ROTORUA
LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua

ATTACHMENTS

Council Meeting

Under Separate Cover

Wednesday, 21 October 2026

Table of Contents

7.1 Petition of Rahul Sethi - Remove Rotorua's New CBD Parking Rules

Attachment 1 Petition of Rahul Sethi - Remove Rotorua's New CBD Parking Rules REDACTED 4

10.2 Rotorua Youth Council End of Year Report

Attachment 1 Rotorua Youth Council Terms of Reference 19

Attachment 2 Graduate Profile 21

10.4 Adoption of Facilities Policies & Strategy

Attachment 1 Draft Facilities Policy 24

Attachment 2 Draft Facilities Strategy 50

Attachment 3 Draft Facilities Divestment Policy 80

Attachment 5 Revised Draft Facilities Divestment Policy 96

10.5 Tuamaka Māori Relationship Adoption

Attachment 1 GHA Māori Relationship Health Check Report 112

Attachment 2 Tuamaka Māori Relationship Framework 146

10.6 Te Arawa 2050 Vision Committee Terms of Reference Amendment

Attachment 1 CURRENT Te Arawa 2050 Vision Committee Terms of Reference 169

Attachment 2 PROPOSED Te Arawa 2050 Vision Committee Terms of Reference 171

PETITION TO ROTORUA LAKES COUNCIL - Remove Rotorua's New CBD Parking Rules

Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
Rahul Sethi	Rotorua,	2026-07-01	Rahul	Sethi	[redacted]	Rotorua	Yes
I have owned a business in the CBD for the past seven years and have recently opened another one. Since the new parking rules came in, my customers have already started complaining, and I am genuinely worried that people will stop coming into the CBD. Many small businesses are already under pressure, and rules like this will only make things harder. There is no doubt in my mind that if this continues, many businesses will struggle, and some may even be forced to close. As business owners, we already carry enough stress. We do not need another issue affecting our livelihood, our health, and the future of the CBD.							
Tia Ihimaera	Rotorua,	2026-07-01	Tia	Ihimaera		Rotorua	Yes
I'm signing because this is unfair to the workers!!!!							
Ashleigh Hemana	Rotorua,	2026-07-01	Ashleigh	Hemana	Rotorua	Rotorua	Yes
This is an expense that causes financial burden the parking use to be free where we parked now a price tag on it the excuse there's no room for tourist is a load of bullocks there's always plenty of parking for them. NOT FAIR ON WORKERS							
Rachit Sethi	Rotorua,	2026-07-01	Rachit	Sethi	[redacted]	Rotorua	Yes
Danya Hood	Rotorua,	2026-07-01	Danya	Hood		Rotorua	Yes
I completely disagree with these decisions. Rate Payers should've been consulted, but once again, we have no say. It's unacceptable. We will start saying NO, and we'll keep saying no. Because they forcibly take our money and spend it on what they see fit, not what is best for the community!							
Shradha Gupta	Rotorua,	2026-07-01	Shradha	Gupta	[redacted]	Rotorua	Yes
This is wrong, as an accountant I daily hear my client struggles with increasing cost. Businesses are suffering in city already and now streets will be empty becasue of these new rules. One elderly couple came to see me in the office today and they were so disappointed with this new system, struggled to understand it. This needs to be changed. We want people to come to city not run away from it.							
Saksham Gupta	Rotorua,	2026-07-01	Saksham	Gupta		Rotorua	Yes
Bruce Titter	Rotorua,	2026-07-01	Bruce	Titter		Rotorua	Yes
Anthony Hood	Rotorua,	2026-07-01	Anthony	Hood		Rotorua	Yes
Shawnee Clarke	Rotorua,	2026-07-01	Shawnee	Clarke		Rotorua	Yes
I work in town and cannot afford to pay these prices and think it's confusing and unattractive for out of towners							
Vanessa Hill	Rotorua,	2026-07-01	Vanessa	Hill	[redacted]	Rotorua	Yes
Businesses, workers, tourists, and locals are all going to suffer due to this shameless cash grab. Illogically, all the free parking is in the middle of town, unlike the previous scattered and fairly distributed free parking,including the handy 15 minutes zones. Businesses on the edge of town are unfairly penalised with absolutely no free parking zones. Additionally, no colour coding on signage adding to confusion.							
Codey Fontayne	Ktown,	2026-07-01	Codey	Fontayne		Ktown	Yes
I support the kaupapa							

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Susan Tetenburg	Rotorua,	2026-07-01	Susan	Tetenburg		Rotorua	Yes
I'm signing because I will not go to town to shop if I need to use an app							
R K	Rotorua,	2026-07-01	R	K		Rotorua	Yes
Bonnie Saunders	Rotorua,	2026-07-01	Bonnie	Saunders		Rotorua	Yes
Royce Allen	Rotorua,	2026-07-01	Royce	Allen		Rotorua	Yes
This will drive people out of the CBD and local businesses will suffer. The payment method seems confusing. People who work in the CBD will struggle without this exorbitant parking bill.							
Haina Ren	Rotorua,	2026-07-01	Haina	Ren		Rotorua	Yes
Lynda Wilde	Rotorua,	2026-07-01	Lynda	Wilde	[redacted]	Rotorua	Yes
Its ridiculous no thought from council in this in regards to the people who live here and pay rates, the elderly or tourists. You are killing our town							
Deepak R	Rotorua,	2026-07-01	Deepak	R		Rotorua	Yes
Sharnylee Sharny	Rotorua,	2026-07-02	Sharnylee	Sharny		Rotorua	Yes
Paul HILL	Rotorua,	2026-07-02	Paul	HILL		Rotorua	Yes
Julie Turner	Rotorua,	2026-07-02	Julie	Turner	[redacted]	Rotorua	Yes
It just doesn't work for me. I start work in n town at 5.50am my finish time is between 9 & 10am. I used a free park but now I can't it just a matter of time before I get a ticket that I will not be able to pay as the cost of living is so high I have no money.							
Tracey Bird	Rotorua,	2026-07-02	Tracey	Bird	[redacted]	Rotorua	Yes
It's a joke. It's unaffordable, poorly run. Why would the outter areas of town eg whakaue, ranginuru all now need permits when those car parks were very rarely full anyway? Why does city centre get one free hour but those who work all day in the city now have to pay close to $30 a day in already a very tough economy.							
Luke Van den broek	Rotorua,	2026-07-02	Luke	Van den broek	[redacted]	Rotorua	Yes
It's a rubbish change which does nothing for our cbd shop life just makes parking more confusing and an easier way for council to revenue gather							
Jacqui Morrissey	Rotorua,	2026-07-02	Jacqui	Morrissey	[redacted]	Rotorua	Yes
I work in the CBD and am now penalised for this by having to pay for my parking. Why do I have to pay to go to work ? Rates are enough surely!cost of living out the gate and now this. Unfair. I'm a worker, not wealthy!							
Dianne Western	Rotorua,	2026-07-02	Dianne	Western	[redacted]	Rotorua	Yes
The system is over reaching in information required for simple parking.							
Kaaren Clifton	Rotorua,	2026-07-02	Kaaren	Clifton	[redacted]	Rotorua	Yes
I am not happy with the new charges, I work in town 3 days a week and it is now too expensive							

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Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
Glendyr Casey	Rotorua,	2026-07-02	Glendyr	Casey	[redacted]	Rotorua	Yes
Parking is totally unfair to businesses, some having one hour free, but not all. Elderly have not been considered, just walking to pay can be a mission, finding the right machine and confusing for tourists							
Bronwyn Clark	auckland,	2026-07-02	Bronwyn	Clark	[redacted]	auckland	Yes
They need to go back to the simple meter it is easy and honset							
Katie Price	Rotorua,	2026-07-02	Katie	Price	[redacted]	Rotorua	Yes
It is a stupid idea							
Karin Muggleton	Rotorua,	2026-07-02	Karin	Muggleton		Rotorua	Yes
Aheldon Draper	Rotorua,	2026-07-02	Aheldon	Draper		Rotorua	Yes
Council suck.							
Tayla Parris	Rotorua,	2026-07-02	Tayla	Parris		Rotorua	Yes
It is completely out of my budget to pay $500+ a year for parking when I am barely making ends meet as it is. I have now started walking to work.							
Sid Tamati	Rotorua,	2026-07-02	Sid	Tamati	[redacted]	Rotorua	Yes
Its basically a pyramid sheme thats not ethical or positive for rotorua citizens especially the elderly or city workers who will be struck the most							
Alana Whiteman	Rotorua,	2026-07-02	Alana	Whiteman	[redacted]	Rotorua	Yes
Ian Biddle	Rotorua,	2026-07-02	Ian	Biddle		Rotorua	Yes
It's taken abit to get used to the old system with all its faults an broken meters that worked half the time as to one parking attendant i watched gave me a ticket as I already paid for my half hour park were I was witch i only used 19 mins to see him putting a find on my window i disputed with him out there infront of a police officer .							
Alan McCarty	Rotorua,	2026-07-02	Alan	McCarty	[redacted]	Rotorua	Yes
L W	Rotorua,	2026-07-02	L	W		Rotorua	Yes
Kevin Greene	Rotoura,	2026-07-02	Kevin	Greene		Rotoura	Yes
jodecii brothers	Whakatane,	2026-07-02	jodecii	brothers		Whakatane	Yes
Parking should be free in the cbd. Im not wasting more of my time finding a meter or downloading another app. Park, do what you need to do whether thats a 5 min run in or one hour shop. Its overwhelming to drive with caution, looking for a park, watching pedestrians, cars parking or reversing, taxis, busses, let alone trying to read and remember numbers for a parking zone. Business will suffer because people like me that used to come to rotorua for shopping , etc will now go elsewhere.							
Diana Addis	Rotorua,	2026-07-02	Diana	Addis	[redacted]	Rotorua	Yes

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Toria Gardner	Rotorua,	2026-07-02	Toria	Gardner		Rotorua	Yes
Taryn Scholte	Rotorua,	2026-07-02	Taryn	Scholte		Rotorua	Yes
Parking should be free for visitors and shoppers within a 3 hour time frame. Parking for workers should be capped at HALF of one hours wage. We pay enough in a cost of living crisis. Why make it worse.							
Helani Van der Merwe	Rotorua,	2026-07-02	Helani	Van der Merwe		Rotorua	Yes
Joanne Allan	Rotorua,	2026-07-02	Joanne	Allan	[redacted]	Rotorua	Yes
I want to see the Rotorua CBD revived and free parking would help encourage shoppers into the city centre							
Paul Muggleton	Rotorua,	2026-07-02	Paul	Muggleton	[redacted]	Rotorua	Yes
Erin Kingston	Rotorua,	2026-07-02	Erin	Kingston		Rotorua	Yes
To hard for visitors							
Nayoka Hulton	Rotorua,	2026-07-02	Nayoka	Hulton		Rotorua	Yes
Another way for the council to rip the locals off!!!! Absolute [redacted]! We are already struggling to survive in this economy and now you have made it worse! Well done RDC, what a waste of Rate payers money!!!							
Abby Traill	Rotorua,	2026-07-02	Abby	Traill		Rotorua	Yes
Sam Casey	Rotorua,	2026-07-02	Sam	Casey		Rotorua	Yes
Sarah Little	Rotorua,	2026-07-02	Sarah	Little	[redacted]	Rotorua	Yes
As a business owner in the CBD of Rotorua for the past 19 years, I can confidently say that this is the most prohibitive and unfriendly parking system that we have seen yet for both our residents (particularly the elderly) and more importantly, our visitors.							
John Loeffler	Rotorua,	2026-07-02	John	Loeffler		Rotorua	Yes
Nina Henry	Rotorua,	2026-07-02	Nina	Henry	[redacted]	Rotorua	Yes
Think that the city council is just robbing people for having to park in town which is the only place to shop other than Tauranga.							
Farnoud Rahimi Mansour	Rotorua,	2026-07-02	Farnoud	Rahimi Mansour		Rotorua	Yes
Alex Little	Orlando,	2026-07-02	Alex	Little	[redacted]	Orlando	Yes
The council has no concern for small businesses in the CBD							
Debbie Van Den Broek	Rotorua,	2026-07-02	Debbie	Van Den Broek	[redacted]	Rotorua	Yes
Goutambir singh	Rotorua,	2026-07-02	Goutambir	singh		Rotorua	Yes
Gretchen Gee	Rotorua,	2026-07-02	Gretchen	Gee		Rotorua	Yes

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Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
You are killing the CBD							
Casey Purves	Rotorua,	2026-07-02	Casey	Purves		Rotorua	Yes
Bryan Duncan	Rotorua,	2026-07-02	Bryan	Duncan		Rotorua	Yes
The parking and traffic bylaw implemented by council is not what I submitted on							
Patricia Flood	Rotorua,	2026-07-02	Patricia	Flood	[redacted]	Rotorua	Yes
The system is not community friendly. It debits funds greater than the amount used without permission. I dont feel comfortable with any one having free access to my bank accounts.							
Lois Bright	Rotorua,	2026-07-02	Lois	Bright		Rotorua	Yes
Tony Clark	Whangaparaoa,	2026-07-02	Tony	Clark	[redacted]	Whangaparaoa	Yes
Kelly Duncan	Rotorua,	2026-07-02	Kelly	Duncan		Rotorua	Yes
The cost of living is hard enough now, with increasing rates insurance and now parking just to get to work the very little I have left that was to support our local cafes for lunch 2 a week is now going to parking, it's going to kill our CBD not bring it life.							
Andrea Muir	Taupo,	2026-07-03	Andrea	Muir	[redacted]	Taupo	Yes
I visit rotorua every week with my elderly mother and this system is just rubbish and revenue gathering. You want people back in the city centre so its time you wiped meters and just ticket if over an hour like we do in Taupo							
Sharlene Broughton	Rotorua,	2026-07-03	Sharlene	Broughton		Rotorua	Yes
Carolyn London	Rotorua,	2026-07-03	Carolyn	London	[redacted]	Rotorua	Yes
The new system is worse than what they just dumped. Why cant we have a single meter like we had to start. Get out put in a coin and done. Never mind this entering plate no etc.							
HILLARY Pound	Rotorua,	2026-07-03	HILLARY	Pound		Rotorua	Yes
Its so difficult to use and has made parking so hard and confusing. I feel for town its going to only get lose and more empty							
Marcel Honour	Rotorua,	2026-07-03	Marcel	Honour		Rotorua	Yes
This is utter bullshit.							
Sage Raynel-Johnston	Rotorua,	2026-07-03	Sage	Raynel-Johnston		Rotorua	Yes
Tennesse Raimona	Rotorua,	2026-07-03	Tennesse	Raimona		Rotorua	Yes
The system is rubbish and your just making our town more of a ghost town then it already is!!							

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Philippa Fraser	Rotorua,	2026-07-03	Philippa	Fraser		Rotorua	Yes
It's too confusing , frustrating and the old system of free 15 min and 60 minute parks was a lot easier than having to load and unload your free parking I'm struggling to get my head around it can not imagine how it is for the elderly Let's support our local business's and get the simple parking process !!!							
Maninder toor Toor	Rotorua,	2026-07-03	Maninder toor	Toor	[redacted]	Rotorua	Yes
I work in city but the new permit rules are not fair. Our town is small and very quiet with new rules no one will afford to go to town also not gud for the businesses							
Colleen Brown	Tauranga,	2026-07-03	Colleen	Brown		Tauranga	Yes
There needs to be more free parking around Rotorua. Im from out of town and don't know where the free parking is and I now avoid going into rotorua to shop when im there. It too complicated to figure out when you don't live there							
Cathy Wolfgram	Rotorua,	2026-07-03	Cathy	Wolfgram		Rotorua	Yes
It's confusing Ridiculously expensive not to mention the fine of $70 straight off it done wrong My work place is down near the lake and we are all paid parking now, it's not the CBD and there are so many empty car parks all the time We are a tourist city but we are not welcoming to them or even our own people who have to drive to work							
Andy Black	Rotorua,	2026-07-03	Andy	Black	[redacted]	Rotorua	Yes
I'm a business owner and the hundreds do comments on public forums stating people will no longer park in town is very concerning Business owners should have been asked for their opinion but we were not I contacted council directly with my concerns and was ignored Recently an article quoted council saying " there were only 2 businesses who expressed concern" I know of 3 in my immediate area so clearly a lie from council to the public							
Jannette Brown	Rotorua,	2026-07-03	Jannette	Brown		Rotorua	Yes
The new system is a huge disadvantage to all working in the cbd, especially if you are a shift worker. The permits won't always be able to be used, and no sane rotorua person would walk from one end of town to the other to use the unsafe parking building in the dark even if it was open at 0530 till 2300 hrs.we are being penalized for working in the city							
Julie Hood	Tauranga,	2026-07-03	Julie	Hood	[redacted]	Tauranga	Yes
I visit family and friends in Rotorua often and do not like to have confusing parking rules.							
Danielle Rickard	Rotorua,	2026-07-04	Danielle	Rickard		Rotorua	Yes
Mary Ivory	Rotorua,	2026-07-04	Mary	Ivory	[redacted]	Rotorua	Yes
Unreasonable parking rules penalise a majority of the community and visitors to town.							
Jassi Gill	Rotorua,	2026-07-04	Jassi	Gill		Rotorua	Yes
Sophie Zhang	Rotorua,	2026-07-04	Sophie	Zhang		Rotorua	Yes

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Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
Judith Skellams	Rotorua,	2026-07-04	Judith	Skellams		Rotorua	Yes
My husband works in town and now we have to pay for permits to be able to work.							
Julie Kearns	Rotorua,	2026-07-04	Julie	Kearns		Rotorua	Yes
I do not support the new parking method							
Shelley Connon	Mamaku,	2026-07-04	Shelley	Connon	[redacted]	Mamaku	Yes
This is agenda 2030 and the grooming of a NWO which is global. Staff of CBD businesses should not pay at all! The cost of living crisis..... are councils forgetting people don't have disposable income?? Life is already tough on locals and this will just deter visitors and incur fees that the locals will also have to make up. As Michael Jordan says "stop it....get some help"							
Pratima Anand	Rotorua,	2026-07-04	Pratima	Anand		Rotorua	Yes
Adam Allen	Rotorua,	2026-07-04	Adam	Allen	[redacted]	Rotorua	Yes
Gurpreet Singh	Rotorua,	2026-07-04	Gurpreet	Singh		Rotorua	Yes
Because i dont want small business and normal wage people to suffer. This is not worth it. We all should stand together I would request to arrange a protest before council door please do it we need it							
Stephen McLeod	Rotorua,	2026-07-04	Stephen	McLeod	[redacted]	Rotorua	Yes
S.N.McLeod							
Reece Kemp	Rotorua,	2026-07-04	Reece	Kemp		Rotorua	Yes
Andrea Halligan	Rotorua,	2026-07-04	Andrea	Halligan		Rotorua	Yes
Sharnyta Rose	Rotorua,	2026-07-04	Sharnyta	Rose		Rotorua	Yes
Lily Yu	Rotorua,	2026-07-04	Lily	Yu		Rotorua	Yes
I'm signing because i don't agree with the new parking system started on 01/07/2026							
Mapihi Tauiwi	Rotorua,	2026-07-04	Mapihi	Tauiwi	[redacted]	Rotorua	Yes
I agree							
Hamiora Hamiora	Rotorua,	2026-07-04	Hamiora	Hamiora	[redacted]	Rotorua	Yes
Chloe Judd	Rotorua,	2026-07-04	Chloe	Judd		Rotorua	Yes
im signing because i cannot park anywhere without having pay just to go to my JOB!!! it is ridiculous that i have to pay simply to go to work!? everything was fine the way it was before... do better counsel							

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Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
Debbie Webb	Rotorua,	2026-07-04	Debbie	Webb		Rotorua	Yes
Fazlim Hassan	Rotorua,	2026-07-04	Fazlim	Hassan		Rotorua	Yes
Vana Name-Murray	Rotorua,	2026-07-04	Vana	Name-Murray	[redacted]	Rotorua	Yes
The stupid council and their stupid changes need to go							
Marcus Philpott	Rotorua,	2026-07-04	Marcus	Philpott		Rotorua	Yes
I'm signing this petition because I feel very strongly that the new system is much, much too complicated, and I will not enter my vehicle registration number every time I want to park.							
Paula Paul	Rotorua,	2026-07-04	Paula	Paul	[redacted]	Rotorua	Yes
Confusing and because I am not in by 8am permit parks are already gone							
Penny Els	Rotorua,	2026-07-05	Penny	Els		Rotorua	Yes
I refuse to come into the CBD and pay for parking. Council if you keep charging for parking the CBD is not going to survive							
Dharmesh Joshi	Rotorua,	2026-07-05	Dharmesh	Joshi		Rotorua	Yes
Kim RICHARDS	Rotorua,	2026-07-05	Kim	RICHARDS	[redacted]	Rotorua	Yes
I disagree, with kai mahi having to pay for parking in central Rotorua. And our elderly are struggling to adapt. This is ridiculous							
Savannah Fitzell	Rotorua,	2026-07-05	Savannah	Fitzell	[redacted]	Rotorua	Yes
Som Raj Mehta	Rotorua,	2026-07-05	Som Raj	Mehta		Rotorua	Yes
Hemant Bisht	Rotorua,	2026-07-05	Hemant	Bisht		Rotorua	Yes
Damian Flynn	Rotorua,	2026-07-05	Damian	Flynn		Rotorua	Yes
Christina Hardie	Rotorua,	2026-07-05	Christina	Hardie		Rotorua	Yes
Unnecessary spending by the council also unfair for the business in town							
Talia Hingston	Rotorua,	2026-07-05	Talia	Hingston		Rotorua	Yes
Ravi Jadav	Rotorua,	2026-07-05	Ravi	Jadav		Rotorua	Yes
shauntaine cook	Rotorua,	2026-07-05	shauntaine	cook		Rotorua	Yes
Sheree Bennett	Rotorua,	2026-07-05	Sheree	Bennett	[redacted]	Rotorua	Yes
I oppose to the new parking meters							
Elaine Mander	Rotorua,	2026-07-06	Elaine	Mander		Rotorua	Yes
Anna Riddler	Rotorua,	2026-07-07	Anna	Riddler		Rotorua	Yes

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Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
Nicola Booth	Rotorua,	2026-07-07	Nicola	Booth		Rotorua	Yes
I'm signing because the new parking system is not suitable for people without phones. The pay machines are too small and the signage is confusing. I believe this system has the potential to cause the collapse of the Rotorua CBD.							
Alana Baker	Rotorua,	2026-07-07	Alana	Baker		Rotorua	Yes
Parking shouldn't be this difficult. You've taken something that use to be soo simple and made it feel like work! Shouldn't try to fix something that ain't broken. Issues consist of. -app issues -elderly people barely understand tech as is -app taking money out without them knowing - jumping through hoops just to sign up and I'm sure the list goes on.							
Scott Hearn	Rotorua,	2026-07-07	Scott	Hearn		Rotorua	Yes
The new system is not user friendly, nor encouraging of people coming in to the CBD. Visitors will be confused and fined. We need a simple system.							
Richard Brown	Rotorua,	2026-07-07	Richard	Brown		Rotorua	Yes
Chris Cameron	Rotorua,	2026-07-07	Chris	Cameron		Rotorua	Yes
Kim Curtis	Rotorua,	2026-07-07	Kim	Curtis		Rotorua	Yes
I'm signing because I find this system highly disproportionate to the workers of this city. To have to pay for a parking permit in advance & still not be guaranteed a park is abhorrent. You are biting the hands that feed you by double dipping for a parking system that penalises people for going to work & taking much needed money in a cost of living crisis							
Andrea Sheffield	Rotorua,	2026-07-07	Andrea	Sheffield	[redacted]	Rotorua	Yes
The meters are not needed in a small place like rotorua.							
Shirley Flay	Rotorua,	2026-07-07	Shirley	Flay		Rotorua	Yes
scott claridge	Rotorua,	2026-07-07	scott	claridge	[redacted]	Rotorua	Yes
To get rid of the mess that the parking in Rotorua has become since the new changes.							
Wayne Mackie	Rotorua,	2026-07-07	Wayne	Mackie	[redacted]	Rotorua	Yes
Rotorua needs a thriving CBD so all businesses' Hospitality, Cafes, Book shops Etc. can make ends meet, and for whatever reason The RDCC seems hell bent in making it harder for locals, Tourists Etc. in making car parking in the CBD just to hard for everyone to use.							
Deepak Chauhan	Rotorua,	2026-07-07	Deepak	Chauhan	[redacted]	Rotorua	Yes
Alan Birt	Rotorua,	2026-07-07	Alan	Birt		Rotorua	Yes
I am signing the petition because the town is now empty and this will be killing our businesses please stop this stupid way Rotorua Council has tried to kill businesses in town							

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morgan wilson	Rororua,	2026-07-07	morgan	wilson	[redacted]	Rororua	Yes
Penalizing workers and visitors to a dying cbd.							
AJ Hettiarachchi	Rotorua,	2026-07-07	AJ	Hettiarachchi	[redacted]	Rotorua	Yes
I believe Rotorua Lakes Council should bring back the 10 or 15-minute parking spaces block on Tutanekai Street. Most days, especially during peak times, parking is already very difficult to find. These short-term parks are essential for customers who just need to grab a coffee, pick up takeaway, make a quick purchase, or drop something off. Under the new system, vehicles can stay parked for much longer, making it impossible to know when a space will become available. Having a few 10 or 15-minute parks means there is always some turnover and customers can access local businesses quickly. Without these short-term parks, it will have a negative impact on businesses in the city centre.							
AJ Hettiarachchi	Rotorua,	2026-07-07	AJ	Hettiarachchi	[redacted]	Rotorua	Yes
I believe Rotorua Lakes Council should bring back the 10 or 15-minute parking spaces block on Tutanekai Street. Most days, especially during peak times, parking is already very difficult to find. These short-term parks are essential for customers who just need to grab a coffee, pick up takeaway, make a quick purchase, or drop something off. Under the new system, vehicles can stay parked for much longer, making it impossible to know when a space will become available. Having a few 10 or 15-minute parks means there is always some turnover and customers can access local businesses quickly. Without these short-term parks, it will have a negative impact on businesses in the city centre.							
Craig Peters	Rotorua,	2026-07-07	Craig	Peters		Rotorua	Yes
Lisamarie Rota	Rotorua,	2026-07-07	Lisamarie	Rota	[redacted]	Rotorua	Yes
I'm signing because I fully agree with the statement...I think its a nuisance of a idea and it's going to stop people coming into twn which will then affect the retailers, towns already not as busy anymore □□							
haiyan Wang	Rotorua,	2026-07-07	haiyan	Wang		Rotorua	Yes
Kelly Quilty	Rotorua,	2026-07-07	Kelly	Quilty		Rotorua	Yes
We as rotorua residents should not have to enter our number plate details into any parking meter or app. Council should not require to know when we park in town nor for how long. It is wrong to request people to register online to be able to park. We should also have the ability to access free parking without using an app such as the 60 minute parks or 180. I want these brought back							
Linda Salter	Rotorua,	2026-07-08	Linda	Salter	[redacted]	Rotorua	Yes
I came up town for the first time and found it very confusing. I couldn't find one disabled park.							

PETITION TO ROTORUA LAKES COUNCIL - Remove Rotorua's New CBD Parking Rules

Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
Sim Kaur	Rotorua,	2026-07-08	Sim	Kaur	[redacted]	Rotorua	Yes
Frances Turpie	Rotorua,	2026-07-08	Frances	Turpie		Rotorua	Yes
It's so confusing and usually just like to park up and run into a shop then leave.. do not want to have the added pressure if putting in my licence plate or tracking down a machine.. Tourists are confused and it's not a good look for Rotorua.. and the taking away of a few 15 minutes parks is shocking..							
Sally Wallace	Rotorua,	2026-07-08	Sally	Wallace		Rotorua	Yes
Jake Sears	Rotorua,	2026-07-08	Jake	Sears		Rotorua	Yes
Lorna Brell	ROTORUA,	2026-07-08	Lorna	Brell	[redacted]	ROTORUA	Yes
I am against the new parking system in Rotorua which is expensive for pensioners and not to mention very confusing and stressful for most elderly people.							
Tena Mackie	Rotorua,	2026-07-08	Tena	Mackie	[redacted]	Rotorua	Yes
As a 70 year old person I find any IT daunting. I also suffer from COD and find walking long distances very hard. This new parking system is extremely confusing so I certainly won't be going into the CBD anytime soon.							
Helen Tarei	Rotorua,	2026-07-08	Helen	Tarei	[redacted]	Rotorua	Yes
Laura Casey	Rotorua,	2026-07-08	Laura	Casey		Rotorua	Yes
Paddi Hodgkiss	Rotorua,	2026-07-09	Paddi	Hodgkiss	[redacted]	Rotorua	Yes
The new system is confusing and a deterrent to parking in town. The mall carpark will be the favoured option							
Lisa Gage	Rotorua,	2026-07-09	Lisa	Gage		Rotorua	Yes
I work in town and now have to pay for parking. So far the free parking i used to use that is now metered is empty. No one is using this parking now.							
Colleen Upston	Rotorua,	2026-07-09	Colleen	Upston	[redacted]	Rotorua	Yes
Absolute madness of a system. Have already heard of out of town people having to buy 1 day permits to park for 15 min appts because permit parking is all that is available. Council is killing the business area. I for one will now not shop local. Online or will visit town after 12pm in weekends. 1 hour free parking a day is ludicrous.							
Josiah Cook	Rotorua,	2026-07-09	Josiah	Cook	[redacted]	Rotorua	Yes
Leanne Todd	Rotorua,	2026-07-10	Leanne	Todd		Rotorua	Yes
We have a shop in town and have noticed how empty the parking spots have been outside our shop which used to be full all the time. Also we gave had alot fewer customers in our shop since the change. If council is trying to kill the CBD they are doing a good job. My partner goes for a walk through town to get a coffee most days and comes back telling me which shops have recently closed and how few people are around.							
Chantelle Uerata	Maori/nz European,	2026-07-10	Chantelle	Uerata		Maori/nz European	Yes
carrington Alex	Rotorua,	2026-07-10	carrington	Alex	[redacted]	Rotorua	Yes
Steve Ward	Rotorua,	2026-07-11	Steve	Ward		Rotorua	Yes

PETITION TO ROTORUA LAKES COUNCIL - Remove Rotorua's New CBD Parking Rules

Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
Amber Worth	Rotorua,	2026-07-11	Amber	Worth		Rotorua	Yes
The majority of the public want the cost for car parking scrapped all together so that the city center becomes vibrant again. The council yet again has not listened to what the rate payers & members of this town have asked for. The new rules are unfair to workers & the free one hour parking in the city center has been changed once again. The different areas of parking are confusing. I dont understand why we ever changed it ftom how it was when the old coin meters were in place. At least those made sense. Taupo town thrives & they dont have paid parking. Scrap it, go back to basics & see the city do well once again							
Jemma Duncan	Rotorua,	2026-07-13	Jemma	Duncan		Rotorua	Yes
Brendon Arkwright	Rotorua,	2026-07-13	Brendon	Arkwright	[redacted]	Rotorua	Yes
Wai Aorangi	Tauranga,	2026-07-14	Wai	Aorangi		Tauranga	Yes
Cole Gillespie	Rotorua,	2026-07-14	Cole	Gillespie		Rotorua	Yes
The parking situation is a [redacted] show							
Waimarie Curtis	Rotorua,	2026-07-14	Waimarie	Curtis	[redacted]	Rotorua	Yes
Carla Moore	Rotorua,	2026-07-14	Carla	Moore		Rotorua	Yes
The new parking system does not take into account our elderly, our locals, or people wanting to experience Rotorua for the first time. The machines are short and GREY - hard to see on a GOOD day. The prices don't actually work out cheaper for the community as most of the parks we used, were free (WITHOUT requirements to 'attain' the free park). What a useless idea there was no need to change it. If anything, the prices on the original parking system could have just been reduced.							
Brenda Thomasen	Rotorua,	2026-07-14	Brenda	Thomasen	[redacted]	Rotorua	Yes
Todd Eckersley	Rotorua,	2026-07-15	Todd	Eckersley		Rotorua	Yes
Catherine Patterson	Rotorua,	2026-07-15	Catherine	Patterson		Rotorua	Yes
I've found that the new system is hard and confusing to use □□							
Taipari Edmonds	Rotorua,	2026-07-15	Taipari	Edmonds	[redacted]	Rotorua	Yes
Krystle Holder	Rotorua,	2026-07-15	Krystle	Holder		Rotorua	Yes
It's taken so much business away from the CBD and it's definitely not attracting new business to town. I fear that this new parking system is just going to push even more businesses away or force them to close. Parking needs to be made a lot more simple. This is definitely not what the public were after and parking should be free after 3pm to encourage people back into the CBD. Bring back the 60min free parking spaces and the 15min parking spaces that don't require you logging into an app. I know many older people who just can't navigate the new system in town and now they have nowhere to park to do their errands in town. It's left them very frustrated							
Jo Holmes	Rotorua,	2026-07-15	Jo	Holmes		Rotorua	Yes
Kim Dex	Rotorua,	2026-07-15	Kim	Dex		Rotorua	Yes
Too confusing for tourists and elderly. Also unfair on those that don't have a choice to work in the cbd. Make it free or rediculousky cheap for the full time workers by giving us parking chits/passes.							

PETITION TO ROTORUA LAKES COUNCIL - Remove Rotorua's New CBD Parking Rules

Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
Michelle Howe	Rotorua,	2026-07-15	Michelle	Howe	[redacted]	Rotorua	Yes
Joll Harrington	Rotorua,	2026-07-15	Joll	Harrington		Rotorua	Yes
I can see so much confusion - eg zone 1 - parks split half way down a street - when you are driving how can you take your eyes off the road to determine where zone 1 & 2 split???							
Steph Shorter	Rotorua,	2026-07-15	Steph	Shorter	[redacted]	Rotorua	Yes
Andrea Hammond	Rotorua,	2026-07-15	Andrea	Hammond		Rotorua	Yes
I don't believe the new parking system is fit for purpose. It needs urgently reviewing and changing.							
Remko Schipper	Rotorua,	2026-07-15	Remko	Schipper		Rotorua	Yes
The parking is ridiculous and I cant make sense of it. Bring back 60, 120.and 180 minutes parks							
Karyne Geddes	Rotorua,	2026-07-15	Karyne	Geddes	[redacted]	Rotorua	Yes
The parking is ridiculous and I cant make sense of it							
Rose Le Vaillant	Rotorua,	2026-07-15	Rose	Le Vaillant		Rotorua	Yes
Because this new parking system is outrages tried using them to get my free hour and it wanted to charge me,yesterday I looked at 4 machines and none were coin operated i do not carry a card with me if I wanted to park in town. Feel sorry for the business now cause town is so empty.							
Rachel Hill	Rotorua,	2026-07-15	Rachel	Hill		Rotorua	Yes
Elyza Temoananui	Rotorua,	2026-07-15	Elyza	Temoananui		Rotorua	Yes
Steph Rees	Rotorua,	2026-07-15	Steph	Rees		Rotorua	Yes
bernadette wilson	Rotorua,	2026-07-15	bernadette	wilson		Rotorua	Yes
Because I work part-time in the CBD and don't think I should have to buy a full time permit for 3 days of the week. I can't afford the rates.							
Juanita Ruhe	Rotorua,	2026-07-15	Juanita	Ruhe		Rotorua	Yes
The parking is to hard to understand. Too expensive an it is driving people away from the centers							
Tracey Flay	Rotorua,	2026-07-15	Tracey	Flay		Rotorua	Yes
Natalya Tamuno	Rotorua,	2026-07-15	Natalya	Tamuno		Rotorua	Yes
Rachel Lester	Rotorua,	2026-07-15	Rachel	Lester	[redacted]	Rotorua	Yes
Daniel Ioane	Rotorua,	2026-07-16	Daniel	Ioane		Rotorua	Yes
Andrew Smith	Rotorua,	2026-07-16	Andrew	Smith	[redacted]	Rotorua	Yes

PETITION TO ROTORUA LAKES COUNCIL - Remove Rotorua's New CBD Parking Rules

Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
workers in the C B D need cheaper parking and we all need a easy system.							
Jojo Hicks	Rotorua,	2026-07-16	Jojo	Hicks	[redacted]	Rotorua	Yes
It's stupid for our elders who don't have phones/wifi & accessibility to the app							
Marie Kaukau	Rotorua,	2026-07-16	Marie	Kaukau		Rotorua	Yes
Chrissy Merriman	Rotorua,	2026-07-16	Chrissy	Merriman		Rotorua	Yes
The system is painfully complicated forb those without a smartphone and it is ridiculously expensive							
Carleen Dahya	Rotorua,	2026-07-16	Carleen	Dahya	[redacted]	Rotorua	Yes
The system is too confusing. We are a tourist town with visitors coming daily. We are not making it easy for visitors to enjoy our town when you need to download an app to use and top up. Making workers park so far away from their work place is unsafe especially when they need to walk to their vehicles in the dark in winter. Shop assistants dont get paid enough to have to pay for parking permits each month. It's unfair.							
Megan Adlam	Rotorua,	2026-07-16	Megan	Adlam	[redacted]	Rotorua	Yes
Cath van Sitter	Rotorua,	2026-07-16	Cath	van Sitter		Rotorua	Yes
I am a student that requires to complete x amount of hours in clinical placement which I do not get paid to do. As the practice I am currently following has a clinic in town this has now added 'another' financial stress to an already stressful time - I used to be able to find free parking on the fringes of the CBD which are no longer free so I am now paying $12 a day! This is an extra $60 a week! What also saddens me is that all of these parks are now empty so my question being what was the point and also where are they now all parking?! Do they know something I do not?! Arrrrrrr!!!!							
Blair Moke	Rotorua,	2026-07-16	Blair	Moke	[redacted]	Rotorua	Yes
It is outrageous! Why such high prices?							
Josephine Rolleston	Rotorua,	2026-07-16	Josephine	Rolleston	[redacted]	Rotorua	Yes
Ricky Sherchan	Rotorua,	2026-07-17	Ricky	Sherchan		Rotorua	Yes
Tracey Reid	Rotorua,	2026-07-17	Tracey	Reid		Rotorua	Yes
Lisa Williams	Rotorua,	2026-07-17	Lisa	Williams		Rotorua	Yes
The rules are ridiculous							
Jane yang	Rotorua,	2026-07-17	Jane	yang		Rotorua	Yes
Linsey Smith	Rotorua,	2026-07-17	Linsey	Smith		Rotorua	Yes
The parking system is harming the cbd businesses and workers.							
Manuao Clarke	Rotorua,	2026-07-18	Manuao	Clarke	[redacted]	Rotorua	Yes

PETITION TO ROTORUA LAKES COUNCIL - Remove Rotorua's New CBD Parking Rules

Name	Place of residence	Published	First name	Last name	Street address	City	Is the email address verified?
I'm signing because the parking payment is stupid when the people still cants even find parks most of the time							
Jessica Pickering	Rotorua,	2026-07-18	Jessica	Pickering		Rotorua	Yes
New system needs to be affordable and easier accessible and p 60, 40 and 15 minute still free							
Shannon Marks	Rotorua,	2026-07-18	Shannon	Marks	[redacted]	Rotorua	Yes
Marita Price	Rotorua,	2026-07-18	Marita	Price		Rotorua	Yes
Anahera Epapara	Rotorua,	2026-07-20	Anahera	Epapara		Rotorua	Yes
I'm signing because I disagree with the parking situation it was already a hassle now it's even more so a hassle why should we have to pay when we are just making a quick visit to town or for workers even for elderly people it's just off putting and greedy. It's a bad move for an already struggling economy. We are not a big city we don't have any huge events or reason for people to come to our town now there's even less of a reason							
Selina Zhang	Rotorua,	2026-07-21	Selina	Zhang		Rotorua	Yes
J Rahurahu	Rotorua,	2026-07-21	J	Rahurahu		Rotorua	Yes
L Y	Rotorua,	2026-07-22	L	Y		Rotorua	Yes
Because im paying $18 a day to park to work for 6 hours							
TeRaipine Hira	Rotorua,	2026-07-24	TeRaipine	Hira	[redacted]	Rotorua	Yes
Those meters are over priced and waste of money get rid of dem.							
Sherrill Flavell	Rotorua,	2026-07-26	Sherrill	Flavell		Rotorua	Yes
New parking system is confusing & financially unexpectable. Rip off							
Rae Thomson	Rotorua,	2026-07-27	Rae	Thomson		Rotorua	Yes
Agree with this petition							
Reggae Kokiri	Rotorua,	2026-08-08	Reggae	Kokiri	[redacted]	Rotorua	Yes
Paying for parking is greed							
Harry Wright	Rotorua,	2026-08-23	Harry	Wright		Rotorua	Yes
The city is a ghost town enough as it is. Encourage people to entre the cbd. Remove the new fairs							
TeAonui Stevie	Rotorua,	2026-09-11	TeAonui	Stevie	[redacted]	Rotorua	Yes
Because the new parking meters are ridiculous and the council are greedy. As if they weren't already making a mega profit from it he previous metres. Greedy dumb idea as usual.							

Rotorua Youth Council
Terms of Reference
Rotorua Lakes Council

1. Introduction

The Rotorua Youth Council (RYC) is a youth-led initiative representing the voices and aspirations of young people in the Rotorua community. This document outlines the terms of reference for the Rotorua Youth Council, which includes its purpose, structure, functions, and responsibilities.

2. Purpose

The Rotorua Youth Council is established with the following purpose:

a) To serve as a platform for young people aged 15 to 20, in Rotorua, to actively participate in local governance and decision-making.

b) To advocate for youth-related issues, policies, and programmes that benefit the community.

c) To foster the personal and leadership development of its members.

d) To engage with local government officials and community stakeholders in a collaborative manner to promote positive change in Rotorua.

3. Structure

3.1) Chairperson: The Chair of the Rotorua Youth Council shall be shared between members, on a rotating basis.

3.2) Members: The Rotorua Youth Council shall consist of 11 appointed members representing diverse demographics and interests.

3.3) Working Groups: The Rotorua Youth Council may establish working groups to address specific issues or initiatives, each with a designated leader and members.

3.4) Representatives: The Mayor and a nominated Councillor may sit as members of the Rotorua Youth Council.

3.5) Administrators: The Community Programmes Team Leader, and the Programmes Advisor, shall administrate The Rotorua Youth Council.

4. Functions and Responsibilities

The Rotorua Youth Council shall have the following functions and responsibilities:

4.1) **Youth Voice**: Share perspectives and ideas for consideration by the Rotorua Lakes Council.

4.2) **Advocacy**: Advocate for youth-related issues, policies, and programmes with local government officials and other relevant stakeholders.

4.3) **Community Engagement**: Engage with local youth to gather perspectives, ideas, and feedback on local issues, projects, and initiatives.

4.4) **Community Development**: Plan and participate in projects and programmes that contribute to the social, cultural, environmental and economic development of the Rotorua community.

4.5) **Collaboration**: Collaborate with local government officials, community organisations, and other stakeholders to achieve common goals and enhance the well-being of Rotorua's youth.

4.6) **Transparency**: Maintain transparency and accountability in all Rotorua Youth Council activities. Including regular informal reporting to the Rotorua Lakes Council, community and other stakeholders.

5. Meetings and Decision-Making

5.1) The Rotorua Youth Council shall meet monthly, at the Rotorua Lakes Council Civic Centre.

5.2) All decisions of the Rotorua Youth Council shall be determined by majority vote.

5.3) Youth Council meetings are made to foster a safe space conducive to learning, open discussion, and the free exchange of ideas among youth members, for this reason meetings may not be made available to the public.

5.4) In the interest of transparency, a record of meetings and decisions may be made available to the public at the discretion of the Youth Council.

6. Finances

6.1) The Rotorua Youth Council may raise funds through grants, donations, or fundraising activities, which shall be managed transparently and used for the benefit of youth-focused projects and initiatives.

6.2) Any funds and accounts of the Rotorua Youth Council will be managed by the Rotorua Lakes Council 'Thriving Communities' team.

7. Reporting and Evaluation

7.1) The Rotorua Youth Council shall prepare annual reports outlining its activities, and achievements.

7.2) Evaluations shall be conducted to assess the effectiveness and relevance of Rotorua Youth Council initiatives.

8. Conclusion

The Rotorua Youth Council is committed to providing opportunities and engaging local youth in the community's development. These proposed terms of reference provide the framework to assist the Rotorua Youth Council's purpose.

Te Kaunihera Taiohi o Ngā Roto o Rotorua - Rotorua Youth Council

Pepa Pūkenga Rau mō ngā Manu Mātārae Taiohi - Youth Councillor Graduate Profile

Kupu Whakataki - Introduction:

Our Youth Council graduate profile serves foremost as a guide for current and prospective Youth Councillors to articulate the attributes that the Rotorua Youth Council aims to develop in its members. Elected members, the Rotorua community, partner organisations, and other youth-focussed organisations will also tangibly see the leadership skills and development attributes that the Youth Council aims to instil.

The Youth Council has two aims which the graduate profile aims to capture.

1. ***Te reo Taiohi, he reo whakatau - Youth Voices in Decision-Making:*** The Youth Council seeks to provide a platform for young people to share their perspectives, ideas, and concerns, ensuring that these voices are heard and considered in formal decision-making at the local level. The Youth Council will also be responsible for including and empowering a diverse range of rangatahi voices and perspectives.
2. ***Tupuria te māhuri tōtara - Foster Leadership and Development*:** Beyond contributing to Council priorities, the Youth Council aims to provide members with valuable leadership opportunities and skills development. Through their involvement, young people will gain the experience and knowledge necessary to become future leaders in their community.

This profile plays a crucial role in conveying the strategic goals of the Youth Council for its graduates and underscores the significance of being part of the council in shaping their potential contributions.

Our Youth Councillors:

As a graduate of our Youth Council programme, they emerge as a dynamic and empowered individual, equipped with a unique set of skills, experiences, and a deep understanding of civic engagement. This transformative journey has not only shaped their personal growth but has also positioned them as an influential advocate for positive change within our community.



Youth Councillor Graduate Profile Themes:

1. ***Pūkeko Kai Miro – Youth Agency:***

They embody youth agency, the desire and ability to make decisions and drive change in their own life, Their community, and the wider world. They believe in themselves and their capacity to influence outcomes. They understand the challenges and opportunities facing rangatahi and use this awareness to act with intention and purpose. They collaborate effectively with others, while maintaining the confidence to advocate for Their own views. As an architect of change, they take ownership of shaping Their future and contributing to the collective future of the Rotorua District.

2. ***Ringa Kaunihera - Civic Engager:***

They are well-versed in the responsibilities and opportunities of civic participation, understanding the importance of active involvement in local decision-making processes. They have gained a comprehensive understanding of local government structures and how to contribute effectively to decision-making processes through informed, constructive dialogue. They are a committed advocate for youth engagement, demonstrating the knowledge, skills, and confidence to participate in and support rangatahi in making their voices heard through voting, consultations, and other meaningful civic actions.

3. ***Hinengaro Arohaehae - Critical Thinker:***

They have developed a keen analytical mind-set, capable of assessing complex issues and proposing innovative solutions. They possess a sense of curiosity and feel confident to ask clarifying questions and exploring different perspectives. They are confident making decision with the information that They have been provided but also time to reflect research something.

4. ***Raranga Tira - Collaborator:***

They have established a network of connections within the community, fostering relationships with peers, iwi, mentors, and community leaders. Their ability to build meaningful connections enhances Their capacity to collaborate effectively and mobilise resources for community initiatives.

5. ***Māngai Nui – Confident Communicator:***

Their time in the Youth Council has refined their ability to articulate ideas effectively, advocating for issues that matter most to their community and engage others in meaningful kōrero. Whether discussing their viewpoints during a Council consultation project, engaging with elected members, or speaking with media, they possess the confidence to make Their voice heard and influence positive change.

6. ***Ngākau Kanorau – Champion of inclusivity:***

Rotorua is home to a rich diversity of cultures, identities, and experiences. As a Youth Councillor, they show respect for this diversity by valuing and embracing different viewpoints. Through these interactions, they develop cultural competence and inclusivity, enabling Them to create platforms where a wide range of voices are respected, included, and considered in decision-making.

Kupu Whakarāpopoto - Summary:

As a graduate of the Rotorua Youth Council, they carry forward more than just the experience of service, they embody the values, skills, and confidence nurtured through Their time on the Council. They are an architect of change, a civic participant, a critical thinker, a collaborator, a confident communicator, and a champion of inclusivity.

Together, these attributes prepare them to contribute meaningfully to the wellbeing of Their community, to amplify the voices of rangatahi, and to shape pathways for future generations. Equipped with knowledge, relationships, and resilience, they leave the Youth Council ready to lead with integrity, uplift others, and continue building a stronger, more connected Rotorua.


ROTORUA LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua
Facilities Policy
2026
DRAFT

Council adoption		
Date adopted	**Next review**	**Officer responsible**

Contents

PART 1 Policy Overview 3

1.1 Policy purpose 3
1.2 Policy scope 3
1.3 Facilities roles and responsibilities 4
1.4 Objectives 6
1.5 Facilities' asset groups and land 6
1.6 Guiding criteria 7

PART 2 Policy Statement 8

2.1 General provisions 8
2.1.1 Principles 8
2.1.2 Strategic priorities and long-term planning 9
2.2 Decision making 10
2.2.1 Delegations 11
2.2.2 Decision making process 11
2.2.3 Process 12
2.2.4 Consultation 13
2.2.5 Transparency of decision making 14
2.2.6 Decision making risks 14
2.3 Conflict of interest 14
2.4 Acquisition 15
2.4.1 Planned 15
2.4.2 Ad hoc 15
2.4.3 Methods of acquisition 16
2.4.4 Funding 16
2.5 Retention and maintenance or management 16
2.6 Repurpose and upgrades 17
2.7 Disposal 18
2.7.1 Method of disposal 19

PART 3 Policy Review 20

3.1 Alignment with other policies 20

Appendix 1: Definitions 21

Appendix 2: Legislation relevant to Council facilities 23

PART 1 Policy Overview

1.1 Policy purpose

Rotorua Lakes Council (Council) acquires and maintains a diverse range of facilities to support the delivery of activities and services to ratepayers and residents, users and visitors. There are also properties and facilities that enable Council's regulatory functions.

The purpose of this Policy is to ensure a consistent approach to the management of Council owned facilities and to provide a framework for decision-making.

This Policy sets out expectations and responsibility for the holding and maintenance of Council facilities and future acquisition or disposal. This will ensure that Council facilities are providing benefit to the District. Any facilities that are no longer fit for purpose, do not serve a useful purpose, cannot be repurposed or upgraded, or do not provide a return on investment, will be recommended for disposal.

The Policy includes a robust process to ensure consistent decision making and diligent management of financial and legislative risks relating to the Council's facilities portfolio. The Policy also provides guidance for Council staff on providing accurate, timely information to enable good decision making.

Key terms are defined in Appendix 1.

1.2 Policy scope

The Policy applies to the acquisition, retention and maintenance, repurpose and upgrade, and disposal of facilities by Council. It applies to all Council employees, including any temporary staff, contracted staff, consultants, delegates and agents, if they are acting on behalf of the Council.

The Policy applies to all facilities owned and managed by Council in the District including those managed by RotoruaNZ. Examples of these include:

- Te Aka Mauri (Rotorua Library and Children's Health Hub)
- Rotorua Museum
- Sir Howard Morrison Centre
- Energy Events Centre
- Civic Centre
- Aquatic Centre
- Crematorium
- Community halls
- Dog pound
- i-sites
- Pensioner housing
- Recycling Centre
- Rotorua International Stadium
- Public toilets.

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The facilities portfolio also includes freehold land, i.e. without encumbrances or designations, even if it does not have a building on it. Land that is excluded is land with designations such as recreation reserves, road, drainage reserve, water supply.

For clarity, this Policy does not extend to:

- Three waters service assets and infrastructure (including treatment plant, pump stations and repeater buildings).
- Land without building assets, with designations or encumbrances such as reserves.
- Rotorua Airport.
- Licenses, easements, or leases held by Council in agreement with landlords.
- Hireage of spaces and any other temporal use arrangements.
- Specialist equipment housed within buildings such as laboratory testing equipment and the cremator.
- Digital assets within the buildings.
- Removable furniture, equipment, and other items not fixed to an asset except where this has been expressly itemised as part of the facility and generally would be itemised in a Service Level Agreement (SLA).

The Policy does not apply to the development, construction, alteration, renewal, replacement or demolition of buildings, fixtures and fittings, or Council infrastructure and improvements on land. These issues are covered within the relevant Asset Management Plans (AMPs).

1.3 Facilities roles and responsibilities

Table 1 - Council facilities related roles and responsibilities

Role	Responsibility
Council elected members	Represent the interests of the community. Review, approve and/or adopt Annual Report, Annual Plan, Long-Term Plan (LTP), Infrastructure Strategy and AMPs. Provide strategic governance oversight of operational and capital expenditure. Approve the acquisition, repurpose, and disposal of Council owned buildings.
Executive Leadership Team	Agree RLC's Facilities Policy, Strategy, and tactical AMPs (ensuring alignment with LTP), and present them to Council for approval. Provide strategic oversight and monitor and review the operational performance against the Strategy and improvement plans. Implement the Policy and Strategy, within the financial resources. Ensure appropriate facilities management capability and capacity is developed to meet current and future needs. Maintain accountability mechanisms.

Role	Responsibility
Council's Activity Managers	Responsible for aspects of the facility that fall within the activity and delivery of the associated levels of service. This includes plant and equipment such as information technology, furniture and service technology like EFTPOS. Identifies any facility upgrades, works collaboratively with the Facilities Services Team to understand the current asset state for preparation of a business case to gain formal approval through the LTP planning process. Proactively monitor and report on facility utilisation, issues and opportunities for improvement. Work collaboratively with Council's Facilities Services Team so they understand users' requirements, specific for their activity. Provide prompt reporting of any facilities asset related issues through the online facilities maintenance portal (currently SeeStuff).
Council's Facilities Services Team	Responsible for the strategic management of the entire facilities lifecycle (acquisition, retention, repurpose, and disposal) to support core Council functions. Conduct regular evaluation and review of facilities portfolio and planning for acquisitions, maintenance, and disposal. Ensures the legal compliance of the facilities. Seeks to optimise benefit and financial efficiency of public assets. Support the Policy through the application of sound asset management practices including AM plans, data, systems and processes. Undertake timely and prudent maintenance and renewal planning tasks that are evidence-based. Provide facilities management of Council's buildings. Provides information on the current asset state to the activity managers to support any facility upgrades. Work collaboratively with Council's activity managers to ensure provision of an adequate and safe facility that supports services. Provide access for the activity managers to log and track faults in online facilities maintenance portal (SeeStuff).
Council's Finance team	Supports the facilities management process by providing prudent financial management, fund sourcing and management, and assessing cost-effectiveness, and financial risk. Integrates proposed facilities decisions into the LTP and Annual Plan. Provide due diligence support.
RotoruaNZ	Provides event and venue management of the Energy Events Centre, Sir Howard Morrison Centre and i-site centres for Rotorua Lakes Council. The service delivery arrangement is set out in a SLA.

1.4 Objectives

The outcomes Council are seeking include:

- Facility assets enable the effective delivery of Council's core services to the community.
- Facilities are held and managed with a strategic focus, supporting Council's long-term goals and priorities. The facilities portfolio is managed holistically, considering the collective value and role of all assets.
- Facilities-related decisions are made transparently, fostering trust and accountability.
- Clear roles and responsibilities underpin all facilities management activities, ensuring efficient and coordinated operations and understanding of the demarcation between facilities and activities.
- Facilities assets are managed and maintained in line with their designated categorisation, ensuring appropriate stewardship and investment.
- Facilities are repurposed and upgraded with a strategic, supporting, compelling case for change.
- Facilities are fit for purpose, with management practices adapting to the evolving needs of the users.
- The facilities portfolio is managed in a financially prudent and sustainable manner, optimised to deliver appropriate returns on investment and to minimise risks and costs associated with retaining underutilised or non-beneficial assets, or of sudden deterioration response costs.

1.5 Facilities' asset groups and land

Facilities have different decision drivers and public benefit/activity enabling outcomes. The following categories enable Council to group facilities together based on their status and function. The facilities within an asset group use the same process for management and Council is able to develop plans and procedures around the group as a whole.

Facilities are broadly divided into four asset groups as summarised below.

Table 2 - Council facilities asset groups

Asset group	Sub group	Description
Critical - Events		For the provision of event and venue management by RotoruaNZ.
Critical - Administration		Accommodates Council staff and provides for the democracy function.
Critical – Activity Enabling	Community	Where Council provides a service/experience to the community.
	Regulatory	Where Council meets a regulatory requirement.

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Asset group	Sub group	Description
Non-Critical	Community value	Social/community benefit provided by the facility.
	Revenue generation	Strictly landlord/tenant relationship, managed as a commercial relationship.
	Other	No future requirement, review for disposal (alignment with LTP priorities are no longer there).

1.6 Guiding criteria

The portfolio was first split into critical and non-critical and each facility assigned to one of these categories:

- Facilities that are defined as 'critical' are those that are critical to Council undertaking or delivering a core service.
- Facilities that are defined as 'non-critical' are those facilities which are owned by RLC but are not used to deliver a core council service or activity.

The following criteria have been developed to best assess the critical and non-critical facilities and guide decision making for the facilities portfolio.

Table 3 - Guiding criteria by facilities asset activity groups

Facility type	No.	Criteria
Critical	1.1	Service enabling
	1.2	Cultural/heritage significance
	1.3	Strategic asset
	1.4	Funding
	1.5	Consolidation/transferability
	1.6	Utilisation
Non-Critical	2.1	Return on investment
	2.2	Social/community benefit
	2.3	Current optimisation
	2.4	Future optimisation

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PART 2 Policy Statement

2.1 General provisions

Council recognises that the investment in facilities is a critical component in enabling the effective delivery of its activities to advance public benefit.

This Policy supports Council's commitment to prudent financial management and aligns facility categorisation decisions with long-term planning, asset management strategies, and projected community needs.

2.1.1 Principles

The following principles reflect the Council's approach to support strategic decision-making:

- Establish and maintain clear roles and responsibilities for all individuals and teams involved in facilities management and decision-making.
- Implement a standardised procedure for facilities' categorisation, incorporating periodic reviews of all Council-owned facilities, to ensure that the associated public benefits for each category are clearly defined and effectively communicated.
- Define and implement requirements for facilities necessary to support the effective delivery of Council activities and services.
- Develop, agree upon, and apply service levels and management strategies to guide planned interventions, maintenance, and investment decisions across the facilities' portfolio.
- Identify facilities that are suitable for consolidation, repurposing, or divestment, with the aim of optimising asset utilisation and supporting Council's strategic priorities.
- Describe and adhere to decision-making criteria and principles for the acquisition, repurposing, and disposal ensuring alignment with relevant policies and strategic objectives.
- Acquisition and disposal will be conducted transparently, while upholding reasonable commercial confidentiality requirements.
- Support and maintain robust asset management data that meets sector standards and informs ongoing maintenance, renewal, and replacement planning.
- Decisions regarding the acquisition or upgrade of facilities shall be made with the understanding that public funds are being invested to either meet current and changing service requirements or support future strategic objectives.
- Exercise financial responsibility to get the best value for public money and seek to maximise the value of its assets and minimise whole-of-life costs.
- Assess and understand the purpose and financial implications of maintaining, renewing and upgrading facilities assets, ensuring responsible stewardship and long-term sustainability.
- Identify heritage buildings within the portfolio and pursue appropriate uses that promote their preservation and ongoing value to the community.

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- Ensure that all Council facilities management activities are compliant with applicable legislative requirements, statutes, sector standards, and Council resolutions.

2.1.2 Strategic priorities and long-term planning

All retained facilities and future acquisitions will be subject to a comprehensive regular strategic assessment. This will identify and evaluate future facilities' requirements in relation to service delivery and divestment and investment needs.

Planning of Council activities and community engagement will be undertaken through the preparation of the LTP and Annual Plans. Preparation of these planning documents will identify strategic facilities requirements to meet future needs.

Council will ensure that the timing of all acquisitions and disposals aligns with market conditions and organisational priorities, so that these processes are made efficiently, responsibly, and for the intended purpose.

How facilities are used for the public benefit are outlined in one of, or a combination of the following:

Table 4 - Council strategies, policies and plans affecting Council owned facilities

Document	Description
Vision	Our vision is to make Rotorua a better place for all.
Rotorua District Plan	The overall District Plan sets out policies and rules for how land is to be used and managed within the district, which indirectly guides the management of Council-owned facilities.
Long-Term Plan (LTP)	The LTP supports facilities decision making by providing a long-term strategic framework that aligns priorities, activities and performance with integrated decision making and community consultation.
Annual Plan	The annual work programme and budget, which includes variations (if any) to what was set out in the LTP. Council will make facilities decisions in the best outcome for the council and community in a financially prudent manner.
Infrastructure Strategy	As part of the LTP, councils must publish a financial and infrastructure strategy. This document details how the council will balance affordability with service levels and outlines how they intend to manage and fund their assets over the next 30 years. This can include community facilities.
Development Contributions Policy	As part of the LTP, the DC policy is a mechanism used by Council to ensure that a fair, equitable, and proportionate share of the cost of growth infrastructure is funded by development.
Future Development Strategy	Promotes long-term strategic planning by setting out the broad locations for residential and business growth to meet demand over the next 30 years, and the infrastructure to support it.

Document	Description
Asset Management Plans (AMPs)	AMPs align facilities decisions with council's vision and provide lifecycle management framework and identify critical assets. These include whole-of-life depreciation and maintenance schedules for council assets, including council's facilities.
Rotorua Sport and Recreation Strategy	Its purpose is to guide the future development of play, active recreation, and sport facilities within the District by focusing on informal and formal participation, equity of access, and creating active lifestyles for all communities. This strategy works in conjunction with the regional Bay of Plenty Spaces and Places Strategy.
Significant and Engagement Policy	Guides the council on the degree of significance of decisions and when communities can expect to be engaged with. The policy describes some facilities as strategic assets which means any transactions affecting these facilities will require public consultation.

Council facilities and activities are governed by the following legislation, which also outlines processes for acquisition, holding, and disposal:

- Affiliate Te Arawa Iwi and Hapu Claims Settlement Act 2008
- Building Act 2004
- Building (Earthquake-prone Building Deadlines and Other Matters) Amendment
- Health and Safety at Work Act 2015
- Health and Safety at Work (Asbestos) Regulations 2016
- Residential Tenancies (Healthy Homes Standards) Regulations 2019
- Land Act 1948
- Local Government Act 1974
- Local Government Act 2002
- Local Government (System Improvements) Amendment Bill
- Property Law Act 2007
- Reserves Act 1977
- Public Works Act 1981
- Resource Management Act 1991 replacement legislation
- Te Ture Whenua Māori Act 1993.

Further detail is provided in Appendix 2.

2.2 Decision making

The decision-making process will follow Council delegations, policies, and procedures. All decisions relating to the acquisition or investment in Council facilities are preferred to be made in accordance with the LTP or Annual Plan.

Resolutions of Council would generally not concern strategic acquisition, upgrade or disposal out of this planning cycle but may be required in urgent or ad hoc cases. All decision making will take a portfolio approach and consider both benefits, risks, and return on investment or divestment.

For the avoidance of doubt, at the time of this Policy, the escalations/decision making process is outlined in the table below.

Table 5 - Decision makers and authority

Decision maker	Authority
Chief Executive	The Chief Executive will, usually along with the Executive Leadership Team, check that any recommendation to acquire, upgrade, accept as a gift, or dispose of a facility made by any officer delegated to make such a recommendation is in accordance with all policies, procedures, and is aligned with the strategic objectives of Council as an organisation. The Chief Executive will ensure the relevant expertise has been engaged, and a holistic view of facilities has been taken in ad hoc decision making.
Committee of Council	A committee of Council has the authority to make a recommendation for full Council to acquire, upgrade, dispose, or accept a gift of a facility. The committees of Council have representations from Te Tatau o Te Arawa, Lakes Community Board, and the Rural Community Board. The committee makes a recommendation based on the information it is provided by officers of Council. Ad hoc recommendations should be endorsed by the Chief Financial Officer.
Full Council	Full Council has the ultimate and only authority to approve/make a resolution for the purchase of, investment in, acceptance of gifting of, or disposal of a facility. Council is required to make the final decision based on the information it has been provided by its officers. Full Council may also resolve to pass directions to the Chief Executive regarding the subject matter of any recommendation.

2.2.1 Delegations

In accordance with Schedule 7 of the Local Government Act 2002, Council shall retain full authority to make any final decision as to acquisition or disposal of a facility.

Delegation to make recommendations shall be provided by virtue of approval of this policy from full Council to the Chief Executive with the ability to sub-delegate as they see fit.

2.2.2 Decision making process

The facilities portfolio has been classified into four classifications for critical and non-critical facilities based on the guiding criteria in section 1.6. This will enable risk based and effective portfolio management. The facilities' classification and the management approach are summarised in the table below.

Table 6 – Facilities management approach by classification

Facility type	Facility classification	Management regime
Critical Facilities	High importance asset	A priority, high value / utilised facility is managed in a proactive manner and funded to meet higher level of service needs.
	Important asset	Maintain to assigned level of service.
	Low importance asset	Review assets and activities. Managed to keep safe and compliant. Need to consider long term viability.
	Unimportance asset	Low alignment to Council direction / strategy. Need to consider divestment of asset.
Non-Critical Facilities	High performing	A high performing facility that is managed in a proactive manner and funded to meet agreed level of service needs and / or agreement / leasing obligations.
	Marginally performing	Maintain to agreed level of service to meet agreement / leasing obligations.
	Low performing	Review assets and activities. Managed to keep safe and compliant. Need to consider long term viability.
	Under performing	Low alignment to Council direction / strategy. Need to consider divestment of asset. Align with agreement / leasing expiry dates.

2.2.3 Process

All facility decision making requesting significant investment requires a business case including, as a minimum, outline of the facilities' asset group, assessment against the guiding criteria and principles, an outline of the public benefits and Long-Term Plan priorities, consideration of any implications, and details of the acquisition process.

Facilities that meet the definition and the criteria for being a candidate for acquisition or disposal in accordance with this Policy are to be the subject of a report to Full Council to inform the decision as to whether to approve them.

Where an operational department believes a facility should be retained, a robust case is required to demonstrate an operational need for the specific facility within a five-year period.

Table 7 – Decision criteria and process to dispose or acquire

Facility type	Decision criteria guidelines	Process to acquire	Process to dispose
Critical - Administration	The facility is required to accommodate Council staff and /or democracy functions.	Compulsory acquisition (if applicable) Willing buyer/seller	Original owners Public auction, public tender, or private treaty
Critical – community	The facility is required to deliver levels of service to the community (excluding community facility). The project is signalled in the LTP or is required to meet an urgent and unforeseen need.	CFO – budgets Compulsory acquisition (if applicable) Willing buyer/seller	Original owners Public auction, public tender, or private treaty
Critical – regulatory	Signalled in the LTP or Infrastructure Strategy or is required to meet an urgent or unforeseen requirement. This includes the delivery of core services or operations. Where this is a project (i.e., a waste, or roading), business case meets cost/benefit criteria.	CFO – budgets Development Contributions Compulsory acquisition Willing buyer/seller	Original owners Public auction, public tender, or private treaty
Critical – events or community	There is an intended use for the facility identified in the LTP (either specifically or linked to a project). The facility represents a key strategic opportunity for Council. The opportunity cost of the acquisition to the Council has been considered and signed off by the Chief Financial Officer as prudent.	CFO – budgets Compulsory acquisition Willing buyer/seller Bequests	Original owners Public auction, public tender, or private treaty
Non-Critical - Commercial	The potential return on investment meets Council's expectations. The acquisition will add value to, or add financial leverage to, the overall commercial stock.	CFO – budgets Compulsory acquisition Willing buyer/seller	Original owners Public auction, public tender, or private treaty

2.2.4 Consultation

Council will apply its Significance and Engagement Policy when determining the appropriate level of engagement on decisions to acquire of facilities.

2.2.5 Transparency of decision making

Processes will be undertaken in an open and transparent manner to ensure Council is seen to be responsibly managing public facilities assets and funds.

However, the Local Government Official Information and Meetings Act 1987 requires Council to consider privacy and commercial interests (among others) when making information public.

Protecting facility owner rights with respect to land acquisition and categorisation when considering surplus facilities will often require that certain information be kept confidential. Negotiation may, in some cases, include commercially sensitive information relating to businesses, lessees, and other stakeholders.

In addition, Council will review, discuss, consider, and make decisions on commercial negotiations in a public excluded environment when there are sufficient and appropriate reasons.

2.2.6 Decision making risks

There can be significant reputational, health and safety, and financial risks to Council in facility dealings. Risk comes in many forms, whether it is financial, entering into partnerships, or in holding facilities that may be earthquake prone or subject to other hazards.

All facility decisions should be considered in conjunction with:

- Legislation and regulatory requirements.
- Guiding criteria and principles as set out in this Policy.

Facility decisions not aligned with this Policy may trigger risks to Council. This may also include fines by MBIE for not complying with the Building Act.

Responsibilities will be outlined in the relevant Service Level Agreements between the Facilities Services Team and the applicable activity group.

There are four facilities decision making activities covered in this Policy. These are:

a) Acquisition
b) Retention and management
c) Repurposing/upgrades
d) Divestment.

Facilities identified as being no longer fit for purpose or non-critical may be considered for divestment as surplus facilities.

2.3 Conflict of interest

Unless otherwise allowed by a statute, regulation or Order in Council, any officer or member of Council or any Council Controlled Organisation, including any immediate family of that officer or member ('conflicted person'), or any trustee of any trust, company, or incorporated society, controlled or owned by any conflicted person, who has an actual or apparent Conflict of Interest shall declare that conflict of interest prior to the purchase of any Council owned facility.

Except in the case that Council has resolved otherwise, the Chief Executive may choose at their sole discretion to exclude any conflicted person, trustee of any trust, company, or incorporated society, controlled or owned by any conflicted person (actual or apparent) from the purchase of any Council owned facility. For the avoidance of doubt, at the time of this policy the following officers or members of Council are considered to be conflicted by virtue of position.

a) Mayor
b) Deputy Mayor
c) Councillors
d) Community Board Members
e) Te Tatau o Te Arawa Board Members
f) Chief Executive
g) Executive Leadership Team
h) Any officer recommending/involved in the purchase or disposal of a facility.

2.4 Acquisition

Facility acquisition shall be in accordance with the facilities' lifecycle management procedure held by the Facilities Services Team.

2.4.1 Planned

It is Council's preference that acquisitions are identified, planned, and budgeted for in the Long-Term Plan or Annual Plan.

Planned acquisitions are:

- Provided for in the Long-Term Plan or Annual Plan, either as specifically identified facility/ies or in order to contribute to identified service requirements or associated with or required to enable projects contemplated by the Long-Term Plan or the Annual Plan.
- Funded from capital funding sources including, but not limited to, those identified in the Long-Term Plan, Annual Plan, and/or by development contributions or external funding (i.e. Government or private donation).
- Purchased within the financial year containing the allocated purchase budget or purchased with delegated financial authority.

2.4.2 Ad hoc

When a need to acquire facilities is identified, Council will also assess non-ownership alternatives and their consequences such as partnerships, joint ventures or leasing. A full report to the Council, applying this Policy, will be required for the consideration of the acquisition.

The process and guiding criteria will apply to any ad hoc opportunity presented to the Council to acquire a facility, through either purchase, gifting, bequest, or any other method.

2.4.3 Methods of acquisition

Council may use the following methods to acquire a facility:

Table 8 – Method of facility acquisition

Acquisition method	Description
Willing seller/willing buyer	Direct negotiation between the Council and the owner. The terms of the sale are determined by negotiation.
Compulsory acquisition	The Council can acquire buildings or land for public work through the Public Works Act 1981, with or without the agreement of the landowner, and must comply with its obligations under this legislation. This is for specific types of property for public work. The landowner is compensated in accordance with the Act.
Gifting and bequeathing	A property owner may approach the Council to gift or bequeath buildings. When deciding whether to accept a proposal to gift or bequeath, Council must decide the need for this possible new facility, how much it will cost to develop and the ongoing maintenance costs, ability to on sell if the facility becomes operationally redundant and any other obligations or conditions imposed by the owner.
Exchange	Opportunities can arise for the mutually beneficial exchange through boundary adjustments or outright 'swapping' of land, usually because of public works acquisitions. This may come with a building and obligations.
First right of purchase	The Council and the landowner enter into an agreement that the Council has the option to purchase the building prior to it being offered for sale on the open market. The agreement may be a simple exchange of letters, or it may be an encumbrance recorded on the title that sets out the terms and conditions under which the building will be offered to the Council to purchase.
Vesting	Land can be vested in the Council as a reserve because of a subdivision, usually as a recreation or esplanade reserve. This would not usually trigger a facility consideration.

2.4.4 Funding

Funding of acquisitions may be through the following sources:

a) General rates and revenue
b) Borrowings
c) Facilities' reserves including proceeds from disposal

It has been assumed that external funding is not typically available for facility acquisition.

2.5 Retention and maintenance or management

Decisions regarding the retention and maintenance of facility assets shall be based on the extent to which such assets are activity enabling or fulfils other strategic need.

The Facilities Services Team will proactively manage the portfolio in a holistic manner. It will provide an annual report to Council detailing the number of facilities held under each category, specifying the activity or purpose for which each facility is retained. Particular attention shall be given to facilities identified as having no current operational purpose.

Each facility designated for activity purposes must have an asset maintenance schedule formally approved as part of the AMP. All Council-held facility assets must be supported by a maintenance programme, which shall be incorporated into the Council's Asset Maintenance Schedule and included in the AMP, with associated funding provisions made within the LTP.

Through this process a budget is established, and transparency is provided to the elected members and the community about the standard that public facility is maintained to, what they can expect when they use it, and the associated cost.

The standard of maintenance applied to each facility shall be determined by its categorisation and intended use. Maintenance requirements may vary depending on the facilities' category, geographic location, functional use, and lifecycle stage.

As the asset owner, Council is responsible for the effective management of facilities to safeguard asset value and optimise asset lifespan.

The general maintenance standards for the four facilities classifications are defined in section 2.2.2.

Council will comply with all relevant legislative requirements, ensuring that buildings and structures meet health and safety standards, and are fully compliant with the Building Code. To support these obligations, Council shall maintain comprehensive and accurate records, enabling timely assessment of each building's compliance and operational status.

Council recognises the critical importance of robust data capture and management in enabling the ongoing assessment and effective oversight of its facilities' portfolio. This will provide quality assurance that Council is meeting its legislative obligations. Council shall:

- Implement and maintain an approved data management system for the creation, administration, and review of all leases, land holdings, and buildings.
- Use the system as authoritative evidence to inform and support Council's decision-making processes regarding facilities assets.
- Establish and maintain appropriate delegations to ensure the efficient and effective management of the portfolio in accordance with approved policies and statutory requirements.

2.6 Repurpose and upgrades

Facility repurposing or upgrades shall be in accordance with the facilities' lifecycle management procedure held by the Facilities Services Team and the Facilities AMP.

In some circumstances, as needs and demands change, Council may consider upgrading an existing facility when, for example:

- Demand or pressure on the facility use cannot be met (based on usage data).
- Demand or pressure for facilities to meet different or greater levels of needs than are currently addressed (needs assessment, demographic trends, asset performance issues).

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- There is no viable partnership to meet different or increased needs.
- There are operational issues impacting the viability of the operations (such as where there is conflict between commercial and community use).
- The building has historical value that Council is in a position to invest in.

In some circumstances, a facility may be better suited for another Council use necessitating a change of categorisation. This could be where:

- The physical design of the space or size is unsuitable for the preferred use.
- The condition of the building is good and warrants development to meet changing needs and demand.
- There is a relatively high customer satisfaction with this current facility.

In the circumstances noted above:

- A formal report must be submitted to the appropriate decision-making body for consideration of a change in facility use or categorisation.
- This should include the investment requirements to upgrade the facility to be fit for purpose and appropriately managed (separated from any upgrades required that is being housed in the facility).

If it is found that there is no identifiable benefit in transferring the facility to another category or use then Council will move to Disposal consideration.

2.7 Disposal

In order for Council to determine that a facility under its ownership is surplus to requirements, an assessment against the guiding criteria outlined in section 1.6 should be performed satisfying on balance the following:

- The facility is no longer required for its original intended purpose.
- On the balance of probabilities, there is no current or foreseeable future public benefit to be derived from retaining the facility.
- The costs associated with retaining the facility significantly outweigh any potential or realised benefits.

Like acquisition, the preference is for disposal to be identified, planned and processed in sequence with the LTP or Annual Plan. Where this is not possible, or commercially beneficial, a full report to the Council, applying this Policy, will be required for the consideration of disposal.

Disposal shall be in accordance with the facilities' lifecycle management procedure held by the Facilities Services Team.

A comprehensive due diligence process shall be undertaken to identify any potential claims on the facility/building and to determine all obligations owed to relevant parties based usually on the original method of acquisition. This process shall also include a thorough review of any contractual obligations associated with the asset, as well as an assessment of the commercial viability of disposing of the asset by sale versus leasing. The outcomes of this investigation are essential to ensure that all legal obligations are appropriately discharged prior to disposal.

2.7.1 Method of disposal

Unless otherwise resolved by full Council, or provided for by any statute, regulation, or Order in Council, any facility shall be disposed of by either public auction, public tender, or private treaty.

A market valuation should be obtained at least two months prior to the sale date. The market valuation should be used as a guideline for the reserve or sale price. In any case, any officer tasked with the disposal of facility shall dispose of that facility on a "highest value and best use" basis.

Unless otherwise resolved by full Council, or provided for by any statute, regulation, or Order in Council, any officer tasked with disposal of facility shall determine in conjunction with their Group Manager:

a) The method/duration of advertising
b) Whether a real estate agent is to be used
c) Which real estate agent is to be used
d) Whether the facility is to be publicly auctioned or tendered
e) The reserve/sale price
f) The particulars of any marketing campaign (including viewings).

If a real estate agent is to be used, then that real estate agent shall not be a member of the immediate family of any conflicted person outlined in section 2.3 of this Policy. The real estate agent and their immediate family shall also be considered to be conflicted persons.

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PART 3 Policy Review

3.1 Alignment with other policies

In addition to those noted.

Table 9 – Council policies for alignment with this Policy

Policy	Description
Asset Management Policy	Defines the principles and responsibilities that RLC applies when managing our core infrastructure assets. Policy provides the overarching framework for our 30-year Infrastructure Strategy and our infrastructure AMPs. It sets the strategic objectives for the management of our core assets and outlines the Council's commitment to continually improve the way we manage our infrastructure.
Enterprise Risk Management Policy	Council wide framework for enterprise risk management within Council, including roles and responsibilities, processes, systems, and reporting requirements.
Public Toilet Policy	Policy addresses the maintenance of public toilets located in the District including those located at cemeteries, parks, sports facilities, and commercial centres.
Significance and Engagement Policy	The purpose of a significance and engagement policy is to create a framework for local authorities to determine how significant a proposal, decision, or asset is and, therefore, what level of community engagement is required. This policy provides transparency by informing the community when and how they can expect to be involved in decision-making processes, ensuring decisions reflect community views and preferences.

Appendix 1: Definitions

Item	Definition
Acquisition	To obtain or receive a building or facility including but not limited to, purchase, compulsory acquisition, bequest, gift or other means.
Asset	In the context of local government refers to a physical component of a facility, or a collective or network of physical assets enabling services to be provided with economic life of greater than 12 months.
Asset Management Plan (AMP)	A structured document that outlines how assets will be managed throughout their lifecycle to deliver agreed levels of service in the most cost-effective manner. It details strategies, processes, and resources required for the acquisition, operation, maintenance, renewal, and disposal of physical assets owned or controlled by the Council. The plan is designed to ensure that assets support the delivery of core services and objectives, while complying with relevant statutes, resolutions, and policies. It is a supporting document for the LTP.
Core service	In performing its role, a local authority must have regard for the contribution that the following core services offer to its communities: (a) Network infrastructure (b) Public transport services (c) Waste management and minimisation (d) Civil defence emergency management (e) Libraries, museums, reserves*, and other community and recreational facilities.
Council	Rotorua Lakes Council
Council facilities	For this policy means land with building assets on it owned and controlled by Council and any freehold land without encumbrances or designations. This facility is contained in the facility asset management system.
Delegation	Delegations are set out in the Rotorua Lakes District Council Delegations Register.
Facilities asset groups	Means the asset groups defined in section 1.5 of this Policy.
Facilities asset management system	The facilities asset management system logs faults, stores building asset information, location, types, quantity, and condition, and provides lifecycle analysis function.
Levels of service	The defined service quality for a particular activity (e.g. parks and reserves) or service area (e.g. playgrounds) against which service performance may be measured. Levels of service usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.
Maintenance Schedule	A detailed timetable that specifies the timing and sequence of asset management activities, such as inspections and planned preventative maintenance. It serves as an operational tool to ensure that all tasks outlined in the AMP are carried out efficiently and within set timeframes, supporting the ongoing delivery of agreed levels of service and the long-term sustainability of Council assets.

Item	Definition
Public benefit	The utility that residents and ratepayers, and visitors receive from public property.
Repurpose	Process by which a facility designed for one purpose is redeployed for an alternative use.
Service Level Agreement (SLA)	The Service Level Agreement sets out the roles, responsibilities, and mutual expectations between Council's activity managers and the Facilities Services Team for the sound management and effective operation of the facilities.
Strategic asset	Has the same meaning as section 5 of the Local Government Act: *an asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community; and includes—* This may include social housing.
Strategic purchase	Means an acquisition planned and budgeted for the Long-Term Plan or Annual Plan.
Surplus facility	Where a facility that has been reviewed from a whole-of-organisation perspective and is assessed as no longer required for operational, strategic or investment purposes and is recommended for the disposal decision process.
Upgrades	Facility upgrades are considered when current usage cannot meet demand, when there is a need to address different or greater requirements/standards or increased service levels, no viable partnerships exist to address new needs, operational issues affect viability, or when a building's historical value justifies investment. These upgrades aim to ensure facilities remain fit for purpose and responsive to changing community needs.
Public Works Act	Public Works Act 1981 (and any amendments) which gives the Crown and Local Authorities power to acquire land from private landowners for public works. Public works may include work such as roads, schools, police stations and railways. The Act sets out a process that must be followed to make sure the rights of private landowners are protected, and the Council can ensure public works go ahead.

Appendix 2: Legislation relevant to Council facilities

Act Name	Description
Affiliate Te Arawa Iwi and Hapu Claims Settlement Act 2008	The Act, in conjunction with other Te Arawa settlements, forms the basis for the Te Arawa Partnership model within the Council, ensuring ongoing iwi involvement in council decision-making.
Building Act 2004	The Building Act governs the construction of buildings. There are several provisions in this Act that need to be considered in the disposal of facilities to ensure the council complies with the vendor's warrantees required as a part of any sale agreement. The Building Act sets minimum standards for buildings and facilities. A Building Warrant of Fitness is a statement supplied by a building owner, confirming that the systems specified in the compliance schedule for their building have been maintained and checked in accordance with the compliance schedule for the previous 12 months, and that they will continue to perform as required.
Building (Earthquake-prone Building Deadlines and Other Matters) Amendment	The Building (Earthquake-prone Building Deadlines and Other Matters) Amendment Act came into effect in November 2024. It provides a four-year extension to remediation deadlines for most earthquake-prone buildings in New Zealand. This extension, which is retroactive to April 2, 2024, gives owners more time to complete seismic work while the government reviews its broader earthquake-prone building system.
Health and Safety at Work Act 2015	The Health and Safety at Work Act 2015 (HSWA) is New Zealand's workplace health and safety law. The Act sets out the principles, duties and rights in relation to workplace health and safety. Under HSWA, a person conducting a business or undertaking (PCBU) must look after the health and safety of its workers and any other workers it influences or directs. The business or undertaking is also responsible for the health and safety of other people at risk from its work including customers, visitors, or the public. This is called the 'primary duty of care'.
Health and Safety at Work (Asbestos) Regulations 2016	The Health and Safety at Work (Asbestos) Regulations 2016 set requirements regarding asbestos contamination and managing the risk. Under the regulations the PCBU must identify the presence of asbestos if they know there is a risk of exposure.
Residential Tenancies (Healthy Homes Standards) Regulations 2019	The healthy homes standards introduce specific and minimum standards for heating, insulation, ventilation, moisture ingress and drainage, and draught stopping in rental properties.
Land Act 1948	Although largely applicable to Crown owned land, some provisions of the Land Act apply to Council owned land. Of particular note, is land that Council administers on behalf of Crown (i.e. some Reserves/Roads). In most cases reference will be made to the applicable provision of the Land Act on the property's title.

Act Name	Description
Land Transfer Act 2017	The Land Transfer Act determines the manner, procedure, and rules of the transfer of any land in New Zealand. The officer disposing of any land should take into account the relevant provisions of this Act. This may apply to the land under buildings.
Local Government Act 1974	Although largely repealed, some provisions of the Local Government Act 1974 still apply. These relate to the disposal of roads. There are several provisions regarding the stopping and disposal of different classifications of roads and the appropriate consultation and notification processes that must be followed.
Local Government Act 2002	Section 12 of the Local Government Act provides the council with the power to acquire and dispose of land for the benefit of the district and there are provisions within the Act on how consultation should be carried out. Section 189 provides the council with the power to acquire land in accordance with the Public Works Act 1981. The Local Government (Systems Improvements) Amendment Bill aims to refocus councils on "core services" to reduce ratepayer burden. The Bill significantly impacts council property portfolios by directing focus away from non-core, commercial, or social activities toward essential infrastructure, likely prompting asset reviews and potential divestment of non-essential land and buildings.
Property Law Act 2007	The Property Law Act governs the law of property within New Zealand. It is important that any officer disposing of land considers the provisions of the Act and the implications of those provisions on disposal.
Public Works Act 1981	Property acquired for public work and no longer required for that, or any other, public work must, in most cases, be offered back to the previous owner if they are still alive or to the person entitled under the will or intestacy of the previous owner. This is a requirement of section 40 of the Public Works Act 1981. This section is complex and there is considerable scope for litigation, so great care must be taken to follow the correct process for the disposal of any property acquired under the Public Works Act.
Reserves Act 1977	The Reserves Act governs the process which is required to be followed when considering/undertaking the disposal of any reserve land. The process for disposal depends on the classification of a reserve (Recreation, Local Purpose, Scenic, Scientific, etc). The Act follows the rationale that there is a higher community consultation threshold required to dispose of a reserve, as it has generally been provided to/vested in/created by Council or the Crown for a community purpose. There are some special consultative provisions provided for in this Act which the officer recommending disposal should be familiar with.
Resource Management Act 1991 replacement legislation	Proposed new legislation to replace the Resource Management Act (the Natural Built Environment Bill and the Planning Bill) will cause prioritisation of land and surplus buildings to focus on growth and aligns with focus on core property for service delivery. Councils will also need to work at the regional level strategically to integrate property assets.

Act Name	Description
Te Ture Whenua Māori Act 1993	The provisions of the Te Ture Whenua Māori Act (in conjunction with any other applicable statute/decision) may in some cases apply when undertaking consultation with tangata whenua.

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ROTORUA LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua
Facilities Strategy 2026

Project Management	
Name	Designation

Plan Prepared / Reviewed / Updated by: Facilities Services Team		
Date	Name	Designation

Council Consideration / Adoption		
Date	Minute No.	Reason / Decision

Contents

PART 1: Our present | Where we are at 3

1.1 Strategic context 4
1.1.1 Key legislation 5
1.1.2 Strategic linkages 7
1.2 Current facilities portfolio 8
1.2.1 Facilities categories 8
1.2.2 Current asset state 8

PART 2: Challenges we are facing 10

2.1 Strategic challenges 10
2.2 Facilities roles and responsibilities 11

PART 3: Our direction – Our strategy for the next 30 years 14

3.1 Overarching goal – financial sustainability 14
3.2 Portfolio optimisation to meet current and future needs 14
3.2.1 Introduction 14
3.2.2 Where we are now 14
3.2.3 Where we want to be 15
3.2.4 What we need to do 16
3.3 Transparent decision making 16
3.3.1 Introduction 16
3.3.2 Where we are now 16
3.3.3 Where we want to be 16
3.3.4 What we need to do 17
3.4 Sound asset management practices 18
3.4.1 Introduction 18
3.4.2 Where we are now 18
3.4.3 Where we want to be 19
3.4.4 What we need to do 20
3.5 Long term financial sustainability 20
3.5.1 Introduction 20
3.5.2 Where we are now 20
3.5.3 Where we want to be 20
3.5.4 What we need to do 21

PART 4: Implementing our strategy 22

4.1 Strategic actions and responses to challenges 22
4.2 Monitoring and review 24

PART 5: Appendix A – Current asset state 25

PART 6: Appendix B – Financial Sustainability Summary 29

PART 1: Our present | Where we are at

This document outlines the Rotorua Lakes Council's strategy for managing facilities. Facilities refers to the District's Council-owned portfolio of buildings, structures, and land (that is without encumbrances or designations) that relate to community leadership, destination development, community experience, RotoruaNZ, and waste services.

Our facilities include:

• Te Aka Mauri (Library and Children's Health Hub)	• Rotorua International Stadium
• Rotorua Museum	• Public toilets
• Sir Howard Morrison Centre	• Civic Centre
• Energy Events Centre	• Aquatic Centre
• Crematorium	• Community halls
• Dog pound	• i-sites
• Pensioner housing	• Recycling centre

This Strategy does not apply to facilities owned by Rotorua Airport, support water services, or leased premises.

Effective management is necessary to support services and ensure a financially sustainable portfolio that aligns with the Council's long term objectives. Transparent and sustainable investment and asset planning should be strengthened by setting clear long term objectives for the facility portfolio, enabling proactive investment and resource allocation aligned with community priorities.

This Strategy describes:

- The legal and strategic context informing facilities management.
- Council's current challenges and roles and responsibilities.
- Council's facilities management direction for the next 30 years.

The strategic themes which form the overall Facilities Strategy are:

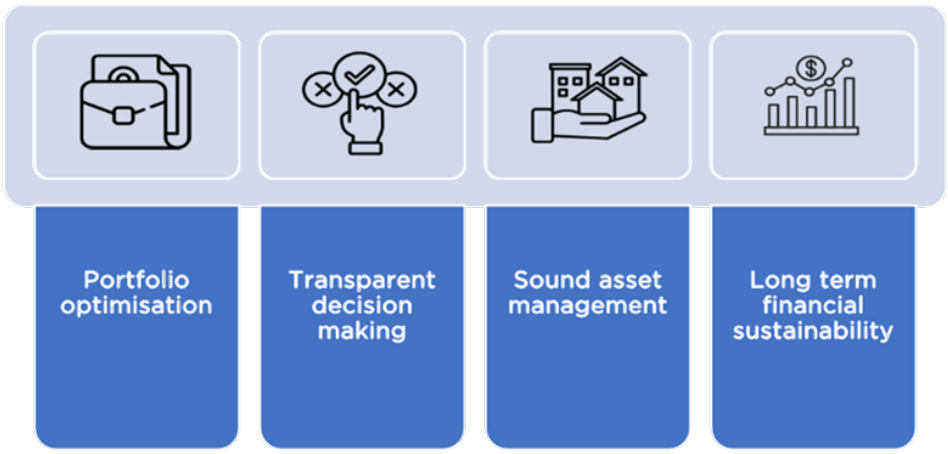


Figure 1 Facilities Strategy - strategic themes

The Facilities Strategy lays out a 30-year roadmap for our district, ensuring we not only meet all legislative obligations for Council-owned facilities but also continue to provide spaces that support service delivery, community activities, deliver essential administration functions, and enable successful event management. This long term approach will help us deliver facilities that serve our people and keep pace with the evolving needs of our community, now and into the future.

Many of our facilities play a vital role in delivering essential services required by law, such as the dog pound and the Rotorua Environmental Laboratory. At the same time, we proudly provide spaces that are highly valued and championed by our community, including Te Aka Mauri (Rotorua Library and Children's Health Hub) and the Aquatic Centre. These facilities reflect Council's commitment to both regulatory responsibilities and supporting localism and interests of our residents.

1.1 Strategic context

This Strategy has been developed alongside the Facilities Policy 2026 (Policy) and Facilities Asset Management Plan 2027 (AMP) to ensure a consistent approach to the management of Council owned facilities and to provide a framework for decision-making. This Strategy, in combination with the Policy and AMP, will lift the current facilities management practices to support evidence-based decision-making and ensure the facilities portfolio is financially sustainable.

Of the facilities which are owned, managed, and maintained by Council, some do not meet current user requirements while others require substantial investment. This necessitates Council to hold and manage facilities with a strategic focus – to support Council's long term goals and priorities.

Due to evolving service needs and other contributing factors, a number of Council-owned facilities now and in the future will not meet user requirements. This is where the assets are not effectively supporting service delivery, Council's administrative functions, facilitating community or regulatory services, or do not present significant strategic or commercial opportunities for Council at the time.

Council will therefore embed a regulatory process to optimise its facilities portfolio to better inform its role of facilities' ownership.

1.1.1 Key legislation

There are a number of laws and regulations that guide how we manage our facilities portfolio. The most relevant legislation for each of our four strategic themes is outlined in the following table. While we recognise that certain building and service delivery laws are currently being updated, these changes do not significantly affect the overall direction and goals of our strategy.

Table 1 Key legislation for strategic themes – facilities

Legislation	Portfolio optimisation	Transparent decision making	Sound asset management	Long term financial sustainability
Affiliate Te Arawa Iwi and Hapu Claims Settlement Act 2008				
Building Act 2004				
Building (Earthquake-prone Building ** Deadlines and Other Matters) Amendment				
Health and Safety at Work Act 2015				
Residential Tenancies (Healthy Homes Standards) Regulations 2019				
Land Act 1948				
Land Transfer Act 2017				
Local Government Act 1974				
Local Government Act 2002 **				
Property Law Act 2007				
Public Works Act 1981				
Reserves Act 1977				
Resource Management Act 1991**				
Te Ture Whenua Māori Act 1993				

Key:	Undergoing change **	Minimal (if any) impact	Direct impact	Partial impact

1.1.2 Strategic linkages

The relationship between Council's vision, our community outcomes, strategies, and how they guide Council's policies and plans, and the delivery of activities is shown in the framework diagram below.

This illustrates how Council's vision connects with our community outcomes and strategies, shaping the policies, plans, and activities we deliver. This clear relationship will ensure that everything we do is aligned with what matters most to our community, helping us work together towards strengthened facilities management.

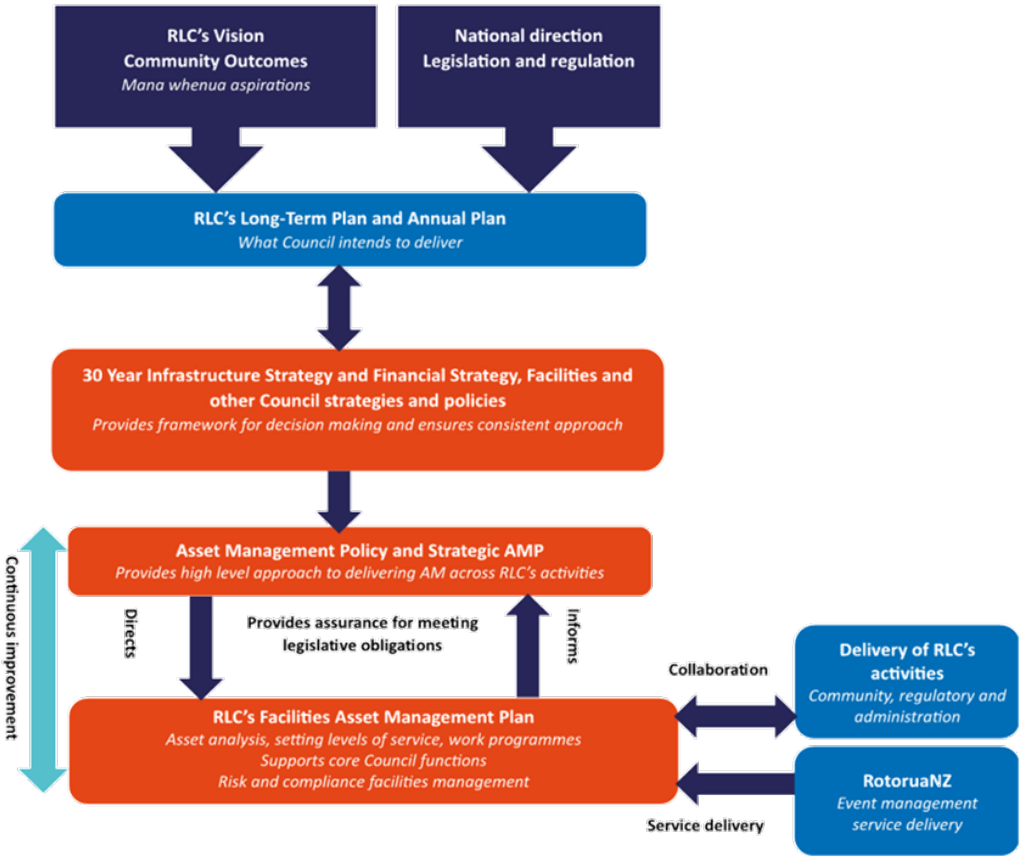


Figure 2 Strategic linkages diagram for facilities portfolio

1.2 Current facilities portfolio

1.2.1 Facilities categories

Our facilities play a vital role in supporting a range of community needs and activities, with each facility shaped by unique decision drivers and public benefit outcomes. To help us manage these effectively, we have grouped facilities into categories based on their status and function based on standard local government practices. By organising our facilities in this way, we can ensure that similar assets are managed using consistent processes, allowing us to develop targeted plans and procedures that address the needs of each group as a whole. This approach not only streamlines our management efforts but also helps us deliver better outcomes for our community.

The four broad asset groups are summarised in the following table.

Table 2 Facilities asset groups

Asset group	Sub-group	Description
Critical - Events		For the provision of event and venue management by RotoruaNZ
Critical - Administration		Accommodates Council staff and provides for the democracy function
Critical – Activity Enabling	Community	Where Council provides a service/experience to the community
	Regulatory	Where Council meets a regulatory requirement
Non-Critical	Community value	Social/community benefit provided by the facility
	Revenue generation	Strictly landlord/tenant relationship, managed as a commercial relationship
	Other	No future requirement, review for disposal (alignment with LTP priorities are no longer there)

1.2.2 Current asset state

The current state of Council facilities is outlined in Part 5, which provides an overview of age, condition, and performance based on available data. For comprehensive technical details and asset management approaches, refer to the Facilities AMP. Key findings indicate that:

- Most buildings are over halfway through their lives although many have been redeveloped.
- Most buildings are in reasonable condition (where assessed) with very poor and poor ratings less than 20%, except for community halls and Youth Centre.

- Facilities' compliance with legislative requirements is assessed through annual BWOF and specific surveys such as asbestos and meeting Healthy Homes Standards.
- There is mixed asset performance across the portfolio unless the building has recently been redeveloped.

These findings inform future planning and investment priorities to ensure Council facilities continue to meet community needs and regulatory obligations efficiently and sustainably.

PART 2: Challenges we are facing

2.1 Strategic challenges



Figure 3 Word cloud of key issues

The facilities portfolio faces a series of strategic challenges, as identified through comprehensive internal stakeholder engagement. Nine key issues have emerged, each representing a critical area requiring attention to ensure the effective management and future sustainability of Council assets. These challenges are visually depicted in the above image and detailed in the subsequent summary table, providing a clear overview to inform ongoing strategic planning and operational decision-making.

Table 3 Summary of key issues

Key issue	Description
Roles and responsibilities	A lack of clarity and consistency about which parts of the business are responsible for facilities as opposed to activities.
Reactive	Council's general response to property asset management is in the reactive rather than the planned/proactive space.
Utilisation	Some of the properties/facilities have relatively low utilisation rates which makes it difficult to justify large investment decisions.
Maintenance and renewals planning	There was a general perception that priorities for planned maintenance and renewal across the facility portfolio were not clearly defined and understood.
Systems and processes	The process of logging building related faults or maintenance requests for work does not seem to be very functional.
Geothermal environment	Rotorua's unique environment from its geothermal activity has a corrosive effect on building materials and electronic components. This impacts on the performance of these asset components.

Key issue	Description
Asset condition	A number of facility users had issues with the general understanding of asset condition or the management of asset components in poor condition.
Strategic Investment	There was the need for clarity for the long term/future direction Council wants to take with facilities within its portfolio.
Financial Sustainability	An overarching theme that is brought about by asset condition, strategy, renewal planning, systems, and processes is that it is largely unclear for most facilities what financial investment is needed and when.

2.2 Facilities roles and responsibilities

The roles and responsibilities for managing the facilities portfolio are outlined in the table below, including RotoruaNZ's contribution as a service provider for event management. Within Council, there is a clear and practical division: activity managers are responsible for delivering services to the community or fulfilling regulatory duties in their capacity as tenants, while the Facilities Services Team takes on the role of landlord, overseeing the asset's upkeep and condition. This structure helps ensure everyone understands their part in maintaining and improving our facilities for the benefit of all users.

Table 4 Council facilities related roles and responsibilities

Council team	Facilities role	Responsibilities
Council elected members	Governance decision making	Represent the interests of the community. Adopt Facilities Policy and Facilities Strategy. Review, approve and/or adopt Annual Report, Annual Plan, Long-Term Plan (LTP), Infrastructure Strategy. Provide strategic governance oversight of operational and capital expenditure. Approve the acquisition, repurpose, and disposal of Council owned buildings.
Executive Leadership Team	Strategic decision making	Agree RLC's Facilities Policy and Strategy (ensuring alignment with LTP), and present them to Council for approval. Agree RLC's AMPs. Provide strategic oversight, monitor and review the operational performance against the Strategy and improvement plans. Implement the Policy and Strategy, within the financial resources. Ensure appropriate facilities management capability and capacity is developed to meet current and future needs. Maintain accountability mechanisms.

Council team	Facilities role	Responsibilities
Council's Activity Managers	Tenant or client user	Responsible for aspects of the facility that fall within the activity and delivery of the associated levels of service. This includes plant and equipment such as information technology, furniture and service technology like EFTPOS. Proactively monitor and report on the utilisation of the facility. Identifies any facility upgrades, works collaboratively with the Facilities Services Team to understand the current asset state for preparation of a business case to gain formal approval through the LTP planning process. Work collaboratively with Council's Facilities Services Team so they understand users' requirements, specific for their activity. Provide prompt reporting of any facilities asset related issues through the online facilities maintenance portal (currently SeeStuff).
Council's Facilities Services Team	Landlord or asset owner	Responsible for the strategic management of the entire facility's lifecycle (acquisition, retention, repurpose, and disposal) to support core Council functions. Conduct regular evaluation and review of facilities portfolio. Planning for acquisitions, maintenance, and disposal. Ensures the legal compliance of the facilities. Seeks to optimise benefit and financial efficiency on public assets. Support the Policy through the application of sound asset management practices including AM plans, data, systems and processes. Undertake timely and prudent maintenance and renewal planning tasks that are evidence based. Provide facilities management of Council's buildings. Provides information on the current asset state to the activity managers to support any facility upgrades. Work collaboratively with Council's activity managers to ensure provision of an adequate and safe facility that supports services. Provide access for the activity managers to log and track faults in online facilities maintenance portal (SeeStuff).
Council's Finance team	Financial management oversight and approval	Supports the facilities management process by providing prudent financial management, fund sourcing and management, and assessing cost-effectiveness and financial risk. Integrates proposed facilities decisions into the LTP and Annual Plan. Provide due diligence support.

Council team	Facilities role	Responsibilities
RotoruaNZ	Service provider or asset custodian	Provides event and venue management of the Energy Events Centre, Sir Howard Morrison Centre, and i-site centres for Rotorua Lakes Council. The service delivery arrangement is set out in a Service Level Agreement.

While the new management structure outlines broad roles and responsibilities, there remains some uncertainty and inconsistency regarding which teams within Council are accountable for different aspects of our facilities. Refining clarity on roles and responsibilities is part of the asset management improvement programme.

PART 3: Our direction – Our strategy for the next 30 years

3.1 Overarching goal – financial sustainability

Ensuring the long term financial sustainability of our facilities is at the heart of our Facilities Strategy. The strategic themes portfolio optimisation, transparent decision making, and sound asset management practices are designed to build upon one another; each step supporting the next as we work together towards achieving the important goal of financial sustainability for our community.

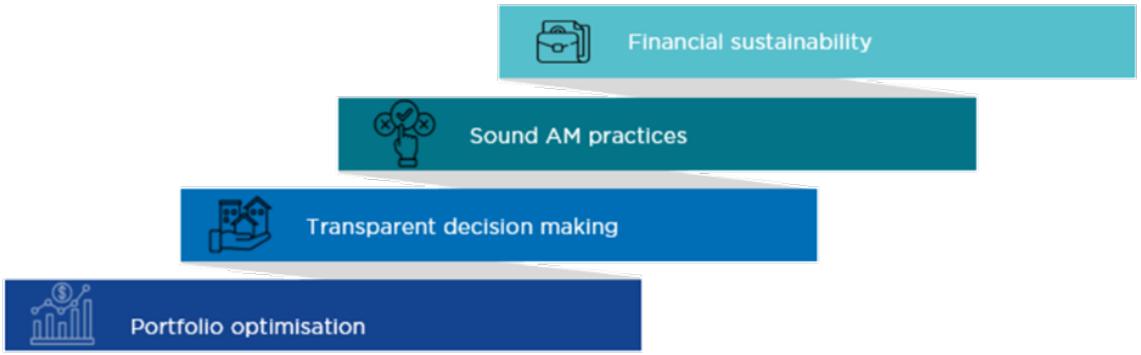


Figure 4 Strategic theme hierarchy

3.2 Portfolio optimisation to meet current and future needs

3.2.1 Introduction

By optimising our facilities portfolio, we will make sure that our existing facilities are well looked after and continue to support the core needs of Council. At the same time, we will be able to identify any facilities that are not essential, or those that are not quite meeting the levels of service our community expects. This approach helps us focus our resources where they matter most, ensuring our facilities remain fit for purpose both now and into the future.

3.2.2 Where we are now

In the past, we have tended to hold onto facilities that may not always serve Council's core functions or match our community's current and future needs. Right now, we do not have a complete, big-picture overview of our facilities portfolio, which makes it challenging to make well-informed decisions. This has meant that, from time to time, decisions have been made reactively and, on a case-by-case basis, often in response to individual business cases that aim to address long-standing issues.

We have made some important progress recently as we work towards optimising our facilities portfolio.

First, we carried out an extensive engagement process with our internal stakeholders, which helped us to identify nine key issues that are shaping our approach (find more details in Section 2.1).

To support these efforts, we have also developed a robust prioritisation framework. This allows us to rationalise and optimise our existing facilities portfolio by applying a clear set

of guiding criteria. Our goal is to ensure each facility is assessed fairly and transparently, so we can make decisions that best serve our community both now and in the future.

3.2.3 Where we want to be

We want to make sure that we are making the best use of Council's resources by managing our facilities in a thoughtful and consistent way. To help with this, we have classified the facilities portfolio into four classifications for critical and non-critical based on guiding criteria.

We have used a clear and repeatable process based on prioritisation scores. This approach will guide how we look after each facility and ensure we are putting our efforts where they are needed most.

Table 5 Facility classifications

Facility Score	1.0 to 1.99	2.0 to 2.99	3.0 to 3.99	4 to 5
Critical Classification	Unimportant asset	Low importance asset	Important asset	High importance asset
Non-Critical Classification	Under performing	Low performing	Marginally performing	High performing

The management regimes can then be set based on the four classifications so Council resources can be used wisely:

Table 6 Facilities management approach by classification

Facility type	Facility classification	Management regime
Critical	High importance asset	A priority, high value/utilised facility is managed in a proactive manner and funded to meet higher level of service needs.
	Important asset	Maintain to assigned level of service.
	Low importance asset	Review asset and activities. Managed to keep safe and compliant. Need to consider long term viability.
	Unimportant asset	Low alignment to Council direction/strategy. Need to consider divestment of asset.
Non-critical	High performing	A high performing facility that is managed in a proactive manner and funded to meet agreed level of service needs and/or agreement/leasing obligations.
	Marginally performing	Maintain to agreed level of service to meet agreement/leasing obligations.
	Low performing	Review asset and activities. Managed to keep safe and compliant. Need to consider long term viability.
	Under performing	Low alignment to Council direction/strategy. Need to consider divestment of asset. Align with agreement/leasing expiry dates.

3.2.4 What we need to do

We need to take the following steps to optimise the facilities portfolio:

- Develop a clear long term path for each of our facilities. This will help us manage and invest wisely, so we can address risks and make sure each facility is fit for purpose.
- Show how each facility fits within the Council's Facilities Strategy and Policy. This way, everyone can see the role each facility plays and how it supports our overall goals.
- Prioritise all Council facilities, helping us decide where investment is needed now and in the future. This ensures we put our resources where they will have the greatest impact.
- Ensure investment is in line with Council's strategic direction and focuses on our highest priority facilities.
- Keep working on our RLC Facilities Strategy and Policy, setting out a clear, long term plan for each of our facilities.

3.3 Transparent decision making

3.3.1 Introduction

Transparent decisions rely on openness, clarity, and accountability. For Council, being open about how and why decisions are made is crucial. This openness helps prevent misunderstandings or disagreements, and it builds trust by making sure we are answerable to the community. By planning and managing our facilities in an open, fair, and responsible way, we can ensure that our approach reflects community needs, is sustainable for the future, and aligns with our shared values.

3.3.2 Where we are now

We have developed a Facilities Policy which will be supported by robust internal procedures to guide decision making and ensuring our facilities are managed in line with our service's needs. This approach will help us make well-informed choices that best support our communities and operational goals.

Our decisions will be grounded in a clear understanding of the costs, risks, and investment priorities associated with each facility. We aim to avoid decisions driven primarily by personal connections or community sentiment towards particular buildings, especially those located on reserves. Instead, we will focus on what delivers the greatest value for the wider community.

We are committed to taking a proactive and planned approach to facilities management, reducing the need for reactive solutions and ensuring our actions are both thoughtful and strategically aligned.

3.3.3 Where we want to be

We are committed to building trust and confidence in Council by making responsible decisions about our public facility assets and the funds we manage. Our aim is to:

- Make decisions about our facilities in an open and transparent way, except where privacy or commercial interests need to be protected.

- Clearly explain why we select certain projects and how we allocate resources, helping everyone understand the reasoning behind our choices.
- Prioritise risk management, and make sure our actions comply with relevant laws and regulations.
- Closely align facilities decision-making with Council's broader strategic goals and planning.
- Take responsibility for facilities management, making sure our actions are accountable and reflect community expectations.
- Work together across Council teams to help ensure our facilities run smoothly for everyone's benefit.
- Strive for consistent service levels at all our facilities, supporting reliable activity delivery across the board.
- Make decisions informed by understanding of risks, through priority identification and meaningful data.

3.3.4 What we need to do

To ensure our decisions are both fair and effective, Council needs to base its actions on a well-defined framework. This means planning ahead, using sound evidence, and making choices that can be clearly explained and justified. By taking this approach, we can show our community that our decision making is transparent, reliable, and built on solid reasoning.

Establish clear decision-making processes for:

- Follow Council delegations, policies and procedures for decision making.
- Regular reviews of the optimisation and needs information provided by the Facilities Services Team.
- Consider alignment with Council's legislative and regulatory responsibilities.

Establish clear roles and responsibilities to:

- Define roles and responsibilities for facilities management including demarcation with other responsibilities (building functions).
- Clearly differentiate and describe the roles and responsibilities relating to the maintenance works that occur at each site – these should be standard and consistent across similar facility types.
- Implement functional Service Level Agreements and provide a feedback process to look for any opportunities to improve.
- Establish transparent criteria for planned maintenance which will help reduce reactive works and unplanned costs, fostering better collaboration between activity managers and facility teams.
- Develop, agree upon, and apply service levels and management strategies to guide planned interventions, maintenance, and investment decisions across the facilities portfolio.

Portfolio approach:

- When considering benefits, risks, and return on investment; or divestment.
- Wherever possible, consider acquisition or disposal of facilities in alignment with the strategic planning budgets, cycles, and priorities.

- Allow stakeholders to understand the rationale behind decisions and provide meaningful input through public consultation, accessible documentation, and clear communication channels.

Data and evidence-based decision making:

- Each facility to have long term plan information.
- All facility acquisitions require a business case including, as a minimum, outline of the facilities' asset group, assessment against the guiding criteria and principles, an outline of the public benefits and Long-Term Plan priorities, consideration of any implications, and details of the acquisition and disposal process – whole-of-life / lifecycle costs.
- Every facility acquisition needs a business case following the Facilities Policy and explaining the public benefits and Long-Term Plan priorities.
- Be informed by evidence / business cases where there are alternative views of facility investment from Council departments.

3.4 Sound asset management practices

3.4.1 Introduction

At Council, we are committed to taking a structured and thoughtful approach to managing our assets, guided by our Asset Management Policy. This approach helps us apply best practices across all our infrastructure assets, including our facilities.

It is important to us that our infrastructure is kept in good, reliable, and safe condition for everyone's benefit. We also recognise that ongoing investment is necessary to ensure our assets continue to deliver the services our communities expect, meet all legislative requirements, and remain resilient in the face of any challenges or disruptions.

3.4.2 Where we are now

Our new management structure provides an opportunity to align our asset management activities and operational approaches within a cohesive framework. By putting robust data systems, dedicated people, and streamlined processes in place, we are taking a more unified and effective approach to caring for our facilities portfolio for the benefit of our community.

The current state of various asset management practices for the facilities portfolio is summarised in the table below.

Table 7 Current AM Practices – facilities

Current AM practices - recently completed initiatives	Areas for improvement
✓ Facilities Policy, Strategy, and AMP developed. ✓ Asset condition surveys (completed in October 2025). ✓ Asset data recorded in RLC's buildings asset management system and reconciled to physical assets on site for recent upgrades.	× Backlog of maintenance/renewals. × Facilities managed reactively rather than planned/proactively. × Assets, including critical components are in poor condition or failing, that need replacement. × Planned maintenance tasks not always visible to client users.

Current AM practices - recently completed initiatives	Areas for improvement
✓ Annual compliance checks for Building Warrant of Fitness completed. ✓ Asset performance assessments completed including asbestos surveys and meeting healthy homes standards.	× Lack of clear budgeting to understand how facilities are being managed to meet basic service levels. × Long term Investment Plan does not reflect Asset Improvement Strategy.

3.4.3 Where we want to be

One of our main priorities is to enhance our asset management practices across the facilities portfolio. By doing this, we can make well-informed decisions that ensure our facilities remain financially sustainable. This approach will allow us to clearly understand the financial position of each facility, as well as the overall portfolio, using reliable asset data.

The approach includes the following key workstreams:

- **Asset condition:** the condition of critical building assets is proactively monitored and recorded to enable proactive renewals.
- **Reactive maintenance**: reactive and planned maintenance works are analysed and trends reported on.
- **Renewals planning**: there is a rolling multi-year renewals programme to replace assets in poor condition, or with high fault history, and address asset performance issues.
- **Asset management planning**: the Facilities AMP has a picture of current asset state, takes a portfolio view, and provides justification for the 10-year opex and capex financial forecasts.

At present, our asset management maturity for the facilities portfolio has been reviewed and is currently at a basic level. In line with RLC's Asset Management Policy, we are aiming to raise this maturity to a core level for our buildings, while maintaining a basic level for land assets. The diagram below provides a visual overview of these target levels and supports our ongoing commitment to improving asset management practices for the benefit of our community.

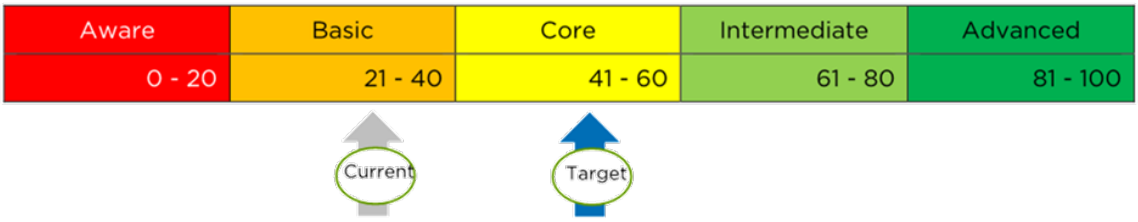


Figure 5 Current and target AM maturity

3.4.4 What we need to do

We need to take the following steps to lift the current AM practices for the facilities portfolio:

- Asset condition - Develop and fund inspection regimes that keep the condition data up to date so that decisions can be made with accurate information.
- Asset Data – Recorded on RLC's buildings asset management system. Reflects physical assets on site. We know what assets we have, where they are located, and how they are performing.
- Reactive maintenance - Develop maintenance and renewals plans based on condition and asset servicing requirements.
- Renewals planning – Develop a renewals programme with cost estimates based on asset condition data, asset life cycles, and estimated remaining useful life.
- Asset management planning – Developed the Facilities AMP based on best information available, including the completed condition survey. It includes 10-year opex and capex financial forecasts consistent with industry best practice.

3.5 Long term financial sustainability

3.5.1 Introduction

To ensure we can continue to invest in facilities that meet the needs of our community now and into the future, Council is committed to managing our finances responsibly, operating efficiently, and making the best use of our resources.

3.5.2 Where we are now

We have developed a Facilities Policy and a framework to support long term financial sustainability. This approach builds on the foundations set by the previous three strategic themes and will help us manage our assets responsibly so they continue to meet the needs of our community now and into the future.

The current state of our assets in terms of financial sustainability has been assessed in terms of replacement cost, annual depreciation and maintenance costs and summarised in Appendix B. This shows that the annual forecast renewals are slightly higher than the annual depreciation. This reflects the impact of asset condition rather than asset age only to drive renewals.

3.5.3 Where we want to be

We will manage our facilities portfolio with care, making sure our approach is both financially responsible and sustainable. Our focus is on getting the best value from our investments, while also keeping risks and costs to a minimum. This means we regularly review our assets to avoid holding onto facilities that are no longer useful or are underused, and we work proactively to prevent unexpected expenses from sudden asset deterioration. By doing so, we ensure our resources are directed where they will benefit our community most, now and into the future.

3.5.4 What we need to do

To ensure long term financial sustainability, we need to build on the other three themes by taking the following steps:

- Balance operational and services facility requirements with prudent investment decision making.
- Accept oversight support from the Finance Team to manage risk and sourcing funding for Council's facilities.
- Ensure financial alignment with broader financial strategies.
- Create a comprehensive 10-year financial plan for operating and capital expenditures, using a bottom-up approach for detailed forecasting and a top-down review for strategic alignment.
- Present a clear financial sustainability picture of each facility and the entire portfolio which clearly describes the level of subsidisation Council is satisfied to support.
- Review all lease information to ensure the terms are up to date and generating a reasonable return.
- Asset decommissioning is a critical phase in the lifecycle management of facilities, ensuring secure disposal of equipment, protecting data and sensitive information, complying with regulatory requirements, and potentially recouping value through reuse (resale) of equipment.

PART 4: Implementing our strategy

4.1 Strategic actions and responses to challenges

The table below provides a handy overview of the key actions and their timing that support our strategic themes. Many of these initiatives will come into effect with the adoption of RLC Facilities Policy, helping us move forward together with a clear direction.

Table 8 Summary of strategic actions

Strategic theme	Action no.	Action description	RLC responsibility	Start date	Completion date
Portfolio optimisation	1.1	Adopt RLC's Facilities Policy and Strategy to set the framework for sound decision making. It is intended to be adopted by Council in mid-2026.	Group Manager Infrastructure and Assets	September 2025	August 2026
	1.2	Prioritise all Council facilities to guide current and future investment.	Facilities Services Manager	September 2025	August 2026
Transparent decision making	2.1	Establish clear decision-making processes to ensure alignment with Council's legislative and regulatory responsibilities. The processes will support the Facilities Strategy and Policy.	Facilities Services Manager	April 2026	October 2026
	2.2	Take a portfolio approach for managing the existing facilities and consider benefits, risks, and return on investment; or divestment.	Group Manager for relevant activity	April 2026	October 2026
	2.3	Define roles and responsibilities for facilities management including demarcation with other responsibilities (building functions).	Group Manager for relevant activity	April 2026	October 2026
	2.4	Implement functional Service Level Agreements between the activity managers and Facilities Services team. Provide a feedback process to look for any opportunities to improve.	Facilities Services Manager	July 2026	December 2026

Strategic theme	Action no.	Action description	RLC responsibility	Start date	Completion date
	2.5	Every facility acquisition needs a business case following the Facilities Policy and explaining the public benefits and Long-Term Plan priorities. Consider whole-of-life costs.	Group Manager for relevant activity	April 2026	Ongoing
Sound AM practices	3.1	Develop and fund inspection regimes that keep the condition data up to date so that decisions can be made with accurate information. Reconcile asset data with physical assets.	Facilities Services Manager	April 2026	Ongoing
	3.2	Develop maintenance and renewals plans based on condition and asset servicing requirements.	Facilities Services Manager	November 2025	October 2026
	3.3	Develop a renewals programme with cost estimates based on asset condition data, asset life cycles and estimated remaining useful life.	Facilities Services Manager	November 2025	October 2026
	3.4	Develop the Facilities AMP based on the best information available, including the completed condition survey, and include 10-year opex and capex financial forecasts consistent with industry best practice.	Manager Strategic Planning for Infrastructure & Assets	October 2025	December 2026
Financial sustainability	4.1	Present a clear financial sustainability picture of each facility and the entire portfolio which clearly describes the level of subsidisation Council is satisfied to support.	Facilities Services Manager	November 2025	August 2026
	4.2	Review all lease information to ensure the terms are up to date and generating a reasonable return.	Facilities Services Manager	July 2026	December 2026

4.2 Monitoring and review

This Facilities Strategy represents our current and best understanding of the challenges facing RLC and is based on the most reliable information we have at this time. We acknowledge that our facilities portfolio may not always have fully complete or entirely accurate data to guide this strategy. As we continue to learn more about our assets and adapt to the evolving needs of our community, we will update our approach accordingly.

To ensure our strategy remains relevant and effective, we are committed to formally reviewing it every three years, in line with Council's Long-Term Plan process. We look forward to working with our community and stakeholders as we navigate these challenges together.

PART 5: Appendix A – Current asset state

Key: ✓ Achieved target ✗ Not achieved target

No data, new measure or not measured	Achieved	Needs attention	Not achieved

Table 9 Current asset state – facilities

Asset groups	Age	Asset condition	Asset performance
All	N/A	✓ Formal condition assessment completed in October 2025 for RLC's buildings (except for community halls, pensioner housing and public toilets as undertaken separately). It includes cost estimate and timing for work to be undertaken.	✓ Asbestos management surveys are undertaken every five years on rolling programme. ✗ Compliance with legislative requirements through annual BWOF not fully achieved due to occupancy checks not completed in 2024/25.
Events	Energy Events Centre - It was built in 2007. Roof replacement in 2021 and refurbishment of toilet amenities in 2025.	✓ 8% in very poor and poor condition (4 and 5 ratings) ✓ 92% in moderate, good and very good condition (1 to 3 ratings)	✗ Not functional for modern conference or sports use, with limited investment since its initial build. ✗ Impacted by Rotorua's unique geothermal environment.
	Sir Howard Morrison Performing Arts Centre – The building was originally built circa 1940 and repurposed in 2014 as a performing arts centre. Recently redeveloped between 2017 and 2022 for earthquake strengthening and facility upgrades.	✓ 5% in very poor and poor condition (4 and 5 ratings) ✓ 95% in moderate, good and very good condition (1 to 3 ratings)	✓ Sir Howard Morrison Performing Arts Centre reopened in February 2023 after seismic strengthening works were completed. ✗ Equipment corrosion due to geothermal impact.

Asset groups	Age	Asset condition	Asset performance
Administration 	Civic Centre - Building was constructed in 1986 so about halfway through its life. It has recently been refurbished.	✓ 4% in very poor and poor condition (4 and 5 ratings) ✓ 96% in moderate, good and very good condition (1 to 3 ratings)	× Recent issues (such as HVAC failures, roof leaks) impacted public access to vital democratic space.
Activity enabling buildings Community 	Rotorua Museum - The facility is currently closed as undergoing major upgrade.	NA as under redevelopment	× The geothermal environment presents unique challenges, requiring innovative design and materials to resist corrosion.
	Te Aka Mauri (Rotorua Library and Children's Health Hub) - It was originally constructed in 1957 and underwent refurbishment in 1991. It was then redeveloped to 'Te Aka Mauri' in 2018, integrating library services with health facilities.	✓ 4% in very poor and poor condition (4 and 5 ratings) ✓ 96% in moderate, good and very good condition (1 to 3 ratings)	× Long standing deferred maintenance and renewals impacting critical components i.e. HVAC, lifts.
	Aquatic Centre – It was constructed in circa 1980 and major revitalisation works completed in 2024 (for 2 stages).	✓ 1% in very poor and poor condition (4 and 5 ratings) ✓ 99% in moderate, good and very good condition (1 to 3 ratings)	✓ Functionality –The completed Stage Two of the revitalisation ensures modern facilities. ✓ Stage Three (future) is deferred. It includes leisure features such as hydroslide, bomb pool, and gym.
	Rotorua International Stadium – Mixed ages relating to the development of the complex. It was originally built in 1911 and buildings were developed in two stages. The original grandstand was constructed in 1972/73 with major development in 2000.	✓ 1% in very poor and poor condition (4 and 5 ratings) ✓ 99% in moderate, good and very good condition (1 to 3 ratings)	✓ Seismic performance - Rotorua International Stadium meets seismic standards. × Stadium not well utilised × Long standing deferred planned maintenance and renewals.

Asset groups	Age	Asset condition	Asset performance
	Rotorua Sportsdrome – It was originally constructed around 1970 and refurbished between 2017 and 2019.	× 10% in very poor and poor condition (4 and 5 ratings) × 90% in moderate, good and very good condition (1 to 3 ratings)	× Highly utilised highlighting supply deficit for indoor courts.
	Public toilets – Various ages	× Condition site assessed in 2023 (not cost estimate or timing when work to be undertaken). × 17% of public toilet assets are in poor condition (grade 4 and 5). × 83% of public toilets are in moderate, good and very good condition (1 to 3 ratings).	× There is maintenance backlog, and no painting has been undertaken for many years.
Activity enabling buildings regulatory	Rotorua Crematorium - It opened in 1963 and the cremator was recently replaced in 2020 including the building housing it.	× 18% in very poor and poor condition (4 and 5 ratings) × 82% in moderate, good and very good condition (1 to 3 ratings	✓ No asset performance issues identified with the new building housing the cremator.
	Dog Pound –plans to redevelop the facility due to multiple asset performance issues.	× 16% in very poor and poor condition (4 and 5 ratings) × 84% in moderate, good and very good condition (1 to 3 ratings)	× Functionality - the pound configuration does not support how it operates or meets regulatory requirements. × Health, safety and security enhancements needed for both staff and animals.
	Recycling Centre - relocating waste operations to a closed landfill site to improve service delivery and land use efficiency.	N/A as being relocated	N/A as being relocated

Asset groups	Age	Asset condition	Asset performance
	Hinemoa carpark building – It was constructed in 1996 and comprised of three levels of parking.	✓ 7% in very poor and poor condition (4 and 5 ratings) ✓ 93% in moderate, good and very good condition (1 to 3 ratings)	× Car park building is underutilised. × Safety and operational issues.
	Rotorua Environmental Laboratory - It was constructed in 2004 so is now over 20 years old.	Not assessed in October 2025 survey as clarification needed with three water reforms as located on wastewater treatment plant site.	× Lab operates in a corrosive environment, leading to frequent equipment failures and space constraints. × Air quality and temperature control vital for lab operations.
Non activity enabling buildings	Pensioner housing - The housing blocks have been built since 1956, 1970s and 1980s to 2006. Most are concrete construction so the structure will generally still function after its life has been exceeded. Other major asset classes are replaced with rolling programmes based on deterioration.	Not assessed in October 2025 survey as progressing to management by service provider.	✓ Pensioner housing - Working through heat pump installation in the 122 occupied units to comply with Healthy Homes requirements.
	Community halls – Various	✓ Condition survey completed in 2023. × 21% in very poor and poor condition (4 and 5 ratings) × 79% in moderate, good and very good condition (1 to 3 ratings)	× Some halls are in poor condition and have heritage / cultural significance.
	Youth Centre – 1970s	× 29% in very poor and poor condition (4 and 5 ratings) × 71% in moderate, good and very good condition (1 to 3 ratings	× Recent upgrades have improved the facility, but structural issues (e.g., roof condition) persist.

PART 6: Appendix B – Financial Sustainability Summary

Table 10 Financial Summary Table

Facilities Asset Grouping	Optimised Replacement Cost ($) (a)	Annual Depreciation ($/yr) (b)	Annual Forecast Renewals ($/yr) (c)	Appropriate Annual Maintenance Cost ($/yr) (d)
Critical - Events	$147,410,200	$3,862,147	$2,931,872	$1,465,936
Critical - Administration	$31,315,160	$667,830	$909,500	$454,750
Critical – Regulatory	$41,102,400	$466,700	$721,597	$360,799
Critical – Community	$250,366,600	$5,395,398	$4,613,034	$2,306,517
Non-Critical	$93,481,220	$1,344,795	$1,647,919	$823,960
TOTAL	**$563,675,580**	**$11,736,870**	**$10,823,922**	**$5,411,961**

Notes:

- (a) Datasets are not complete with some buildings not included in the 2025 Property & Facilities Valuation such as the Rotorua Museum, Rotorua Environmental Laboratory and Blue Baths. Some values have been adjusted as different methods of calculating Replacement Costs were used.
- (b) Annual depreciation taken from RLC's corporate system provided by Finance team.
- (c) Annual Forecast values were based on the preferred investment option 2.
- (d) Appropriate Annual Maintenance Cost values were based on buildups of PPM, building washdown, reactive, and geothermal costs.


ROTORUA LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua
Draft Facilities Divestment Policy 2026

Council Consideration / Adoption		
Date	Minute No.	Reason / Decision

1. Purpose

The purpose of this Policy is to establish a consistent, transparent, and robust framework for assessing, declaring, and divesting Council-owned property and facilities that are surplus to Council requirements.

This Policy aims to ensure that property divestment decisions:

- Support Rotorua Lakes Council's strategic objectives and service delivery requirements.
- Deliver value for money and responsible stewardship of public assets.
- Consider current and future community needs and benefits.
- Recognise strategic, historical, cultural, and mana whenua interests associated with land.
- Comply with all legal, statutory, contractual, financial, and governance obligations.
- Are undertaken in a transparent, fair, and accountable manner.

2. Scope

This Policy applies to all Council-owned facilities, buildings, improvements, and associated property assets under the control of Rotorua Lakes Council.

This Policy should be read in conjunction with:

- The Local Government Act 2002.
- The Public Works Act 1981.
- The Reserves Act 1977.
- Rotorua Lakes Council's Facilities Policy.
- Rotorua Lakes Council's Facilities Strategy.
- Council's Delegations Register.
- Council's Conflict of Interest Policy.
- Council's Significance and Engagement Policy

3. Policy Principles

Council will manage property divestments in accordance with the following principles:

3.1 Strategic Alignment

Property divestment decisions shall support Council's strategic priorities, service delivery requirements, and long-term planning objectives.

3.2 Community Outcomes

Council shall consider the current and future public benefit derived from retaining or disposing of property.

3.3 Best Public Value

Council shall seek to achieve the greatest overall value for the community and Council, taking account of financial, strategic, social, cultural, and environmental considerations.

3.4 Transparency and Accountability

Property divestment decisions shall be supported by documented evidence, appropriate due diligence, and approved governance processes.

3.5 Legal Compliance

Council shall ensure that all statutory, contractual, fiduciary, and other legal obligations are identified and satisfied before any divestment occurs.

3.6 Strategic and Cultural Considerations

Council recognises that surplus property may have strategic, historical, cultural, community, or Māori land significance that extends beyond its operational use.

Accordingly, Council shall assess the wider significance of property before determining the appropriate disposal pathway.

Relevant mana whenua interests shall be identified and considered as part of the assessment process to ensure Council understands the nature, history and potential strategic value of the property before making a disposal decision.

Engagement undertaken under this Policy is intended to inform Council's understanding of a property's significance, opportunities and constraints and does not create any obligation to dispose of property to a particular party or by a particular method.

4. Determining Surplus Property and Disposal Pathway

4.1 Assessment of Potentially Surplus Property

Before a property or facility may be declared surplus, an assessment shall be undertaken against the Facilities Strategy and associated asset management frameworks.

To be considered surplus, the assessment must demonstrate that:

- The property is no longer required for its original purpose.
- There is no current operational requirement for the property.
- Alternative Council uses have been considered.

- Retention of the property is unlikely to deliver sufficient public benefit to justify the costs of ownership.

The assessment shall consider:

- Current and future service delivery requirements.
- Population growth and demographic trends.
- Community outcomes.
- Strategic planning considerations.
- Alternative Council uses.
- Redevelopment opportunities.
- Cultural and heritage values.
- Financial implications of retention versus divestment.

4.2 Strategic, Cultural and Legal Assessment

Before determining the disposal pathway, Council shall undertake an assessment of the property's strategic, historical, cultural, and legal context.

The assessment shall consider:

- Whether the property contributes, or could reasonably contribute, to an identified Council outcome.
- Whether the property has historical, cultural, heritage, or mana whenua significance.
- Whether the property was gifted, vested, historically acquired from Māori, or otherwise has particular significance.
- Whether the property forms part of, adjoins, or may benefit Māori land.
- Whether acquisition by adjoining Māori landowners could improve access, utilisation, development, land rationalisation, or papakāinga opportunities.
- Whether any statutory, Treaty settlement, contractual, or other legal obligations apply.
- Whether any of these factors support consideration through the Strategic Disposal pathway.

Council shall identify relevant mana whenua interests and may engage with affected iwi or hapū to better understand the significance of the property and any related opportunities or constraints.

Information gathered through this process shall inform, but not determine, the disposal pathway.

4.3 Disposal Pathway Determination

Following completion of the assessment process, Council shall consider, determine and direct officers on the most appropriate disposal pathway having regard to:

- Council's strategic considerations.
- Desired community outcomes.
- Financial effects and implications.
- Council's legal obligations.
- Relevant applicable cultural and historical considerations.
- Identified mana whenua interests.
- Adherence to the principle of best public value.

The property shall then proceed through either:

a) Strategic Disposal; or
b) Ordinary Surplus Property Disposal.

The selected pathway shall be documented and supported by evidence.

5. Planning and Approval Process

Property divestment shall, where practicable, be identified, planned, consulted on where required, and approved through the Long-Term Plan or Annual Plan.

Where divestment has not been identified through these planning processes, or where earlier divestment provides a strategic or commercial advantage, a report (business case) shall be submitted for consideration and approval by elected members.

The report shall include:

- Assessment against the surplus property criteria.
- The strategic rationale.
- Known community considerations.
- Financial effects and implications.
- Results of due diligence findings.
- The recommended disposal pathway and method.

Before any property is marketed or disposed of, Council shall ensure compliance with:

- The Local Government Act 2002.
- Council's Significance and Engagement Policy.
- Relevant Long-Term Plan provisions.
- Any applicable Reserves Act requirements.
- Any other legislative or contractual obligations.

6. Asset Lifecycle Management

Property divestment shall be undertaken in accordance with Council's Facilities Lifecycle Management Procedure.

Divestment decisions should form part of an integrated asset lifecycle approach which considers:

- Maintenance requirements.
- Renewal requirements.
- Service demand.
- Repurposing opportunities.
- Redevelopment opportunities.
- Divestment opportunities.

7. Due Diligence Requirements

7.1 General

Prior to any divestment, Council shall complete a comprehensive due diligence assessment.

The purpose of this process is to:

- Identify all potential claims, interests, and obligations relating to the property.
- Confirm Council's ability to dispose of the property.
- Assess the most appropriate divestment option.
- Ensure all legal and contractual obligations are discharged.

7.2 Matters to be Investigated

The due diligence process shall include consideration of the following matters:

a) Legal and Statutory Matters

- Public Works Act obligations.
- Treaty settlement obligations and Council protocols.
- Reserve status.
- Encumbrances and easements.
- Covenants and land restrictions.
- Heritage protection requirements.
- Resource management constraints.

- Significance and Engagement Policy
- Any statutory restrictions on divestment.

b) Acquisition and Ownership Matters

A review of the original acquisition documentation to determine whether:

- Conditions of transfer exist.
- Rights of reversion apply.
- Rights of first refusal apply.
- Trust obligations apply.
- Other divestment limitations exist.

c) Contractual Commitments

A review of all agreements associated with the property including:

- Leases.
- Licences.
- Occupation agreements.
- Service contracts.
- Funding arrangements.
- Development agreements.

d) Commercial Assessment

An assessment shall be undertaken to determine the commercial viability of:

- Retaining the property.
- Leasing the property.
- Repurposing the property.
- Selling the property.

Council shall consider which option provides the greatest overall benefit to the community and Council.

7.3 Market Value Principle

Independently assessed market value shall be the default basis for all property disposal transactions unless Council expressly approves an alternative approach under Section 8 or Section 10.

8. Strategic Disposal

8.1 Purpose

A Strategic Disposal pathway may be used where Council determines that disposal of a property would contribute to a specific and established Council outcome.

Potential strategic outcomes may include:

- Housing or papakāinga.
- Infrastructure delivery.
- Economic development.
- Environmental restoration.
- Community development.
- Māori development.
- Land rationalisation.
- Any other formally adopted Council priority.

The existence of an interested purchaser, development proposal, or commercial opportunity shall not, by itself, justify classification as a Strategic Disposal.

A Strategic Disposal pathway shall only be adopted where Council is satisfied that the strategic, social, cultural, environmental or economic benefits are likely to equal or outweigh the benefits that could reasonably be achieved through an open market disposal process.

8.2 Assessment Requirements

Any recommendation for a Strategic Disposal shall identify:

- The specific strategic outcome being pursued.
- The Council strategy, policy, plan, programme, or decision supporting that outcome.
- How the proposed disposal contributes to achieving the outcome.
- Why an ordinary disposal process would not achieve the same or a better outcome.
- Financial and non-financial benefits and implications.
- Confirmation that strategic, historical, cultural, and mana whenua assessments have been completed in accordance with Section 4.
- Independent valuation of the property.
- Required governance approvals.

8.3 Disposal Methods

Where approved, Council may utilise any disposal mechanism appropriate to achieving the identified strategic outcome, including:

- Negotiated sale.
- Land exchange.
- Transfer.
- Partnership arrangement.
- Conditional disposal.
- Development agreement.
- Any other Council-approved mechanism.

Strategic Disposal decisions shall be outcomes-based, evidence-based, transparent, and supported by documented analysis.

9. Ordinary Surplus Property Disposal

9.1 Application

The Ordinary Surplus Property Disposal pathway shall apply where:

- The property is no longer required for operational purposes.
- No Strategic Disposal outcome has been identified.
- Strategic, historical, cultural and Māori land considerations have been assessed and are not applicable.
- No statutory, contractual or other legal requirement requires an alternative disposal process.

9.2 Disposal Process

Prior to disposal, Council shall:

- Confirm the property is surplus.
- Complete all required statutory, contractual, Treaty settlement, and legal processes.
- Complete the due diligence requirements set out in Section 7.
- Obtain an independent market valuation.
- Determine the most appropriate method of disposal.

9.3 Mana Whenua Right of First Refusal

As part of the process outlined in clause 9.2, Council may elect that the most appropriate method of disposal is to offer relevant mana whenua a Right of First Refusal (RFR) to purchase the property at independently assessed market value before it is offered to the open market.

In determining whether a Right of First Refusal is appropriate, Council may consider:

- Historical associations with the property.
- Proximity to Māori land.
- Opportunities for land rationalisation.
- Potential Māori development outcomes.
- Relationship considerations.
- Any other strategic factors considered relevant.

The Right of First Refusal:

- Does not create an obligation on Council to sell.
- Does not override statutory, contractual, or legal obligations.
- Does not confer an entitlement to acquire property below market value.

9.3.1 Exercise of Right of First Refusal

If selected as the most appropriate method of disposal, the Right of First Refusal shall apply for the period specified in Appendix B.

Unless otherwise approved by Council, the standard response period shall be 60 working days from the date of offer.

If the Right of First Refusal is not exercised within the specified period, Council may proceed disposal through another approved method.

9.4 Approved Disposal Methods

Property may be disposed of by:

- Public auction;
- Public tender;
- Private treaty;
- Expression of interest process; or
- Any other disposal method approved by Council.

The selected disposal method shall reflect:

- The nature of the property.
- Market conditions.
- Commercial considerations.
- Desired sale outcomes.
- The need to achieve best public value.

9.5 Market Value

Ordinary surplus property shall generally be sold at independently assessed market value.

Council shall seek to achieve the highest value and best use outcome, having regard to:

- Financial return.
- Development potential.
- Market demand.
- Community outcomes.
- Strategic considerations.

10. Exceptional Circumstances

Exceptional Circumstances provisions are intended to supplement, rather than replace, the Strategic Disposal framework.

Council may approve an alternative value or transaction structure where exceptional circumstances exist and doing so demonstrably delivers greater strategic or public value

Relevant circumstances may include:

- Land that was originally gifted or vested and where a compelling case exists for alternative treatment.
- Disposal that materially improves access to, utilisation of, or development opportunities for adjoining Māori freehold land.
- Significant housing or papakāinga outcomes.
- Land exchanges that provide greater strategic value than a conventional sale.
- Significant historical, cultural, or relationship considerations.
- Delivery of an adopted Māori development outcome.
- Any transaction that demonstrably provides greater overall value to Council and the community.

Any recommendation to depart from market value shall include:

- Independent valuation advice.
- Identification of the Council outcome being achieved.
- Assessment of financial and non-financial implications.
- Legal and statutory analysis.
- Clear reasons for the departure.
- Appropriate governance approval.

11. Conflicts of Interest

All persons involved in the divestment process shall comply with Council's Conflict of Interest Policy.

Any actual, perceived, or potential conflict of interest must be declared at the earliest opportunity.

Where a real estate agent is engaged:

- The agent must not be an immediate family member of a conflicted person.
- The agent shall be treated as a conflicted person in relation to the divestment process.
- Members of the agent's immediate family shall also be treated as conflicted persons.
- Appropriate controls shall be implemented to ensure process integrity and independence.

There shall be separation of duties between valuation, negotiation and approval.

12. Delegations

Council may delegate elements of the property divestment process in accordance with its Delegations Register.

Unless delegated, the following decisions remain reserved to Council:

- Declaration of strategic properties as surplus.
- Approval of Strategic Disposal transactions.
- Approval of divestments where significant community interest exists.
- Approval of divestments above delegated value thresholds.
- Approval of departures from this Policy.
- Approval of Exceptional Circumstances transactions.

13. Record Keeping and Reporting

Council shall maintain a register of all property divestment transactions.

The register should record:

- Property details.
- Disposal pathway utilised.
- Date of divestment.
- Disposal method.
- Valuation obtained.
- Sale or transfer value.
- Due diligence findings.
- Council approvals.
- Any departure from this Policy.

Regular reporting shall be provided to Council through asset management and financial reporting processes.

Appendix A: Property Disposal Decision Framework

Step 1 Property identified as potentially surplus.

↓

Step 2 Operational surplus assessment completed.

↓

Step 3 Strategic, historical, cultural, mana whenua and Māori land and legal assessment completed and included in Business Case.

↓

Step 4 Council decision on desired outcome and appropriate disposal pathway (Strategic Disposal, Ordinary Surplus Property Disposal or Mana Whenua Right of First Refusal)

Pathway A - Strategic Disposal

- Strategic outcome identified.
- Strategic assessment completed.
- Governance approval obtained.
- Appropriate disposal mechanism selected.
- Disposal completed.

Pathway B: Ordinary Surplus Property Disposal

- Property confirmed as ordinary surplus.
- Independent market valuation obtained.
- Appropriate disposal method selected.
- Property offered to the market.
- Disposal completed.

Appendix B: Sale of Surplus Property – Right for First Refusal (RFR) – Flowchart

Council decision by resolution to offer relevant mana whenua a Right of First Refusal (RFR) to purchase the property at independently assessed market value before it is offered to the open market.		
↓		
Council staff offers the surplus property for sale (in writing) to relevant iwi/hapū specifying the terms of such sale including but not limited to the sale price (being the market value[1] assessed by two registered valuers).		
	Do not accept offer	If iwi/hapū do not wish to proceed with purchase or have failed to identify in writing which iwi/hapū will proceed with the purchase, within the specified time frame, surplus property goes to open market for disposal and council staff will notify the iwi/hapū of the date that property goes to market.
Iwi/Hapū shall advise council staff in writing, within 60 working days, whether they wish to proceed with the purchase[2]; stating which iwi/hapū will proceed with the purchase (if more than one) and whether they agree with the proposed sale terms.		
Disagree with market value ↓	Accept Offer	If all terms are agreed to by iwi/hapū then an agreement is entered into within 60 working days of the date of offer from Council
If iwi/hapū wish to proceed with purchase but disagree with the market value, council staff and iwi/hapū will come to an agreement on the scope for market valuation[3], Iwi/Hapū will then obtain their own registered valuers report[4] assessing market value. A written counter offer will be presented to council staff (with evidence of market value), within 30 working days of the date of advising council staff they wish to proceed.		
↓		
The parties and/or their valuers shall enter into good faith negotiations for a period of 30 working days from the date of receipt of the counter-offer to endeavour to reach agreement on the market value/purchase price for the property.		
↓		
If the market value cannot be agreed between parties and/or their valuers, an independent valuer will be jointly appointed.[5] The independent valuer will (within 30 working days of appointment) review the valuations received and provide a determination on value (not higher than highest valuation, and no lower than lowest valuation). Iwi/Hapū will indicate if they accept the determination.	→ Do not accept	If iwi/hapū do not accept the determination, surplus property shall be disposed of via the open market[6] and council staff will notify the iwi/hapū of the date that property goes to market.
↓ Accept		
If iwi/hapū accept the independent valuers determination, an agreement shall be entered into with settlement to occur within 30 working days of the date of the agreement (unless otherwise agreed between parties).		

[1] The definition of market value is the estimated amount for which an asset should exchange on the valuation date between a willing buyer and a willing seller in an arms length transaction, after proper marketing and where the parties had each acted knowledgably, prudently and without compulsion. Does not take into account factors such as cultural values or tenancy agreements that have not yet been entered into.

[2] Where iwi/hapū are unable to obtain necessary authority to advise council staff within 60 working days, iwi/hapū must advise council staff of the delay and the reason for it within the 60 working days, and council staff may at the absolute discretion of the Mayor and Chief Executive extend the time for acceptance by up to a maximum of 60 working days from the date that the offer was made.

[3] "Scope for market valuation" means the parameters for the valuation assessment of a property which would be relevant considerations in the market, which may include matters such as: the identity of the intended users of the valuation report; clarity regarding the property and assets being valued; the purpose of the valuation; the basis/bases of value used; valuation date; nature and source of the information to be relied upon by the valuer; any significant assumptions and/or special assumptions; and any restrictions on use, distribution and publication.

[4] If iwi/hapū obtain their own valuation advice, a full copy of that advice shall be provided to council staff upon receipt regardless of whether such advice is received outside of the 60 working day period, or whether a counter-offer is made.

[5] If the parties cannot agree on a joint appointment, an appointment will be made by the President of the New Zealand Institute of Valuers.

[6] If iwi/hapū have not advised that they have no further interest in the property and the open market disposal process results in a price which is lower by 10% (or more) than the value determined by the independent valuer, then prior to proceeding with the open market process, council by resolution is to determine whether the property is re-offered to relevant iwi/hapū at the lower value or continue with the open market disposal process.


ROTORUA LAKES COUNCIL
Te Kaunihera o ngā Roto o Rotorua
Draft Facilities Divestment Policy 2026
October 2026

Council Consideration / Adoption		
Date	Minute No.	Reason / Decision

1. Purpose

The purpose of this Policy is to establish a consistent, transparent, and robust framework for assessing, declaring, and divesting Council-owned property and facilities that are surplus to Council requirements.

This Policy aims to ensure that property divestment decisions:

- Support Rotorua Lakes Council's strategic objectives and service delivery requirements.
- Deliver value for money and responsible stewardship of public assets.
- Consider current and future community needs and benefits.
- Recognise strategic, historical, cultural, and mana whenua interests associated with land.
- Comply with all legal, statutory, contractual, financial, and governance obligations.
- Are undertaken in a transparent, fair, and accountable manner.

2. Scope

This Policy applies to all Council-owned facilities, buildings, improvements, and associated property assets under the control of Rotorua Lakes Council.

This Policy should be read in conjunction with:

- The Local Government Act 2002.
- The Public Works Act 1981.
- The Reserves Act 1977.
- Rotorua Lakes Council's Facilities Policy.
- Rotorua Lakes Council's Facilities Strategy.
- Council's Delegations Manual.
- Council's Conflict of Interest Policy.
- Council's Significance and Engagement Policy

3. Policy Principles

Council will manage property divestments in accordance with the following principles:

3.1 Strategic Alignment

Property divestment decisions will support Council's strategic priorities, service delivery requirements, and long-term planning objectives.

3.2 Community Outcomes

Council will consider the current and future public benefit derived from retaining or disposing of property.

3.3 Best Public Value

Council will seek to achieve the greatest overall value for the community and Council, taking account of financial, strategic, social, cultural, and environmental considerations.

3.4 Transparency and Accountability

Property divestment decisions shall be supported by documented evidence, appropriate due diligence, and approved governance processes.

3.5 Legal Compliance

Council will ensure that all statutory, contractual, fiduciary, and other legal obligations are identified and satisfied before any divestment occurs.

3.6 Strategic and Cultural Considerations

Council recognises that surplus property may have strategic, historical, cultural, community, or Māori land significance that extends beyond its operational use.

Accordingly, Council will assess the wider significance of property before determining the appropriate disposal pathway.

Relevant mana whenua interests shall be identified and considered as part of the assessment process to ensure Council understands the nature, history and potential strategic value of the property before making a disposal decision.

4. Determining Surplus Property and Disposal Pathway

4.1 Assessment of Potentially Surplus Property

Before a property or facility may be declared surplus, an assessment shall be undertaken against the Facilities Strategy and associated asset management frameworks.

To be considered surplus, the assessment must demonstrate that:

- The property is no longer required for its original purpose.
- There is no current operational requirement for the property.
- Alternative Council uses have been considered.
- Retention of the property is unlikely to deliver sufficient public benefit to justify the costs of ownership.

The assessment shall consider:

- Current and future service delivery requirements.
- Population growth and demographic trends.
- Community outcomes.

- Strategic planning considerations.
- Alternative Council uses.
- Redevelopment opportunities.
- Cultural and heritage values.
- Financial implications of retention versus divestment.

4.2 Strategic, Cultural and Legal Assessment

Before determining the disposal pathway, Council shall undertake an assessment of the property's strategic, historical, cultural, and legal context.

The assessment shall consider:

- Whether the property contributes, or could reasonably contribute, to an identified Council outcome.
- Whether the property has historical, cultural, heritage, or mana whenua significance.
- Whether the property was gifted, vested, historically acquired from Māori, or otherwise has particular significance.
- Whether the property forms part of, adjoins, or may benefit Māori land.
- Whether acquisition by adjoining Māori landowners could improve access, utilisation, development, land rationalisation, or papakāinga opportunities.
- Whether any statutory, Treaty settlement, contractual, or other legal obligations apply.
- Whether any of these factors support consideration through the Strategic Disposal pathway.

As part of this assessment, Council shall identify relevant mana whenua interests and may engage with affected iwi or hapū to better understand the significance of the property and any related opportunities or constraints.

Information gathered through this process shall inform, but not determine, the disposal pathway.

4.3 Disposal Pathway Determination

Following completion of the assessment process, Council shall determine whether the property will proceed through:

a) Strategic Disposal; or

b) Ordinary Surplus Property Disposal.

The selected pathway shall be documented and supported by evidence.

Once a disposal pathway has been determined, the property shall proceed in accordance with Section 8 or Section 9 of this Policy.

5. Planning and Approval Process

Where practicable, property divestment should be identified, planned, consulted on where required, and approved through:

- The Long-Term Plan; or
- The Annual Plan.

Where divestment has not been identified through these planning processes, or where earlier divestment provides a strategic or commercial advantage, a report shall be submitted for approval.

The report shall include:

- Assessment against surplus property criteria.
- Strategic rationale.
- Community considerations.
- Financial implications.
- Due diligence findings.
- Recommended disposal pathway and method.

Before any property is marketed or disposed of, Council shall ensure compliance with:

- The Local Government Act 2002.
- Council's Significance and Engagement Policy.
- Relevant Long-Term Plan provisions.
- Any applicable Reserves Act requirements.
- Any other legislative or contractual obligations.

6. Asset Lifecycle Management

Property divestment shall be undertaken in accordance with Council's Facilities Lifecycle Management Procedure.

Divestment decisions should form part of an integrated asset lifecycle approach which considers:

- Maintenance requirements.
- Renewal requirements.
- Service demand.
- Repurposing opportunities.

- Redevelopment opportunities.
- Divestment opportunities.

7. Due Diligence Requirements

7.1 General

Prior to any divestment, Council shall complete a comprehensive due diligence assessment.

The purpose of this process is to:

- Identify all potential claims, interests, and obligations relating to the property.
- Confirm Council's ability to dispose of the property.
- Assess the most appropriate divestment option.
- Ensure all legal and contractual obligations are discharged.

7.2 Matters to be Investigated

The due diligence process shall include consideration of the following matters:

a) Legal and Statutory Matters

- Public Works Act obligations.
- Treaty settlement obligations and Council protocols.
- Reserve status.
- Encumbrances and easements.
- Covenants and land restrictions.
- Heritage protection requirements.
- Resource management constraints.
- Significance and Engagement Policy
- Any statutory restrictions on divestment.

b) Acquisition and Ownership Matters

A review of the original acquisition documentation to determine whether:

- Conditions of transfer exist.
- Rights of reversion apply.
- Rights of first approach apply.
- Trust obligations apply.

- Other divestment limitations exist.

c) Contractual Commitments

A review of all agreements associated with the property including:

- Leases.
- Licences.
- Occupation agreements.
- Service contracts.
- Funding arrangements.
- Development agreements.

d) Commercial Assessment

An assessment shall be undertaken to determine the commercial viability of:

- Retaining the property.
- Leasing the property.
- Repurposing the property.
- Selling the property.

Council shall consider which option provides the greatest overall benefit to the community and Council.

7.3 Market Value Principle

Unless approved otherwise through the Strategic Disposal or Exceptional Circumstances provisions of this Policy, property shall be disposed of at independently assessed market value.

Market value remains the default basis for all property disposal transactions.

8. Strategic Disposal

8.1 Purpose

A Strategic Disposal pathway may be used where Council determines that disposal of a property would contribute to a specific and established Council outcome.

Potential strategic outcomes may include:

- Housing or papakāinga.
- Infrastructure delivery.
- Economic development.
- Environmental restoration.

- Community development.
- Māori development.
- Land rationalisation.
- Any other formally adopted Council priority.

The existence of an interested purchaser, development proposal, or commercial opportunity shall not, by itself, justify classification as a Strategic Disposal.

8.2 Assessment Requirements

Any recommendation for a Strategic Disposal shall identify:

- The specific strategic outcome being pursued.
- The Council strategy, policy, plan, programme, or decision supporting that outcome.
- How the proposed disposal contributes to achieving the outcome.
- Why an ordinary disposal process would not achieve the same or a better outcome.
- Financial and non-financial benefits and implications.
- Confirmation that strategic, historical, cultural, and mana whenua assessments have been completed in accordance with Section 4.
- Independent valuation of the property.
- Required governance approvals.

8.3 Disposal Methods

Where approved, Council may utilise any disposal mechanism appropriate to achieving the identified strategic outcome, including:

- Mana Whenua Right of First Approach
- Negotiated sale.
- Land exchange.
- Transfer.
- Partnership arrangement.
- Conditional disposal.
- Development agreement.
- Any other Council-approved mechanism.

Strategic Disposal decisions shall be outcomes-based, evidence-based, transparent, and supported by documented analysis.

9. Ordinary Surplus Property Disposal

9.1 Application

The Ordinary Surplus Property Disposal pathway shall apply where:

- The property is no longer required for operational purposes.
- No Strategic Disposal outcome has been identified.
- Strategic, historical, cultural and Māori land considerations have been assessed.
- No statutory, contractual or other legal requirement requires an alternative disposal process.

9.2 Mana Whenua Right of First Approach

Where a property proceeds through the Ordinary Surplus Property Disposal pathway, Council shall, following completion of all statutory, contractual, Treaty settlement, and legal obligations, offer relevant mana whenua a Right of First Approach (RFA) to purchase the property at independently assessed market value before it is offered to the open market.

The Right of First Approach:

- Does not create an obligation on Council to sell.
- Does not override statutory, contractual, or legal obligations.
- Does not confer an entitlement to acquire property below market value.

Prior to making an offer, Council shall:

- Confirm the property is surplus.
- Complete all required legal processes.
- Identify relevant mana whenua interests.
- Obtain an independent market valuation.
- Confirm the offer terms and timeframe.
- Exercise of the Right of First Approach.

9.3 Exercise of the Right of First Approach

The Right of First Approach shall apply for the period specified in Appendix B.

Unless otherwise approved by Council, the standard response period shall be 60 working days from the date of offer.

9.4 Disposal Methods

If the Right of First Approach is not exercised within the specified period, Council may proceed with an open-market disposal utilising any appropriate disposal mechanism, including:

- Negotiated sale.
- Land exchange.
- Transfer.
- Partnership arrangement.
- Conditional disposal.
- Development agreement.
- Any other Council-approved mechanism.

10. Exceptional Circumstances

Exceptional circumstances should generally be considered through the Strategic Disposal pathway where a specific Council outcome is being pursued.

However, Council may approve an alternative value or transaction structure where exceptional circumstances exist and doing so demonstrably delivers greater strategic or public value.

Relevant circumstances may include:

- Land that was originally gifted or vested and where a compelling case exists for alternative treatment.
- Disposal that materially improves access to, utilisation of, or development opportunities for adjoining Māori freehold land.
- Significant housing or papakāinga outcomes.
- Land exchanges that provide greater strategic value than a conventional sale.
- Significant historical, cultural, or relationship considerations.
- Delivery of an adopted Māori development outcome.
- Any transaction that demonstrably provides greater overall value to Council and the community.

Any recommendation to depart from market value shall include:

- Independent valuation advice.
- Identification of the Council outcome being achieved.
- Assessment of financial and non-financial implications.
- Legal and statutory analysis.
- Clear reasons for the departure.

- Appropriate governance approval.

11. Conflicts of Interest

All persons involved in the divestment process shall comply with Council's Conflict of Interest Policy.

Any actual, perceived, or potential conflict of interest must be declared at the earliest opportunity.

Where a real estate agent is engaged:

- The agent must not be an immediate family member of a conflicted person.
- The agent shall be treated as a conflicted person in relation to the divestment process.
- Members of the agent's immediate family shall also be treated as conflicted persons.
- Appropriate controls shall be implemented to ensure process integrity and independence.

There shall be separation of duties between valuation, negotiation and approval.

12. Delegations

Council may delegate elements of the property divestment process in accordance with its Delegations Register.

Unless delegated, the following decisions remain reserved to Council:

- Declaration of strategic properties as surplus.
- Approval of Strategic Disposal transactions.
- Approval of divestments where significant community interest exists.
- Approval of divestments above delegated value thresholds.
- Approval of exceptions to this Policy.

13. Record Keeping and Reporting

Council shall maintain a register of all property divestment transactions.

The register should record:

- Property details.
- Disposal pathway utilised.
- Date of divestment.
- Disposal method.
- Valuation obtained.

- Sale or transfer value.
- Due diligence findings.
- Council approvals.
- Any departure from this Policy.

Regular reporting shall be provided to Council through asset management and financial reporting processes.

Appendix A: Property Disposal Decision Framework

Step 1 Property identified as potentially surplus.

↓

Step 2 Operational surplus assessment completed.

↓

Step 3 Strategic, historical, cultural, mana whenua and Māori land and legal assessment completed.

↓

Step 4 Statutory, Treaty settlement, contractual and legal obligations identified.

↓

Step 5 Determine appropriate disposal pathway.

Pathway A - Strategic Disposal

- Strategic outcome identified.
- Strategic assessment completed.
- Governance approval obtained.
- Appropriate disposal mechanism selected.
- Disposal completed.

Pathway B - Ordinary Surplus Disposal

- Property confirmed as ordinary surplus.
- Independent market valuation obtained.
- Mana Whenua Right of First Approach offered.
- RFA exercised **or** declined/expired.
- Open-market sale proceeds if RFA not exercised.

Appendix B: Sale of Surplus Property – Right for First Approach (RFA) – Flowchart

Council by resolution to classify property for disposal as surplus		
↓		
Is the property subject to pre-existing statutory or other legal processes or prior contractual obligations, including registration of easements?	Yes →	Council staff shall undertake those obligations/processes. Sold in accordance with statutory or other legal processes, or prior contractual obligations. Council staff to notify Mana Whenua.
No ↓		
If property is either not subject to, or sold due to, statutory or other legal processes or prior contractual obligations and is suitable for sale on open market, council staff will undertake any further investigation required to inform value and appropriate method of sale.		
↓		
Council staff offers the surplus property for sale (in writing) to relevant iwi/hapū specifying the terms of such sale including but not limited to the sale price (being the market value[1] assessed by two registered valuers).		
↓	Do not accept offer →	If iwi/hapū do not wish to proceed with purchase or have failed to identify in writing which iwi/hapū will proceed with the purchase, within the specified time frame, surplus property goes to open market for disposal and council staff will notify the iwi/hapū of the date that property goes to market.
Iwi/Hapū shall advise council staff in writing, within 60 working days, whether they wish to proceed with the purchase[2]; stating which iwi/hapū will proceed with the purchase (if more than one) and whether they agree with the proposed sale terms.	Accept Offer →	If all terms are agreed to by iwi/hapū then an agreement is entered into within 60 working days of the date of offer from Council
Disagree with market value ↓		
If iwi/hapū wish to proceed with purchase but disagree with the market value, council staff and iwi/hapū will come to an agreement on the scope for market valuation[3]. Iwi/Hapū will then obtain their own registered valuers report[4] assessing market value. A written counteroffer will be presented to council staff (with evidence of market value), within 30 working days of the date of advising council staff they wish to proceed.		
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The parties and/or their valuers shall enter into good faith negotiations for a period of 30 working days from the date of receipt of the counteroffer to endeavour to reach agreement on the market value/purchase price for the property.		
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If the market value cannot be agreed between parties and/or their valuers, an independent valuer will be jointly appointed.[5] The independent valuer will (within 30 working days of appointment) review the valuations received and provide a determination on value (not higher than highest valuation, and no lower than lowest valuation). Iwi/Hapū will indicate if they accept the determination.	Do not accept →	If iwi/hapū do not accept the determination, surplus property shall be disposed of via the open market[6] and council staff will notify the iwi/hapū of the date that property goes to market.
Accept ↓		
If iwi/hapū accept the independent valuer's determination, an agreement shall be entered into with settlement to occur within 30 working days of the date of the agreement (unless otherwise agreed between parties).		

[1] The definition of market value is the estimated amount for which an asset should exchange on the valuation date between a willing buyer and a willing seller in an arms length transaction, after proper marketing and where the parties had each acted knowledgably, prudently and without compulsion. Does not take into account factors such as cultural values or tenancy agreements that have not yet been entered into.

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[3] "Scope for market valuation" means the parameters for the valuation assessment of a property which would be relevant considerations in the market, which may include matters such as: the identity of the intended users of the valuation report; clarity regarding the property and assets being valued; the purpose of the valuation; the basis/bases of value used; valuation date; nature and source of the information to be relied upon by the valuer; any significant assumptions and/or special assumptions; and any restrictions on use, distribution and publication.

[4] If iwi/hapū obtain their own valuation advice, a full copy of that advice shall be provided to council staff upon receipt regardless of whether such advice is received outside of the 30-working day period, or whether a counteroffer is made.

[5] If the parties cannot agree on a joint appointment, an appointment will be made by the President of the New Zealand Institute of Valuers.

[6] If iwi/hapū have not advised that they have no further interest in the property and the open market disposal process results in a price which is lower by 10% (or more) than the value determined by the independent valuer, then prior to proceeding with the open market process, council by resolution is to determine whether the property is re-offered to relevant iwi/hapū at the lower value or continue with the open market disposal process.

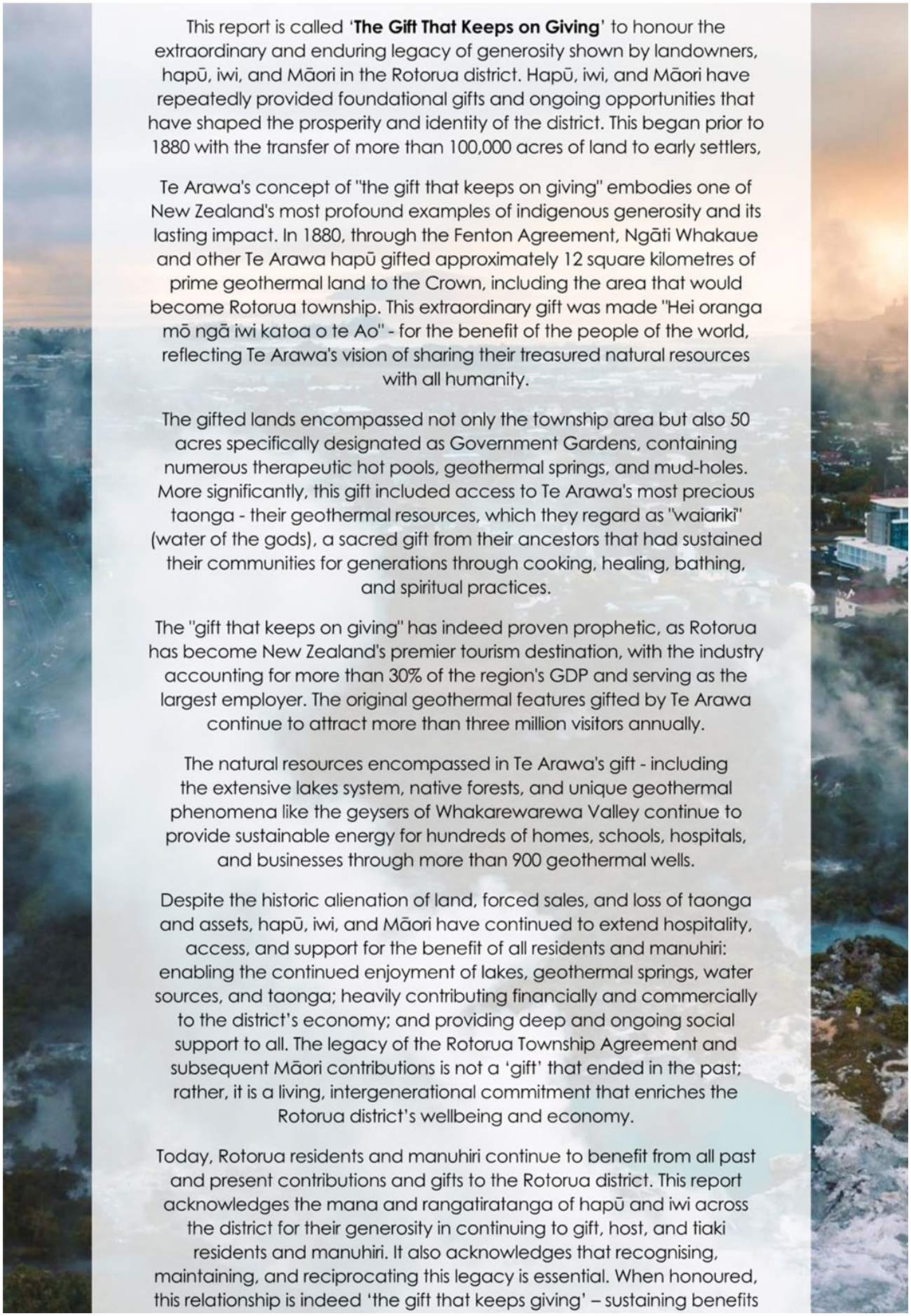


*"The Gift That **Keeps on Giving**"*

Rotorua Lakes Council

Māori Relationships Health Check Report

Prepared by GHA
Hepetema 2025



This report is called '**The Gift That Keeps on Giving**' to honour the extraordinary and enduring legacy of generosity shown by landowners, hapū, iwi, and Māori in the Rotorua district. Hapū, iwi, and Māori have repeatedly provided foundational gifts and ongoing opportunities that have shaped the prosperity and identity of the district. This began prior to 1880 with the transfer of more than 100,000 acres of land to early settlers,

Te Arawa's concept of "the gift that keeps on giving" embodies one of New Zealand's most profound examples of indigenous generosity and its lasting impact. In 1880, through the Fenton Agreement, Ngāti Whakaue and other Te Arawa hapū gifted approximately 12 square kilometres of prime geothermal land to the Crown, including the area that would become Rotorua township. This extraordinary gift was made "Hei oranga mō ngā iwi katoa o te Ao" - for the benefit of the people of the world, reflecting Te Arawa's vision of sharing their treasured natural resources with all humanity.

The gifted lands encompassed not only the township area but also 50 acres specifically designated as Government Gardens, containing numerous therapeutic hot pools, geothermal springs, and mud-holes. More significantly, this gift included access to Te Arawa's most precious taonga - their geothermal resources, which they regard as "waiariki" (water of the gods), a sacred gift from their ancestors that had sustained their communities for generations through cooking, healing, bathing, and spiritual practices.

The "gift that keeps on giving" has indeed proven prophetic, as Rotorua has become New Zealand's premier tourism destination, with the industry accounting for more than 30% of the region's GDP and serving as the largest employer. The original geothermal features gifted by Te Arawa continue to attract more than three million visitors annually.

The natural resources encompassed in Te Arawa's gift - including the extensive lakes system, native forests, and unique geothermal phenomena like the geysers of Whakarewarewa Valley continue to provide sustainable energy for hundreds of homes, schools, hospitals, and businesses through more than 900 geothermal wells.

Despite the historic alienation of land, forced sales, and loss of taonga and assets, hapū, iwi, and Māori have continued to extend hospitality, access, and support for the benefit of all residents and manuhiri: enabling the continued enjoyment of lakes, geothermal springs, water sources, and taonga; heavily contributing financially and commercially to the district's economy; and providing deep and ongoing social support to all. The legacy of the Rotorua Township Agreement and subsequent Māori contributions is not a 'gift' that ended in the past; rather, it is a living, intergenerational commitment that enriches the Rotorua district's wellbeing and economy.

Today, Rotorua residents and manuhiri continue to benefit from all past and present contributions and gifts to the Rotorua district. This report acknowledges the mana and rangatiratanga of hapū and iwi across the district for their generosity in continuing to gift, host, and tiaki residents and manuhiri. It also acknowledges that recognising, maintaining, and reciprocating this legacy is essential. When honoured, this relationship is indeed 'the gift that keeps giving' – sustaining benefits

Rārangi Ūpoko
Table of Contents

Whakarāpopototanga Matua | Executive Summary **5**
Kupu Whakataki | Introduction **7**
Purpose 7
Rationale for the Health Check 7
Methodology 7
Te Takenga Mai | Background **9**
The Gift 9
Pūkākī 9
Alienation of the Gift, Lands, Lakes & Springs 9
Recent Gifts 10
Demographic & Mana Whenua Context 11
He Anga me he Tūtohinga | Framework & Indicators **12**
Defining 'Relationship Health' 12
Indicators 12
Tātaringa o Te Pae Tū | Analysis of the Current State **14**
Recognition of Mana 14
Communication, Transparency & Accountability 15
Trust & Reciprocity 16
Resourcing & Capacity 16
Representation & Mandate 17
Consistency, Continuity & Systematic Practice 18
Shared Decision-Making & Outcomes 19
Cultural Competence & Respect 19
Te Tātari Whakarāpopototanga | Summary Analysis: What's Working, What's Not **21**
What Is Working? 21
What Isn't Working? 22
Key Risks 22
Ngā Takahanga Whakamua | Next Steps **24**
Te Tuamaka 24
Recommendations 24
Ngā Āpitihanga | Appendices **25**
Appendix 1: List of Interviewees 25
Appendix 2: Interview Questions 26
Appendix 3: Best Practice Effective Partnerships 28

Tables

Table 1: Summary of Findings 6
Table 2: Recent Gifts from Māori to Rotorua 11
Table 3: Health Check Indicators 13
Table 4: Positive Models & Projects 21

Table 5: Key Risks 23
Table 6: List of Interviewees - Hapū, Iwi & Māori Groups 25
Table 7: List of Interviewees - Rotorua Lakes Council 25

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Whakarāpopototanga Matua

Executive Summary

The Rotorua district exists as it does today due to the enduring generosity of hapū, iwi, and Māori. The Rotorua Lakes Council (RLC) serves a large Māori population, and navigates a complex Māori environment with numerous marae, hapū, iwi, and hapori Māori entities. RLC has responsibilities under Te Tiriti o Waitangi (Tiriti) and a range of relevant legislation and policies. Despite this environment, the council currently doesn't have a Māori Relationship Strategy. Recent challenges and an ever-changing political landscape have prompted RLC to undertake a 'health check' of Māori relationships prior to the strategy being drafted to inform its direction and content.

Through interviews with 17 Māori groups and organisations (and with two RLC representatives), GHA was able to form a comprehensive picture of the current state of council's relationships with Māori. We formed and used the following indicators as a framework through which to assess relationship health:



Our findings indicate that there is significant room for improvement. Examples and instances of positive engagement, projects, and partnerships do exist, but these are not embedded or the norm. A summary of our findings is outlined below:

Recognition of Mana	Mana is unevenly acknowledged, especially for hapū/iwi outside Rotorua city. While some taonga and assets have been returned, most hapū and iwi have had to fight for every advance. Genuine mana tangata and mana whenua status is not consistently upheld or understood, and some iwi feel excluded, unseen, or unclear as to how to begin a relationship with council.
Communication, Transparency & Accountability	Communication is described as late, opaque, and lacking feedback loops. Māori submissions and input often disappear "into a void," with no clarity as to if or how recommendations shape actual decisions. Decisions on significant kaupapa are made without Māori input or are changed without early notification or genuine explanation.

Trust & Reciprocity	Trust is highly variable and fragile, often dependent on a few individuals or specific projects. Engagement is frequently perceived as transactional, with Māori consulted only when needed. There is ongoing frustration at limited reciprocity, unfulfilled commitments, and relationships that are easily undermined by RLC kaimahi or leadership turnover.
Resourcing & Capacity	Systemic resource imbalance leaves Māori groups under-resourced compared to council. Capacity constraints mean burnout among Māori leaders, missed opportunities for engagement, and an inability to meaningfully participate in partnership as equal co-designers. Māori expertise is undervalued relative to external consultants.
Representation & Mandate	Mandate confusion persists, with council often defaulting to pan-iwi or reference groups rather than consulting the correct, mandated hapū or iwi. This results in fragmented voices, approval given without proper authority, and exclusions of non-Te Arawa hapū or boundary iwi. No clear engagement matrix exists for who council should consult for varying kaupapa.
Consistency, Continuity & Systematic Practice	Relationships fluctuate according to kaimahi and leadership change; continuity is not embedded at system level. Best practice is dependent on individual champions, forcing Māori to repeatedly rebuild trust and re-educate each new council contact. Documentation and handover of relationship knowledge are lacking.
Shared Decision-Making & Outcomes	Māori are generally limited to consultation late in the decision process rather than true co-design. There's little recognition of Māori as intergenerational thinkers or as Tiriti partners. Engagement is often "tick-box" or perceived as compliance, not partnership-based, with most decisions made before Māori input is meaningfully considered.
Cultural Competence & Respect	Cultural competence varies greatly across council – some kaimahi are informed and respectful, but many remain unaware of Tiriti obligations, local history, or basic tikanga. Māori must often educate council about foundational issues, usually without apology or meaningful acknowledgement of longstanding grievances.

Table 1: Summary of Findings

We found that successful examples of relationships and projects nearly always involve:

- ✓ Early, transparent, and ongoing engagement with decision-makers.
- ✓ Responsive and respectful council kaimahi, often with specific individuals championing kaupapa.
- ✓ Willingness to resource Māori participation and technical capacity.
- ✓ Regular, transparent, kanohi ki te kanohi hui.
- ✓ Mutual resource and technical support.
- ✓ Joint vision and problem-solving orientation, rather than box-ticking consultation.

To continue this project, we recommend that RLC:

- **Reviews** this report.
- **Accepts** the findings of the report.
- **Agrees** on the critical findings for inclusion in the to-be-developed Te Tuamaka – Māori Relationship Strategy.

Kupu Whakataki

Introduction

PURPOSE

The purpose of this report is to provide a 'health check' of Rotorua Lake Council's relationships and partnerships with hapū, iwi, and hapori Māori. The report is the precursor to part two of this project – a Māori Relationship Strategy, Te Tuamaka. It analyses the current state of RLC's relationships with Māori, providing a clear starting point from which to build the strategy and focus RLC's related activities for the next 10 years.

RATIONALE FOR THE HEALTH CHECK

RLC has specific responsibilities under Te Tiriti o Waitangi and Crown policy (including the Resource Management Act, the Local Government Act, and special local settlement statutes) to engage with Māori as Tiriti partners. The Rotorua district also has a significant number of hapū, iwi, and Māori groups, and navigating this complex environment requires the appropriate systems, processes, capabilities, and capacity.

In RLC's own words, the council "stands as a leading council in collaboration, shaped by a long history of partnership with mana whenua. Council remains committed to honouring Te Tiriti o Waitangi and upholding all legislative and relationship obligations."

However, recent challenges and a consistently evolving political environment, coupled with the plan for Te Tuamaka, have prompted a review of current relationships. The council recognised the need for improvement and wanted to hear from hapū, iwi, and hapori Māori to understand what is and isn't working. This feedback will provide RLC with an explicit view of current relationships, and from there, effect change by implementing solutions to address issues, improve relationships and partnerships, and continue being "a leading council in collaboration".

METHODOLOGY

To inform this report, we conducted 19 in-depth interviews. Seventeen of these were with hapū, iwi, mana whenua, Māori landowners, and Māori trusts, giving us a comprehensive understanding of the current status of relationships between Māori and RLC. The final two interviews were with key RLC personnel, including the Mayor. A full list of interviewees can be found in **Appendix 1**: List of Interviewees, and our interview questions in **Appendix 2**: Interview Questions.

We also reviewed all relevant Tiriti Settlements, MOUs, protocols, joint management agreements (JMAs), informal agreements, and other documents to inform our wider view and provide context to our questions and the relationship health check.

Disclaimer

While GHA has made every effort to ensure the accuracy and completeness of this document, GHA does not accept any responsibility for any action taken because of reading or reliance placed because of having read any part or all the information in this report.

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DRAFT

Te Takenga Mai
Background

THE GIFT

Up until the arrival of early settlers, Te Arawa hapū and iwi exercised unbroken mana and rangatiratanga of the Rotorua Lakes District. In 1880, Ngāti Whakaue gifted more than 3,000 acres of land to the Crown for the Rotorua township, allowing Pākehā to legally occupy their lands.

From the west end of Te Pukeroa to Puarenga Stream and from Lake Rotorua up to the mountains, excluding the native village of Ohinemutu.

Rather than sell their lands, Ngāti Whakaue agreed to retain them and receive perpetual income through 99-year leases. Their vision, with the Crown, was that Rotorua would become a geothermal and cultural attraction for international tourism – "the Māori cultural tourism capital of New Zealand" (Wiri, 2024, p. 6).

The dreams, philanthropy and goodwill of the 47 rangatira who signed the 1880 Rotorua Township Agreement (the agreement) is captured in the following words:

> ***Hei oranga mō ngā iwi katoa o te Ao***
>
> *For the benefit of the people of the world*

From the outset, signatories to the agreement were clear that their gift must include whenua for the purposes of recreation, sanatoriums, railways, hospitals, other amenities as well as Crown control of the thermal waters. The thermal springs and hot lakes were unique features of the Rotorua–Taupō district that the government saw as valuable assets for attracting tourists. Although 47 iwi people signed the Agreement, not all iwi were happy with this development, including Tūhourangi.

PŪKĀKĪ

In the early 19th century, a tōtara from the Ngongotahā stream was carved in remembrance of the rangatira, Pūkākī. In the 1830s, the carving of Pūkākī, embracing his two sons, Wharengaro and Rangitākuku, stood as a gateway at Pukeora Pā above Ōhinemutu. Pūkākī was subsequently presented to Judge Fenton at Te Papaiōuru Marae in 1877 as a way of showing trust and the building of a relationship between Ngāti Whakaue and the Crown, given Fenton's involvement in the establishment of the township of Rotorua. For Ngāti Whakaue, Pūkākī is inseparable from the 1880 Fenton Agreement. He is taonga and kaitiaki of what was agreed.

ALIENATION OF THE GIFT, LANDS, LAKES & SPRINGS

Within a short time of opening up access to visitors and income, the government proceeded to implement mechanisms that alienated the gift and further land, lakes, and springs across the district through the Thermal-Springs Act 1881 and the Native Land Court. The Thermal-Springs Act 1881, 1883, and 1910 secured the Crown's monopoly over purchasing land throughout the district. The Native Land Court Agreement stipulated that the lands had to be

surveyed and passed through the Native Land Court to decide and formalise ownership. Te Komiti Nui became a localised version of the Native Land Court. This process led to the survey of the Pukeroa–Oruawhata block and the new town being surveyed out. The leases were auctioned in Auckland.

Between 1881 and 1909, there was a "flurry of land title investigations in the wider Rotorua district. Most of the Māori land became alienated from its Māori owners" (p. 30). The Tarawera Eruption in 1886, as well as the investigation of the Rotomahana-Parekarangi Block (230,000 acres), further adversely affected whānau, hapū, and iwi. Many were devastated and left with the costs of paying for tangihanga as well as court costs.

In 1887, for the purposes of a railway, Mair, on behalf of the government, took advantage of Ngāti Whakaue's vulnerability by forcing the sale of 20,000 acres of the Patetere Block for a meagre sum of five shillings and tenpence per acre. The railway did not reach Rotorua until 1894.

By the turn of the century (1900), Ngāti Whakaue were left bankrupt and landless due to the:

- Native Land Court.
- Individualisation of title.
- Collapse of the Rotorua lease agreements – defaulting and non-payment of leases, a national economic downturn and the eruption in 1886.

Many other Māori land blocks across the district fell victim (a domino effect), including:

- Mangorewa-Kaharoa in 1882.
- Waerenga East and West in 1884 and 1886.
- Ōkataina in 1885.
- Tāheke in 1885.
- Whakapoungākau in 1910.
- Ōwhatiura-Ngapuna in 1887-1910.
- Paehinahina in 1889.
- Waiwherowhero in 1891.

By 1910, over 99% of Māori lands in Rotorua had been alienated from their Māori owners.

RECENT GIFTS

Despite this history of alienation and forced sales, iwi and hapū have continued to give. The sentiment echoed across the entities aligned with Kirikowhai Mikaere's kōrero: "We want the best for our area; we don't want people to keep sending us the worst. And I think if we [iwi and RLC] can agree that we want the best for our area, for our future, for our mokos, then that should be where we start."

Examples of landholdings of Māori entities in and around Rotorua include:

Ngāti Whakaue Tribal Lands	Owns just over 3000 acres of whenua at entrances to the city – agriculture, tourism, housing developments, infrastructure
Te Manatōpū Hau Kāinga o Ōhinemutu	Geothermal Ōhinemutu is open to tourists. Lake Rotorua frontage
Pukeroa Oruawhata	Rotorua Central Trade Central

	Waiariki Spa Lake Front Hotel
Te Arawa Lakes Trust	14 freshwater lakes and taonga species like kōura, tuna, kākahi, inanga, kōaro, and morihana.
Tūhourangi	Waimangu Volcanic Valley Tarawera sewerage scheme Lake Rotokākahi Whakarewarewa Forest Tarawera Landing Cafe
Ngāti Kearoa, Ngāti Tuarā	Karamū Tākina Spring – source of 100% of Rotorua Central's drinking water and 60% of the wider districts' drinking water 4,000 acres of land in hapū ownership, of which 2,500 acres are in farmland and forestry, and 1,500 acres on Horohoro maunga as a bush reserve
Ngāti Rangiwēwehi	Hamurana Spring – water source for the north side of Lake Rotorua
Te Kōmiti Nui o Ngāti Whakaue & Ngā Hapū e Toru	Tokorangi Drive Rotorua Redwoods Forest Whakarewarewa Forest (and temporary discharge of treated wastewater)

Table 2: Recent Gifts from Māori to Rotorua

DEMOGRAPHIC & MANA WHENUA CONTEXT

The Rotorua district, and therefore Rotorua Lakes Council, has a significant Māori population. The 2023 census reports that 42% of the Rotorua district population is Māori (32,199 of 77,100). According to RLC's own website, in the Rotorua district, there are 38 marae, 17 completed Tiriti Settlements, 35 Post Settlement Governance Entities (PSGEs), and 19 formal protocols and memoranda of understanding (MOUs).

Whenua Māori in the Rotorua district totals 47,021 hectares, approximately 18% of the total 261,906 ha. Four of the largest whenua Māori blocks make up nearly 40% of this, covering 18 ha:

Rotoiti 15 Ahuwhenua Trust	Matawhaura 3	Mangorewa Kaharoa Te Taumata Trust	Ngāti Whakaue Tribal Lands
8,404 ha	**3,622 ha**	**3,246 ha**	**2,741 ha**

Whenua Māori is diversely utilised, including for farming, forestry, tourism, papakāinga, community amenities, and bush reserves. Hapū and iwi are also kaitiaki of natural taonga and assets, such as Hamurana Springs and Karamū Tākina Springs (sources of drinking water for Rotorua) and a majority of the lakes.

He Anga me he Tūtohinga

Framework & Indicators

DEFINING 'RELATIONSHIP HEALTH'

Determining whether relationships are 'healthy' first requires us to define 'health'. Meaningful Tiriti partnership is not a static or compliance-based function, utilised only when one party wants something or because 'they have to'. Instead, excellent relationships and partnerships should be multifaceted and based on mutually agreed principles.

Indicators of healthy partnership cannot be set solely by RLC or based on Western governance models. Health is not judged just by the frequency of engagement, but by the depth, quality, and equity built into every interaction. Māori/RLC relationship health should be grounded in te ao Māori, Tiriti partnership principles, and shared aspirations for mutually beneficial, enduring relationships that enhance wellbeing for all parties. A healthy partnership should be underpinned by mana-enhancing processes, recognition of mana whenua, and a shared commitment to a flourishing Rotorua district. From this grows the capacity for innovation, resilience in conflict, continuous improvement and learning, and real, visible outcomes for whānau, hapū, iwi, and hapori Māori.

Further information about best practice effective partnerships can be found in **Appendix 3**: Best Practice Effective Partnerships.

INDICATORS

We have used eight indicators to assess the current health of RLC's relationships with Māori (and provide guidance going forward). These indicators are not mutually exclusive; they often overlap, reinforcing the need for a holistic approach.

Indicator	Whakamāramatanga
Recognition of Mana	A healthy relationship with Māori requires RLC to not simply acknowledge but actively uphold the mana of hapū and iwi. Hapū and iwi are ahi kā, having occupied and owned the whenua, wai, and taonga for generations. Honour of this status as mana whenua and mana tangata is essential, as is recognition of the fundamental role that Māori have in Aotearoa.
Communication, Transparency & Accountability	Open, timely information sharing, two-way dialogue, and reliable feedback systems are essential for trust and for learning from both successes and failures. Where communication is late, generic, or absent, relationships inevitably suffer. Proactive and transparent engagement grows confidence and supports a culture of accountability.
Trust & Reciprocity	Trust – particularly relational trust – is regarded as the essential currency of relationships and partnerships. Health is demonstrated when engagement is regular, genuine, and continues independent of personalities or election cycles. Reciprocity insists on recognising and resourcing the significant value Māori bring – land, knowledge, time, and community leadership – and

	returning value through tangible results, mutual respect, and systemic support.
Resourcing & Capacity	Healthy engagement requires both partners to have adequate technical and financial resources, enabling full participation. When Māori are resourced only to respond rather than co-design, capacity is stretched, and engagement devolves into compliance or tokenism. True partnership requires equal opportunity and capability to contribute, which can be achieved through administrative and technical support, fair compensation for Māori expertise, and potentially funded participation.
Representation & Mandate	Authentic engagement relies on understanding and respecting the complex reality of Māori representation. An over-reliance on pan-iwi groups, confusion about or disregard for who holds a mandate, and assuming one-size-fits-all are risks to trust and relationship-building.
Consistency, Continuity & Systematic Practice	Strong partnerships should be unaffected by kaimahi and councillor turnover. Instead, they should be underpinned by system-wide commitment, documented protocols, regular hui at all levels (mana ki te mana, mahi ki te mahi), and systemised induction for all new kaimahi and leaders (on both the council side and the iwi/hapū/Māori entity side).
Shared Decision-Making & Outcomes	Mana-enhancing partnerships are achieved when whānau, hapū, iwi, and Māori are co-designers and co-decision-makers on matters affecting their land, people, and aspirations – not advisors or consultees. Success is achieved through shared power and accountability for results.
Cultural Competence & Respect	Healthy relationships and partnerships require council kaimahi, governance, and systems to understand Rotorua's whakapapa, Māori histories, and Tiriti settlement contexts and know how to operate within tikanga and kawa. Councillors and kaimahi who understand the Māori political and cultural landscape can engage meaningfully, avoid repeated missteps, and unlock new opportunities for projects and relationships.

Table 3: Health Check Indicators

Tātaringa o Te Pae Tū

Analysis of the Current State

In this section, we use the indicators outlined above to assess and outline the current state of relationships between RLC and Māori. The environment is complex, and so our analysis is comprehensive – from governance to day-to-day operational activities; from the perspectives of mana whenua and council leaders and kaimahi; and from project-level practices to whole-of-organisation systems.

RECOGNITION OF MANA

Indicator: *A healthy relationship with Māori requires RLC to not simply acknowledge but actively uphold the mana of hapū and iwi. Hapū and iwi are ahi kā, having occupied and owned the whenua, wai, and taonga for generations. Honour of this status as mana whenua and mana tangata is essential, as is recognition of the fundamental role that Māori have in Aotearoa.*

> "There's a real lack of understanding in that council around who iwi are and our place in Aotearoa."

Many interviewees felt that RLC does not recognise, let alone uphold, hapū and iwi mana and status as mana whenua. We consistently heard that genuine recognition of the place hapū and iwi hold in Aotearoa and their status as Tiriti partners is uneven amongst councillors and kaimahi. There are some good examples where mana has been recognised and taonga and assets returned; however, the relevant hapū and iwi described this as an exhausting process in which there was a significant power imbalance, and they had to fight for every single thing. One iwi also highlighted that in these discussions, they had "leverage" – something that was absolutely essential to RLC and so were able to achieve a fair agreement because of it.

> "Even though we have Te Arawa whakapapa, we are left out... no communications, no support."

We also heard that council often has a relatively narrow focus on Rotorua city and therefore the mana whenua of the urban centre. Interviewees emphasised that this is absolutely important, given the Rotorua Township and that the town was gifted. They expressed a desire, however, for council to widen its view and take an 'and-and' approach – continue the work in Rotorua city and with its mana whenua, *and* also expend the same energy on the rest of the district's hapū and iwi.

Some hapū and iwi felt that RLC didn't even recognise them as being part of the Rotorua district. Those who have small interests in the district, or who sit on the edge of the district, or who don't have Te Arawa whakapapa, reported either minimal or even no engagement with RLC. One iwi leader said that their relationship with RLC was non-existent, that there is no "welcome mat" for them to even begin building an informal relationship, and that they are rarely invited to the table for significant decisions. Other iwi reported similar feelings, that they weren't even sure "how to get in the door". Far too often, we heard that there has been no engagement between the current CE and mana whenua entities.

> "They don't even understand the legislation and obligations of settlement and the broader context... how does it translate into policy making? Into day-to-day conversations?"



COMMUNICATION, TRANSPARENCY & ACCOUNTABILITY

Indicator: *Open, timely information sharing, two-way dialogue, and reliable feedback systems are essential for trust and for learning from both successes and failures. Where communication is late, generic, or absent, relationships inevitably suffer. Proactive and transparent engagement grows confidence and supports a culture of accountability.*

Communication between RLC and hapū, iwi, and hapori Māori was widely critiqued for being late, one-way, and lacking feedback mechanisms. Interviewees often said that information, ideas, and submissions "disappear into a void", and there is little visibility on whether they shaped decisions or were even read. Some representatives expressed frustration at decisions that proceeded regardless of hapū/iwi views and also highlighted instances where recommendations on culturally significant kaupapa were ignored in favour of opinions of external non-Māori consultants.

> "If you're going to change a decision, tell us early and explain why. Don't leave us in the dark and don't make us chase answers."

> "I think council think they're doing us a favour by engaging with us… they don't get that there is a statutory obligation on you to do this, and if you fail to do this, you're actually in breach."

Those we interviewed acknowledged that council's decisions cannot always align with Māori or please everyone, and that council also experiences resourcing and capacity constraints. Real frustration comes when RLC isn't open about this. A common theme throughout the interviews was that Māori appear to be "kept in the dark" and only small amounts of information are shared – usually late. Further, there have been multiple instances of RLC committing to a kaupapa (verbally, formally) and later reneging or changing the decision and going in a different direction. We consistently heard refrains similar to "do what you say and say what you can and can't do"; from this, interviewees also expressed desires for the council to adopt a "no surprises" policy and front when things go wrong, too. This form of accountability and transparency was constantly highlighted as something so simple that would have huge positive effects.

> "We want to know the big picture so that when we make the decision, it's the right one and the benefit for all of us. If we ask for a project… don't say 'maybe' or 'we'll try'. Just a yes or a no. So we know where to realign our priorities."

Social media and misinformation were also highlighted as new, compounding risk factors. This was acknowledged across the board, by Māori and RLC representatives alike, as something that needs immediate addressing. With the rise of such issues, interviewees talked about a return to kanohi ki te kanohi engagement and communication, recognising Māori ways of doing things. Face-to-face engagement is so highly valued in te ao Māori, so many representatives questioned why this isn't a standard council practice. Overall, engagement is down, with some entity leaders reporting that "the phones stopped ringing overnight" and that calls to council kaimahi were unanswered and not returned.

TRUST & RECIPROCITY

Indicator: *Trust – particularly relational trust – is regarded as the essential currency of relationships and partnerships. Health is demonstrated when engagement is regular, genuine, and continues independent of personalities or election cycles. Reciprocity insists on recognising and resourcing the significant value Māori bring – land, knowledge, time, and community leadership – and returning value through tangible results, mutual respect, and systemic support.*

> "I think the council gets scared, they get apprehensive, and then they chicken out… They've been stung a number of times. You're going to continue to get stung, but don't take it personally. You just get your work and keep going… we'll hold you accountable when you've done something wrong, but if you're going to do something right, keep going, keep building the waka together."

Throughout the interviews we conducted with hapū, iwi, and hapori Māori, trust was consistently described as the key to a genuine, productive, and enduring relationship. Interviewees described trust as being grounded in mutual respect, genuine commitment, openness, shared decision-making, and consistent follow-through over time. Trust is not assumed; it is reciprocal and actively built, requiring deliberate, respectful partnership at both operational and governance levels, with tangible demonstrations of sincerity and accountability. Relational trust in particular was often mentioned; trust is one thing, but relational trust comes when RLC has the competency to build and maintain trust "whatever the weather" and even if things go wrong.

Currently, trust is highly variable across RLC's relationships with Māori. High-trust relationships do exist with some partners; our observation is that this is generally with entities with the funds, agility, capacity, capability, and experience to lead such engagement, match RLC's resources, and drive their own projects. These interviewees highlighted that their relationships are sustained through long-serving staff and specific commercial or operational relationships, and produce practical, mutually beneficial outcomes.

> "The only time we do see council is when they want something… That's not a relationship."

However, this seems to be the exception, not the norm. Most Māori groups/entities described trust with RLC as fragile; it is generally concentrated in a few specific individuals or projects, and is easily undermined by kaimahi turnover, late engagement, and unfulfilled promises. Many expressed frustration at being undervalued, sidelined, or consulted only for compliance reasons, feeling that engagement occurs only when RLC needs something from them. This has led to feelings of relationships being highly transactional, rather than reciprocal and enduring.

RESOURCING & CAPACITY

Indicator: *Healthy engagement requires both partners to have adequate technical and financial resources, enabling full participation. When Māori are resourced only to respond rather than co-design, capacity is stretched, and engagement devolves into compliance or tokenism. True partnership requires equal opportunity and capability to contribute, which can be achieved through administrative and*

technical support, fair compensation for Māori expertise, and potentially funded participation.

> "Don't expect voluntary labour to match your paid teams."

One of the most difficult challenges for Māori groups and entities is the imbalance of resources between themselves and the council. RLC is perceived as having "an army of staff" and access to highly paid external consultancy, while Māori entities/groups have "one or two overstretched people" responding to complex agendas or trying to drive important projects. Generally, most interviewees noted that their organisation faces persistent shortfalls in technical, administrative, and governance support. As such, this under-resourcing manifests as burnout among voluntary or underpaid leaders, missed hui or opportunities for input, slow turnaround on council requests, and an inability to participate meaningfully in policy or strategy. Further, this leads to a consistent feeling of "council always seeming one step ahead" – like it's a competition rather than a relationship or partnership.

Some iwi also spoke about the fact that RLC is not the only council they have a relationship with. One iwi reported that they have to engage with seven district and regional councils – and of course, each one has a different approach and different requirements.

We did hear of some exceptions, such as dedicated paid technical advisor roles and seconding of council kaimahi to specific projects to assist in delivery. Positively, these instances demonstrate that targeted and ongoing investment can quickly improve the quality of collaboration. Further, it must be noted that some entities do have the ability to resource their own internal capability and capacity.

Interviewees also felt that, in general, their mātauranga, knowledge, and expertise are undervalued. While external consultants are paid highly for their specialist experience and skills, Māori or iwi advisors cannot often say the same. There are some instances we heard of where Māori have been compensated for their time and knowledge (e.g. on working groups), but most emphasised that they are still required to contribute substantial voluntary time and technical skill for little or no compensation.

REPRESENTATION & MANDATE

Indicator: *Authentic engagement relies on understanding and respecting the complex reality of Māori representation. An over-reliance on pan-iwi groups, confusion about or disregard for who holds a mandate, and assuming one-size-fits-all are risks to trust and relationship-building.*

Many entities and groups expressed frustration about RLC's ad hoc approaches to engagement, particularly regarding mandate. The complexities of this space are real and were acknowledged by interviewees; with the significant number of hapū, iwi, and hapori Māori groups and organisations in the Rotorua district, confusion or a lack of clarity can occur on both sides. However, in the absence of clear, specific mandate protocols, we heard that RLC often defaults to pan-iwi proxies (such as Te Tatau o Te Arawa), reference groups, or the most accessible Māori voices for expedience – "shortcuts" – rather than robust mapping of appropriate representatives and mandates.

> "Respect who holds mandate, who is at the table, and don't fragment our voice by setting up reference groups or talking to the wrong people."

Many interviewees described instances where RLC has proceeded with activities based on approval given by someone who does not have the mandate to do so. Situations like this have led to fracturing within hapū/iwi groups themselves, affecting both trust in RLC and trust in their own people.

> There's no process for who council should consult at different levels – staff make up the process on the spot.

While pan-iwi entities such as Te Tatau provide useful entry points and 'clearing house' roles, the current system is described as outdated, over-reliant on proxies, and sometimes failing to recognise the diversity and authority of mana whenua, hapū, and mandated trusts. Further, instances where a pan-iwi group acts as the conduit for all Māori engagement have led to perceived (and real) exclusions for some hapū or non-Te Arawa iwi. There are hapū/iwi that have areas of interest (for example, Raukawa, Ngāti Tahu-Ngāti Whaoa, and Ngāti Rangitihi) within the Rotorua district that are either not affiliated with Te Arawa or do not have representation on pan-iwi entities such as Te Tatau o Te Arawa, and they report feelings of exclusion – whether intended or not.

CONSISTENCY, CONTINUITY & SYSTEMATIC PRACTICE

Indicator: *Strong partnerships should be unaffected by kaimahi and councillor turnover. Instead, they should be underpinned by system-wide commitment, documented protocols, regular hui at all levels (mana ki te mana, mahi ki te mahi), and systemised induction for all new kaimahi and leaders (on both the council side and the iwi/hapū/Māori entity side).*

> Faces keep changing so your relationships don't stay long; you build trust... and then they're gone.

Our interviews indicate that continuity is one of the weakest dimensions in RLC-Māori relationships. Most relationships and partnerships fluctuate with changes in council leadership, kaimahi turnover, and election cycles, leaving both council and Māori vulnerable to regression and the loss of hard-won trust. Interviewees repeatedly described working hard to build relationships with key council officials and kaimahi, only to have to "start from scratch" when these people leave or a leadership or management change occurs. Continuity appears to "depend on good individuals", rather than being embedded.

> It shouldn't fall on just the shoulders of the [Te] Amorangi team… [they] really hold those relationships and try to keep that mana intact. But it shouldn't be up to just them to ensure that that happens.

Frustration was expressed at consistently having to explain their identity and repeat stories and aspirations to new faces, highlighting that information is rarely documented by RLC in a central system accessible by all council kaimahi and leaders. Where there are positive examples of successful partnership models, they don't appear to be replicated or systematic. As such, best practice is highly dependent on individual champions within RLC, which creates not only disparity across relationships, but high pressure on these individual kaimahi.

SHARED DECISION-MAKING & OUTCOMES

Indicator: *Mana-enhancing partnerships are achieved when whānau, hapū, iwi, and Māori are co-designers and co-decision-makers on matters affecting their rights and interests relating to natural resources and whenua, people, and aspirations – not advisors or consultees. Success is achieved through shared power and accountability for results.*

> "Iwi are here forever. We set the goals, we set the targets – here are the iwi's goals, how will you help us achieve that?"

The desire to be co-designers and co-decision-makers in relevant matters was expressed in all interviews. This is not the norm, however; Māori participation is generally limited to consultation late in the process and ad hoc advisory forums. Further, it's often perceived that by this point, the decision has already been made, leading hapū, iwi, and Māori entities to believe that engagement is simply a "tick-box exercise" or a "chore". Several interviewees felt that Māori are seen as "just another community group or stakeholder", rather than a Tiriti partner to whom council has statutory obligations.

> "Stop coming out with predetermined decisions... bring us in when the page is still blank, not after the fact."

Consistent reference was made to the intergenerational view that Māori intuitively hold, compared to the relatively short-term council cycles. Hapū, iwi, and Māori organisations naturally think long-term, making decisions based on outcomes that will benefit mokopuna, and their mokopuna, and so on. We heard from many interviewees that "we will always be here, iwi will be here forever", highlighting that this long-term thinking makes Māori a natural partner for RLC, to the benefit of all. Further, we heard over and over again – even from RLC representatives – that Māori are the logical co-investment partners for the council. Much of the remaining developable whenua is owned by whānau, hapū, iwi, and Māori organisations and trusts, and some of these organisations also have the balance sheets and funds to contribute and invest in such developments. Some of these entities expressed frustration at out-of-town developers or investors being considered as potential partners before themselves.

> "Council should look at us as a significant stakeholder and contributor to the economy and to the community, not just as a community group."

CULTURAL COMPETENCE & RESPECT

Indicator: *Healthy relationships and partnerships require council kaimahi, governance, and systems to understand Rotorua's whakapapa, Māori histories, and Tiriti settlement contexts, and know how to operate within tikanga and kawa. Councillors and kaimahi who understand the Māori political and cultural landscape can engage meaningfully, avoid repeated missteps, and unlock new opportunities for projects and relationships.*

> Council staff need to build a cultural licence – doing things with us, not for us, or at us, or to us.

Our interviews indicate that much of the disconnect between RLC and Māori stems from a lack of understanding within council of Te Tiriti o Waitangi, Tiriti Settlements, local history, and even basic tikanga. This is not to say this of everyone in council; long-serving leaders and the Te Amorangi team (past and present members) were consistently spoken highly of, and individual kaimahi here and there were described as respectful and wanting to learn and understand.

However, general cultural competence is uneven and underdeveloped. The representatives we interviewed often talked of constantly having to educate council teams about who they are or repeat foundational information. This feels particularly grating when discussions centre around historical grievances perpetuated by council; interviewees describe constantly having to revisit mamae, just to explain it again to RLC representatives who don't understand (or haven't bothered to understand) who they're talking to. We also heard that many such discussions never result in any kind of apology; something so simple that many interviewees say would go a long way.

> New councillors or kaimahi come in and they go, oh, we'd like to come and mihi to you as the mana whenua. And we're like, ka pai, actually we're the biggest property developer here, too.

There is also a general feeling that many RLC councillors and kaimahi do not understand who hapū and iwi are, and their place in Aotearoa. There was an acknowledgement that the current political climate likely contributes to this, but also reiterated that "iwi are here forever; government is on a three-year cycle". All expressed hope that embedding cultural competency, Tiriti literacy, and an understanding of local history into council systems can change the attitudes towards hapū, iwi, and Māori organisations. Where such respect does currently exist, interviewees reported increases in trust, mana-enhancing interactions, and relationships of greater depth, resulting in successful projects.

Many interviewees talked about previous ways of doing things, particularly when Tā Toby Curtis and Mauriora Kingi were alive. One iwi leader described how Mauriora prioritised kanohi ki te kanohi and drew council along with him on this; he would always attend tangihanga and bring the mayor, councillors, and senior executives with him. Being kanohi kitea in a Māori environment and landscape was noticed, appreciated, and went a long way towards building respectful and sustainable relationships.

Te Tātari Whakarāpopototanga

Summary Analysis: What's Working, What's Not

WHAT IS WORKING?

Direct, Mana Whenua-Focused Engagement: Instances of genuine partnership emerge when council recognises specific hapū or iwi mandates and establishes direct, regular lines of communication with all levels of the group (governance, operations, whānau, etc.), especially outside of compliance obligations.

Project-Based Partnerships: When RLC engages hapū, iwi, and hapori Māori as full partners early in the design and implementation of major projects, outcomes are positive and trust grows. Project-specific investment, regular hui, and flexible operational support are crucial.

Recognising Individual Champions: Relationships often flourish where long-serving and culturally competent kaimahi or leaders have delegated authority, consistently engage, offer practical problem-solving, and build trust over time. Individual champions in both RLC and Māori entities have enabled successful collaboration despite systemic issues.

Collaborative Economic Development: Joint ventures, particularly with entities with commercial capability and capacity, deliver mutual benefits and set the benchmark for future models. Effective co-investment and shared design processes in development and infrastructure remain key successes.

Proactive Communication (where it exists): There are some instances of proactive communication, which benefit the relevant projects by reducing costs, aligning all partners, and focusing parties on solutions rather than problems.

Seconding Council Kaimahi: Seconding council kaimahi into hapū, iwi, or hapori Māori-led projects has proven effective for building trust and delivering results, as these kaimahi help bridge gaps, bring technical support directly into kaupapa Māori contexts, and accelerate practical outcomes through hands-on, collaborative partnership.

Positive Models & Projects

Several projects and relationships demonstrate what is possible:

Ngāti Whakaue Housing Development	Early, regular, joint planning with council kaimahi led to rapid delivery, pragmatic solutions, and mutual benefit.
Ōwhata Kōhanga Rākau	Evolved from initial council scepticism to a strong partnership, with interventions by senior council kaimahi enabling huge savings for whānau through practical advice, fast-tracking, and political support.
Gifted Reserves Protocol Committee	Regular meetings created trust and proactive resolution of site-specific issues.
Climate Change Advisory Group	Multi-agency cooperation with mana whenua and residents produced consensus and practical results.

Table 4: Positive Models & Projects

Success Factors

Successful relationships and projects nearly always involve:

- Early, transparent, and ongoing engagement with decision-makers.
- Responsive and respectful council kaimahi, often with specific individuals championing kaupapa.
- Willingness to resource Māori participation and technical capacity.
- Regular, transparent, kanohi ki te kanohi hui.
- Mutual resource and technical support.
- Joint vision and problem-solving orientation, rather than box-ticking consultation.

WHAT ISN'T WORKING?

Limited & Uneven Recognition of Mana: Inadequate recognition of mana whenua, mana tangata, and ahi kā – particularly for hapū and iwi outside the Rotorua city or Te Arawa whakapapa. Some entities feel excluded from significant decisions and lack a clear process for initiating a relationship with RLC.

Transactional Defaults: Most relationships remain compliance-driven and transactional, with Māori feeling like they are only being engaged with when required for statutory or regulatory reasons, and excluded from substantive decision-making.

Mandate Confusion: Reliance on reference groups, pan-iwi bodies, or proxies rather than directly engaging mandated entities leads to miscommunication and distrust.

Resource & Capacity Imbalance: Hapū and iwi constantly report under-resourcing, burnout, and a lack of technical or governance support. RLC faces a mismatch between its well-resourced bureaucracy and the stretch placed on voluntary Māori entities.

Inconsistent Systems & Leadership Turnover: Progress and relationship health devolve rapidly when key staff or elected leaders change. The absence of systematic training or induction processes means improvements by RLC are not embedded across the organisation.

Late, One-Way, or Tokenistic Engagement: Consultation by RLC often begins after key decisions have been shaped, with Māori input sought late or ignored. Repeated failures in closing feedback loops and in providing timely, transparent communication have eroded trust.

Cultural Competence Gaps: System-wide cultural knowledge is uneven; most council kaimahi lack a deep understanding of local history, Tiriti obligations, or the operational realities of Māori entities.

KEY RISKS

RLC faces a range of significant risks if measures to improve relationships with hapū, iwi, and hapori Māori are not implemented.

Risk	Explanation
Legal & Statutory Risks	RLC's responsibilities as a Tiriti partner (under Te Tiriti o Waitangi, Local Government Act, Resource Management Act, and various settlement Acts) require more than obligatory consultation. Consistently failing to uphold such obligations puts council at risk of litigation. Interviewees noted growing awareness and willingness to

	legally challenge decisions where rights, interests, and proper mandate are not recognised.
Loss of Trust & Social Licence	A continuing erosion of trust with hapū, iwi, and Māori will lead to increasing disengagement, public criticism, and growing cynicism about RLC's decision-making. Without deep, trusting relationships, RLC will struggle to secure broad social licence for major initiatives – particularly those involving land use, water, resource management, and public infrastructure. Poor trust weakens council's legitimacy, makes every engagement fraught, and risks fracturing relationships even further over time.
Economic & Co-Investment Loss	Much of Rotorua's remaining developable land, natural resource potential, and future assets are owned by Māori. If RLC does not improve relationships, it may lose unique opportunities for co-investment with major local landowners, missing out on mutually beneficial development, jobs, housing, and business opportunities. External investors may also be put off if the district earns a reputation for fraught Māori–council relations and unresolved partnership issues.
Reputational Damage & Community Division	Poor engagement, tokenistic consultation, or ongoing disputes – especially when made public – can irreparably damage RLC's reputation locally and nationally. Social media, local press, and wider community channels amplify missteps (even if they are misinformed), leading to wider community division and decreased confidence in council leadership. This can also have negative implications for tourism, national funding, and inter-regional collaborations.
Missed Opportunities for Innovation & Community Wellbeing	Strong mana whenua-council relationships have the potential to deliver co-designed solutions, innovative responses to climate, land, and social issues, and intergenerational investment. If not prioritised and improved, these opportunities are lost, leaving RLC behind more collaborative, forward-thinking councils elsewhere in Aotearoa.

Table 5: Key Risks

Ngā Takahanga Whakamua
Next Steps

This Health Check Report analyses the current state of hapū, iwi and hapori Māori relationships with Rotorua Lakes Council. It reveals a complex landscape; many Māori entities describe their relationships with RLC as fragile, transactional, and uneven, marked by insufficient recognition of mana, inequitable resources, mandate confusion, and communication gaps. There are missed opportunities for genuine partnership, innovation, and investment, and litigation risks undermine trust even further.

Despite this general overall state, there are instances of good collaboration, positive interactions, and mutually beneficial partnerships. The building blocks for the required improvements already exist; they just need to be implemented and enhanced to truly reflect a highly functioning and effective relationship strategy. Even with the existing state of relationships, hapū, iwi, and Māori consistently expressed the desire to continue to work with RLC and deliver benefits for the community. There is a willingness to return to the table and (re)build/enhance trust.

TE TUAMAKA

The next stage of this project is for GHA to draft "Te Tuamaka: the Māori Relationships Strategy" ('Te Tuamaka'). Te Tuamaka will invite Rotorua Lakes Council to consider a strategy that future-proofs its relationships with whānau, hapū, iwi, and hapori Māori.

One of RLC's key outcomes in the current Long-Term Plan (LTP) is **Ngā Wawata o Te Tangata Whenua – Mana Whenua/Tāngata Whenua Aspirations**:

> *E kitea ana, e taunakitia ana e mātau ko wā te tangata whenua e manakotia ana. Ka noho mātau hai hoa haere ki te whakatupu rau ōhanga, ki te whakapuare kūaha pāpori hoki rā hei painga mō te katoa.*
>
> *We recognise and support the aspirations of Tangata Whenua/Mana Whenua and partner to grow economic and social opportunities and benefits for everyone.*

Te Tuamaka will give effect to this LTP outcome by providing a clear outline of RLC's priorities and objectives. It will likely include four priorities based on the indicators outlined in this report, each with related core objectives to guide council over the next 10 years. It will assist RLC in determining how and when to engage with Māori effectively and codify protocols of enduring trust and high accountability that is grounded in Te Tiriti-based practice.

RECOMMENDATIONS

We recommend that Rotorua Lakes Council:

- **Reviews** this report.
- **Accepts** the findings of the report.
- **Agrees** on the critical findings for inclusion in the to-be-developed Te Tuamaka – Māori Relationship Strategy.

Following RLC's adoption of the above recommendations, GHA will proceed with drafting Te Tuamaka – the Māori Relationship Strategy.

Ngā Āpitihanga
Appendices

APPENDIX 1: LIST OF INTERVIEWEES

Hapū, Iwi & Māori Groups

No.	Group	People Interviewed
1	CNI Iwi Collective	Alamoti Te Pou (General Manager)
2	Ngā Hapū ē Toru o Ngāti Whakaue	Veronica Butterworth (Trustee), Pauline Tangohau (Trustee)
3	Ngāti Kearoa Ngāti Tuarā	Mary Corbett (Chair), Robyn Bargh (Trustee)
4	Ngāti Pikiao Iwi Trust	Piki Thomas (Chair)
5	Ngāti Whakaue Tribal Lands	David Thomas (Chair), Ray Morrison (General Manager)
6	Ōwhata Kōhanga Rākau	Jason Rogers (Chair)
7	Pukeroa Oruawhata Trust	David Tapsell (Chair)
8	Ngāti Raukawa	Anaru Begbie (Environment Group Manager)
9	Rotomā No. 1 Incorporation	Tammy Gardiner (CEO)
10	Ngāti Tahu Ngāti Whaoa	Michelle Phillips (Environmental Manager), Lakimini Herath (Environmental Specialist)
11	Te Arawa Lakes Trust	Wally Haumaha (Chair)
12	Te Arawa River Iwi Trust	Evelyn Forrest (Chair), Jo Ireland (CEO)
13	Te Kōmiti Nui o Ngāti Whakaue	Pauline Tangohau (Negotiations & Operations Manager), Hokimatemai Kahukiwa (Trustee), Selwyn Insley (Trustee)
14	Te Mana o Ngāti Rangitihi	Leith Comer (Chair), Tipene Marr (Trustee), Alana Hunter (Operations Manager), Frances Teinakore-Curtis (Pou Taiao)
15	Te Manatōpū Hau Kāinga o Ōhinemutu	Aleisha Mitchell
16	Te Tatau o Te Arawa	Jude Pani (Manahautū)
17	Tūhourangi Tribal Authority	Kirikowhai Mikaere (Chair)

Table 6: List of Interviewees - Hapū, Iwi & Māori Groups

Rotorua Lakes Council

No.	Name	Position
1	Tania Tapsell	Mayor
2	Jean-Paul Gaston	Group Manager – Destination Development

Table 7: List of Interviewees - Rotorua Lakes Council

APPENDIX 2: INTERVIEW QUESTIONS

Hapū, Iwi & Māori Groups

1. How would you describe your current relationship with Rotorua Lakes Council?
    a. Prompt: Is it mana-enhancing, mutual, future-focused, or more transactional?

2. What changes would you like to see in how the Council engages with hapū, iwi, and hapori Māori?
    a. Prompt: What should they start doing, stop doing, or continue doing to be a better Tiriti partner?

3. What are three key elements that make a Council–Māori partnership effective?
    a. Prompt: Consider things like trust, shared decision-making, values alignment, and cultural safety

4. Can you share an example of a kaupapa or project that worked well with RLC? What made it successful?

5. Have there been situations of tension or misalignment? What caused them, and what helped resolve them?

6. How confident are you in the Council's current processes and systems for engaging with hapū, iwi, or Māori communities?
    a. Prompt: What about visibility, access, staff, or timing of engagement?

7. Are there Council decisions or practices that have unintentionally harmed your relationship or your trust?

8. What does trust look like to you in a working relationship with Council?
    a. Prompt: How does Council show or fail to show respect for tikanga, kawa, or your decision-making processes?

9. What would an ideal, respectful, and enduring partnership with the Council look like from your perspective?
    a. Prompt: What are your aspirations? How does that relate to your values or vision for your people?

Rotorua Lakes Council

1. How would you describe the current partnerships and relationships between Rotorua Lakes Council and hapū, iwi, and Māori?
    a. Prompt: Where are they working well? Where are they not?
    b. Prompt: Can you share some positive and/or challenging examples?

2. What are three key elements of an effective partnership between RLC and Māori?

3. How confident are you in RLC's current systems and structures for engaging with hapū, iwi, and hapori Māori?
    a. Prompt: e.g. access, transparency, staff roles, capacity and capability, engagement consistency

   b. Prompt: e.g. How does the Council demonstrate respect for tikanga, kawa, and Māori decision-making processes?

4. What role does Te Tatau o Te Arawa play in Māori partnerships and engagement, and how does that sit alongside direct iwi/mana whenua relationships?

5. How well do you think the Te Arawa 2050 Vision is guiding Māori partnerships and reflected in the Council's planning and priorities?

6. Looking into the future, how should partnerships with Māori be strengthened?
   a. Prompt: What does RLC need to start doing, stop doing, or continue doing to strengthen its relationship with Māori?

7. Looking to the future, how can partnerships and relationships with Māori further:
   a. Unlock opportunities for Māori?
   b. Incorporate Mātauranga Māori into planning and delivery of services and initiatives.

8. What would a transformational partnership between RLC and Māori look like?
   a. Prompt: Is co-governance part of that? Cultural change? Structural shifts?

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APPENDIX 3: BEST PRACTICE EFFECTIVE PARTNERSHIPS

Background

Tikanga-based practice is important to Māori. Tikanga reflects the lived experience, values and aspirations of Māori communities. Iwi and Māori aspirations are for strong partnerships with council. Affirmation of iwi/hapū rangatiratanga and mana motuhake are key goals.

Mana-to-mana as well as mahi-to-mahi relationships, together, are important. A balanced partnership honours both mana and mahi relationships. It honours the mana of iwi/Māori by embedding authority and influence in decision-making, and advances mahi by turning agreements into real action. A successful iwi partnership weaves together complementary strands of both mana and mahi.

Resource Management Act reforms aim to clarify and formalise Māori involvement. There is legitimate concern that they will move relationships away from growing partnership and collaborative governance (mana relationships), instead creating less meaningful engagement that is more transactional (mahi relationships). This will limit Māori and iwi influence over important local decisions that affect rights, resources, and taonga.

A number of councils and community organisations, nationally and internationally, abide by or apply the International Association for Public Participation (IAP2) core values and spectrum. The IAP2 Spectrum defines five reasons to engage:

1. Inform.
2. Consult.
3. Involve.
4. Collaborate.
5. Empower.

An organisation such as Rotorua Lakes Council, which has a goal of partnering with hapū, iwi, and Māori, is recognised in the IAP2 Spectrum as a collaborator. At this level, organisations are expected to look to partners for "advice and innovation in formulating solutions and incorporate [their] advice and recommendations into the decisions to the maximum extent possible". Hapū, iwi, and Māori should have a high level of influence in defining problems or opportunities, and in making decisions about the best solutions to problems.

There will be opportunities to go beyond legislative boundaries to work for and alongside Māori, as mana whenua and ahi kā, to ensure their knowledge and experiences are respected and considered. Iwi in the Rotorua district, particularly Te Arawa iwi, should be significant partners by population, as landowners, business owners, resource developers, water and natural resource managers, environmental stewards, and community leaders.

Te Tiriti o Waitangi

Te Tiriti o Waitangi is the founding document of Aotearoa, New Zealand. Te Tiriti lays an important foundation for relationships between whānau, hapū, iwi, Māori, and the Crown.

Te Tiriti provides for the exercise of kāwanatanga (governance) by the Crown in exchange for active protection of tino rangatiratanga (autonomy, sovereignty, authority, or control) of tāngata whenua over their own lands, forests, fisheries, and other natural resources and

taonga, including their culture, language, and learning processes. Te Tiriti provides the context for relationships and partnerships.

Hapū, iwi, and Māori organisations and providers have Te Tiriti roles and responsibilities as outlined in:

- The preamble, particularly regarding whanaungatanga and the importance of relationships through shared experiences and connections.
- Article one, particularly as leaders who give effect to tino rangatiratanga.
- Article two, as kaitiaki of taonga, including mātauranga, tikanga, and rongoā.
- Article three, as kaitiaki of citizenship to achieve equity of outcomes for Māori.
- Article four, as kaitiaki of wairuatanga.

The Crown (and its agencies) also has roles and responsibilities to:

- Actively protect that which is important to Māori. This may include their rights, property, special places, culture, or language.
- Guarantee Māori the right to manage, control, and enjoy their resources and taonga.
- Adhere to the principle of equity, act fairly, and intervene to address disparities between Māori and others.
- Consult with Māori before making any decisions that may impinge upon any Māori interests protected by Te Tiriti o Waitangi.
- To remedy any past breaches of Te Tiriti o Waitangi and act reasonably and in good faith.

Since the signing of Te Tiriti o Waitangi in 1840, whānau, hapū, iwi, and Māori have actively sought solutions and responses to colonisation. Te Tiriti provides a basis through which Māori may critically analyse relationships, challenge the status quo, and affirm Māori rights. Whānau, hapū, iwi, and Māori will continue to stretch and challenge kaupapa for the overall wellbeing of their people.

Some Principles

There is significant demand from iwi and Māori communities for solutions and initiatives to be by Māori, for Māori, about Māori – a mana motuhake approach. The pursuit of mana motuhake involves addressing the social determinants of housing, food security, wellbeing, poverty, and discrimination. Whānau, hapū, iwi, and Māori communities should be able to access services that make sense to them, embrace their uniqueness, and see them as collectives.

Iwi and Māori partners will be valued and recognised for kaupapa, tikanga, mātauranga, and taonga that they bring to relationships. The provision of services across the district aligns with the needs, interests, and aspirations of iwi and Māori collectively and individually for their descendants, including tamariki and rangatahi.

Mana Ōrite

Mana ōrite is understood within the context of Tiriti relationships as the parties having equal explanatory power within the operation of their relationship. Both parties acknowledge that the treaty partners are hapū/iwi/Māori and the Crown (and its representative Minister and the relevant department).

Examples of principles in the conduct of mana ōrite relationships include:

- **Mana Ōrite:** Respective views will be heard, considered, and afforded equal explanatory power.
- **Whanaungatanga:** Strong, transparent relationships through respect, integrity, empathy, and commitment to the kaupapa.
- **Kotahitanga:** A culture of moving together with solidarity towards a common purpose.
- **Rangatiratanga:** Leadership that focuses on common purpose whilst also respecting the autonomy and independence of iwi.
- **Whakawhāiti:** Inclusiveness and acknowledging the respective value and roles we bring.
- **Kaitiakitanga:** A shared culture of respect, guardianship, care, and protection for Māori students and their whānau, te reo Māori, mātauranga Māori, tikanga, and rongoā.

Mana Taurite – Equity

Māori have all the rights of British citizens under article three of Te Tiriti. "Article three guarantees Māori freedom from discrimination and obliges the Crown to positively promote equity… [and] to make every reasonable effort to eliminate barriers to services that may contribute to inequitable outcomes."

Examples of principles in line with mana taurite include:

- **Accessible Services:** Whānau, hapū, iwi, and Māori, regardless of gender, disability, age, sexual orientation, ethnicity, economic situation, or geographic location, have timely and equitable access to appropriate services.
- **Partners with Choice and Control:** Whānau, hapū, iwi, and Māori using services have their rights upheld to make choices. Working alongside professionals improves service quality, safety, the experience of services, and the equity of outcomes. This principle can be rephrased as 'nothing about us, without us.'

Best Practice Through Collaboration

Appropriate services include an understanding of the lived experiences of people and whānau and shared decision-making with them.

Legislative & Treaty of Waitangi Obligations & Responsibilities

There are various instruments, including the Long-Term Plan, the Local Government Act 2002, the Marine and Coastal Area (Takutai Moana) Act 2011, the Resource Management Act 1991, and the Treaty of Waitangi, that create obligations on the council and its kaimahi.

The Local Government Act 2002

The Local Government Act 2002 (the LGA) contains several provisions that relate to Māori and the Treaty of Waitangi. The LGA specifies that local government has responsibilities which include providing for Māori participation in decision-making processes, enhancing Māori capacity to participate and contribute to decision-making processes, and options for enhanced representation by Māori.

The provisions in the LGA can act as levers that can influence institutional behaviour rather than specific requirements that can be easily monitored. Several pieces of legislation, for example, direct local government agencies to 'take into account' or 'have regard to' the principles of the Treaty of Waitangi.

References to how RLC should engage with Māori groups in the Local Government Act 2002 are grouped under the following headings:

- The relationship to Māori culture and traditions.
- Opportunities to contribute.
- Processes to contribute.
- Develop Māori capacity to contribute.

The Relationship to Māori Culture & Traditions

When RLC makes an important decision about land or a body of water, it must consider the relationship between Māori and their culture and traditions with land, water, sites, wāhi tapu, valued flora and fauna, and other taonga. This is similar to but applies to actions outside the RMA requirements on councils when making decisions under the Resource Management Act 1991. (see section 77 (1)(c)).

Opportunities to Contribute

RLC should provide Māori and tauiwi (all other members of the public) with opportunities to contribute to council decision-making processes. (see section 14 (1) (d)).

Processes to Contribute

RLC should develop and maintain ways for Māori to contribute to council decisions. It should also consider ways to help build Māori capacity to contribute to council decision-making. (see section 81). This means RLC needs to plan ahead for increasing Māori contributions to decision-making. Section 81 clarifies that Māori and local authorities need to move beyond engaging only on matters of culture or environment and having systems and planning processes in place that specifically allow Māori input into decision-making.

Section 82 outlines the principles of consultation.

Develop Māori Capacity to Contribute

How RLC intends to develop Māori capacity to contribute to council decisions (see above) over the ten years of the Long-Term Plan must be detailed in the Rotorua Lakes Council Long-Term Plan. (see Clause 8 of Schedule 10).

Best Practice: Effective Partnerships

A balanced partnership approach ensures enduring, effective collaboration that respects leadership and identity while delivering results.

Principles for engagement should be tikanga-based:

Whakawhanaungatanga (Relationship-Building First)

- Begin with genuine connection.
- Prioritise kanohi-ki-te-kanohi engagement.
- Build trust over time. Everything moves at the speed of trust.

Mana Motuhake (Self-Determination)

- Recognise iwi and hapū as decision-makers, not just consultees.
- Support by Māori, for Māori, with Māori.
- Support Māori to lead in areas that affect them – especially their enduring responsibility of ahi kā and occupation and custodianship over whenua, wai, and taonga.
- Respect iwi strategic plans and align Council work accordingly.

Tuakana–Teina Dynamics (Shared Leadership)

- Accept that leadership may shift depending on context.

- Māori may lead in cultural, environmental, or community spaces; council may lead in technical and regulatory areas.
- This reciprocity fosters balance and mutual respect.

Mātauranga Māori Integration

- Embed mātauranga Māori systems in planning, policy and delivery.
- Value tikanga, whakapapa, and te reo Māori as core – not optional extras.
- Use Māori models of practice to guide engagement.

Koha & Manaakitanga

- Acknowledge time and expertise with appropriate koha (not just payment, but respect).
- Host hui with manaakitanga – food, warmth, and cultural protocol.
- Offer support before asking for input; don't focus on extractive engagement.

Equity & Ōritetanga

- Ensure Māori are not disadvantaged in the partnership.
- Share resources, data, and decision-making power.
- Recognise historic trauma and work to restore balance.

Safe Space

- Safe spaces and flexibility for Māori to express identity, challenge ideas, and lead authentically.

Best practice means moving beyond tick-box consultation to real power-sharing, joint problem solving, and continuous improvement – guided always by Treaty partnership.

- **Nature and Level of Obligation:** Go beyond statute – guided by partnership, trust and long-term outcomes; may include co-design, co-governance, or shared-decision making.
- **Flexibility and Innovation:** Parties define engagement protocols and relationship agreements that reflect mutual aspirations, local context, and evolving expectations – allowing creative, tailored partnership models.
- **Depth of Engagement:** Hapū, iwi, hapori Māori, and council work together from the outset, involving Māori in strategy setting, co-design, policy development, and ensuring their perspectives shape outcomes, not just respond to finished proposals.
- **Formality and Enforcement:** Agreements are not always legally enforceable, but they can create more enduring, respected, and trusted partnerships if based on mutual commitment and regular review.

- **Expression of the Treaty of Waitangi:** Explicitly aims to honour Treaty partnership and the spirit of active protection, embedding Māori values (tikanga, mātauranga) and aspirations deeply into processes and organisational culture.
- **Outcomes for Māori:** Decision quality, Māori wellbeing, and environmental and cultural outcomes are improved, reducing the risk of disputes and building long-term trust.

Best practice fulfils the promise and intent of Te Tiriti o Waitangi through enduring, creative, and trust-based partnerships that empower iwi and Māori in local government and resource management.

Best Practice Examples – Groups & Agreements

Wellington Water & Mana Whenua Iwi Partnership

A formal partnership agreement signed with Te Rūnanga o Toa Rangatira and Taranaki Whānui, affirming shared values and responsibilities as Kaitiaki of wai. They formed a working group with Councils to address wastewater discharges and climate resilience.

Waikato River Authority Co-Governance Model
Established through Treaty settlement legislation, the authority includes equal representation from iwi and Crown appointees. The authority oversees restoration of the Waikato River via funding, policy, and the Te Ture Whaimana o Te Awa o Waikato).

Mana Ōrite Agreement between Stats NZ & Data Iwi Leaders Group
This agreement and partnership include a joint work programme and shared outcomes, enables iwi to co-lead data governance, and affirms Māori data sovereignty.

Department of Internal Affairs (DIA) & Data Iwi Leaders Group
This group focuses on digital inclusion and Māori leadership in public service design. Both parties have equal explanatory power where Māori knowledge systems are treated as valid and authoritative. It also supports co-developed digital services and Māori business opportunities.

Justice Sector Leadership Board & Ināia Tonu Nei Māori Representatives
This initiative aims to eliminate institutional racism and empower Māori-led solutions. It is a foundation for systemic change and focuses on healing as well as whānau wellbeing.

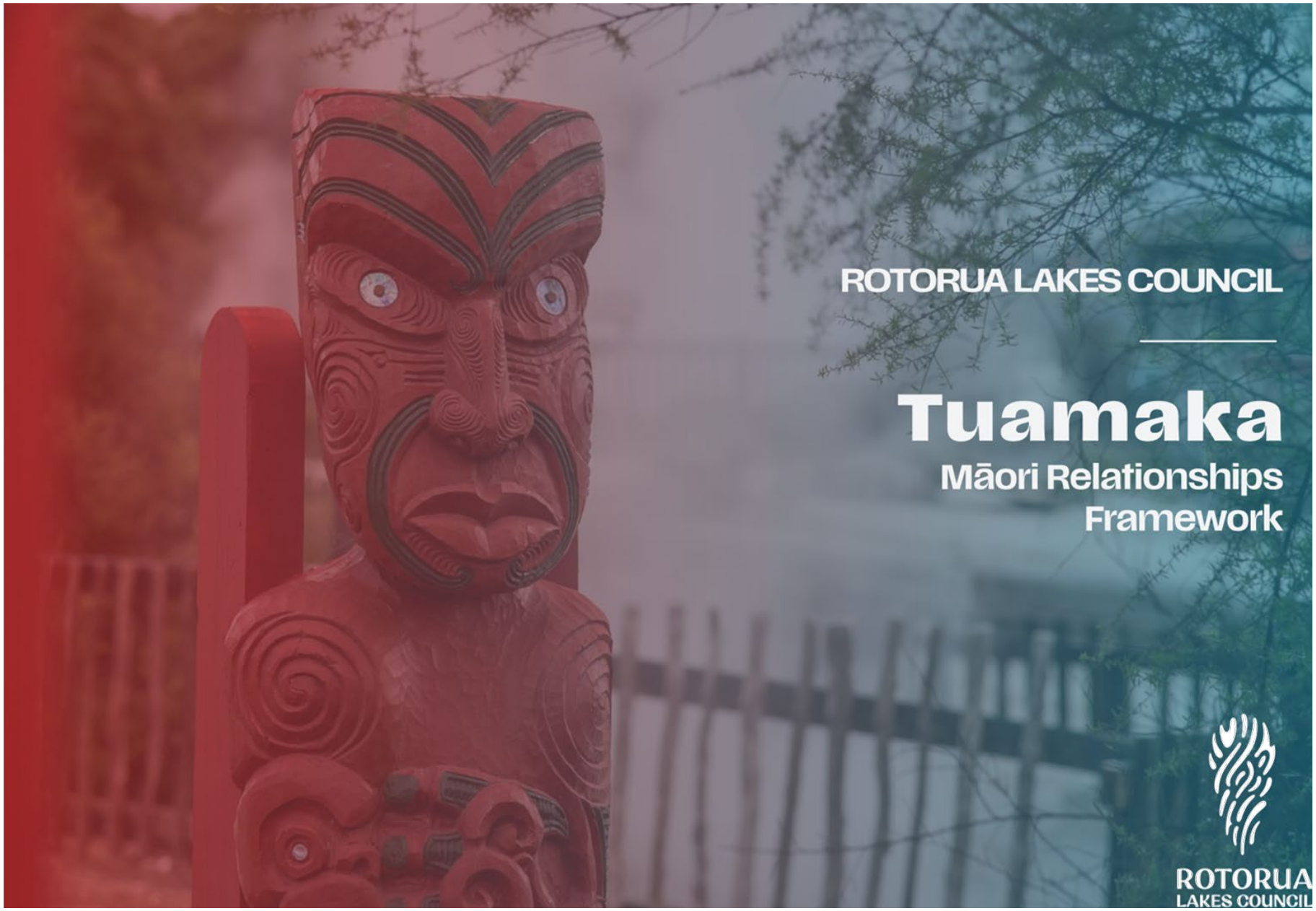
Best Practice Examples – Councils

Hastings District Council

Purpose	To achieve common goals and improve council's decision-making by: • Ensuring two-way communication. • Providing fair opportunities to share views and influence decisions. • Building trust, transparency, and legitimacy in Council processes. • Supporting sustainable, inclusive, and culturally responsive governance.
Importance: Why It's Essential	• Strengthens democratic participation by giving voice to shape decisions. • Ensures accountability and responsiveness. • Embeds Treaty principles. • Recognises rangatiratanga and the role of mana whenua in governance. • Leads to better-informed, more resilient policies. • Reduces risk by identifying concerns early and building consensus. • Aligns with legal obligations. • Ensures consultation meets statutory requirements. • Encourages pride and active citizenship. • Understanding and reflection of people's aspirations.
Principles & Processes	• Access to decision-making. • Transparency and accountability. • Coordinated approach. • Early involvement. • Open and timely communication. • Inclusivity. • Evaluation and continuous improvement.

Waikato Regional Council

Purpose	To build enduring, effective, and valued partnerships with Māori, fostering mutual respect and improved collaboration in governance, environmental stewardship, and community development. A roadmap for transformational partnership.
Importance: Why It's Essential	• Embeds Te Tiriti o Waitangi principles. • Recognises Māori as Treaty partners. • Aligns with legislative requirements. • Promotes co-governance and joint management approaches mandated by settlement legislation. • Leads to better decisions and sustainable solutions by incorporating mātauranga Māori. • Enhances credibility and relevance of the council. • Prevents ad hoc engagement. • Reduces risks of project delays or strained relationships with iwi. • Builds trust and legitimacy with Māori communities through early, meaningful engagement.
Principles & Processes	• Iwi Māori participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process. • Iwi Māori participation includes the promise that the iwi's contribution will influence the decision. • Iwi Māori participation promotes sustainable decisions by recognising and communicating the needs of all participants, including decision makers. • Iwi Māori participation seeks out and facilitates the involvement of those potentially affected by, or interested in, a decision. • Iwi Māori participation seeks input from iwi in designing how they participate. • Iwi Māori participation provides iwi with the information they need to participate in a meaningful way. • Iwi Māori participation communicates to iwi how their input affected the decision.


ROTORUA LAKES COUNCIL
Tuamaka
Māori Relationships
Framework
ROTORUA
LAKES COUNCIL

Tuamaka – Whiria te taura e here nei i a tātau

Ko tā te rautaki nei a Tuamaka, he raranga, he paihere, he whiri i ngā whakaarotau kia renarena. He hanga taura here tangata, taura here kaupapa te mahi kai waenga i ngā whānau, hapū, me ngā iwi o te Takere o te waka nei me Te Kaunihera o ngā Roto o Rotorua. He kupu mahi te kupu nei a Tuamaka e tohu ana i te whakamahinga tonutanga o te rautaki — ehara i te tū tekoteko noa nei; e rere tonu ana, e putaputa tonu ana ngā hua. Mehemea kua whiria e koe he kāpuinga whenu hai taura, ko Tuamaka te nonoti tonu kia kikī, kia whena.

The Tuamaka Strategy is designed to weave, strand, and fasten the priorities together so they function cohesively while remaining robust. We are creating a rope that binds people and purpose between whānau, hapū, and iwi in the Takere o te waka and the Rotorua Lakes Council.

The word Tuamaka is a verb which signifies that the strategy is actively working and not just standing in place when action is needed. It is continually working, creating ongoing benefits.

When we strand a group of whenu together to make a rope, Tuamaka is the act of binding those strands even tighter, making the weave resilient, steadfast, and taut.

Ko ia whakaarotau maherehere, anō nei he whenu, he wahanga matua o te taura nei.

Engari, kāore te kaupapa a Tuamaka e eke mā te whenu kōtahi. Pupuhi ai te hau pūkerikeri, ka motu! He ai ki te kōrero: "Ki te kotahi te kākaho ka whati, ki te kāpuia e kore e whati!"

Each strategic priority is likened to a fibre, a strand. A single strand is an essential element of a rope, but the Tuamaka Strategy will not succeed through one strand alone. If a heavy wind blows it will surely break. As it is said: "If a reed stands alone it can be broken; if it is in a group, it will not break."

Whiria ai e tātau ngā whenu kia rangitāmiro, kia Tuamaka, kia whakakotahi; ka pakari, ka noho roa, ka paiheretia te taukaea kai waenga i a tātau.

Tirohia atu ai ia whenu; he take motuhake tāna, he pāinga i roto, he kura huna. I roto i tēnā mahi o Tuamaka, ka hono ngātahi ai ngā whenu me te mea hoki rā ka whakakake te hā o ia whenu.

When we intertwine the strands so they are aligned, tightened, and united, they become resilient and enduring, and the ties that bind us are strengthened. When we look at each strand, they have their own purpose and objective. They hold their own benefits, both seen and unseen. Through the work of Tuamaka, we not only combine the strands together but also increase the potency of each whenu.

Ko te mahi a te taura, he paihere i ngā whānau, hapū me ngā iwi o te rohe nei o Te Arawa me te Kaunihera ā-rohe. Kia whai hua ai ngā ope e rua. Ka hāngai tonu ai te titiro a te Kaunihera ki te hāpai i ngā whāinga me ngā moemoeā o Ngā Mana Whenua hurī āwhio te rohe. Ko tau-utu-utu te kawa ki konei, me tau-utu-utu hoki rā te āhua o te whanaungatanga kai waenga i a tātau, arā, te taura here tangata, taura here kaupapa.

The taura – rope – is designed to bind together the whānau, hapū, and iwi of Te Arawa and the Council, so that it binds both ways. Council can continually ask themselves: how can we uplift the objectives and ultimate vision of Mana Whenua? Tau-utu-utu, or balance, forms the foundation of how we conduct ourselves, and it can also be the very foundation of our relationships, like the taura that binds people and purpose.

Whiria ngā mahere, Tuamakatia!! Tihei Mauriora!! Strand together the plans, tighten them!! Behold, there is life!

HE IHIRANGI
Contents

4 What's In This Guide?
5 Framework Components
5 This Guide's Format
6 Why Engage With Māori?
7 Māori Relationship Principles
9 This Enagagement Framework
10 The Benefits of Engaging with Māori
11 Going Beyond Statutory Obligations
12 Māori in the Rotorua District
13 Mana Māori
14 Māori Relationship Strategy
15 Our Tools
16 International Association for Public Participation (IAP2)
17 The IAP2 Public Participation Spectrum
18 Rotorua Lakes Council: Progress on the IAP2 Spectrum
21 The Future

WHAT IS IN THIS GUIDE?

The purpose of this Tuamaka Māori Relationships Framework is to provide Rotorua Lakes Council councillors and kaimahi with guidance and introduce a set of tools that will support the team to effectively engage with as well as grow and maintain enduring relationships with hapu, iwi, and hapori Māori across the district.

This framework brings together three key elements:

1. A set of eight RLC Māori Relationship Principles that guide the engagement framework and relationships strategy.
2. The Tuamaka Relationships Strategy.
3. The Tuamaka Engagement Framework.

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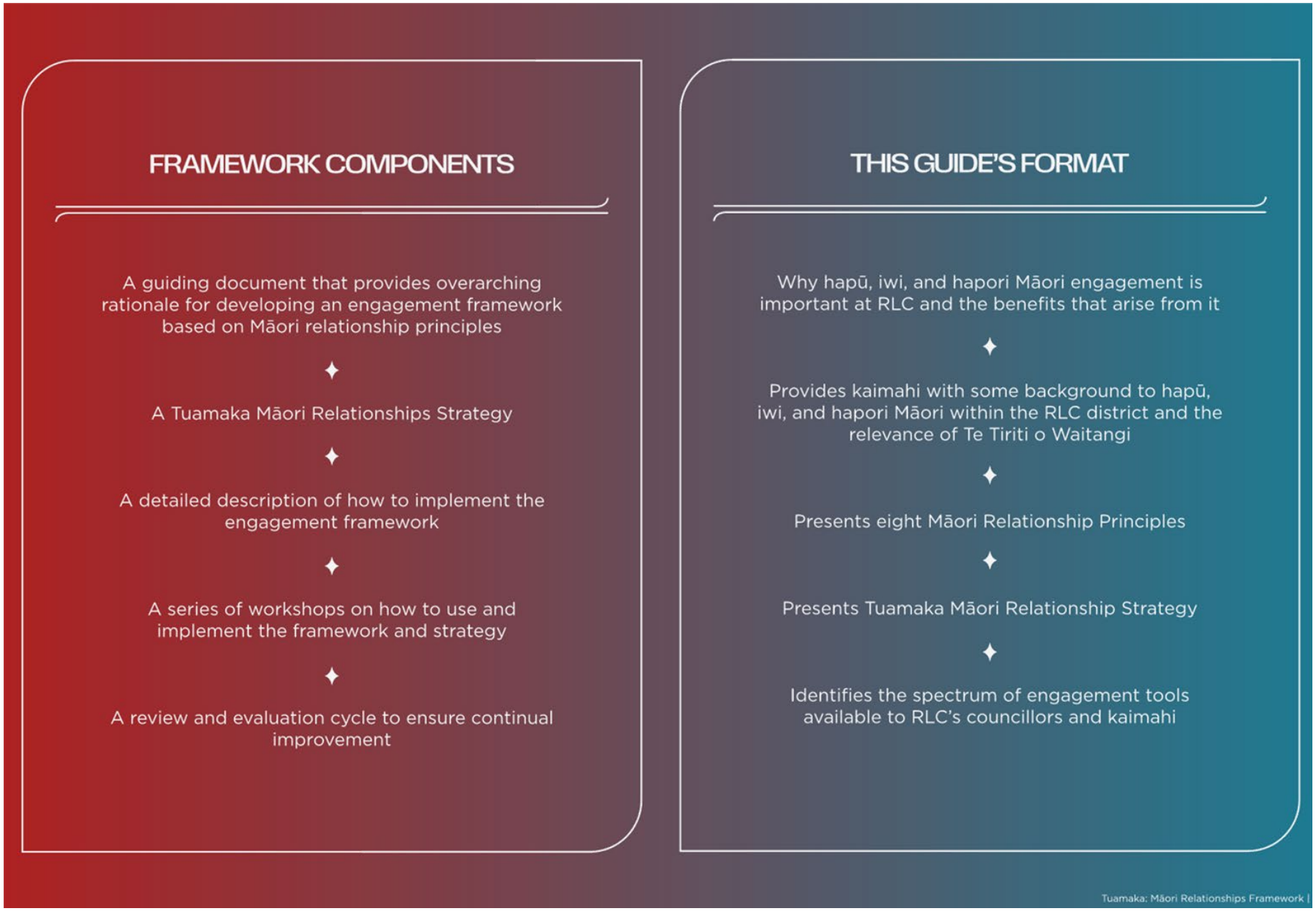
To grow and maintain hapū, iwi, and hapori Māori relationships in ways that enable effective and enduring engagement.

OUTCOME

Mutually beneficial, enduring relationships that realise Māori aspirations and wellbeing.

OBJECTIVES

- To provide RLC councillors and kaimahi with better understandings of RLC's approach to hapū, iwi, and hapori Māori engagement and relationships.
- To lift kaimahi cultural capability and confidence to engage effectively with hapū, iwi, and hapori Māori by providing tools and guidance.
- To ensure strong relationships are practised consistently across the organisation so that hapū, iwi, and hapori Māori continue to have positive engagement experiences.


FRAMEWORK COMPONENTS
A guiding document that provides overarching rationale for developing an engagement framework based on Māori relationship principles
A Tuamaka Māori Relationships Strategy
A detailed description of how to implement the engagement framework
A series of workshops on how to use and implement the framework and strategy
A review and evaluation cycle to ensure continual improvement
THIS GUIDE'S FORMAT
Why hapū, iwi, and hapori Māori engagement is important at RLC and the benefits that arise from it
Provides kaimahi with some background to hapū, iwi, and hapori Māori within the RLC district and the relevance of Te Tiriti o Waitangi
Presents eight Māori Relationship Principles
Presents Tuamaka Māori Relationship Strategy
Identifies the spectrum of engagement tools available to RLC's councillors and kaimahi
Tuamaka: Māori Relationships Framework |

WHY ENGAGE WITH MĀORI?

Today, Rotorua Lakes Council understands the importance of acknowledging the mana and rangatiratanga of hapū, iwi, and hapori across the district. If it were not for their generosity in continuing to gift, host, and care for residents and manuhiri, Rotorua would not be the place it has become.

Mutual aspirations to strengthen the district for all must be our collective 'why', just like the legacy that was laid down by ancestors and leadership, in the 1880 Rotorua Township Agreement. Recognising, maintaining and reciprocating this legacy is essential to sustain benefits for everyone in our district, now and into the future.

RLC has responsibilities under Te Tiriti o Waitangi (Te Tiriti) and a range of relevant legislation and policies. However, not all Māori engagement is to be driven by Te Tiriti and statute. Important to our context is the wealth of iwi and Māori social, cultural, and environmental knowledge, as well as their significant contributions to the economy.

In 2025, RLC decided it should develop a Tuamaka Māori Relationship Strategy. Recent challenges and an ever-changing political landscape also prompted RLC to undertake a 'health check' to understand how effective our iwi and Māori relationships are within our district.

An independent health check assessment carried out with 17 hapū, iwi, and hapori Māori entities presented a comprehensive picture of the current state of Council's relationships with Māori. It revealed a complex landscape of relationships and provided deep insights into what's working well, what needs to be improved, and why RLC needs to invest in the quality of the relationships.

A summary of what is working well includes:

- Direct, mana whenua-focused engagement.
- Project-based partnerships.
- Recognising individual champions.
- Collaborative economic development.
- Proactive communication (where it exists).
- Seconding Council kaimahi.

However, it was clear that hapū, iwi, and hapori Māori entities do not want fragile, transactional, and uneven relationships that are marked by insufficient recognition of mana, inequitable resources, mandate confusion, and communication gaps.

To align with the comprehensive findings of the health check, it was agreed that a Tuamaka Māori Relationships Framework was what was needed. In doing this, the important first step was to develop an engagement framework that outlined what 'best practice' and 'good' looked like for RLC, and what the benefits would be.

The development of eight Māori Relationship Principles was an important part of that process, translating health assessment indicators into guiding principles. With stronger foundations in place, a Tuamaka Māori Relationships Strategy has been developed and is part of the overarching framework that is consistent with feedback that sought support from RLC for both 'mana to mana' and 'mahi to mahi' relationships, nationally and locally.

MĀORI RELATIONSHIP PRINCIPLES

Rotorua Lakes Council's relationships with hapū, iwi, and hapori Māori are grounded in principles that honour mana, demonstrate integrity, and ensure partnership is lived rather than stated. These principles guide how we seek to engage - with mutual trust, openness, and accountability - and recognise the authority, knowledge, and responsibilities held by mana whenua and mana tangata. They set expectations for how governance (the Mayor and Councillors), leadership (elected members, the CEO, and the executive team), and operational teams (all Council kaimahi) work alongside Māori in ways that are equitable, enduring, and mana-enhancing at every level of decision-making and action.



RECOGNITION OF MANA

A healthy relationship with Māori requires Council to not simply acknowledge but actively uphold the mana of hapū and iwi. Hapū and iwi are ahi kā, having occupied and owned the whenua, wai, and taonga for generations. Honour of this status as mana whenua and mana tangata is essential, as is recognition of the fundamental role that Māori have in Aotearoa.



COMMUNICATION, TRANSPARENCY & ACCOUNTABILITY

Open, timely information sharing, two-way dialogue, and reliable feedback systems are essential for trust and for learning from both successes and failures. Where communication is late, generic, or absent, relationships inevitably suffer. Proactive and transparent engagement grows confidence and supports a culture of accountability.



TRUST & RECIPROCITY

Both Council and Māori regard trust – particularly relational trust – as the essential currency of relationships and partnerships. Relationship health is demonstrated when engagement is regular, genuine, and continues independent of personalities or election cycles. Reciprocity insists on recognising and resourcing the significant value Māori bring – land, knowledge, time, and community leadership – and returning value through tangible results, mutual respect, and systemic support.



RESOURCING & CAPACITY

Healthy engagement requires both Council and hapū, iwi, and hapori Māori to have adequate technical and financial resources, enabling full participation. When Māori are resourced only to respond rather than co-design, capacity is stretched, and engagement devolves into compliance or tokenism.

True partnership requires equal opportunity and capability to contribute, which can be achieved through administrative and technical support, fair compensation for Māori expertise, and potentially funded participation.



REPRESENTATION & MANDATE

Authentic engagement relies on Council understanding and respecting the complex reality of Māori representation. An over-reliance on pan-iwi groups, confusion about or disregard for who holds a mandate, and assuming one-size-fits-all are risks to trust and relationship-building.



CONSISTENCY, CONTINUITY & SYSTEMATIC PRACTICE

Strong partnerships should be unaffected by kaimahi and councillor turnover. Instead, they should be underpinned by Council's system-wide commitment, documented protocols, regular hui at all levels (mana ki te mana, mahi ki te mahi), and systemised induction for all new kaimahi and leaders (on both the Council side and the iwi/hapū/Māori entity side).



SHARED DECISION-MAKING & OUTCOMES

Mana-enhancing partnerships are achieved when whānau, hapū, iwi, and Māori are co-designers and co-decision-makers on matters affecting their land, people, and aspirations – not advisors or consultees. Success is achieved through shared power and accountability for results.



CULTURAL COMPETENCE & RESPECT

Healthy relationships and partnerships require Council kaimahi, governance, and systems to understand Rotorua's whakapapa, Māori histories, and Tiriti settlement contexts and know how to operate within tikanga and kawa.

Councillors and kaimahi who understand the Māori political and cultural landscape can engage meaningfully, avoid repeated missteps, and unlock new opportunities for projects and relationships.

THIS ENGAGEMENT FRAMEWORK

Tuamaka is strategic and dynamic with a focus on mana whenua relationships. The growth and maintenance of the relationships require ongoing engagement with hapū, iwi, and hapori Māori at both the mana (governance and authority) and the mahi (operations) levels.

The overarching Te Tiriti relationship is 'mana to mana' between iwi and Crown leaders and focuses on partnerships and the iwi/Māori economy. Hapū, iwi, and hapori Māori expect that government's role in this approach is to affirm and maintain the mana and tino rangatiratanga of 'by Māori for Māori with Māori' – by ideally, giving effect to goals, aspirations, and initiatives.

Locally, RLC is expected to support this by actively engaging and implementing the Māori Relationship Principles at both the 'mana to mana' and the 'mahi to mahi' levels, from the Mayor and Councillors through to the CEO and all Council kaimahi.

This engagement framework is the first step in our commitment to growing our capacity and capability to not only support the mana of hapū and iwi Māori and their aspirations for a common purpose, but also other Māori groups and communities that are statutory stakeholders (legislation based) and strategic stakeholders (aligned strongly with our organisational priorities).

ENABLING IMPROVED ENGAGEMENT

Rotorua Lakes Council is committed to a future where positive and genuine partnership is embedded across all levels of Council – from the Mayor and councillors to the CE and all kaimahi. As this occurs, our leaders and kaimahi need to have the confidence and capability to engage with hapū, iwi, and hapori Māori in an effective, enduring, and valued way.

Tuamaka seeks to improve Council's cultural capability and kaimahi's confidence to work more effectively with Māori. This document outlines key engagement principles and provides advice to help kaimahi plan and deliver effective engagement and ensure that it is practised consistently throughout the organisation.

THE BENEFITS OF ENGAGING WITH MĀORI

As we improve our engagement with hapū, iwi, and hapori Māori, we will generate benefits for Council and the Rotorua district by:

- Better understanding our Māori partners, their aspirations and what they seek from our partnership, and growing trust between us. We can work to develop agreed partnership views and integrate and align these into our approach and our projects.
- Providing a more consistent, coherent, and effective way to engage with hapū, iwi, and hapori Māori, thereby making it more efficient and effective for all parties.
- Growing enduring, proactive, and more effective relationships.
- Enabling kaimahi to carry out Māori engagement as part of conducting their core business activities.
- Reducing the risks around ineffective engagement that may jeopardise established relationships and impact the delivery of projects and programmes.

These benefits will lead to better decision-making and provide more robust and lasting solutions. They will also provide a solid platform for hapū, iwi, hapori Māori, and Council to work through difficult issues, resulting in more engaged people and communities and maintaining the relevance of Council's role and contribution in the district.

Early and meaningful engagement produces better quality outcomes through:

- A greater understanding of one another's expectations and aspirations.
- Increased opportunities to establish shared projects and partnerships.
- Improved processes based on an understanding of each other's priorities, expectations, and available resources.
- More efficient use of Council and Māori resources.
- Supporting hapū, iwi, and hapori Māori expectations and aspirations to promote the wellbeing of Māori and the wider community.



GOING BEYOND STATUTORY OBLIGATIONS

Not all Māori engagement is driven by statute. Hapū, iwi, and hapori Māori have a wealth of knowledge about the cultural, natural, physical, and social environment, as well as being at the forefront of the Rotorua district's economic development. There will be many occasions where input from Māori will inform and enrich our work.

Compelling reasons for RLC to work together with hapū, iwi, and hapori Māori include:

FROM A MĀORI PERSPECTIVE:

- A way to exercise kaitiaki responsibilities.
- A desire to care for the country of their ancestors.
- Being able to advocate for the wellbeing of their people.
- Being able to assist with developing long-term relationships.
- It's more effective to involve Māori in the front end of processes than at the litigation phase once decisions have been made (collaborative input rather than reactive opposition).
- Information sharing and dialogue often enable problems to be overcome sooner.

FROM A COUNCIL PERSPECTIVE:

- Hapū, iwi, and hapori Māori are an important sector of our community that receives local government services.
- Hapū, iwi, and hapori Māori have a significant amount of knowledge and understanding (mātauranga Māori) regarding our collective stewardship of resources and the environment that can be incorporated into our strategic and operational work.
- Māori culture is a New Zealand treasure – integrating it into local government, such as through waiata, pōhiri, and karakia adds greatly to the richness of Council's culture.
- Good relationships with hapū, iwi, and hapori Māori can make consent processing, planning, and other Council activities easier and produce more effective, sustainable outcomes.
- Māori can be strong allies for environmental protection.
- The Māori economy is increasingly influencing development directions.
- A good working relationship between Council and hapū, iwi, and hapori Māori strengthens local government while supporting the wellbeing of Māori and supporting their ability to exercise their kaitiaki responsibilities.

MĀORI IN THE ROTORUA DISTRICT

Hapū, iwi, and hapori Māori – including mana whenua groups and Māori landowners – are a significant part of the Rotorua district. Nearly half of the Rotorua district identify with Māori descent (45.3%) , a figure that continues to grow year-on-year, particularly given that Māori are a relatively young and a growing demographic. The median age for Māori is 27.4 years, compared to a median age of 36.6 for the overall district.

The Rotorua district is unique and complex due to the number of hapū, iwi, and hapori Māori entities. It is home to 12 iwi (most of which whakapapa to the Te Arawa waka), more than 60 hapū, 38 marae, 17 completed settlements (plus one in progress), 35 PSGEs, 25 formal relationships (protocols, MOUs, JMAs, etc.), and numerous other Māori businesses, organisations, landowners, and community groups. There is also a significant amount of whenua Māori, totalling 57,892 hectares with 305,726 owners – approximately 22% of the total 261,906 hectares in the district.

Four of the largest whenua Māori blocks make up around 31% of this, covering 18,000 ha:

Rotoiti 15 Ahuwhenua Trust	Matawhaura 3	Mangorewa Kaharoa Te Taumata Trust	Ngāti Whakaue Tribal Lands
8,404 ha	**3,622 ha**	**3,246 ha**	**2,741 ha**

Whenua Māori is diversely utilised, including for farming, forestry, tourism, papakāinga, community amenities, and bush reserves. Hapū and iwi are also kaitiaki of natural taonga and assets, such as Te Waro Uri and Karamū Tākina Springs (sources of drinking water for Rotorua) and a majority of the lakes.

MANA MĀORI

For hapū, iwi, and hapori Māori, mana provides the authority to lead, make decisions, and manage activities, resources, and social/ political matters. Important to enduring mana is the value of kaitiakitanga (guardianship), being active kaitiaki of taonga tuku iho (guardians of treasures handed down) and being acknowledged as ahi kā. Leaders are expected to lead for the collective, including future generations. Honour of iwi status as mana whenua and mana tangata is essential to relationships.

Māori assert the preservation and recognition of their mana in interactions with the Crown and its agents. Māori also aspire for the authority and right to determine their own destinies – where solutions and initiatives are by Māori, for Māori and with Māori. Te Tiriti o Waitangi embodies Māori rights, and its words are expressions of mana, including the following significant roles and responsibilities:

- The preamble, particularly regarding whanaungatanga and the importance of relationships through shared experiences and connections.
- Article one, as leaders who give effect to tino rangatiratanga.
- Article two, as kaitiaki of taonga, including mātauranga, tikanga, and rongoā.
- Article three, as kaitiaki of citizenship to achieve equity of outcomes for Māori.
- Article four, as kaitiaki of wairuatanga.

Since the signing of Te Tiriti in 1840, traditional mana has been eroded by colonisation and Crown breaches, driving Māori to actively seek solutions and responses. Rotorua has not been exempt from this, with hapū and iwi suffering consistent contract breaches and land confiscation via compulsory purchases. Despite this, hapū, iwi, and hapori Māori have continued to extend hospitality, access, and support for the benefit of all residents: enabling the continued enjoyment of lakes, geothermal springs, water sources, and taonga; heavily contributing financially and commercially to the district's economy; and providing deep and ongoing social support to all.

Tuamaka Māori Relationships Strategy shows Rotorua Lakes Council's genuine commitment to recognising the mana of hapū, iwi and hapori Māori. It is a strategy that clearly indicates a move beyond consultation to true partnership involving shared decision making, co-investment, capacity building and authentic engagement.

At the forefront is an appreciation of the legacy of the Rotorua Township Agreement and subsequent Māori contributions as living, intergenerational commitments which continue to enrich the Rotorua district's wellbeing and economy.

ROTORUA LAKES COUNCIL

Tuamaka

Māori Relationships Strategy

LONG-TERM PLAN OUTCOME (2024-2034):

Mana Whenua/Tāngata Whenua Aspirations

We recognise and support the aspirations of Tangata Whenua/Mana Whenua and partner to grow economic and social opportunities and benefits for everyone.

OUR LEGISLATIVE OBLIGATIONS:

There are various instruments, including the Long-Term Plan, the Local Government Act 2002, the Resource Management Act 1991, the Treaty of Waitangi, the Treaty Settlements Acts, and the Conservation & Reserves Acts that create obligations on the council and its kaimahi.

NGĀ WHIRI

Mana Whenua & Mana Tangata

We will actively uphold Te Tiriti o Waitangi and the mana of hapū and iwi. We will foster genuine, trust-based relationships and partnerships with all hapū, iwi, and hapori Māori entities in the Rotorua district.

1.1 Individual Relationships
Formalise mana-to-mana engagement protocols that recognise and uphold relationships between the Mayor and Councillors and mana whenua, hapū, and iwi. Ensure direct and regular communication channels are maintained between both governance and operational levels - reflecting governance-to-governance and mahi-to-mahi connections - and establish defined processes for initiating and sustaining relationships with council.

1.2 'Who's Who' Register
Develop and maintain a live interactive map that shows "who's who" across all hapū, iwi, and Māori entities and groups in the Rotorua district, including key representatives, rohe boundaries, and preferred engagement protocols.

1.3 Resourcing for Full Māori Participation
Implement practices allowing fair and flexible resourcing of hapū, iwi, and hapori Māori participation on a case-by-case basis, including equitable compensation for technical advice, administrative support, and access to council's planning or communications expertise to enable full participation as equal partners.

Council Capability & Practice

We will build a culturally competent and systemised Council where Māori partnership capability is embedded, consistent, and continuously improved.

2.1 Induction Programme
Establish a mandatory Māori Induction Programme for all councillors, executive leaders, kaimahi, and contractors, covering Te Tiriti o Waitangi obligations, local history, engagement protocols and framework, and te reo me ona tikanga required for day-to-day operations.

2.2 Knowledge Bank & Continuity System
Create and actively utilise a knowledge bank that acts as a live, council-wide system to record histories of engagement, partnership commitments, and hapū, iwi, and Māori organisation/group protocols to ensure relationship continuity, minimise dependency on individuals, and support consistent practice during leadership or kaimahi changes.

2.3 Systematic Cultural Competence
Implement a tiered cultural competence programme linked to role expectations, professional development pathways, and performance measures. Include ongoing development in te reo Māori, tikanga in practice, and understanding local Māori governance structures to strengthen systematic application across all council units, supported by the Te Amorangi Unit.

2.4 Consistent Capability Building & Practice
Embed relationship management standards and systematic engagement procedures across council to ensure every unit consistently applies partnership principles, measures progress, and develops capability through regular hui, mentoring, and shared learning between council and Māori partners.

Communication, Transparency & Accountability

We will embed proactive and transparent communication systems that empower hapū, iwi, and hapori Māori partners through timely information, feedback mechanisms, and relationship management based on mutual agreement.

3.1 Regular Leadership & Executive Engagement
Institute regular hui (kanohi ki te kanohi) that bring together the Mayor, CEO, and Councillors with hapū, iwi, and Māori entity leaders to strengthen mana-to-mana relationships and provide a space to share strategic priorities, nuture trust, and address issues early. These hui should complement operational hui between Council kaimahi and Māori partners, ensuring alignment at a mahi-to-mahi level and reinforcing a culture of open kōrero across all levels of engagement.

3.2 Feedback & Response Mechanisms
Develop a comprehensive 'no surprises' feedback and follow-up system that records all Māori inputs, tracking how each contribution influences council decisions and shapes outcomes, as well as providing clear reasoning where input was not adopted.

3.3 Delegations for Māori Decision-Making
Establish formal delegations within council that authorise senior leadership and other specific kaimahi and teams to make timely operational decisions on Māori engagement matters, ensuring greater responsiveness and empowering kaimahi to act without unnecessary hierarchy, while maintaining accountability to council and hapū, iwi, and hapori Māori partners.

3.4 Engagement Platform
Implement an engagement platform for transparent information sharing, aligned co-design and consultation processes, and real-time updates on projects and council decisions.

Shared Decision-Making, Outcomes & Co-Investment

We will create true partnership through co-design, co-investment, and shared responsibility in shaping the Rotorua district's social, cultural, environmental, and economic future.

4.1 Māori as Preferred Natural Partners
Recognise and prioritise mana whenua, hapū, iwi, and hapori Māori organisations and groups for opportunities involving infrastructure or land development, housing, or environmental management. We will proactively approach Māori partners to explore alignment with rohe-based priorities and aspirations.

4.2 Alignment with Māori Aspirations
Work with hapū, iwi, and hapori Māori to proactively capture aspirations and development goals, guiding council in identifying and creating opportunities for shared investment and co-developed initiatives that help realise Māori economic, cultural, social, and environmental outcomes.

4.3 Early Engagement
Engage with hapū, iwi, and hapori Māori at the ideation phase of all relevant projects and planning processes.

Māori Engagement Framework

We will maintain consistent engagement with hapū, iwi and hapori Māori that ensures better decision making, more robust and lasting solutions, and more engaged people and communities.

5.1 Māori Engagement Framework
Develop and maintain a Māori engagement framework that guides Council kaimahi in how to better understand and apply a consistent approach to Māori engagement.

5.2 Tools for Capability
Provide a range of tools to help raise the cultural capability and confidence of kaimahi to work more effectively with Māori.

5.3 Effective & Timely Advice
Plan and deliver effective and timely advice to kaimahi to ensure that engagements with hapū, iwi and hapori are high quality, and enduring.

OUR TOOLS

This Tuamaka Māori Relationships Framework marks a turning point in how Rotorua Lakes Council builds and maintains relationships with hapū, iwi, and hapori Māori. With intent there will be progress towards genuine engagement and partnership.

Our Māori Relationship Principles will guide how we interact respectfully and effectively, creating the necessary trust and understanding. The Tuamaka Māori Relationship Strategy gives effect to the Framework and sets out our actions for the next three years.

In addition to a framework (How-To) and strategy (What and Why), progress towards genuine partnership requires a tool. The next part of this document presents the Rotorua Lakes Council's Māori Engagement Spectrum which will serve as a guiding tool to determine and implement appropriate levels of engagement.

INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION (IAP2)

Tuamaka is founded on best practices in engagement. The approach is based on the work of the International Association for Public Participation (IAP2). Both the core values for developing and implementing public participation processes, and the IAP2 Spectrum of Public Participation, aim to inform better decisions that reflect the interests and concerns of potentially affected people and entities.

IAP2 CORE VALUES

IAP2 developed Core Values with broad international input to identify those aspects of public participation that cross national, cultural, and religious boundaries.

The IAP2 core value statements have been adjusted to reflect Rotorua Lakes Council's engagement with hapū, iwi, and hapori Māori.

These IAP2 core value statements have guided the Council in the assessment of our current position and the development of Tuamaka Māori Relationship Principles.

1. Hapū, iwi, and hapori Māori participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Hapū, iwi, and hapori Māori participation includes the promise that hapū, iwi, or hapori Māori's contribution will influence the decision.
3. Hapū, iwi, and hapori Māori participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Hapū, iwi, and hapori Māori participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Hapū, iwi, and hapori Māori participation seeks input from hapū, iwi, and hapori Māori in designing how they participate.
6. Hapū, iwi, and hapori Māori participation provides hapū, iwi, and hapori Māori with the information they need to participate in a meaningful way.
7. Hapū, iwi, and hapori Māori participation communicates to hapū, iwi, and hapori Māori how their input affected the decision.



THE IAP2 PUBLIC PARTICIPATION SPECTRUM

The IAP2 Public Participation Spectrum is designed to assist in selecting the level of participation that defines the public's role in any community engagement programme. Differing levels of participation are legitimate depending on the goals, time frames, resources, and levels of concern in the decision to be made. However, and most importantly, the spectrum sets out the promise being made to the public at each participation level and the corresponding level of decision-making authority.

IAP2 SPECTRUM: COUNCIL'S CURRENT POSITION

Rotorua Lakes Council recognises that, at present, our engagement with hapū, iwi, and hapori Māori has primarily occurred at the 'inform' and 'consult' levels of the IAP2 Spectrum. Our current practice has centred around providing information on Council activities and seeking feedback from hapū, iwi, and hapori Māori on our proposals, activities, and mahi in an ad hoc way. While this approach generally meets statutory obligations, Council acknowledges there is a need to advance beyond these compliance-driven forms of engagement.

Moving forward, we are committed to fostering earlier, deeper, and more genuine involvement with hapū, iwi, and hapori Māori in local decision-making. This means building relationships based on relational trust, striving for early, 'blank page' engagement, supporting more active involvement, and increasing opportunities for co-design and collborative projects. It is Council's intention to provide clear pathways for hapū, iwi, and hapori Māori to participate in shaping outcomes both for Rotorua, and for their people, land, and resources.

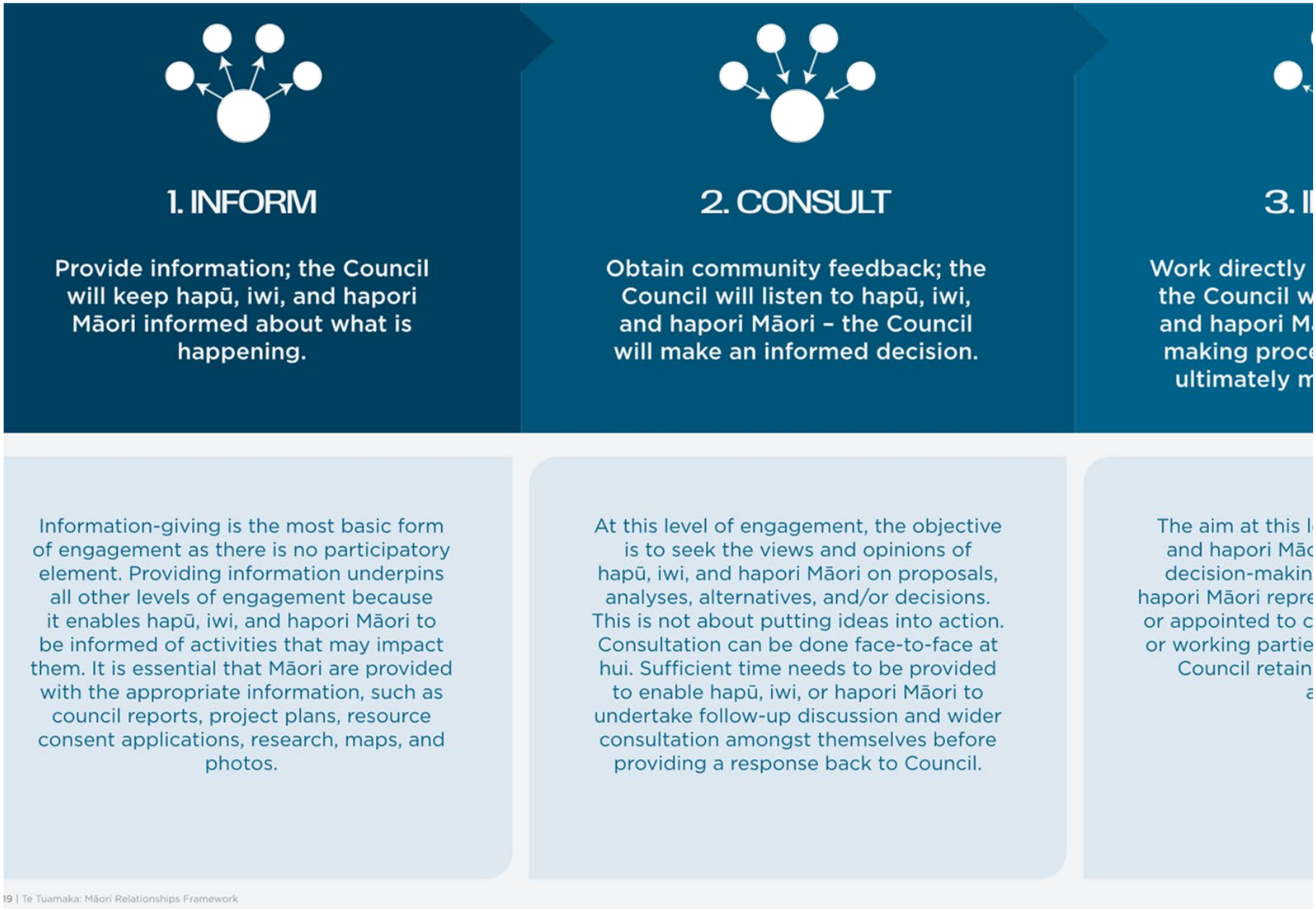
By building our internal capacity and implementing the Māori Relationship Principles, Council aims to steadily progress along the IAP2 Spectrum. The aspiration is to shift from a foundation of informing and consulting towards a partnership model that reflects Te Tiriti o Waitangi, where Māori are empowered as true partners in key projects and decisions across the district.

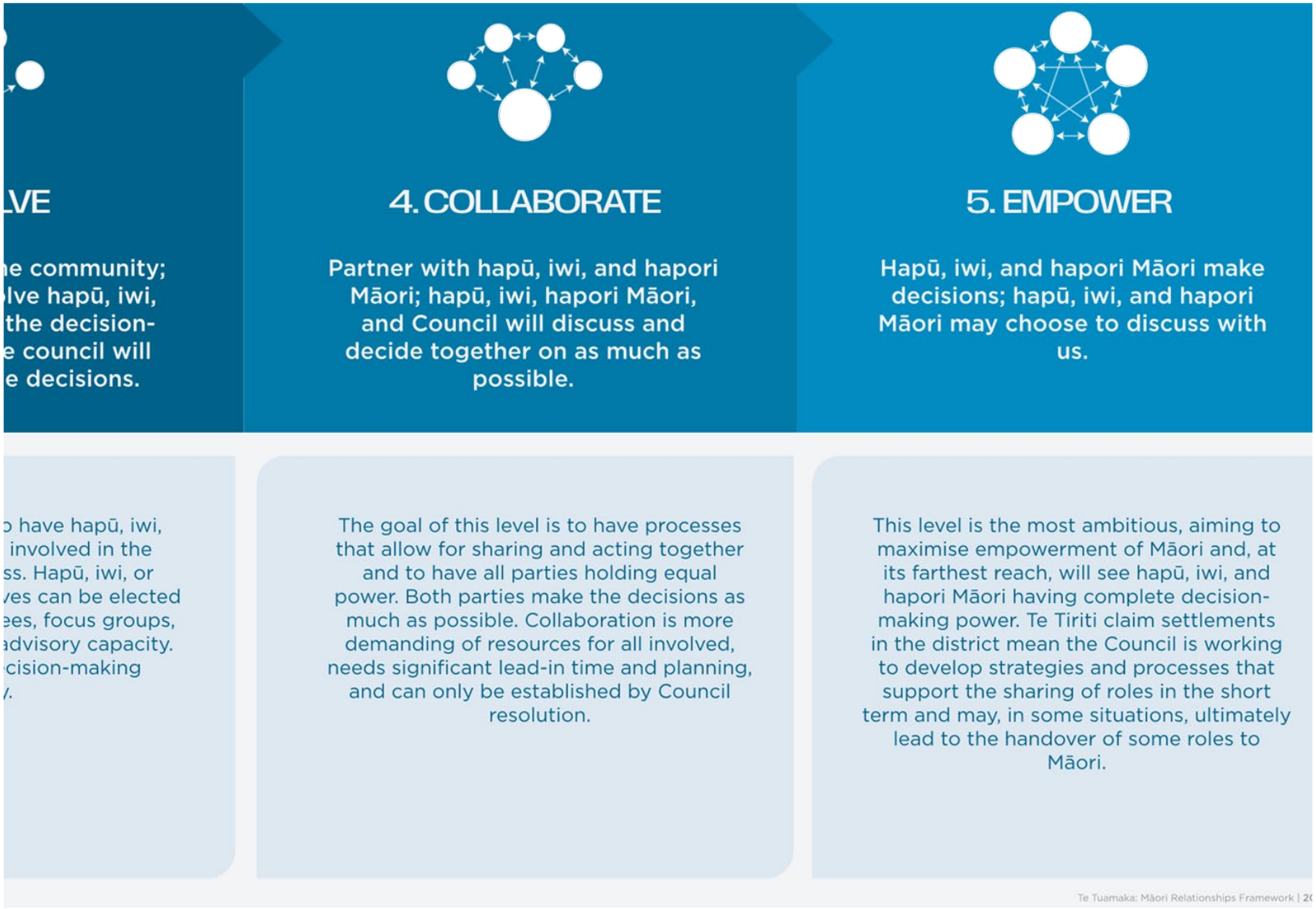
ROTORUA LAKES COUNCIL: PROGRESS ON THE IAP2 SPECTRUM

It is important to note that as the level of engagement increases:

- Māori participation and decision-making power increase
- The importance to Māori increases.
  i.e., the more important the outcomes of a project are to hapū, iwi, and hapori Māori, the higher the level of engagement should be
- The complexity of the decision-making process increases
- The effort required by all parties increases
- The investment (time, resources, and relationship) required from all parties increases
- The council's decision-making power and control over outcomes decrease
- The length of time required for engagement processes increases
- Decisions are more likely to impact on social or environmental areas

Rotorua Lakes Council's approach to the differing levels of hapū, iwi, and hapori Māori engagement is outlined on the following page.


1. INFORM
Provide information; the Council will keep hapū, iwi, and hapori Māori informed about what is happening.
Information-giving is the most basic form of engagement as there is no participatory element. Providing information underpins all other levels of engagement because it enables hapū, iwi, and hapori Māori to be informed of activities that may impact them. It is essential that Māori are provided with the appropriate information, such as council reports, project plans, resource consent applications, research, maps, and photos.
2. CONSULT
Obtain community feedback; the Council will listen to hapū, iwi, and hapori Māori – the Council will make an informed decision.
At this level of engagement, the objective is to seek the views and opinions of hapū, iwi, and hapori Māori on proposals, analyses, alternatives, and/or decisions. This is not about putting ideas into action. Consultation can be done face-to-face at hui. Sufficient time needs to be provided to enable hapū, iwi, or hapori Māori to undertake follow-up discussion and wider consultation amongst themselves before providing a response back to Council.
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19 | Te Tuamaka: Māori Relationships Framework


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4. COLLABORATE
Partner with hapū, iwi, and hapori Māori; hapū, iwi, hapori Māori, and Council will discuss and decide together on as much as possible.
The goal of this level is to have processes that allow for sharing and acting together and to have all parties holding equal power. Both parties make the decisions as much as possible. Collaboration is more demanding of resources for all involved, needs significant lead-in time and planning, and can only be established by Council resolution.
5. EMPOWER
Hapū, iwi, and hapori Māori make decisions; hapū, iwi, and hapori Māori may choose to discuss with us.
This level is the most ambitious, aiming to maximise empowerment of Māori and, at its farthest reach, will see hapū, iwi, and hapori Māori having complete decision-making power. Te Tiriti claim settlements in the district mean the Council is working to develop strategies and processes that support the sharing of roles in the short term and may, in some situations, ultimately lead to the handover of some roles to Māori.
Te Tuamaka: Māori Relationships Framework | 2

THE FUTURE

Rotorua Lakes Council will be a partner that has mutually beneficial, enduring relationships that realise Māori aspirations and wellbeing. Recognising, maintaining, and reciprocating the legacy of the 1880 Rotorua Township Agreement is essential to sustain benefits for everyone in our district, now and into the future.

This Tuamaka Māori Relationships Framework provides councillors and kaimahi with guidance and introduces a set of internationally informed tools to support the team in engagement endeavours with hapū, iwi, and hapori Māori. Our Māori Relationship Principles will guide how we interact respectfully and effectively, creating the necessary trust and understanding. The Tuamaka Māori Relationship Strategy gives effect to the Framework and sets out our actions for the next three years. A series of workshops on how to use and implement the framework and strategy will be scheduled and a review and evaluation cycle to ensure continual improvement.

Through the work of Tuamaka the strands of the framework, principles, strategy, and tools will continue to be combined together to increase the potency of each individual strand.

Whiria ngā mahere, tuamakatia!




ROTORUA
LAKES COUNCIL
TUAMAKA:
MĀORI RELATIONSHIPS FRAMEWORK

Te Arawa 2050 Vision Committee

Type of Committee	Standing Committee
Subordinate to	Council
Legislative Basis	Schedule 7 s30 (1) (A), Local Government Act 2002
Purpose	• Enable a collaborative partnership to advance mutual benefits for both Te Arawa (within Rotorua) and the Rotorua District. • Seek to facilitate meaningful engagement, and effective implementation of initiatives that align with the strategic goals outlined in the Te Arawa 2050 Vision where they align with the work programme of Rotorua Lakes Council. • Through mutual commitment and acknowledgment of the relationship, adhere to 'Ngā Mātāpono me ngā uaratanga (Principles and Values)' of the 2015 Manatū Whakaaetanga Partnership Agreement.
Membership	Cr Raukawa-Tait (Chair) Cr Temara-Benfell (Deputy Chair) Mayor and All Councillors Chairperson, Te Tatau o Te Arawa 4 Te Tatau o Te Arawa Board Members
Quorum	8
Meeting frequency	Minimum of four times a year, with at least one hui, annually, to be hosted at a Te Arawa Marae or location of choice by Te Tatau o Te Arawa.

Delegations	The Committee's function is recommendatory only. The Te Arawa 2050 Vision Committee will have the responsibility to: • Set at the start of each term, up to a maximum of 5 Key projects. • Ensure the Key Projects fit within the intersect (overlap) of the Te Arawa 2050 vision and the work programme of the Rotorua Lakes Council. • Ensure meaningful and thorough engagement with Te Arawa whānui (families) and others, as determined and in accordance with Councils legislative responsibilities on the Key projects. • Maintain support and guidance, as required, to ensure the effective implementation and risk management of the Key projects that support the Te Arawa 2050 Vision. • Receive and report Key project progress and ensure accountability for achieving the key projects, including risks and mitigations. • Uphold the 'Ngā Mātāpono me ngā uaratanga (Principles and Values)' of the 2015 Manatū Whakaaetanga Partnership Agreement. • Provide financial, political and operational feedback on the agreed Key Projects to Council.
Relevant Statutes	All the duties and responsibilities listed above must be carried out in accordance with the relevant legislation.
Limits to Delegations	The committee does not have the delegated authority to make decisions for and on behalf of the Council. All matters requiring a decision of Council must be referred, by way of recommendation, to the Council for final consideration and determination.

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