

Each panellist would be asked to reflect on the above, and **Mayor Chadwick** would be specifically asked to consider the following:

***"Reflecting on Rotorua's journey in building community cohesion and an inclusive government, can you speak about the role of ethics and principles in creating shared value for all citizens of the city?"***

After this first round of reflections, there will be an open discussion between panellists and with the audience.

## Speech notes

- I have lived with my family in Rotorua since 1975
  - RDC Councillor 1996-1999
  - MP for Rotorua 1999-2008, Labour List MP 2008-2011
  - Mayor of Rotorua since October 2013
  
- I perhaps have a unique understanding of Rotorua because of my political roles and because my husband John is Māori.
  
- According to the last national census (2013) the population of Rotorua is 65,280.
  
- 37.5% of the population are Māori, compared to 14.9% in New Zealand as a whole.
  
- Rotorua is the city that international visitors come to, to see New Zealand's unique Māori culture on display in an equally unique geothermal landscape.

- The fortunes of Rotorua have ebbed and flowed since the 25 November 1880.
- This was when an agreement, now known as the Fenton Agreement, was reached and signed by Judge Fenton for the government; and the 47 representatives of Te Arawa (a confederation of Rotorua's sub-tribes) – this was when the township of Rotorua was born.
- Later today, I will describe what Rotorua was like prior to the last local body elections – for now I can say that we were a city that had lost a bit of its shine and our reputation as fantastic place to visit was also tarnished.
- The residents of Rotorua were worried about our diminishing population, council debt, a tired inner city that was perceived as being unsafe – the feeling was that Rotorua was in danger of becoming a ghost town.

- After taking office in October 2013, our new council through a series of workshops and in consultation with the community, developed a plan to change Rotorua's destiny – Rotorua 2030.
  - The vision included 7 goals to achieve: a resilient community; homes that match needs; outstanding places to play; a vibrant city heart; business innovation and prosperity; employment choices; and an enhanced environment.
- Council changed the way it did business and councillors took on a greater role through Councillor led portfolios.
- Community stakeholder groups were formed in each of the portfolios to contribute advice and support .

- In 2016, Rotorua is becoming a different place with a more positive destiny:
  - Our population is growing.
  - Our inner city is reviving
  - House prices are rising
  - We topped NZ in GDP growth in July of 2015.
  - The perception of Rotorua on a national and international level is improving.
  
- But there is still much to do.

- One of the things I am most proud of since taking office is supporting Te Arawa to contribute in a meaningful way to council decision-making.
- When I was elected I formally announced that ***“Council, under my leadership [would] embark on a new process to find and build on an enduring and sustainable partnership with Te Arawa”***
- Over the years, a number of mechanisms have been established to involve our local iwi in council decision-making processes.
- At the time of the 2013 elections, the Te Arawa Standing Committee was in place.

- When it was formed in 1993, this model was recognised as a bold and innovative approach to meeting the Treaty obligations that all Councils faced across a number of pieces of legislation.
- While in 2013, the form of the Te Arawa Standing Committee had changed little since its inception, the way Te Arawa itself functioned had changed significantly, with new entities springing up and mandated to represent iwi on various matters.
- Over recent years, significant concerns that garnered media attention began to emerge as to the effectiveness of the Committee.

- Those concerns included a lack of clarity around its purpose, the outdated structure of the partnership model and the lack of clear connection with stakeholders.
- Most vociferous of all was criticism by its members that its Chair was the Mayor and that was colonial and patronising.
- Things came to a head in 2012 when the relationship between Te Arawa and the Rotorua District Council was seriously compromised when the Environment Court ruled against the Council on a matter relating to a proposed sewerage scheme for the Rotoma and Rotoiti communities.

- And so it was that after the district elections in 2013, Councillors agreed that there was a need to establish a better, more inclusive and more effective partnership model with iwi than the Standing Committee.
- At this stage the lesson learned was that Te Arawa needed to control its own agenda.
- As a result, representatives of Te Arawa were asked to develop a new model.
- From May to December 2014 the model was shared and discussed with all of Te Arawa during an extensive round of consultation hui to gain agreement.

- On the 18 December 2014, at a meeting of the Rotorua Lakes Council, the working party presented the 'Te Arawa Partnerships Proposal' and asked that the wider community be consulted on their proposed model using a special consultative procedure.
- That model included the establishment of an independent Board to represent Te Arawa interests.
- It was also recommended that Council consider the appointment of representatives of this Board to key council committees.
- A vocal anti-partnership lobby group emerged during this process.

- This group expressed the view that only democratically elected representatives should be involved in Council committees and that if the partnership proposal was adopted it would give disproportionate power to Te Arawa.
- A seven-week period of consultation with Rotorua's residents began on 23 February 2015 and closed on 17 April 2015.
- Nearly 1900 submissions and four petitions were lodged.
- The largest petition was organised by a group that defined itself as the 'Pro-Democracy Society' and included 1370 signatures.

- On 26 May 2015, at an extraordinary meeting of the Rotorua Lakes Council, a modified Te Arawa Partnership Model was adopted and the Chief Executive of Council was instructed to ask the Te Arawa working party to continue working with Council and Te Arawa to develop arrangements, policies and agreements to support the proposed Te Arawa Board and appointment process for Te Arawa representatives.
- The revised model modified the Te Arawa Partnership Model, not by removing voting rights, but by clarifying that committees that had formally been delegated to make decisions on behalf of council, would now be restricted to making recommendations back to full Council for consideration and ultimate decision-making.
- This new model was adopted because it retained the overall structure of the Te Arawa Partnership Model and maintained voting rights, but restricted the decision-making powers of the committees.

- For other local authorities seeking to better meet their legal and statutory responsibilities to engage closely with Māori and Tangata Whenua, it is my experience that the lessons learned in Rotorua are:
  - firstly, that transparency with the community is essential; and
  - secondly, that the public should have comprehensive advice on the special consultative procedure used.
- As well, in this particular paddock, bravery is required to do the right thing.
- My recommendation to other Mayors in NZ, is that if they go down this pathway, obtain excellent legal advice and take things slowly and methodically.

- From when it was first proposed, the Te Arawa Partnership Model was hotly debated within the Rotorua community.
- Following the adoption of the model, an open letter from me as Mayor was published in local newspapers.
- My message was one of ***pride in being part of a community that was not afraid to look at the hard questions and have difficult conversations.***
- I acknowledged that establishing a more enduring, sustainable and meaningful relationship model with Te Arawa had been one of those tough discussions, underpinned by legislation and a firm belief that the future of the city required that iwi be involved in decision-making.

- There is no doubt that the process was divisive.
- I came out in support of council officers who acted in the best interests of the organisation and the community while enduring public abuse from verbal submitters who were brutal about what they felt had gone wrong in the past.
- I'm proud to say that Te Arawa remained dignified and steadfast throughout the process.
- And then there were the younger submitters – the new thinkers and movers who will shape the district into the future and even more heartening, many of those young ones were of Te Arawa.

- On the 18<sup>th</sup> December 2015, at Tamatekapua meeting house at Ōhinemutu, the Te Arawa Partnership Board was inaugurated and the Partnership Agreement was signed.
- It was time to move forward and reap its benefits.
- That Rotorua should be a leader in this field is appropriate for a city, which came to and grew up around Marae and Pā that have always been there and always will be.