



GUIDELINES - REMUNERATION FOR MĀORI TECHNICAL EXPERTISE AND MEETING PARTICIPATION

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Purpose

This guideline sets out how we remunerate our Māori stakeholders and mana whenua when providing services, technical expertise or governance guidance to Council. It aims to ensure council upholds its partnership commitments and to support staff to work effectively with tangata whenua / Māori. The Guideline also seeks to provide an effective and consistent approach to engaging and remunerating Māori services and mātauranga across the organisation. Finally, the Guideline will help ensure council budgeting processes adequately take account of remuneration in the early planning stages.

These guidelines are intended for use by all departments of the Rotorua Lakes Council.

Background

Virtually all Council work programmes, policies and services affect mana whenua and often require some form of engagement and/or participation with iwi Māori. We engage with iwi / hapū of Te Arawa and Māori in the Rotorua district by sharing information, consultation processes, receiving feedback and through active collaboration and partnership. Active collaboration and partnership includes governance participation, project delivery and the provision of specialist advice.

In the past Council has not had standard guidance for remunerating Māori for these services. Without clear guidance, a range of ad-hoc approaches and payment rates are likely to have been used across Council.

Remuneration conversations can be difficult to initiate. Having guidance in place helps these conversations to progress. It also ensures better planning and budgeting outcomes by ensuring that adequate resourcing of Māori services and mātauranga is considered from the start.

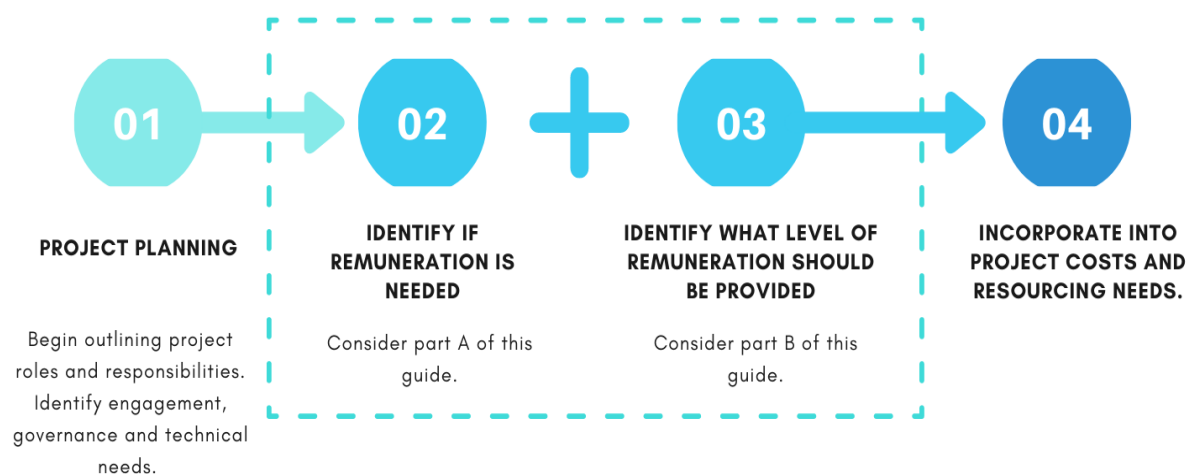
Application of this Guideline

This Guideline should be considered by any staff member seeking Māori services, mātauranga Māori or looking to establish a relationship with mana whenua where there is no existing agreement in place. On rare occasions, the suggested remuneration might not be appropriate and this Guideline might not be followed. In those cases, staff should document and send to Te Amorangi the reasons for departing from this Guideline. (This helps us to identify when amendments to the Guideline are required).

This Guideline recommends that staff assess two issues:

- A. Identify if remuneration is needed; and
- B. Identify the level of remuneration needed.

Figure 1 (below) sets out how/when to use sections a) and b) in practice.



PART A: Identify if remuneration is needed

To answer this question, you need to be clear about what you are asking mana whenua to provide. In general there are 3 types of input:

- **Expert advice:** It is often essential to our projects that we work with tangata whenua as part of understanding the values, knowledge and history of a place or activity. This can be procured as a professional service, or the delivery of specific mātauranga Māori.

Mātauranga Māori is expert and traditional knowledge developed over generations. Some Mātauranga Māori is widely known or shared by Māori, but much of it is specific to whānau, hapū and iwi. Examples include technical advice, design concepts, technical analysis to inform project options, providing a cultural impact assessment, draft policy, developing a methodology for work delivery, or expert facilitation of workshops and training. As a general rule, expert advice should be remunerated (it would be unusual to not remunerate).

- **Governance roles:** Council, iwi/hapū groups and communities are increasingly engaging in partnership / collaborative processes for decision-making, planning, and managing public places and spaces. It can include Governance groups¹, Co-management groups² and Advisory groups³. In some cases, mana whenua participate in council governance groups is part of their ordinary job. In those circumstances, remuneration is not provided.

¹ Governance groups have decision-making responsibility. They provide direction to Council's operational staff, or make recommendations to Council for decision. Examples include Te Arawa Lakes Strategy Group, the Gifted Reserves Committee, Council committees, and some project steering groups.

² Co-management groups jointly manage a natural resource or public space. They make decisions on day-to-day management of the resource or space, but final governance authority sits elsewhere. Often these forums consist of operational staff of Council, mana whenua and potentially other community groups. Examples include the Waikawau/Hannah's Bay Management Group.

³ Advisory groups provide ongoing advice and input as part of a larger project or provided to a higher decision-making level. They include members nominated or preferred by mana whenua. Examples include Te Pae Arataki (supporting the Sir Howard Morrison Performing Arts Centre) and the Kuirau Park advisory group.

- **Important factors to note:**
 - You should always have a clear Terms of Reference for Governance/Co-management/Advisory groups. This helps clarify expectations and roles, Council's contribution (for example, who will provide admin support) and minimises disagreement in the future. It will also help you identify the appropriate remuneration. Te Amorangi can assist you to draft Terms of Reference.
 - Governance/Co-management/Advisory groups are **not** responsible for carrying out engagement with iwi/hapū. They can give you advice on suitable contractors to carry out engagement and they can identify of people and groups that should be included. However, the ongoing responsibility for engagement rests with Council. Make sure that you have factored this in to your project plan and budget.
- **Other costs:**
 - **Attending a meeting called by mana whenua:** If you are going to a hui called by mana whenua, it is usually appropriate to provide a koha. Check the koha policy and talk to Te Amorangi for guidance.
 - **Meetings called by Council and held in Council buildings:** If mana whenua are travelling to meet you in a Council building, this can reduce staff travel time and venue hire costs. However, you should factor in travel costs for your guests (at the current IRD mileage rate) and provide refreshments.
 - **Meetings called by Council but held outside of Council buildings:** You will need to factor in venue hire and catering.

Set out below are matters you should consider when you are identifying if remuneration is needed.

Table 1: Identifying where remuneration is needed	
Remuneration will occur if:	Mana whenua are being asked to provide expert advice. This is advice requiring technical input beyond that of a regular member of the community. For example, where work requires technical input, expert advice or mātauranga Māori from hapū/iwi. Examples include technical advice, design concepts, technical analysis to inform project options, providing a cultural impact assessment, draft policy, developing a methodology for work delivery, or expert facilitation of workshops and training.
	It is input that occurs outside the person's regular paid role (e.g., an individual would not be paid if they already hold a role with an iwi authority in that/similar capacity and this work occurs within a regular workday).
	It is not an ordinary and routine part of providing democracy services (e.g. attendance at community workshops/forums, or as a submitter at a plan change or consent hearing).
	It has a paid market-place equivalent (e.g., preparing cultural impact assessments) and contestable procurement via "open" markets that ensures pay rates are appropriate for the service given.
Remuneration will not occur if:	It is already resourced through Council funding or other funders.
	It is not commissioned by Council.
	It is part of an existing contract, service agreement or relationship agreement.
	It is an ordinary and routine part of engaging with ratepayers and residents. For example, meeting with a ratepayer to respond to a rates enquiry, responding to a routine Request For Service, providing information that is no different to information that is provided to all members of a community

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PART B: Identifying what level of remuneration should be provided

Once you have identified that remuneration is needed (Step A), you must identify the appropriate level of remuneration (Step B).

Technical advice – remuneration level

Remuneration for professional services and expert advice should align with the broader consulting market. For expert advice, this can range from \$100 – \$200+ per hour (plus disbursements) for a senior/principal level consultant. The preparation and delivery of specialist reports and written advice is an example. Figure 2 sets out an indicative scale of remuneration based on the level of expertise required, complexity of the task, and the level of accountability associated with the role.

Governance and meetings – remuneration level

Remuneration should be a fixed rate per meeting, including time spent outside the meeting in preparation.

Table 2: Indicative scale of remuneration				
LEVEL OF RESPONSIBILITY	COMPLEXITY OF THE TASK			
		LOW	MEDIUM	HIGH
	Technical advice - admin or corporate services	Up to \$35/ hour	\$55/ hour	\$75/ hour
	Technical advice - surveys, monitoring, measuring	Up to \$50/ hour	\$75/ hour	\$100+/ hour
	Technical advice - analysis and evaluation	Up to \$75/ hour	\$75 - 100/ hour	\$150+/ hour
	Technical advice - negotiating, brokering, project managing	Up to \$75/ hour	\$75 - 100/ hour	\$150+/ hour
	Technical advice – managing	Up to \$100/ hour	\$150+/ hour	\$200+/ hour
	Governing, co-managing and advisory groups	Up to \$100 per meeting	\$150 per meeting	\$200 per meeting

Good Process

We recommend the ‘remuneration conversation’ as early as possible in a clear and honest way. In the process of having this discussion, it is important to clarify that, as Council staff, you:

- are entering the discussion in good faith,
- are limited to operating within Council practice and process (including this and other financial guidance),
- acknowledge that the people or group you wish to engage with are likely to be working under an assortment of remuneration arrangements with agencies that may have a bearing on the conversation,
- are seeking a fair arrangement that reflects the value you place on their involvement and balances this with the limits placed upon you as a representative of Council.

All payments for professional services must comply with Council's ordinary contracting, invoicing and procurement policies. All payment processes are to follow those set out by Council's Business Support Group, including RLC's Procurement Policy.

Getting Help

For assistance please contact Te Ohu o Te Amorangi - Te Amorangi Unit.