



# Tāiki ē (NRC Te Tiriti Strategy and Implementation Plan)

## Te Kaupapa | Mission

He iwi tahi tatou kia ora ai te taiao

Kāwanatanga and rangatiratanga\* work together for the wellbeing of the environment

Our vision for the future is only as good as the actions we set in place to achieve it. The following table outlines the actions to be taken to achieve shared outcomes guided by Northland Regional Council's (NRC) Te Pae Tawhiti – Our Vision 2021 – 2031 and Te Taitokerau Māori and Council Committee (TTMAC) Strategic Intent Te Pae Tawhiti | Vision 2040 and Te Kaupapa | Mission Statement (see above). The Implementation Plan focuses specifically on actions to achieve desired goals for Capacity and Capability and Māori Representation.

This Implementation Plan has been prepared on behalf of NRC and TTMAC. Both parties acknowledge that there are other groups, agreements and relationships, such as with Te Kahu o Taonui (TKoT), Iwi and Local Government Chief Executives Forum (ILGACE), Mana Whakahono a Rohe agreements and Memorandum of Understandings, that NRC has that are separate to TTMAC. This Implementation Plan does not override those existing relationships and agreements.

Actions are listed for who is required to undertake it. This includes Northland Regional Council (NRC), Te Taitokerau Māori and Council Committee (TTMAC), Iwi, hapū and whanau, and any other agencies (e.g., including Northland Inc). NRC and TTMAC acknowledge iwi and hapū traditional rights within their rohe. This Implementation Plan does not seek to override these rights, and actions outlined in this document are intended to be complementary.

Actions include timeframes within which it is expected those actions will be progressed (starting from when the Implementation Plan is adopted):

- Underway – means that the action is actively being implemented, with further work required.
- Commence within 12 Months – means that the action has commenced within 12 months of adoption of the Implementation Plan (e.g., by 26 July, 2023 and there is a commitment to a completion date.

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**Northland**  
REGIONAL COUNCIL   
Te Kaunihera ā rohe o Te Taitokerau

- Years 1 – 3 – means that the action has been completed within 3 years of adoption of the Implementation plan (e.g., by 30 June 2025).
- Years 3 – 10+.

## Long Term Plan and Annual Plan Funding

Actions are listed in terms of whether budget is already allocated or not, or not required. This will help guide NRC to seek funding in the Annual Plan or Long-Term Plan to be able to implement these actions. It must be acknowledged that if unbudgeted actions do not receive future Annual Plan or Long-Term Plan funding then they will need to be discussed further with TTMAC to understand why funding was not received and what further action may be taken.

The actions have been ranked by priority according to their ability to give effect to Te Kaupapa | Mission:

- 1 – the action(s) has the potential to have a significant impact and should be the top priority in terms of work and resourcing.
- 2 – the action(s) has the potential to have a moderate impact and should be progressed after High priority actions have commenced.
- 3 – the action(s) have comparably less impact and should be progressed after High and Medium priority actions have commenced.

**\*Note:** In the context of Tāiki e, Te Kaupapa | Mission refers to the rangatiratanga of iwi and hapū.

***'Ina tere ngā kapua, he hau kei muri'***

***'Progress is built on applying shared values'***

When the clouds advance across the sky, wind is the propellant. This is a metaphor emphasising that we will make much greater progress when we apply shared values such as trust and a shared commitment.

Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
<p>1. Establish Te Tiriti o Waitangi Health Check and Review Framework by:</p> <ul style="list-style-type: none"> <li>a. Carrying out an independent review of council's obligations and performance against Te Tiriti o Waitangi performance standards utilising the Te Arawhiti Framework in a Te Taitokerau context;</li> <li>b. Identify and implement priority areas for improvement based on <del>of</del> Te Tiriti o Waitangi Health Check; and</li> <li>c. Reporting to and seeking views and input of TTMAC and Councillors as part of the review.</li> </ul>	NRC in partnership with TTMAC	Underway	Budgeted: \$50,000 in 2021/22, and \$25,000 per annum following to carry out an independent 'health check' of council's Te Tiriti o Waitangi obligations, and \$100,000 a year from 2022/23 for implementation of any findings.	Partnership Te Tiriti o Waitangi	1
<p>2. Continue developing a Tāiki e (NRC Te Tiriti o Waitangi Strategy and Implementation Plan) that includes, as a minimum:</p> <ul style="list-style-type: none"> <li>a. What it means for NRC to uphold its Te Tiriti o Waitangi principles and obligation (e.g., what will success look like) and how NRC will live them through decision-making and operations;</li> <li>b. NRC's overarching positions are clearly articulated on important matters such as transfer of powers under the RMA, payment for kaitiaki, recognition of mātauranga Māori and tangata whenua participation in decision making; and</li> <li>c. Incorporate the findings and recommendations of Te Tiriti o Waitangi Health Check.</li> </ul>	NRC in partnership with TTMAC, supported with engagement with TKOT, Iwi and Hapu	Commence within 12 months	Unbudgeted	Te Tiriti o Waitangi Partnership	1

Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
3. Support and increase the uptake of the development of Iwi and Hapū Environmental Management Plan (IHEMP) by: <ul style="list-style-type: none"> <li>a. allocating existing staff time towards assisting iwi and hapū with b and c below;</li> <li>b. developing a bespoke communication plan for increasing awareness and visibility of existing or future funding and support for IHEMPs, including targeting communications to iwi, hapū and whanau networks (including reaching out to specific iwi and hapū who may need extra support); and</li> <li>c. increasing the amount of funding and staff capacity in the 2024-2034 Long Term Plan to respond to the potential increase in uptake of financial assistance.</li> </ul>	NRC in partnership with iwi and hapū	Underway	Budgeted: \$20,000 increase of \$10,000 to \$30,000 per year from 2022/23	Capability Capacity	1
		Years 1 – 3 for (a) to (c)	Target 2024-2034 Long Term Plan		
4. Support and increase the uptake of Mana Whakahono-ā-rohe agreements and commitments made within them by: <ul style="list-style-type: none"> <li>a. allocating existing staff time towards assisting iwi and hapū with b, c and d below;</li> <li>b. making it clear that NRC is open to receiving invitations and having discussions regarding entering into a Mana Whakahono-ā-rohe process with iwi and hapū.</li> <li>c. developing a bespoke communication plan for increasing awareness and visibility of existing or future funding and support for Mana Whakahono-ā-rohe, including targeting communications to iwi, hapū and whanau networks (including reaching out to specific iwi and hapū who may need extra support); and</li> <li>d. increasing the amount of funding and staff capacity in the 2024-2034 Long Term Plan to respond to the potential increase in uptake of financial assistance.</li> </ul>	NRC in partnership with iwi and hapū	Underway	Budgeted: \$30,000 per year from 2021/2022	Capacity Partnership	1
		Years 1 – 3 for (a) to (d)	Target 2024-2034 Long Term Plan.  Additional NRC FTE may also be required.		

Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
<p>5. Support and increase the number of Māori RMA Hearing Commissioners by:</p> <ul style="list-style-type: none"> <li>a. developing and implementing a consistent process and policy for: <ul style="list-style-type: none"> <li>i. the identification of suitable candidates by Tangata Whenua to become certified resource management hearing commissioners;</li> <li>ii. establishing when Māori commissioners will be utilised in council RMA resource consent and plan change decisions and operations;</li> <li>iii. how iwi and hapū will be consulted on the appointment of hearings commissioners within their rohe; and</li> </ul> </li> <li>b. provide a dedicated funding stream to support the formal certification of Māori Commissioners;</li> <li>c. identifying external funding sources (e.g., central government or territorial authorities) to maximise opportunities for Tangata Whenua; and</li> <li>d. identifying cohorts of whanau, hapū and iwi to complete the training to encourage a supportive learning experience.</li> </ul>	NRC in partnership with TTMAC	Years 1 – 3	<p>Unbudgeted</p> <p>As noted in clause 8.4 Akoranga – Training in Mana Whakahono a Rohe.</p>	<p>Capacity</p> <p>Capability</p>	2
<p>6. Ensure the delivery of targeted educational_noho on resource management processes by:</p> <ul style="list-style-type: none"> <li>a. developing and implementing a programme in particular areas of interest with TTMAC (e.g., Ngā Whainga of TTMAC Strategic Intent); and</li> <li>b. allocating existing or new staff time towards delivering the programme and providing targeted assistance to whanau, hapū and iwi through councils RMA processes.</li> </ul>	NRC in partnership with TTMAC, and iwi, hapū and whanau	Commence within 12 months	Budgeted: RMA Noho \$20,000 per year.	<p>Capacity</p> <p>Capability</p>	2

Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
<p>7. Taking into account the existing tools and models available, develop and fund a culturally appropriate Council environmental monitoring programme that:</p> <ul style="list-style-type: none"> <li>a. addresses iwi and hapū interests and concerns in the monitoring of the environment;</li> <li>b. includes the incorporation of mātauranga Māori, tikanga Māori and recognition of the role of Tangata Whenua as kaitiaki;</li> <li>c. recognises and provides for any cultural monitoring tools endorsed by iwi and hapū;</li> <li>d. is consistently implemented as a component of NRC environmental monitoring and reporting practices and processes; and</li> <li>e. is reviewed and updated every 3 years for its effectiveness and efficiency.</li> </ul>	NRC in partnership with TTMAC	Years 1 - 3	Budgeted: \$20,000 per year to support environmental monitoring by Tāngata Whenua.	Partnership Capacity Capability	1
<p>8. Taking into account the existing tools and models available, develop and fund a culturally appropriate programme that enables and supports tangata whenua to undertake their own freshwater monitoring aspirations that:</p> <ul style="list-style-type: none"> <li>a. addresses iwi and hapū interests and concerns in the monitoring of the environment;</li> <li>b. includes the incorporation of mātauranga Māori, tikanga Māori and recognition of the role of Tangata Whenua as kaitiaki;</li> <li>c. recognises and provides for any cultural monitoring tools endorsed by iwi and hapū;</li> <li>d. is consistently recognised and incorporated where appropriate as a component of NRC environmental monitoring and reporting practices and processes; and</li> <li>e. is reviewed and updated every 3 years for its effectiveness and efficiency.</li> </ul>	NRC in partnership with iwi and hapū	Underway	Budgeted: \$250,000 22/23 ongoing (specific purpose and allocation yet to be confirmed)	Partnership Capacity Capability	1

Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
<p>9. Review, update and embed how NRC delivers its regulatory services to ensure regulatory activities (e.g., resource consents and compliance monitoring) are undertaken in a culturally appropriate manner and seek to include iwi and hapū to the greatest extent possible, including by:</p> <ul style="list-style-type: none"> <li>a. Developing an efficient and consistent framework for notifying and involving iwi and hapū with resource consent applications;</li> <li>b. Providing suitable opportunities for iwi and hapū to provide feedback within statutory timeframes;</li> <li>c. Taking into account the following: <ul style="list-style-type: none"> <li>i. The legislative constraints of the RMA;</li> <li>ii. Where legislative conflicts arise, advocate for change to central government in accordance with Action 12 of this Implementation Plan.</li> </ul> </li> <li>d. Committing funding to consistently resource iwi and hapū for undertaking this work.</li> </ul>	NRC in partnership with TTMAC	Commence within 12 months for (a) - (c); and Years 1 – 3 (d)	Unbudgeted	<p>Capability</p> <p>Capacity</p> <p>Partnership</p> <p>Te Tiriti o Waitangi</p> <p>Resourcing</p>	1
<p>10. Advocate to, and where appropriate, actively support, local and regional education providers, businesses and institutions to address existing skills shortages by:</p> <ul style="list-style-type: none"> <li>a. engaging with Tangata Whenua involved in existing projects to identify skills shortages in priority areas for NRC and TTMAC to focus on (e.g., planning, environmental monitoring)</li> <li>b. identifying programmes and opportunities that deliver education programmes in priority areas for NRC and TTMAC; and</li> <li>c. identifying opportunities to develop work programmes that fill skills shortages in priority areas for NRC and TTMAC.</li> </ul>	NRC in partnership with iwi, hapū, TTMAC and supporting external education providers, businesses and institutions	Years 1 – 3	Unbudgeted	<p>Capacity</p> <p>Capability</p> <p>Partnership</p> <p>Whai Rawa</p> <p>Whai Mana</p> <p>Whai Oranga</p>	3

Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
<p>11. Ensure Tangata Whenua are consistently resourced to participate in governance, decision-making and operational activities by:</p> <ul style="list-style-type: none"> <li>a. reviewing different funding models used elsewhere in Aotearoa that could be applied, adapted and enhanced in Te Taitokerau;</li> <li>b. Taking into account the findings of (a), develop and implement an agreed methodology and policy regarding consistent resourcing of Tangata Whenua.</li> </ul>	NRC in partnership with TTMAC	Commence within 12 months for 10(a); and  Years 1 – 3 for 10(b).	Unbudgeted	Capability Capacity Partnership Resourcing Decision-making	1
<p>12. Support iwi and hapū in their endeavours to obtain further funding and support through external sources (e.g., central government or territorial authorities). Specific actions could include:</p> <ul style="list-style-type: none"> <li>a. Allocating existing staff time and resources towards assisting iwi and hapū in applying for funding; and / or</li> <li>b. Creating a new role and employing someone dedicated to assisting iwi and hapū in applying for funding.</li> </ul>	NRC	Years 1 – 3	Unbudgeted  Limited current staff capacity.	Capability Capacity Partnership	2
<p>13. Undertake joint advocacy to central government on agreed priorities and interests, including on new legislation and initiatives such as the Future of Local Government Reforms, by:</p> <ul style="list-style-type: none"> <li>a. Establishing the agreed priorities areas with TTMAC (e.g., water/ marine, climate crisis and economic development);</li> <li>b. Developing and implementing an agreed process with TTMAC to effectively and efficiently respond and advocate on behalf of Te Taikerau on the agree priority areas identified in (a).</li> </ul>	NRC, TTMAC, Iwi and hapū, FNDC, WDC and KDC	Commence within 12 months	Within existing resources.	Partnership	1



Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
14. Collaborate with, and advocate to other territorial authorities (such as Auckland Council and Whangārei, Kaipara and Far North District Councils) where there are cross-boundary overlaps and duplication for iwi and hapū to improve and streamline engagement processes and resourcing where possible. Note: For example Kaipara Moana Remediation	NRC, FNDC, WDC, KDC and AC	Years 1 – 3	Within existing resources.	Capacity Partnership Decision-Making Te Tiriti o Waitangi	3
15. Identify opportunities within legislation for Tangata Whenua members of TTMAC-to: a. join or participate in other Council governance structures; and b. where appropriate, have formal voting rights on sub-committees.	NRC in partnership with TTMAC	Commence within 12 months	Within existing resources.  TTMAC budgeted for participation and attendance at meetings - \$84,899 per annum.	Partnership Decision-Making Te Tiriti o Waitangi	1
16. Deliver specific projects within agreed priority areas of interest (e.g. water / marine, climate crisis, economic development) to Tangata Whenua and NRC by: a. undertaking a stocktake of existing projects and work programmes being progressed with the agreed priority areas of interest; b. establishing and implementing a joint TTMAC and NRC work programme that identifies new opportunities for joint projects; and c. seeking resourcing through the 2024 – 2034 Long Term Planning cycle.	NRC in partnership with TTMAC	Years 1 – 3	Unbudgeted	Partnership Resourcing Te Tiriti o Waitangi	2
17. Develop and embed a cultural awareness and competency framework for Councillors, staff and relevant consultants and contractors that includes, at a minimum: a. Creating an induction process that explains the cultural context of Te Taitokerau, recognising that each hapū have their own tikanga;	NRC in partnership with TTMAC	Underway; and  Review within 12 months	Within existing resources	Partnership Te Tiriti o Waitangi	2

Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
<ul style="list-style-type: none"> <li>b. Presents the importance of Te Tiriti o Waitangi / and He Whakaputanga / The Declaration of Independence to NRC in all activities; and</li> <li>c. Provides an understanding of and empathy for tikanga Māori (e.g., mauri, kaitiakitanga and mātauranga).</li> </ul>					
<p>18. Invest in building Tangata Whenua capacity and capability, by:</p> <ul style="list-style-type: none"> <li>a. Reviewing Council's existing scholarship / internship programme to ensure that it supports the following outcomes: <ul style="list-style-type: none"> <li>i. Tangata Whenua undertaking their role as kaitiaki; or</li> <li>ii. Increasing Tangata Whenua participation in jobs that are directly relevant to Council's activities; or</li> <li>iii. Includes governance training, such as associateships.</li> </ul> </li> <li>b. Maintaining and increasing where appropriate in the 2024 – 2034 Long Term Plan, scholarship/ internship programmes for tangata whenua who whakapapa to Te Taitokerau iwi / hapū.</li> </ul>	NRC in partnership with TTMAC	Underway	Budgeted: 8 scholarships at \$4,000 per annum (4 specifically for Māori)	Capability Capacity Partnership Te Tiriti o Waitangi	2
19. Develop an engagement policy and framework that formalises engagement procedures with iwi and hapū on Annual Plan, Long Term Plans, Regional Planning, and Regional Policy Statements.	NRC in partnership with TTMAC	1 – 3 years	Unbudgeted	Capability Capacity Partnership Te Tiriti o Waitangi	2
20. Develop and maintain a digital tangata whenua contacts database that spatially identifies indicative iwi and hapū rohe boundaries that can be utilised to guide engagement processes (e.g., resource consents), that:	TTMAC, iwi and hapū with support and facilitation	Underway; and	Budgeted \$20,000	Partnership Te Tiriti o Waitangi	2

Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
<ul style="list-style-type: none"> <li>a. Takes into account overlapping iwi and hapū boundaries;</li> <li>b. Recognises the sensitivity and accuracy of information; and</li> <li>c. Uses the best available information (e.g., within IHEMPS); and</li> </ul>	from NRC and Te Puni Kokiri and the Māori Land Court	Completed within 12 months			
21. Investigate and identify opportunities for the transfer or delegation of decision-making powers or operations (e.g., pursuant to section 33 of the Resource Management Act 1991) in areas of interest / concern to iwi and hapū, by: <ul style="list-style-type: none"> <li>a. Identifying actions needed by NRC to implement the transfer or delegation and how these will be implemented; and</li> <li>b. Providing assistance (e.g., staff assistance or funding support to engage an independent facilitator) to the iwi or hapū that are seeking the transfer or delegation.</li> </ul>	NRC in partnership with TTMAC	1 – 3 years	Unbudgeted	Capability Capacity Te Tiriti o Waitangi Resourcing	2
22. Ensure the successful ongoing implementation of Māori Constituencies by: <ul style="list-style-type: none"> <li>a. Promoting and raising awareness of Māori seats and encouraging Māori to stand for local government; and</li> <li>b. Engaging with iwi and hapū to undertake a review of Māori Constituencies within the first triennium following implementation to measure success and the representativeness of the Constituencies.</li> </ul>	NRC in partnership with TTMAC, iwi and hapū	Already underway and completed within Years 1 -3	Budgeted: \$20,000 allocated in governance budget for 22(a)	Capability Capacity Te Tiriti o Waitangi Resourcing	1
23. Providing ongoing support to ensure an equitable and culturally safe working environment for Councillors.	NRC in partnership with TTMAC	Ongoing	Within existing resources	Capability Capacity Te Tiriti o Waitangi	1

Action(s)	Who	Timeframe	Budgeted	Whainga   Goal	Priority
24. Review Council procurement policies and processes to ensure fair and equal opportunities for Tangata Whenua consultants and contractors to obtain Council contracts.	NRC in partnership with TTMAC	1 – 3 years	Unbudgeted	Capability Capacity Te Tiriti o Waitangi Resourcing	3
25. Identify opportunities in Council activities for Tangata Whenua consultants and contractors to apply for Council contracts.	NRC	1 – 3 years	Within existing resources.	Capability Capacity Te Tiriti o Waitangi Resourcing	3
26. During each review of the Annual Plan or Long Term Plan, consider and implement appropriate financial and other support for specific actions outlined in this Implementation Plan.	NRC	1 – 3 years and ongoing	Within existing resources.	Resourcing	1

# Monitoring and review

Tāiki e (NRC Te Tiriti Strategy and Implementation Plan) is designed to be iterative and will evolve over time in response to new challenges and opportunities. Tāiki e shall be reviewed:

- Every 3 years for efficiency and effectiveness of achieving the Te Taitokerau Māori and Council Committee (TTMAC) Strategic Intent Te Pae Tawhiti | Vision 2040 and Te Kaupapa | Mission Statement (see above) and Northland Regional Council's (NRC) Te Pae Tawhiti – Our Vision 2021 – 2031 and whether specific actions have been adequately implemented.
- Reviewed within 6 months of any Long Term Plan.
- At any time, following a special request from TTMAC or Full Council.

It is anticipated that annual progress updates will be provided at TTMAC meetings by Council staff/CE to show continual progress towards achieving Tāiki e.