

Iwi Capacity and Capability Project

Deliverable 2: Scoping Report of Shortlisted Opportunities
Report for the Wellington Regional Leadership Committee

Background

During the development of the Wellington Regional Growth Framework (WRGF), it was identified that the ability of the seven iwi partners to the Wellington Regional Leadership Committee (WRLC) to participate in the development of the WRGF was limited by capacity and capability issues – particularly for pre-settlement iwi. As a result, councils find it hard to meet their statutory requirements, and iwi are not able to participate and ensure that processes and outputs reflect their aspirations and views.

Subsequent developments include:

1 July 2021	The WRLC signed off the one-year work programme which included an initiative related to iwi capacity and capability.
7 September 2021	The WRLC was provided with a list of iwi capacity and capability issues and opportunities.
11 November 2021	<p>The WRLC considered the <i>Iwi Capacity and Capability Project – Next Steps</i> paper, and approved further work being undertaken on the three identified (following feedback from the 7 September 2021 meeting, and meetings and e-mail exchanges with iwi and other organisations) opportunities:</p> <ol style="list-style-type: none">1. Formal career path/qualification;2. Reciprocal work placements/employment; and3. Short-term secondments to provide technical input.

As was (respectively) identified by the WRLC Senior Staff Group and WRLC CEO Group:

- We should be looking to push the boundaries and think about how the whole system operates i.e. starting this work from the point of view of Te Ao Māori and what is required with this rather than what local government and central government processes or regulatory/legislative directions require.
- We should work with entities already working on iwi capacity and capability opportunities such as Te Puni Kōkiri, councils and central government agencies so as to maximise these opportunities and the work being undertaken by others.

Purpose

This Scoping Report canvasses:

- the context within which the identified opportunities to build iwi capacity and capability are being considered;
- the three identified/shortlisted opportunities to build iwi capacity and capability, including:
 - issues/problems they are looking to resolve, and their scope/scale (iwi-specific, regional or national);
 - potential options for each, along with associated benefits and disadvantages;
 - preferred option/s, and (at a high level) establishment, implementation and other (legal, policy etc.) requirements; and
- other opportunities that were identified through discussions with iwi and/or local and central government organisations.

How was this report developed?

Information, experiences and insights were primarily gathered through (due to ongoing COVID restrictions) online engagements with iwi, local government and central government organisations. This included:

- hui with representatives of all of the iwi partners in the Wellington Regional Leadership Committee;
- a workshop with local government partners (in the ten member councils) and central government agencies (Ministry of Housing & Urban Development, Kāinga Ora, Waka Kotahi, the Ministry of Education and Te Puni Kōkiri); and
- meetings with:
 - Te Puni Kōkiri to discuss their capacity and workforce development initiatives;
 - the New Zealand Qualifications Authority (NZQA) to discuss their activities relating to ‘Mātauranga Māori’ qualifications;
 - the Ministry for the Environment to discuss their activities in supporting the capacity and capability of tangata whenua to participate in, and influence decisions on, freshwater management;
- a workshop with the Wellington Regional Leadership Committee to present and discuss the high-level findings of the Scoping Report.

Analytical Approach

The engagements with iwi, local government and central government organisations provided valuable insights into the extent of differences in starting points, expectations, interests, responsibilities and priorities. This was of particular value in establishing the context within which the identified opportunities were being considered, as well as determining the comparative feasibility/appropriateness of different options.

A stocktake of current central and local government iwi capacity and capability building initiatives in the Wellington-Horowhenua region (as of April 2022), as suggested during the workshop with those organisations, yielded a wealth of information on activities and their objectives, strengths/successes, and learnings. It was acknowledged that many activities had been reactive (meeting urgent needs/gaps) rather than strategic (with a longer-term focus).

Analysis of the identified opportunities included consideration of distinct and collective interests, responsibilities and potential contributions, as well as the extent to which identified options met short-, medium- and long-term aspirations.

It was also informed by distinctions between ‘capacity’ and ‘capability’, as combining them can result in narrow interpretations of what is within scope (e.g. training/qualifications, ‘jobs’):

- **Capacity** is about:
 - systems (groups of interacting or interrelated elements that act according to a set of rules to form a unified whole and achieve a desired goal); and
 - numbers (e.g. of roles and/or resources required to deliver system elements).
- **Capability** is about skills, experience, knowledge, and attitudes/behaviors (to deliver system elements according to a set of rules).

Accordingly, capacity is both informing of (via systems), and informed by (for numbers), capability.

Context

To quote one of the iwi partners:

“We need transformational approaches rather than just more transactional ones”.

Partnership vs Participation

As central government introduces new policy reforms and work programmes, they create significant 'implementation' responsibilities or expectations for local government, and for iwi¹. These currently span freshwater/water management, resource management, and infrastructure development (including roading and housing). The creation of these responsibilities/expectations often occurs without meaningful engagement with those who will bear the full weight² of them, to:

- determine whether there is existing capacity and capability to deliver these (on top of current responsibilities); and
- what resources are needed to ensure/build sufficient capacity and capability to effectively implement changes or new requirements.

The silo-ised/single focus of central government agencies, and their inability to recognise shared interests and coordinate activities accordingly continues to be frustrating for iwi and local government. Despite different agencies having 'invested' in capacity and capability in the past, no evidence or learnings are readily available to inform current efforts and ensure they avoid repeating past mistakes.

If several agencies (e.g. Ministry for the Environment, Ministry of Housing & Urban Development and Ministry of Transport) are creating implementation responsibilities/expectations for local government and iwi, they should work together to resource these and ensure they don't create unnecessary conflicts, unhelpful competition, and/or additional compliance requirements.

¹ Iwi also face additional challenges in responding to or meaningfully engaging in discussions on other central government-led activities (from co-governance right through to data sovereignty), as well as responding to emerging issues for their iwi members and others in their communities/tribal rohe.

² It was identified that local government and iwi believe they have 'sharper' or greater accountability because they live and operate within the communities they serve.

Partnership vs Participation (cont'd)

Over the last 180 years, central government has had billions of taxpayer dollars, and local government have had hundreds of millions of ratepayer dollars, to support their capacity and capability. Iwi have not only had none, they've also been excluded from exercising the authority (as was recognised in Article II of the Treaty of Waitangi) over their language, culture, identity and resources.

The additional difficulties faced by pre-settlement iwi must also be acknowledged. This includes a lack of recognition (legal identity, and specific provisions negotiated through settlements) and resources to invest in iwi infrastructure and capability. This inequitable starting point (for iwi, and local government to a lesser extent) needs re-balancing to effect partnership (in design, delivery and implementation) rather than simply enabling 'participation'.

As such, the proposition of building iwi capacity and capability needs to recognise that this requires much more than simply building knowledge/technical capabilities to meet current central and local government priorities. It also requires an investment in iwi rebuilding their own systems, relationships and reciprocal responsibilities that underpinned and informed their 'management' of collective interests. This would enable iwi to determine how they operate as partners, and confidently and meaningfully contribute rather than be just 'forever busy' reacting to the imperatives of others. For those already operating with capacity deficits, the need for immediate support is more critical – if only to enable meaningful participation.

The systems iwi are currently expected to engage in do not reflect their distinct/rohe -specific interests, frames of reference, approaches or decision-making processes. Central government, local government and iwi styles and languages are also vastly different, and accordingly expectations of engagement and measurable contributions are too high.

A shift in practice, potentially resulting from the de-construction of existing systems, and design of new systems that reflect partner's interests, would be most desirable. Although this would be challenging given existing workloads/pressures, it could provide a better model for enabling sustainable local-level implementation – and provide strong evidence of the need for better implementation resourcing.

Partnership vs Participation (cont'd)

Iwi, and local government, also noted (sometimes frustrating) differences in their respective approaches – whilst more commonality would be easier to manage, iwi and councils are not all the same, and nor should they be by virtue of the diversity of interests of their 'constituents'. Iwi are also at different stages in their revitalisation; some are limited by being pre-settlement, and even the post-settlement iwi are at different levels of maturity.

Despite the numerous challenges detailed above, there is a genuine and shared interest amongst all in working together to find ways forward. As well as the larger shifts in paradigms, power-sharing, and practices, there were some suggestions for immediate changes, including:

- Iwi and Councils (bi-laterally) working together to identify shared priorities and determine how they could work together on these. Several iwi identified that they would value local government contributions to their thinking on wider iwi priorities, and local government staff indicated an interest in better understanding the nature and breadth of iwi priorities and activities. This focus on building the relationship rather than just response capability is critical in enabling the shift to partnership/working together for the greater good.
- Central government agencies and Councils having better planning/preparation and giving iwi more notice (and explanation in plain English) of activities they need iwi to contribute to. Iwi members are already thinly spread and are forced to reprioritise efforts when urgent requests are made.
- Working together to position (e.g. in language to meet preferences, and to support engagement) and promote activities that require wider (e.g. public, including Māori citizens/ratepayers) participation. This was seen as an option for actively demonstrating how local government and iwi are working together.

Capacity and Capability Challenges

A fundamental issue is the inability of local government and iwi to compete with central government salaries and conditions/'perks'. There have been huge increases in central government staffing in particular areas (e.g. freshwater and resource management) without any consideration of the impact of this centralisation of capability – and effective removal of it from the critical local-level implementation (and experiential learning) activity. Other than recommending a moratorium on central government agency staffing increases, the secondment option (Opportunity 3) may be the best way to enable the (albeit temporary) relocation of capability to where it's most needed. This wouldn't address the need for devolved resourcing – but may help if the secondments were fully funded by the home (central government) organisations.

Whilst everyone saw value in building a pipeline/flow of talent into local government and iwi organisations in particular, as this wouldn't yield benefits for some time (or at all given the competition issue above) it was understandably seen as less attractive in meeting immediate/short-term needs.

Everyone agreed that attracting staff ("we're just not sexy enough") and retaining them (especially given the competition issue detailed above) were distinct and shared challenges. As discussed in the *Other Opportunities* section of this report, there may be ways to leverage existing government activities to build the profile and 'attractiveness' of local government and iwi roles/organisations.

Iwi-specific challenges included:

- their (multi-generational) interest in succession and growing future leaders;
- attracting and engaging rangatahi;
- finding ways to engage pakeke and kaumātua (that had capacity due to their being retired);
- supporting iwi members with extensive operational experience into management and governance-level activities; and
- trying to attract their (often skilled) iwi members home (as a number lived outside their rohe) – whilst working remotely became more of an option during COVID lockdowns, it doesn't realise the benefits of being fully immersed in an iwi context "all day, every day".

Evident Interests

Considerations that may well guide partner choices of which options best meet their needs include the extent to which they:

- can meet immediate/short-term needs but also build longer-term/broader knowledge and improved practices (e.g. more transformational than transactional or more deliberate than ad-hoc/reactive);
- are mutually beneficial, in delivering benefits to all parties (including potential/existing employees or secondees) that are evident and valued; and
- can be easily (without requiring significant development work, time/efforts and costs) established/implemented, and complement/enhance (rather than duplicate) existing activities.

A specific issue raised by Muaupoko is the extent to which **capacity deficits** are already impacting iwi, and potentially other partner, participation. Whilst acknowledging the value of all partners considering opportunities to support iwi capacity and capability, the lag created by decision-making and implementation processes means any eventually adopted options will take some time to 'bear fruit'. In the meantime, existing and new demands exacerbate/increase these capacity deficits (e.g. burning out individuals, contributions being wide and shallow rather than focused and deep, and/or partners being burdened by guilt).

As this is not a widespread issue (affecting all partners), it could be easily addressed through a discussion about critical capacity deficits and ways in which partners could help each other alleviate or reduce these. Possibilities include targeted funding, sharing resources and/or personnel, providing focused technical or systems expertise or support, and/or support to develop positions/approaches that address multiple issues and requests for input.



Opportunities to support Iwi Capacity and Capability

Opportunity 1: Formal career/qualification pathways

Core issues this is seeking to address	<ul style="list-style-type: none"> • Lack of attractiveness of local government and iwi as career paths (and likely lack of understanding of skill/qualification requirements for local government in particular). • Lack of knowledge/understanding of respective priorities, approaches, systems, 'languages'. • Inability of local government and iwi to compete with central government.
Scope/scale	Likely a national issue (to differing degrees), but also relevant regionally (as training programmes and qualifications are delivered by local providers).
Options	<ul style="list-style-type: none"> A. Developing packages of micro-credentials and/or tailored qualifications. B. Inclusion of 'Mātauranga Māori' into current qualifications. C. Inclusion of 'Mātauranga Māori' into current training programmes. D. Formal training programmes/Training trainers. E. Careers evenings/promotion of internships.
Broad establishment/implementation requirements	<ul style="list-style-type: none"> • Skill requirements would need to be unpacked/specified to then be packaged into micro-credentials, tailored qualifications, complete training programmes or modules for delivery within existing training programmes. • Work with different organisations and providers would be required, to design/tailor and deliver (directly or in a support capacity) micro-credentials, tailored qualifications, whole training programmes or modules within existing training programmes.
Preferred option(s)	<ol style="list-style-type: none"> 1. Option C could deliver immediate benefits in tailoring existing training (e.g. RMA, water management) programmes to include Mātauranga-ā-Iwi/ā-Hapū. Facilitation support would be required for iwi to design (and align), deliver and assess new content. 2. Option E could improve the profile and attractiveness of local government and/or iwi career paths, and tap into the creative capability of existing staff in packaging opportunities/internships. Costs could include design workshops, promotional resources (digital and/or physical), and event attendance.

Opportunity 1: Options

OPTION	IMPLEMENTATION REQUIREMENTS	BENEFITS	DISADVANTAGES
A. Developing packages of micro-credentials and/or tailored qualifications.	Work with the Services Workforce Development Council (WDC) to develop micro-credentials/tailored qualifications.	<ul style="list-style-type: none"> • Would enable the unpacking/definition of relevant skills. • Could build workforce capability. 	<ul style="list-style-type: none"> • Significant time for development activities required, and qualification approval processes are necessarily slow. • Largely reliant on local providers being willing and able/accredited to develop and deliver micro-credentials and/or qualifications. • Not guaranteed that capability will end up in local government and/or iwi organisations.
B. Inclusion of 'Mātauranga Māori' into current qualifications.	Work with NZQA and the Services WDC to identify relevant qualifications, and design delivery and assessment processes to reflect Mātauranga-a-Iwi/-ā-Hapū.	<ul style="list-style-type: none"> • Could enable the tailoring of existing qualifications to include Mātauranga-a-Iwi/-ā-Hapū. • Could build 'value-added' workforce capability. 	<ul style="list-style-type: none"> • Significant burden on iwi to support the design, delivery and assessment of iwi/hapū-specific content. • Largely reliant on local providers being willing and able/accredited to deliver modified qualifications. • Not guaranteed that capability will end up in local government and/or iwi organisations.
C. Inclusion of 'Mātauranga Māori' into current training programmes.	Work with existing providers to design delivery and assessment processes to reflect Mātauranga-a-Iwi/-ā-Hapū.	<ul style="list-style-type: none"> • Could enable the tailoring of existing training programmes to include Mātauranga-a-Iwi/-ā-Hapū. • Could build 'value-added' workforce capability. 	<ul style="list-style-type: none"> • Burden on iwi to support the design, delivery and assessment of iwi-specific content; needs facilitation support.

Note that as relates to resources, 'Mātauranga' is not generically 'Māori' , but is distinctly ā-Iwi/ā-Hapū.

Opportunity 1: Options (cont'd)

OPTION	IMPLEMENTATION REQUIREMENTS	BENEFITS	DISADVANTAGES
D. Formal training programmes/Training trainers.	Design, market/manage (enrolments and scheduling) and deliver training programmes	<ul style="list-style-type: none"> • Would enable the delivery of tailored (iwi and Council-specific) training. 	<ul style="list-style-type: none"> • Significant burden on iwi and local government to design and deliver training programmes. • May not result in demand for/uptake of training.
E. Careers evenings/Promotion of internships.	Iwi and local government would need to: <ul style="list-style-type: none"> • put together a promotional package, highlighting opportunities in their respective organisations; • work with Universities, Wānanga, Te Kupenga and other relevant providers to meet/brief students; • refine existing internship programmes (to ensure experiences are appropriately structured) and/or consider introducing internship programmes (for those that don't already have them). 	<ul style="list-style-type: none"> • Interns/graduates gain practical experience to balance their theoretical expertise. 	<ul style="list-style-type: none"> • May not result in demand for/uptake of internships, or the pursuit of relevant qualifications/local government career paths.

Opportunity 2: Reciprocal work placements/employment

Core issues this is seeking to address	<ul style="list-style-type: none"> • Need for iwi to understand how local government and central government work relates to/impacts their interests. • Need for local government and central government to understand how iwi interests relate to their activities.
Scope/scale	Identified as a Regional/iwi-specific opportunity, although it could also be of interest as a national initiative.
Options	<p>Central government agencies or local government organisations employ people from each of the seven iwi partners, to gain knowledge/experience (of central and/or local government systems) and build understanding of iwi interests/approaches. Options relate to:</p> <ul style="list-style-type: none"> • the terms (e.g. 3, 6, 9 or 12 months); • proportional splits to effect reciprocity [e.g. 60% of time (3 days) at the host organisation and 40% (2 days) at the home organisation per week, or a 50/50 split with a week at the host organisation and a week at their home organisation]; and • the match of hosts and work programmes with iwi priorities/interests.
Broad establishment/implementation requirements	<p>Requires a lot of effort from both iwi and the host agency (central or local government) to establish and manage, including:</p> <ul style="list-style-type: none"> • identification (by iwi) of preferred host agency and work area, and potential candidates; • negotiation/agreement of the work placement or employment arrangement and candidate choice; • the active support of employees throughout the placements, including the establishment of mentor/buddy systems; • the creation of opportunities for the sharing of learnings across iwi (as each employee's learnings will be limited by the specificity of their host's responsibilities/activities); and • the active monitoring and management of the placement.
Preferred option(s)	Reciprocal work placements of no less than 6 months with a 60% host and 40% home (per week) split. This split could also apply for respective contributions to employee salary and overhead costs, or be fully funded by the host organisation.

Opportunity 2: Option

OPTION	IMPLEMENTATION REQUIREMENTS	BENEFITS	DISADVANTAGES
Central government agencies or local government organisations employ people from each of the seven iwi partners, to gain knowledge/ experience (of central and/or local government systems) and build understanding of iwi interests/ approaches.	<p>Iwi would need to:</p> <ul style="list-style-type: none"> pick their preferred local or central government organisation (and work area) and identify potential candidates for the placements; negotiate/agree the work placement or employment arrangement and candidate choice with the host agency; actively support employees throughout the placement, and support their sharing of insights/learnings when they spend time in their home organisation; create opportunities for the sharing of learnings across iwi (as each employee's learnings will be limited by the specificity of their host's responsibilities/activities); and actively monitor and manage the placement in partnership with the host agency/organisation. <p>Central or local government organisations would need to:</p> <ul style="list-style-type: none"> identify and structure work placements/employment they could offer to iwi; negotiate/agree the work placement or employment arrangement and candidate choice with the iwi (home) organisation; set up, welcome and induct selected candidates, and actively support them throughout their placement; and actively monitor and manage the placement in partnership with the iwi (home) organisation. 	<ul style="list-style-type: none"> Can meaningfully build iwi capability in supporting the acquisition and transfer (via the reciprocal splits) of knowledge, experiences and networks. Can build central or local government understanding of iwi perspectives (as the employee is enabled to apply these in their work/in the workplace). Can support the development/activation of <i>Tuakana-Teina</i> relationships (mentors in iwi, buddies in local or central government), as critical supports for staff working in new environments and within different systems. 	<ul style="list-style-type: none"> Risks losing employees to host organisations. Requires a lot of effort from both iwi and the host agency (central or local government) to establish and manage (including access to confidential/commercially sensitive information and having the authority to represent iwi positions to central and local government). Would place great responsibility on the employees (having to manage the duality of responsibilities, workplace requirements and interests), potentially limiting candidate choices (to those with more experience/ maturity).

Opportunity 3: Short-term secondments to provide technical input

Core issues this is seeking to address	<ul style="list-style-type: none"> • Lack of iwi capacity (staff, systems and time) and/or capability (technical skills or systems expertise) to input into central government and local government 'projects'. • Lack of central government and local government recognition of iwi priorities and responsibilities.
Scope/scale	Identified as a Regional/iwi-specific opportunity, although it could also be of interest as a national initiative.
Options	<p>A. Fixed-term secondments of central government or local government technical or system experts into iwi organisations. Technical advice/input may relate to specific local government systems and processes or central government policies and associated implementation requirements, whereas systems support may be for the development of:</p> <ul style="list-style-type: none"> – infrastructural systems (e.g. human resource management, financial management, communications); – data collection, management and analysis (including forecasting/modelling); and – information and communication technology (ICT) tools. <p>B. The provision of technical advice on an as-needed basis (as was suggested at the local government and central government workshop, similar to the Citizens Advice Bureau model).</p>
Broad establishment/implementation requirements	<p>Requires iwi and central or local government organisations to:</p> <ul style="list-style-type: none"> • identify technical or system supports that are needed, what would be offered (experience), and potential candidates; • select candidates, and negotiate/agree secondment arrangements (term and work programme/foci); and • monitor and manage secondees to proactively identify and manage any emerging issues.
Preferred option(s)	<p>Both options have merit.</p> <p>The preference for the fixed-term secondment option (Option A) is 3-6 months, to ensure a clear focus on productivity/performance in positioning the iwi to improve their influence of local government or central government systems and processes.</p> <p>The technical advice on an as-needed basis (Option B) requires a system to connect iwi and potential providers of advice.</p>

Opportunity 3: Options

OPTION	IMPLEMENTATION REQUIREMENTS	BENEFITS	DISADVANTAGES
A. Fixed-term secondments of central government or local government technical or system experts into iwi organisations.	<p>Iwi would need to:</p> <ul style="list-style-type: none"> identify the type(s) of technical or system supports they need, what they'd offer (experience-wise), and seek <i>Expressions of Interest</i> from local government organisations and/or central government agencies; select candidates, and negotiate/agree secondment arrangements (term and work programme/foci) with the secondee and their home agency; and monitor and manage secondees to proactively identify and manage any emerging issues. <p>Central or local government organisations would need to:</p> <ul style="list-style-type: none"> negotiate/agree secondment arrangements (term and work programme/foci) with the secondee and the iwi host organisation; backfill if the secondment affects an existing work programme; monitor and manage secondees to proactively identify and manage any emerging issues. 	<ul style="list-style-type: none"> Provides iwi with critical technical and/or systems support to enable their meaningful contribution to local/central government priorities. Builds iwi understanding of local/central government systems and processes, and opportunities to influence these. Provides secondees with knowledge and experience of iwi interests and perspectives, and access to iwi culture (by virtue of their being immersed in it). This in turn yields benefits for their host organisation/agency, in that their work will be more informed by secondee experiences. 	<ul style="list-style-type: none"> Requires the active engagement of local government and central government technical or system experts (or their managers) to respond to <i>Expressions of Interest</i>. Will still need some support to translate technical advice in ways that iwi can understand.
B. The provision of technical advice on an as-needed basis (similar to the Citizens Advice Bureau model).	<p>A system (online, like that used in the gig economy) would need to be established to enable iwi to register their advice needs, and for local government or central government technicians to respond to.</p>	<ul style="list-style-type: none"> Provides iwi with immediate/quick access to specific technical advice – with the overarching proviso that it is advice only and not a local/central government position. Can enable iwi to plan for, and respond more effectively, to local/central government requests. 	<ul style="list-style-type: none"> Requires the active engagement of local/central government technical or system experts (or their managers) – iwi are not necessarily guaranteed to get a response to their registered interests.

Other Opportunities: Effecting Partnership

A range of additional opportunities emerged through the discussions with iwi, local government and central government representatives, with the broader intent of **effecting partnership**:

- Holding annual bilateral engagements to share priorities, discuss needs, and agree on opportunities to work together/build each other's understanding of respective interests. The leadership teams of iwi and their local council could spend a day together (each year) discussing respective priorities and work programmes, sharing information on the different perspectives they bring to particular issues ('walking in each other's worlds'), signaling challenges they are facing and need some support to manage/minimise, and/or reviewing progress/achievements since their first engagement.
- Establishing a (indicative title only) *Regional Tangata Whenua Expertise and Advice Unit/function* to create a shared knowledge base, and (in time) potentially reduce demands on iwi for issue-specific response and create more regionally consistent practices (amongst local government organisations). This could include:
 - Providing a centralised repository of data (e.g. demographics), information (e.g. the location of wāhi tapu/significance of particular sites), iwi perspectives (e.g. on environmental management considerations), relevant legal precedents etc. for use by all partners (in accordance with agreed access and use protocols).
 - Enabling the sharing of data, to inform iwi planning and priorities, but also to build their skills in data management, analysis and application. As was identified (as a likely shared need), using data to forecast the impact of decisions can assist iwi and local government advocating for better supports from central government, and particularly in areas that already face significant challenges (e.g. socio-economic deprivation).
 - (Depending on which options or combinations thereof that partners choose) Coordinating and supporting the implementation of iwi capacity and capability supports, including preparing materials/required documentation, developing systems, monitoring progress, and capturing and sharing learnings.
 - Coordinating the 'provision of technical advice on as as-needed basis' system (Option B of Opportunity 3).

Other Opportunities: Enabling Participation

The discussions with iwi, local government and central government representatives also enabled the identification of other opportunities, focused on **enabling participation**:

- Supporting iwi members to become (Planning/Resource Management) Commissioners (attending Commissioner training). It is understood that these training programmes provide the most focused explanations of local government processes, which may be of great value to iwi members. An additional benefit would be the creation of networks (training attendees).
- Exploring options for promoting career pathways in local government (and iwi organisations) with the Tertiary Education Commission (Careers function) e.g. 'Inspiring the Future'. The Careers website (www.careers.govt.nz) includes a Job Profiles section (accessed by youth and adults) which could be expanded/improved with more examples of local government and/or iwi 'jobs'.
- Advocating for more recognition and resourcing from central government to enable the effective 'implementation' (by local government and iwi) of their work/reform programmes. Related to this is the notable absence of the Ministry for the Environment from the Wellington Regional Leadership Committee. As they are leading much of the policy work (e.g. water and resource management) that directly impacts iwi and local government, and are supporting tangata whenua and local government capacity and capability, they should be included – if only to enable understanding of the breadth of, and learnings from, their activities.
- Supporting iwi members to build governance capability/experience through Council-controlled organisations, by shadowing existing members, attending training and/or being appointed to Boards.
- The WRLC (through the Chair) providing letters of support for (specific or general) iwi proposals/applications for capacity and capability funding through other avenues (e.g. other agencies and/or philanthropic trusts).

Next Steps

As detailed in the Iwi Capacity and Capability Project Plan, the next stage (Deliverable 3) of this work is “High-level business cases for each opportunity on the ‘go’ list”.

Preferred/potential options for building iwi capacity and capability include:

- a. Including Mātauranga-ā-Iwi/ā-Hapū into current training (e.g. RMA, water management) programmes. [*Identified Opportunity 1, Option C*].
- b. Working with local tertiary providers to promote career pathways in local government and iwi organisations, through Careers Evenings and/or Promoting Internship Programmes. [*Identified Opportunity 1, Option E*].
- c. Establishing reciprocal work placements/employment (of iwi members in local and/or central government organisations) of no less than 6 months with a 60% host and 40% home (per week) split. [*Identified Opportunity 2, preferred approach*].
- d. Fixed-term (3-6 months) secondments of central government or local government technical or system experts into iwi organisations. [*Identified Opportunity 3, preferred approach*].
- e. Holding annual bilateral engagements to share priorities, discuss needs, and agree on opportunities to work together/build each other's understanding of respective interests. [*New*].
- f. Establishing a *Regional Tangata Whenua Expertise and Advice Unit/function* to create a shared knowledge base, and (in time) potentially reduce demands on iwi for issue-specific responses and create more regionally consistent practices (amongst local government organisations). [*New*].
- g. Supporting iwi members to become (Planning/Resource Management) Commissioners (attending Commissioner training). [*New*].
- h. Exploring options for promoting career pathways in local government (and iwi organisations) with the Tertiary Education Commission (Careers function). [*New*].
- i. Advocating for more recognition and resourcing from central government to enable the effective 'implementation' (by local government and iwi) of their work/reform programmes. [*New*].
- j. Inviting the Ministry for the Environment to present to/join the Wellington Regional Leadership Committee. [*New*].
- k. Supporting iwi members to build governance capability/experience through Council-controlled organisations. [*New*].
- l. The WRLC providing letters of support for iwi proposals/applications for capacity and capability funding through other avenues. [*New*].
- m. **Identifying critical capacity deficits and discussing/agreeing ways in which partners could help each other alleviate or reduce these.** [*New/Urgent*]

Recommendations

It is recommended that the Committee:

- a. **Note** that there are a range of opportunities/options for supporting iwi capacity and capability, with the potential to contribute to varying degrees to effecting partnership and/or enabling participation;
- b. **Consider** adopting at least one of the preferred/potential options, or a combination thereof;
- c. **Support** the development of high-level business cases or detailed proposals (where needed) for selected options.