service their own costs associated with attendance and participation.
2. Takiwā will take responsibility for hosting requirements and the running of meetings as required.