



**Te Kaunihera  
o Te Hiku o te Ika**  
Far North District Council

# AGENDA

## Extraordinary Te Kuaka Committee for Māori Strategic Relationships Meeting


**Monday, 20 April 2026**

**Time:** 10:00 AM  
**Location:** Council Chamber  
Memorial Ave  
Kaikohe

**Membership:**

Heamana Tāmati Rākena - Chairperson  
Heamana Tuarua (Deputy Chairperson) External Appointed Member  
Mema (Member) Hilda Halkyard-Harawira  
Mema (Member) Arohanui Allen  
Mema (Member) Chicky Rudkin  
Mema (Member) Kelly Stratford  
Mema (Member) Davina Smolders  
Ngā Mema (Member) Hapu with a signed MOU with Council  
Ngā Mema (Members) Te Kahu o Taonui Representatives



	<b>Authorising Body</b>	Council
	<b>Status</b>	Standing Committee
<b>COUNCIL COMMITTEE</b>	<b>Title</b>	Te Kuaka Committee for Māori Strategic Relationships Terms of Reference
	<b>Terms of Reference Adoption</b>	11 December 2025 and revised 5 March 2026
	<b>Responsible Officer</b>	Manuhautū Te Hono - Group Manager Te Hono

### **Kaupapa / Purpose**

To provide strategic leadership and guidance that strengthens Te Ao Māori perspectives within Council decision-making, ensuring genuine Te Tiriti-based partnership and leadership between FNDC and iwi/hapū, and to provide recommendations to full Council. This includes strengthening Council’s relationship with Iwi and Hapū by promoting effective partnership models, improving engagement practices, championing shared decision-making, and adding value to relationships with Māori.

### **Ngā Huānga / Membership**

The Committee will comprise of no less than 4 elected members and external representation.

Kahika / Mayor Moko Tepania is an ex-officio member of all Committees.

All committee members will have full speaking and voting rights.

Cr Tāmami Rākena (Chairperson)

External Appointment (Deputy Chairperson)

Kohepu / Deputy Mayor Chicky Rudkin

Cr Arohanui Allen

Cr Hilda Halkyard-Harawira

Cr Kelly Stratford

Cr Davina Smolders

Te Kahu o Taonui Representation

Hapū with a signed Memorandum of Understanding (MOU) with Council

### **Kōrama / Quorum**

The quorum at a meeting of the Committee is 4 members.

### **Ngā Hui / Frequency of Meetings**

The Committee shall meet 8 weekly.

### **Ngā Apatono / Power to Delegate**

The responsibilities, duties and powers of the Committee are subject to the prohibition on delegation of powers under Clause 32(1), Schedule 7, Local Government Act 2002, and any other restrictions on delegation under any other relevant legislation.

Te Kuaka Committee for Māori Strategic Relationships may not delegate any of its responsibilities, duties or powers however it may establish working groups to consider issues within the committee's areas of responsibilities noting that working groups have no decision-making powers.

### **Ngā Herenga Paetae / Responsibilities**

The Committees responsibilities are described below:

1. Build and sustain genuine, high-trust relationships based on He Whakaputanga and Te Tiriti o Waitangi.
2. Continue with the development and implementation of Te Kuaka - Te Pae ki Tawhiti 2040 Strategic Intent.
3. Support strategic partnerships that empower communities, Hapū, and Iwi to shape their own development.
4. Oversee Te Pae o Uta Te Ao Māori Framework
5. Facilitate collaboration across sectors to invest in quality infrastructure and initiatives.
6. Develop and approve frameworks for partnership, engagement, monitoring and reporting.
7. Identify and prioritise strategic relationships with Iwi, Hapū, Government agencies, and key stakeholders.
8. Monitor and evaluate the effectiveness of partnerships.
9. Provide direction to the Council on relationship strategies and opportunities.
10. Ensure Te Ao Māori perspectives inform Council strategic and operational work.
11. Recommend to Council, aspects of importance to Māori for incorporation into the development of the Strategic documents (e.g. Te Ao Māori Framework, Annual Plan, Long Term Plan, District Plan)
12. Recommend to Council aspects that the Far North District Council could pursue to develop and or enhance Māori capacity to contribute to Council's decision-making processes.

### **Ngā Ture / Rules and Procedures**

Council's Standing Orders and Elected Member Code of Conduct apply to all meetings.

### **Reporting and Review of Committee Terms of Reference**

In December of each year, the Responsible Officer alongside Democracy Services will submit a report to Council. The report will summarise the activities of the Committee and how it has contributed to the Council's

governance and strategic objectives. This will look at whether the Council are meeting the full requirements of the Committee Terms of Reference and whether any amendments are required to the Committees terms of reference to increase efficient and effective decision making.

The Terms of Reference of the Committee will be reviewed as part of this report but can be amended by Council at any point throughout the term.

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**Far North District Council**  
**Extraordinary Te Kuaka Committee for Māori Strategic Relationships Meeting**  
**will be held in the Council Chamber, Memorial Ave, Kaikohe on:**  
**Monday 20 April 2026 at 10:00 AM**

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**Te Paeroa Mahi / Order of Business**

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**1 KARAKIA TĪMATANGA / OPENING PRAYER**

**2 NGĀ WHAKAPĀHA ME NGĀ PĀNGA MEMA / APOLOGIES AND DECLARATIONS OF INTEREST**

Members need to stand aside from decision-making when a conflict arises between their role as a Member of the Committee and any private or other external interest they might have. This note is provided as a reminder to Members to review the matters on the agenda and assess and identify where they may have a pecuniary or other conflict of interest, or where there may be a perception of a conflict of interest.

If a Member feels they do have a conflict of interest, they should publicly declare that at the start of the meeting or of the relevant item of business and refrain from participating in the discussion or voting on that item. If a Member thinks they may have a conflict of interest, they can seek advice from the Chief Executive Officer or the Manager - Democracy Services (preferably before the meeting).

It is noted that while members can seek advice the final decision as to whether a conflict exists rests with the member.

**3 NGĀ TONO KŌRERO / DEPUTATION**

No requests for deputations were received at the time of the Agenda going to print.

## 4 NGĀ PŪRONGO / REPORTS

### 4.1 APPOINTMENT OF TE KUAKA COMMITTEE FOR MĀORI STRATEGIC RELATIONSHIPS DEPUTY CHAIRPERSON

**File Number:** A5674693

**Author:** Marlema Baker, Te Kuaka Committee Coordinator

**Authoriser:** Aaron Taikato, Manuhautū Te Hono – Group Manager Te Hono

#### TAKE PŪRONGO / PURPOSE OF THE REPORT

The purpose of this report is to appoint a Deputy Chairperson for the Te Kuaka Committee for Māori Strategic Relationships, in accordance with the Committee's revised Terms of Reference, Council's Standing Orders, and relevant provisions of the Local Government Act 2002.

#### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

- Te Kuaka Committee for Māori Strategic Relationships is required to appoint a Deputy Chairperson to support the Chairperson, Cr Tāmati Rākena, and to act in that role when the Chairperson is unavailable.
- The Committee's revised Terms of Reference, adopted by Council on 5 March 2026, specify that the Deputy Chairperson role must be held by an external member.
- Standing Orders set out a clear and specific process for electing a Deputy Chairperson. This report outlines the basis for appointing a Deputy Chairperson and recommends that the Committee appoint an external member to this role by resolution, in accordance with Standing Orders.

#### TŪTOHUNGA / RECOMMENDATION

**That Te Kuaka Committee for Māori Strategic Relationships:**

- a) use System B as the preferred voting system to elect a Deputy Chairperson.**
- b) Elects external member [name] as Deputy Chairperson of the Te Kuaka Committee for Māori Strategic Relationships, in accordance with Standing Orders and clause 25, Schedule 7 of the Local Government Act 2002; and**
- c) Notes that the appointment gives effect to the Committee's revised Terms of Reference (adopted 5 March 2026).**

#### 1) TĀHUHU KŌRERO / BACKGROUND

Te Kuaka Committee for Māori Strategic Relationships is a standing committee of Council established to provide strategic leadership on strengthening Te Ao Māori perspectives within Council decision-making and to advance Te Tiriti-based partnerships with iwi and hapū.

Council adopted the Committee's Terms of Reference on 11 December 2025, with revisions approved on 5 March 2026. The revised Terms of Reference specify that Cr Tāmati Rākena is the appointed Chairperson, and the role of Deputy Chairperson is to be filled by an external appointee.

The Deputy Chairperson has an important governance role, including presiding at meetings in the absence of the Chairperson, as provided for under Standing Orders.

#### 2) MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND OPTIONS

## Standing Orders Appointment Process

Council's Standing Orders (adopted September 2023) set out a specific and mandatory process for appointing a Deputy Chairperson *where Mayoral appointment powers are not exercised*.

Standing Order "Elections of deputy Mayors and deputy Chairpersons" states that:

*"The council (or a committee responsible for making the appointment) must decide by resolution to use one of two voting systems when electing people to...the Chairperson and deputy Chairperson of a committee."*

The two voting systems are set out in LGA02, Schedule 7, Clause 25(3);

System A -

- a) requires that a person is elected or appointed if he or she receives the votes of a majority of the members of the local authority or committee present and voting; and
- b) has the following characteristics:
  - i. there is a first round of voting for all candidates; and
  - ii. if no candidate is successful in that round there is a second round of voting from which the candidate with the fewest votes in the first round is excluded; and
  - iii. if no candidate is successful in the second round there is a third, and if necessary subsequent, round of voting from which, each time, the candidate with the fewest votes in the previous round is excluded; and
  - iv. in any round of voting, if 2 or more candidates tie for the lowest number of votes, the person excluded from the next round is resolved by lot.

### System B – (recommended)

- a) requires that a person is elected or appointed if he or she receives more votes than any other candidate; and
- b) has the following characteristics:
  - i. there is only one round of voting; and
  - ii. if 2 or more candidates tie for the most votes, the tie is resolved by lot.

The appointment is also governed by the following provisions of the Local Government Act 2002:

- Clause 25, Schedule 7 – requires the Deputy Chairperson of a committee to be elected using a formal voting process;
- Clause 26, Schedule 7 – provides that where the Chairperson is absent, the Deputy Chairperson must act as Chairperson; and
- Clause 31, Schedule 7 – enables councils and committees to appoint non-elected (external) members to committees where appropriate.

### Option 1: Appoint an external member as Deputy Chairperson (Recommended)

#### Advantages:

- Fully complies with the revised Terms of Reference.
- Gives effect to Standing Orders and the LGA 2002.
- Strengthens Māori partnership and shared leadership through external representation.
- Provides continuity of leadership when the Chairperson is unavailable.

#### Disadvantages:

- Requires the Committee to undertake a formal election process at a meeting.

### Option 2: Do not appoint a Deputy Chairperson

#### Advantages:

- No immediate procedural steps required.

#### Disadvantages:

- Inconsistent with the Committee's Terms of Reference.
- Creates governance risk if the Chairperson is unavailable.
- Undermines Standing Orders provisions requiring a Deputy Chairperson to act when needed.
- Not considered good governance practice.

### **TAKE TŪTOHUNGA / REASON FOR THE RECOMMENDATION**

Option 1 is recommended as it is the only option that is fully compliant with Council Standing Orders, the Local Government Act 2002; and Te Kuaka Committee's revised Terms of Reference. It also supports the kaupapa of shared leadership and Te Tiriti-based partnership.

#### **Next steps**

Following the Committee's decision:

1. The appointment will be recorded in the minutes of the meeting.
2. Council's governance registers and Committee membership records will be updated accordingly.
3. The Deputy Chairperson will assume the role immediately following confirmation of the resolution.

### **3) PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

There are no additional financial implications arising from this appointment. Any remuneration or allowances are accommodated within existing budgets and policies.

### **ĀPITIHINGA / ATTACHMENTS**

Nil

**Hōtaka Take Ōkawa / Compliance Schedule:**

Full consideration has been given to the provisions of the Local Government Act 2002 S77 in relation to decision making, in particular:

1. A Local authority must, in the course of the decision-making process,
  - a) Seek to identify all reasonably practicable options for the achievement of the objective of a decision; and
  - b) Assess the options in terms of their advantages and disadvantages; and
  - c) If any of the options identified under paragraph (a) involves a significant decision in relation to land or a body of water, take into account the relationship of Māori and their culture and traditions with their ancestral land, water sites, waahi tapu, valued flora and fauna and other taonga.
2. This section is subject to Section 79 - Compliance with procedures in relation to decisions.

<b>He Take Ōkawa / Compliance Requirement</b>	<b>Aromatawai Kaimahi / Staff Assessment</b>
State the level of significance (high or low) of the issue or proposal as determined by the <a href="#">Council's Significance and Engagement Policy</a>	Low. This is a governance and procedural decision with no wider strategic or financial impact.
State the relevant Council policies (external or internal), legislation, and/or community outcomes (as stated in the LTP) that relate to this decision.	Local Government Act 2002 (Schedule 7, clauses 25, 26 and 31); Council Standing Orders (September 2023); Te Kuaka Committee Terms of Reference (revised March 2026); LTP outcomes relating to Māori partnership and wellbeing.
State whether this issue or proposal has a District wide relevance and, if not, the ways in which the appropriate Community Board's views have been sought.	Community Boards have not been consulted. This matter relates solely to the governance of the Te Kuaka Committee and does not require district-wide engagement.
State the possible implications for Māori and how Māori have been provided with an opportunity to contribute to decision making if this decision is significant and relates to land and/or any body of water. State the possible implications and how this report aligns with Te Tiriti o Waitangi / The Treaty of Waitangi.	The Committee exists to advance Māori strategic relationships. Appointing an external Deputy Chairperson supports Māori participation, rangatiratanga, and partnership, giving effect to Te Tiriti o Waitangi principles.
Identify persons likely to be affected by or have an interest in the matter, and how you have given consideration to their views or preferences (for example – youth, the aged and those with disabilities).	Committee members, external Māori partners, and Council governance processes.
State the financial implications and where budgetary provisions have been made to support this decision.	No additional financial implications.
Chief Financial Officer review.	Not required as there is no financial impact.

## 4.2 KAITIAKI AGREEMENT - MORINGAEHE RESERVE

**File Number:** A5629604

**Author:** Dena-Maree Hemara, Kaiārahi Kaupapa Māori

**Authoriser:** Aaron Taikato, Manuhautū Te Hono – Group Manager Te Hono

### TAKE PŪRONGO / PURPOSE OF THE REPORT

To seek endorsement of the draft Kaitiaki Agreement – Moringaehe Reserve from Te Kuaka Committee for Strategic Māori Relationships (Te Kuaka).

### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

This report seeks endorsement of the proposed Kaitiaki Agreement – Moringaehe Reserve between Ngā Hapū o Ahipara and the Far North District Council (FNDC).

The Agreement establishes a shared governance framework that upholds mana whenua authority, strengthens environmental and cultural kaitiakitanga, and supports collaborative decision-making for the protection and sustainable management of Moringaehe Reserve.

### TŪTOHUNGA / RECOMMENDATION

**That Te Kuaka Committee for Strategic Māori Relationships;**

- a) **receive and endorse the draft Kaitiaki Agreement – Moringaehe Reserve between Ngā Hapū o Ahipara and the Far North District Council;**
- b) **endorse the establishment of a Moringaehe Reserve Working Group (the Working Group) to support implementation of the Agreement;**
- c) **endorse the draft Terms of Reference for the Moringaehe Reserve Working Group; and that**
- d) **once established by Council, the Working Group develop a work programme that reflects mana whenua aspirations, the intent of the Agreement, and the sustainable management of Moringaehe Reserve; and recommends that Council:**
- e) **approve the draft Kaitiaki Agreement – Moringaehe Reserve between Ngā Hapū o Ahipara and the Far North District Council;**
- f) **approve the establishment of the Moringaehe Reserve Working Group; and**
- g) **appoint Councillor xxx as a representative to the Working Group.**

### 1) TĀHUHU KŌRERO / BACKGROUND

At the meeting held on 11 December 2024 the committee resolved that Te Kuaka – Te Ao Māori Committee:

- a) *receive the report 1 Wharo Way, Ahipara & Pohutukawa Tree and Te Puna o Kupenuku Updates, and*
- b) *that the CEO formalises a written agreement and resourcing for Ngā Hapū o Ahipara to maintain Moringaehe reserve.*

Moringaehe Reserve, located at 1 Wharo Way, Ahipara, holds significant cultural, historical, environmental and social value to Ngā Hapū o Ahipara and the wider community. The whenua

carries deep ancestral connections and remains an important site for customary practice, environmental restoration, education, and community wellbeing.

The proposed Kaitiaki Agreement establishes a formal partnership framework between Ngā Hapū o Ahipara and the Far North District Council (FNDC) to provide shared governance, strategic oversight, and decision-making for the protection, restoration and sustainable use of Moringaehe Reserve as well as early engagement and identification of issues.

Initial kōrero between Ngā Hapū o Ahipara and FNDC highlighted long-standing concerns regarding land management, protection of wāhi tapu, erosion, invasive species, and increasing recreational pressures on Moringaehe Reserve.

Mana whenua expressed the need for a more appropriate governance arrangement, one that recognised cultural values, mātauranga Māori, and ancestral responsibilities for the whenua.

### **Development of a Collaborative Approach**

Hui and discussions were held with Ngā Hapū o Ahipara, where both parties explored potential partnership models that would better reflect Te Tiriti o Waitangi principles—particularly partnership, participation, and active protection. Through these engagements, co-management emerged as the preferred mechanism, providing a balanced approach to shared governance and joint decision-making.

### **Agreement in Principle**

FNDC and Ngā Hapū o Ahipara reached agreement in principle to develop a formal agreement for Moringaehe Reserve.

This included acknowledging the significant cultural, historical, environmental, and social importance of the reserve and reaffirming mana whenua responsibilities of kaitiakitanga.

### **Drafting the agreement**

A draft agreement was prepared outlining:

- Shared governance arrangements.
- Decision-making processes.
- Roles and responsibilities.
- Integration of tikanga Māori and council processes.
- Environmental and cultural restoration priorities.
- This agreement provided the foundation for establishing a more structured partnership.

### **Formation of a Working Group (Proposed)**

This report recommends the establishment of a working group. The scope of the working group will be to oversee the:

- Development of a Terms of Reference
- Development of a work programme associated to Moringaehe Reserve
- Monitoring and evaluation of the Kaitiaki Agreement

### **Current Stage**

The project has now reached a point where formal endorsement is required from Te Kuaka Committee to:

- Endorse the Kaitiaki Agreement
- Establish the Working Group
- Appoint councillors to participate in the Working Group

- Support the development of a work programme

This will enable the partnership to move into the implementation phase and ensure that both mana whenua and Council have a shared governance structure to guide future management of Moringaehe Reserve.

## **2) MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND OPTIONS**

This paper recommends the signing of the Kaitiaki Agreement – Moringaehe Reserve and the establishment of a working group.

### **TAKE TŪTOHUNGA / REASON FOR THE RECOMMENDATION**

#### **Kaitiaki Agreement – Moringaehe Reserve**

- To formalise partnership with Ngā Hapū o Ahipara in recognition of mana whenua status and Te Tiriti principles.
- To provide governance clarity by establishing defined roles, responsibilities, and decision-making processes.
- To improve environmental and cultural outcomes through shared management and integration of mātauranga Māori.
- To strengthen relationships and community confidence through transparent and collaborative leadership.
- To ensure political mandate and oversight by appointing councillors to the Working Group.
- To reduce risk and enable funding opportunities through a structured and accountable co-management framework.

## **3) PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

Operational budgets have been factored into this agreement with each Manager providing approvals over their budget areas

### **ĀPITIHINGA / ATTACHMENTS**

1. **DRAFT Kaitiaki Agreement - Moringaehe Reserve - A5634200**  
2. **DRAFT Moringaehe Reserve Terms of Reference - A5635306**  

**Hōtaka Take Ōkawa / Compliance Schedule:**

Full consideration has been given to the provisions of the Local Government Act 2002 S77 in relation to decision making, in particular:

1. A Local authority must, in the course of the decision-making process,
  - a) Seek to identify all reasonably practicable options for the achievement of the objective of a decision; and
  - b) Assess the options in terms of their advantages and disadvantages; and
  - c) If any of the options identified under paragraph (a) involves a significant decision in relation to land or a body of water, take into account the relationship of Māori and their culture and traditions with their ancestral land, water sites, waahi tapu, valued flora and fauna and other taonga.
2. This section is subject to Section 79 - Compliance with procedures in relation to decisions.
  - a) Identified and assessed reasonably practicable options.
  - b) Considered the views and interests of affected parties, including Ngā Hapū o Ahipara.
  - c) Evaluated the significance of the decision in accordance with Council policy.
  - d) Ensured sufficient information is available to support informed decision-making.

The establishment of a Co-Management Agreement Working Group and the appointment of councillors are considered appropriate and proportionate responses, consistent with Council's statutory obligations and governance responsibilities

<b>He Take Ōkawa / Compliance Requirement</b>	<b>Aromatawai Kaimahi / Staff Assessment</b>
State the level of significance (high or low) of the issue or proposal as determined by the <a href="#">Council's Significance and Engagement Policy</a>	High
State the relevant Council policies (external or internal), legislation, and/or community outcomes (as stated in the LTP) that relate to this decision.	<p>This report has been prepared in accordance with Section 79 of the Local Government Act 2002. Officers are satisfied that:</p> <p>All reasonably practicable options have been identified and assessed.</p> <p>The views and interests of affected parties have been considered.</p> <p>The decision's significance has been evaluated in line with Council policy.</p> <p>Members have sufficient information to make an informed decision.</p> <p>The proposed recommendations are considered appropriate, proportionate, and consistent with Council's statutory decision-making obligations.</p>
State whether this issue or proposal has a District wide relevance and, if not, the ways in which the appropriate Community Board's views have been sought.	This proposal <u>does not have district-wide relevance</u> , as it specifically relates to the management of Moringaehē Reserve in Ahipara.

	<p>The <u>views of the relevant Community Board</u> have been sought through briefings and discussions to ensure local priorities, community interests, and cultural considerations are reflected in the proposed Co-Management Agreement and Working Group arrangements.</p>
<p>State the possible implications for Māori and how Māori have been provided with an opportunity to contribute to decision making if this decision is significant and relates to land and/or any body of water.</p> <p>State the possible implications and how this report aligns with Te Tiriti o Waitangi / The Treaty of Waitangi.</p>	<p>This decision relates to land of cultural, historical, and ancestral significance to Ngā Hapū o Ahipara. As such, it has direct implications for mana whenua, including:</p> <p>Recognition and exercise of kaitiakitanga over Moringaehē Reserve.</p> <p>Protection of cultural values, wāhi tapu, and mātauranga Māori.</p> <p>Participation in governance and decision-making affecting ancestral whenua.</p> <p>Long-term environmental, social, and intergenerational wellbeing outcomes.</p> <p>Ngā Hapū o Ahipara have been actively engaged in discussions regarding the proposed Co-Management Agreement and the establishment of a Working Group. Engagement has included hui, collaborative planning discussions, and opportunities to provide input into the proposed governance framework.</p> <p>The establishment of a Co-Management Agreement itself provides a formal mechanism for ongoing Māori participation in decision-making, ensuring representation at the governance level rather than consultation only.</p> <hr/> <p><b>Alignment with Te Tiriti o Waitangi / The Treaty of Waitangi</b></p> <p>This report aligns with Te Tiriti o Waitangi principles in the following ways:</p> <p><b>Partnership:</b> Establishes a shared governance model between Council and mana whenua.</p> <p><b>Participation:</b> Provides Ngā Hapū o Ahipara with a structured and ongoing role in decision-making.</p> <p><b>Active Protection:</b> Supports the protection of cultural values, sites of significance, and environmental taonga.</p> <p><b>Good Faith:</b> Demonstrates Council’s commitment to working collaboratively and transparently with Māori. The proposed Co-Management Agreement gives practical effect to these principles by embedding shared responsibility and joint oversight into the governance framework for Moringaehē Reserve.</p>
<p>Identify persons likely to be affected by or have an interest in the matter, and</p>	<p><b>Ngā Hapū o Ahipara:</b> Direct interest as mana whenua; engaged through hui and collaborative discussions.</p>

<p>how you have given consideration to their views or preferences (for example – youth, the aged and those with disabilities).</p>	<p><b>Local Community:</b> Users of the reserve for recreation, education, and gatherings; input considered in planning.</p> <p><b>Youth (tamariki and rangatahi):</b> Opportunities for cultural learning and environmental projects.</p> <p><b>Kaumātua and Elders:</b> Provide cultural knowledge and guidance on land use and protection.</p> <p><b>People with Disabilities:</b> Accessibility considerations included in ongoing planning.</p> <p><b>Council and Ratepayers:</b> Ensure governance, compliance, and responsible management.</p> <p>Engagement to date ensures diverse interests are considered, with the Working Group providing ongoing input into decision-making.</p>
<p>State the financial implications and where budgetary provisions have been made to support this decision.</p>	<p>Operational budgets have been factored into this agreement with each Manager providing approvals over their budget area</p>
<p>Chief Financial Officer review.</p>	<p>This report has not been reviewed by the CFO</p>

# KAITIAKI AGREEMENT – MORINGAEHE RESERVE Between

Te Kaunihera o Te Hiku o te Ika, Far North  
District Council (Council)

And

Ngā Hapū o Ahipara

## 1. The Whenua

The whenua, Moringaehe<sup>1</sup> Reserve, is located at 1 Wharo Way, Ahipara (Lot 1, DP 381292) and 3 Wharo Way, Ahipara (Lot 23, DP 381292) and is classified as a Historic Reserve under the Reserves Act 1977 and is under Council ownership.

The classification of the whenua as a Historic Reserve under the Reserves Act 1977 protects and preserves in perpetuity places, objects, and natural features of historical, archaeological, and cultural significance.

The whenua holds significant historical, cultural, and ecological value to Ngā Hapū o Ahipara, including Te Parewhero, Ngāti Houpure, Ngāti Pākahi, Ngāti Moroki, Patukirikiri, Ngāti Waiora, Ngāti Rua, Ngāti Moetonga, and Te Rōreka of Te Rarawa.

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<sup>1</sup> Moringaehe (sometimes seen spelled as Moringaihe, Moringaehe, Moringai, or other variants) refers to the same place, and the variation in spelling is quite common across Māori placenames, especially when they have been passed down orally, misheard, or written differently in historical documents and maps.

## 2. Purpose

This Agreement represents a collaboration between Council, Te Kuaka Committee, and Ngā Hapū o Ahipara, to ensure that Moringaehe Reserve (Moringaehe) is managed in accordance with the Reserves Act 1977, hapū values, tikanga Māori, and environmental best practice and facilitates the day-to-day management of Moringaehe by Ngā Hapū o Ahipara in collaboration with Council.

Both Parties are committed to working together to preserve Moringaehe as whenua of historical significance to Ngā Hapū o Ahipara and this Agreement provides a framework for that relationship between the Parties.

In recognition of the enduring kaitiaki role of Ngā Hapū o Ahipara, the Parties acknowledge that a secure digital record may be established by Ngā Hapū o Ahipara to document decisions, kaitiaki activities, restoration work, and bio-cultural narratives associated with Moringaehe."

Any such system will remain under hapū authority and reflect tikanga Māori in its design and use.

## 3. Background

Prior to European settlement, the parcels now known as 1 and 3 Wharo Way formed part of a significant Māori settlement, including papakāinga, whare, māra kai (communal gardens), and a marae.

In 1869, approximately eight acres known as Moringaehe were granted by the Crown to ten Māori grantees, each holding an equal share. Over time, James Work Reid acquired six and one-third shares. Following his death, the Māori Land Court partitioned the land into Moringai A and Moringai B.

Moringai A was vested in the Reid family, while Moringai B was vested in 23 Māori successors of the original grantees. By the 1920s, Johanna Mary Reid had acquired both blocks and, in 1957, gifted the land to the Catholic Church in Auckland. The land was later subdivided and sold to Melville Holdings Ltd.

Council initially sought to vest both 1 and 3 Wharo Way as Local Purpose (Historic) Reserve; however, this was overturned by the Environment Court following opposition from Melville Holdings. A Local Purpose Reserve was established over 3 Wharo Way in July 2003, but this did not extend to 1 Wharo Way.

In 2008, 1 Wharo Way was purchased by a private owner who intended to develop the land, including the removal of a pōhutukawa tree of significance to Ngā Hapū o Ahipara. This resulted in occupation of the whenua by Ngā Hapū o Ahipara for approximately two years. The occupation concluded when Council purchased the land in 2023.

#### 4. Whakataukī and Vision

“Whai mai tumatuma, whai mai taritari – Toakai”

##### Vision

“Moringaehe is a place of remembrance and restoration, where Ngā Hapū o Ahipara lead the care and revitalisation of ancestral whenua, for the benefit of future generations and the wider community.”

Ngā Hapū o Ahipara and Council will work collaboratively to co-manage Moringaehe as a place of sanctuary, remembrance, and restoration.

The role of Ngā Hapū o Ahipara as kaitiaki may include, but is not limited to:

- Day-to-day maintenance activities
- Managing reserve bookings and events (in collaboration with Council)
- Caring for and maintaining reserve assets
- Engaging with Council on the future of the reserve through the development of a Reserve Management Plan

As kaitiaki, Ngā Hapū o Ahipara will ensure the protection of the whenua, its hītori, wāhi tapu, and pakiwaitara. The Parties will work together to ensure that activities on Moringaehe are managed, wherever possible, in a way that respects and gives effect to tikanga Māori.

#### 5. Objectives

The objectives of the collaboration under this Agreement between Ngā Hapū o Ahipara and Council include:

- Cultural Objectives
  - Honouring the ancestral presence, papakāinga, and marae history of Moringaehe. Facilitating hapū access and use of Moringaehe for cultural, educational, and commemorative purposes.
- Environmental Objectives
  - Protecting significant natural features on Moringaehe, including the pōhutukawa tree, through appropriate protection mechanisms. Restore and enhance the ecological health of the reserve.
- Community Objectives
  - Enable respectful public access to Moringaehe. Provide opportunities for community and school involvement in restoration activities. Promote understanding of local Māori history, tikanga, and environmental values.

## 6. Council Responsibilities

### Council will:

- Work collaboratively with Ngā Hapū o Ahipara to maintain a positive and meaningful working relationship
- Engage with Ngā Hapū o Ahipara in the development of a Reserve Management Plan for Moringaehe
- Arrange general maintenance by Council's Community Services contractor four times annually in accordance with the rural maintenance schedule under Council's Community Services Contract..
- Recognising that Hapū time, expertise, and leadership must be appropriately resourced and remunerated, allocate funding, through its Annual Plan or other mechanisms, to support maintenance and other work undertaken by Ngā Hapū o Ahipara on Moringaehe. Retain ownership and responsibility for maintaining the commemorative plaque at 3 Wharo Way. Discuss ownership, placement, and maintenance of any new assets with Ngā Hapū o Ahipara prior to installation. Discuss all booking or event enquiries received by Council with Ngā Hapū o Ahipara

## 7. Ngā Hapū o Ahipara Responsibilities

### Ngā Hapū o Ahipara will:

- Work collaboratively with Council to sustain a positive, meaningful working relationship
- Undertake agreed maintenance activities as kaitiaki of Moringaehe
- Meet with Council's District Facilities team as required to discuss maintenance and any other requirements for Moringaehe
- Engage with Council on the development of a Reserve Management Plan for Moringaehe Reserve. Work with Council to develop and comply with a Site Safety Plan in accordance with the Health and Safety at Work Act 2015 and any other relevant regulatory requirements.
- Maintain Toakai, the pou whenua overlooking Moringaehe
- Report issues such as damage, vandalism, pests, or compliance matters to Council. Discuss booking or event requests initiated through Council's online booking system

## 8. Representation

Each Party may nominate representatives appropriate to the kaupapa under discussion.

The initial contact person for Ngā Hapū o Ahipara will be [to be confirmed].

The initial contact person for Council will be [to be confirmed].

### **9. Co-Management Committee**

Ngā Hapū o Ahipara and Council will establish a Co-Management Committee comprising:

One representative from each of the three Ahipara hapū

One elected member representative of Council

One elected member representative of Te Hiku Community Board

One Council staff member nominated by the Chief Executive

The Committee will meet as required, and at least annually, to:

- Provide strategic direction for co-management
- Develop and review work programmes for the maintenance and development of Moringaehe
- Provide input to Council on the development of a Reserve Management Plan or Moringaehe.
- Review maintenance and resourcing needs for discussion with Council
- Review this Agreement periodically together with Council to ensure it remains relevant and continues to reflect the aspirations of the Parties.

### **10. Amendments**

This Agreement may be amended by the Parties by mutual agreement recorded in writing to reflect evolving circumstances, aspirations, or operational needs.

### **11. Dispute Resolution**

Any dispute or concern arising under this Agreement will be addressed through tikanga-based, kanohi ki te kanohi discussions in the first instance. The Parties commit to resolving issues in a manner consistent with the Purpose and spirit of this Agreement.

**Signed for on behalf of Te Kaunihera o Te Hiku o te Ika, Far North District Council**

Signature:

Date:

**Signed for on behalf of Te Kaunihera o Te Hiku o te Ika, Far North District Council**

Signature:

Date:

**Signed for on behalf of Te Kaunihera o Te Hiku o te Ika, Far North District Council**

Signature:

Date:

**Signed for on behalf of Ngā Hapū o Ahipara**

Signature:

Date:

**Signed for on behalf of Ngā Hapū o Ahipara**

Signature:

Date:

**Signed for on behalf of Ngā Hapū o Ahipara**

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Date:

**Signed for on behalf of Te Kaunihera o Te Hiku o te Ika, Far North District Council**

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Signature:

Date:

**Signed for on behalf of Ngā Hapū o Ahipara**

Signature:

Date:

**Signed for on behalf of Ngā Hapū o Ahipara**

Signature:



## Moringaehe Reserve Working Group

### Terms of Reference

#### Core Principles

The Moringaehe Reserve Working Group is a Working Group of the Far North District Council formally established to address the various issues raised by Mana Whenua of Moringaehe Reserve.

The Working Group is established to forge a pathway forward for the relationship and partnership between Mana Whenua ("Mana Whenua") of the Moringaehe Reserve and the Far North District Council ("Council").

The aim of this strength-based partnership between FNDC (on behalf of Local Government) and the Takiwā (on behalf of whānau, hapū and whenua) is to give effect to the Kaitiaki Agreement – Moringaehe Reserve in Ahipara / Moringaehe Reserve.

**The Working Group commits to the following principles in their ongoing work together:**

- **Te Tiriti o Waitangi:** the founding document of our ongoing relationship as partners to this agreement. Confirms the relationship of hapū and whānau with the Crown as treaty partners and the constitutional place of hapū and whānau in Aotearoa.
- **The Local Government Act (2002)**
- **Rangatiratanga:** Recognising the rights and interests of whānau and hapū in respect of the Moringaehe Reserve. Acknowledging the authority and responsibility whānau and hapū have in exercising their rights and interests.
- **Tohungatanga:** Recognising the historical and cultural provenance held by tangata whenua as expertise in its own right.
- **Whānaungatanga:** Acknowledging that all things are connected and impact on each other and therefore the importance of understanding and maintaining these relationships.
- **Ūkaipō:** Acknowledging the nurturing relationships hapū and whānau have with their papakāinga and whānau, and their responsibility to sustain and maintain and enhance these relationships.
- **Kaitiakitanga:** An expression of kaitiaki roles and responsibilities inherited from ancestors in order to provide for the safety, good health and wellbeing of the whānau that live in Ahipara

- **Te Mātauranga o Ngā Tangata:** Recognising the knowledge and understanding that Mana Whenua hold in regard to their whenua, their people and the roads in the takiwā.

### 1. Kaupapa, Purpose and Commitments

The establishment of the working group and its Kaupapa recognises the partnership between Council and nga hapu o Ahipara in regards to Moringaehe Reserve.

The Working Group will provide a sound platform for Moringaehe Reserve and Council to come together and work collaboratively. The kaupapa and commitments of the Working Group are to:

- a. ensure the inclusion of Mana Whenua of Moringaehe Reserve in the discussions and decisions including but not limited to their educational, commercial, and social wellbeing.
- b. ensure appropriate consultation, engagement, and partnership with hapū and whānau, including regular updates on maintenance and improvement of the Moringaehe Reserve.
- c. provide administrative support, including regular Agenda and Meeting Minutes, to ensure the Working Group has everything it requires to perform effectively.

### 2. Terms of Reference

#### 2.1 Vision

Moringaehe is a place of remembrance and restoration, where Ngā Hapū o Ahipara lead the care and revitalisation of ancestral whenua, for the benefit of future generations and the wider community.”

Ngā Hapū o Ahipara and Council will work collaboratively to co-manage Moringaehe as a place of sanctuary, remembrance, and restoration.

#### 2.2 Values

- The parties making up the Working Group will work together with the intention and commitment to establish a collaborative, positive, and balanced relationship exercising good faith, trust, cooperation, flexibility and responsiveness in working together.
- The parties to the Working Group will commit to building knowledge and understanding of each other's tikanga and incorporate this when working together.

### 2.3 Responsibilities

Both partners will work in accordance with the vision and core principles set out in this agreement and manage activities in order to achieve agreed project milestones.

#### Council will:

- prepare reports and recommendations to Council elected members, Council committees or full Council as required, including any final report and recommendation.
- use its best endeavours to avoid unnecessary delays in order to achieve agreed project milestones.
- hold an electronic master folder containing / storing all key documentation and information especially minutes, reference material, plans and maps associated with the project and this information will be shared with the Working Group members.
- engage with the wider community to report on the progress and outcomes of the Working Group.

#### Mana Whenua will:

- Provide cultural direction and where appropriate, Mātauranga Māori to support the Working Group.

### 2.4 Key Tasks

- Develop Work programme for Moringaehē Reserve
- Monitor the work programme alongside Council
- Build strong relationships with Council
- Confirm and record each issue as identified.
- Identify long-term outcomes.
- Agree to preferred short-term outcomes.
- Participate in hui to hear from technical staff in regard to recommended upgrade options and participating in the decision-making process of the working group to identify and recommend preferred options.
- Recommending the preferred short-term upgrade options to Council.

## 2.5 Membership

### a) Working Group

The Working group is to compromise x3 Hapu Reps and x2 Council reps.

### b) Technical Expertise

Technical Expertise will be provided to support the mahi of the working group. Council will resource the technical expertise. The scope of involvement will be agreed to by the working group but must be within the budgets approved by council.

### c) Administrative Assistance

Council will provide appropriate staff to facilitate the administrative and substantive work undertaken by the working group unless otherwise agreed.

## 2.6 Decision Making and Recommendations to Council Elected Members

- The working group will follow best practice approaches when identifying required upgrades and maintenance, and when reporting and making recommendations to Council.
- Recommendations reported to Council elected members for achieving the Best Practicable Option for the upgrade and maintenance of the Moringaehē Reserve will be by Consensus of the working group.
- If Consensus cannot be reached, an independent facilitator will be selected by the working group from a shortlist provided by Council staff and Nga Hapu o Ahipara to assist with a resolution.

### Acceptance

In signing these Terms of Reference each party acknowledges that it has read the document in its entirety and agrees to be bound by it.

Chairman

Deputy Chairman

Date:

Date:

Signatures:

Signatures:

(Name)

(Name)

(Representing)

(Representing)

Date:

Date:

Signatures:

Signatures:

(Name)

(Name)

(Representing)

(Representing)

Date:

Date:

Signatures:

Signatures:

DRAFT

#### **4.3 DISTRICT WIDE SPATIAL STRATEGY PROJECT AND DISTRICT WIDE KAUPAPA STEERING RŌPŪ**

**File Number:** A5675236

**Author:** Giles Dodson, Senior Strategic Planner

**Authoriser:** Tammy Wooster, Group Manager Planning and Policy

##### **TAKE PŪRONGO / PURPOSE OF THE REPORT**

To inform Te Kuaka Committee – Māori Strategic Relationships (Te Kuaka) about the District Wide Spatial Strategy (DWSS) project, including an outline of its governance structure, including re-convening the Kaupapa Steering Rōpū (KSR); the project process and timing; planned mana whenua engagement; and alignment with incoming Resource Management Act (RMA) legislative reform; and

To confirm with Te Kuaka the extent of involvement by the Te Kuaka Committee in this project.

The report also advises removing the Open Spaces Strategy project from KSR oversight.

##### **WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY**

This report introduces Te Kuaka to the DWSS project, outlining key aspects of the project, including:

- setting out the purpose of a spatial strategy and why it is important to progress this workstream
- outlining the project stages and timeframes, which have been developed to integrate with the proposed RMA Reform, to take account of reform programme uncertainties and to inform any future regional spatial plan required
- discussing the value of identifying a preferred spatial scenario by early 2027 to inform the development of regional spatial plan, which is expected to be commenced in 2027, in accordance with anticipated incoming RMA reform legislative requirements
- outlining the project governance structure and presenting options relating to project and district wide kaupapa strategic Māori governance
- presenting updated Terms of Reference for the Kaupapa Steering Rōpū
- recommending removing the Open Spaces Strategy project from KSR oversight
- outlining the project's iwi and hapū engagement approach to date
- providing more detail regarding the first stage of the project (next steps).

##### **TŪTOHUNGA / RECOMMENDATION**

**That Te Kuaka Committee for Strategic Māori Relationships:**

- 1. Receive the report on the District Wide Spatial Strategy project; and**
- 2. Confirm that the Kaupapa Steering Rōpū is the preferred forum for the District-Wide Spatial Strategy (DWSS) project; and**
- 3. Confirm that the Kaupapa Steering Rōpū is to be re-convened, in line with the District Wide Kaupapa Framework; and**
- 4. Endorse the updated Kaupapa Steering Rōpū Terms of Reference (Attachment 3); and**
- 5. Endorse the removal of the Open Spaces Strategy project from Kaupapa Steering Group oversight.**

## 1) TĀHUHU KŌRERO / BACKGROUND

The Far North district faces distinct challenges and opportunities. The combination of large, complex geography, a predominantly rural population, extensive infrastructure networks and vulnerabilities, significant long-term socio-economic issues and inequalities position the Far North as unique within New Zealand. A spatial strategy (or spatial plan) is a mechanism through which long-term growth, servicing requirements, and community aspirations can be explored and understood, and a planned approach to their realisation can be developed.

At present the Far North has an adopted spatial plan for Kerikeri-Waipapa (Te Pātukurea) but it does not have a spatial plan for the balance of the district. The purpose of the DWSS is to provide the rest of the district a plan for how it wants to grow and change over the next thirty years.

The DWSS project will inform Council's future Long-Term Plan priorities and support the Far North 2100 Growth Strategy by providing a clear spatial framework that is locally relevant, grounded in partnership, and is analytically and technically robust to provide the foundation for district-wide transformational change. The spatial strategy will not only focus on growth and infrastructure required to facilitate that (where relevant), but on long-term structural change, community well-being, Māori aspirations, and transformative policy. Project planning and some early mana whenua engagement<sup>1</sup> commenced from mid-2025, including two hui with the District Wide Kaupapa Steering Rōpū (KSR), however the project has now formally moved into an active project.

## 2) MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND OPTIONS

This section outlines the project including project stages and timing, governance structure, engagement approach, alignment with RMA reform, and it discusses next steps. Attachment 1 provides a more detailed summary of key aspects of the DWSS Project Plan, specifically, context, purpose, project stages, timing and outputs, and project governance and role descriptions.

### 1. PROJECT STAGES AND TIMING

The DWSS will be developed in stages as summarised in Attachment 1.

At present the final content of the Planning Bill and the date of enactment is unknown. We anticipate enactment in August 2026, but given this uncertainty, the project programme post-August 2026 must be considered indicative.

At present this uncertainty does not have budgetary implications for the project (see Compliance Schedule).

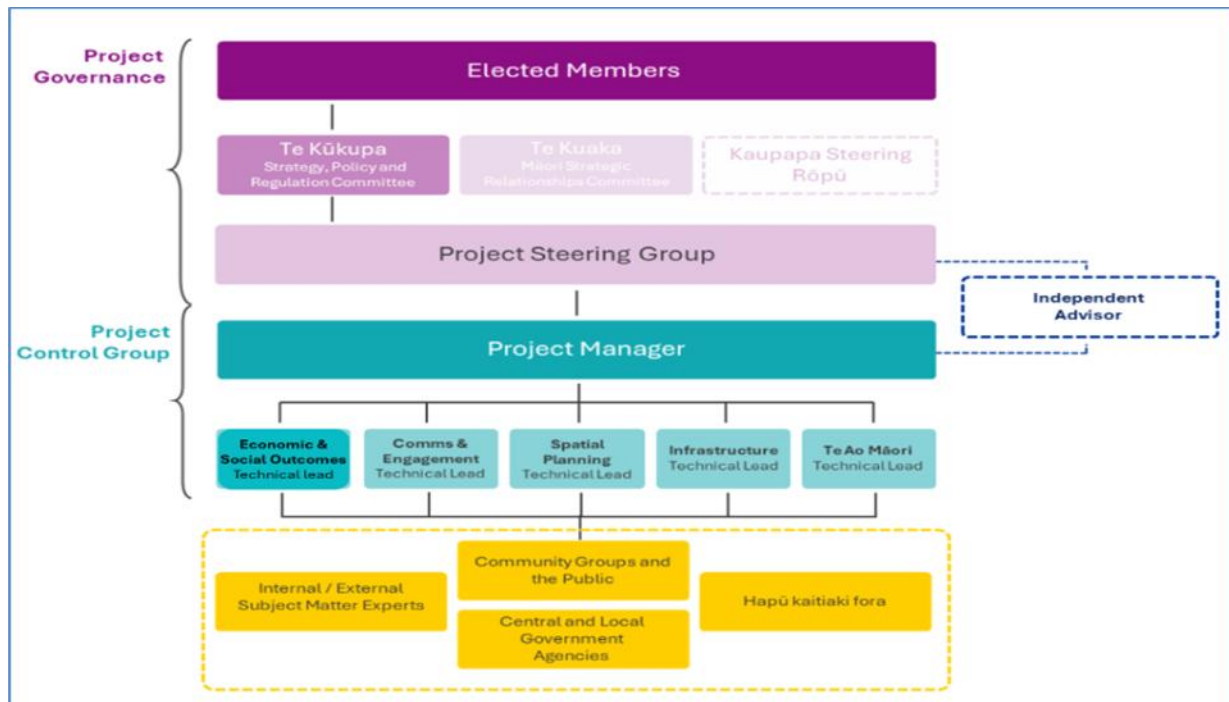
### 2. GOVERNANCE AND PROJECT STRUCTURE

#### Te Kūkupa Committee for Strategy, Policy and Regulation

The DWSS governance and project structure (Figure 1) is intended to be simple, with clear roles and decision-making obligations. Attachment 1 provides a summary of project role descriptions in relation to Figure 1.

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<sup>1</sup> Two meetings were held with the District Wide Kaupapa Steering Rōpū in the second half of 2025, and the project team have started to meet with relevant leaders from iwi across the district with the purpose of introducing the project and seeking information sharing.



**Figure 1: Proposed Governance Structure**

**Te Kūkupa Committee for Strategy, Policy and Regulation**

The District Wide Spatial Strategy (DWSS) governance and project structure is intended to be simple, with clear roles and decision-making responsibilities. The structure recognises the decision-making role of Council and its committees, while providing appropriate mechanisms for Māori strategic governance and mana whenua input. Attachment 1 provides a summary of project role descriptions in relation to the governance structure.

In line with the Te Kūkupa Committee for Strategy, Policy and Regulation Terms of Reference, Te Kūkupa will provide the key governance role with Council delegated decision-making functions on the following key project milestones:

- Strategy vision, principles and objectives
- Spatial Scenarios Report
- Draft Spatial Strategy Report for Consultation
- Recommendation to Council for adoption of the spatial strategy

Milestone workshops will be scheduled so that outcomes can be included in the relevant project milestone reports that Te Kūkupa will receive.

Final approval decision making authority remains with Council.

**Strategic Māori governance**

Strategic Māori governance for the DWSS is intended to be provided through existing Māori governance arrangements within Council, consistent with the District Wide Kaupapa (DWK) Framework and Te Kuaka’s governance role<sup>2</sup>. The original endorsed agenda report from December 2024 (including the District Wide Kaupapa Framework description and the original draft Terms of Reference for the Kaupapa Steering Rōpū) are available as Attachment 2.

**Te Kuaka Committee for Strategic Māori Relationships (Te Kuaka)**

<sup>2</sup> The District Wide Framework for Tangata Whenua Partnership (DWK) was endorsed by Te Kuaka on 11 December, 2024.

Te Kuaka provides Council's primary governance-level forum for the incorporation of Te Ao Māori perspectives into Council decision-making on district-wide strategies and policies. In the context of the DWSS, Te Kuaka's role is to provide oversight of the Māori governance and engagement approach for the project, including confirming the appropriate mechanisms through which strategic Māori governance is provided.

Te Kuaka retains responsibility for ensuring that Māori values, perspectives and objectives are appropriately reflected in the DWSS, and for providing direction to staff where matters of Māori strategic importance arise at a governance level.

### **District Wide Kaupapa Steering Rōpū (KSR)**

The KSR has previously been endorsed by Te Kuaka in 2024 as the preferred forum to provide kaupapa-specific strategic Māori guidance for district-wide initiatives, consistent with the District Wide Kaupapa Framework. The KSR is identified within the DWSS governance structure as an appropriate mechanism to provide strategic Māori governance input alongside Council's committee structures, should it be reconvened (see Figure 1).

At the time of writing, there remains uncertainty as to whether the KSR will be reconvened during the current triennium, due to principally needing to re-establish membership and confirm amended TORs.

If reconvened, the KSR would operate in parallel with Te Kuaka, providing kaupapa-specific strategic Māori guidance to the project. In this role, the KSR would provide advice, guidance and recommendations on key project milestones and emerging issues (via milestone workshops) but would not have delegated decision-making authority. In line with the Terms of Reference (Attachment 3) the KSR provides regular update reports to Te Kuaka.

Key considerations relating to any decision to reconvene the KSR include ensuring that its membership appropriately reflects the breadth of iwi interests across the Far North District, and that it is suitably constituted to support effective, district-wide strategic governance.

If the KSR is not reconvened this triennium, the strategic Māori governance function for the DWSS would be exercised through Te Kuaka, with Māori strategic input provided at key project milestones (via workshops).

### **Kaupapa Steering Rōpū Terms of Reference (ToRs)**

The KSR initially met in May and June 2025. During this time minor changes to the ToRs were advised but not presented to for endorsement to Te Kuaka. These changes are:

- the addition of a vision, mission and values section, reiterating that of the Far North 2100 strategy (section 1)
- expanding the membership composition to make possible the inclusion of rangatahi (section 3)
- expanding the number of members (non-elected members) to be sufficient to provide representation reflecting the breadth of iwi interests across the district, to a maximum of ten non-elected members (section 3)
- providing for rangatahi members to be KSR approved (section 3)
- providing for elected members to select 2 members (section 3)
- aligning the remuneration for KSR members with the Appointed Members Allowance Policy (section 8)
- removing the Open Spaces Strategy as being overseen by the KSR (section 2).

The revised Terms of Reference are attached (Attachment 3).

## **Open Spaces Strategy**

The Open Spaces Strategy project was initially identified as a project requiring strategic Māori governance input. But during early engagement with the KSR, it became clear that there was a misalignment between the function of the KSR and the needs of the Open Spaces Strategy project. This project is in an advanced stage of development, experiencing significant time pressure for completion. In this context 'strategic direction' is a less critical project requirement. As per any Council-developed strategy, Te Kuaka will have the opportunity to review and have input into the draft strategy prior to any Council approval process.

## **Direct Iwi Engagement**

Beyond strategic governance, to align outputs of this project with the commencement of developing a regional spatial plan in 2027, ongoing iwi engagement with this project is critical; the project team have planned and are undertaking early iwi engagement on a traditional iwi by iwi approach in early 2026. The purpose of direct iwi engagement is to ensure that specific iwi spatial planning priorities and aspirations are integrated into the project objectives, scenarios and outcomes.

Currently the project team is actively engaged with Te Hiku iwi, via the Te Hiku Iwi Development Trust (THIDT). Direct engagement with iwi leaders has occurred via the Te Kāuta Housing Strategy Steering Group and an in-person meeting was recently held with THIDT in Kaitiāia. further engagement is planned involving Te Hiku iwi representatives in April-May, invited iwi will include:

- Te Rūnanga o Te Rarawa
- Te Rūnanga o Ngāi Takoto
- Te Rūnanga ā-Iwi o Ngāti Kahu
- Te Rūnanga Nui o Te Aupōuri
- Ngāti Kurī Trust Board (invited by THIDT).

Broader iwi engagement is being advised by Te Hono, and to date early engagement has involved direct communications with recognised iwi authorities, inviting their participation. This communication has been directed to Te Kahu o Taonui representatives. At present, in addition to Te Hiku iwi engagement facilitated by THIDT, the following iwi entities have indicated an interest in participating in DWSS discussions:

- Te Rūnanga o Te Rarawa
- Te Rūnanga o Ngāi Takoto
- Te Rūnanga ā-Iwi o Ngāti Kahu
- Te Rūnanga o Whaingaroa
- Te Rūnanga o Ngāti Hine
- Te Rūnanga Nui o Ngāpuhi.

## **Hapū Engagement**

In line with the District Wide Kaupapa framework and FNDC hapū engagement strategy, hapū engagement will be conducted through quarterly hapū fora, held in each FNDC ward, at alternating marae. Te Hono is advising the project team in this engagement. This approach does not anticipate district wide hapū engagement.

## **Engagement approach**

The following key engagement principles are factored into the proposed approach for engagement, and it is acknowledged that the tight timeframes across 2026 will require significant resourcing from the project team to achieve these. Early iwi engagement at the start of 2026 is considered critical to ensure sufficient time across 2026 to achieve effective participation.

- Time and Continuity: Building trust requires early engagement and ongoing dialogue.
- Cultural competency and partnership: Engagement with mana whenua involves shared governance and tikanga and time to build in a true partnership.
- Multi-Channel approaches: Combining digital tools with in-person engagement.
- Transparency and Feedback Loops: Communities need to see how input influences outcomes.

**Engagement and consultation milestones for the project are:**

- Undertake engagement with iwi and key stakeholders - initial feedback on challenges, vision/aspirations, objectives and principles, and project wide engagement and relationship building (February – May 2026). As above, hapū engagement will be held in-line with the FNDC's Hapū Engagement Strategy.
- Project wide engagement on spatial scenario options development (August to December 2026)
- Public consultation on spatial scenario options (February 2027)
- Public consultation on draft spatial strategy, if the project continues beyond 2026 (May 2027)
- Inform the public on the final spatial strategy (August 2027).

**Alignment with Resource Management Reform**

The Planning Bill, introduced in late-2025 and intended to pass into legislation mid-2026, seeks to establish a new planning hierarchy requiring a regional combined plan comprising a regional spatial plan, a natural environment plan and land use plans for each district. While the final form of the Planning Act is unknown, staff have developed the DWSS project plan to deliver critical early outputs in line with the current proposed timeframe to commence development of Northland's first regional spatial plan (RSP) (from early 2027). If the RMA reform programme timeframe is extended, the DWSS project can be continued across 2027 towards adoption of the strategy.

A spatial plan can typically take 18 to 24 months to produce, depending on both the complexity of the plan and the necessary extent of partnership, engagement and consultation. The timeline for the DWSS project contemplates the plan being adopted by Council in July/August 2027. However, to align with likely requirements of the future Planning Act, the project has been developed to enable completion of public consultation on district wide spatial scenario options by early 2027, enabling the Far North to have a preferred long-term spatial scenario for the district, alongside Te Pātukurea, to contribute to the development of the regional spatial plan.

The value in FNDC leading this process is that FNDC has a closer connection to the communities we are seeking to plan for. Having a clear, community created and endorsed vision for Far North ensures that when the regional spatial plan is developed, there is no ambiguity about what Far North District wants to achieve. The future RSP will require a strong evidentiary foundation, in compiling baseline data (demographics, land use, infrastructure) now as part of this project, FNDC is doing the groundwork for, and determining, what will be needed in the RSP.

The need or the timeframes for the KSR to support the DWSS may change as FNDC makes decisions on how it will work with the other Northland councils on regional planning. There is still benefit to continue with the KSR as it develops as a model to support other district wide projects. There is also opportunity for the KSR to be considered as a mechanism providing Māori strategic oversight into regional planning.

**Project next steps**

Across February to May, the project team will be focused on:

- establishing the internal steering group
- engaging with mana whenua

- commencing tasks under Step 3 – baseline data collection and context analysis
- undertaking engagement to inform development of a vision, principles and objectives for the strategy.

## Options

### **Option 1: Reconvene the District Wide Kaupapa Steering Rōpū (KSR) to provide strategic Māori governance and adopt the amended terms of reference**

Under this option, the District Wide Kaupapa Steering Rōpū (KSR) would be reconvened to provide kaupapa specific strategic Māori governance input to the DWSS providing advice, guidance and recommendations on key project milestones and emerging issues (via milestone workshops). The KSR would operate in parallel with Te Kuaka, consistent with the District Wide Kaupapa Framework.

Te Kuaka would retain governance level oversight of Māori engagement and governance arrangements for the project, including maintaining visibility of the KSR's role and confirming alignment with broader Council Māori governance expectations. Te Kuaka will receive regular progress updates from the KSR. The KSR would not have delegated decision-making authority.

This option reflects earlier Te Kuaka decisions regarding the role of the KSR in districtwide kaupapa and provides a dedicated forum for focused strategic Māori governance specific to the DWSS. Key considerations include the timing and practicality of reconvening the KSR during the current triennium and ensuring that membership appropriately reflects the breadth of iwi interests across the district.

The amended terms of reference reflect changes requested by the previous KSR membership, and to enable a larger, more representative membership.

The Open Spaces Strategy project will be removed from KSR oversight.

### **Option 2: Te Kuaka to provide strategic Māori governance for the DWSS**

Under this option, strategic Māori governance for the DWSS would be provided directly through Te Kuaka for the duration of the project. Te Kuaka would provide governance level Māori input at key project milestones, through workshops aligned to major project milestones, to ensure that Māori values, perspectives and objectives are appropriately reflected in the emerging strategy.

This approach does not rely on the reconvening of the KSR and therefore provides certainty regarding governance arrangements within the current triennium. It also aligns with Te Kuaka's established governance role in strengthening Te Ao Māori perspectives across districtwide strategies.

However, this option places the responsibility for kaupapa specific strategic input for a complex and resource intensive project within a committee that has a broader strategic and relationship-based mandate across multiple work programmes.

This option would be contrary to Te Kuaka's 2024 endorsement of the District Wide Kaupapa Framework.

## **TAKE TŪTOHUNGA / REASON FOR THE RECOMMENDATION**

This recommendation gives effect to the previously endorsed District Wide Kaupapa Framework and reaffirms the KSR as the appropriate forum for providing kaupapa specific strategic Māori governance for districtwide initiatives such as the DWSS. Reconvening the KSR provides a dedicated, fit for purpose mechanism to apply a strong Te Ao Māori lens to the DWSS and other district wide projects, while maintaining Te Kuaka's governance level oversight role and clarifying the overall project governance and reporting lines. Endorsing the updated Terms of Reference provides clarity regarding the KSR's purpose, scope and operating arrangements, and supports effective, representative and transparent engagement with Māori in shaping the future spatial direction of the district.

### **3) PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

Financial implications of reconvening the KSR are associated with the meeting attendance of KSR members, in line with Appointed Members Allowance Policy. These costs were budgeted for and are covered within the project budget for the current financial year.

At present four meetings or workshops are anticipated to occur with the KSR.

Sufficient funds to facilitate the KSR in relation to the DWSS across the next financial year have been forecast into the upcoming annual plan process.

### **ĀPITIHINGA / ATTACHMENTS**

1. **DWSS Project Plan - Key Aspects Summary\_revised - A5634768** [↓](#) 
2. **Te Kuaka 11 December 2024\_DWK\_KSR\_Approval - A5682541** [↓](#) 
3. **KSR\_Terms of Reference\_amended - A5682546** [↓](#) 

**Hōtaka Take Ōkawa / Compliance Schedule:**

Full consideration has been given to the provisions of the Local Government Act 2002 S77 in relation to decision making, in particular:

1. A Local authority must, in the course of the decision-making process,
  - a) Seek to identify all reasonably practicable options for the achievement of the objective of a decision; and
  - b) Assess the options in terms of their advantages and disadvantages; and
  - c) If any of the options identified under paragraph (a) involves a significant decision in relation to land or a body of water, take into account the relationship of Māori and their culture and traditions with their ancestral land, water sites, waahi tapu, valued flora and fauna and other taonga.
2. This section is subject to Section 79 - Compliance with procedures in relation to decisions.

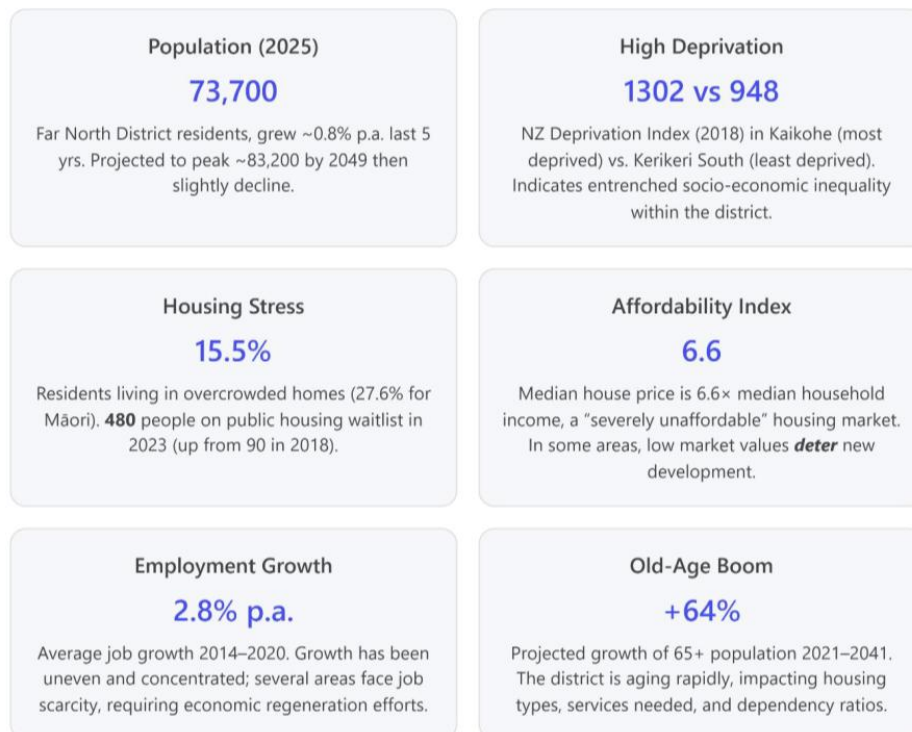
<b>He Take Ōkawa / Compliance Requirement</b>	<b>Aromatawai Kaimahi / Staff Assessment</b>
State the level of significance (high or low) of the issue or proposal as determined by the <a href="#">Council's Significance and Engagement Policy</a>	In accordance with Council's Significance and Engagement Policy, this decision is not assessed a being of high significance as it does not involve the transfer of ownership or control of a strategic asset, and it is not inconsistent with Council plans or policies. The public will be engaged with during development of the draft strategy, and formally consulted on the draft strategy.
State the relevant Council policies (external or internal), legislation, and/or community outcomes (as stated in the LTP) that relate to this decision.	Far North 2100 Te Pātukurea, Kerikeri Waipapa Spatial Plan The Resource Management Act 1991 National Policy Statement – Urban Development 2020 National Policy Statement – Highly Productive Soils 2022 Local Government Act 2002 Northland Regional Policy Statement Far North District Council Proposed District Plan The Planning Bill currently making its way through parliament.
State whether this issue or proposal has a District wide relevance and, if not, the ways in which the appropriate Community Board's views have been sought.	This proposal is of district wide significance.
State the possible implications for Māori and how Māori have been provided with an opportunity to contribute to decision making if this decision is significant and relates to land and/or any body of water.	This project is about planning for long-term growth in the district for Māori and non-Māori. This report sets out and seeks guidance from Te Kuaka on how Māori can have strategic input into this project, alongside the planned individual iwi engagement for this project.  The mana whenua engagement process proposed facilitates a collaborative relationship between Te

<p>State the possible implications and how this report aligns with Te Tiriti o Waitangi / The Treaty of Waitangi.</p>	<p>Kaunihera and mana whenua, ensuring that Māori values, mātauranga and aspirations are embedded in how land and resources are intended to be managed in the future.</p>
<p>Identify persons likely to be affected by or have an interest in the matter, and how you have given consideration to their views or preferences (for example – youth, the aged and those with disabilities).</p>	<p>A stakeholder identification process has been completed, drawing on local knowledge and staff engagement expertise, to ensure that, alongside mana whenua, community groups, rangatahi, government agencies, industries and other groups likely to be instrumental in informing or implementing the final spatial strategy, will be engaged with either as key stakeholders, or as part of wider public engagement planned to ensure views and preferences of interested parties are obtained.</p>
<p>State the financial implications and where budgetary provisions have been made to support this decision.</p>	<p>Financial implications of reconvening the KSR are associated with the meeting attendance of KSR members, in line with Appointed Members Allowance Policy. These costs were budgeted for and are covered within the project budget for the current financial year.</p> <p>At present four meetings or workshops are anticipated to occur with the KSR.</p> <p>Sufficient funds to facilitate the KSR in relation to the DWSS across the next financial year have been forecast into the upcoming annual plan process.</p>
<p>Chief Financial Officer review.</p>	<p>The CFO has reviewed this report.</p>

## District Wide Spatial Strategy Project Update – Attachment 1: summary of key aspects of the DWSS Project Plan

### 1. Context and Purpose of the District Wide Spatial Strategy

The Far North district faces distinct challenges and opportunities. The combination of large, complex geography, a predominantly rural population, extensive infrastructure networks and vulnerabilities, significant long-term socio-economic issues and inequalities position the Far North as unique within New Zealand. A spatial strategy is a mechanism through which long-term community aspirations can be explored and understood, and a planned approach to their realisation can be developed. Some key statistics about the wider district are shown overleaf:



**Figure 1: Statistics – Far North (various sources)**

The purpose of developing a District-Wide Spatial Strategy for the Far North district is:

*To deliver an inclusive, integrated district wide spatial plan which delivers effective growth planning, promotes community well-being, and enables structural change through policy, investment and partnership strategies, including clear, achievable shifts/directions/strategies and measurable action plan to deliver the shared vision for the district and its communities.*

Critically, this work can help to position the Far North to actively shape its voice within the impending Resource Management framework. By establishing a clear, community-informed spatial direction now, the district ensures that its unique rural context, infrastructure challenges, and aspirations for

regeneration are not only visible but influential in regional decision-making. The DWSS can serve as a key input into the development of the Regional Spatial Plans, enabling the Far North to participate proactively and assertively in the process. It also ensures that local priorities, particularly those of iwi/hapū and underserved communities, are embedded early and carried through into regional planning conversations.

## 2. Scope of the District-Wide Spatial Strategy

The DWSS will:

- achieve the purpose as set out above.
- keep line-of-sight to the developing requirements of the Planning Act.
- be district-wide and inclusive and provide a strategy for the diverse demographic and expansive geographic areas within the Far North District. However, because FNDC recently adopted Te Pātukurea, a sub-district spatial plan for Kerikeri and Waipapa, the DWSS will integrate and align with the outcomes, priorities, and learnings from Te Pātukurea.

The DWSS will not:

- duplicate or override the outcomes, priorities and actions identified in Te Pātukurea

## 3. Governance and Project Structure

The governance and project structure for the DWSS Project is intended to be simple, with clear roles and line-of-sight to escalation and decision-making obligations. Figure 2 sets out the structure and Table 1 provides a summary of the governance and project role descriptions.

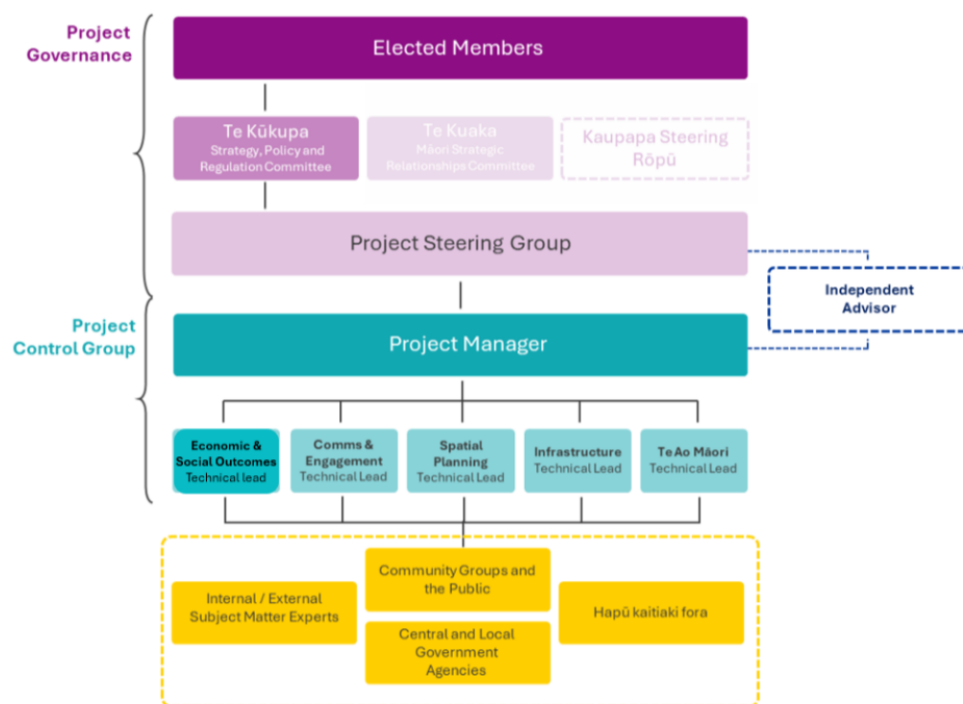


Figure 2: Proposed Governance Structure:

Governance or Project Role	Role Description
<b>Elected Members (Council)</b>	Adoption of the District Wide Spatial Strategy
<b>Te Kūkupa Committee</b>	<p>Strategic advisory role with decision making functions on strategy objectives and vision; Spatial Scenarios Report; Draft Spatial Strategy Report for Consultation; and recommendation to Council for adoption.</p> <p>Information reports will be provided to Te Kūkupa for the following project milestones:</p> <ul style="list-style-type: none"> <li>• Project Steering Group Terms of Reference</li> <li>• Communication and Engagement Plan Summary</li> <li>• Foundation Report</li> <li>• Evidence Base Summary</li> <li>• Baseline Analysis and Community Profiles</li> <li>• Scenario Development Report</li> <li>• Technical Memos (typically included with above listed milestone reports)</li> <li>• Engagement Summary</li> </ul>
<b>Te Kauka Committee/ Kaupapa Steering Rōpū</b>	<p>The Kaupapa Steering Rōpū (KSR) has been setup to provide strategic guidance, Te ao Māori lens and iwi leadership to district-wide projects. This Rōpū consists of members from Council's Te Kuaka committee. Staff will confirm at the March 2026 Te Kuaka meeting the extent of reporting required to Te Kuaka for this project, or if the Kaupapa Steering Rōpū will provide te ao Māori strategic guidance.</p>
<b>Internal Project Steering Group</b>	<p>Monitor project progress and performance, ensuring alignment with objectives and Council priorities; track progress against project milestones, timelines, and deliverables. This group has a focus on strategic implications externally and across Council functions and meeting milestones and is responsible ensuring that the decision-making processes and draft content papers and outputs meets quality standards. Support/advise on any governance issues that arise.</p> <p>Not yet established, this group is intended to comprise senior council staff, project sponsor, project owner, project manager and relevant Senior Leadership Team members. A Terms of Reference will be created for this group.</p>
<b>Project Sponsor</b>	<p>Group Manager Planning and Policy. Ensure the project has what it needs to succeed. They are the champion and enabler for the project. Their focus is on making sure the DWSS aligns with</p>

	<p>organisational priorities, securing resources and getting executive-level support when necessary.</p> <p>The Project Sponsor will be a member of the Project Steering Group and will approve key project outputs up to Te Kūkupa.</p>
<b>Project Owner</b>	<p>Manager Integrated Planning. Accountable for making sure the Project is successful. They make sure that project outcomes meet the objectives, project timeline, and quality standards. They provide direction to the Project Manager and may chair the Steering Group or act as the key link between governance and delivery.</p>
<b>Project Manager</b>	<p>Team Leader Growth Planning and Placemaking. Responsible for tactical project delivery and control. Includes monitoring and managing the project's day-to-day execution, reviewing and endorsing changes before they go higher, and managing project-level risks and issues. The Project Manager will also be responsible for preparing council papers though initial drafting of papers will sit with technical leads</p>
<b>Independent Advisor</b>	<p>External Spatial Planning subject matter expert. Support for Project Manager / Lead as well as the Project Steering Group in dealing with technical issues that arise. Provide peer review and independent assurance on deliverables and strategic advice.</p>
<b>Technical Leads</b>	<p>2x Senior Strategic Planners supported by relevant internal and external subject matter experts. Are responsible for day-to-day project development and process, including contract management of their workstream; keeping the technical workstream scope, programme and budget under control and recommending to the project manager if any changes are required for their respective workstreams as soon as practicable; identifying and reviewing risks, producing, or monitoring and overseeing the deliverables (in instances where deliverables are wholly or partially outsourced), recommend the need for legal or further expert review and deciding when deliverables are ready for Project Managers review and sign-off. They are effectively the technical production and verification ahead of approval. They will also coordinate SME inputs, including preparation of workshop/steering group materials. Reports to Project Steering Group. Responsible for Council reporting.</p>
<b>Project Coordinator</b>	<p>Responsible for providing administrative support to the Project Manager and Team, including programme and task / action tracking, budget and risk tracking.</p>
<b>Project Administration</b>	<p>Responsible for meeting record keeping (where necessary, i.e. it is not intended to keep records of all project team meetings),</p>

	coordinating and supporting project meetings, workshops and engagement activities.
<b>Subject Matter Experts</b>	Responsible for providing technical expertise within their discipline to support the delivery of the DWSS, completing the tasks within the allocated hours and timeframes provided by the technical leads and are accountable for deciding when documents and processes are ready for the Technical Lead to review. A range of Subject Matter Experts input will be required, including (but not limited to), Te Hono, planning, economics, urban design, ecology, natural hazards, infrastructure (transport and three-waters), GIS.

**Table 1: Summary of governance and project role descriptions**

#### 4. Project Programme - key stages and timeframes

This section of the Project Plan outlines the key project steps and deliverables that will guide the development of the DWSS. It provides a staged timeline for activities from project establishment through to final strategy delivery and explains how each step contributes to future planning processes under the new legislation. The key recommendation is to proceed with multiple foundational workstreams now, such as governance setup, baseline analysis, and vision setting, while using hold points to reassess and adapt the programme as legislative requirements become clearer.

At present the final content of the Planning Bill and the date of enactment is unknown. We anticipate enactment in August 2026, but given this uncertainty, at present the project programme post-August 2026 must be considered indicative.

Since resource management reform is imminent, the programme assumes the following:

- (a) National Direction / Standards will be developed and in place before Regional Spatial Plans.
- (b) Regional Spatial Plans will identify future urban areas, infrastructure corridors and strategic sites, and priority areas for public investment, informed by environmental constraints mapping. The data gathered as part of this project can inform these.
- (c) Regional Spatial Plans will start to be developed, once the Planning Act and Natural Environment Act achieve royal assent. This will continue through 2027 and 2028. The current target date of notification of draft Regional Spatial Plans is approximately October 2027 (15 months after the Planning Act becomes legislation), with adoption of the Regional Spatial Plans approximately 6 months later. At present the timeline for enactment of the Planning Bill is uncertain.
- (d) Land use plans will be developed after Regional Spatial Plans. These will be required to implement the regional spatial plan and will select from the national menu of standardised zones, and be required to apply them according to local context. The scenarios developed and decided upon as part of this project can inform the development of these.
- (e) The Planning Act will prescribe the process for developing regional spatial plans and combined district plans. This process and requirements are uncertain at this stage.
- (f) There will be no Special Consultative Procedure.

Step	Deliverable and timing	Timing	Contribution to future processes
1. Project Establishment and Governance	The initial deliverables are the DWSS Project Plan (this document itself) and a Project Steering Group Terms of Reference defining roles and governance structure. These set up the project’s framework. An internal Communications & Engagement Plan is also prepared at this stage to guide how stakeholders will be engaged. A dedicated project website and GIS data portal are launched early as tools to share information and support analysis.	January – February 2026 (2 months)	Establishing project roles (Steering Group, Project Coordinator, etc.) and decision processes that keep a “line of sight” to the upcoming Planning Act requirements. Early governance also allows collaboration with regional entities (and potentially central government and iwi partners) consistent with the new system’s emphasis on joint spatial planning across councils.
2. Iwi, Stakeholder and Community Engagement	During the engagement phase, the team uses the Communications and Engagement Plan to conduct outreach and gather input. While no formal report is issued solely from this stage, the ongoing feedback is captured for later reporting. By the end of the project, an Engagement Summary document will compile all community and stakeholder input received, but this is built up across stages rather than a single output from this step.	Early iwi engagement from late-2025 and ongoing;  Hapū engagement in-line with FNDC’s Te Hono-led Hapū Engagement Strategy;  Early community and stakeholder engagement March – May 2026	Early engagement will allow the DWSS to understand and reflect the community’s vision for the district’s direction. Engaging central government agencies and regional partners early (as part of stakeholders) lays groundwork for the “spatial planning partnership” model anticipated under the new system.  Effective iwi/hapū engagement is critical in ensuring that specific iwi/hapū spatial priorities and aspirations are integrated into the project objectives, scenarios, and outcomes.  Early engagement is critical for the development of the Vision, Principles and Objectives
3. Baseline Data Collection and Context Analysis	Key analytical deliverables are produced in this step. The Evidence Base Summary compiles all relevant baseline data (demographics, land use, infrastructure, etc.). Complementing it is the Baseline Analysis and Community Profiles	January 2026 to the end of May 2026 (5 months)	This step delivers detailed spatial data on population, infrastructure, environmental constraints, etc. This work directly contributes to the future Regional Spatial Strategy (RSP) because the new system requires a strong evidentiary

Step	Deliverable and timing	Timing	Contribution to future processes
	report, which provides detailed area-by-area profiles and identifies key issues and trends. The GIS portal is populated with these data layers to support scenario modeling and to ensure the evidence is accessible.		foundation for these matters. In compiling this information now at the district scale, FNDC is doing the groundwork for what will be needed in the RSP.
4. Vision, Principles and Objectives	Here the project's strategic direction is set. The principal deliverable is the Foundation Report, which establishes the agreed vision for the district, core planning principles, and strategic objectives for the DWSS. This document serves as the framework against which options will be developed and evaluated. It's an internal blueprint ensuring that the economic development and well-being goals are woven into the plan's foundation.	March – July 2026; Council workshop June 2026; Te Kūkupa endorsement decision, July 2026	Having a clear, community created and endorsed vision for Far North ensures that when the RSP is developed, there is no ambiguity about what Far North District wants to achieve.
5. Scenario Development and Analysis	<b>NOTE: programme is indicative from July/August onwards, considering Planning Act uncertainties.</b>  This step produces several technical outputs leading into a major report for public consultation: a Scenario Development Report that details the different spatial scenarios explored. Alongside, various Technical Memos are developed to dive into specific topics that inform the scenarios. Using these inputs, the project then publishes the Spatial Scenarios Report – a comprehensive, public-facing document presenting the shortlisted scenarios (with a preferred option) for public consultation. The Spatial Scenarios Report includes appendices such as the evidence	June – December 2026; Scenario development report delivered Dec 2026; Consultation on spatial scenarios February 2027.	This will enable FNDC to come to the table with a well-considered scenario (and clear rationale) for the district, helping to streamline the decision on the preferred spatial option in the new system for the district land use plan.

Step	Deliverable and timing	Timing	Contribution to future processes
	summary, technical memos, and engagement summary to provide supporting detail.		
6. Final Strategy Development and Analysis	In the final step, the preferred scenario is refined into the full spatial strategy. First, a Draft Spatial Strategy Report is released for public consultation, outlining the proposed district-wide plan incorporating feedback from the scenario stage. The evaluation of scenarios and rationale for the preferred strategy are documented in an Evaluation Report (appended to the draft). After consulting on the draft, the team produces the Final Spatial Strategy Report, the version of the plan.	February 2027 – December 2027 Consultation on Draft Spatial Strategy – May 2027; Adoption of Draft Spatial Strategy – Mid-2027; Integration of Draft Spatial Strategy in regional spatial plan for notification late-2027.	The future district / land use plan for Northland will be required to implement the regional spatial plan by translating identified constraints and development opportunities into appropriate zones and other provisions. In large part, the DWSS will identify these areas and policy intents, so when the combined plan is written, planners can directly assign the appropriate standardised zones or overlays to our district in line with what the DWSS calls for.

**Table 2: Description of DWSS Key Stages, Timing and Associated Outputs**

## 5 NGĀ PŪRONGO / REPORTS

### 5.1 DISTRICT WIDE TANGATA WHENUA PARTNERSHIP AND GOVERNANCE AND CONFIRMING STRUCTURE TO SUPPORT THE DISTRICT WIDE SPATIAL AND OPEN SPACE STRATEGIES

**File Number:** A4993824

**Author:** Tammy Wooster, Manager - Integrated Planning

**Authoriser:** Roger Ackers, Group Manager - Planning and Policy

#### TAKE PŪRONGO / PURPOSE OF THE REPORT

To seek approval for the District Wide Kaupapa Framework for Tangata Whenua partnership and governance.

To seek approval for the terms of reference for the Kaupapa Steering Rōpū to oversee the District Wide Spatial and Open Spaces Strategies.

#### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

- The Council is currently engaging with Iwi and Hapū through various consultation processes for district planning, strategies, policies, and projects. However, these processes are often project-specific and resource-intensive, necessitating the development of new engagement strategies for each initiative
- Staff from Te Hono and the Planning & Policy Group are working to standardise and collaborate on engagement approaches with Tangata Whenua aimed at enhancing efficiency and consistency
- A **District Wide Kaupapa (DWF) Framework** (refer to attachment A) has been developed as an enduring model that will embed Te Ao Māori perspectives into decision-making, enhance tangata whenua partnership and governance, and streamline engagement across all Council projects
- The framework is expected to lower the resource demands and costs typically associated with project-specific engagement. It aims to build momentum in Tangata Whenua collaboration, ultimately resulting in more efficient decision-making and long-term cost-effective outcomes
- On the 31 October 2024, a workshop with the committee was held, to provide background on the DWK framework and clarify its structure and responsibilities
- The DWK framework is a crucial step in implementing the Council's new Māori Responsiveness Strategy, Te Pae o Uta
- Staff are seeking approval to give effect to the DWF framework and approval for the **terms of reference for the Kaupapa Steering Rōpū** (refer to attachment C) that will support the District Wide Spatial and Open Spaces Strategies.

#### TŪTOHUNGA / RECOMMENDATION

That Te Kuaka – Te Ao Māori Committee approves:

- a) the District Wide Kaupapa Framework for Tangata Whenua partnership and governance
- b) the terms of reference as specified in Attachment C for the Kaupapa Steering Rōpū overseeing the District Wide Spatial and Open Spaces Strategies.

### 1) TĀHUHU KŌRERO / BACKGROUND

The Council is currently engaging with Iwi and Hapū through various consultation processes for district planning, strategies, policies, and projects. However, these processes are often project-specific and resource-intensive, necessitating the development of new engagement strategies for each initiative.

Staff from Te Hono and the Planning & Policy Group, involved in district-wide strategies such as the District Wide Spatial Strategy, Open Spaces Strategy, and Community Adaptation Programme, are working to standardise and collaborate on engagement approaches with Tangata Whenua, with the aim of enhancing efficiency and consistency.

A **District-Wide Kaupapa (DWF) Framework** (refer to attachment A) has been developed as an enduring model that will embed Te Ao Māori perspectives into decision-making, enhance tangata whenua partnership and governance, and streamline engagement across all Council projects. Four focus areas have been identified in the DWK framework to provide a structure to establish: a District Wide Kaupapa Steering Rōpū, Hapū Kaitiaki Forum(s), and a Te Ao Māori & Technical Expert Panel. This framework is intended to be used for the District Wide Spatial Planning Strategy, Open Spaces Strategy, and Community Adaptation Programme.

On the 31 October 2024, a workshop with the committee was held, to provide background on the DWK framework and clarify its structure and responsibilities. Input from the committee has been instrumental in shaping the framework and governance structures, aiming to provide for robust partnerships with Tangata Whenua across various projects at all stages.

The DWK framework is a crucial step in implementing the Council's new Māori Responsiveness Strategy, Te Pae o Uta. It aims to enhance cultural wellbeing and promote inclusion in decision-making for Māori communities, integrating Tangata Whenua into critical areas such as open space management, climate change, and long-term growth planning. The Council must also continue to undertake engagement in accordance with any legislative requirements and Mana Whakahono ā Rohe agreements.

Further background regarding an Overview of Current District-wide Strategies (including the District Wide Spatial and Open Spaces strategies), and the DWK framework, are included in attachments **B** and **A**.

### 2) MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND OPTIONS

The DWK Framework is intended to assist the council in meeting its responsiveness goals:

Te Pae o Uta – Whaingā/Goals	Description	Actions
Tū Kotahi	<p><b>Relationships</b> – strengthening relationships with Mātauranga and Te Ao Māori.</p> <p><b>Participation</b> – by giving Māori agency in matters of interest to them.</p>	<ul style="list-style-type: none"> <li>• Providing guidance in Te Ao Māori governance to inform elected members through the Kaupapa Steering Rōpū.</li> <li>• Increasing Māori participation in district-wide initiatives via Hapū Kaitiaki Forums.</li> <li>• Improving engagement systems at the hapū level through Hapū Kaitiaki Forums.</li> </ul>
Whanake Tahī	<p><b>People</b> – building organisational capability, capacity, and cultural competency.</p>	<ul style="list-style-type: none"> <li>• Assist in enhancing processes and systems for engagement and decision-making between the council and hapu through the DWK framework.</li> </ul>

Ordinary Te Kuaka - Te Ao Māori Committee Meeting Agenda

11 December 2024

	<p><b>Policy</b> – effective consideration and understanding of Māori needs and issues in policy thinking and development.</p> <p><b>Process</b> – improvement of processes and systems to maintain and enhance capability to give effect to roles in relation to Māori and to promote a responsive culture and working environment.</p>	<ul style="list-style-type: none"> <li>Support the development of organisational capability, capacity, and cultural competency.</li> </ul>
Kōkiri Tahī	<p><b>Engagement</b> – effective communication and engagement with Māori.</p> <p><b>Wellbeing</b> – council’s role in contributing to Māori wellbeing.</p> <p><b>Capacity</b> – building Māori capability and capacity.</p>	<ul style="list-style-type: none"> <li>Enhancing Māori intergenerational wealth and building capability through Hapū Kaitiaki Forums and the Te Ao Māori Technical Panel.</li> <li>Supporting Hapū to meet the needs and aspirations of tamariki and their whānau.</li> </ul>

**Operational**

The DWK Framework has been designed to establish an enduring and reusable model that can be implemented across the Council. This framework is versatile and can be partially adopted for specific projects or fully integrated as required.

**Cost**

Although the costs of implementing the proposed DWK Framework cannot yet be determined, the primary goal is to enhance efficiency and streamline engagement across Council projects. By standardising approaches and fostering stronger partnerships, the framework is expected to lower the resource demands and costs typically associated with project-specific engagement. It aims to build momentum in Tangata Whenua collaboration, ultimately resulting in more efficient decision-making and long-term cost-effective outcomes.

**Kaupapa Steering Rōpū (KSR) – Open Spaces Strategy & District Wide Spatial Strategy**

A KSR will be created to oversee the development of DWK and provide recommendations to the Council. The KSR will meet monthly, initially overseeing the Open Spaces Strategy & District Wide Spatial Strategy. It aims to offer a Te Ao Māori (Te Taitokerau) perspective, representing both the Council and the iwi and ngā hapū of the Far North District.

The KSR’s primary responsibilities include offering feedback during the DWK’s development, consulting with Subject Matter Experts for advice, and incorporating feedback from the Council’s communication initiatives. While the KSR will provide recommendations, the final decision-making authority remains with the Council. Staff in collaboration with Te Hono will appoint KSR representatives, which may include non-committee members with strong Te Ao Māori expertise. Funding for the KSR will come from operational district-wide kaupapa budgets. A terms of reference, including the appointment process, is attached for approval (refer to Attachment C).

**Options**

**1. Status Quo**

Staff continue to take a project-specific approach, which necessitates the development of new engagement strategies for each initiative.

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Item 5.1 - District wide Tangata Whenua partnership and governance and confirming structure to support the District Wide Spatial and Open Space strategies Page 18

This will provide full flexibility for each project but may not achieve the goals set down in Te Pae o uta and carries the risk of not creating efficiencies and a streamlined engagement process across Council projects. It will not overtime result in more efficient decision making and long-term cost-effective outcomes.

## **2. Approve the DWK Framework and Terms of Reference (Recommended)**

This will create an enduring and reusable model that can be implemented across the Council. It will provide direction to staff and create efficiencies and a streamlined engagement process across Council projects. It sets up a terms of reference for the District Wide Spatial and Open Space strategies. It will overtime result in more efficient decision making and long-term cost saving outcomes. It will result in reducing delays in starting projects due to the complexity of establishing and undertaking meaningful Tangata Whenua engagement on district wide projects.





### **TAKE TŪTOHUNGA / REASON FOR THE RECOMMENDATION**

Staff recommend that Te Kuaka – Te Ao Māori Committee approve the DWK Framework and proposed appointment process for the KSR for the District Wide Spatial and Open Spaces Strategies to start to realise the benefits identified in Option 2 above as well as the responsiveness goals as identified in Te Pae o Uta.

### **3) PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

Tangata whenua engagement comes from operational budgets. Over time, it is expected operational costs will decrease due to efficiencies without increasing current district-wide kaupapa costs, leading to anticipated savings. To provide some guidance on costs the Guidelines – Remuneration for Māori technical expertise and meeting participation has been attached (refer to Attachment D).

### **ĀPITIHINGA / ATTACHMENTS**

1. **Attachment A - District Wide Kaupapa (DWK) Framework - A4997990** [↓](#) 
2. **Attachment B - Overview of Current District-wide Strategies - A4997998** [↓](#) 
3. **Attachment C - Terms of Reference - Kaupapa Steering Ropu (KSR) - A4998001** [↓](#) 
4. **Attachment D - Remuneration for Maori Technical Expertise and Meeting Participation - A4998423** [↓](#) 

**Hōtaka Take Ōkawa / Compliance Schedule:**

Full consideration has been given to the provisions of the Local Government Act 2002 S77 in relation to decision making, in particular:

1. A Local authority must, in the course of the decision-making process,
  - a) Seek to identify all reasonably practicable options for the achievement of the objective of a decision; and
  - b) Assess the options in terms of their advantages and disadvantages; and
  - c) If any of the options identified under paragraph (a) involves a significant decision in relation to land or a body of water, take into account the relationship of Māori and their culture and traditions with their ancestral land, water sites, waahi tapu, valued flora and fauna and other taonga.
2. This section is subject to Section 79 - Compliance with procedures in relation to decisions.

<b>He Take Ōkawa / Compliance Requirement</b>	<b>Aromatawai Kaimahi / Staff Assessment</b>
State the level of significance (high or low) of the issue or proposal as determined by the <a href="#">Council's Significance and Engagement Policy</a>	Staff are proposing an engagement framework that will ensure that we are meeting our significance and engagement policy requirements.
State the relevant Council policies (external or internal), legislation, and/or community outcomes (as stated in the LTP) that relate to this decision.	The DWK Framework aligns with Te Pae o Uta and helps us achieve any statutory obligations Council has under Te Tiriti o Waitangi when developing policy.
State whether this issue or proposal has a District wide relevance and, if not, the ways in which the appropriate Community Board's views have been sought.	The DWK Framework is designed to be applicable across all district-wide initiatives. It does not eliminate the necessity of engaging with Community Boards or the wider public and obtaining their perspectives; rather, it aims to enhance their contributions.
State the possible implications for Māori and how Māori have been provided with an opportunity to contribute to decision making if this decision is significant and relates to land and/or any body of water.  State the possible implications and how this report aligns with Te Tiriti o Waitangi / The Treaty of Waitangi.	There are positive outcomes achieved through this strategy for Māori. This DWK framework streamlines engagement and technical input into district wide kaupapa by Māori. It aligns with Te Tiriti o Waitangi.
Identify persons likely to be affected by or have an interest in the matter, and how you have given consideration to their views or preferences (for example – youth, the aged and those with disabilities).	Approval is being sought to implement a framework that will provide for partnership and governance with Tangata Whenua. It does not supersede our obligations to identify persons likely to be affected by any policy development and engaging with them as appropriate to ensure their interest / views are considered.
State the financial implications and where budgetary provisions have been made to support this decision.	The DWK Framework and engagement with Tangata Whenua will be funded from operational budgets. Efficiency improvements are expected to reduce long-term operational costs, rather than increase district-wide expenses.
Chief Financial Officer review.	This report has been reviewed by the Acting CFO



Sensitivity: General

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## District Wide Kaupapa (DWK) Framework

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### Background

Council currently engages with Iwi and Hapū through consultation processes tailored to specific planning initiatives, strategies, and projects. While necessary, these approaches are often resource-intensive and vary from project to project, requiring new engagement strategies each time.

To improve efficiency and consistency, staff from the Planning & Policy Group—who are involved in key District-Wide Kaupapa (DWK) like the Spatial Planning Strategy, Open Spaces Strategy, and Community Adaptation Programme—are working to standardise engagement with Tangata Whenua.

There is now a significant opportunity to establish a comprehensive DWK framework focused on Tangata Whenua partnership and governance. This framework aims to provide a unified approach to collaboration and decision-making, ensuring effective and cohesive engagement with Tangata Whenua across all Council projects. This framework aims to enhance and standardise engagement with Tangata Whenua, improve efficiency, reduce resource demands.

Currently Tangata whenua engagement and technical support comes from operational budgets. While the costs of implementing the framework are not yet determined, the goal is to enhance efficiency and reduce the resource intensity typically required for project-specific engagement. By standardising approaches and fostering stronger partnerships, the framework is expected to lead to more efficient decision-making and long-term, cost-effective outcomes.

Supported by Te Hono, staff have identified four key focus areas for the DWK framework, which are detailed in this report.

Sensitivity: General

2

### Summary of DWK Framework

This section summarises the proposed District-wide kaupapa framework (Figure 1). Figure 2 illustrates the DWK framework in practice, detailing the interactions between staff and focus areas within the DWF.

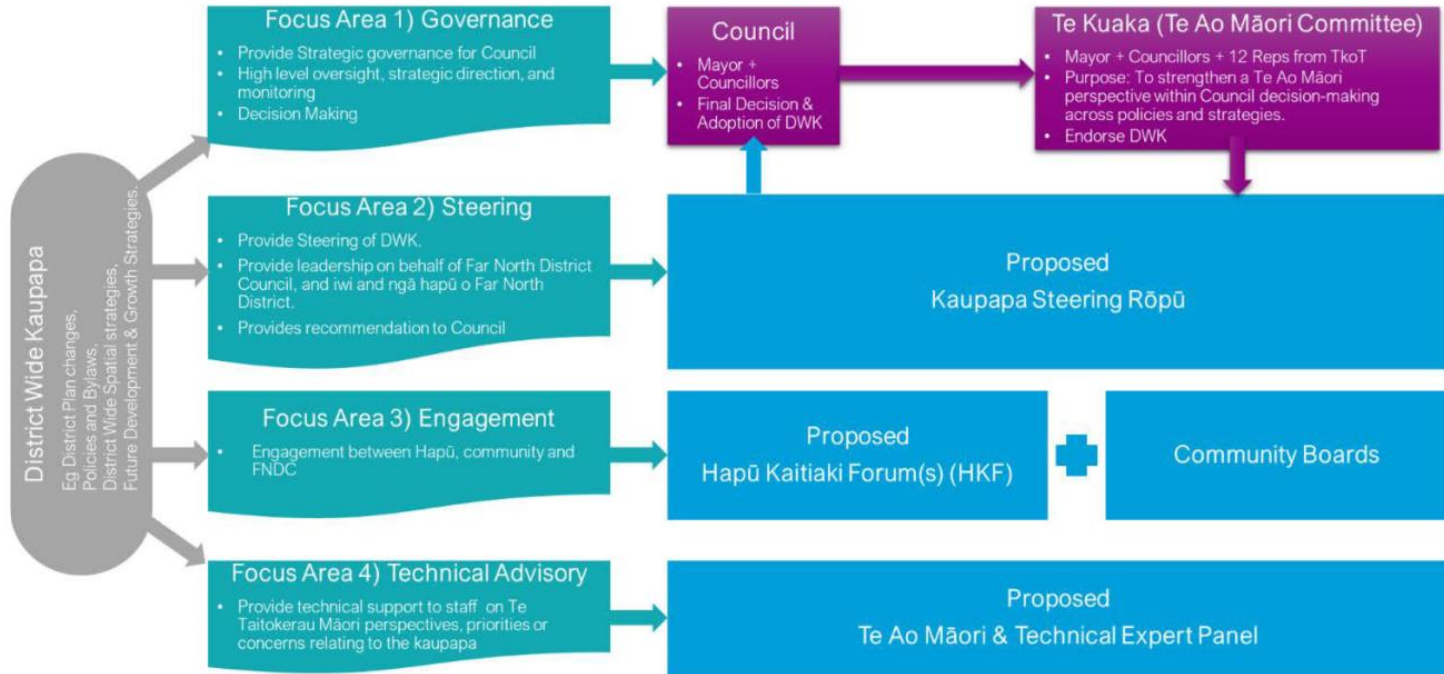


Figure 1: Proposed District Wide Kaupapa Framework (DWF).

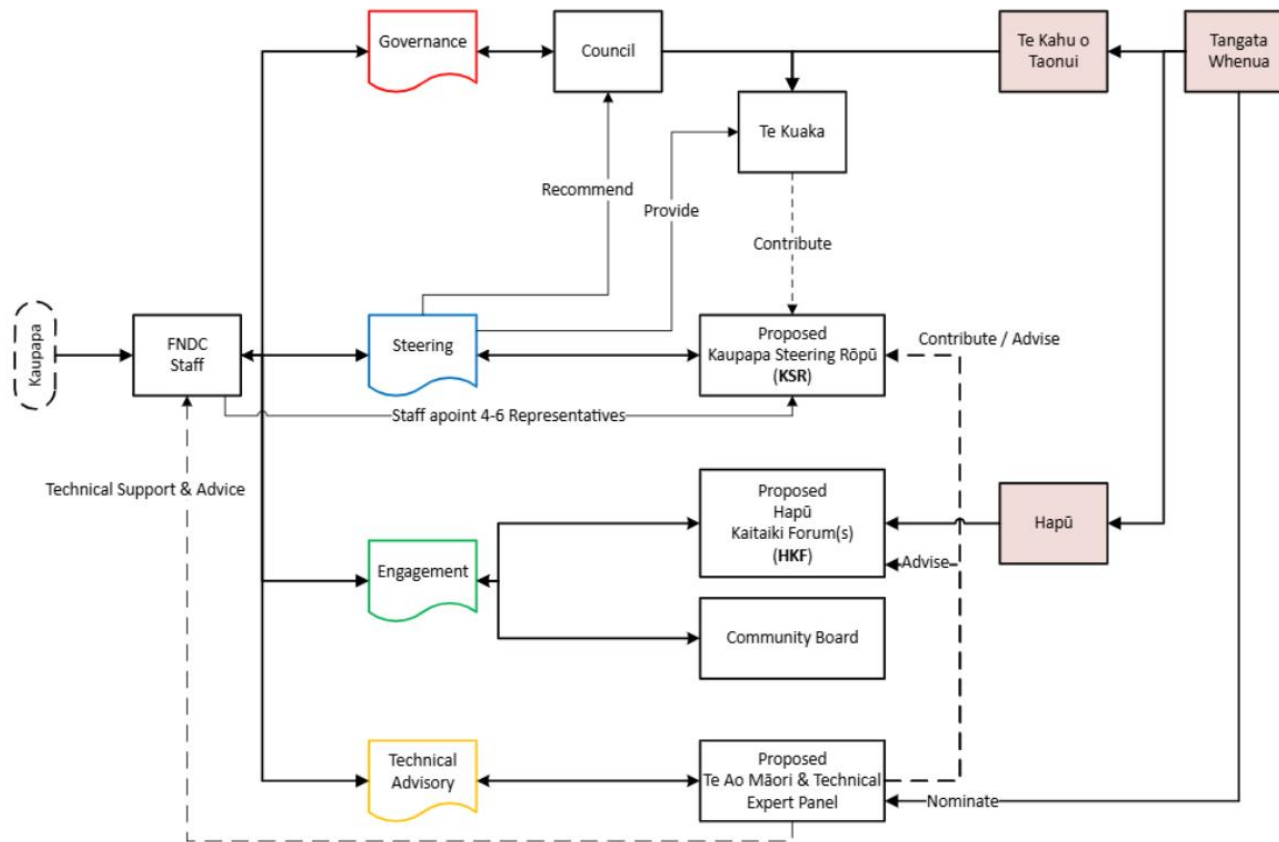
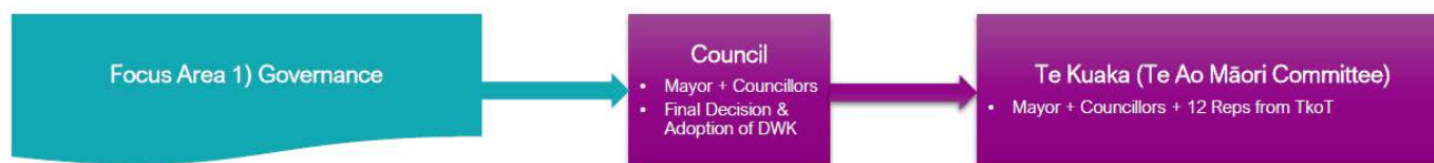


Figure 2: DWK Focus Areas & Staff Interactions

Sensitivity: General

### Focus Area 1) Governance



<p><b>Purpose:</b></p> <ul style="list-style-type: none"> <li>• Provide governance and decision making of district wide kaupapa.</li> <li>• Final Approval by Council.</li> </ul>
<p><b>Summary:</b></p> <ul style="list-style-type: none"> <li>• <b>Strategic Governance:</b> Council provides strategic governance, offering high-level oversight and direction for regionwide strategies and policies.</li> <li>• <b>Te Ao Māori:</b> Through Te Kuaka, the Council strengthens a Te Ao Māori perspective within its decision-making across all policies and strategies.</li> <li>• <b>Regulatory Decision-Making:</b> The Council makes key decisions on regulatory matters, ensuring compliance with regional and national standards.</li> <li>• <b>District-Wide Decisions:</b> The Council is responsible for making strategic decisions that impact the entire district, ensuring alignment with overarching regional goals.</li> <li>• <b>Monitoring and Oversight:</b> The Council continuously monitors the implementation of strategies and policies to ensure they meet strategic objectives and community needs.</li> </ul>
<p><b>Description:</b></p> <p>The Council provides strategic governance through high-level oversight and direction for district-wide strategies and policies. Through Te Kuaka, the Council incorporates Te Ao Māori perspectives into its decision-making processes, ensuring that all policies and strategies include Māori values. It makes regulatory decisions to ensure compliance with regional and national standards.</p> <p>The Council is responsible for making strategic decisions that impact the entire district, aligning these decisions with broader regional goals. Additionally, it monitors the implementation of strategies and policies to ensure they meet strategic objectives and address community needs effectively.</p>
<p><b>Financial Implications:</b></p> <p>This is the status quo. Hence No financial implications.</p>

Sensitivity: General

**Focus Area 2) Steering –Kaupapa Steering Rōpū (KSR)**



<p><b>Purpose:</b></p> <ul style="list-style-type: none"> <li>• Provide oversight and direction for the development of DWK</li> <li>• Provide Strong Te Ao Māori (Te Tai Tokerau) Lens</li> <li>• Provide recommendation to Council</li> </ul>
<p><b>Summary:</b></p> <ul style="list-style-type: none"> <li>• <b>Kaupapa Steering:</b> Provide leadership on behalf of Far North District Council, and iwi and ngā hapū o Te Hiku o Te Ika.</li> <li>• <b>Development:</b> Provide feedback to staff throughout the development of DWK</li> <li>• <b>Te Ao Māori:</b> Seek and consider advice from Te Ao Māori &amp; Technical Experts.</li> <li>• <b>Engagement:</b> Consider feedback gained through Council's communication and engagement processes.</li> <li>• <b>Representation:</b> Comprised of representatives appointed by Te Kuaka. Representatives can be members or non-members of Te Kuaka i.e. subject matter experts, hapū or other iwi reps.</li> <li>• <b>District-Wide Decisions:</b> Provide recommendations in accordance with key responsibilities. No delegated authority.</li> </ul>
<p><b>Description:</b></p> <p>A Kaupapa Steering Rōpū (KSR) is proposed to be established to oversee and guide the development of the DWK and to provide recommendations to the Council. The KSR aims to incorporate a Te Ao Māori (Te Taitokerau) perspective. This group is intended to represent both the Council and the iwi and ngā hapū of the Far North District, ensuring that diverse perspectives are included in the DWK.</p> <p>The KSR's primary responsibilities include providing feedback during the DWK's development process, engaging with Subject Matter Experts (SMEs) for specialised advice, and integrating feedback from the Council's communication and engagement efforts. The group's structure will be adaptable based on the kaupapa, potentially functioning as either a permanent body or being convened for specific initiatives. It is anticipated that representatives to the KSR will be appointed by Staff (in collaboration with Te Hono). Members of the Te Kuaka committee are eligible to be representatives, as well as non-committee members. It is recommended that the members of the KSR are either mandated by Tangata Whenua or have strong Te Ao Māori expertise.</p> <p>While the KSR will provide critical recommendations, it will not have delegated authority, which remains with the Council. A recommendation has been made to have a KSR composed of representatives with Tangata Whenua mandate and/or Te Ao Māori expertise, appointed by Staff (in collaboration with Te Hono).</p>
<p><b>Financial Implications:</b></p> <p>Proposed to be funded from operational budgets. Hence No financial implications.</p>

Sensitivity: General

### Focus Area 3) Engagement – Proposed Hapū Kaitiaki Forum(s) (HKF)



<p><b>Purpose:</b></p> <ul style="list-style-type: none"> <li>• Provide forums for engagement on DWK between Council staff with Hapū &amp; Community</li> <li>• Provide input into DWK from a local level</li> <li>• Give effect to Te Pae o Uta - FNDC Te Māori responsiveness strategy.</li> </ul>
<p><b>Summary:</b></p> <ul style="list-style-type: none"> <li>• <b>Engagement:</b> Provides dedicated forums for engagement between staff, hapū, and community to discuss district-wide strategies and policies.</li> <li>• <b>Local Input:</b> Hapū and community are given opportunities to provide input into regionwide strategies and policies from a local perspective, ensuring grassroots voices are heard.</li> <li>• <b>Strengthening Partnerships:</b> Seeks to build meaningful, mana-enhancing partnerships with tāngata whenua, upholding tikanga and rangatiratanga in decision-making.</li> <li>• <b>Te Tiriti Commitments:</b> Policies and strategies are designed to give effect to Te Tiriti o Waitangi, promoting cultural well-being and ensuring equitable inclusion of Māori in decision-making.</li> <li>• <b>Kaitiakitanga and Rangatiratanga:</b> supports Māori in exercising Tino Rangatiratanga and Kaitiakitanga, fostering Te Tiriti-based relationships that enhance environmental stewardship</li> </ul>
<p><b>Description:</b></p> <p>Alongside the existing Community Engagement (including with Community Boards), the proposed Hapū kaitiaki forums (HKF) aim to establish dedicated spaces for meaningful engagement between Council staff, hapū, and the community on DWK. Currently, engagement with hapū occurs only on a per-project basis through hapū working groups. The HKF seeks to address this by fostering stronger relationships between the Council and hapū, alleviating time and resource pressures, and providing a platform for hapū to influence outcomes that directly impact them.</p> <p>These forums could either be permanent fixtures (recommended) or established for specific kaupapa, focusing on recognising the mana of ngā hapū and integrating their perspectives into both local and district-wide strategies. By creating the HKF, we intend to offer dedicated opportunities for discussing and shaping district-wide strategies and policies, ensuring that local input from hapū and the community is actively heard and considered. This approach is designed to build meaningful partnerships that uphold tikanga and rangatiratanga in decision-making, giving effect to Te Tiriti o Waitangi and promoting cultural well-being.</p> <p>The forums will support hapū in exercising Tino Rangatiratanga and Kaitiakitanga, reinforcing relationships based on Te Tiriti principles and enhancing environmental stewardship. Every hapū will have the opportunity to contribute, and the establishment of these forums will benefit future district-wide engagement efforts. While the HKF will play a crucial role in providing input and recommendations, it will not have delegated authority, which remains with the Council.</p>
<p><b>Financial Implications:</b></p> <p>Proposed to be funded from operational budgets. Hence No financial implications.</p>

Sensitivity: General

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### Focus Area 4) Technical Advisory



<p><b>Purpose:</b></p> <ul style="list-style-type: none"> <li>• Provides advice to Staff and KSR on Te Tai Tokerau Māori perspectives, priorities or concerns relating to the kaupapa.</li> <li>• Gives effect to Te Pae o Uta - FNDC Te Ao Māori Framework.</li> </ul>
<p><b>Summary:</b></p> <ul style="list-style-type: none"> <li>• The Te Ao Māori &amp; Technical Expert Panel is a register of subject matter experts (SME's). Similar to MfE's Making Good Decision Commissioner register.</li> <li>• Tangata whenua can nominate subject matter experts to the Panel. Appointments to panel are to be endorsed by Te Kuaka. It is proposed Te Hono administer the Panel.</li> <li>• SME's can be procured via FNDC procurement policies to assist staff and KSR in development of Kaupapa, and across council workstreams.</li> <li>• Tangata Whenua may also seek SMEs from this panel to provide expertise, technical support and assistance in engagements.</li> <li>• A process for qualifying the "Field of expertise" for each subject matter expert will need to be developed.</li> <li>• It has no delegated authority in relation to the kaupapa</li> <li>• Example disciplines for the SMEs: Te Ao Māori, Maramataka, Taiao Specialist, Planners Engineers etc.</li> </ul>
<p><b>Description:</b></p> <p>A Te Ao Māori &amp; Technical Expert Panel is proposed to be developed at the Council to provide specialised advice to staff and the KSR on Te Tai Tokerau Māori perspectives, priorities, and concerns related to various kaupapa. This initiative is intended to support the implementation of Te Pae ki Uta, FNDC's Māori Responsiveness Strategy.</p> <p>The panel will function as a register of small to medium enterprises (SMEs), akin to the Ministry for the Environment's Making Good Decisions Commissioner register. Tangata whenua will have the opportunity to nominate experts to the panel, with appointments requiring endorsement from Te Kuaka. It is proposed that Te Hono will administer the panel.</p> <p>SMEs can be engaged through Council's procurement policies to assist both staff and the KSR in the development of the kaupapa. A process will need to be established to qualify the "field of expertise" for each panel member, ensuring that the advice provided is relevant and high-quality.</p> <p>The panel will not have delegated authority concerning the kaupapa; its role will be to offer expert guidance and recommendations. This structure aims to ensure that Māori perspectives are effectively integrated into decision-making processes while adhering to Council's commitment to cultural responsiveness and Te Tiriti o Waitangi principles.</p>
<p><b>Financial Implications:</b></p> <p>Proposed to be funded from operational budgets. Hence No financial implications.</p>

## Overview of Current District-wide Strategies

### District Wide Spatial Strategy

The District Wide Spatial Strategy is a planning document that will look at 30 to 50 years plus into the future for our district. It will be informed by Far North 2100 desired outcomes and be focused on how we want our district to grow and function. It can look at how all our settlements, or selected locations work together and how we connect with the wider region. It enables the district to take a long-term spatial view of wellbeing, infrastructure objectives and growth. It will also help to facilitate investment from public and private sector partners and influence any future regional spatial plans.

### Open Spaces Strategy

The Open Spaces Strategy will set the direction for how we protect, provide, and manage our district's public open spaces network (parks, reserves, cycleways, beaches, rivers, playgrounds) to make sure the community can access and enjoy them for generations to come. It looks ahead to the next 30 years and considers the challenges and opportunities we're likely to see, including a changing climate, population growth and change, and advances in technology. The strategy is currently in the development stage. The project has already undertaken some preliminary stakeholder and community engagement and the project team are currently drafting technical chapters for the strategy such as a District Profile which is a stocktake of the open spaces we currently have.

Population growth, economic, and tourism opportunities are leading to more people wanting access to open space areas. In the absence of an open space strategy, it is challenging for Far North District Council to be able to plan consistently. We are prone to the market dictating supply of open space infrastructure or lack of, rather than planning strategically to align with land use changes and priorities. Therefore, decisions are made in an ad hoc manner and there is a risk that valuable spaces can be developed, used, or rezoned for other purposes. The development, protection, and growth, of the open space network and improvements to the quality of open space is increasingly important.

Council staff have already discussed this project with Te Kuaka at a committee meeting late last year.

### Community Adaptation Programme

The Community Adaptation Programme is a series of stages adaptation planning projects where Council supports communities in making decisions on adapting to flooding and coastal hazards, like permanent sea level rise and coastal flooding and inundation. These decisions will become Community Adaptation Plans. Each Plans will take about three years to create. We will work across the district over the next 10 years, over four stages.

1. **Stage One** (2024-26) Hokianga, Whangape and Herekino
2. **Stage two** (2027-29) Kaeo, Waitangi-Paihia
3. **Stage three** (2030-32) Awanui, Ahipara, Taipa, Tokerau, Hihi
4. **Stage four** (2033-35) Matauri, Rangitane, Purerua, Russell.

Community is at the centre of this process. There will be focused engagement with groups, organisations, neighbourhoods, schools, etc that make up different communities. There will also be community-wide consultation and opportunities for input. We will work with iwi, hapū, marae and whānau across takiwā, rohe and haukāinga areas of interest. How Tangata Whenua will be involved in this process will be determined by local context and tikanga and will be developed and endorsed by iwi-hapū.

## **DRAFT - Terms of Reference – Kaupapa Steering Rōpū (KSR)**

### **1.0 Purpose**

The Kaupapa Steering Rōpū (KSR) is established to provide strategic oversight, direction, and leadership for the development and implementation of the District-Wide Kaupapa (DWK) framework. The KSR ensures that the DWK reflects the principles of Te Ao Māori (Te Tai Tokerau), integrates the perspectives of iwi, hapū, and stakeholders, and supports district-wide initiatives.

Initially, the KSR will oversee the development of the Open Spaces Strategy and District-Wide Spatial Strategy, with the potential to expand its role to include future initiatives based on Council priorities, iwi aspirations, and stakeholder engagement outcomes.

The KSR will:

- Provide leadership and advocacy on behalf of the Far North District Council (Council), iwi, and ngā hapū o Far North District.
- Offer ongoing feedback and guidance to staff in the development of the DWK framework.
- Ensure alignment with the principles, values, and aspirations of Te Ao Māori (Te Tai Tokerau).
- Collaborate with other governance groups and workstreams to promote alignment and avoid duplication.
- Seek and incorporate advice from Te Ao Māori practitioners and technical experts.
- Integrate feedback from Council's communication and engagement processes.
- Maintain transparency and foster stakeholder and community trust.
- Provide regular reporting to the Te Kuaka committee, including progress updates, challenges, and recommendations.
- Make recommendations to Council while recognising that final decision-making authority rests with the Council.

### **2.0 Membership**

#### **Composition**

The KSR will consist of representatives with diverse expertise and perspectives, including:

- Councillors.
- Iwi and hapū leaders mandated by Tangata Whenua.
- Subject Matter Experts (SMEs) with technical or cultural expertise.

#### **Criteria for Selection**

- Members should represent a balance of iwi, hapū, and regional perspectives.
- Members must have expertise in Te Ao Māori or subject matter relevant to the DWK framework.
- Inclusivity will be prioritised to ensure a range of voices, including gender and generational diversity.

- Members must have formal mandates from their iwi or hapū to ensure legitimacy and accountability.

#### **Structure and Appointment**

- Membership will range from a minimum of 4 members to a maximum of 6 members.
- Representatives will be appointed by Council staff in collaboration with Te Hono.
- A chairperson will be appointed by staff, considering the KSR recommendations.
- Members will serve for the same term as the KSR, with provisions for replacements in case of resignation or unavailability.

#### **Succession and Continuity**

- In the event of a member's resignation or unavailability, staff will appoint a replacement in collaboration with Te Hono to ensure continuity of the KSR's work.
- Members are expected to actively participate in meetings and represent their communities effectively.

#### **3.0 Meetings**

- Meetings will be held monthly or as required, based on the progress and needs of the DWK programme.
- Hybrid meeting options (in-person and online) will be available to ensure accessibility for all members.
- Agendas will be distributed at least one week prior to each meeting.
- Minutes, including key decisions, actions, and unresolved issues, will be circulated within one week after each meeting.
- As the programme progresses, the frequency of meetings may be reviewed and adjusted.
- Non-confidential summaries of key discussions and decisions may be shared publicly to ensure transparency with stakeholders.

#### **4.0 Duration**

- The KSR will have an initial term of 12 months, which may be extended by staff in consultation with the group.
- The KSR's term will continue until the agreed programme of work is completed, subject to periodic reviews.
- 

#### **5.0 Accountability and Reporting**

The KSR will:

- Provide regular, structured progress reports to the Te Kuaka committee, including:
  - Updates on work completed.
  - Identified risks, challenges, and opportunities.
  - Feedback from stakeholders and how it has been integrated.
  - Recommendations for Council consideration.

- Maintain clear documentation of all recommendations, decisions, and actions.
- Resolve disputes or unresolved issues through escalation to the Te Kuaka committee or other governance bodies.

#### **6.0 Evaluation and Key Performance Indicators (KPIs)**

The success of the KSR will be evaluated through:

- Timely completion of the agreed programme of work.
- Quality and impact of recommendations made to Council.
- Effective integration of Te Ao Māori principles into district-wide initiatives.
- Stakeholder satisfaction with the KSR's processes and outcomes.
- Evidence of meaningful collaboration and alignment with other governance structures.

#### **7.0 Remuneration**

- Remuneration for KSR members will align with Council policy and include:
  - Payment for Māori technical expertise and meeting participation.
  - Reimbursement for travel and other reasonable expenses incurred in fulfilling duties.
- Clear communication of rates and allowances upon appointment.
- Remuneration policies will ensure equity, recognising the value of cultural expertise alongside technical expertise.

#### **8.0 Confidentiality and Conflict of Interest**

- Members must maintain confidentiality regarding sensitive information shared within the KSR.
- Members are required to disclose any conflicts of interest at the earliest opportunity and abstain from related discussions or decisions.
- Conflicts of interest will be managed through transparent procedures, including the potential replacement of conflicted members or assigning alternate decision-makers for specific issues.

## **DRAFT - Terms of Reference – Kaupapa Steering Rōpū (KSR)**

### **1.0 Mission, Vision and Values**

**Vision:** He Whenua Rangatira – A district of sustainable prosperity and wellbeing

**Mission:** He Ara Tāmata – Creating Great Places Supporting our People

**Values:**

- Manawatōpū: Unity of purpose and working together
- Kaitiakitanga: Environmental stewardship and sustainability
- Mana tangata: Respect and fairness
- Te Tiriti o Waitangi: Partnership
- Tū tangata: Strong cultural identities
- Whanaungatanga: family, community, connecting and sharing
- Huringa ā mua: Transformational/Future-focused decisions



### **2.0 Purpose**

The Kaupapa Steering Rōpū (KSR) is established to provide strategic oversight, direction, and leadership for the development and implementation of the District-Wide Kaupapa (DWK) framework. The KSR ensures that the DWK reflects the principles of Te Ao Māori (Te Tai Tokerau), integrates the perspectives of iwi, hapū, and stakeholders, and supports district-wide initiatives.

Initially, the KSR will oversee the development of the Open Spaces Strategy and District-Wide Spatial Strategy, with the potential to expand its role to include future initiatives based on Council priorities, iwi aspirations, and stakeholder engagement outcomes.

The KSR will:

- Provide leadership and advocacy on behalf of the Far North District Council (Council), iwi, and ngā hapū of the Far North District.
- Offer ongoing feedback and guidance to staff in the development of the DWK framework.
- Ensure alignment with the principles, values, and aspirations of Te Ao Māori (Te Tai Tokerau).
- Collaborate with other governance groups and workstreams to promote alignment and avoid duplication.
- Seek and incorporate advice from Te Ao Māori practitioners and technical experts.

- Integrate feedback from Council's communication and engagement processes.
- Maintain transparency and foster stakeholder and community trust.
- Provide regular reporting to the Te Kuaka committee, including progress updates, challenges, and recommendations.
- Make recommendations to Council while recognising that final decision-making authority rests with the Council.

### 3.0 Membership

#### Composition

The KSR will consist of representatives with diverse expertise and perspectives, including:

- Elected Members.
- Iwi and hapū leaders mandated by Tangata Whenua.
- Subject Matter Experts (SMEs) with technical or cultural expertise (mandated).
- Rangatahi mangai (non-mandated; KSR approved).

#### Criteria for Selection

- Members should represent a balance of iwi, hapū, and regional perspectives.
- Members must have expertise in Te Ao Māori or subject matter relevant to the DWK framework.
- Inclusivity will be prioritised to ensure a range of voices, including gender and generational diversity.
- Iwi and hapū representatives must have formal mandates from their iwi or hapū to ensure legitimacy and accountability.

#### Structure and Appointment

- Membership will be sufficient to provide representation reflecting the breadth of iwi interests across the district to a maximum of 10 non-elected members.
- Representatives will be appointed by Council staff in collaboration with Te Hono.
- A chairperson will be appointed by staff, considering the KSR recommendations.
- Members will serve for the same term as the KSR, with provisions for replacements in case of resignation or unavailability.
- Elected Members will select 2 members to sit on the roopu in each new triennium.

#### Succession and Continuity

- In the event of a member's resignation or unavailability, staff will appoint a replacement in collaboration with Te Hono to ensure continuity of the KSR's work.
- Members are expected to actively participate in meetings and represent their communities effectively.

### 4.0 Meetings

- Meetings will be held monthly or as required, based on the progress and needs of the DWK programme.

- Hybrid meeting options (in-person and online) will be available to ensure accessibility for all members.
- Agendas will be distributed at least one week prior to each meeting.
- Minutes, including key decisions, actions, and unresolved issues, will be circulated within one week after each meeting.
- As the programme progresses, the frequency of meetings may be reviewed and adjusted.
- Non-confidential summaries of key discussions and decisions may be shared publicly to ensure transparency with stakeholders.

### 5.0 Duration

- The KSR will have an initial term of 12 months, which may be extended by staff in consultation with the group.
- The KSR's term will continue until the agreed programme of work is completed, subject to periodic reviews.

### 6.0 Accountability and Reporting

The KSR will:

- Provide regular, structured progress reports to the Te Kuaka committee, including:
  - Updates on work completed.
  - Identified risks, challenges, and opportunities.
  - Feedback from stakeholders and how it has been integrated.
  - Recommendations for Council consideration.
- Maintain clear documentation of all recommendations, decisions, and actions.
- Resolve disputes or unresolved issues through escalation to the Te Kuaka committee or other governance bodies.

### 7.0 Evaluation and Key Performance Indicators (KPIs)

The success of the KSR will be evaluated through:

- Timely completion of the agreed programme of work.
- Quality and impact of recommendations made to Council.
- Effective integration of Te Ao Māori principles into district-wide initiatives.
- Stakeholder satisfaction with the KSR's processes and outcomes.
- Evidence of meaningful collaboration and alignment with other governance structures.

### 8.0 Remuneration

- Remuneration for KSR members will align with the ***Appointed Members Allowance Policy*** and include:
  - Payment for Māori technical expertise and meeting participation.

- Reimbursement for travel and other reasonable expenses incurred in fulfilling duties.
- Clear communication of rates and allowances upon appointment.
- Remuneration policies will ensure equity, recognising the value of cultural expertise alongside technical expertise.

#### **9.0 Confidentiality and Conflict of Interest**

- Members must maintain confidentiality regarding sensitive information shared within the KSR.
- Members are required to disclose any conflicts of interest at the earliest opportunity and abstain from related discussions or decisions.
- Conflicts of interest will be managed through transparent procedures, including the potential replacement of conflicted members or assigning alternate decision-makers for specific issues.

## 5 NGĀ PŪRONGO TAIPITOPITO / INFORMATION REPORTS

### 5.1 WHENUA MĀORI - FREEHOLD LAND RATING RELIEF UPDATE

**File Number:** A5629589

**Author:** Zena Tango, Team Leader - Transaction Services

**Authoriser:** Charlie Billington, Group Manager - Corporate Services

#### TAKE PŪRONGO / PURPOSE OF THE REPORT

The purpose of this report is to update Te Kuaka Committee for Strategic Māori Relationships (Te Kuaka) on the work completed by the Whenua Māori Working Group (the Working Group) last rating year.

#### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

- The Working Group was established to ensure Far North District Council (FNDC) provides ongoing support to Māori Freehold Landowners;
- The Working Group has committed to a holistic approach with cross Council collaboration and community engagement to achieve key outcomes of reducing debt levels, clarifying rating information, reducing barriers to land use and development, stimulating regional growth, and enhancing understanding of Whenua Māori.

#### TŪTOHUNGA / RECOMMENDATION

**That Te Kuaka Committee for Māori Strategic Relationships for Strategic Māori Relationships receive the report Whenua Māori - Freehold Land Rating Relief Update.**

#### TĀHUHU KŌRERO / BACKGROUND

The Working Group was formally established to ensure that Far North District Council (FNDC) continues to provide meaningful and sustained support to Māori Freehold Landowners. The group has implemented a holistic, cross-Council approach that actively involves community engagement.

Through this collaborative effort, the Working Group has completed actions aimed at:

- Reducing debt levels for Māori Freehold Landowners
- Clarifying rating information and improving transparency
- Reducing barriers to land use and development
- Supporting and stimulating regional economic growth
- Enhancing understanding and awareness of Whenua Māori across the organisation and community

The following activities collectively demonstrate the Working Group's commitment to enabling better outcomes for Māori Freehold Land and its owners.

#### MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS

##### Rating reviews

A total arrears balance of \$1,035,756.90 for 239 properties, has been written off since the start of the working group was established, in April 2024. \$437,894.44 of the above is the CE write offs that have been processed.

For the last rating year we received payments of \$2,387,756.78 towards Whenua Māori rates. \$5,437,536.03 was the total amount of rates struck for the previous rating year.

**Remissions applied to Whenua Māori:**

For the 2024/2025 year we received and/or applied remissions to 510 Whenua Māori properties, this is slightly up from the 482 applications we received/applied in the prior year.

Period	Remission Type	Number of properties
2025	Common-Use Properties	25
2025	Enabling Housing Development on MFL (Yr 1-3)	1
2025	Incentivizing Māori Economic Development (Year 5)	1
2025	ML04/01 Māori Freehold Land Not Used	105
2025	Papakainga on Māori Freehold Land	334
2025	Properties Spanning Multiple Districts	1
2025	Remission of Charges on Contiguous Properties	35
2025	Remission of Rates on Land (QEII Covenant)	4
2025	School Sewerage Charges	3
2025	Incentivizing Māori Economic Development (Year 1)	1

**Request For Service (RFS) data**

Revenue Recovery, Te Hono and the Rating team received 327 requests for service in the past year in relation to Whenua Māori queries.

**Geospatial Mapping**

Due to the ongoing vendor issues which include corrupted data, base map issues and the vendors multiple health concerns, the Revenue Recovery team started manually reviewing the 2501 rateable accounts.

The vendor had delivered the artificial intelligence feature extract to Far North District Council. We then supplied the satellite imagery to Innvex for our feature extractions, once uploaded the file was incorrect and the feature did not line up with the basemap. The vendor ran a new extraction for FNDC. We are in the process of analysing the data and verifying the accuracy of the AI (Artificial Intelligence) outputs. Validation is being conducted using the LINZ Building Outline dataset and Resource Consent data.

The team aim to complete this work by the end of August 2025.

Last rating year the Revenue Recovery team manually reviewed 763 accounts. From this data 178 accounts need further investigation. During the review process we now have 2306 rateable Whenua Māori accounts.

Review	Contact details	Used	Payment			Living	GT	
			Current	arrangements	Remission			
YES		571	678	426	179	141	698	10
NO		190	0	337	584	583	18	748
Needs more information		2	85	0	0	39	47	5
<b>Total</b>		<b>763</b>	<b>763</b>	<b>763</b>	<b>763</b>	<b>763</b>	<b>763</b>	<b>763</b>

## Engagement

The 2024/2025 engagement plan set for the working group was to focus on providing ongoing support to Whenua Māori owners as well as a cross council holistic approach to community engagement, reducing debt levels, clarifying rating information, reducing barriers to whenua use and development, as well as an enhanced understanding of Whenua Māori throughout our region and most importantly within FNDC.

The following was proposed to SLT and to Te Kuaka Committee:

- **Workshops:** Hosting workshops to receive feedback and ensure points of view are considered prior to engaging in Marae visits
- **Marae Visits:** Engaging with Māori Freehold Landowners through Marae visits.
- **Online Platforms:** Developing culturally relevant online engagement platforms with videos, articles, interactive maps, and dedicated web pages. Engagement will also include emails, surveys, and social media content.
- **Cultural Festivals and Events:** Participating in or sponsoring events that celebrate Māori culture to foster informal interactions and relationship-building.

## Workshop

A Whenua Māori focus group session was held in Kaikohe to ascertain the real-life hurdles that are preventing development of whenua Māori, to fact check our information and ensure it is relevant and understands the intricacies of Māori Freehold Land. We had 17 attendees who provided us with valuable insight and feedback that was utilised in the remainder of our engagement plan.

## Learning and Development

A Whenua Māori training presentation as well as a comprehensive Promapp for customer facing roles has been developed and rolled out throughout FNDC, including a full presentation to all staff on Whenua Māori.

## Marae visits

We held five Marae hui throughout the Far North– which were well represented by staff, with attendance by Te Kooti Whenua Māori. The consensus received from over 115 attendees was welcomed and provided us with valuable insights to what we can deliver better and how we incorporate that into future hui.

The marae hui held were:

Date	Marae
23 Nov 2024	Waipuna Marae
16 Dec 2024	Ōtiria Marae
14 Mar 2025	Haititaimarangai Marae
07 Apr 2025	Roma Marae
07 Jun 2025	Te Tii Waitangi Marae

## Cultural events

Members of the working group attended multiple cultural events to promote the Whenua Māori Marae Hui and provide information brochures on Whenua Māori.

## Online platforms

Social media posts/reels data analysis of marae hui:

- Waipuna Marae – 1051 views, reached 511 people and 7 interactions.
- Ōtiria Marae – 4217 views, reached 881 people and 21 interactions.
- Roma Marae – 20,926 views, reached 19,643 people and 303 interactions.
- Haititamarangai Marae postponed hui – 51,827 views, reached 32,450 people and 379 interactions.
- Te Tii Waitangi Marae – 54,532 views, 821 likes and interactions and 197 shares.

### **Updates**

The team will provide verbal updates on any changes that have occurred since the report was submitted, at the committee meeting.

A more comprehensive report will be presented at the next hui 19 April 2026.

### **PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

Provision is made for doubtful debts in relation to the general arrears and Māori Freehold Land arrears owed to council. This is reviewed on a yearly basis and updated accordingly in line with council auditors.

Financial implications are relevant to the engagement plan as budget is required to fund this activity.

### **ĀPITIHINGA / ATTACHMENTS**

**Nil**

## 5.2 NGĀ KAUPAPA MĀORI / MATTERS OF IMPORTANCE TO MĀORI

**File Number:** A5629595

**Author:** Llani Harding, Pouhautū Te Hono - Manager - Te Hono

**Authoriser:** Aaron Taikato, Manuhautū Te Hono – Group Manager Te Hono

### TAKE PŪRONGO / PURPOSE OF THE REPORT

To provide Te Kuaka Committee for Strategic Māori Relationships (Te Kuaka) with a report on Ngā Kaupapa Māori / Matters of Importance to Māori from the last Te Kuaka hui September, 2025 to March, 2026.

### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

- Te Kuaka is committed to ensuring that the work of the Committee is carried out in a way that enhances the social, economic, cultural, and environmental wellbeing of the Far North District and assist Council as appropriate in conducting and maintaining effective, good faith working relationships with the Māori community.
- Ngā Kaupapa Māori / Matters of Importance to Māori are raised at Council meetings and/or by the Kahika/Mayor and Councillors, Te Kahu o Taonui Iwi Representatives or members of the public. This report serves as a mechanism to provide Te Kuaka Committee with an update on matters from the last hui in the previous triennium to the first sitting in the current triennium.

### TŪTOHUNGA / RECOMMENDATION

**That Te Kuaka Committee for Māori Strategic Relationships receive the report Ngā Kaupapa Māori / Matters of Importance to Māori .**

### TĀHUHU KŌRERO / BACKGROUND

This report, Ngā Kaupapa Māori / Matters of Importance to Māori, serves as a mechanism to provide Te Kuaka with updates on the kaupapa / matters pertaining to Māori that council were involved in through the year.

### MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS

[Peowhairangi ki Whangaroa Wāri - Māhuru 2025 ki Poutūterangi 2026 – Bay of Islands-Whangaroa Ward – September 2025 – March 2026](#)

#### **30/09/25 – Mana Ōrite Relationship Agreement formalisation:**

Te Mana Ōrite Relationship Agreement signing at Pokapū Hauora Community Hub – Kāeo. Following months of negotiations with Te Rūnanga o Whaingaroa, the agreement was formalised between Council and Iwi.



### **10/10/25 – Civic Engagement Support**

Te Hono supported the Civic Engagement & Education team with the Mobile Ballot Box tour at Te Kura Kaupapa Māori o Taumārere. This kaupapa aimed to support communities within Taumārere to vote in the Local Elections.

### **16/10/25 – FNDC Online Content Creation:**

Te Hono supported the Communications and Engagement team in producing a series of Interview videos with Francis Goulten from Whangaroa Artists Collective and Rāniera Kaio explaining the reasons for using Wenua Rangatira as opposed to Whenua Rangatira in their art installation at the Kāeo roundabout.

This kaupapa recognises kōrero tuku iho and Mātauranga Māori within Iwi and further supports Councils objectives in supporting Te Reo and Tikanga Māori utilisation throughout the district.

This kōrero was posted on FNDC Youtube channel - <https://www.youtube.com/watch?v=tQYd28thpyY>

### **20-22/10/25 – Māori Housing Conference**

Council were premium sponsors to the Bi-annual Māori Housing Conference hosted by Te Hauora o Ngāpuhi at Waitangi. Council were invited to support the Māori Housing Conference with a Council stall at the conference. The FNDC stall focussed heavily on providing information to visitors on Council services that impact the eco-system of Housing including Rating advice, Planning advice, Resource Consents and Building Consents and Funding support.

### **24/10/25 – Blessing Hine Pāpara Waka Tauā**

Council supported and attended the blessing of Ngāti Rēhia waka tauā Hine Pāpara, a 14-metre 24-paddler waka carved from a storm-fallen kauri in Ōmahuta Forest. The waka is stationed at a purpose-built whare-waka in the Kerikeri Basin located near Te Ahurea Centre (formerly Rewa's Village).

This project aims to revive traditional seafaring culture and to enhance local pride.

Council support to Ngāti Rēhia is a goal of Te Rauora-Reorua Strategy in ensuring that Places and spaces are reflective of the narrative in both Reo signage and also Toi Māori within Ngāti Rēhia areas of interest.

### **14/11/25 – Hōkūle'a and Hikianalia double-hulled waka (canoe) visit – Honouring 40 Years of Connection**

Council supported and attended the arrival of Hōkūle'a and Hikianalia double-hulled oceanic-voyaging vessels as part of the 40<sup>th</sup> anniversary of the first visit by Hōkūle'a.

The first visit of the Hōkūle'a was the catalyst to revive traditional navigation practices. At the time they were gifted the name Ngāti Ruawāhia by Tā Himi Hēnare (Sir James Hēnare), referring to them as "The Sixth Tribe" of Te Taitokerau; a special and honorary designation. It was bestowed upon

Hawai'i in recognition of the historic landfall and the extraordinary pride and resolve it inspired in the hearts of multiple generations of people throughout Aotearoa, the Pacific, and around the world.

Council supported this kaupapa by providing Traffic Management Plan support. Elected Members presence further reflects Councils commitment to supporting Iwi, Hapū and Marae with Community lead events.

### **25/11/25 – Hapū Engagement Hui, Ōtiria Marae.**

This initiative was established through the development of a Hapū Engagement Strategy (Internal) within Te Hono.

The purpose of the strategy is to ensure Hapu engagement is targeted, beneficial and achieves outcomes for both Hapū and Council by having planned hui within wards alongside hapū members.

The Pēowhairangi ki Whangaroa Wāri (Bay of Islands-Whangaroa Ward) Hapū Engagement Hui hosted by Ōtiria Mare was 1 of 3 Hui held within Quarter 2. Hapū from the Eastern Ward were invited to an information presentation from Te Hono. Attendees included local hapū representatives from Ngāti Hine, Ngāti Rāhiri, Ngāti Kōpaki and Ngāti Te Ara, Elected Members and Council staff.

The kōrero centred around services provided by Council to support hapū aspirations, including information about the request for services, dust matrix and roading.

A direct outcome from this engagement was raising an RFS to remedy a trip hazard directly outside the Hundertwasser which was closed within 10 days. It was noted there is a high desire for repeat Whenua Māori Engagement hui alongside Te Kooti Whenua Māori and Te Puni Kōkiri.

### **09-10/01/26 – Ruapekapeka 180<sup>th</sup> years.**

Council staff and Elected Members, including Kahika Moko Tepania, Kohepu Chicky Rudkin, Kaikaunihera Allen and Rākena, attended the Te Mere Whakakopa hui at Kawiti Marae, Waiomio supported by Council staff.

Council provided support through the provision of Council gazebos to shelter manuhiri (visitors) as they gathered before their haka pōwhiri.

Te Mere Whakakopa is a significant historical greenstone club gifted by Hone Heke to Te Ruki Kawiti in January 1845, symbolising a pact to wage war against British colonial authority, which was seen as defiling Māori sovereignty. It was smeared with human excrement, representing the contamination of Māori authority. This symbol was the focus of the 180<sup>th</sup> anniversary commemorations of the Battle of Ruapekapeka. Here is a clip shot for FNDC's Youtube channel with Kaikaunihera Allen and Ngāti Hine rangatira Pita Tīpene on the significance of the celebrations.

<https://www.youtube.com/watch?v=VV1GbIK8VcY>

Other activities during the series of hui were the unveiling of Pou Ihi, which can be seen at the intersection of State Highway One and Ruapekapeka Road, and 12 pou atop Ruapekapeka Pā as follows;

#### **Ngā Tūpuna Pou:**

1. 'Whiti' Te Kapotai Pou
2. 'Tū Mataara' Ngāti Hau Pou
3. 'Pare' Te Kapotai Pou
4. 'Ko Tū, Ko Rongo' Ngāti Hau/ Hao Pou
5. 'Te Hā o Te Whenua' Northern Pou - Te Rarawa
6. 'Tū Te Taurapa' Eastern Pou - Te Waiariki Ngātiwai
7. 'Whakamaumahara' Western Pou - Ngāti Whātua
8. Rongo Taketake Southern Pou - Ngā Iwi o Te Motu
9. 'Huiarau' Ngāti Manu Pou
10. 'Ruapekapeka' Ngāti Manu Pou



11. 'Tao Whakahoro' Ngāti Hine Pou
12. 'Tao Whakawāhine' Ngāti Hine Pou

### **01-05/02/26 – Waitangi Week, 186 years.**

Waitangi Week 186<sup>th</sup> commemorative celebrations.

Council again supported the five days of activities prior to the official day acknowledging the signing of Te Tiriti o Waitangi.

Council provided financial support and services in kind, including assisting with the Transport Management Plan, installing bollards (temporary as well as permanent) and securing public reserves, mowing reserves and rubbish clearing as well as extra public toilets and servicing, Compliance and Monitoring of Reserves and no camp zones during the week.

Council staff attended many pōwhiri during the week alongside Elected Members assisting with Taumata responsibilities, further supporting Councils role in working alongside Iwi and Hapū within the community.

A highlight of the celebrations this year which also contributed to a relatively smoother journey into Waitangi was the blessing and re-opening of the newly sealed Haruru Falls Road attended by Minister Jones and other parliamentarians. This project was funded by Kanoa Regional Economic Development Agency and supported by Council and Waitangi National Trust providing an additional emergency route via Haruru Falls.

### **20/02/26 - Patukeha Iwi Hapū Management Plan Workshop**

The Iwi Hapū Environmental Management Plan adopted by Council in September 2025 alongside Patukeha was further acknowledged through the attendance of staff alongside Te Patukeha Hapū representatives and practitioners. This workshop provided an opportunity for hapū members to discuss the aspirations and historic context to them creating their environmental plan and to also specifically highlight areas of interest for Council staff practitioners.

### **Ngā Kaupapa Māori- Kaikohe ki Hokianga Wāri - Māhuru 2025 ki Poutūterangi 2026 – Kaikohe-Hokianga Ward – September 2025 – March 2026**

#### **15/08/2025 - Mana Whakahono Ā Rohe**

On August 15<sup>th</sup>, 2025, the signing of a Mana Whakahono Ā Rohe between Te Rūnanga Ā Iwi Ō Ngāpuhi and Te Kaunihera o Te Hiku o te Ika (Far North District Council). The Mana Whakahono ā Rohe between Ngāpuhi and the Far North District Council is significant because it creates a formally recognised partnership that strengthens how both sides work together on environmental planning, resource management, and local decision-making. It establishes a framework for early, consistent engagement with Iwi and Hapū, ensuring Ngāpuhi perspectives, cultural values, and kaitiaki responsibilities are embedded in council processes. This agreement also rebalances the relationship by recognising Ngāpuhi the largest Iwi in Aotearoa and an essential partner in shaping the future of the Far North. The value it brings includes better collaboration, improved trust, more culturally grounded decisions, and a shared approach to managing land, water, and development across the rohe (territory). It also gives both parties a stable, long-term mechanism for cooperation, reducing conflict and creating more effective outcomes for communities.



### 19/09/2025 - Te Wiki o Te Reo Māori

The hīkoi held in Kaikohe on 19 September, 2025, as part of Te Wiki o te Reo Māori (Māori Language Week) carried deep significance for the community because it brought together local schools, whānau (family), and kaumātua (elders) to celebrate the 50th anniversary of Māori Language Week. It was a collective expression of pride, unity and commitment to strengthening te reo Māori across the rohe (territory). The march followed a route through the Kaikohe township and involved around 400 tamariki and kōhanga reo children, supported by parents and community members, showcasing the mana and Kotahitanga (unity) of the town as they moved together up through Broadway and surrounding streets. The event was guided by respected local leaders, including kaumātua, Rangatira (leader, chief), and Kīngi Rākete-Tane of Te Kura Kaupapa Māori O Kaikohe, whose presence reinforced the cultural authority and intergenerational leadership behind the kaupapa. The hikoi (march) highlighted the ongoing revitalisation of te reo (language) Māori, the role of kura (school) and kōhanga reo (preschool) in nurturing language, and the importance of a visible with a community-led celebration in keeping the reo strong for future generations.

Council staff supported the event with the provision of a Mobile Ballot box tour organised by the Civic Engagement and Education team as well as a Council stall offering support on council services. Council staff have committed to working alongside the Working Group in 2026 and have provided support for funding applications to further strengthen the Kaupapa of a Reorua town.



### **19/11/2025 - Kaikohe Placemaking/ Broadway Spring Clean**

A committee made up of Far North District Council staff, the Kaikohe Business Association, and hapū representatives oversaw this project, ensuring it reflected both community aspirations and cultural values. Their collaboration meant the clean-up wasn't just cosmetic but part of a broader placemaking effort to strengthen Kaikohe and its identity and support the long-term revitalisation of the community. The result was a noticeably cleaner and a brighter Broadway main road, improved business confidence, and a renewed sense of community ownership over the town centre. The project also helped build stronger working relationships between council, local businesses, and mana whenua, laying groundwork for future improvements across the rohe.

### **8/12/2026 – Hapū Engagement**

This initiative was established through the development of a Hapu Engagement Strategy (Internal) within Te Hono.

The purpose of the strategy is to ensure Hapu engagement is targeted, beneficial and achieves outcomes for both Hapu and Council by having planned hui within wards alongside Hapu members.

The Kaikohe ki Hokianga Ward Hapū Engagement Hui hosted at Kohewhata Marae was 1 of 3 Hui held within Quarter 2. Hapū from the Western Ward were invited to an information presentation from Te Hono. Attendees included local hapū representatives from Te Uri O Hua, Ngāti Kura, Te Takotokē, Ngāti Tautahi, Ngāi Tuteauru, Te Matarahurahu, Ngāti Whakaeke, Elected Members and Council staff.

The kōrero centred around services provided by Council to support hapū aspirations, including information about the request for services, dust matrix and roading. Hapū want to be invited to attend council hui, including Te Kuaka, to understand how decisions are made and how they can participate more effectively for their community. Hapū also seek recognition of their rangatiratanga and individual authority and want pathways such as the Good Decisions course to strengthen their involvement in council decision-making. It was also mentioned that hapū want FNDC to align engagement with Te Pae o Uta, IHEMP, and the Hapū Engagement Framework, ensuring that council processes reflect tikanga, kaitiakitanga, and hapū authority

This supports transparency, capability building, and relationship strengthening.

### **18/12/2025 - Wairoro Stream Water Take**

The Wairoro Stream water take is designed to strengthen Kaikohe's long-term drinking-water security, but it also carries important Māori and cultural significance because Wairoro is a living taonga (treasure) with deep whakapapa (genealogy) connections for mana whenua (local hapu authority). The project aims to draw water in a way that supports the town's resilience during droughts while protecting the stream's mauri (life force, essence), which ecological assessments show is already under pressure from low flows and nearby wastewater activity.

For Māori, the positive effects come from ensuring the water-take is paired with restoration work across Kaikohe waterways, a wider programme recognised as essential for the community's wellbeing and environmental health. By involving hapū such as Ngā Hapū o Kaikohe and Te Uri o Hua, the project embeds kaitiakitanga (guardianship) into decisions, strengthens cultural guardianship, and helps maintain the spiritual and ecological integrity of the awa (stream, river). This approach supports both reliable water for the town and the protection of a culturally significant waterway, aligning community needs with the values and responsibilities of mana whenua

Council (Far North District Council) has received funding through an application which is the IAF (Infrastructure Acceleration Fund) to upgrade Kaikohe water treatment system. Council has engaged with hapū to provide a CIA (Cultural Impact Assessment) that would further add more participation and guidance from haukāinga knowledge.

The Wairoro water-take is still in the early-mid project phase, sitting between design development and pre-consenting, with some components already funded and committed through the Infrastructure Acceleration Fund (IAF).

### **12/02/2026 - Te Rā o Māngūngū**

On 12 February 2026, Ngā Uri Whakatupu o Hokianga hosted the 186th Māngūngū Celebrations at Māngūngū Mission, the site of the largest signing of Te Tiriti o Waitangi. The event brought together iwi (tribe), hapū (subtribe), schools, community groups, and manuhiri (guests) to acknowledge the history of the 1840 signing and the leadership of the 64 rangatira (leaders/chiefs) who signed their names on the document. The day reflected strong cultural pride, with kōrero (documented talk/speaking, Waiata (song), and whakawhanaungatanga (relationship building) reinforcing the ongoing significance of Māngūngū as a cornerstone of Hokianga identity. Public information noted that the site continues to hold deep meaning as the place where the greatest number of Māori signatures were gathered for Te Tiriti, and the celebrations highlighted both remembrance and the living connection of descendants to their tūpuna (ancestor). The gathering was well supported and carried a positive atmosphere, demonstrating unity across the rohe (district) and a shared commitment to honouring the legacy of the Treaty and the responsibilities it carries today. Council assisted with guidance on the roading management plan with the committee, dust suppression water on the day, putea to cover the manaakitanga of manuhiri with kai, maintenance of a nearby reserve for kaumatua and kuia parking.

### **18/02/2026 - Waiarohia/Waiotemarama Water Take**

The Waiarohia and Waiotemarama water take engagement is to focus on how open and productive the kōrero (conversation) was. The hui (meeting) with Ngāti Korokoro Hapū Trust was to make sure everyone had the full picture about the water take, with clear information shared for the hapū to ask questions, raise concerns, and offer practical ideas. The discussion was positive, with good participation and a shared commitment to protecting the waterways while keeping communication strong. The outcome where the hapū felt was meaningful engagement included and informed, and confident that their voice is part of the ongoing process. A water take is needed so there is a reliable supply for local needs, especially during dry periods when streams run low. Water takes support essential uses like farming, and community activities, as long drinking water and as they are managed carefully to protect the health of the water and community. Hapū will continue to be engaged to provide kaitiakitanga (guardianship) for the betterment of all communities and the wai (water).

### **25/02/2026 - Pōhutukawa Rākau ki Kaikohe**

Growing on the FNDC (Far North District Council) headquarters office has a Pōhutukawa tree growing and has been assessed as causing significant neighbouring property's wastewater pipes to be continually damaged by its roots structure, and there are no options available or practical to prevent further damage. The assessment was to remove the tree and still engage with hapū as of its cultural significance. Because the tree's location within the rohe (territory) of Te Uri O Hua, Te Matarahurahu, FNDC met with the Hapū (subtribe) to ensure the hapū were fully informed about the situation and able to participate in the process. In the hui the decision making, opened discussion and provided clear information for hapū to raise concerns, and space for and offer guidance of this engagement. A positive outcome that the tree be felled and cut into sizes so the wood can be retained and utilised for future carvings, allowing the tree to continue to hold cultural value even after removal. This reflects a respectful and collaborative approach, with the hapū.

This has now been approved by the Kaikohe ki Hokianga Community Board supported by hāpu, as hapu will be given the rākau to utilise for future carving projects.

### **Ngā Kaupapa Māori- Te Hiku Wāri - Māhuru 2025 ki Poutūterangi 2026 – Te Hiku Ward – September 2025 – March 2026**

Two significant cultural milestones were recently marked with the return of important taonga to Te Hiku.

### **Tangonge Taonga returned to Te Rarawa Marae 24<sup>th</sup> October 2025**

The return of Tangonge, a treasured taonga of Te Rūnanga o Te Rarawa, represents a significant moment of cultural restoration for the iwi. Tangonge was returned to the rohe in time to be acknowledged during the 100-year commemorations of Te Rarawa, allowing whānau, hapū, and iwi to reconnect with an important part of their cultural heritage. The return of Tangonge strengthens the connection of Te Rarawa people to their history, whakapapa, and identity, ensuring the taonga is preserved within its rightful cultural context for future generations. Tangonge, a 14th–16th century, 2.3-metre-long carved lintel and one of New Zealand's oldest wooden carvings.



### Te Paatu Taonga Ōruru returned 16<sup>th</sup> October 2025

A second significant taonga, from Te Paatu, was also returned and is now held at Te Ahu Centre. The return of Ōruru ensures that this taonga is cared for within the rohe and accessible to the people of Te Hiku. The presence of Te Paatu at Te Ahu provides an opportunity for the community and visitors to learn about the history, significance, and cultural narratives connected to the taonga.



The return of both Tangonge and Ōruru reflects the continued restoration and protection of important cultural heritage within Te Hiku. These milestones highlight the importance of preserving taonga and strengthening the connection of iwi and hapū to their ancestral history and identity.

### **First Quarterly Hapū Engagement Hui – Waimanoni Marae 24<sup>th</sup> November 2025**

The first Quarterly Hapū Engagement Hui for Te Hiku Ward was held at Waimanoni Marae.

This initiative was established through the development of a Hapu Engagement Strategy (Internal) within Te Hono.

The purpose of the strategy is to ensure Hapu engagement is targeted, beneficial and achieves outcomes for both Hapū and Council by having planned hui within wards alongside hapū members.

The hui provided an opportunity for hapū representatives, Marae leaders, and council staff to come together to discuss matters of importance within the ward, share updates on council initiatives, and identify priorities for collaboration moving forward.

Key themes included strengthening communication between Council and Hapū, supporting local development aspirations, and ensuring that hapū voices are heard in council decision-making processes. The hui also reaffirmed the importance of regular engagement and relationship-building between mana whenua and council.

These kaupapa reflect the ongoing commitment across Te Hiku Ward to strengthen Māori development, cultural revitalisation, and meaningful engagement with Hapū and Iwi. Continued collaboration between Mana whenua, community, and Council will remain important in progressing shared aspirations for the region. He Whenua Rangatira, Kia Tū Kōtahi, Kia Whanake tahi, Kia Kōkiri Tahi.

### **Te Oneroa a Tohe Beach Board update from 19<sup>th</sup> December 2025.**

The Board received the *Ngā Puāwai o Te Oneroa-a-Tōhe* report (19 September 2025) and agreed to include the initiative as a priority within its work programme, with the Board endorsing any future projects and funding related to Te Puawaitanga.

The **Technical Advisory Group** membership was confirmed for Te Aupōuri, Ngāti Kuri, and Te Rarawa, with Ngāi Takoto representation to be confirmed. NRC and FNDC will work with iwi representatives to ensure the appropriate staff technical expertise supports the kaupapa.

### **February 2026**



The grounds at Kaitiāia Airport were blessed on Tuesday 24 February by Anglican Archdeacon Fran Hokianga, marking a significant milestone ahead of upcoming upgrade works funded by Te Arawhiti and Far North District Council. The blessing recognises the site's importance and signals the formal start of construction.

The upgrade will be delivered in three phases, with further details confirmed as contractors are appointed. Far North Holdings Ltd (FNHL) will continue to operate the aerodrome while managing the project.

To keep the community informed, the council has launched a monthly newsletter. Issued in the final week of each month, it will provide updates on construction progress, advisory group discussions, emerging risks, and any works that may affect travellers or nearby residents.

#### **Ahipara Footpath Replacement – Update**

Work to improve pedestrian safety on the Foreshore Road bridge in Ahipara began on 3 March and is expected to take around four weeks. The project involves replacing the existing footpath, the only pedestrian crossing over Wairoa Stream, which was assessed as structurally compromised.

A full bridge closure from 13–17 March was required to demolish the old footpath, with traffic detoured via Roma Road, Kaitiāia–Awaroa Road, and Ahipara Road. Temporary traffic lights remain in place at the Foreshore Road and Roma Road intersection, with pedestrian access maintained during construction.

The upgrade will provide a safer, more secure pedestrian crossing for the Ahipara community.

#### **PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

There are no financial implications or need for budgetary provision arising from this report.

#### **ĀPITIHINGA / ATTACHMENTS**

**Nil**

### 5.3 TE REO AND TIKANGA MĀORI POLICY REPORT

**File Number:** A5630796

**Author:** Llani Harding, Pouhautū Te Hono - Manager - Te Hono

**Authoriser:** Aaron Taikato, Manuhautū Te Hono – Group Manager Te Hono

#### TAKE PŪRONGO / PURPOSE OF THE REPORT

To provide Te Kuaka Committee for Strategic Māori Relationships (Te Kuaka) with an update on our Te Reo and Tikanga Policy, as well as progress on the Ka Irihia te reo Māori Action Plan

#### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

This report provides Te Kuaka with an update on the Council's progress in implementing and advancing the te reo Māori and tikanga Policy, which was adopted in September 2023.

#### TŪTOHUNGA / RECOMMENDATION

**That Te Kuaka Committee for Māori Strategic Relationships receive the report Te Reo and Tikanga Māori Policy Report.**

#### TĀHUHU KŌRERO / BACKGROUND

Council's Te Reo and Tikanga Policy, along with Ka Irihia, support the revitalisation of te reo Māori. Ka Irihia was developed to assess Council's commitment to implementing our Te Reo and Tikanga Policy.

Council is making progress towards giving effect to its Te Reo Māori and Tikanga Policy through several key initiatives, including 270 team goals for Te Pae o Uta, Te Pae o Waho, and implementation plans within Council strategies to give effect to the policies. This includes the Toi Mana, FN2100 and Ka Irihia policies and the development of strategies that further enhance and acknowledge korero tuku iho within Te Kiri Waiwai o Papatuanuku.

We are also developing Te Ao Marama, our District-wide Reorua Strategy.

#### MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS

##### Te Reo and Tikanga Policy:

The purpose and scope of council's te reo and tikanga Policy is to enable the Te Kaunihera o Te Hiku o te Ika to support correct usage of te reo Māori by providing a framework for its use, both internally and externally.

The vision is that by 2025 Far North District Council has increased use of te reo and tikanga in the workspaces and public places we manage as a key element to strengthening our partnership with tangata whenua and in delivering effective services.

The goals and objectives are to:

1. Demonstrate leadership in increasing the use of te reo
2. Achieve te reo and tikanga staff development outcomes
3. Implement effective te reo communication systems and processes
4. Increase te reo use in human resource processes and systems

The respective roles and responsibilities of the policy include:

1. Senior leadership team provides authority for the policy, and with managers, will demonstrate leadership and role modelling in implementing the policy
2. Employees will be aware and implement the policy by making the policy and implementation plan available through the intranet and induction training processes.
3. Te Hono will provide advice and support on any issues associated with the policy
4. Far North District Council's trainer in te reo and tikanga will provide clarification in Te Pae o Waho sessions.

The policy is due for review in September 2026.

**Ka Irihia – Te Reo Māori Action Plan:**

The purpose of the Te Reo Māori Action Plan for Te Kaunihera o Te Hiku o te Ika is to affirm the intrinsic value of te reo Māori as a cherished taonga and an official language of Aotearoa New Zealand.

Ka Irihia is designed to elevate the council's commitment to tangata whenua, honouring He Whakaputanga o te Rangatiratanga o Niu Tirenī and Te Tiriti o Waitangi. The action plan also gives effect to the Council-adopted Te Ao Māori framework Te Pae o Uta and Council-adopted strategies Toi Mana and FN2100. The goal of Ka Irihia is to achieve full Reorua (bilingual) status for Te Hiku o te Ika by 2040.

The key actions of Ka Irihia, includes Te Kore (Critical Awareness), Te Pō (Status) and Te Ao Mārama (Use), as well as success factors, and Action Plan steps, are progressing according to the allocated timeframe (See attached).

The Te Pae o Uta Key Performance Report outlines the achievements of Ka Irihia in the 2025-2026 Financial Year.

Ka Irihia is monitored through Senior Leadership team and further supported by the work of Te Rōpu Tupuwanawana. Te Rōpu have not yet met in 2026.

The following table examines the goals for the current financial year and responsible department:

Success Factor	Action plan steps	By June 2026	Responsible Group
Dual welcome signs for the district	Install dual-language welcome signs across the district	In progress	Delivery and Operations
A procurement process that aligns with our commitment to be a reorua Māori district by 2040.	Align procurement practices with bilingual objectives, favouring activities contributing to strong te reo Māori community outcomes.	In progress	Corporate Services
All Council external communications reflect the Tikanga and Te Reo Policy with dialect from Te Tai Tokerau.	Ensure that all external communications adhere to the Tikanga and Te Reo Policy, incorporating dialect from Te Tai Tokerau to promote language accuracy and cultural sensitivity.	In progress	Communications and Engagement
Work with Te Taura Whiri i te reo Māori,	Collaborate with central agencies for a	In progress	Te Hono

Te Mātāwai, and other central government agencies for a local and regional approach to revitalising te reo Māori.	coordinated approach to te reo Māori initiatives, ensuring effective use of resources and support for a te reo district by 2040.		
Translation and interpretation services for Council and Committee meetings, including a tikanga-based process for deputations.	Provide translation services for te reo Māori presentations and interpretations during Council meetings, ensuring inclusivity and understanding in decision-making processes	Achieved	Strategic Relationships
Playgrounds will support site storytelling in design, technology, and bilingual signage.	Incorporate storytelling elements and bilingual signage in playground designs to promote cultural narratives and language use among tamariki and whānau.	In progress	Delivery and Operations
Bilingual areas at our Council Libraries with te reo Māori resources, books, signage to increase the use of te reo Māori, e.g. at our Council Libraries and Community Centres.	Enhance te reo Māori resources and signage in Council libraries and community centres to promote language learning and cultural engagement among visitors.	In progress	Communications and Engagement
We will upgrade our Council technology to include macronised technology in our systems e.g Info Council	Integrate macronised te reo Māori technology into Council systems to support accurate language representation and use across digital platforms	In progress	Corporate Services
Council website with full bilingual function	Council website will have full bilingual function and all te reo Māori headings in English function	In progress	Communications and Engagement
We will use technology in central spaces to tell local	Utilise technology to showcase local Māori history and narratives, promoting cultural	In progress	Corporate Services/Communications and Engagement

Māori history and kōrero tuku iho	understanding and appreciation within the community.		
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**PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

All sections of the Council must ensure they have the necessary budgetary provisions to support the implementation of the Te Reo and Tikanga Policy and Ka Irihia through their respective actions

**ĀPITIHINGA / ATTACHMENTS**

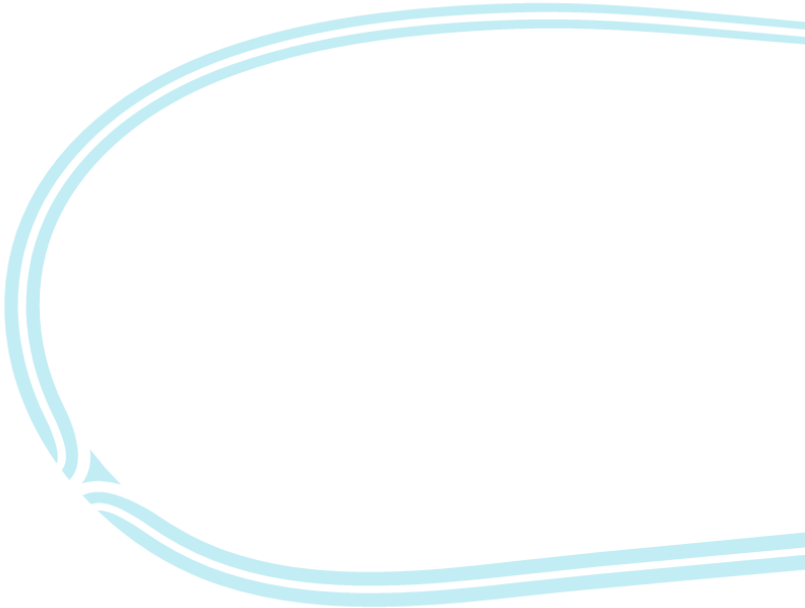
1. **Ka Irihia Te Reo Maori Action Plan FINAL - A5621675** [↓](#) 
2. **Te Reo Māori and Tikanga Policy FINAL (1) - A5623375** [↓](#) 
3. **Te Ao Marama Reorua Strategy FINAL 20025 - A5621664** [↓](#) 
4. **Te Pae o Uta Key Performance Report 2024/25 FINAL (1) - A5624383** [↓](#) 



# KA IRIHIA 2024 TE REO MĀORI ACTION PLAN



SUNRISE: MATAURI BAY



# RĀRANGI UPOKO CONTENTS

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# TE HOROPAKI CONTEXT

**Te Kaunihera o Te Hiku o Te Ika honours He Whakaputanga o te Rangatiratanga o Niu Tirenī and Te Tiriti o Waitangi as the foundational constitutional documents of Aotearoa. The council acknowledges and gives effect to our Te Pae o Uta framework and the Te Reo and Tikanga Policy.**

Te Kaunihera o Te Hiku o Te Ika, located in the Far North District, is the northernmost territorial local authority in Aotearoa. We share borders with the Whangārei and Kaipara Districts and span a land area of 669,251 hectares. Our district boasts an estimated residential population of approximately 74,700 people, with Māori making up over 50% of the total population at around 38,000 individuals. The Far North District is projected to grow to a population of 82,000 by 2043. Our culturally rich area is home to over 200 Hapū, 10 Iwi Rūnanga, and 144 Marae, reflecting our deep and diverse whakapapa.

Te Tai Tokerau holds profound cultural significance for Māori, including Te Rerenga Wairua, the sacred departure place of our spirits; Hokianga, the historic landing site of our tupuna Kupe; and Te Moana Pikopiko o Whiti, where our first constitutional documents, Te Whakaputanga o Te Rangatiratanga o Niu Tirenī and Te Tiriti o Waitangi, were signed.

The introduction of colonial policies and practices had devastating effects on te reo Māori, Māori culture, and identity. Colonisation significantly contributed to the decline of te reo Māori, with historically enforced policies suppressing its use through the education system including corporal punishment, resulting in intergenerational language loss within Māori communities. Today, the lingering effects of these historical injustices continue to impact the vitality and prevalence of te reo Māori.

The Māori Language Act of 2016 plays a crucial role in protecting te reo Māori, and this Te Reo Māori action plan makes a commitment to support revitalisation efforts in Te Tai Tokerau. In the year 2040, marking 200 years since the signing of Te Tiriti o Waitangi, Te Kaunihera o Te Hiku o Te Ika is committed to achieving its goal of having Te Hiku o te Ika become the first regional district to attain Reorua status.

***Kia Toitū Te Reo.  
Kia Toitū Te Hiku o te Ika.***

## TE TAKE PURPOSE

The purpose of the Te Reo Māori Action Plan for Te Kaunihera o Te Hiku o Te Ika is to affirm the intrinsic value of te reo Māori as a cherished taonga and an official language of Aotearoa New Zealand. This action plan is designed to elevate the council's commitment to tangata whenua, honouring Te Tiriti, giving effect to our Te Ao Māori framework Te Pae o Uta and the revitalisation of te reo Māori. The understanding and use of te reo Māori not only will enrich the lives of all Māori but also all communities of the Far North District. Encouraging all residents of Te Tai Tokerau to embrace te reo Māori will enhance their personal experiences and contribute significantly to the regional and national revitalisation.

By implementing this plan, the council aims to rectify historical injustices, promote social cohesion, and celebrate the unique cultural heritage of Māori within the wider region of Te Tai Tokerau. In September 2023, the Council formally endorsed the Te Reo Māori and Tikanga policy.

## INGĀ PAE SCOPE

**Te Pae Tata** – in near reach, now to 3 years which aligns with the long term plan

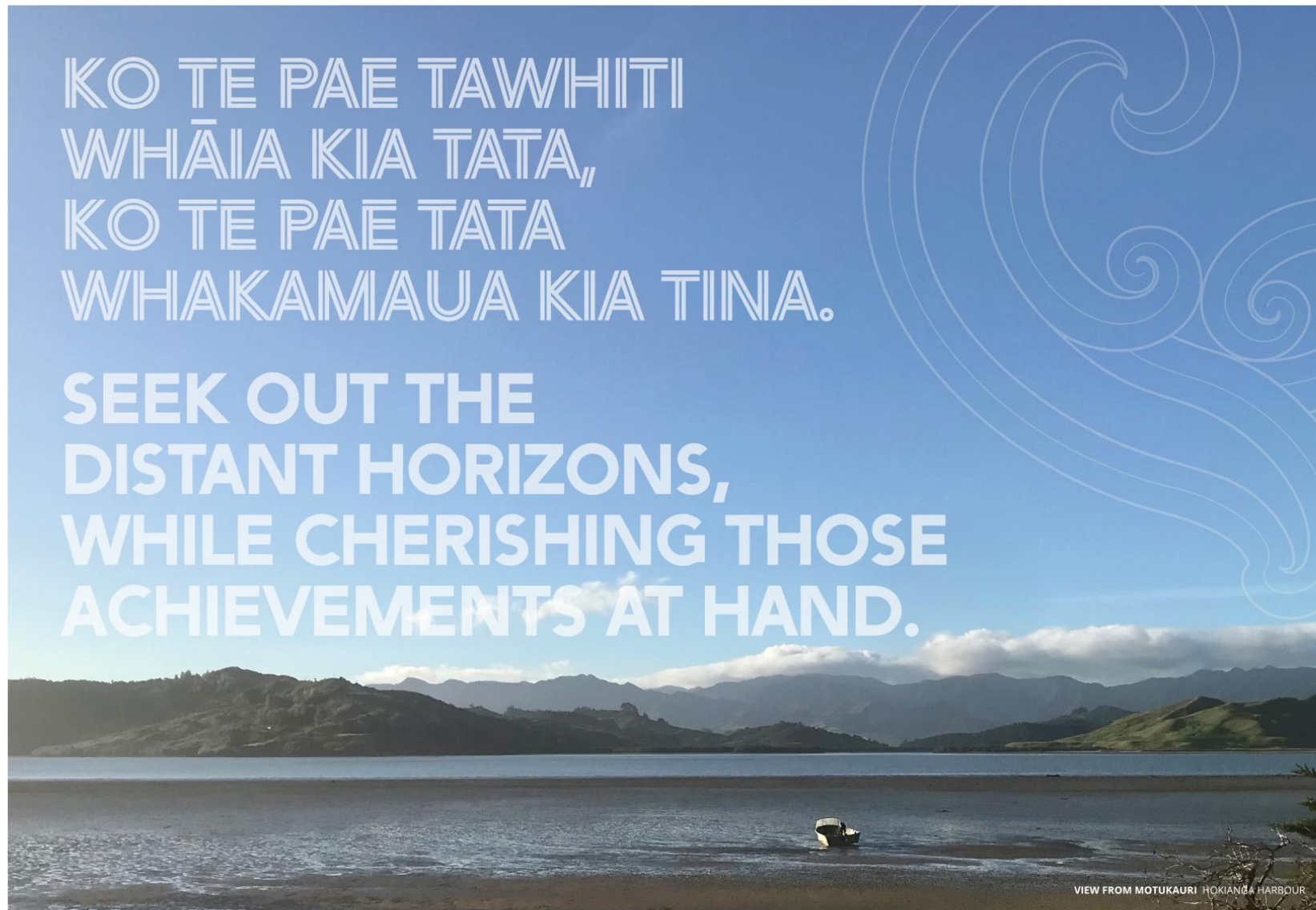
**Te Pae Tawhiti** – the more distant horizon, every ten years, alignment to the regular long term plan (FN2100 – Strategy)

The action plan has been formatted to show the actions to be taken over a 3-year period which is consistent with the Far North District Council Long-term plan period 2024-2027.

This action plan and te reo revitalisation will be led by Te Hono by implemented by all staff Council-wide. This action plan is supported by the Te Kuaka Māori standing committee, mana whenua/ tangata whenua partnerships, memorandum of understanding agreements with Iwi and Hapū.

The Te Reo Māori action plan will be reviewed triennially to ensure the actions are still relevant to the vision of every town and community in Te Tai Tokerau being reo rua by 2040.

Ka Irihia is endorsed by Te Kuaka Te Ao Maori Committee and approved by Council.



# HE KAUPAPA HERE MŌ TE REO ME NGĀ TIKANGA MĀORI TE REO MĀORI AND TIKANGA POLICY

## 1. Purpose and Scope

The purpose and scope of this Policy is to enable Far North District Council (FNDC) to support the correct usage of Te Reo Māori by providing a framework for its use by FNDC both internally and externally.

## 2. Vision

The vision is that "By 2025, FNDC has increased the use of Te Reo and Tikanga in our workspaces and the public places we manage as a key element in strengthening our partnership with tangata whenua and in delivering effective services."

## 3. Goals and objectives

To achieve our vision and promote the use of Te Reo in our workplaces and the public spaces we manage, FNDC will:

- A.** Demonstrate leadership in increasing the use of Te Reo
- B.** Achieve Te Reo and Tikanga staff development outcomes
- C.** Implement effective Te Reo communication systems and processes
- D.** Increase Te Reo use in human resource processes and systems.

## 4. Application

This policy applies to:

- i.** all permanent employees
- ii.** fixed term employees.

Casual and temporary employees and those on short term contracts under 6 months are exempt from the training requirements of this policy but must be familiar and work within the policy expectations that impacts on their area of work.

## 5. Responsibilities

The respective roles and responsibilities for this policy include:

- i.** SLT provides the authority for the policy, and they, and Managers will demonstrate leadership and role modelling in implementing the policy;
- ii.** Employees will be aware of and implement the policy by making the policy and implementation plan available through the intranet and induction and training processes;
- iii.** Te Hono will provide advice and support on any issues associated with the policy;
- iv.** FNDCs trainer in te reo and tikanga will provide clarification during te Reo and training sessions and on a case by case as negotiated and agreed outside of training session times.

## 6. Relevant Legislation, Policies and Procedures

<b>Legislation</b>	<a href="#">Te Ture Mō te Reo Māori 2016</a> <a href="#">Māori Language Act 2016</a> <a href="#">Local Government Act 2002</a>
<b>Council Policies and Procedures</b>	FNDC Tangihanga policy and Koha policy
<b>Other</b>	<a href="#">Te Puni Kōkiri Maihi Māori and Maihi Karauna</a> <a href="#">Te Puni Kōkiri Māori English Bilingual Signage: A guide for best practice</a>
<b>Guiding documents</b>	He Whakaputanga o Niu Tirenī 1835, Te Tiriti o Waitangi 1840,

## 7. Support

This policy is to be read in conjunction with the Te Reo and Tikanga Policy Guidelines.

For more information on Council's 'Te Reo Māori and Tikanga Policy', please email the Te Hono team support at [tehonosupport@fndc.govt.nz](mailto:tehonosupport@fndc.govt.nz)

## 8. Definitions

Term	Definition
<i>Tikanga reo rua</i>	<i>Bilingual</i>
<i>Mauri</i>	<i>Life essence</i>



6

# INGĀ KAUPAPA SETTING

The Far North District Council has legislative duties and considerations in accordance with Te Tiriti o Waitangi. These principles are integrated into our daily operations. Here are some methods that support our approach:

- Far North District Council: Te Kuaka Māori standing committee
- Te Pae o Uta – Te Ao Māori framework
- Long term plan
- Online Operative District Plan — Chapter Tangata Whenua
- Tangata Whenua
- Iwi Hapū Environment Management Plans
- Memorandum of Understanding relationship agreements with Iwi and Hapū
- Hapū working groups
- Road Naming Committee
- Terms of Reference and delegations that enable Mana Whenua/Tangata Whenua partners to sit on Council working groups

- Kaikohe Wastewater Treatment working group
- Te Pātukurea Kerikeri Waipapa Spatial plan working group Te Tiriti Framework
- Te Hono roles at Far North District Council
- Manawhakahono ā rohe
- External committee membership

Some of the highlights that support the Council's commitment to te reo Māori me ōna tikanga include:

- Te Kaunihera o Te Hiku o te Ika perform at Te Tai Tokerau kapa haka regionals and place top 10
- Te Wiki o te reo Māori celebrations
- Puanga/Matariki celebrations
- Facilitating the appropriate cultural karakia and blessings of significant projects and events
- Te Kerikeri — First bilingual town in Te Tai Tokerau (Reo Rua)
- FNDC brand gets refreshed with a new logo and name Te Kaunihera o Te Hiku o te Ika
- Maramataka integration of into Council formal calendar

# TE PAERANGI VISION

## Goals and objectives:

*To achieve our vision and promote the use of te reo in our workplaces and public spaces we manage, Te Kaunihera o Te Hiku o te Ika:*

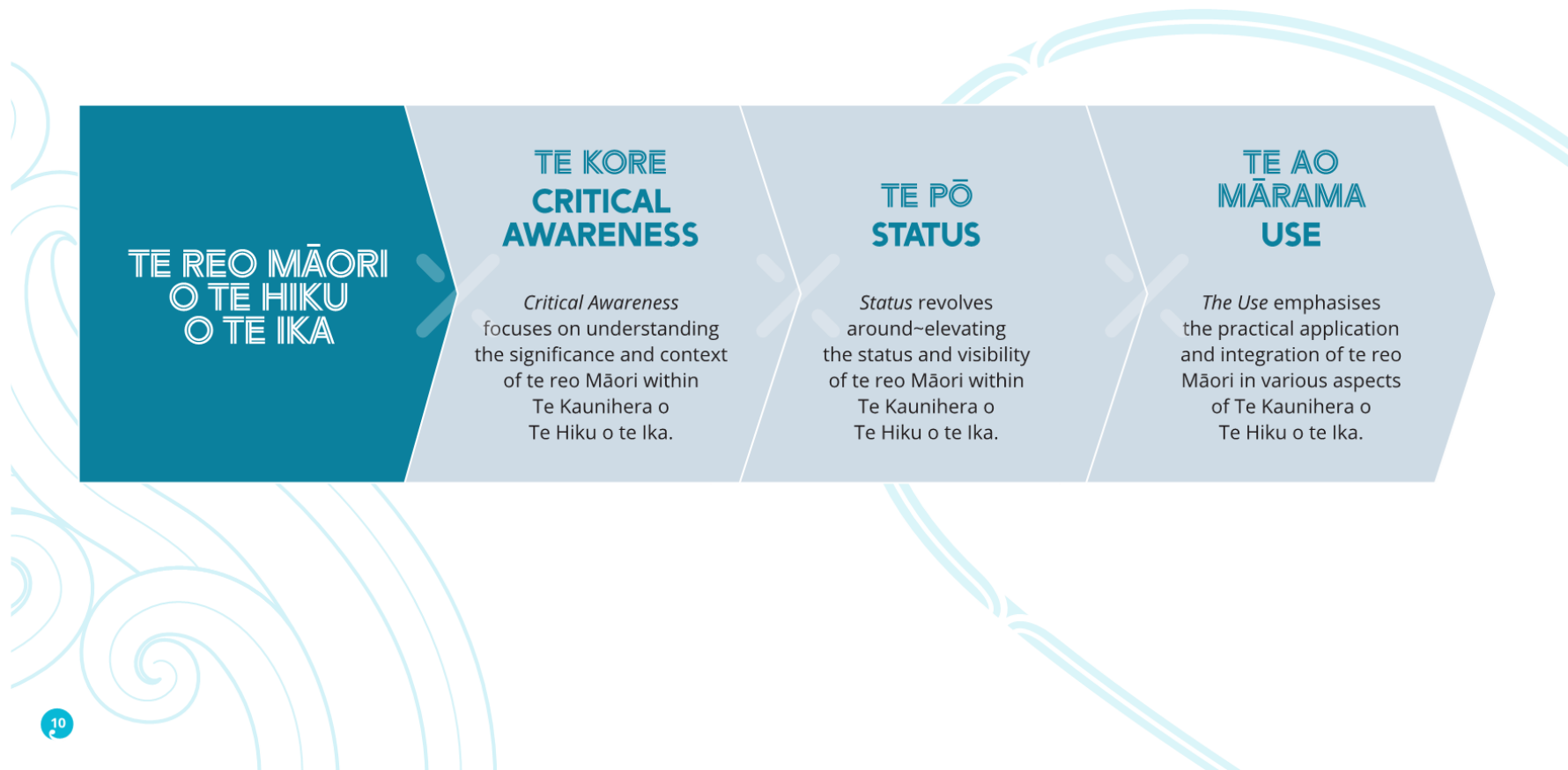
- A** Demonstrate leadership in increasing the use of te reo Māori
- B** Achieve te reo and tikanga staff development outcomes
- C** Implement effective te reo communication systems and processes
- D** Increase te reo use in human resource processes and systems
- E** To promote the use of Te Reo o Te Hiku o te Ika (Reo o te kāinga)

## LONG-TERM GOAL

To achieve full bilingual status (reo rua) by 2040, where both languages are equally valued and utilised.



# TE RAUTAKI MAHI MŌ TE HIKU O TE IKA ACTIONS



# TE KORE CRITICAL AWARENESS

SUCCESS FACTOR	ACTION PLAN STEPS	BY 30 JUNE 2025	BY 30 JUNE 2026	BY 30 JUNE 2027
Annual plans and the Long-Term Plan will reflect our commitment to be a bilingual district by 2040.	Incorporate activities supporting bilingualism into work programs and success metrics within annual and long-term planning cycles.	●		
An updated Naming Policy and Working Group that incorporates processes to adopt more te reo Māori place and space naming.	Develop a policy and working group to facilitate the adoption of te reo Māori names for locations, promoting cultural awareness and revitalisation.	●		
Dual language welcome signs for the whole District.	Install dual-language welcome signs across the district to promote inclusivity and bilingualism.		●	
A procurement process that aligns with our commitment to be a reo rua Māori district by 2040.	Align procurement practices with bilingual objectives, favouring activities contributing to strong te reo Māori community outcomes.		●	
An Arts and Culture Strategy emphasising the importance of Māori performance/events and encouraging te reo Māori me ōna tikanga across the district.	Develop and implement an Arts and Culture Strategy promoting Māori events and traditions while encouraging the use and understanding of te reo Māori across art and culture domains.	●		
Dual Council signage.	Implement dual-language signage across Council facilities to promote te reo Māori use and visibility.	●		
Change Council parks and reserves to reflect the traditional Māori names.	Update Park and reserve names to incorporate traditional Māori names, enhancing cultural recognition and respect.			●

**TE KORE**  
**CRITICAL AWARENESS** *(continued)*

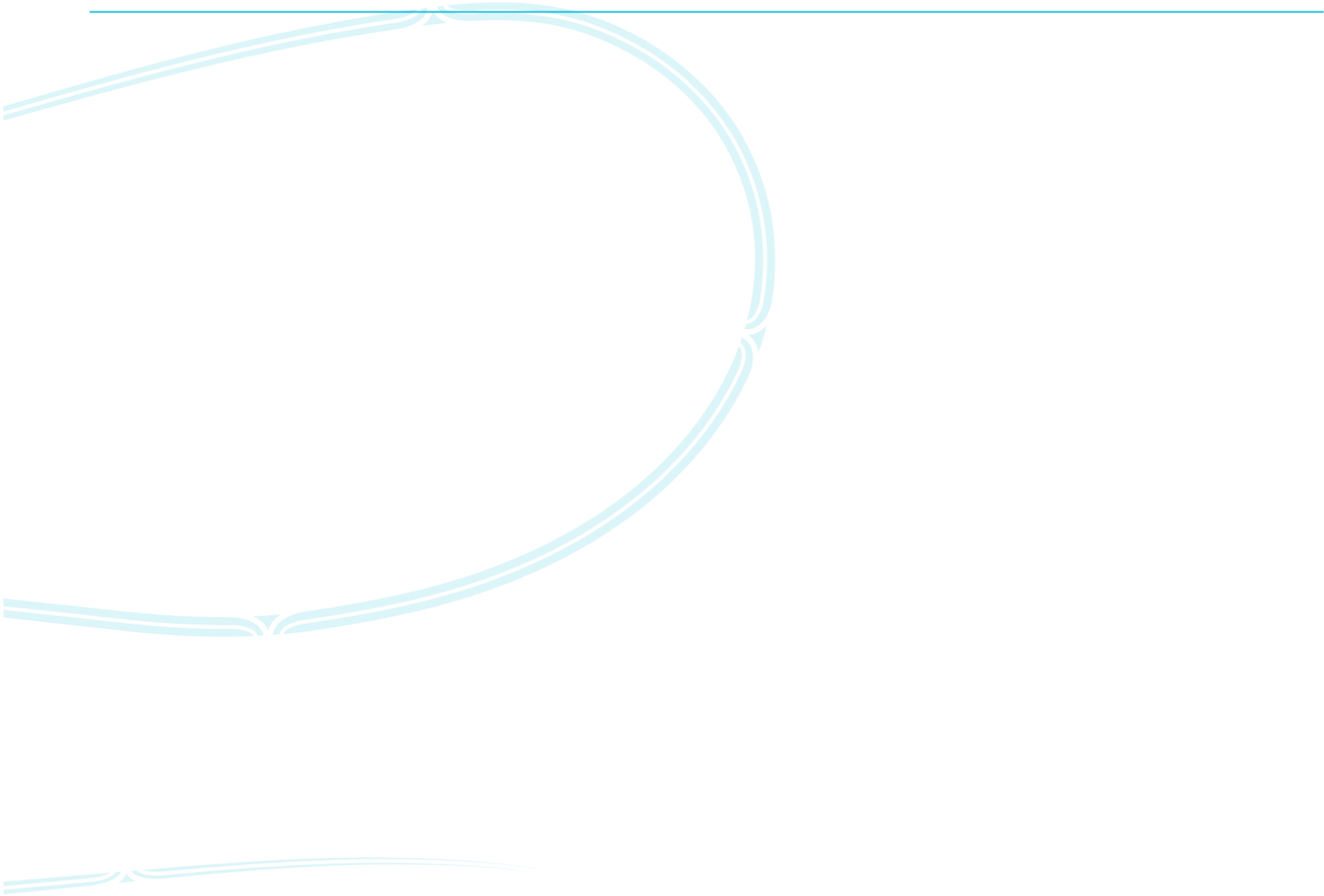
SUCCESS FACTOR	ACTION PLAN STEPS	BY 30 JUNE 2025	BY 30 JUNE 2026	BY 30 JUNE 2027
All Council external communications reflect the Tikanga and Te Reo Policy with dialect from Te Tai Tokerau.	Ensure that all external communications adhere to the Tikanga and Te Reo Policy, incorporating dialect from Te Tai Tokerau to promote language accuracy and cultural sensitivity.		●	
The mayor and elected members will be supported in te reo revitalisation to lead our district to becoming bilingual by 2040.	Provide support, training, and resources for elected officials to lead the district toward bilingual status, including cultural inductions, language lessons, and policy overviews.	●		
The Chief Executive and Senior Leadership team will support the organisation in the journey of te reo revitalisation by 2040.	Provide top-level support and guidance for te reo revitalisation efforts within the organisation, aligning leadership strategies and initiatives with bilingual objectives.	●		
Identify opportunities to sponsor community awards that help recognise and celebrate te reo Māori and Māori champions and leaders.	Establish awards and recognition programs within the community to celebrate achievements and contributions in promoting te reo Māori and Māori leadership.	●		
Facilitate a te reo Māori expo to provide a platform for businesses and organisations to share ideas and best practice.	Organise an expo to promote te reo Māori use, encourage innovation, and facilitate collaboration among businesses and organisations.			●
Work with Te Taura Whiri i te reo Māori, Te Mātāwai, and other central government agencies for a local and regional approach to revitalising te reo Māori.	Collaborate with central agencies for a coordinated approach to te reo Māori initiatives, ensuring effective use of resources and support for a te reo district by 2040.		●	
Develop a reo rua strategy for Te Tai Tokerau.	Create a comprehensive strategy to promote te reo Māori within the district, fostering a bilingual environment in alignment with goals.	●		
Incorporate te reo Māori in the triennial election vote campaign.	Include te reo Māori elements in election campaigns to promote language use and visibility among voters.	●		
Translation and interpretation services for Council and Committee meetings, including a tikanga-based process for deputations.	Provide translation services for te reo Māori presentations and interpretations during Council meetings, ensuring inclusivity and understanding in decision-making processes.		●	
Ensure all job descriptions for Māori-specific roles are translated into te reo Māori.	Translate job descriptions for Māori-specific roles into te reo Māori to promote language use and cultural inclusivity within the organisation.	●		

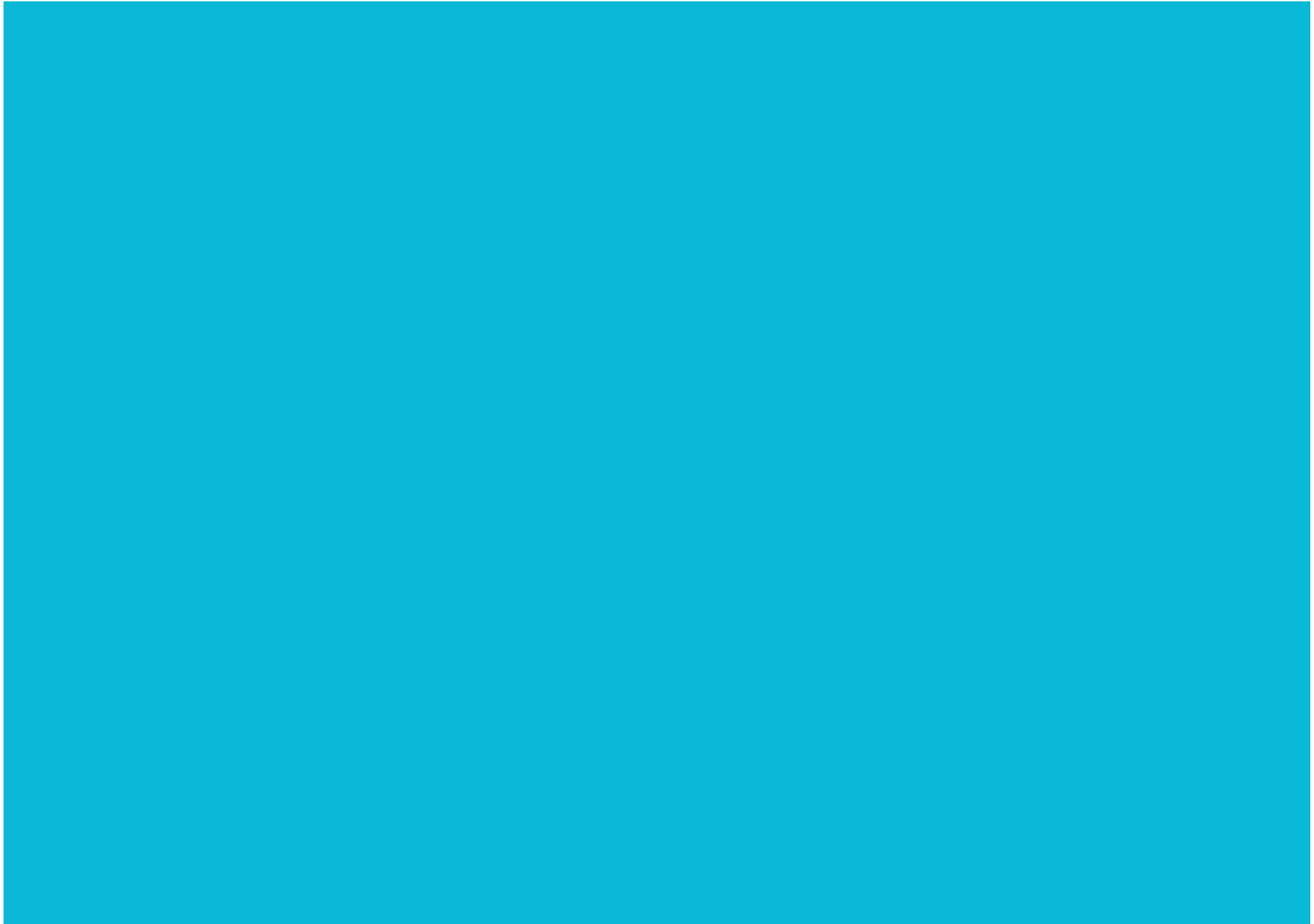
# TE PŌ STATUS

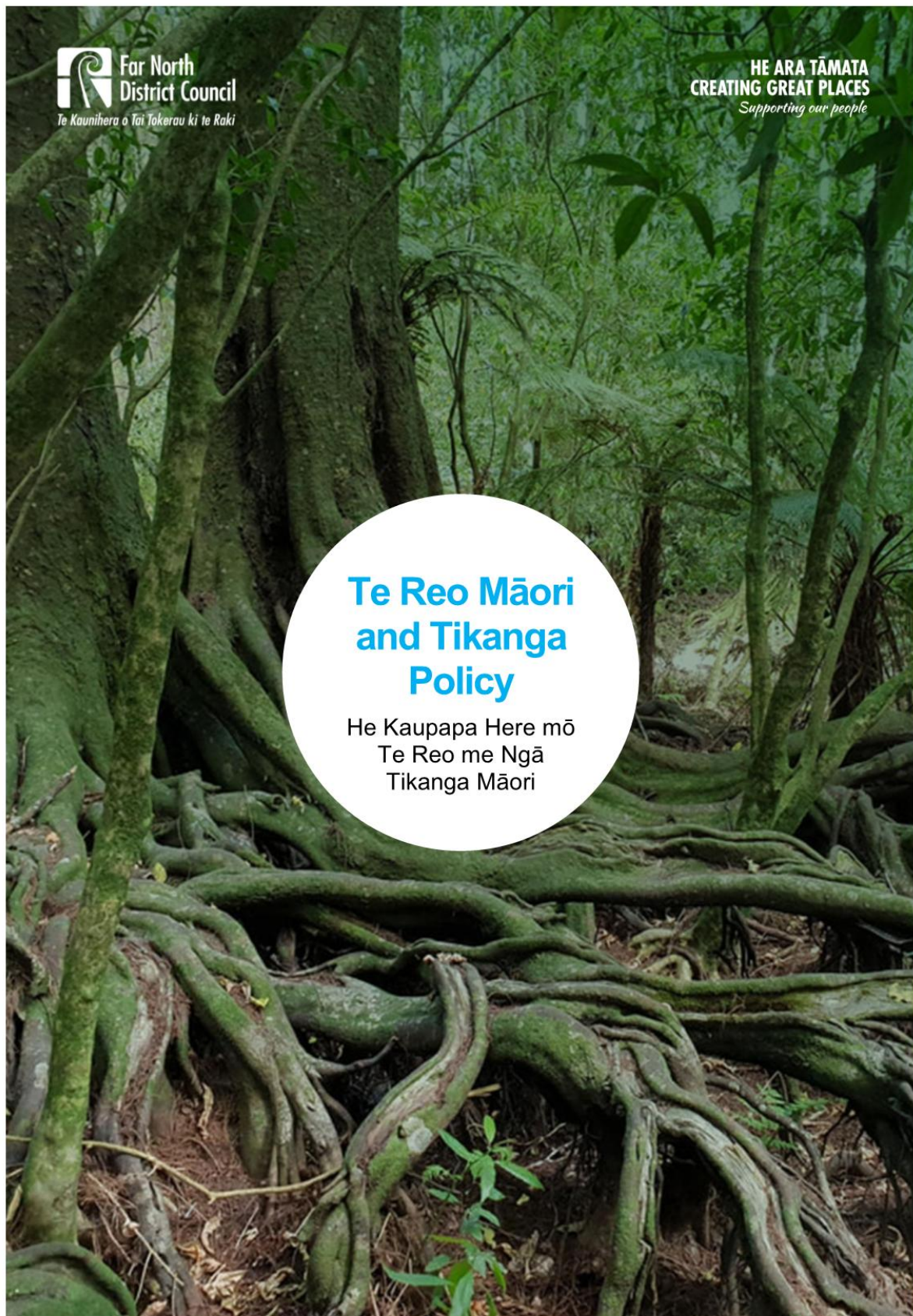
SUCCESS FACTOR	ACTION PLAN STEPS	BY 30 JUNE 2025	BY 30 JUNE 2026	BY 30 JUNE 2027
Our public committee and Council chambers reflect our bilingual aspirations, including mahi toi, signage, naming, and tikanga practices.	Establish bilingual practices and cultural elements in public spaces and council environments, showcasing and valuing te reo Māori in official settings and decision-making processes.	●		●
Collaborate with mana whenua and other Māori organisations to create partnership models that maintain a strong mana whenua presence.	Develop partnership models with mana whenua and Māori organisations to promote cultural presence and values within the district, fostering investment and economic development.	●		
Playgrounds will support site storytelling in design, technology, and bilingual signage.	Incorporate storytelling elements and bilingual signage in playground designs to promote cultural narratives and language use among tamariki and whānau.		●	
Bilingual areas at our Council Libraries with te reo Māori resources, books, signage to increase the use of te reo Māori, e.g. at our Council Libraries and Community Centres.	Enhance te reo Māori resources and signage in Council libraries and community centers to promote language learning and cultural engagement among visitors.		●	
Develop a guideline with mana whenua entities that assist Council naming of internal and external working groups.	Create guidelines with mana whenua entities for naming working groups, promoting cultural alignment and sensitivity in organisational practices.	●		
We will ensure that we prioritise karakia, kōrero tuku iho, whakatauhāki, kiwaha and whakapapa of Te Tai Tokerau.	Promote and prioritise traditional Māori practices, narratives, and genealogy of Te Tai Tokerau in organisational activities and engagements.	●		
Level one headings for all reports.	Standardise report headings in te reo Māori to promote language visibility and consistency across Council documentation and communications.	●		
We will upgrade our Council technology to include macronised technology in our systems e.g Info Council.	Integrate macronised te reo Māori technology into Council systems to support accurate language representation and use across digital platforms.		●	

# TE AO MARAMA USE

SUCCESS FACTOR	ACTION PLAN STEPS	BY 30 JUNE 2025	BY 30 JUNE 2026	BY 30 JUNE 2027
Increase the use of te reo Māori on social media and other Council platforms.	Enhance te reo Māori presence on digital platforms to reach broader audiences and promote language use in modern communication channels.	●		
Council website with full bilingual function.	Council website will have full bilingual function and all te reo Māori headings in English function.		●	
We will use technology in central spaces to tell local Māori history and kōrero tukuīho.	Utilise technology to showcase local Māori history and narratives, promoting cultural understanding and appreciation within the community.		●	
All external Council signage will have correct macrons.	Ensure that Council signs have correct macrons.	●		
All Council strategies and policies that have a narrative must be reflective of pūrākau from Te Tai Tokerau.	Ensure that Council narratives and policies reflect Te Tai Tokerau narratives and pūrākau, promoting cultural authenticity and relevance.	●		
Correcting te reo Māori internal signs and ensure all job descriptions for Māori specific roles are translated into te reo Māori.	Address language errors in internal signage and job descriptions, promoting accurate use of te reo Māori and cultural sensitivity within the organisation.	●		
All Council reports will be peer reviewed for correct te reo Māori grammar, if written in te reo.	Ensure all Council reports are peer reviewed to check te reo Māori grammar, including macrons, correct names, kupu etc.	●		
We will refresh a list of job titles, department names, team names and meeting room names with dialect from Te Tai Tokerau.	Ensure all job titles, department names, team names and meeting room names in te reo Māori have correct dialect from Te Tai Tokerau.	●		









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## Te Reo and Tikanga Policy

Adopted: 21 September 2023

Next review by Date: 21 September 2025

### 1. Purpose and Scope

The purpose and scope of this Policy is to enable Far North District Council (FNDC) to support the correct usage of Te Reo Māori by providing a framework for its use by FNDC both internally and externally.

### 2. Vision

The vision is that “By 2025, FNDC has increased the use of Te Reo and Tikanga in our workspaces and the public places we manage as a key element in strengthening our partnership with tangata whenua and in delivering effective services.”

### 3. Goals and objectives

To achieve our vision and promote the use of Te Reo in our workplaces and the public spaces we manage, FNDC will:

- A) Demonstrate leadership in increasing the use of Te Reo
- B) Achieve Te Reo and Tikanga staff development outcomes
- C) Implement effective Te Reo communication systems and processes
- D) Increase Te Reo use in human resource processes and systems

### 4. Application

This policy applies to:

- i. all permanent employees
- ii. fixed term employees

Casual and temporary employees and those on short term contracts under 6 months are exempt from the training requirements of this policy but must be familiar and work within the policy expectations that impacts on their area of work.

### 5. Responsibilities

The respective roles and responsibilities for this policy include:

Last updated 13/09/23 | Far North District Council | Te Reo and Tikanga Policy

- i. SLT provides the authority for the policy and they and Managers will demonstrate leadership and role modelling in implementing the policy;
- ii. Employees will be aware of and implement the policy by making the policy and implementation plan available through the intranet and induction and training processes;
- iii. Te Hono will provide advice and support on any issues associated with the policy;
- iv. FNDCs trainer in te Reo and tikanga will provide clarification during te Reo and training sessions and on a case by case as negotiated and agreed outside of training session times.

## 6. Relevant Legislation, Policies and Procedures

<b>Legislation</b>	<a href="#">Te Ture Mō te Reo Māori 2016 Māori Language Act 2016</a> <a href="#">Local Government Act 2002</a>
<b>Council Policies and Procedures</b>	FNDC Tangihanga policy and Koha policy
<b>Other</b>	<a href="#">Te Puni Kōkiri Maihi Māori and Maihi Karauna</a> <a href="#">Te Puni Kōkiri Māori English Bilingual Signage: A guide for best practice</a>
<b>Guiding documents</b>	He Whakaputanga o Niu Tirenī 1835, Te Tiriti o Waitangi 1840,

## 7. Support

This policy is to be read in conjunction with the Te Reo and Tikanga Policy Guidelines.

For more information on Councils' 'Te Reo Māori and Tikanga Policy', please contact Te Hono team support at <mailto:tehonosupport@fndc.govt.nz>

## 8. Definitions

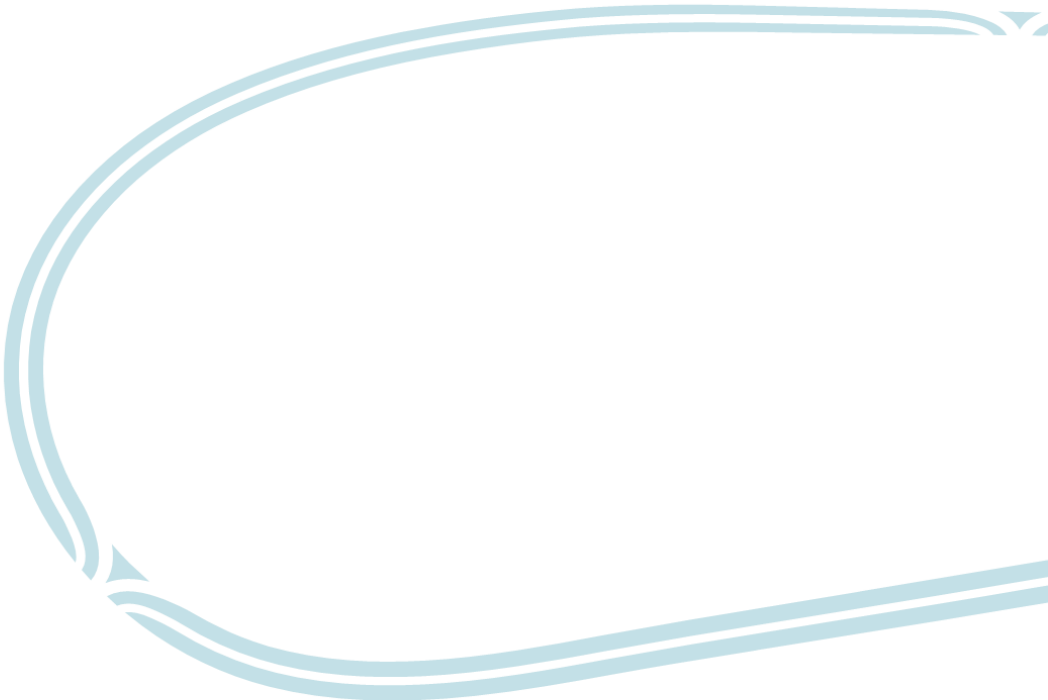
Term	Definition
<b>Tikanga reo rua</b>	Bilingual
<b>Mauri</b>	Life essence



# REORUA

Te Ao Mārama





# TE HOROPAKI CONTEXT

Council recognises He Whakaputanga o Te Rangatiratanga o Nu Tireni and Te Tiriti o Waitangi as the foundational constitutional documents of Aotearoa.

This strategy aligns with the council's commitment to Te Pae o Uta Māori Framework and Te Reo and Tikanga Policy, highlighting the importance of te reo Māori and tikanga within the Far North District. Located in Te Tai Tokerau, Council holds a unique position as the northern most territorial local authority in Aotearoa, covering a diverse area of 669,251 hectares with an estimated population of 74,700, of which Māori represent over 50%.

The Far North District is rich in cultural heritage, home to over 200 hapū, 10 iwi rūnanga, and 144 marae, reflecting a vibrant and diverse whakapapa. This land holds deep cultural significance, with landmarks such as Te Rerenga Wairua, the sacred departure place of spirits, Hokianga, the historic landing site of Kupe, and Te

Moana Pikopiko o Whiti, where He Whakaputanga and Te Tiriti were signed. These places anchor the profound connections between Māori identity and the whenua.

Colonisation had a lasting impact on te reo Māori and Māori culture, with policies that discouraged its use, leading to significant language loss across generations. Today, the legacy of these injustices continues to affect the vitality of te reo Māori. However, under the guidance of the Māori Language Act 2016, Council is committed to protecting and revitalising te reo Māori as part of the district's identity and future.

This Reorua Strategy represents a commitment to honour our past while shaping a bilingual

future. By 2040, the council aims for Te Hiku o te Ika to become the first regional district to achieve Reorua status. Through this strategy, Te Kaunihera o Te Hiku o te Ika seeks to empower communities, support bilingual initiatives, and create a thriving environment where te reo Māori and English stand side by side, ensuring a meaningful legacy for generations to come.

# WHAKATAKINGA INTRODUCTION

This Reorua Strategy for Council is shaped by Ka Irihia Te Reo Māori action plan and Te Pae o Uta Te Ao Māori framework, which collectively envision a community where everyone within Council has an appreciation of te reo Māori, tikanga, and Māori culture. This is being served by Te Pae o Waho, a cultural competency programme delivered by Council. It also reflects the Far North District Council's commitment to Te Ao Māori, as highlighted in our 2024-2027 Long Term Plan, Te Pae Tawhiti.

Prepared within the context of Te Reo Māori Language Act 2016 and Te Whare o te Reo Mauri Ora, this strategy utilises Te Taura Whiri i te Reo Māori guidelines for language planning. It aligns with the Maihi Karauna goal that by 2040, at least 85 percent of New Zealanders will value te reo Māori as a core part of national identity. This strategy aims to ensure a bilingual future where te reo Māori and English coexist, creating an inclusive and culturally rich community that acknowledges our whakapapa and tuakiritanga as Māori.

# NGĀ WHĀINGA RAUTAKI STRATEGIC GOALS



## KEI (STERN)

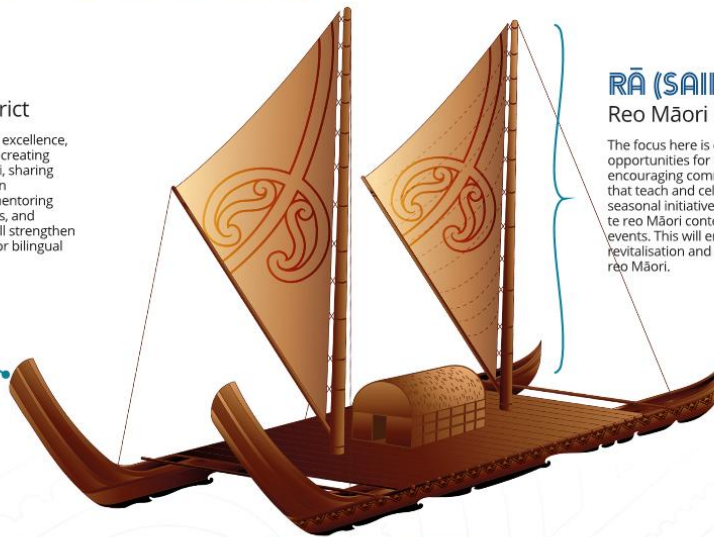
### Reorua Leadership Beyond the District

This wāhanga positions the district as a leader in bilingual excellence, setting an example for others to follow. The goals include creating opportunities for collaboration with other councils and iwi, sharing successful practices, and supporting neighbouring areas in developing their own Reorua strategies. Actions involve mentoring other regions, providing bilingual resources and templates, and facilitating knowledge-sharing forums. These initiatives will strengthen regional partnerships and establish the district as a hub for bilingual innovation and leadership.

## RĀ (SAIL)

### Reo Māori Learning Opportunities

The focus here is on broadening access to te reo Māori learning opportunities for all residents of the district. Goals include encouraging community-led projects and expanding programmes that teach and celebrate te reo Māori. Actions involve running seasonal initiatives aligned with the Māori lunar calendar, increasing te reo Māori content in media, and supporting locally driven language events. This will empower residents to take ownership of language revitalisation and build a stronger community connection through te reo Māori.



## TAUIHU (PROW)

### Community Identity & Mana of Te Reo Māori

This wāhanga aims to raise the profile of te reo Māori across the district, embedding bilingualism as a core part of the community's identity. The goals are to increase the visibility and use of te reo Māori in public spaces and to establish bilingualism as a defining feature of the district's character. Planned activities include hosting workshops for community members and ensuring bilingual representation in signage, events, and public spaces. These actions aim to normalise te reo Māori within the community and recognition of its significance.

## TANGERE (HULL)

### Internal Capacity Building

This focus area is about strengthening the internal capabilities of key partners, including the council and iwi, to lead the Reorua movement effectively. The objectives are to improve staff and leadership proficiency in te reo Māori, integrate bilingual practices into all services, and establish systems to monitor progress. Key actions include providing regular language training, developing bilingual operational systems, and conducting periodic evaluations. The expected outcomes are better fluency in te reo Māori among staff and leaders and improved bilingual processes within the organisation.

Each ward within the Far North will have tailored strategic focus areas with local hapū and iwi, including:

**➤ STRATEGIC FOCUS 1**  
Partners will continuously build their own Reorua capacity and capability to support the revitalisation of te reo Māori.

**➤ STRATEGIC FOCUS 2**  
Enhance the mana and status of te reo Māori within the area.

**➤ STRATEGIC FOCUS 3**  
Increase the availability of reo Māori acquisition and learning opportunities in the area.

**➤ STRATEGIC FOCUS 4**  
Expand the Reorua kaupapa and share insights and learnings with other regions.

**Shared vision**

**Vision**

**Focus**

**Audacious goals**

	MAIHI MĀORI	MAIHI KARAUNA	TE KAUNIHERA O TE HIKU O TE IKA
	<i>Kia Mauri Ora te reo Māori</i>		
	<i>Kia Ūkaiṗō anō te Reo</i>	<i>Kia Māhorahora te Reo</i>	<i>Kia Rāhiri mai te Reo</i>
	'Micro': whānau, homes and communities	'Macro': societal and system level	Micro and Macro in the district of Te Kaunihera o te Hiku o te Ika
	<ul style="list-style-type: none"> <li>1,000,000 people using te reo Māori in community immersion domains</li> </ul>	<ul style="list-style-type: none"> <li>By 2040, 85 per cent of New Zealanders (or more) will value te reo Māori as a key part of national identity</li> </ul>	<ul style="list-style-type: none"> <li>By 2040, 85 percent of the population of the Far North District will value te reo Māori as a key part of their national identity</li> </ul>
	<ul style="list-style-type: none"> <li>25 per cent of Māori children (age 0-7) speaking te reo Māori as a first language</li> </ul>	<ul style="list-style-type: none"> <li>By 2040, 1,000,000 New Zealanders (or more) will have the ability and confidence to talk about at least basic things in te reo Māori</li> </ul>	<ul style="list-style-type: none"> <li>By 2040, 25% of Māori children (age 0-7) speaking te reo Māori as a first language</li> </ul>
		<ul style="list-style-type: none"> <li>By 2040, 150,000 Māori aged 15 and over will use te reo Māori as much as English</li> </ul>	<ul style="list-style-type: none"> <li>By 2040, 85 per cent of the estimated Māori population in the Far North District aged 15 and over will use te reo Māori as much as English</li> </ul>

Ref: Māori population estimates and projections for the Far North District, New Zealand - Figure.NZ

# HE MAHERE HĀNGAI IMPLEMENTATION PLAN

## ➤ PHASE 1 BAY OF ISLANDS/ WHANGAROA WARD

**Objective:** Establish foundational bilingual practices in key cultural and historical areas and empower the community to engage in Reorua initiatives.

### ACTIONS

#### 1. Bilingual Signage Implementation:

- Install dual-language signs at entry points and throughout public spaces such as parks, community centres, and libraries.

#### 2. Cultural Integration in Tourism:

- Collaborate with local tourism providers to include te reo Māori in their offerings, including tours, signage, and digital content.

#### 3. Staff Development:

- Provide regular te reo Māori training for council staff, particularly those in customer-facing roles, to ensure bilingual services.

#### 4. Community Engagement:

- Host community workshops to promote the benefits of Reorua and raise awareness about the importance of preserving te reo Māori.

#### 5. Collaborate with Iwi and Hapū:

- Work with local iwi and hapū to align bilingual efforts with tikanga Māori and cultural practices, ensuring te reo Māori is used respectfully and authentically.

### EXPECTED DELIVERABLES BY 2025:

- Bilingual signage across key public areas.
- Increased community participation in te reo Māori learning and Reorua events.
- Te reo Māori used in local tourism and business practices.

## ➤ PHASE 2 KAIKOHE/HOKIANGA WARD

**Objective:** Strengthen the use of te reo Māori in council services, public spaces, and education, ensuring the community actively participates in language revitalisation.

### ACTIONS:

#### 1. Bilingual Council Services:

- Ensure that council services (including customer service desks, websites, and public documents) provide bilingual options, including te reo Māori translations.

#### 2. Community Language Hubs:

- Establish language hubs in key locations such as Kaikohe, Rāwene and Panguru to offer te reo Māori classes, language resources, and cultural events.

**3. Te Reo Māori in Education:**

- Partner with local schools to support te reo Māori immersion and bilingual education programmes, ensuring that children are exposed to te reo Māori from an early age.

**4. Cultural Celebrations:**

- Organise and support cultural events such as Matariki and Puanga, and include te reo Māori in ceremonies, performances, and public celebrations.

**5. Integration into Public Infrastructure:**

- Rename parks, reserves, and public spaces to reflect Māori names, ensuring visibility of te reo Māori in the physical environment.

**EXPECTED DELIVERABLES BY 2026:**

- Bilingual services and signage available in Kaikohe and Hokianga.
- Strong partnerships with schools to promote te reo Māori immersion.
- Community hubs offering regular te reo Māori classes and events.

**PHASE 3  
TE HIKU WARD**

**Objective: Position Te Hiku as a model of bilingual excellence, integrating te reo Māori into all aspects of public life and creating a sustainable, long-term framework for Reorua.**

**ACTIONS:**

**1. Bilingual Leadership and Mentorship:**

- Establish Te Hiku as a hub for Reorua leadership, providing mentorship and guidance to other regions and councils in adopting bilingual practices.

**2. Public Space and Infrastructure Development:**

- Develop new and existing infrastructure (e.g., parks, civic buildings) to feature bilingual signage and Māori naming conventions.

**3. Promotion of Bilingual Tourism:**

- Expand bilingual tourism initiatives at key landmarks like Te Rerenga Wairua and Te Oneroa-a-Tōhe, integrating cultural narratives and te reo Māori into tourist experiences.

**4. Youth Engagement:**

- Support youth-led initiatives that promote te reo Māori, including student competitions, language learning groups, and cultural events.

**5. Digital and Media Integration:**

- Enhance the presence of te reo Māori across digital platforms, including council websites, social media, and local news outlets.

**EXPECTED DELIVERABLES BY 2027:**

- Te Hiku recognised as a leader in Reorua across the district.
- Bilingual infrastructure and public spaces across Te Hiku, reflecting Māori heritage and language.
- Increased visibility of te reo Māori in digital media and tourism.

**DISTRICT-WIDE OPERATIONAL PROCESSES**

**KEY ACTIONS:**

**1. Bilingual policies and guidelines:**

- Develop and implement council-wide policies that embed bilingualism in all aspects of operations, from communications to procurement.

## ➤ DISTRICT-WIDE OPERATIONAL PROCESSES (continued)

### 2. Staff Training and Development:

- Ensure all council staff, especially those in leadership and customer-facing roles, undergo regular te reo Māori and tikanga Māori training.

### 3. Monitoring and Reporting:

- Establish a monitoring framework to track progress towards Reorua goals. Regularly report on achievements and challenges in council communications and public forums.

### 4. Community Engagement and Collaboration:

- Work closely with iwi, hapū, and community organisations to ensure that Reorua initiatives are culturally appropriate and inclusive, reflecting local needs and aspirations.

### 5. Funding and Resource Allocation:

- Ensure that sufficient resources and funding are allocated to support Reorua initiatives, particularly in education, community projects, and infrastructure development.

## EXPECTED DELIVERABLES BY 2030:

- A fully bilingual Far North District, with te reo Māori and English used interchangeably in public spaces, council services, and media.
- Te reo Māori embedded in the cultural and educational life of the community, ensuring the language thrives for future generations.









# KA TAE KI TE PAE O UTA

## Key Performance Report





# UPOKO

## PART 1

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### Te Whakataki me te Horopaki Introduction and Context



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# KAUPAPA O TE PŪRONGO PURPOSE OF THE REPORT

This report provides a comprehensive performance snapshot of the Far North District Council's commitment to Māori outcomes for the 2024–2025 financial year, viewed through the lens of Te Pae o Uta, the Council's Te Ao Māori framework.

The report investigates how the principles, values, and objectives of Te Pae o Uta have been embedded across Council governance, partnerships, strategies and operations.

The report serves as a formal accountability mechanism to tāngata whenua and elected members, by demonstrating measurable progress towards equitable outcomes for Māori. It also acts as an internal reflection tool, helping teams across the organisation assess how effectively Te Ao Māori values are informing service delivery, decision-making, staff capability, and community engagement.

The purpose of this report aligns the three strategic goals of Te Pae o Uta, Tū Kotahi (Māori representation and governance), Whanake Tahi (internal cultural capability), and Kōkiri Tahi (partnerships with Māori) and presents a clear narrative of how Council is giving effect to its obligations under Te Tiriti o Waitangi and responding to the priorities of Māori communities across Te Tai Tokerau.

This annual performance report highlights the achievements of the Council.



Photo: Northland NZ

# HE WHĀINGA MO TE PAE O UTA BACKGROUND TO TE PAE O UTA

Te Pae o Uta was developed in 2022 as an internal initiative led by Te Hono staff, in collaboration with Whānau, Hapū and Iwi in the district.

The purpose was to create a comprehensive Te Ao Māori framework that would unify Council's approach to engaging with Māori and delivering equitable services in a way that reflects the cultural identity and priorities of Te Tai Tokerau.

The development process ensured the context and foundation of the framework was centred in Te Ao Māori, specifically Te Tai Tokerau pūrākau, Te Reo o te kāinga and tikanga, while being supported by a practical, strategic structure that could be implemented in local government and across all departments. The intent was to create a living framework that could guide Council towards more equitable, inclusive, and mana-enhancing outcomes for Māori.

In August 2023, Te Pae o Uta received formal endorsement from Te Kuaka Te Ao Māori Committee, alongside the adoption of the Te Reo and Tikanga Policy. The framework was then taken to full Council, where it was officially adopted in September 2023, thus the only Council adopted framework. This marked a significant milestone, demonstrating a collective commitment from governance and operations to embed Te Tiriti o Waitangi principles into Council's systems, policies, and practices.

The implementation commenced on 1 July 2024, with all Council teams required to set and achieve goals aligned to Te Pae o Uta's three goals aligned to the three goals of Te Pae o Uta, Tū Kotahi, Whanake Tahī, and Kōkiri Tahī. In addition, the progress of Te Pae o Uta is monitored through quarterly reporting to the Chief Executive and Te Kuaka, ensuring accountability, transparency, and continuous improvement in delivering Māori outcomes.



# HE WHAKAPUTANGA O TE RANGATIRATANGA O NU TIRENI/TE TIRITI O WAITANGI FOUNDATIONAL DOCUMENTS

This section outlines the significance of He Whakaputanga o te Rangatiratanga o Nu Tireni and Te Tiriti o Waitangi. Highlighting their relevance to Aotearoa, Tāngata Whenua, and the district as a whole, and explaining how these foundational documents shape governance, relationships, and decision-making within the rohe.

He Whakaputanga o te Rangatiratanga o Nu Tireni (1835) and Te Tiriti o Waitangi (1840) are the foundations upon which Te Pae o Uta has been developed. These documents represent the enduring assertion of Māori sovereignty and the Te Tiriti represents the formal commitment by the Crown to recognise and uphold Māori authority, rights, and self-determination.

He Whakaputanga, the Declaration of Independence, was signed by 52 rangatira from Te Tai Tokerau between 1835 and 1839. The Declaration asserted the sovereign independence of the hapū of Aotearoa and established a collective declaration of tino rangatiratanga by Māori over their lands, resources, and political affairs. This declaration remains a critical assertion of hapū leadership, mana whenua, and the principle that Māori are the rightful governors of their own affairs.

Te Tiriti o Waitangi, signed in 1840, established a relationship between Māori and the Crown based on partnership, protection, and participation.

In the Māori text of Te Tiriti, the Crown was granted kāwanatanga (authority to govern their own people) while Māori retained tino rangatiratanga, their absolute authority, over lands, people, and taonga. The promises made in Te Tiriti form the legal and moral basis for Māori-Crown relationships today.

For Far North District Council, both He Whakaputanga and Te Tiriti are not historical artefacts but living documents that continue to shape governance, policy, and service delivery. These documents guide Council's responsibilities to hapū and iwi, and provide the ethical foundation for embedding Te Ao Māori into local government systems.

The Far North District Council has legislative obligations under the Local Government Act 2002 and various other statutes to recognise and respect the Crown's responsibility to take account of the principles of the Treaty of Waitangi. To support this, Parts 2 and 6 of the Act set out requirements for councils to maintain and improve opportunities for Māori to contribute to local decision-making.

Te Pae o Uta reflects the intent of both documents by enabling Māori-led frameworks, recognising mana motuhake, and embedding tikanga, te reo, and Māori values into Council operations. The approach ensures that Council is not only responsive to Māori needs, but also accountable to the constitutional commitments that define our shared future.

# NGĀ TAUPORI MĀORI I TE TAI TOKERAU MĀORI DEMOGRAPHICS IN TE TAI TOKERAU

Te Tai Tokerau is home to one of the highest proportions of Māori population in Aotearoa New Zealand.

According to the 2023 Census, the total population of the Far North District is 71,430 (see pie chart on following page). The population highlights 51.9% of the total population identify as being of Māori descent, this is well above the national average.

This demographic context reinforces the importance of a Te Ao Māori approach to local government and legislative obligations to the Treaty of Waitangi and Te Tiriti o Waitangi. The results population also shows a practical necessity for ensuring that council services, strategies, and investments reflect the aspirations and realities of half of the region's population.

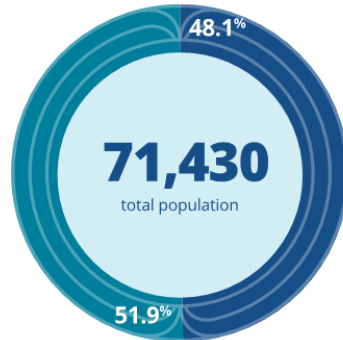
The significant growth in the Māori population, an increase of 13.3%<sup>1</sup> (see bar graph on following page) since 2018, further underscores the need for responsive planning, culturally appropriate service delivery, and strong relationships with hapū and iwi.

Te Pae o Uta was developed in direct response to these demographic trends, to ensure Council meets its responsibilities in a way that upholds mana motuhake, supports community wellbeing, and affirms Māori leadership and participation across all levels of local government.

## Far North District population

(2023 Census)

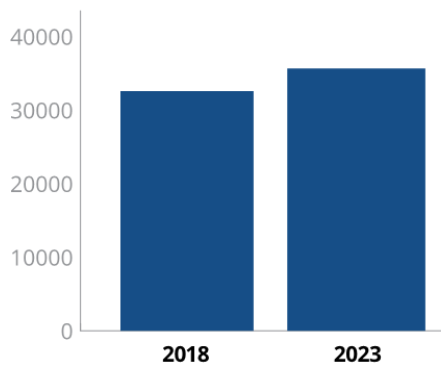
### Total Population



- **51.9%** Māori descent, **48.1%** other
- **37,038** Māori population
- **71,430** Total population of Far North District<sup>1</sup>.

- Māori descent
- Other

### A growing population



- **32,580** Māori population in 2018
  - **37,038** Māori population in 2023
- The Māori population is growing in the Far North District and has increased by **9.5%**

### Towns in the Far North with the highest percentage of Māori

• In the Far North District specifically, Māori communities are central to the district's cultural, economic, and social structure of the district. The towns with the highest percentage of Māori residents<sup>1</sup> include:

Town	Māori population (%)	Māori population (total)	Total population
Kaikohe	81.5%	3,720	4,563
Kaitiāia	70.4%	4,194	5,955
Kerikeri	18.3%	1,479	8,070

<sup>1</sup> Source: Stats NZ, 2023 Census.

# NGĀ WARI MĀORI ME NGĀ RITENGA MĀORI WARDS AND REPRESENTATION

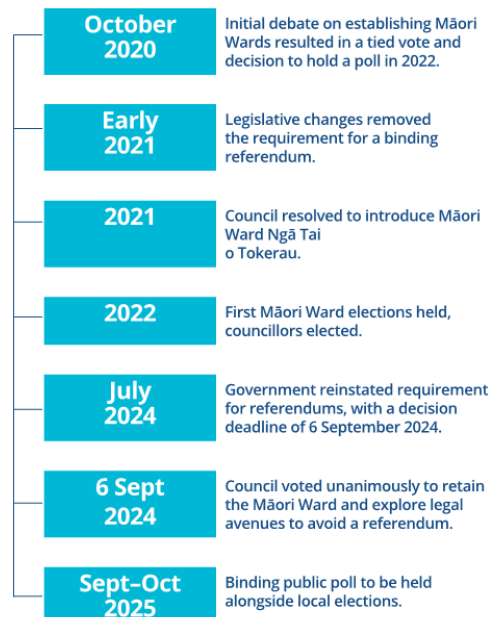
The establishment of Ngā Tai o Tokerau in local government is a key mechanism for upholding the rights of Māori to participate in decisions affecting Māori communities, lands, and futures.

Ngā Tai o Tokerau are enabled by the Local Electoral Act 2001 and underpinned by Te Tiriti o Waitangi, providing direct representation at the Council table and reflecting the constitutional partnership between Māori and the Crown.

In 2021, Far North District Council resolved to establish Ngā Tai o Tokerau, a dedicated Māori Ward. This milestone acknowledges the unique place of Māori in Te Tai Tokerau and responds to long-standing calls for equity in political representation. It enables the election of representatives who bring cultural insight, tikanga, and community priorities into Council decision-making.

Aligning directly with Goal One of Te Pae o Uta Tū Kotahi, the Māori Ward strengthens Māori participation and governance leadership. This structural change is a tangible expression of tino rangatiratanga and a step toward more inclusive and representative governance in the Far North.

## Māori Ward Decisions – Far North District Council



# NGĀ TAI O TOKERAU IMPACT 2024-2025

The Māori Ward is vital to Far North District Council because it embeds Te Tiriti partnership in governance, ensures Māori representation, and connects policy to lived realities.

The Māori Ward is vital to Far North District Council because it embeds Te Tiriti partnership in governance, ensures Māori representation, and connects Council to lived realities. Over the last year, Ngā Tai o Tokerau councillors have brokered partnerships, carried issues from marae and communities into Council and Committee forums and enabled transformational change for Council.

Their presence has lifted cultural competence, accelerated engagement, and improved the quality of advice to elected members. On the ground, councillors have convened hui, supported co-design, and aligned services with priorities such as access, safety, roading and whenua management. As a result, Council is making informed, timely, and culturally responsive decisions compared with before the ward's establishment. The ward strengthens democracy and builds trust across the district.

Lastly, what is good for Māori benefits everyone across the Far North; stronger engagement, clear accountability, and services designed with Māori outcomes for all residents district-wide.



Photo: David Kirkland

# TE TIROHANGA WHĀNUI A TE KAUNIHERA O TE HIKU O TE IKA FAR NORTH DISTRICT COUNCIL OVERVIEW

The Far North District Council (FNDC) was formally established on 1 November 1989 as part of the nationwide local government reform process in Aotearoa New Zealand.

This reform amalgamated these former local authorities into a single territorial authority, responsible for the Far North District:

- Bay of Islands County Council
- Hokianga County Council
- Whangaroa County Council
- Mangōnui County Council
- Kaikohe Borough Council
- Kaitāia Borough Council

The governance structure of FNDC consists of the Mayor and 10 Councillors who represent four electoral wards: Te Hiku, Kaikohe-Hokianga, Bay of Islands-Whangaroa, and Ngā Tai o Tokerau (Māori Ward). These elected representatives set the strategic direction of the Council, make policy decisions, and approve budgets to ensure the long-term wellbeing of communities across the district. Supporting the elected members are 19 Community Board members who advocate for local needs and provide a crucial link between Council and communities at the grassroots level.

FNDC's operations are led by the Chief Executive, who is responsible for delivering on the decisions of the Council and managing the day-to-day functions of the organisation. The Chief Executive is supported by a tiered leadership structure comprising seven General Managers, approximately 40 functional Managers, and a workforce of over 400 staff across various departments.

The Council is responsible for delivering a broad range of essential services, including infrastructure maintenance, regulatory services, community facilities, environmental management, economic development, planning and consents, and democratic engagement. FNDC also oversees several council-controlled organisations (CCOs) and works in partnership with central government, hapū, iwi, and community stakeholders to achieve long-term social, cultural, economic, and environmental goals.

As a district with one of the highest proportions of Māori population in the country, FNDC's structure and operations are increasingly shaped by a commitment to Te Tiriti o Waitangi and the aspirations of tāngata whenua. This commitment is reflected in the adoption of Te Pae o Uta, the establishment of the Māori Ward, and the strategic partnerships developed through governance forums such as Te Kuaka and Te Kahu o Taonui.

# TE ANGA KAUNIHERA COUNCIL STRUCTURE

1

## Kahika | Mayor

Elected 'at large' (district wide)



10

## Kaikaunihera | Councillors

2

Te Hiku  
Ward

1

Kaikohe-  
Hokianga  
Ward

3

Bay of Islands-  
Whangaroa  
Ward

4

Ngā Tai  
o Tokerau  
Māori Ward



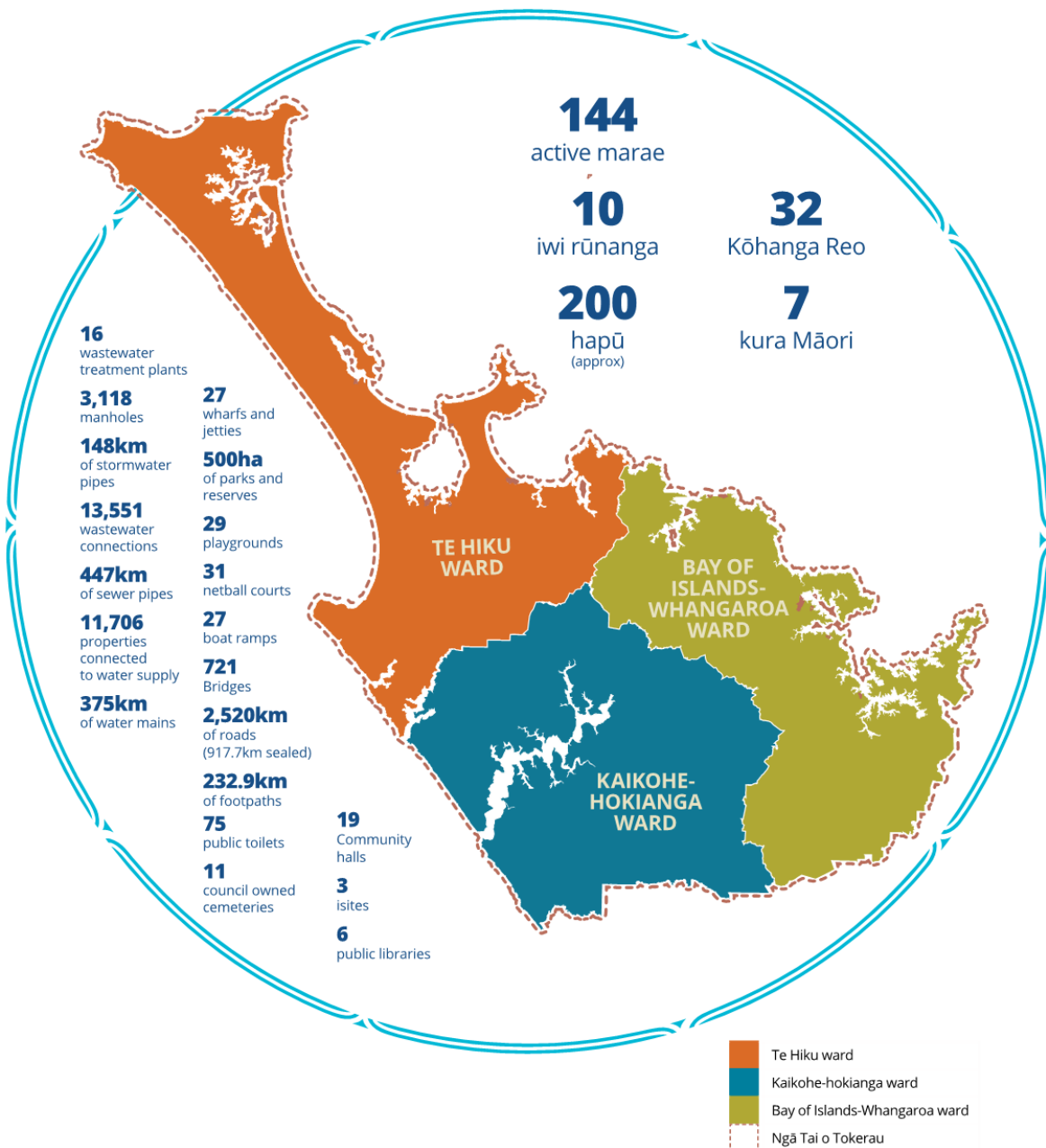
19

## He mema poari hapori Community Board Members

Community boards elected based on subdivisions of the general ward



# KO TŌ TĀTOU ROHE OUR DISTRICT



# HONONGA RAUTAKI STRATEGIC LINKAGES

## Ngā wāhanga e whā o te hauora The four aspects of wellbeing



Ā iwi  
 Social



Ōhunga  
 Economic



Taiao  
 Environmental



Ahurea  
 Cultural



## Tirohanga Our vision

**HE WHENUA RANGATIRA**  
 A DISTRICT OF SUSTAINABLE PROSPERITY & WELL-BEING

## He rautaki whakaarotau Our mission

**HE ARA TĀMATA**  
**CREATING GREAT PLACES**  
*Supporting our people*

## He rautaki whakaarotau Our strategic priorities



Repair our  
 transport network



Address  
 affordability



Better asset  
 management



Enable sustainable  
 economic  
 development



Adapt to  
 climate  
 change



Protect our water  
 supply



Deepen our sense  
 of place and  
 connection



## Ngā hua ki te hāpori Our community outcomes



Proud, vibrant  
 communities



Communities that  
 are healthy, safe,  
 connected and  
 sustainable



Resilient  
 communities that  
 are prepared for  
 the unexpected



Prosperous  
 communities  
 supported by  
 a sustainable  
 economy

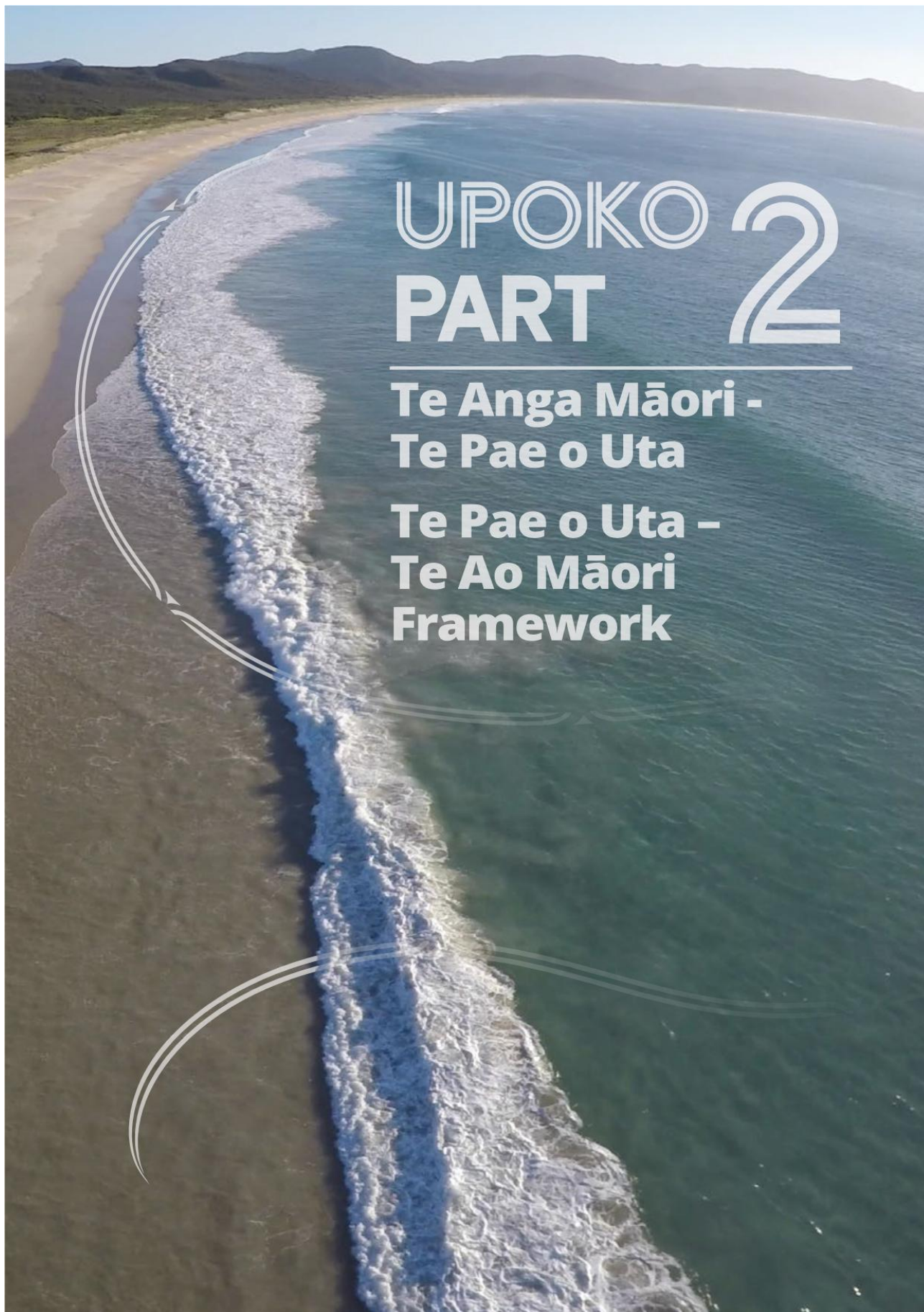


A wisely managed  
 environment that  
 recognises the role  
 of tangata whenua  
 as kaitiaki



We celebrate our  
 unique culture and  
 history





# HE TIROHANGA WHĀNUI ME TE KAUPAPA OVERVIEW AND PURPOSE

This section introduces Te Pae o Uta, the Council's Te Ao Māori framework by outlining its purpose, scope and role in embedding the framework across all areas of Council activity. Te Pae o Uta serves as a strategic framework designed to embed Te Ao Māori values, principles, and practices across all functions of the Far North District Council. Māori worldviews are actively applied in decision-making, operations, and community engagement to reflect the diverse communities the Council serves. The framework provides the structural foundation required to uphold mana motuhake, meet Te Tiriti o Waitangi obligations, and drive equitable outcomes for Māori in Te Tai Tokerau.

# HE KŌRERO WHĀINGA BACKGROUND NARRATIVE

Te Pae o Uta is taken directly from the karakia, E Kau ki te Tai e. Written by Rangatira Himiona Kāmira following the Te Tai Tokerau Wānanga in 1936 of Nukutawhiti when he first entered the Hokianga Harbour around 950AD.

Nukutawhiti navigated the double-hulled waka Ngātokimatawhaorua across the huge oceanic continent of Te Moananui a Kiwa.

This pūrākau has been handed down through generations that reach back to Kupe and his rediscovery of Te Ikanui a Māui around the year 750 AD.

Kupe left Hawaiki, aboard his waka Matawhao, in pursuit of Te Wheke o Muturangi that had been interfering and meddling with the fishing practices in our ancestral home. This is a metaphor which has Hawaiki as the central part of the octopus and its tentacles representing ocean currents radiating out from the homeland and reaching out to the numerous island destinations now populated by Māori and our Polynesian cousins.

During this voyage of reclamation and rediscovery, Kuramarotini, or Hine-te-Aparangi (both wives of Kupe) renamed Te Ikanui a Māui, Aotearoa, depending on which version of the pūrākau you adhere to.

After spending several decades circumnavigating Aotearoa, Kupe returned to Hawaiki, departing Aotearoa with his final utterance "*Hei konei rā e Te Puna I te Ao Mārama, ka hoki nei ahau, e kore ahau e hoki anga nui mai*" "*Farewell The Spring of the World of Light, for I now return home from whence I shall never return again.*", from which The Hokianga Harbour takes its name.

On his return to Hawaiki, Kupe regaled his whānau with stories of the land he had returned from and his grandson Nukutawhiti was infatuated with the idea of seeking wider horizons to settle as a new home.

On the advice of Kupe, he took the waka Matawhao and had it reshaped making it lighter, faster and more manoeuvrable after which it was renamed Ngātokimatawhaorua, Matawhao-Readzed.

Following the instruction from Kupe, Nukutawhiti departed on the renewed vessel and soon arrived at the entrance of Te Hokianganui a Kupe and found his way obstructed by the treacherous bar across the harbour entrance. He rose and offered his karakia, E kau ki te Tai e, to calm the waters and provide safe passage to the calmer waters inside the harbour.

The karakia follows with different strategies including Te Pae o Uta adopted by Far North District Council.

# TE KARAKIA A NUKUTAWHITI

## E kau ki te tai e

E kau ki te tai e, e kau ki te tai e, e kau rā, e Tāne.

Wāhia atu rā te ngaru hukahuka o Marerei-ao,  
pikitia atu te aurere kura o Taotao-rangi.

Tapatapa ruru ana te kakau o te hoe, e auheke ana,  
e tara tutu ana te huka o Tangaroa, i te puhi whatukura,  
i te puhi marei kura o taku waka.

Ka titiro iho au ki te pae o uta, ki te pae o waho.

Piki tū rangi ana te kakau o te hoe;

Kūmea te uru o taku waka ki runga ki te kiri waiwai  
o Papatūānuku e takoto mai nei;

Ki runga ki te uru tapu nui o Tāne e tū mai nei.

Whatiwhati rua ana te hoe a Pou-poto, tau ake  
ki te hoe nā Kura, he ariki whatu manawa.

Tō manawa, e Kura, ki taku manawa;

Ka irihia, ka irihia ki Wai-o-nuku, ka irihia, ka irihia  
ki Wai-o-rangi, ka whiti au ki te whei ao, ki te ao  
mārama.

Tupu kerekere, tupu wanawana, ka hara mai te toki,  
e Haumi e Hui e **Taiki e!**



# NGĀ PAPARAHII WHĀNUI

## Overall principles of the goals

Recognise the significance of He Whakaputanga o te Rangatiratanga Nu Tirenī (Declaration of Independence) and Te Tiriti o Waitangi within Te Tai Tokerau and Aotearoa respectively

Acknowledge the importance of relationships both tangible and intangible e.g., ngā atua, whenua, mauri o te wai, taiao (oranga taiao, oranga tangata)

Valuing Te Ao Māori requires staff to understand key Māori concepts and practices

Acknowledge kōrero tuku iho at FNDC by recognising hapū and iwi kōrero.

**The goals of the framework are as follows:**

# TŪ KOTAHI

## Increased Participation in Council Structures and Decision-Making Processes



**Relationships** – strengthening relationships with Mātauranga and Te Ao Māori.

**Participation** – by giving Māori agency in matters of interest to them.

### Outcome

- Prosperous Māori communities as evidenced by strong partnership arrangements – Māori communities are strong, resilient and realising opportunities
- Advance the Rangatiratanga of mana whenua in leadership and decision making and provide for customary rights.

### Implementation

- Far North District Council staff are equipped to provide Te Ao Māori governance with the direction and advice to better inform elected members.
- Active Māori participation
- Far North District Council is committed to developing systems to engage at hapū level
- Formalising the implementation of Iwi Hapū Environmental Management Plans
- Develop a hapū engagement framework
- Review Council's Significance and Engagement Policy 2021 to include hapū engagement and resourcing.



# WHANAKE TAHI

Create Enablers  
Across Staff to Respond  
More Effectively to Māori



**People** – building organisational capability, capacity, and cultural competency.

**Policy** – effective consideration and understanding of Māori needs and issues in policy thinking and development.

**Process** – improvement of processes and systems to maintain and enhance capability to give effect to roles in relation to Māori and to promote a responsive culture and working environment.

## Outcome

Tāngata whenua report that Far North District Council has the capability, capacity, confidence and are partnering and engaging successfully with Māori. Applying this lens can provide for more robust, diverse, and long-term solutions and outcomes for Māori.

- Far North District Council leaders are capable of making informed decisions based on Te Pae o Uta goals, principles and values
- In-house training is developed and available so staff can develop the confidence and basic capability to identify and apply a Te Ao Māori lens across internal workstreams.
- People, policies and strategies are reflective of Te Pae o Uta goals, principles, and values
- Value and recognise staff cultural competency
- Review training competency measures
- Increased use of Te Reo across all of our services.

# KŌKIRI TAHI

Empowered Communities,  
Working Collaboratively



**Engagement** – effective communication and engagement with Māori.

**Wellbeing** – council's role in contributing to Māori wellbeing.

**Capacity** – building Māori capability and capacity.

- Meet the needs and support the aspirations of tamariki and their whānau
- Invest in marae to be self-sustaining and prosperous
- Strengthen rangatahi participation in leadership, education and employment outcomes
- Grow Māori intergenerational wealth
- Celebrate Māori culture and support Te Reo Māori to flourish.

## Implementation

Far North District Council will work in the following areas to achieve the outcomes noted above:

- Papakāinga and Māori housing
- Whānau and tamariki wellbeing
- Marae development
- Te Reo Māori
- Māori identity and culture
- Māori business, tourism and employment
- Realising rangatahi potential
- Kaitiakitanga/te taiao.

# HE TAUIRA URUPARE WHAKAPAKARI RESPONSIVENESS MATURITY MODEL

The successful implementation of Te Pae o Uta across Far North District Council has been supported by the development and use of a Māori Responsiveness Maturity Model.

This model provides a structured, staged approach to embedding Te Ao Māori principles into all areas of Council activity, guiding teams from awareness through to transformational change.

Each stage of the maturity model reflects a progression in cultural capability and organisational responsiveness, enabling departments to identify where they currently sit and what actions are required to advance. The framework supports self-assessment and collective reflection, with a focus on aligning operational delivery to Te Tiriti o Waitangi, tikanga Māori, and the aspirations of hapū and iwi.

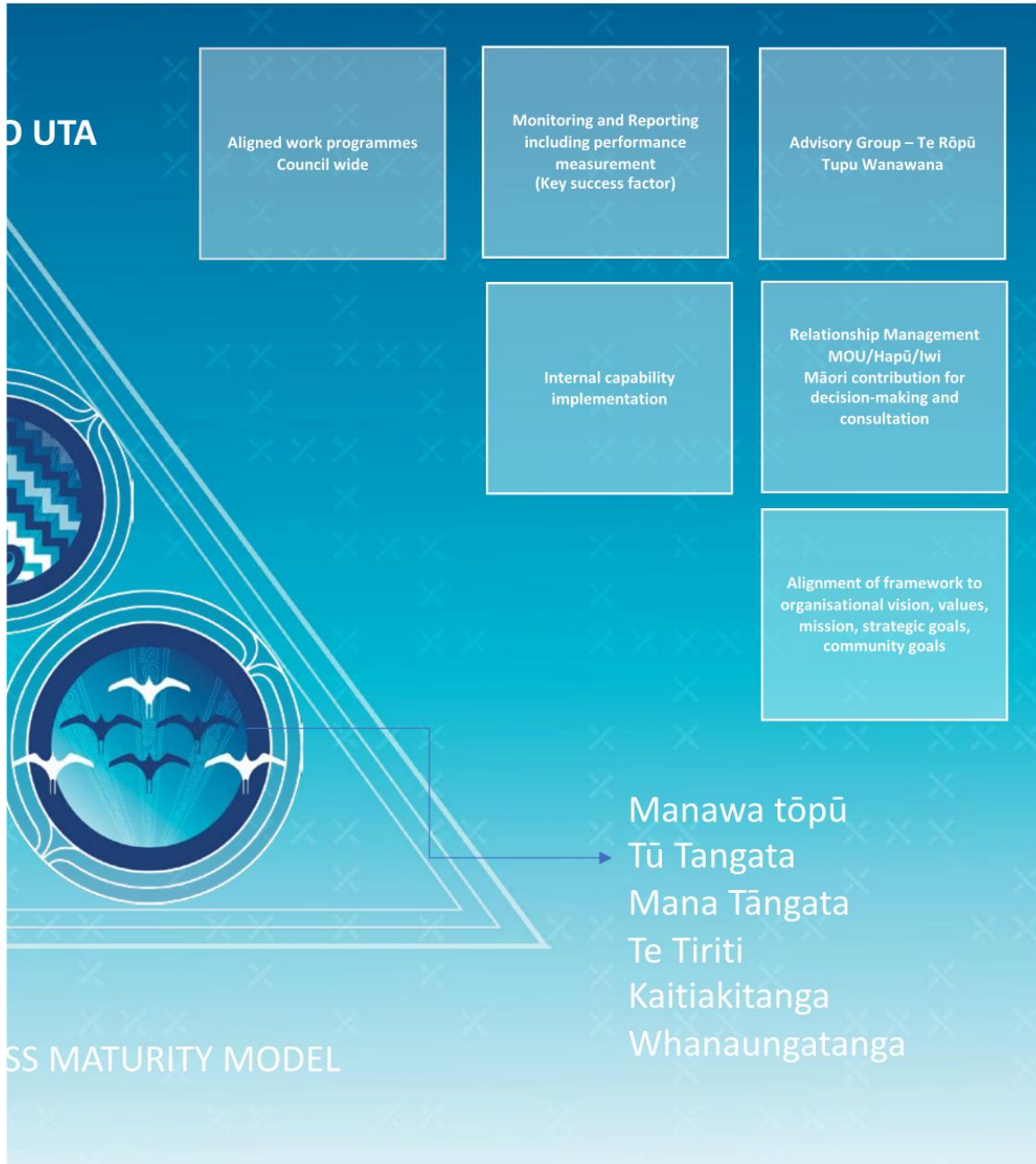
The stages of the model are designed to:

- Build internal confidence in applying Te Ao Māori values
- Encourage collaborative engagement with Māori communities
- Embed kaupapa Māori approaches in planning, policy, and service delivery
- Ensure consistency and accountability across all teams

The maturity model has ensured that the rollout of Te Pae o Uta is not tokenistic or superficial, but instead supports systemic transformation. The model also allows for monitoring of progress over time and enables Council to identify areas requiring additional support, training, or realignment.

Operationally, the maturity model has served as a roadmap for departments to set realistic and meaningful goals aligned to the three goals of Te Pae o Uta. It has also empowered leadership to provide the necessary resourcing, oversight, and guidance to embed the framework across Council.





# TUPU WANAWANA

Tupu Wanawana is the internal steering group established to lead and support the implementation of Te Pae o Uta across Far North District Council.

The name Tupu Wanawana is drawn from the karakia “E Kau ki te Tai e”, offered by Nukutawhiti as he navigated Ngātokimatawhaorua across the bar of Te Hokianga-nui-a-Kupe. Within this karakia, tupu wanawana refers to the rising strength and momentum required to reach safe passage. This concept symbolises the growth, resilience, and collective movement within Council to realise a Te Ao Māori way of working.

Tupu Wanawana represents a cross-tier leadership group made up of staff from all levels of the organisation from the Chief Executive, General Managers, and Team Leaders to kaimahi across Council departments. This group reflects a whole-of-organisation commitment to Te Pae o Uta, reinforcing that the framework is owned by the entire Council, not solely by Te Hono or any single team.

The role of Tupu Wanawana is to:

- Guide the implementation of Te Pae o Uta across all areas of Council
- Support business units to develop and progress their framework-aligned goals
- Champion the visibility and normalisation of Te Ao Māori across Council operations
- Promote consistent engagement with the framework across all levels of leadership
- Maintain momentum and shared accountability for Māori outcomes.

Tupu Wanawana signals that this is not a compliance exercise but a cultural and organisational shift. The group ensures that Te Pae o Uta is understood, embraced, and applied in a way that reflects the values of the district and the aspirations of the community. Tupu Wanawana are responsible for resolving any issues regarding the implementation, deployment, or reporting of the framework.

By referencing Tupu Wanawana from the karakia of Nukutawhiti, the Council acknowledges its role as a modern-day waka navigating towards a more inclusive and equitable future. This connection to pūrākau reinforces the local identity of the framework while demonstrating that transformative change must be led collectively, from the top down and the inside out.

# TE AROTURUKI ME TE INE MONITORING AND MEASUREMENT

To ensure the implementation of Te Pae o Uta is measurable, transparent, and aligned with strategic priorities, Far North District Council uses Power BI as its primary performance monitoring tool.

This platform enables the collection, analysis, and visualisation of data relating to the framework's implementation across the organisation.

Each department sets three active goals aligned to one of the framework's three goals, Tū Kotahi, Whanake Tahī, or Kōkiri Tahī. As these goals are achieved, teams are supported to propose additional goals, encouraging continuous engagement with the framework. All goal data is captured and updated regularly within Power BI, providing a real-time snapshot of organisational performance.

The Power BI dashboard offers clear visual insights into:

- Total number of goals set and achieved across the organisation
- Goal alignment by, (Goal 1, 2, or 3)
- Frequency and quality of team check-ins
- Departmental contributions and trends over time
- Strategic alignment with key Council documents (e.g., LTP, FN2100, Toi Mana).

These visual dashboards are accessible to managers, leadership, and steering groups to support reflection, planning, and reporting. The tool allows the organisation to monitor uptake, identify gaps, and allocate resources more effectively to advance Māori outcomes.

Power BI ensures that Te Pae o Uta is not a static document but a living framework that can be measured, reported on, and improved over time. It strengthens accountability at all levels and promotes a culture of data-informed decision-making aligned with Te Ao Māori values.

Visual boards and graphs generated from Power BI are regularly presented to Te Kuaka, the Chief Executive, and departmental leadership, ensuring alignment between operational delivery and strategic intent. These insights also form the basis of quarterly reporting and contribute to ongoing performance improvement across the Council.



This section outlines how the Council measures progress and evaluates the impact of Te Pae o Uta in delivering Māori outcomes. It details the tools, indicators, and reporting mechanisms used to track implementation, assess cultural responsiveness, and demonstrate value for investment.

The section will cover the results from 1 July 2024 to 30 June 2025, using both quantitative insights and qualitative observations, including: the total number of goals set across the organisation; the number of team check-ins held to provide support; the number of additional goals achieved; the alignment of goals to each of the framework's goal; and the alignment of goals to all Council-adopted strategies, including the priorities of the internal Organisational Strategy.

Together, these measures provide a clear picture of performance, highlight areas for improvement, and ensure accountability to Māori communities, tāngata whenua, and the wider district.



# TE PAE O UTA

## RESULTS

TEAM GOALS 1/7/24 - 30/06/25

**161**  
total goals

**140**  
standard goals

**21**  
extra goals

**352**  
check ins



**Percentage of how many of our 161 goals  
give effect to which TPOU goal:**

**Goal 1**

# TŪ KOTAHI

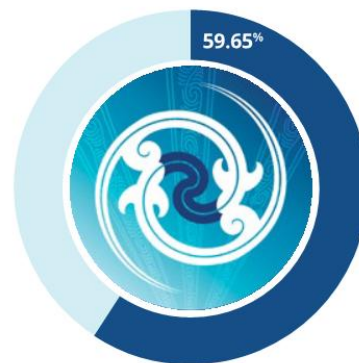
Increased Māori Participation  
in Council Structures and  
Decision-Making



**Goal 2**

# WHANAKE TAHI

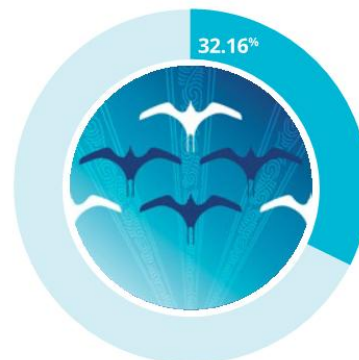
Create Enablers Across Staff  
to Respond Effectively to Māori



**Goal 3**

# KŌKIRI TAHI

Empowered Communities,  
Working Collaboratively



All Council teams proposed three goals that were aligned to either Goal 1, 2, or 3 of the framework. Once these goals were achieved, teams proposed additional goals. As a result, each team maintained a set of three active goals throughout the year.

# NGĀ RAUTAKI TAURIMA COUNCIL ADOPTED STRATEGIES

Te Pae o Uta is embedded across all Council adopted strategies, including Council's key strategic document the Long-term plan, Far North 2100, the Regional Accessibility Strategy, the Toi Mana Strategy, the Finance Strategy, and the Transport and Infrastructure Strategy. The strategic integration reflects a whole-of-Council commitment to upholding Te Tiriti o Waitangi and embedding Te Ao Māori values in all aspects of Council planning, policy, and service delivery.

The approach means that Māori perspectives and aspirations are considered across every area of council activity, not in isolation. As a result, all departments share responsibility for building capability, engaging with tāngata whenua, and contributing to equitable outcomes for Māori. This alignment also requires ongoing monitoring to ensure that strategies are delivering on Māori outcomes in a measurable and effective way.



31 Key Performance Report Ka Tae Ki Te Pae o Uta

# TE TAI TOKERAU 2100 FN 2100

Far North 2100 is the Far North District Council's long-term strategic vision, developed to guide growth and development across the district through to the year 2100.

FN 2100 known as He Whenua Rangatira, this framework outlines a future-focused direction that reflects the district's collective priorities for environmental protection, cultural wellbeing, social cohesion, and economic resilience.

The strategy was informed by extensive engagement with local communities, hapū and iwi, and is intended to align Council decision-making with intergenerational priorities. It provides a foundation for proactive, place-based planning that is responsive to the unique identity and values of Te Tai Tokerau.

Far North 2100 is integrated with the Council's Long-Term Plan and other strategic documents, supporting consistent decision-making, resource allocation, and long-term wellbeing outcomes across the district.

Te Pae o Uta gives practical effect to the direction set by Far North 2100 by embedding Te Tiriti o Waitangi, and Te Ao Māori across Council systems and practices.



### Progress Snapshot:

As of the reporting period, 64% of all Council team goals (103 out of 161) directly align with the strategic direction set by Far North 2100.

# TOI MANA

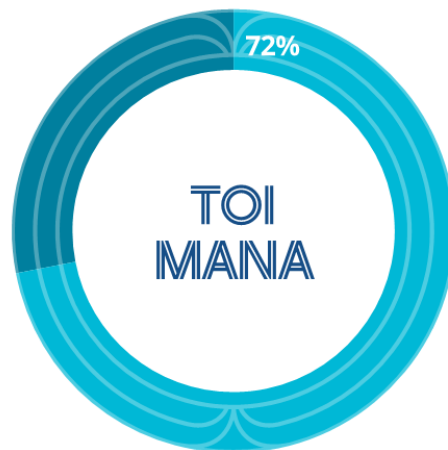
Toi Mana (2024–2034) outlines the strategic direction for arts, culture, and heritage in the Far North District.

The strategy outlines a coordinated approach to enhancing wellbeing, strengthen cultural infrastructure, and expand opportunities for creative expression across communities. Cultural identity, participation, and access are recognised as foundational to the development of a thriving and connected district.

Te Pae o Uta contributes to this strategic direction by embedding Te Ao Māori principles into the planning and delivery of cultural outcomes. The framework enables Council to work in

partnership with hapū and iwi to support Māori-led artistic and cultural initiatives, including the elevation of Māori expression, investment in place-based heritage projects, and the integration of tikanga and te reo Māori within public cultural spaces.

The alignment between Toi Mana and Te Pae o Uta supports Council's ability to deliver Te Tiriti centric, culturally responsive and inclusive outcomes for the rohe.



### Progress Snapshot:

As of the reporting period, 72% of all Council team goals (117 out of 161) align with the objectives of the Toi Mana strategy. This reflects a strong organisational focus on advancing arts, culture, identity, and expression across the Far North.

# NGĀ RAUTAKI WHAKARITE INTERNAL STRATEGY – ORGANISATIONAL STRATEGY

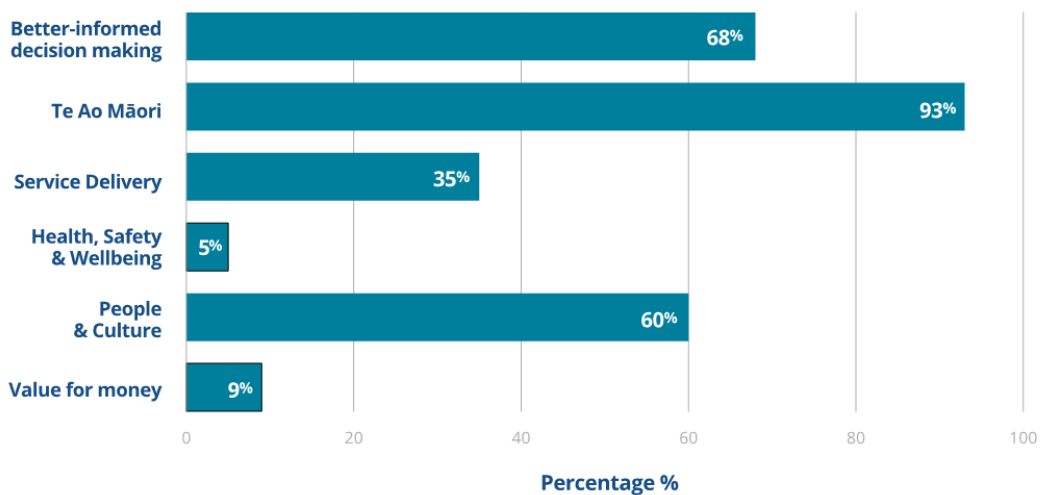
The Far North District Council's Organisational Strategy is an internal-only framework that defines six strategic priorities guiding how the organisation operates: Better-informed Decision Making, Health, Safety & Wellbeing, Te Ao Māori, People and Culture, Service Delivery, and Value for Money.

This strategy ensures that the Council's internal systems, processes, and people are aligned to deliver effectively on the long-term goals. Te Pae o Uta organisational goals have been aligned to the priorities of the Organisational Strategy and the results are below.

## Progress Snapshot

The analysis of the team goals collated from the Power BI and dashboard indicates that 93% of activity incorporates Te Ao Māori, reflecting a strong organisational shift toward culturally informed practice. Other areas of focus include People and Culture (37%), Service Delivery (35%), and Health, Safety and Wellbeing (5%). Lower alignment is noted in Better-Informed Decision-Making (68%) and Value for Money (9%). This snapshot highlights where current effort is concentrated and identifies opportunities for strengthening strategic alignment across all organisational priorities.

## ORGANISATIONAL FOCUS AREAS






# UPOKO 4 PART 4

Ngā Hononga  
Rautaki

Partnerships  
and Strategic  
Relationships



This section examines how governance-level partnerships and strategic relationships strengthen the delivery of Māori outcomes across the Far North District. In addition, the section highlights the role of formal governance structures such as Te Kuaka – Te Ao Māori Committee, the representation of iwi through Te Kahu o Taonui, and the Māori Ward representation in decision-making. It also outlines key partnership instruments and mechanisms, including Memoranda of Understanding (MOU) agreements, iwi and hapū environmental management plans, service level agreements, governance links with Council-controlled organisations, and collaborative initiatives such as the North Hokianga Transport Working Group. These relationships and agreements shape policy direction, guide strategic planning, and integrate Māori worldviews into Council's governance framework. The section recognises that strong, trust-based partnerships at this level are essential for equitable, inclusive, and future-focused decision-making across the district.

# MANA WHAKAHAERE GOVERNANCE



Te Kaunihera o Te Hiku o te Ika have Council committees that are named after prominent manu in the district. This ensures a rohe specific approach including cultural narratives are included in the application of leadership within the Council. In addition, the governance model gives practical effect to the Goal One of Te Pae o Uta framework.

## Governance

The Far North District lies within the rohe of Te Tai Tokerau and acknowledges the inherent rangatiratanga of hapū. Approximately 200 hapū are located within the district. While not all actively engage with Council, mana whenua are recognised as hapū, iwi, and/or mandated entities that exercise kaitiakitanga and customary authority within their respective takiwā.

Far North District Council maintains numerous formal relationships with Māori entities. At the governance level, Te Kuaka – Te Ao Māori Committee plays a critical role in embedding Te Ao Māori values into Council operations and ensuring Māori voices are present at the decision-making table. The committee comprises elected members and representatives appointed by Te Kahu o Taonui, the collective of iwi in Te Tai Tokerau.

These committees include the following:

- **Te Huia:** Executive Review Committee - A Huia is a bird of the highest esteem in Te Ao Māori and greatly revered. It is synonymous with great leaders and leadership.
- **Te Miromiro** – Assurance, Risk and Finance Committee – A Miromiro bird has a keen eye for detail.
- **Te Koukou** – Transport and Infrastructure Committee – A koukou (owl) is associated with travellers as well as carrying messages.

- **Te Kuaka** – Māori Standing Committee – The narrative of the Kuaka (Godwit) being a harbinger of resilience due to its ability to travel long distances to reach its final destination (me manawa Kuaka - have the heart of a Godwit). Kuaka also travel in huge flocks - strength in unity to achieve purpose.
- **Te Pīpīwharau** – External Members Appointment Committee - Pīpīwharau (Shining Cuckoo) is recognised as the “bearer of news”. Furthermore, as is the nature of the Cuckoo, it lays its egg in the nests of other birds to be raised and nurtured, a metaphor for our Council's Committees.
- **Te Koekoeā** – Appointment to Council Organisations Committee - Koekoeā (long tailed cuckoo) is another bird that lays its eggs in the nests of others. Our committee is made to appoint members to council organisations, and a Koekoeā is incredibly selective in this task, another metaphor for the function of this committee.

# TE KAHU O TAONUI TE TAI TOKERAU IWI CHAIRS COLLECTIVE



## *Me mahi tahi tātou mō te iwi te take*

Te Kahū o Taonui is the collective of Te Tai Tokerau Iwi Chairs which includes Te Rarawa, Ngātiwai, Ngāti Kuri, Te Aupōuri, Ngāti Kahu, Ngāi Takoto, Te Roroa, Ngāpuhi, Kahukuraariki Trust, Te Rūnanga o Whāingaroa, Ngāti Hine and Ngāti Whātua. Te Kahū o Taonui have formed a strong relationship with the Council. This partnership governs the Te Tiriti centric Te Kuaka Māori Standing Committee.

This collaboration provides hapū and iwi with a direct platform to influence local government decision-making and ensures that the priorities and interests of Māori communities are consistently reflected in the development and implementation of Council services.

Through Te Kuaka, the Council works in partnership with mana whenua to support strategic planning, strengthen Māori participation in local government, and uphold its obligations under Te Tiriti o Waitangi. Beyond governance, the Council continues to engage with iwi authorities and hapū on matters relating to resource management, spatial planning, and community development to support shared aspirations and uphold tino rangatiratanga across the district.

Te Kahū o Taonui representatives include:

- **Te Aupōuri**
- **Ngāti Kuri**
- **Ngāi Takoto**
- **Ngāti Kahu**
- **Ngātiwai**
- **Te Rarawa**
- **Te Rūnanga o Whāingaroa**
- **Ngāpuhi**
- **Kahukuraariki Trust**
- **Ngāti Hine**



# HE KAWENATA MEMORANDUM OF UNDERSTANDING

Memoranda of Understanding (MOUs) are formal agreements that outline the roles, responsibilities, and shared intentions of parties entering collaborative arrangements.

Although, not legally binding, MOUs are valuable tools for council to provide structure to partnerships and support delivery of joint initiatives in areas such as economic development, infrastructure, and community wellbeing. These agreements promote transparency, build trust, and enable alignment between council, hapū, iwi, government agencies, and private organisations.

Following the launch of Te Pae o Uta, the Chief Executive led a district-wide series of hui to refresh Council's Memoranda of Understanding with hapū and iwi. The programme focused on reaffirming Te Tiriti o Waitangi commitments, clarifying partnership expectations, and setting work plans.

The engagement deepened relationships, improved transparency, and established a regular cadence for kanohi-ki-te-kanohi collaboration. The refreshed agreements included clear goal alignment, practical milestones, and shared measures of progress. The roadshow also surfaced opportunities for capability building, and shared governance on major projects.

Far North District Council currently holds two MOU, Ngāti Rēhia and Te Rūnanga o Te Rarawa. These MOU relationships reflect Goal One of Te Pae o Uta, which prioritises partnerships with Māori and active participation in council decisions and processes.

# HE MAHERĒ TĀIAO IWI HAPŪ ENVIRONMENTAL MANAGEMENT PLANS

Iwi and hapū Environmental Management Plans (IHEMPs) are documents developed by Māori, hapū and iwi to outline their environmental values, goals, and management practices, integrating mātauranga Māori into resource management.

These plans provide guidance on land use, water quality, biodiversity, and the protection of taonga. IHEMPs are important to the council, council meet Te Tiriti of Waitangi obligations by enabling partnership and participation. These plans help support sustainable environmental management by weaving in Māori ecological knowledge and promoting the protection and careful use of our natural resources. In addition, by acknowledging hapū and iwi as kaitiaki, the plans build Māori capacity to be actively involved in looking after the taiao. FNDC have the following IHEMP agreements:

- Patukeha **Updated**
- Ngāti Hine Environmental Management Plan **Updated**
- Ahipara Takiwā Management Plan **Updated**
- Ngāti Kuri Environmental Management Plan
- Ngāi Takoto, Ngāti Rēhia, Te Paatu Environmental Management Plan
- Te Aupōuri Iwi Management Plan
- Haititaimarangāi Marae Hapū Management Plan

- Te Rūnanga o Whāingaroa Environmental Management Plan
- Ngāti Rēhia Environmental Management Plan
- Kororāreka Marae Society Environmental Management Plan
- Ngāti Rangī Environmental Management Plan
- Te Iwi o Ngātiwai Iwi Environmental Management Plan
- Ngāti Kuta ki te Rāwhiti Environmental Management Plan
- Te Kahakura o Ngāti Korokoro, Ngāti Wharara me Pouka Environmental Management Plan
- Te Paatu ki Kauhanga
- Te Roroa Iwi Environmental Management Plan

Legal and regulatory compliance is addressed through Iwi and Hapū Environmental Management Plans (IHEMPs), which assist in fulfilling obligations under the Resource Management Act 1991 and other relevant environmental statutes. Furthermore, IHEMPs provide a formal mechanism for hapū and iwi to set out their environmental values, priorities, and expectations within planning processes. Although these plans currently align with existing legislative frameworks, the regulatory landscape is undergoing significant reform, which may affect how such plans are incorporated by local authorities. IHEMPs encourage a long-term view of environmental responsibilities, ensuring that intergenerational wellbeing, particularly the needs of mokopuna, are embedded in resource management approaches.

Photo: Northland NZ

# NGĀ TŌPŪTANGA WHAKAHAERE O TE KAUNIHERA COUNCIL CONTROLLED ORGANISATIONS



Far North Holdings Limited (FNHL) is the commercial and economic development arm of Far North District Council. As a council-controlled organisation (CCO), FNHL manages and develops key strategic assets on behalf of the district, including airports, commercial property, and marine infrastructure.

FNHL plays a central role in enabling regional economic growth, facilitating investment, and delivering infrastructure that supports long-term community wellbeing. In the last financial year, FNHL returned a \$5 million dividend to Council,

which was used to reduce rates for residents across the district. Its operations are guided by a Statement of Intent and aligned with Council's strategic direction.

Te Pae o Uta will be integrated into FNHL's operations in the near future, beginning with its inclusion in the organisation's Statement of Intent. This integration reflects Council's commitment to aligning commercial activity with Te Tiriti o Waitangi, ensuring culturally responsive and equitable outcomes are embedded across all council-controlled entities, in line with Council.

## Northland Inc

Growing Northland's Economy  
Kia tupu ai te ōhanga o Te Tai Tokerau

Northland Inc Limited, established in 2012, is Te Tai Tokerau's regional economic development agency and regional tourism organisation. It is jointly owned by Northland Regional Council, Far North District Council, Kaipara District Council, and Whangārei District Council.

Northland Inc exists to drive regional economic development and tourism while contributing to the social, cultural, environmental, and economic wellbeing of communities across the region. Its approach is aligned with the principles of Te Pae o Uta, with a particular focus on enabling Māori participation in decision-making, reflecting Te Ao Māori in its operations, and strengthening partnerships with hapū and iwi.

There is currently some operational alignment with Te Pae o Uta, particularly in how Northland Inc engages with Māori in the Far North. However, a formalised agreement is being developed to ensure Te Pae o Uta is explicitly embedded within the organisation's Statement of Intent. This will confirm that any work undertaken with, or within, the Far North District will be guided by the principles and expectations of Te Pae o Uta.

# NGĀ WHAKAETANGA RATONGA SERVICE-LEVEL AGREEMENT

## Pou Herenga Tai Overview

The Twin Coast Cycle Trail, one of New Zealand's 22 Ngā Haerenga Great Rides, is a key contributor to regional development in the Far North.

The initiative, stemming from a Central Government project to stimulate regional growth, economic development, tourism, and employment, led the Far North District Council to submit a successful business case for government funding to construct the trail.

The trail spans approximately 84 km, with an additional 3 km shared between the road between Hōreke and Māngungu Mission Station, and it continues to create significant economic, social, and cultural benefits. This includes job

creation, new business ventures, and recreational opportunities that showcase and celebrate the Far North's unique identity and culture. In line with Te Pae o Uta's principles, the Cycle Trail Trust is committed to ensuring Māori participation in the development and future management of the trail.

In addition, kaimahi from Pou Herenga Tai participated in Te Pae o Waho, supporting the development of their cultural capability to engage more effectively with Māori. Twin Coast Cycle Trail Trust is currently progressing the completion of its Te Pae o Uta goals for the 2025–2026 year.



# NORTH HOKIANGA TRANSPORT WORKING GROUP

The North Hokianga Transport Working Group gives practical effect to He Whakaputanga, exemplifying a Māori governance approach supported by Far North District Council. It brings together mana whenua representatives and Council to set shared priorities for roading resilience, safety, and access across North Hokianga, consistent with Te Tiriti o Waitangi and Goal One of Te Pae o Uta (partnerships with Māori and active participation).

The working group have regular hui and site visits, the group has progressed critical works including Motuti slip remediation, targeted improvements in and around Panguru and Waihou, and upgrades on West Coast Road, resulting in the most improved roads in North Hokianga since the network's original construction in 1932-33. The forum provides a transparent channel for issues tracking, timeframes, and reporting, enabling faster mobilisation of contractors and better coordination with regional partners. This model is now informing place-based approaches in other parts of the district.

The aim of this strength-based partnership between FNDC and whānau and hapū is to improve roading conditions in the North Hokianga.





The Working Group commits to the following principles in their ongoing work together:

- **Te Tiriti o Waitangi:** the founding document of our ongoing relationship as partners to this agreement. Affirms that the existing provenance of Māori occupation of the Hokianga extends back over 1,000 years. Confirms the relationship of hapū and whānau with the Crown as treaty partners and the constitutional place of hapū and whānau in Aotearoa.
- **The Local Government Act (2002) Items:** 197 Interpretation, 17A Delivery of Services and 101B(6)(a)(v) Infrastructure Strategy.
- **Rangatiratanga:** Recognising the rights and interests of whānau and hapū in respect of the condition of the roading network and the impacts on safety and health for residents. Acknowledging the authority and responsibility whānau and hapū have in exercising their rights and interests.
- **Tohungatanga:** Recognising the historical and cultural provenance held by tāngata whenua as expertise in its own right.
- **Whanaungatanga:** Acknowledging that all things are connected and impact on each other and therefore the importance of understanding and maintaining these relationships. • Ūkaipō: Acknowledging the nurturing relationship hapū and whānau have with their papakāinga and whānau, and their responsibility to sustain and maintain and enhance these relationships.
- **Kaitiakitanga:** An expression of kaitiaki roles and responsibilities inherited from ancestors in order to provide for the safety, good health and wellbeing of the whānau that live in the North Hokianga.
- **Te Mātauranga o Ngā Tāngata:** recognising the knowledge and understanding that Mana Whenua hold in regard to their whenua, their people and the roads in the takiwā.

“By backing the roading network in the Hokianga, Council is delivering the roading services every community deserves. The North Hokianga Transport Working Group demonstrates the power of partnership to uplift communities”

**Cr Tāmami Rākena**

*Chair, North Hokianga Transport Working Group.*

## WHENUA MĀORI

Whenua Māori plays a central role in upholding identity autonomy, and wellbeing for whānau, hapū, and iwi across the Far North. Council acknowledges that whenua is not only a physical asset but a living taonga that sustains whakapapa, cultural practice, and collective futures.

Whenua Māori engagement also aligns directly with Goal 3 of Te Pae o Uta – Kōkiri Tahī, which emphasises the importance of building meaningful partnerships and collaborating with Māori to support long-term, intergenerational aspirations. Council recognises that unlocking the potential of whenua Māori is fundamental to enabling whānau and hapū wellbeing, strengthening economic development, and restoring the connection between people and place.

In the FY 2024-2025, Council reviewed processes and systems to enable Māori to realise their whenua. Therefore, Council's approach recognised the importance of reducing barriers that have historically hindered Māori land use and development.

To support this kaupapa, the Council has dedicated staff involved in whenua Māori engagement, including cultural advisors, planners, and community development specialists. Engagement is coordinated in partnership with Te Puni Kōkiri, the Māori Land Court, and other Crown agencies where appropriate, ensuring a joined-up and holistic response.

Far North District Council continues to work alongside Māori landowners, trust boards, whānau, and mandated entities to support whenua Māori development. This engagement spans multiple areas, including:

- Infrastructure planning on multiply-owned Māori land
- Housing initiatives led by Māori trusts and incorporations
- Support with rates relief, zoning, and access to Council services
- Whenua Māori project coordination, including site visits and hui
- Advice on land utilisation, title fragmentation, and long-term development planning

This mahi is underpinned by the principles of mana motuhake, kaitiakitanga, and whanaungatanga, with the aim of enabling Māori to make decisions about their whenua, in their own time, and on their own terms.

### Key Achievements 2024/2025

- **Debt Relief:** Since establishment, \$1.03 million in arrears for 239 properties has been written off, including \$437,894 processed under the Chief Executive's delegated authority. Payments received towards Whenua Māori total \$2.39 million as at 30 June 2025.
- **Remissions:** 509 Māori Freehold Land properties received rates remissions in 2025, an increase from 482 in the previous year. These included papakāinga, common-use properties, contiguous property charges, and land under QEII covenant.
- **Engagement:** Delivered five marae hui across the Far North with over 115 attendees, supported by Te Kooti Whenua Māori, to gather feedback and strengthen relationships. Held a targeted focus group in Kaikohe with 17 participants to identify practical barriers to development.
- **Learning and Development:** Implemented Whenua Māori training and Promapp resources for customer-facing staff, with presentations delivered across the organisation to strengthen internal knowledge.
- **Cultural and Community Presence:** Participated in cultural festivals and events, promoting hui attendance and providing information on rating relief processes. Developed targeted online engagement content, achieving reach in the tens of thousands for marae hui coverage.
- **Geospatial Mapping:** Despite delays from vendor data issues, baseline mapping is operational and manual reviews of 2,306 rateable Whenua Māori accounts have commenced, with 763 accounts reviewed to date.

### Next Steps

- Complete geospatial mapping layers for improved data analysis by December 2025.
- Finalise review of rating relief policies and alignment with best practice.
- Continue marae engagement and strengthen online platforms for information sharing.
- Integrate Whenua Māori priorities into broader Council strategies and operational planning.

# UPOKO 15 PART

## He Kakama o Roto Building internal capability

This section outlines the Council's strategic commitment to strengthening its internal cultural capability, giving effect to Goal Two of Te Pae o Uta. This commitment enables staff to work effectively, respectfully, and in partnership with Māori, while enhancing the overall culture of the organisation. The section is presented in the following order: Te Pae o Waho – Cultural Capability Programme, Ka Irihia – Te Reo Māori Action Plan, and Te Pae Waiata – Waiata Resource.

## TE PAE O WAHO

Te Pae o Waho is the Council's cultural capability programme, established in 2024 to support Goal Two of Te Pae o Uta developing internal capacity to respond more effectively to Māori. Building cultural capability within the organisation is essential to ensure that staff can work appropriately with Māori communities. The programme equips staff to navigate cultural contexts with increased awareness, including appropriate engagement with tāngata whenua. In addition, the programme supports the development of policies, practices, and projects that are culturally informed. Through this programme, the Council is better positioned to build constructive relationships with Māori and implement governance practices that are more equitable. This contributes to improved outcomes for Māori and supports the Council's responsibilities under Te Tiriti o Waitangi.

### 2024 intake

**70**  
 staff  
 Enrolled

**37**  
 staff  
 Completion Rate

**52.9%**  
 Completion rate

### 2025 intake

**109**  
 staff  
 Enrolled

**62**  
 staff  
 Completed

**56.9%**  
 Completion rate

### Total to date

**179**  
 staff  
 Enrolments  
 (2024–2025):

**99**  
 staff  
 Completions

**55.3%**  
 Overall  
 completion rate

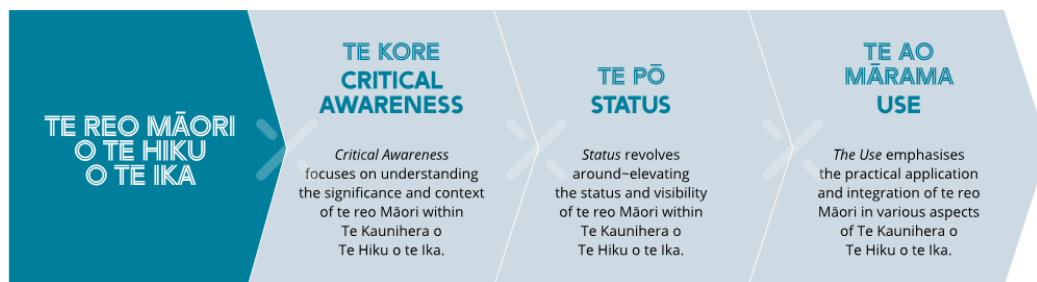
### Progression across levels:

**16**  
 staff  
 have moved consecutively  
 across multiple levels  
 of the programme

## KA IRIHIA

Ka Irihia is the Te Reo Māori Action Plan for Te Kaunihera o Te Hiku o Te Ika, developed to demonstrate the Council’s commitment to tāngata whenua, give effect to Te Pae o Uta and support the revitalisation of te reo Māori. The plan affirms the Council’s role in contributing to the restoration and visibility of te reo Māori across its operations and the rohe.

Ka Irihia outlines a series of strategic goals for the period 2025–2027, providing a clear direction for embedding te reo Māori into Council environments, communications, and public services. This action plan also plays a practical role in supporting the delivery of events such as pōwhiri, whakatau, and citizenship ceremonies, where te reo Māori is essential. Although concise in format, Ka Irihia delivers significant cultural impact and enhances the visibility and reputation of the Council as a contributor to language revitalisation.



## TE KORE CRITICAL AWARENESS

SUCCESS FACTOR	ACTION PLAN STEPS	By 30 June 2025	By 30 June 2026	By 30 June 2027
Annual plans and the Long-Term Plan will reflect our commitment to be a bilingual district by 2040.	Incorporate activities supporting bilingualism into work programs and success metrics within annual and long-term planning cycles.	✓		
An updated Naming Policy and Working Group that incorporates processes to adopt more te reo Māori place and space naming.	Develop a policy and working group to facilitate the adoption of te reo Māori names for locations, promoting cultural awareness and revitalisation.	✓		
Dual language welcome signs for the whole District.	Install dual-language welcome signs across the district to promote inclusivity and bilingualism.		🗨️	
A procurement process that aligns with our commitment to be a reorua Māori district by 2040.	Align procurement practices with bilingual objectives, favouring activities contributing to strong te reo Māori community outcomes.		🗨️	



SUCCESS FACTOR	ACTION PLAN STEPS	By 30 June 2025	By 30 June 2026	By 30 June 2027
An Arts and Culture Strategy emphasising the importance of Māori performance/ events and encouraging te reo Māori me ōna tikanga across the district.	Develop and implement an Arts and Culture Strategy promoting Māori events and traditions while encouraging the use and understanding of te reo Māori across art and culture domains.	✓		
Dual Council signage.	Implement dual-language signage across Council facilities to promote te reo Māori use and visibility.	●		
Change Council parks and reserves to reflect the traditional Māori names.	Update Park and reserve names to incorporate traditional Māori names, enhancing cultural recognition and respect.			●
All Council external communications reflect the Tikanga and Te Reo Policy with dialect from Te Tai Tokerau.	Ensure that all external communications adhere to the Tikanga and Te Reo Policy, incorporating dialect from Te Tai Tokerau to promote language accuracy and cultural sensitivity.		●	
The mayor and elected members will be supported in te reo revitalisation to lead our district to becoming bilingual by 2040.	Provide support, training, and resources for elected officials to lead the district toward bilingual status, including cultural inductions, language lessons, and policy overviews.	●		
The Chief Executive and Senior Leadership team will support the organisation in the journey of te reo revitalisation by 2040.	Provide top-level support and guidance for te reo revitalisation efforts within the organisation, aligning leadership strategies and initiatives with bilingual objectives.	✓		
Identify opportunities to sponsor community awards that help recognise and celebrate te reo Māori and Māori champions and leaders.	Establish awards and recognition programs within the community to celebrate achievements and contributions in promoting te reo Māori and Māori leadership.	✓		
Facilitate a te reo Māori expo to provide a platform for businesses and organisations to share ideas and best practice.	Organise an expo to promote te reo Māori use, encourage innovation, and facilitate collaboration among businesses and organisations.			●
Work with Te Taura Whiri i te reo Māori, Te Mātāwai, and other central government agencies for a local and regional approach to revitalising te reo Māori.	Collaborate with central agencies for a coordinated approach to te reo Māori initiatives, ensuring effective use of resources and support for a te reo district by 2040.		●	
Develop a Reorua strategy for Te Tai Tokerau.	Create a comprehensive strategy to promote te reo Māori within the district, fostering a bilingual environment in alignment with goals.	✓		
Incorporate te reo Māori in the triennial election vote campaign.	Include te reo Māori elements in election campaigns to promote language use and visibility among voters.	✓		
Translation and interpretation services for Council and Committee meetings, including a tikanga-based process for deputations.	Provide translation services for te reo Māori presentations and interpretations during Council meetings, ensuring inclusivity and understanding in decision-making processes.	✓	●	
Ensure all job descriptions for Māori-specific roles are translated into te reo Māori.	Translate job descriptions for Māori-specific roles into te reo Māori to promote language use and cultural inclusivity within the organisation.	✓		

# TE PŌ STATUS

SUCCESS FACTOR	ACTION PLAN STEPS	By 30 June 2025	By 30 June 2026	By 30 June 2027
Our public committee and Council chambers reflect our bilingual aspirations, including mahi toi, signage, naming, and tikanga practices.	Establish bilingual practices and cultural elements in public spaces and council environments, showcasing and valuing te reo Māori in official settings and decision-making processes.	✓		
Collaborate with mana whenua and other Māori organisations to create partnership models that maintain a strong mana whenua presence.	Develop partnership models with mana whenua and Māori organisations to promote cultural presence and values within the district, fostering investment and economic development.	✓		
Playgrounds will support site storytelling in design, technology, and bilingual signage.	Incorporate storytelling elements and bilingual signage in playground designs to promote cultural narratives and language use among tamariki and whānau.		🌀	
Bilingual areas at our Council Libraries with te reo Māori resources, books, signage to increase the use of te reo Māori, e.g. at our Council Libraries and Community Centres.	Enhance te reo Māori resources and signage in Council libraries and community centers to promote language learning and cultural engagement among visitors.	✓	🌀	
Develop a guideline with mana whenua entities that assist Council naming of internal and external working groups.	Create guidelines with mana whenua entities for naming working groups, promoting cultural alignment and sensitivity in organisational practices.	✓		
We will ensure that we prioritise karakia, kōrero tuku iho, whakatauāki, kiwaha and whakapapa of Te Tai Tokerau.	Promote and prioritise traditional Māori practices, narratives, and genealogy of Te Tai Tokerau in organisational activities and engagements.	✓		
Level one headings for all reports.	Standardise report headings in te reo Māori to promote language visibility and consistency across Council documentation and communications.	✓		
We will upgrade our Council technology to include macronised technology in our systems e.g Info Council.	Integrate macronised te reo Māori technology into Council systems to support accurate language representation and use across digital platforms.	✓	🌀	

# TE AO MĀRAMA USE

SUCCESS FACTOR	ACTION PLAN STEPS	By 30 June 2025	By 30 June 2026	By 30 June 2027
Increase the use of te reo Māori on social media and other Council platforms.	Enhance te reo Māori presence on digital platforms to reach broader audiences and promote language use in modern communication channels.	✓		
Council website with full bilingual function.	Council website will have full bilingual function and all te reo Māori headings in English function.		●	
We will use technology in central spaces to tell local Māori history and kōrero tuku iho.	Utilise technology to showcase local Māori history and narratives, promoting cultural understanding and appreciation within the community.		●	
All external Council signage will have correct macrons.	Ensure that Council signs have correct macrons.	✓		
All Council strategies and policies that have a narrative must be reflective of pūrākau from Te Tai Tokerau.	Ensure that Council narratives and policies reflect Te Tai Tokerau narratives and pūrākau, promoting cultural authenticity and relevance.	✓		
Correcting te reo Māori internal signs and ensure all job descriptions for Māori specific roles sare translated into te reo Māori.	Address language errors in internal signage and job descriptions, promoting accurate use of te reo Māori and cultural sensitivity within the organisation.	✓		
All Council reports will be peer reviewed for correct te reo Māori grammar, if written in te reo.	Ensure all Council reports are peer reviewed to check te reo Māori grammar, including marcons, correct names, kupu etc.	✓		
We will refresh a list of job titles, department names, team names and meeting room names with dialect from Te Tai Tokerau.	Ensure all job titles, department names, team names and meeting room names in te reo Māori have correct dialect from Te Tai Tokerau.	✓		



## TE PAE WAIATA

Te Kaunihera o Te Hiku o te ika reinforces Te Tai Tokerau specific dialect. Te Pae Waiata is a publication that highlights this approach and presents a collection of waiata from Te Tai Tokerau, developed as a cultural resource for Council staff. The collection includes both traditional and contemporary waiata. This resource is particularly valuable when the Council is involved in pōwhiri, whakatau, and major events such as welcoming new staff, hosting dignitaries, and conducting citizenship ceremonies. Although modest in scale, it delivers significant cultural impact and contributes to raising the profile and public perception of the Council.

In addition to the resource, the Council benefits from the expertise of staff with experience performing at Te Matatini, including national finalists group, who lead waiata sessions and contribute to strengthening cultural capability across the organisation. The weekly Te Pae Waiata sessions are held in lunchbreaks in

Kaikohe and are also accessible online, providing regular opportunities for staff to participate in cultural learning. The participation in these sessions supports the development of cultural knowledge, has a positive impact on staff morale within the organisation, and contributes to relationship-building with Māori communities.

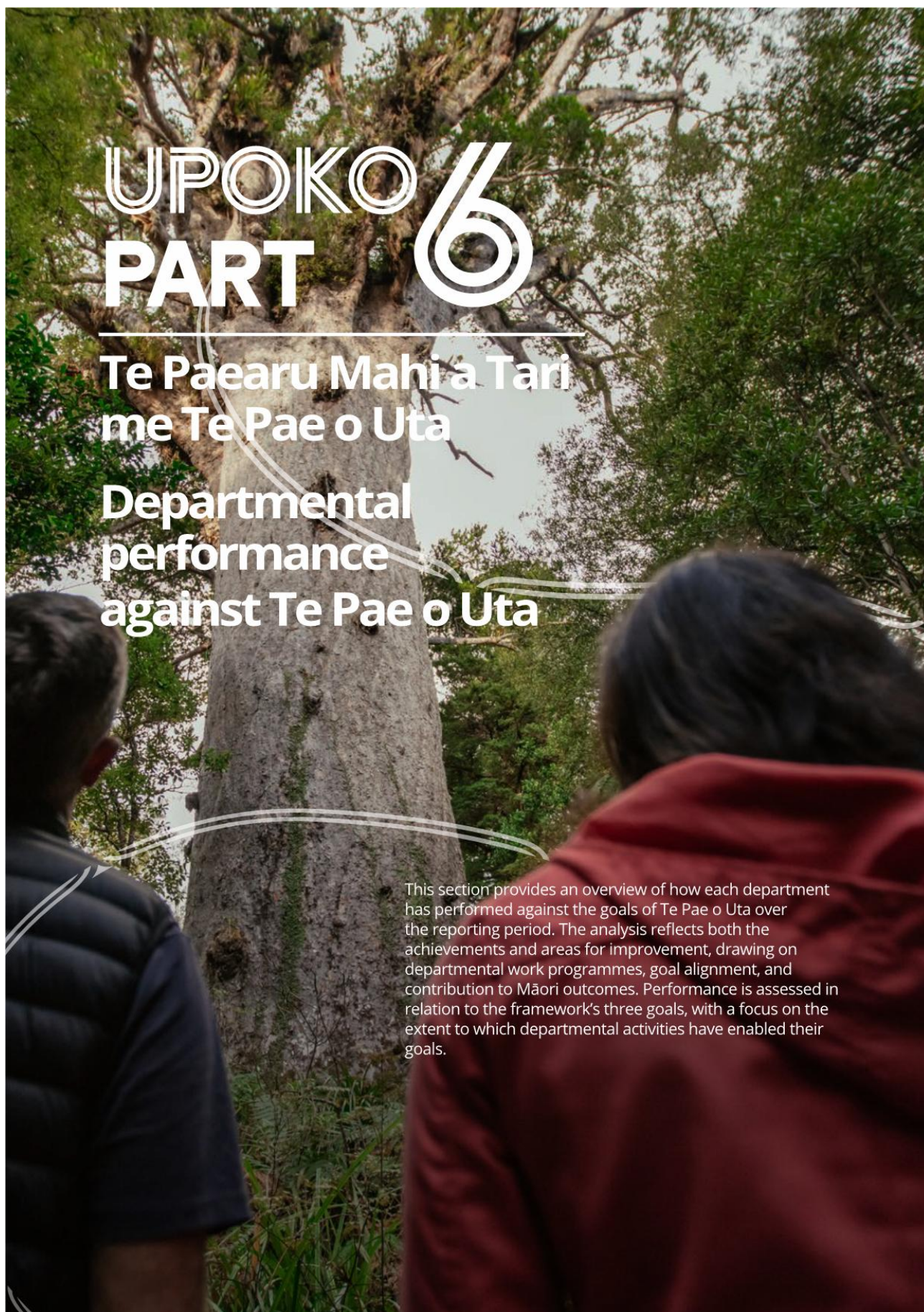


# TE KAPA HAKA O TE KAUNIHERA O TE HIKU O TE IKA

Te Kapa Haka o te Kaunihera, led by Kahika Moko Tepania, entered and placed in the top 10 at the Te Tai Tokerau Maranga Mai e te Iwi kapa haka regional competition, the first time a council in the district has ever participated. This achievement highlights the capability and dedication of the Council to support cultural revitalisation events and strengthen relationships with Māori communities. The competition was held at McKay Stadium in Whangārei and featured 18 teams from across Te Tai Tokerau, showcasing Māori cultural excellence.

The team's participation demonstrated a visible commitment to te reo Māori and tikanga within the workplace, modelling council leadership that celebrates Council staff and members of the community. The milestone sets a strong precedent for future involvement, informing workforce capability initiatives and community partnerships aligned with Te Pae o Uta and Council's ongoing support for equitable outcomes for Māori. This illustrates Te Pae o Uta in action.





# UPOKO PART

Te Paearu Mahi a Tari  
me Te Pae o Uta

Departmental  
performance  
against Te Pae o Uta

This section provides an overview of how each department has performed against the goals of Te Pae o Uta over the reporting period. The analysis reflects both the achievements and areas for improvement, drawing on departmental work programmes, goal alignment, and contribution to Māori outcomes. Performance is assessed in relation to the framework's three goals, with a focus on the extent to which departmental activities have enabled their goals.

# NGĀ TARI O TE KAUNIHĒRA = DEPARTMENTS OF COUNCIL

## Strategic Relationships

The information is presented by department in the following order: Strategic Relationships, Communication and Engagement, Corporate Services, Delivery and Operations, Infrastructure and Transport, and People and Culture and, Policy and Planning.

The Strategic Relationships Group plays a key role in strengthening Council's connections with communities, partners, and stakeholders across the Far North. The group leads work in civic engagement, governance support, Māori partnerships, and health and wellbeing within the organisation.

Within the group, Democracy Services supports transparent decision-making and local governance, working closely with elected members, committees, and community boards. Te Hono leads the Council's Māori engagement,

supporting authentic partnerships with hapū, iwi, and Māori organisations, and providing cultural advice and guidance across Council.

Civic Engagement and Education builds community awareness of democratic processes and encourages public participation.

The Health, Safety and Wellbeing team ensures our workplace is safe, supportive, and aligned with our organisational values.

Executive support for the Chief Executive, Mayor, and Group Leadership is also part of this group, enabling seamless coordination and strategic alignment across Council.

Together, these teams ensure Council's engagement is effective, and inclusive aligned with the goals and principles of Te Pae o Uta and Te Tiriti o Waitangi.

Team	% acheived	Highlight
DEMOCRACY SERVICES	100%	<ul style="list-style-type: none"> <li>Increased Māori engagement and participation in election processes</li> <li>Tikanga-led process for Te Kuaka Māori standing committee</li> </ul>
TE HONO	100%	<ul style="list-style-type: none"> <li>Ka Irihia Te Reo Māori action plan</li> <li>Implementation of Te Reo and Tikanga policy</li> <li>Increase Māori leadership across Council</li> </ul>
HEALTH AND SAFETY	100%	<ul style="list-style-type: none"> <li>Inclusion of Te Whare Tapa Whā Health model for staff model</li> <li>An integration of maramataka for staff wellbeing</li> <li>An assigned kaimahi in Health and Safety Committee</li> </ul>

## CIVIC ENGAGEMENT



- Attendance at significant cultural events across the district
- Cross-agency collaboration to increase education on local government elections
- Communication plan to promote local elections

## Communication and Engagement

Community and Engagement is responsible for key frontline services, including Libraries, Customer Services (Service Centres and Contact Centre), Te Ahu Museum and Archives, i-SITE Information Centres, and the Communications and Engagement teams. These services form a vital connection between Council and the community. As the first point of contact for many,

our teams provide essential support, delivering information, assisting with enquiries, progressing service requests, processing payments, and helping residents navigate Council processes. Through this work, Community and Engagement strengthens relationships and ensures accessible, responsive service to the people of the Far North.

Team	% ached	Highlight
LIBRARIES	100%	<ul style="list-style-type: none"> <li>• Increased opportunities for Māori-led services design</li> <li>• Libraries-wide Puanga and Matariki events</li> <li>• Normalising Te Reo usage and correct macronisation for the Libraries and Customer Service</li> </ul>
COMMUNICATION AND ENGAGEMENT	33%	<ul style="list-style-type: none"> <li>• Increased engagement on four key events on the Māori calendar</li> </ul>
MUSEUMS AND I-SITES	100%	<ul style="list-style-type: none"> <li>• Bilingual signage in all i-sites</li> <li>• All staff have completed Waitangi Grounds or Mānea Footprints of Kupe educational tours</li> <li>• Developed confirmed list of Te Reo terms</li> </ul>
CUSTOMER SERVICE	66%	<ul style="list-style-type: none"> <li>• All income calls are greeted with Kia ora and closed with Ka kite</li> </ul>

## Corporate Services

Corporate Services is a specialist group within Council that delivers essential support services to ensure the organisation runs smoothly and efficiently. The group plays a critical role in supporting Council's operational performance, compliance, and risk management by overseeing a range of key functions. These include

Business Compliance (PMO), Digital Information Services and Management, Financial Services, Legal Services, Property Information, Risk and Assurance, and Data Analytics. Corporate Services enables informed decision-making, upholds regulatory standards, and contributes to the effective delivery of Council services.

Team	% achieved	Highlight
<b>ACCOUNTING SERVICES</b>	 100%	<ul style="list-style-type: none"> <li>• 100% participation in Te Pae o waho</li> <li>• Māori engagement in LTP and AP</li> <li>• Tikanga process in formal team meetings</li> </ul>
<b>TRANSACTIONAL AND PUBLICATION SERVICES</b>	 100%	<ul style="list-style-type: none"> <li>• 100% participation in Te Pae o waho</li> <li>• Tikanga process in formal team meetings</li> <li>• Led Whenua Māori working group</li> <li>• Increased use of Te Reo in Council operations</li> </ul>
<b>RATING SERVICES</b>	 100%	<ul style="list-style-type: none"> <li>• Whenua Māori Roadshow</li> <li>• Training on whenua Māori</li> <li>• Increased education on Te Ture Whenua Māori Act and attend trustee training held by Māori land court</li> </ul>
<b>CHIEF DIGITAL OFFICER</b>	 100% plus completion of additional goals	<ul style="list-style-type: none"> <li>• 100% participation in Te Pae o waho</li> <li>• Tikanga process in formal team meetings</li> <li>• Incorporate Te Reo Māori in the TK3 redesign</li> <li>• Objective connect has bilingual application</li> <li>• Fact Sheet on information significant to Māori for Council for induction purposes</li> </ul>
<b>PROPERTY INFORMATION</b>	 66%	<ul style="list-style-type: none"> <li>• 100% staff attendance at Te Pae o Waho</li> <li>• Tikanga process in formal team meetings</li> <li>• Bilingual headings in LIM and Property Reports</li> </ul>








<p><b>PROPERTY MANAGEMENT</b></p>		<ul style="list-style-type: none"> <li>• 100% staff attendance at Te Pae o Waho</li> <li>• Tikanga process in formal team meetings</li> </ul>
<p><b>LEGAL SERVICES</b></p>		<ul style="list-style-type: none"> <li>• Mana Whakahono agreement with Ngāpuhi</li> <li>• Cultural Audit</li> <li>• Key legislation review for legislative framework</li> </ul>
<p><b>DATA ANALYTICS</b></p>		<ul style="list-style-type: none"> <li>• 100% staff attendance for Te Pae o Waho</li> <li>• Te Pae o Uta Power Bi dashboard</li> <li>• Data Governance framework</li> </ul>
<p><b>RISK AND ASSURANCE</b></p>		<ul style="list-style-type: none"> <li>• 100% attendance for Te Pae o Waho</li> <li>• Mitigation of risks that threaten Māori</li> </ul>
<p><b>ICT OPERATIONS</b></p>		<ul style="list-style-type: none"> <li>• Application of design principles in ICT operations</li> <li>• Increased use of Te Reo Māori in ICT Operations</li> <li>• ICT technology and tools to enable the use of Te Reo Māori for staff and elected members</li> </ul>

## Delivery and Operations

The Delivery and Operations group is responsible for delivering a wide range of essential services that directly impact the daily lives of people across our district. The group plays a central role in maintaining the quality, safety, and functionality of our built environment, making the Far North a better place to live, work, and visit. It includes the Building Services team, which ensures safe and compliant construction; Compliance, which

enforces bylaws and regulations; Property and Facilities Management, which oversees the maintenance and use of Council-owned assets; and Resource Consents, which manage development applications and land use in line with environmental and planning standards. Together, these teams ensure that growth and development across the district is well-managed, sustainable, and aligned with community needs.





Team	% achieved	Highlight
<b>BUILDING COMPLIANCE</b>	<b>33%</b>	<ul style="list-style-type: none"> <li>Increased relationship with hapū in the district</li> </ul>
<b>BUILDING CONSENT</b>	<b>66%</b>	<ul style="list-style-type: none"> <li>Brochure in Te Reo Māori</li> <li>*100% achieved – Extra goals</li> <li>Brochure for hapū and iwi about building consent process</li> <li>*Increased use of Te Reo Māori in emails/ correspondence</li> </ul>
<b>BUILDING INSPECTION</b>	<b>33%</b>	<ul style="list-style-type: none"> <li>Increased relationship with hapū in the district</li> </ul>
<b>BUILDING SERVICES</b>	<b>33%</b>	<ul style="list-style-type: none"> <li>Increased administrative assistance to teams to implement Te Pae o Uta</li> </ul>
<b>COMPLIANCE – ENVIRONMENTAL HEALTH</b>	<b>100%</b>	<ul style="list-style-type: none"> <li>100% attendance for Te Pae o Waho</li> <li>Bilingual application forms</li> <li>Inspectors engaged with hapū and iwi regarding alcohol applications</li> </ul>
<b>ANIMAL MANAGEMENT</b>	<b>100%</b>	<ul style="list-style-type: none"> <li>100% attendance for Te Pae o Waho</li> <li>Bilingual application forms</li> <li>Bilingual signage rollout – dog registration etc</li> </ul>

<p><b>MONITORING</b></p>		<ul style="list-style-type: none"> <li>• 100% attendance for Te Pae o Waho</li> <li>• Increased engagement with Māori including Marae visits</li> </ul>
<p><b>RESOURCE CONSENT</b></p>		<ul style="list-style-type: none"> <li>• 100% attendance for Te Pae o Waho</li> <li>• Hapū/Iwi Engagement Plan</li> <li>• Hapū/Iwi Practice Note – Guide for Planner</li> <li>• Collaboration with Te Hono on Resource Management Act</li> <li>• *Assistance with the development of the Taiao portal for Te Kahu o Taonui</li> </ul>
<p><b>CONSENT ENGINEERING</b></p>		<ul style="list-style-type: none"> <li>• Hapū/Iwi Engagement Plan</li> <li>• Hapū/Iwi Practice Note – Guide for engineers processing consents</li> <li>• Increased Mātauranga Māori in Planning team</li> <li>• *Increased use of Te Reo Māori</li> </ul>
<p><b>CONSENTS ADMIN</b></p>		<ul style="list-style-type: none"> <li>• Te Reo Māori translation of Sharepoint</li> <li>• Increased use of Te Reo Māori</li> <li>• *Increased use of Te Reo Māori</li> </ul>
<p><b>TECHNICAL OPERATIONS</b></p>		<ul style="list-style-type: none"> <li>• 100% attendance for Te Pae o Waho</li> <li>• Replacement plan – bilingual signage</li> <li>• Increased engagement with hapū/iwi to improve collaborative work</li> <li>• *Increased use of Te Reo Māori</li> </ul>
<p><b>PROPERTY MANAGEMENT</b></p>		<ul style="list-style-type: none"> <li>• Replacement plan – bilingual signage</li> <li>• Increased engagement with hapū/iwi to improve collaborative work</li> <li>• *Increased use of Te Reo Māori</li> </ul>
<p><b>SOLID WASTE</b></p>		<ul style="list-style-type: none"> <li>• *100% of extra goals completed</li> <li>• Bilingual signage</li> <li>• *Increased use of Te Reo Māori</li> </ul>

## Infrastructure/Transport

The Infrastructure department is responsible for planning, delivering, and maintaining the core services and physical assets that support the wellbeing of communities across the Far North. It plays a central role in ensuring the district's infrastructure is safe, reliable, and prepared for future growth. The department includes Asset Management, which oversees long-term planning of Council assets; Infrastructure Engineering, which provides technical expertise and design; Infrastructure Delivery, which manages

capital works projects; Infrastructure Services, responsible for day-to-day operations and maintenance; Waters, which looks after drinking water, wastewater, and stormwater systems; and Transportation, which maintains and improves roads, footpaths, and transport networks. Together, these teams enable the efficient delivery of vital services, support economic development, and ensure the resilience of infrastructure for current and future generations.

Team	% ached	Highlight
<b>ASSETS AND PROJECT</b>		<ul style="list-style-type: none"> <li>Hapū engagement with Opononi wāhi tapu</li> <li>Hapū engagement with Kororāreka wāhi tapu</li> <li>100% staff attendance for Te Pae o Waho</li> </ul>
<b>INFRASTRUCTURE CONSENTING</b>		<ul style="list-style-type: none"> <li>100% staff attendance for Te Pae o Waho</li> <li>Engagement with hapū and iwi prior to lodgement</li> <li>Implementation of Iwi Hapū Environmental Management Plans in business function</li> </ul>
<b>TRANSPORT TEAM</b>		<ul style="list-style-type: none"> <li>100% goals completed prior to restructure in September 2024. No further goals supplied for transport team.</li> <li>100% staff attendance for Te Pae o Waho</li> <li>Establishment of North Hokianga Transport Working Group</li> <li>Consultation plan for hapū and iwi</li> </ul>
<b>WATERS TEAM</b>		<ul style="list-style-type: none"> <li>100% goals completed prior to restructure, no further goals supplied.</li> <li>100% staff attendance for Te Pae o Waho</li> <li>Communication plan for environmentally impacted events</li> <li>Reformed process to include data and insight by hapū and iwi for decision making</li> </ul>

## People and Culture

The People and Capability group is dedicated to supporting our people, from the Chief Executive to every employee and potential employee. This team plays a crucial role in building a strong, inclusive, and high-performing organisation by leading recruitment, learning and development, wellbeing, organisational culture, and employment relations. People and Capability ensures that our workforce is

supported, valued, and equipped to deliver the best outcomes for our communities. Through strategic workforce planning, policy development, and a focus on employee experience, the group helps create a positive environment where staff can thrive and contribute meaningfully to the work of Council.

Team	% achieved	Highlight
PEOPLE AND CAPABILITY	66%	<ul style="list-style-type: none"> <li>100% of staff attendance for Te Pae o Waho</li> <li>Translated Job Descriptions for Māori-specific roles</li> </ul>
MAYORS TASK FORCE FOR JOBS	100%	<ul style="list-style-type: none"> <li>Te Ao Māori mentoring approach for taitamariki including pastoral care</li> <li>Supporting taitamariki and their whānau in the process</li> <li>Whānau-led approach to local employment</li> </ul>
PROJECT AND TRANSFORMATION	66%	<ul style="list-style-type: none"> <li>Leadership framework gives effect to Te Pae o Uta</li> <li>Organisational strategy gives effect to Te Pae o Uta</li> </ul>
PROJECT AND FACILITIES	66%	<ul style="list-style-type: none"> <li>Pōwhiri for new starters and quarterly awards</li> <li>Internal signage for Council offices in Te reo Māori</li> <li>100% staff attendance of Te Pae o Waho</li> </ul>

## Policy and Planning

The Planning and Policy Group leads the strategic direction of the Far North District through forward-thinking planning, policy development, and climate resilience. The group is made up of three key departments: Strategy and Policy, which develops strategies, policies, and bylaws that shape how Council serves the district; Integrated Planning, responsible for managing the District Plan, guiding future growth and development,

placemaking initiatives, and reserve management plans; Climate Action and Resilience, which focuses on mitigating and adapting to the impacts of climate change on both Council operations and the wider community. Together, these teams ensure that Council's decision-making is well-informed, future-focused, and aligned with the long-term needs of the Far North.

Team	% achieved	Highlight
STRATEGY AND POLICY	33%	<ul style="list-style-type: none"> <li>Housing strategy with objective of improved outcomes for Māori</li> </ul>
INTEGRATED PLANNING	66%	<ul style="list-style-type: none"> <li>Tikanga-led process for the Proposed District Plan</li> </ul>
CLIMATE ACTION AND RESILIENCE	100%	<ul style="list-style-type: none"> <li>Climate Action &amp; Resilience Kaupapa Māori Lead is a delegate on the Climate Action Reference Group to advocate for tāngata whenua</li> <li>100% of staff attendance for Te Pae o Waho</li> <li>The Communication and Engagement Plans include Te Ao Māori priorities</li> <li>All forms and media are bilingual</li> </ul>



# NGĀ HUA WINS

The summaries below are qualitative excerpts offered by teams on the highlights of their Te Pae o Uta achievements.

## Strategic Relationships

- Te Pae o Uta implementation – ALL teams now have goals and per the Power BI dashboard we are sitting at 155 organisational goals and 124 goal check-ins already completed – and next year we'll be doing even more – kia kaha koutou!
- Our kapa rōpū competing at regionals.
- Te Pae o Waho – First cohort of Levels 1-3 of our own in-house Te Reo me ona Tikanga course.
- Iwi Hapū Environmental Mangement Plans.
- Better reporting to Elected Members than we had 12 months ago – whilst there is some way to go we've made great improvements, including improved elected member homepage Te Huinga that collates important information in one space and improved triage of elected member requests.
- Appointment of Civic Engagement and Education Manager and supporting roles to enable a district wide programme around Elections is delivered.

## Communication and Engagement

- Kaikohe Library & Civic Hub progress – working alongside hapū and iwi - developed design approved.
- Call centre going 24/7 – faster, more efficient internal service that reduced external services costs and unlocked a new stream for revenue generation, an important step in diversifying and reducing reliance on the rating cost stream.
- State of the Far North – first of its kind event, the Road to Recovery address at the Turner Centre in Kerikeri let community stakeholder hear first-hand the council's plans to get the Far North moving forward in the wake of a series of weather-related and economic challenges that have impacted the district in recent years. The event was a smash hit, gained national press and positive praise from those who attended regarding understanding of Council decision making processes; we look forward to continuing to build on this success.
- Kerikeri Service Centre to relocate back to Procter library by May 1 2025.

## Corporate Services

- Better connectivity, Aruba, SD-WAN for inter-office connectivity, 15,748 tickets in Freshservice handled by the team during 2024, Starlink installed on the mobile library, continued rollout of Nothing but Net including free wifi hotspots at Rāwene and Ōpononi.
- Significantly reduced Long Term Plan (LTP) rates rise (4.5% total down from a predicted 5.1, which was further slashed from an initial 16.5% starting point), and successful adoption of LTP 2-24-27.
- Streamlining and improving systems and services for better value and operation – 1 pic are for all! Azure Visual Desktop migration, PathwayUX upgrade, Patch Management, Tech1 SaaS migration, satellite imagery and 3D base mapping mahi that supported various workstreams including climate adaptation, resource consents, and civil defence roading.
- Whenua Māori sessions held across several marae, culmination of a cross-org working group
- Inclusion of Māori Business statistics in Procurement process.

## Delivery and Operations

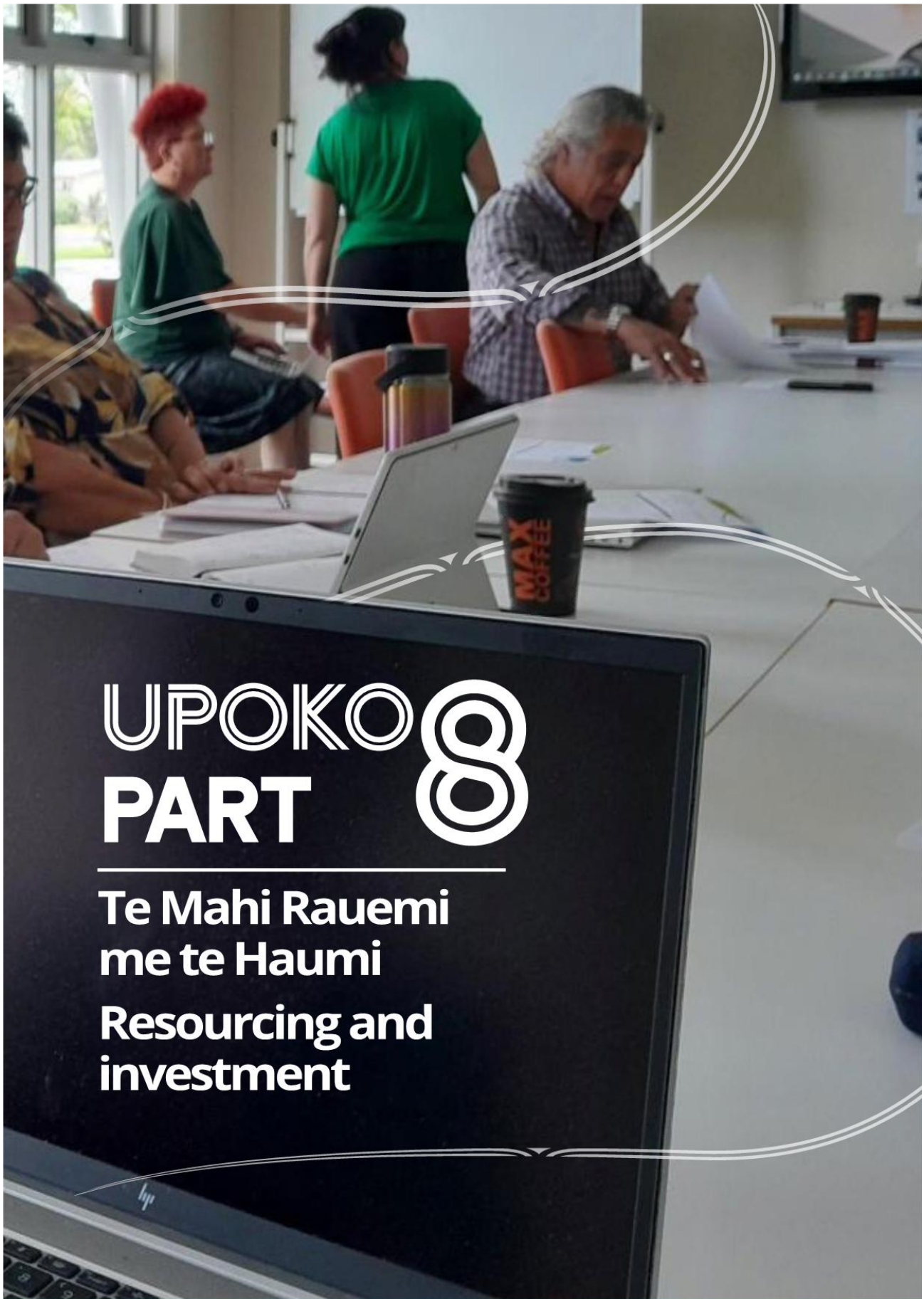
- Phase 1 of Te Puāwaitanga Sports Hub completed.
- Reduction in Resource Consent processing timeframes and costs including reduction in debt of 700K (900K down to 200K).
- Kaitiāia Airport – securing long term future of the service with the signing of a Crown transfer of land to iwi and hapū, confirmation of a 35-year lease of the airport and the release a multi-million-dollar funding package for vital maintenance and upgrades.
- Installation of 42 new tsunami sirens around our coastal communities.
- Unahi Wharf carpark upgrade completion and unveiling of new Kaitiāia town square in the old Pak n Save carpark.
- Housing for the Elderly progress toward divestment - significant steps made in working with prospective portfolio owners/operators to divest these assets.
- Completion of the 'shadesails' project that saw 12 playgrounds across the rohe have sun protection installed.

## Infrastructure and Transport

- Development of the Northland slips repair map - Northland's local road network suffered \$89 million worth of damage following 10 significant weather events to hit the region after July 2022. The repair bill for the Far North Road network was estimated at \$41 million. This map provides at-a-glance repair details for slips impacting roads maintained by FNDC and caused by those weather events.
- Kauri dam decommissioning – major project, the local approach to delivering this project also saved significant sums of money in the decommissioning process as opposed to initial cost estimates.
- Housing for the Elderly progress toward divestment - significant steps made in working with prospective portfolio owners/operators to divest these assets.
- Major wastewater upgrade project underway in Kaitiāia (Donald Rd).
- Hihi Bridge repairs.
- Parnell Rd, Rawene, footpath. But also, lots of other new or improvement/upgrade - A new 590m-long footpath linking pedestrians to State Highway 10 at Cable Bay was completed along with works in Ahipara, Haruru, and Russell and many a repair and maintenance.

## Policy and Planning

- Tikanga-led process for the Proposed District Plan.
- Te Pātukurea Kerikeri Waipapa Spatial Plan (30 years).
- Adoption of Toi Mana/Arts, Culture and Heritage Strategy 2024-2034.
- Adoption of Te Tai Tokerau The Regional Accessibility Strategy (worked on collaboratively by all four Northland Councils).



# UPOKO PART 8

**Te Mahi Rauemi  
me te Haumi  
Resourcing and  
investment**

## RAUEMI

The delivery of Council's day-to-day activities that support the Māori engagement budget is guided by Te Pae o Uta and is underpinned by the Long Term Plan (LTP) 2024–2027.

The current LTP adopts a shortened three-year format due to severe weather events that impacted the district. This approach allows Council to prioritise cyclone recovery, particularly through the repair of the transport network. The LTP was prepared in accordance with the Severe Weather Emergency Recovery Legislation Act 2023 and the Severe Weather Emergency Recovery Order 2023 issued in October 2023.

Looking ahead to 2025/2026, the Annual Plan sets the Council's total operating budget. The current budget allocation will support engagement across hapū and iwi, and the delivery of initiatives that advance Māori aspirations within the organisation. The aspiration is for all departments to embed Te Pae o Uta in their core business and reflect this through their own dedicated Māori engagement budgets.

This signals a shift from centralised support to shared responsibility across the organisation.

Council continues to advocate for Māori-led approaches and remains committed to building organisational capability to embed Te Ao Māori across all functions.

# UPOKO 9 PART

Te Tirohanga  
Whakamua  
Looking forward



# HE ANGA WHAKAMUA ME NGĀ TAUNAKI FUTURE FOCUS AND RECOMMENDATIONS

Council recognises that cultural competency is not a one-time achievement but an ongoing process of learning, unlearning, and reflecting. A culturally acknowledging and skilled workforce is foundational to the successful implementation of Te Pae o Uta.

FNDC is investing in tailored capability development for staff at all levels, ensuring teams are not only aware of Te Ao Māori principles but are equipped to apply them meaningfully in their work.

Embedding cultural fluency into recruitment, induction, training, and performance review processes will be critical in cultivating an environment where Māori perspectives are embedded as part of business-as-usual.

As Te Pae o Uta matures, the strategic intent is to deepen its reach across all areas of Council and continue to strengthen the cultural responsiveness of the organisation. Looking forward, the framework will expand from three to six goals, each aligned to wider community aspirations, Te Tiriti obligations, and the drive for transformational public service delivery that benefits Māori communities.

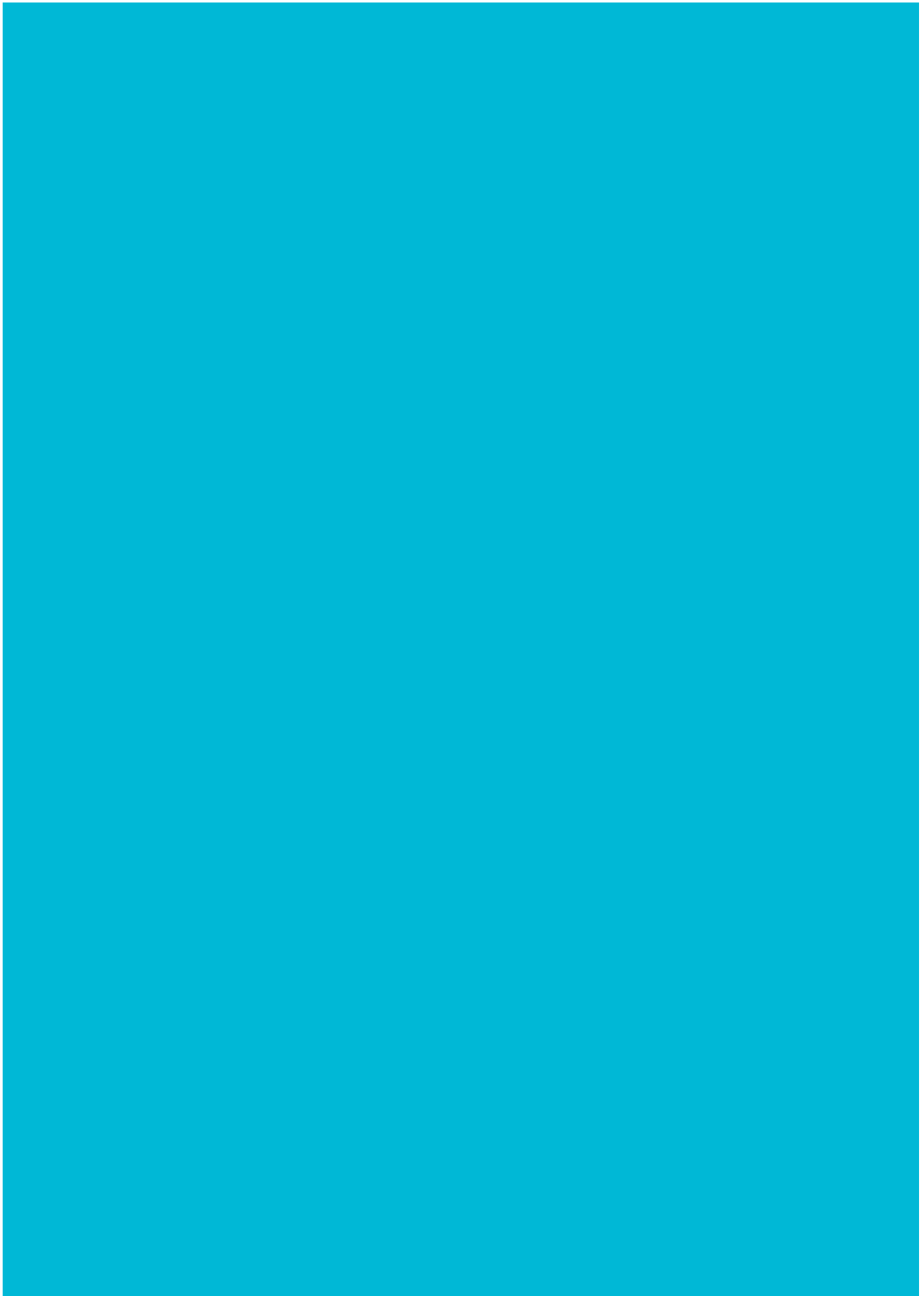
This shift will result in each department identifying six Te Pae o Uta goals that align to their specific functions and priorities. With over 40 teams across Council, this equates to more than 300 organisational goals directly giving effect to Te Pae o Uta. This signals a significant commitment to embedding Māori advancement across the entire organisation and holding all departments accountable for their contribution.

The vision is for Te Pae o Uta to serve not only as a framework, but as a cultural compass for Council – informing decisions, resourcing, engagement, and strategic direction. Strengthening internal systems and external partnerships will ensure Te Pae o Uta remains responsive, inclusive, and aligned with the aspirations of mana whenua, hapū, and iwi across Te Tai Tokerau.

The next phase of implementation also includes the development of a dedicated Te Tiriti o Waitangi Framework to further guide Council's obligations and actions in line with the Treaty partnership. Council also intends to give effect to the implementation plan of the recent cultural audit, and prioritise the embedding of the Reorua Strategy to support the normalisation and visibility of te reo Māori across all areas of work. These will be supported by a refreshed tranche of organisational goals aligned to Te Pae o Uta, driving continuous improvement and cultural integrity throughout the organisation.

## Strategic Priorities for 2025–2026

- **Expansion of Framework Goals:**  
Increasing from three to six strategic goals to broaden organisational reach and enhance Māori outcomes
- **Future Strategic Focus Areas:**  
Includes continued development of culturally responsive systems, workforce capability, and partnership structures.



## 5.4 TE PAE O UTA TE AO MĀORI FRAMEWORK UPDATE

**File Number:** A5629557

**Author:** Jude Campbell, Principal Advisor

**Authoriser:** Aaron Taikato, Manuhautū Te Hono – Group Manager Te Hono

### TAKE PŪRONGO / PURPOSE OF THE REPORT

To provide Te Kuaka Committee for Strategic Māori Relationships with an update on Te Pae o Uta - Te Ao Māori Framework.

### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

The Far North District Council (FNDC) adopted the Te Pae o Uta Te Ao Māori Framework in the Council meeting (resolution 2023/8, dated 7 September 2023). The overall principles for Council in respect of Te Pae o Uta are to

- Recognise He Whakaputanga o te Rangatiratanga o Nu Tireni (Declaration of Independence) and Te Tiriti o Waitangi (Treaty of Waitangi) as the founding covenants of Te Tai Tokerau and Aotearoa respectively;
- Acknowledge the importance of relationships, both tangible and intangible, e.g., Ngā Atua, Whenua, Mauri o Te Wai, Taiao, (Oranga Taiao, Oranga Tāngata);
- Focus on the pursuit on excellence in the Te Ao Māori space;
- Valuing Te Ao Māori requires staff to understand key concepts and practices;
- Acknowledge kōrero tuku iho at FNDC by recognising Hapū and Iwi kōrero.

### TŪTOHUNGA / RECOMMENDATION

**That Te Kuaka Committee for Māori Strategic Relationships receive the Te Pae o Uta Te Ao Māori Framework Update Report.**

### TĀHUHU KŌRERO / BACKGROUND

Please see the timeline of events for Te Pae o Uta:

Date	Milestone	Detail
June 2023	Te Rauora Reorua	Far North District Council signs Te Rauora Reorua Strategy with Ngāti Rēhia, establishing a commitment to strengthening Te Reo Māori revitalisation.
August 2023	Framework Endorsement	Te Pae o Uta - Te Ao Māori Framework is formally endorsed by Te Kuaka - Māori Strategic Relationships Committee, establishing the framework as a strategic direction for Council.
September 2023	Council Adoption	Te Pae o Uta and Te Reo and Tikanga Policy are formally adopted by Council.
February 2024	Implementation Work Begins	Te Pae o Uta progress update provided to Te Kuaka, and the framework transitions into an organisational implementation work programme.

Date	Milestone	Detail
February 2024	Cultural Capability Initiative	Te Pae Waiata programme designed and delivered by Te Hono begins weekly sessions for staff and elected members to strengthen cultural capability.
March 2024	Cultural Programme Expansion	Te Pae Waiata expands to become Te Kaunihera o Te Hiku o te Ika kapa haka rōpū, representing Council at the Te Tai Tokerau Regional Kapa Haka Competition, placing within the top 10.
July 2024	Organisational Work Programme	The first formal Te Pae o Uta organisational work programme is established, consisting of 161 organisational goals across Council departments. Six-weekly reporting mechanisms are implemented.
August 2024	Te Reo Māori Strategy Development	Te Reo Māori Action Plan workshop held with Te Kuaka to develop strategic actions for strengthening Te Reo Māori capability within Council.
September 2024	Te Reo Action Plan Endorsed	Ka Irihia - Te Reo Māori Action Plan formally endorsed by Te Kuaka, providing the strategic pathway for advancing Te Reo Māori within Council operations.
September 2024	Cultural Competency Programme	Te Pae o Waho, developed by Te Reo Māori expert Kanewa Harrison to support Goal 2 of Te Pae o Uta and the Chief Executive's cultural competency key success factor.
September 2024	Māori Representation	Council votes unanimously to retain the Māori Ward and pursue legal avenues to avoid a referendum, reaffirming commitment to Māori representation in local governance.
October 2024	Staff Capability Development	Te Pae o Waho classes commence for Council staff to strengthen cultural capability and Te Ao Māori understanding across the organisation.
October 2024	National Recognition	Te Pae o Uta is named a finalist in the Human Resources New Zealand Awards under the category Mana Tāngata – Emerging Leader Award.
November 2024	Governance Oversight Established	Te Rōpū Tupu Wanawana is established as an advisory rōpū to oversee implementation of Te Pae o Uta, review progress, and encourage continuous improvement. The rōpū meets monthly.
December 2024	Strengthening Iwi Relationships	Council signs Te Aro Manatū Relationship Agreement with Ngāti Rēhia, strengthening our strategic partnership.
December 2024	Cultural Resource Development	Te Pae Waiata booklet is developed to support learning and participation in waiata and kapa haka across the organisation.

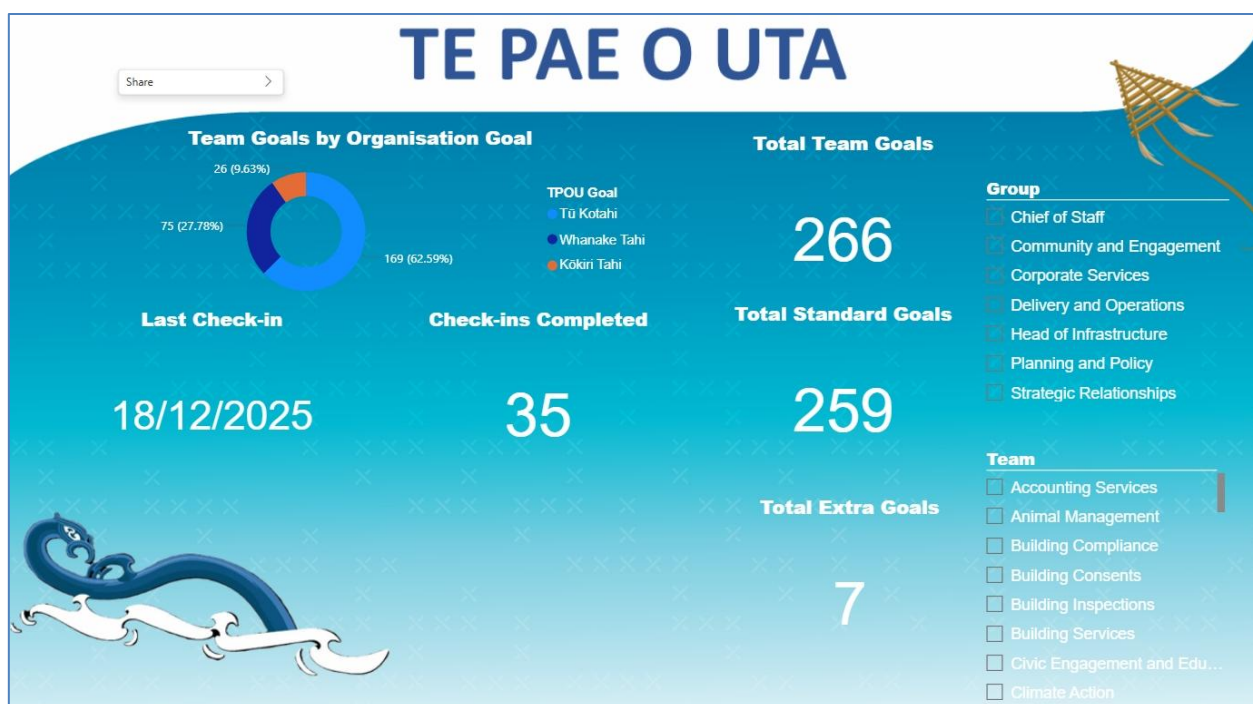
Date	Milestone	Detail
February 2025	Council-Controlled Organisation Engagement	Far North Holdings Limited (FNHL) senior leadership team undertake workshops on integrating Te Pae o Uta into FNHL operations.
February 2025	Cultural Training Expansion	Second cohort of Te Pae o Waho begins for Council staff and Pou Herenga Tai Trust, continuing organisational capability development.
April 2025	Strategic Integration	During workshops reviewing the FNHL Draft Statement of Intent, elected members advise that Te Pae o Uta must be considered in the document.
May 2025	Reorua Strategy Development	Te Ao Mārama - Reorua Strategy workshopped with Te Kuaka to strengthen bilingual organisational capability.
May 2025	Iwi Partnership	Council formally signs a Memorandum of Understanding with Te Rūnanga o Te Rarawa
June 2025	Strategy Endorsement	Te Ao Mārama - Reorua Strategy formally endorsed to give effect to Ka Irihia - Te Reo Māori Action Plan.
June 2025	Programme Analysis	Detailed analysis of the 2024–2025 Te Pae o Uta work programme undertaken, identifying 166 organisational goals across Council departments.
July 2025	Programme Expansion	New 2025-2026 Te Pae o Uta work programme developed, expanding to 266 organisational goals across the organisation.
August 2025	Iwi Partnership	Council formally signs a Mana Whakahono ā Rohe agreement with Te Rūnanga-Ā-Iwi-o Ngāpuhi, strengthening partnership and engagement on resource management matters.
September 2025	Relationship Agreement	Council formally signs a Te Mana Ōrite Relationship Agreement with Te Rūnanga o Whaingaroa.
September 2025	Performance Reporting	Te Pae o Uta Key Performance Report completed, providing detailed analysis of Māori outcomes across Council through the framework.
September 2025	Whenua Māori Strategy	Te Kiri Waiwai o Papatūānuku - Whenua Māori Strategy approved by Te Kuaka and formally adopted by Council.
October 2025	Governance Reporting	Te Pae o Uta Key Performance Report presented to Council.

Date	Milestone	Detail
October 2025	Pou Herenga Tai Trust Alignment	Pou Herenga Tai Trust confirms six organisational goals that give effect to Te Pae o Uta. These goals are formally presented to Council.
December 2025	FNHL Alignment	Far North Holdings Limited confirms six organisational goals that give effect to Te Pae o Uta.
December 2025	Hapū Engagement Programme	Hapū Engagement Strategy internal work programme developed, and first engagement hui conducted across Te Hiku, Bay of Islands-Whangaroa, and Kaikohe-Hokianga wards.
April 2026 (Upcoming)	Framework Review	Formal review of Te Pae o Uta scheduled to commence, assessing implementation progress, and identifying opportunities for refinement.

**Te Pae o Uta internal process:**

All Council teams provide 6-weekly status updates to Te Hono on their Te Pae o Uta goals. In addition, all general managers provide a Te Pae o Uta update in their quarterly report to the Chief Executive. Te Hono provide a weekly drop-in service for all Te Pae o Uta or Te Hono related queries.

**Te Pae o Uta monitoring and reporting system:**



**MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS**

Te Pae o Uta review, initially due in September 2026, will now commence in April 2026. An update will be provided at every Te Kuaka meeting.

## **PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

All Council departments must ensure they have appropriate budget provision to give effect to Te Pae o Uta.

### **ĀPITIHINGA / ATTACHMENTS**

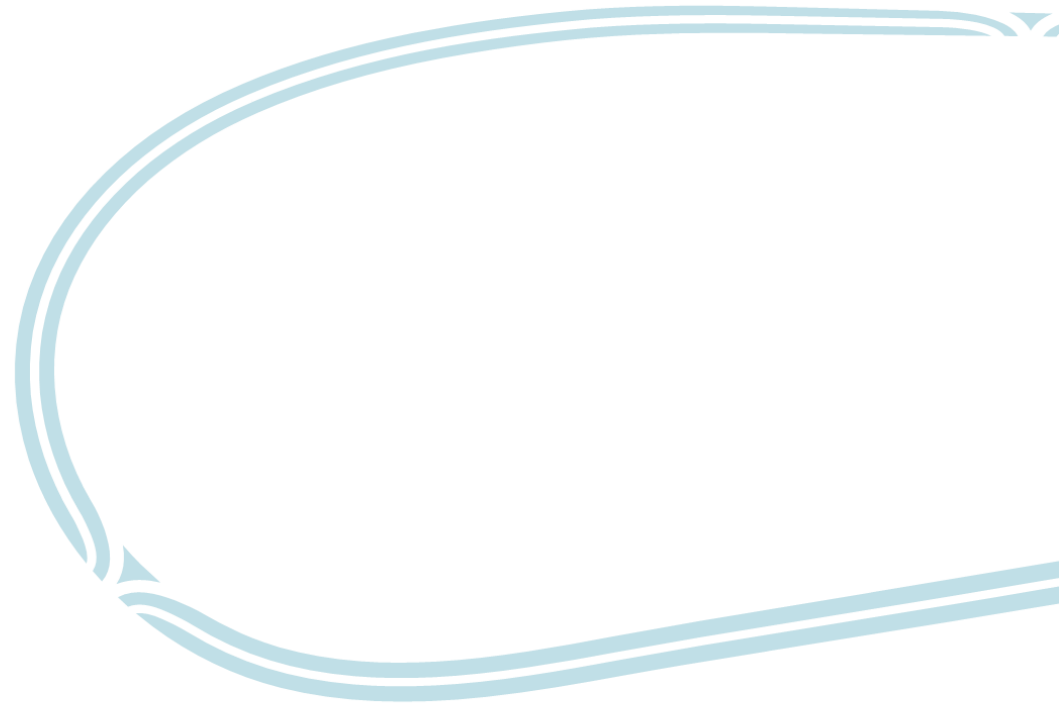
1. **Te Pae o Uta publication FINAL - A5621645** [↓](#) 
2. **Te Putea Funding 2025 - A5621647** [↓](#) 



# TE PAE O UTA

## Te Ao Māori Framework





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# WĀHINGA KŌRERO FOREWORD



The name Te Pae o Uta derives from a karakia used by Nukutawhiti, upon the arrival of Ngātokimatawhaorua waka into the Hokianga Harbour

Te Pae o Uta refers to the “sight of land” when Nukutawhiti, grandson of Kupe, The Discoverer of Aotearoa, guided the waka hourua Ngātokimatawhaorua into the Hokianga Harbour. The karakia gave the crew a sense of safe arrival and unity having traversed the dangers of the largest body of water on the planet, Te Moananui-a-Kiwa, from Hawaiki to Aotearoa.

The karakia acknowledged the safe passage and guidance across the Pacific and gave Nukutawhiti the confidence to navigate the treacherous bar across the Hokianga Harbour entrance.

## KAUPAPA PURPOSE

Te Pae o Uta gives staff of Te Kaunihera o Te Hiku o Te Ika (Far North District Council) guidelines for improving inclusivity and responsiveness of Te Ao Māori in all aspects of work undertaken by the Far North District Council.

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# TE KARAKIA O NUKUTAWHITI

E kau ki te tai e, e kau ki te tai e  
 E kau rā, e Tāne wāhia atu rā  
 Wāhia atu rā te ngaru hukahuka o Marerei-ao  
 Pikitia atu te aurere kura o Taotao-rangi e  
 Tapatapa ruru ana te kakau o te hoe  
 E auheke ana e tara tutu ana te huka  
 o Tangaroa  
 I te puhi whatukura i te puhi māreikura  
 o taku waka e  
 Ka titiro iho au ki **Te Pae o Uta** ki te pae o waho  
 Piki tū rangi ana te kakau o te hoe  
 Kumea te uru o taku waka ki runga ki te kiri  
 waiwai o Papatūānuku e

E takoto mai nei  
 Ki runga ki te uru tapu nui o Tāne e tū mai nei  
 Whatiwhati rua ana te hoe o Poupoto  
 Tau ake ki te hoe nā Kura he ariki  
 whatu manawa  
 Tō manawa e Kura ki taku manawa  
 Ka irihia ki Wai-o-nuku  
 Ka irihia, ki Wai-o-rangi  
 Ka whiti au ki te whei ao ki te ao mārama  
 Tupu kerekere tupu wanawana e  
 Ka hara mai te toki, haumi e hui e **taiki e!**

*Te Karakia o Nukutawhiti as revised by Himiona Kāmira (Te Taomaui, Te Hokokeha)*

# WHAKATAKINGA INTRODUCTION

## Vision

**HE WENUA RANGATIRA**  
A DISTRICT OF SUSTAINABLE PROSPERITY & WELL-BEING

## Values



**Manawatōpū**

Unity of purpose and working together



**Kaitiakitanga**

Environmental stewardship and sustainability



**Mana tangata**

Respect and fairness

## Mission

**HE ARA TĀMATA**  
**CREATING GREAT PLACES**  
*Supporting our people*



**Te Tiriti o Waitangi**

Partnership



**Tū tangata**

Strong cultural identities



**Whanaungatanga**

Family, community, connecting and sharing

# NGĀ HONONGA KEY RELATIONSHIPS

Far North District Council's vision and mission illustrates the connection between people and place. This is especially so for tangata whenua who have a long and rich association with the Far North. Council recognises these long term and enduring relationships and therefore the special position of tangata whenua within this district and the significant role Māori have to play in Council's decision making.



# NGĀ WHĀINGA GOALS

- Recognise He Whakaputanga o te Rangatiratanga o Nu Tirenī (Declaration of Independence) and Te Tiriti o Waitangi (Treaty of Waitangi) as the founding covenants of Te Tai Tokerau and Aotearoa respectively
- Acknowledge the importance of relationships both tangible and intangible e.g., ngā atua, whenua, mauri o te wai, taiao (oranga taiao, oranga tangata)
- Focus on the pursuit of excellence in the Te Ao Māori space
- Valuing Te Ao Māori requires staff to understand key Māori concepts and practices
- Acknowledge kōrero tuku iho at Far North District Council by recognising Iwi and Hapū kōrero.

# TŪ KOTAHI

## INCREASED PARTICIPATION IN COUNCIL STRUCTURES AND DECISION-MAKING PROCESSES



**Relationships** – strengthening relationships with Mātauranga and Te Ao Māori.

**Participation** – by giving Māori agency in matters of interest to them.

- Prosperous Māori communities as evidenced by strong partnership arrangements – Māori communities are strong, resilient and realising opportunities
- Advance the Rangatiratanga of mana whenua in leadership and decision making and provide for customary rights.
- Far North District Council staff are equipped to provide Te Ao Māori governance with the direction and advice to better inform elected members.
- Active Māori participation
- Far North District Council is committed to developing systems to engage at hapū level
- Formalising the implementation of Iwi Hapū Environmental Management Plans
- Develop a hapū engagement framework
- Review Council's Significance and Engagement Policy 2021 to include hapū engagement and resourcing.



# WHANAKE TAHI

## CREATE ENABLERS ACROSS STAFF TO RESPOND MORE EFFECTIVELY TO MĀORI

**People** – building organisational capability, capacity, and cultural competency.

**Policy** – effective consideration and understanding of Māori needs and issues in policy thinking and development.

**Process** – improvement of processes and systems to maintain and enhance capability to give effect to roles in relation to Māori and to promote a responsive culture and working environment.

Tangata whenua report that Far North District Council has the capability, capacity, confidence and are partnering and engaging successfully with Māori. Applying this lens can provide for more robust, diverse, and long-term solutions and outcomes for Māori.

- Far North District Council leaders are capable of making informed decisions based on Te Pae o Uta goals, principles and values
- In-house training is developed and available so staff can develop the confidence and basic capability to identify and apply a Te Ao Māori lens across internal workstreams.
- People, policies and strategies are reflective of Te Pae o Uta goals, principles, and values
- Value and recognise staff cultural competency
- Review training competency measures
- Increased use of Te Reo across our services across all of our services.



# KŌKIRI TAHI

**EMPOWERED COMMUNITIES,  
WORKING COLLABORATIVELY**



**Engagement** – effective communication and engagement with Māori.

**Wellbeing** – council's role in contributing to Māori wellbeing.

**Capacity** – building Māori capability and capacity.

- Meet the needs and support the aspirations of tamariki and their whānau
- Invest in marae to be self-sustaining and prosperous
- Strengthen rangatahi participation in leadership, education and employment outcomes
- Grow Māori intergenerational wealth
- Celebrate Māori culture and support Te Reo Māori to flourish.

Far North District Council will work in the following areas to achieve the outcomes noted above:

- Papakāinga and Māori housing
- Whānau and tamariki wellbeing
- Marae development
- Te Reo Māori
- Māori identity and culture
- Māori business, tourism and employment
- Realising rangatahi potential
- Kaitiakitanga/te taiao.



# TE PAE O UTA

## HE URUPARE MĀORI MĀORI RESPONSIVENESS MATURITY MODEL

Alignment of framework to Far North District Council's organisational vision, values, mission, strategic goals, community goals.

**HE WHENUA RANGATIRA**  
A DISTRICT OF SUSTAINABLE PROSPERITY & WELL-BEING

**HE ARA TĀMATA**  
CREATING GREAT PLACES  
*Supporting our people*



**Values**  
Manawatōpū  
Tū Tangata  
Mana Tāngata  
Te Tiriti  
Kaitiakitanga  
Whanaungatanga

# TIROHANGA A WAHO EXTERNAL MEASURES

CAPABILITY	DESCRIPTION	ACTION
Te Reo Māori	<ul style="list-style-type: none"> <li>Support the revitalisation of Te reo Māori me ona tikanga katoa.</li> <li>The Far North District Council supports Te Reo Māori to be seen, heard, spoken and learned throughout Te Tai Tokerau.</li> <li>Ensure the Far North District Council has the capacity to work with tangata whenua, the community, marae, hapū and iwi in te reo Māori.</li> </ul>	<ul style="list-style-type: none"> <li>Te Reo Māori action plan</li> <li>Te Reo Māori – Customer service options (call centre, face to face, business meetings, Council and committee meetings)</li> <li>Quality of Te Reo Māori on council signage across the district</li> <li>Dual naming of Council facilities</li> <li>Increase the proportion of parks and reserves with Māori names</li> <li>Te Reo Māori immersion spaces</li> </ul>
Te Ao Māori	<ul style="list-style-type: none"> <li>Build awareness and understanding of cultural practices within Te Ao Māori.</li> <li>Te Kaunihera o Te Te Hiku reflects and promotes Māori culture and identity within the environment, and values mātauranga Māori.</li> </ul>	<ul style="list-style-type: none"> <li>The quantity of tangata whenua significant sites incorporated in the Proposed and Operative plan</li> <li>Increase the number of events and programmes endorsed by the Far North District Council that highlight Māori identity and culture in Te Tai Tokerau</li> <li>The financial commitment made by the Far North District Council to public realm projects, with a specific focus on mātauranga Māori and Māori design principles</li> </ul>
Hapū/Iwi	<ul style="list-style-type: none"> <li>Council gives effect to Te Tiriti in all of its operations</li> </ul>	<ul style="list-style-type: none"> <li>Māori wards</li> <li>Te Kuaka Committee</li> <li>Hapū/Iwi Relationship agreements for effective communication and strengthened relationships with Council</li> <li>Iwi Hapū Environmental Management Plans</li> <li>Implementation of the principles of Te Tiriti in all Council decision making and operational processes.</li> <li>Giving effect to the Te Reo Māori and Tikanga policy</li> </ul>
Whenua Māori	<ul style="list-style-type: none"> <li>Rating relief policies that align with the intent of Te Ture Whenua Māori Act and Local Government Act (Whenua Māori).</li> </ul>	<ul style="list-style-type: none"> <li>A review of all rating relief policies in relation to whenua Māori and all whenua Māori debt under the provisions of Te Ture Whenua Māori Act and Local Government Act (Whenua Māori).</li> </ul>
Governance	<ul style="list-style-type: none"> <li>To facilitate co-governance and to advocate for the presence of both Māori elected representatives and Māori managers within the Far North District Council.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct assessments to understand the economic and social impact of local government decisions on Māori communities</li> <li>Number of Māori in management positions in Council</li> <li>Number of Māori elected members</li> <li>Iwi/hapū on governance and committee structures in Council</li> <li>Conduct assessments to understand the economic and social impact of local government decisions on Māori communities</li> <li>Evaluate the extent Māori communities are engaged in the decision-making processes through public consultations, meetings and feedback mechanisms.</li> </ul>
Marae Development	<ul style="list-style-type: none"> <li>To ensure resources are provided for Marae to work towards self-sustainability, fostering their growth as vibrant hubs that enhance the well-being of the broader community.</li> </ul>	<ul style="list-style-type: none"> <li>Support upgrading of roading conditions to Marae and wāhi tapu</li> <li>We want to reduce the speed limits, the more signs the better.</li> <li>Support and develop capability for haukāinga to be prepared in civil emergencies</li> <li>Upgrade of Wifi/technology for the purposes of good communication during natural disasters</li> <li>Support upgrade of infrastructure of Marae and wāhi tapu</li> <li>Use Marae to offer Council services in rural areas – Marae i-sites</li> </ul>

**TIROHANGA Ā WAHO  
EXTERNAL MEASURES  
(CONTINUED)**

CAPABILITY AREA	DESCRIPTION	ACTION
Strategy and Policy	<ul style="list-style-type: none"> <li>Policy and strategy for Māori aim for equity, giving effect to Te Tiriti o Waitangi by fostering cultural well-being, and inclusion in decision-making for Māori communities</li> </ul>	<ul style="list-style-type: none"> <li>Ensure tangata whenua are involved in the development and review of all policies and strategies that impact and involve hapū, iwi and Māori communities</li> <li>Māori strategies guide strategic documents within Council</li> <li>All Council strategies give effect to Te Pae o Uta</li> <li>Mana whakahono with Ngāpuhi</li> </ul>
Kaitiakitanga	<ul style="list-style-type: none"> <li>To ensure Māori exercise Tino Rangatiratanga and Kaitiakitanga through Te Tiriti based relationships with the Council to enhance the mauri of te taiao.</li> </ul>	<ul style="list-style-type: none"> <li>Recognition of kaitiakitanga – opportunities to participate in consent monitoring activities</li> <li>Tangata Whenua partnerships for kaitiakitanga (policies and guidance)</li> <li>Tangata Whenua plans for co-management of district resources</li> <li>Recognising iwi/hapū to sovereignty of their whenua/moana/awa</li> <li>Zero-waste kōhanga, kura and kāinga</li> <li>All puna and repo will be protected from inappropriate use and development contamination</li> <li>Te Tai Tokerau becomes the most carbon positive district in the Country</li> <li>Review catchment management plans</li> </ul>
Economy	<ul style="list-style-type: none"> <li>The Council supports economic opportunities for Māori businesses, trusts, and iwi organisations</li> </ul>	<ul style="list-style-type: none"> <li>Council develops a Māori procurement strategy</li> <li>Māori businesses will have first preference for all procurement at the Far North District Council</li> <li>Proportion of Community grants are provided to Māori projects</li> </ul>
Whānau wellbeing	<ul style="list-style-type: none"> <li>Enhance tamariki and whānau well-being through comprehensive programs fostering development, family bonds, and access to health, education, and cultural resources.</li> </ul>	<ul style="list-style-type: none"> <li>Increase whānau Māori participation and encourage them to use council services.</li> <li>Number of Māori youth employed in permanent and fixed term roles across Council</li> <li>Enhancing cadetship and internships for Māori</li> </ul>
Taitamariki wellbeing	<ul style="list-style-type: none"> <li>This initiative aims to nurture resilient Māori families, promoting the well-being of children and whānau in a holistic manner</li> </ul>	<ul style="list-style-type: none"> <li>Youth Council</li> <li>Civic education programmes</li> <li>Industry experiences within Council</li> <li>Council cadetships</li> <li>Increase the career development of Taitamariki to work for Council</li> <li>Māori wards</li> <li>Engagement with hapū on resource consent applications</li> </ul>

# HE ĀHEI TŌPŪ ORGANISATIONAL CAPABILITY FRAMEWORK

CAPABILITY	DESCRIPTION	0	1	2	3	4	5
<b>Te Reo Māori and Tikanga</b>	<ul style="list-style-type: none"> <li>•Support the revitalisation of Te reo Māori.</li> <li>•Ensure The Far North District Council has the capacity to work with tāngata whenua, the community, marae, hapū and iwi in te reo Māori.</li> </ul>	<ul style="list-style-type: none"> <li>•Denigrates or undermines the distinctive identity, language and culture of Māori.</li> <li>•Has not thought about the inherent capability of Māori to achieve equitable outcomes.</li> <li>•Makes no attempt at correct pronunciation of te reo Māori with no intent to learn.</li> </ul>	<ul style="list-style-type: none"> <li>•Council understands its obligations to te reo Māori as an official language and a taonga protected under Te Tiriti o Waitangi</li> <li>•All mita (dialect) of te reo Māori is expected. Te mita o Te Tai Tokerau is encouraged</li> <li>•Provides for use of te reo Māori within Council business</li> <li>•Uses te reo Māori in all forms of communication.</li> <li>•Use macrons where required, in all written communication unless from an iwi that has a different mita.</li> </ul>	<ul style="list-style-type: none"> <li>•Prioritises building capability of tikanga Māori and te reo Māori with all Council staff and governance</li> <li>•Council communicates actively with te reo Māori speakers and language communities</li> </ul>	<ul style="list-style-type: none"> <li>•Significant Māori events such as He Whakaputanga, Te Tiriti o Waitangi, Puanga, Matariki, Te Wiki o te Reo Māori, Mahuru Māori, Maramataka and other important events are remembered, honoured and celebrated.</li> </ul>	<ul style="list-style-type: none"> <li>•Council staff and governance lead tikanga in hui</li> <li>•All staff have completed Te Reo Māori, Tikanga and Mātauranga Māori courses which give an understanding to the importance of te reo Māori and tikanga Māori</li> </ul>	<ul style="list-style-type: none"> <li>•Tikanga Māori is fundamental to the identity, culture and ways of working at Te Kaunihera o Te Tai Tokerau, the Far North District Council</li> <li>•Council operates as a fully functional bilingual organisation</li> </ul>
<b>Recruitment and retention</b>	<ul style="list-style-type: none"> <li>•Recruitment and retention of Māori and non-Māori that have te reo Māori capabilities are prioritised and valued</li> </ul>	<ul style="list-style-type: none"> <li>•Council makes no attempt to retain Māori or non-Māori staff that have Māori capacities and capabilities</li> </ul>	<ul style="list-style-type: none"> <li>•Council recruitment and induction processes are reviewed to identify areas that will attract Māori</li> <li>•Māori staff are supported to practice their culture</li> </ul>	<ul style="list-style-type: none"> <li>•Staff are appropriately recognised and remunerated for their reo and mātauranga Māori</li> <li>•Mana whenua and Māori internships are seen throughout the Council</li> <li>•Councils induction process support Māori and cultural practices</li> </ul>	<ul style="list-style-type: none"> <li>•Recruitment processes demonstrate an understanding of the Māori skills required for specific roles</li> <li>•Māori are involved in recruitment and decision making for key new staff, and consideration of Māori capability is a deciding factor in staff employment</li> <li>•All Māori staff are nourished in tikanga Māori by Far North District Council to succeed as Māori</li> </ul>	<ul style="list-style-type: none"> <li>•Mana whenua are employed at Council in areas that support their iwi priorities</li> <li>•Council is well known outside the organisation as a great place for Māori to work</li> <li>•Council prioritises Māori capability for those working at council</li> </ul>	<ul style="list-style-type: none"> <li>•Succession planning is embedded to ensure council has continuity in its Māori capacity and capability</li> <li>•Council recruit and retain high performing, knowledgeable and experienced staff with Māori capacity and capability</li> </ul>
<b>Te Tiriti o Waitangi</b>	<ul style="list-style-type: none"> <li>•Understanding Te Tiriti o Waitangi, the Treaty principles, our legal requirements and obligations as well as giving effect to this founding document.</li> </ul>	<ul style="list-style-type: none"> <li>•Resists engaging Māori expertise in their work.</li> <li>•Argues that Te Tiriti o Waitangi is not relevant to the work of the Council.</li> <li>•Views the Council's commitment to Te Tiriti o Waitangi as irrelevant.</li> </ul>	<ul style="list-style-type: none"> <li>•Understands Te Tiriti o Waitangi and what the principles are.</li> <li>•Understands how to implement the principles into the daily work and output.</li> </ul>	<ul style="list-style-type: none"> <li>•Council understands statutory obligations to Te Tiriti o Waitangi</li> <li>•Council is aware of our tāngata whenua/Treaty partners and are maintaining high standard relationships with them</li> </ul>	<ul style="list-style-type: none"> <li>•Applies and incorporates te Tiriti o Waitangi principles to their current work programmes.</li> <li>•Council is committed to eliminating racial and institutional bias and actively seek ways to eliminate these from the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>•Council makes practical application of Te Tiriti, its principles, articles in all its policy writing and operations.</li> <li>•Council can lead opportunities to apply concepts of kawanatanga and rangatiratanga to our responsibilities and how we work in partnership with tāngata whenua.</li> </ul>	<ul style="list-style-type: none"> <li>•Council has an in-depth knowledge of Te Tiriti o Waitangi and can provide practical application and guidance in the organisation</li> </ul>

HE ĀHEI TŌPŪ  
ORGANISATIONAL CAPABILITY FRAMEWORK  
(CONTINUED)





CAPABILITY	DESCRIPTION	0	1	2	3	4	5
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>Build meaningful relationships with tāngata whenua, so partnerships are mana enhancing and uphold the tikanga and rangatiratanga for both organisations</li> </ul>	<ul style="list-style-type: none"> <li>Accepts that hapū and iwi Māori are repositories of their identity, language and culture but are yet to engage with hapū and iwi.</li> <li>Articulates that hapū and iwi are responsible for imparting their own identity, language and culture to their people and that they have no unique rights or obligations to work in partnership.</li> </ul>	<ul style="list-style-type: none"> <li>Council engages with tāngata whenua partners and their entities on matters relating to them.</li> </ul>	<ul style="list-style-type: none"> <li>Council engages with tāngata whenua in the early phase of planning for all council projects</li> <li>Council resources tāngata whenua to engage and give support through Kaupapa funding</li> </ul>	<ul style="list-style-type: none"> <li>Council partners with tāngata whenua partners to develop policy, strategies, frameworks that are relevant to individual hapū and iwi</li> </ul>	<ul style="list-style-type: none"> <li>Actively seek opportunities with our Tāngata whenua partners to co-govern, co-manage, co-design, and co-deliver on projects.</li> </ul>	<ul style="list-style-type: none"> <li>Council pro-actively looks for opportunities to enable and support tino rangatiratanga</li> <li>Genuine partnerships with Tāngata Whenua and Māori are effective and visible daily</li> </ul>
<b>Procurement and Māori economy</b>	<ul style="list-style-type: none"> <li>Support a prosperous Māori economy with equitable opportunities for enabling Māori success and Tino Rangatiratanga</li> </ul>	<ul style="list-style-type: none"> <li>Council makes no effort or consideration for the growing Māori economy</li> <li>Council disregards hapū and iwi requests for all Council projects in their are</li> <li>Council uses a competitive model without consultation from hapū, iwi and/or local Maori businesses to tender</li> <li>Council overlooks Tāngata Whenua and local contractors for tendering</li> </ul>	<ul style="list-style-type: none"> <li>Consider the wider social implications for Māori and how this enables or inhibits a successful Māori economy</li> <li>Consideration of Māori business and how they contribute to social development</li> </ul>	<ul style="list-style-type: none"> <li>Council makes changes to its procurement processes to support Māori business in council's procurement process</li> </ul>	<ul style="list-style-type: none"> <li>Council identifies challenges for Māori business and works to minimise this from occurring</li> <li>Council processes reflect potential downstream opportunities for Māori businesses and service providers</li> <li>Council provides training and opportunities for Māori businesses to improve their accounting systems etc so Māori providers can compete with tier one and two contract providers</li> </ul>	<ul style="list-style-type: none"> <li>Council actively seeks and responds to feedback from Māori businesses and to make sure agency system and approaches work for them</li> </ul>	<ul style="list-style-type: none"> <li>Council operates in a way that creates and supports prosperous Māori communities</li> </ul>
<b>Racial bias and institutional racism</b>	<ul style="list-style-type: none"> <li>Identify and eliminate racial bias and institutional racism across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Council does nothing to eliminate racial or institutional bias and racism with the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Council accepts that institutional racism is an issue for many public organisations and can recognise structural discrimination/bias in its own systems</li> <li>Undertakes reactive planning to address institutional racism at Council</li> </ul>	<ul style="list-style-type: none"> <li>Council support staff with appropriate tools to identify racism and bias and to address it early and safely</li> <li>Council provides a culturally safe environment where Māori staff and Tāngata whenua can operate effectively and confidently</li> </ul>	<ul style="list-style-type: none"> <li>Councils sets and resources equity targets with robust ways to measure progress towards equity</li> <li>Leadership at all levels demonstrates commitment to recognising and addressing both structural discrimination and racial bias</li> </ul>	<ul style="list-style-type: none"> <li>Council assesses its culture, and all of its policies, programmes, and services, to identify structural discrimination and take steps to address and eliminate it</li> <li>Regular audits across council are performed to ensure institutional racism and bias is identified</li> </ul>	<ul style="list-style-type: none"> <li>Council proactively works with central government, other local councils and agencies to address structural discrimination</li> <li>Council engages in ongoing self-reflection holding themselves to account for addressing institutional racism and bias</li> </ul>
<b>Māori capability</b>	<ul style="list-style-type: none"> <li>Create a culturally capable council where staff can operate in Te Ao Māori confidently</li> </ul>	<ul style="list-style-type: none"> <li>Council does not give effect for staff to operate in a Te Ao Māori capacity</li> </ul>	<ul style="list-style-type: none"> <li>Council is aware of its current Māori capability requirements and priorities building Māori capability through recruitment, upskilling, collaborative arrangement and internships for Māori</li> </ul>	<ul style="list-style-type: none"> <li>Actively building Māori capacity and capability and to prioritise this through offering development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Māori capability framework is assessed and supported through all P4P and KPIs across council</li> <li>Appropriate levels are defined and met for all departments of council</li> </ul>	<ul style="list-style-type: none"> <li>Māori capability framework is actively reviewed to assess effectiveness and impact, with continuous improvement identified and supported</li> <li>Māori capacity and capability is valued across all people leaders, and is exemplified by senior leadership championing these attributes</li> </ul>	<ul style="list-style-type: none"> <li>Council operates equally effectively in Te Ao Māori as in Te Ao Pākehā</li> </ul>







**Ngā mihi ki a**  
**Simone Elsmore,**  
**Mori Rapana**  
**rātou ko Patrick Smith**  
**mā tā rātou mahi whakapau**  
**kaha ki tēnei kaupapa o**  
**Te Pae o Uta**



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# TE PŪTEA FUNDING






FUNDER	TYPE	FUNDING ROUNDS	WEBSITE LINK	WHAT FOR/PROJECT	AREA
<b>Far North District Council</b>	Local Govt	Refer to weblink for dates, different funds and priorities	<a href="https://www.fndc.govt.nz">Funding   Far North District Council (fndc.govt.nz)</a> 	<b>Range of Funding</b> <ul style="list-style-type: none"> <li>Community Board Grants: community initiatives, events and placemaking.</li> <li>Creative Communities scheme.</li> <li>Rural Travel Fund</li> <li>Kai Ora.</li> </ul>	<b>Far North District</b>
<b>Foundation North</b>	Perpetual Trust: philanthropic grant maker	Refer to website: includes quick response grants and community grants.	<a href="https://www.foundationnorth.org.nz">Foundation North   Pūtea Hāpai Oranga • Funding for your community projects</a> 	<b>Projects of public and community benefit.</b> <ul style="list-style-type: none"> <li>System approach to address:</li> <li>Climate Action</li> <li>Housing</li> <li>Kai</li> </ul>	<b>Auckland/Northland</b>
<b>J R McKenzie Trust</b>	Family philanthropic trust	Check website	<a href="https://www.jrmckenzie.org.nz">J R McKenzie Trust</a> 	<b>Organisations working with one or more of our communities of interest:</b> <ul style="list-style-type: none"> <li>Children, young people and whānau</li> <li>Māori</li> <li>Pacific Peoples</li> <li>Communities that experience exclusion</li> </ul>	<b>National</b>
<b>DOC: Community Fund – Pūtea Tautiaki Hapori</b>	Govt	Check website	<a href="https://www.doc.govt.nz">Get involved: New Zealand Department of Conservation Te Papa Atawhai (doc.govt.nz)</a> 	<b>This fund supports community-led conservation projects on public and private land. Projects are focused on areas including:</b> <ul style="list-style-type: none"> <li>Protecting and restoring our natural habitats.</li> <li>Halting the decline of and restoring healthy, sustainable populations of our native species.</li> </ul>	<b>National</b>

FUNDER	TYPE	FUNDING ROUNDS	WEBSITE LINK	WHAT FOR/PROJECT	AREA
<b>Catholic Caring Foundation (Auckland)</b>	Faith Based	Annually	<a href="https://www.caringfoundation.org.nz/an-easier-way-to-apply/">https://www.caringfoundation.org.nz/an-easier-way-to-apply/</a> 	<ul style="list-style-type: none"> <li>Programmes and interventions that seek to strengthen families.</li> </ul>	Includes far north.
<b>Fonterra Grassroots Fund</b>	Business	Link to application form is via the contact function of the website <a href="https://www.fonterra.com/nz/en/contact-us.html">https://www.fonterra.com/nz/en/contact-us.html</a> appears to be apply anytime and applicants will be notified when it will be considered.	<a href="https://www.fonterra.com/nz/en/our-stories/articles/helping-hand-coming-for-kiwi-communities.html">https://www.fonterra.com/nz/en/our-stories/articles/helping-hand-coming-for-kiwi-communities.html</a> 	<ul style="list-style-type: none"> <li>Support communities in need with the natural goodness of dairy. We'll work to protect and regenerate the environment for future generations, and provide the care and support that keeps our communities strong</li> </ul>	National
<b>Harcourts Foundation</b>	Business	Refer to website for links and priorities	<a href="http://www.harcourtsfoundation.org/">www.harcourtsfoundation.org/</a> 	<ul style="list-style-type: none"> <li>Have a clear focus on providing grants to reputable community- based organisations which need funding for projects and initiatives designed to benefit as many people as possible. Prioritising applications that demonstrate that their grant will have the widest community impact.</li> </ul>	National
<b>John Ilott Charitable Trust</b>	Philanthropic	31st Oct each year. Administered by Rotary	<a href="#">John Ilott Charitable Trust   The Rotary Club of Wellington</a> 	<b>The John Ilott Charitable Trust was set up with the intention of supporting smaller and individual organisations/groups</b>	National
<b>Maurice Paykel Charitable Trust</b>	Philanthropic	Applications may be submitted up till 1 June. List of applications are considered for donations at July Trustee meeting each year  Charities registration is required	<a href="https://www.paykelcharitabletrust.co.nz/#">https://www.paykelcharitabletrust.co.nz/#</a> 	<ul style="list-style-type: none"> <li>Reasonably broad mandate, with current focus predominantly directed towards health-related activities and work benefiting children and young people, and the elderly. The funds available each year are not large and individual donations are mostly within the range of \$3,000-\$10,000</li> </ul>	National
<b>Mazda Foundation Trust</b>	Business	There are two closing dates for funding rounds every year: 31 March and 30 September. Applications can be submitted for any of these rounds by sending a submission before the due date.	<a href="http://www.mazdafoundation.org.nz">www.mazdafoundation.org.nz</a> 	<p><b>The Mazda Foundation will consider awarding grants to programmes promoting:</b></p> <ul style="list-style-type: none"> <li>the maintenance and improvement of the natural environment</li> <li>The advancement of culture and education to achieve excellence at all levels in the community Advancement of education and employment skills development, with particular emphasis on children from deprived backgrounds</li> <li>The arts where the goal is to educate and expose the NZ public on NZ culture</li> </ul>	National



FUNDER	TYPE	FUNDING ROUNDS	WEBSITE LINK	WHAT FOR/PROJECT	AREA
<b>Microsoft NZ Tech Soup</b>	Business	Register anytime	<a href="http://www.techsoup.net.nz">www.techsoup.net.nz</a> 	<ul style="list-style-type: none"> <li>Donated and discounted IT products for the Charitable Sector. Helping charities, not for profits and Libraries save money on hardware, software and technology services</li> </ul>	National
<b>Perpetual Guardian</b>	Philanthropic	Various options available. Searchable Database	<a href="http://www.perpetualguardian.co.nz/philanthropy/grants-and-scholarships">www.perpetualguardian.co.nz/philanthropy/grants-and-scholarships</a> 	<ul style="list-style-type: none"> <li>Range of grants available administered by Perpetual Guardian. Go to website to see what is available</li> </ul>	National
<b>Public Trust</b>	Grants and Scholarships	Various options available. Searchable Database	<a href="http://publictrust.co.nz/Find-a-Grant-or-Scholarship">Find a Grant or Scholarship (publictrust.co.nz)</a> 	<ul style="list-style-type: none"> <li>Range of grants available administered by Public Trust. Go to website to see what is available.</li> </ul>	National
<b>Rural Communities Trust</b>	Business Group	Closing dates each year: 31 March; 31 September	<a href="http://Home-RuralCommunitiesTrust">Home - Rural Communities Trust</a> 	<ul style="list-style-type: none"> <li>The Rural Communities Trust is committed to restore an equality of life to rural communities through funding for services and amenities.</li> </ul>	Rural towns less than 2000 pop
<b>Sargood Bequest</b>	Family Trust Philanthropic	Closes 31 Dec annually	<a href="http://www.sargoodbequest.org.nz">www.sargoodbequest.org.nz</a> 	<ul style="list-style-type: none"> <li>Projects and activities in the children &amp; youth, cultural, sports &amp; outdoors, educational and environmental areas with a focus on access, participation and inspiration</li> </ul>	National
<b>The Todd Foundation</b>	Family Trust	No funding rounds. Before you contact us about funding, please <a href="#">read about our funding approach here</a>	<a href="http://www.toddfoundation.org.nz/">http://www.toddfoundation.org.nz/</a> <a href="mailto:info@toddfoundation.org.nz">info@toddfoundation.org.nz</a> 	<ul style="list-style-type: none"> <li>Look at website to see how and who the Todd Foundation fund</li> <li>"We want to support real change in communities, reduce time spent on funding proposals and reporting, and promote collaboration rather than competition. For these reasons we don't run grant rounds or accept pitches from individuals or organisations. Instead we pro-actively seek out communities, groups and collectives to partner with. Our approach to resourcing long-term social change is to partner in a high-trust, long-term and relationship-focussed way."</li> </ul>	National



FUNDER	TYPE	FUNDING ROUNDS	WEBSITE LINK	WHAT FOR/PROJECT	AREA
<b>WWF</b>	Environment	Two types of funds that communities can apply for: <b>WWF's Community Conservation fund</b> supporting hands-on habitat restoration and native species protection  <b>WWF's Environmental Education Action Fund</b> supporting learning and skill building that empowers communities to take a lead on caring for their local environment	<a href="https://wwf.org.nz/community-conservation-and-environmental-education">https://wwf.org.nz/community-conservation-and-environmental-education</a>  Telephone: (04) 499 2930 Freephone: 0800 435 7993  Education: <a href="mailto:education@wwf.org.nz">education@wwf.org.nz</a>  Community: <a href="mailto:community@wwf.org.nz">community@wwf.org.nz</a>	   <ul style="list-style-type: none"> <li>• WWF-New Zealand, in partnership with The Tindall Foundation, gives out donations to local environmental education and community involvement programmes.</li> </ul>	National
<b>Tindall Foundation</b>	Philanthropic Family Trust	Refer to website	<a href="#">Who we are - The Tindall Foundation</a>	 <ul style="list-style-type: none"> <li>• Supports initiatives that have intergenerational impact, long term benefits and reduce inequality.</li> </ul>	National
<b>Poutama Trust</b>	Independent Charitable Trust	Flexible in funding business development: refer website for contact details	<a href="#">Poutama Trust</a>	 <ul style="list-style-type: none"> <li>• To grow Maori Enterprise: culturally, socially and economically for the benefit of current and future generations</li> </ul>	National



## 5.5 STATUS UPDATE ON HE ARA KI TUA | TANGATA WHENUA CLIMATE ADAPTATION PLANNING AND NGĀ KETE TAUTOKO | TOOLS, RESOURCES AND TEMPLATES

**File Number:** A5629652

**Author:** Sarah Peri, Kaupapa Maori Lead - Climate Action and Resilience

**Authoriser:** Roger Ackers, Head of Strategic Reform Initiatives

### TAKE PŪRONGO / PURPOSE OF THE REPORT

To provide Te Kuaka Committee for Strategic Māori Relationships (Te Kuaka) with an update on He Ara ki Tua | Tangata Whenua Climate Adaptation Planning and seek endorsement for the continued delivery of Pou 2: Tuia Ngā Tai o te Ao | Tangata Whenua-led Adaptation.

### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

- Te Hōtaka Urutau Hapori | Community Adaptation Programme is underway.
  - Pou 2: Tuia Ngā Tai o te Ao is one of three pou that make up Piki Tū Rangi, Councils adaptation programme.
  - He Ara ki Tua | Tangata Whenua Climate Adaptation Planning resources are part of the community adaptation programme, Pou 2: Tuia Ngā Tai o te Ao.
  - Ngā Kete Tautoko | Tools, Resources and Templates were designed by, with and for tangata whenua are available on our website.
- [Pou 2 Tangata Whenua-Led Adaptation | Far North District Council](#)
- Extensive engagement has resulted in positive uptake of He Ara ki Tua | Tangata Whenua Climate Change Adaption Planning Resources
  - Staff will continue to support the delivery of He Ara ki Tua across the district.

### TŪTOHUNGA / RECOMMENDATION

**That Te Kuaka Committee for Māori Strategic Relationships receive the report Status Update on He Ara Ki Tua | Tangata Whenua Climate Adaptation Planning and Ngā Kete Tautoko | Tools, Resources and Templates.**

### TĀHUHU KŌRERO / BACKGROUND

The Far North District Council (FNDC or Council) has a role to undertake community adaptation planning in the district. FNDC and Northland Regional Council (NRC) are required under the Resource Management Act 1991 (RMA) and Local Government Act 2002 (LGA) to consider the impacts of a changing climate and to integrate these considerations into planning, regulatory, and decision-making processes.

Council's Te Hōtaka Urutau Hapori | Community Adaptation Programme has 3 Pou (core pillars of council's adaptation work), known as 'Piki Tū Rangi', a phrase taken from Nukutawhiti's karakia that highlights the importance of collective action in achieving our adaptation outcomes. A breakdown of the three Pou are as follows:

- [Pou 1](#): Community adaptation planning is a major collaborative planning process where there are significant risks to community values and public infrastructure. The Stage One project area includes Herekino, Whangapē, Hokianga and Waimamaku. Council is currently undertaking the early stages of this mahi.

- [Pou 2](#): Tuia ngā tai o te ao | Tangata whenua-led adaptation planning supports tangata whenua, across the entire District in creating their own plans and deciding on their actions to adapt.
- [Pou 3](#): Community adaptation toolkits are resources to help communities (outside of Pou 1 and Pou 2) identify their adaptation needs and to kick start community adaptation planning.

He Ara ki Tua | Tangata Whenua Climate Adaptation Planning aims to tautoko (support) hapū, marae, and whānau to lead their own adaptation planning, undertake kaupapa Māori risk assessments, and develop their own climate adaptation strategies. Ngā Kete Tautoko | Tools, Resources and Templates have been shared through wānanga, through Kaimanaaki Hapori | Community Advisor networks, and direct engagement with marae and hapori Māori. He Kupu Ārahi | Guidance Document and Storymap have been developed with contributions from tangata whenua across Te Tai Tokerau.

We acknowledge Matua Rereata Makiha for sharing kōrero on Te Mana o Te Ao Turoa Framework and a kaupapa Māori planning method known as Te Ahunga, both feature in 'Ngā Kete Tautoko'

## **MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS**

### **Engagement with Hapū**

Discussions with Ngāti Rēhia and Ngāti Hine's adaptation planner have been positive. Keen interest in integrating He Ara ki Tua tools into their upcoming initiatives have been expressed by the Ngāti Hine Health Trust Climate Risk Assessment papakōrero and Climate Adaptation Planning Workshops for Ngāti Rēhia.

Early demonstrations of He Ara ki Tua were held at Waikare, Ngāi Tūpoto, Mangataipa, Ōhāki, and Waipuna marae (with representatives from Taiao, Te Rangi, Morehu, Waihou and Ngāti Manawa marae in attendance). Whānau were introduced to the programme (Te Hōtaka Urutau Hapori), the 3 Pou (Piki Tū Rangi), and the planning framework (Te Ahunga). The kaupapa was well received, with whānau noting the clarity, cultural resonance, and usability of the tools in whānau/marae/hapū/hapori planning contexts.

Kaimanaaki Hapori report strong engagement and positive uptake of the tools across Haurunga (South) and Hauraro (North) Hokianga communities, including whānau, hapū, marae, kura, taiao groups, taitamariki and kaumātua. The tools are described as clear, practical and culturally grounded, providing an accessible starting point for climate adaptation planning while reducing planning burden and overwhelm.

Feedback highlights that the resources support tangata whenua-led planning by strengthening confidence to act, embedding tikanga and mātauranga Māori, and supporting mana motuhake and kaitiakitanga. The kaupapa Māori framework has sparked deeper conversations about local impacts, cultural risk and intergenerational responsibility, while the inclusion of funding pathways and action focused templates gives whānau confidence to move from kōrero to implementation.

The tools are building readiness, momentum and long-term capability, with uptake accelerated through the trusted relationships and facilitation of Kaimanaaki Hapori in conjunction with Council support.

### **Recent Weather Event: Heightened Urgency and Awareness**

Tangata whenua are disproportionately affected by the impacts of climate change, largely living in rural and remote areas that are exposed to multiple natural hazards. The recent (February 2026) weather event in Te Tai Tokerau has reinforced vulnerabilities in infrastructure, impacts on urupā, marae, water systems, and cultural sites, challenges in evacuation and isolation, and the need for proactive planning based on local knowledge. These events have emphasised that tangata whenua require accessible, culturally aligned tools to prepare for future changes. He Ara ki Tua provides that foundation, enabling hapū and marae to assess risks and plan according to their own priorities and tikanga.

## **Public Engagements**

The recent FNDC stalls at Waitangi (February 2026) and the Hokianga A&P Show successfully drew public attention. These engagements reflect heightened public awareness of climate impacts, support for Māori-led adaptation pathways, strong interest in tools that enable local communities to prepare and recognition of the need for long-term thinking around whenua and wai. The visibility and engagement further validates the direction of He Ara ki Tua and Te Hōtaka Urutau Hapori.

He Ara ki Tua is progressing strongly and has already shown meaningful impact across tangata whenua communities. Positive receptions at several marae, endorsement from Kaimanaaki Hapori, collaboration with Māori adaptation planners, and strong public engagement demonstrate clear momentum. As weather events intensify and community awareness grows, these tools will play a critical role in supporting tangata whenua to exercise mana motuhake, plan for their own futures, and protect their whenua and wai for the generations that follow.

## **PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

There are no financial implications from the continued support of this existing programme.

## **ĀPITIHINGA / ATTACHMENTS**

**Nil**

## **5.6 LOCAL WATER DONE WELL – UPDATE AND FNDC POSITIONING**

**File Number:** A5629636

**Author:** Andy Dowdle, Change Specialist - Organisational Development

**Authoriser:** Emma Healy, Chief of Staff

### **TAKE PŪRONGO / PURPOSE OF THE REPORT**

To provide Te Kuaka Committee for Strategic Māori Relationships (Te Kuaka) with an update on Local Water Done Well (LWDW) and progress in delivering against the Water Services Delivery Plan (WSDP) the Far North District Council (FNDC) approved in August 2025.

### **WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY**

At the time of the last update to Te Kuaka by the LWDW project team FNDC had just completed the special consultation required for LWDW. At that time two options for delivery were discussed Te Pēke (retaining services in-house) and Te Kete (forming a regional CCO). Te Kete was ultimately accepted as the preferred delivery model and a WSDP prepared to detail how water services will be delivered under the new model.

The programme of work to deliver against the WSDP is still in the planning and preparation phase, although the legal workstream to establish the CCO as a legal entity is ahead of schedule and the CCO is now expected to be incorporated in May 2026 (rather than July 2026) allowing more time for the CCO to establish the operational functions required to deliver drinking water and wastewater services.

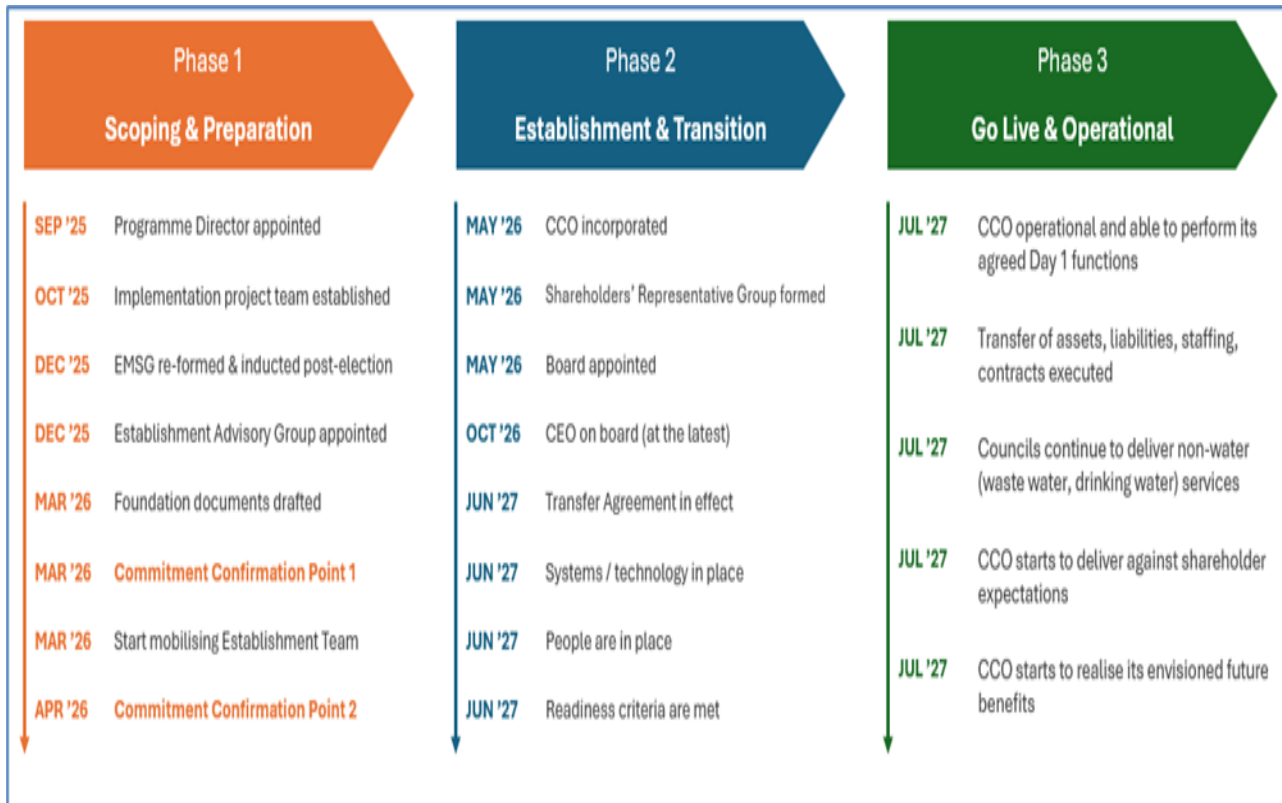
### **TŪTOHUNGA / RECOMMENDATION**

**That Te Kuaka Committee for Māori Strategic Relationships receive the report Local Water Done Well – Update and FNDC Positioning.**

### **TĀHUHU KŌRERO / BACKGROUND**

Under the Governments Local Water Done Well legislation all territorial authorities in Aotearoa were required to submit a WSDP to Government for approval by 3 September 2025. The WSDP must show how council will deliver drinking water, wastewater and stormwater in a way that meets strengthened regulatory standards whilst remaining financially sustainable and supporting growth.

The Far North worked with Kaipara and Whangarei District Councils to prepare a joint WSDP whereby drinking water and wastewater services will be delivered by a regional asset-owning CCO and stormwater will remain the responsibility of each District Council. The plan was approved in late 2025 since which time a Regional Elected Members Steering Group (EMSG), supported by staff from each of the councils, has been working to implement the initial stages of the WSDP implementation plan. FNDC is represented on the EMSG by Kahika Moko Tepania, Councillor John Vujcich, and Councillor Ann Court.



## MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS

### Governance

The EMSG has been working at pace to complete Phase 1 of the Implementation Plan which creates the CCO as a legal entity able to appoint a board of directors, recruit a CEO, raise funds, etc. The initial plan had a target date of 1 July 2026 for incorporation of the CCO, in recognition of the amount of effort required for Phase 2 (the establishment of the CCO as an operational entity delivering water services) the date for incorporation is now targeting May 2026.

An Establishment Advisory Group (EAG) was formed in January 2026 and is in the process of recruiting the inaugural CEO for the CCO. In collaboration with the EMSG the EAG is also developing the foundational legal documents for the CCO:

Shareholders' Agreement – To establish the three council's shareholder rights and interests

Constitution – Setting out the water organisations' governance framework

Upon incorporation and when the programme enters the establishment phase. Further legal documents will be developed

Transfer Agreement – Transferring ownership of water assets and responsibility for service

Statement of Expectations – Guiding the CCO to make decisions

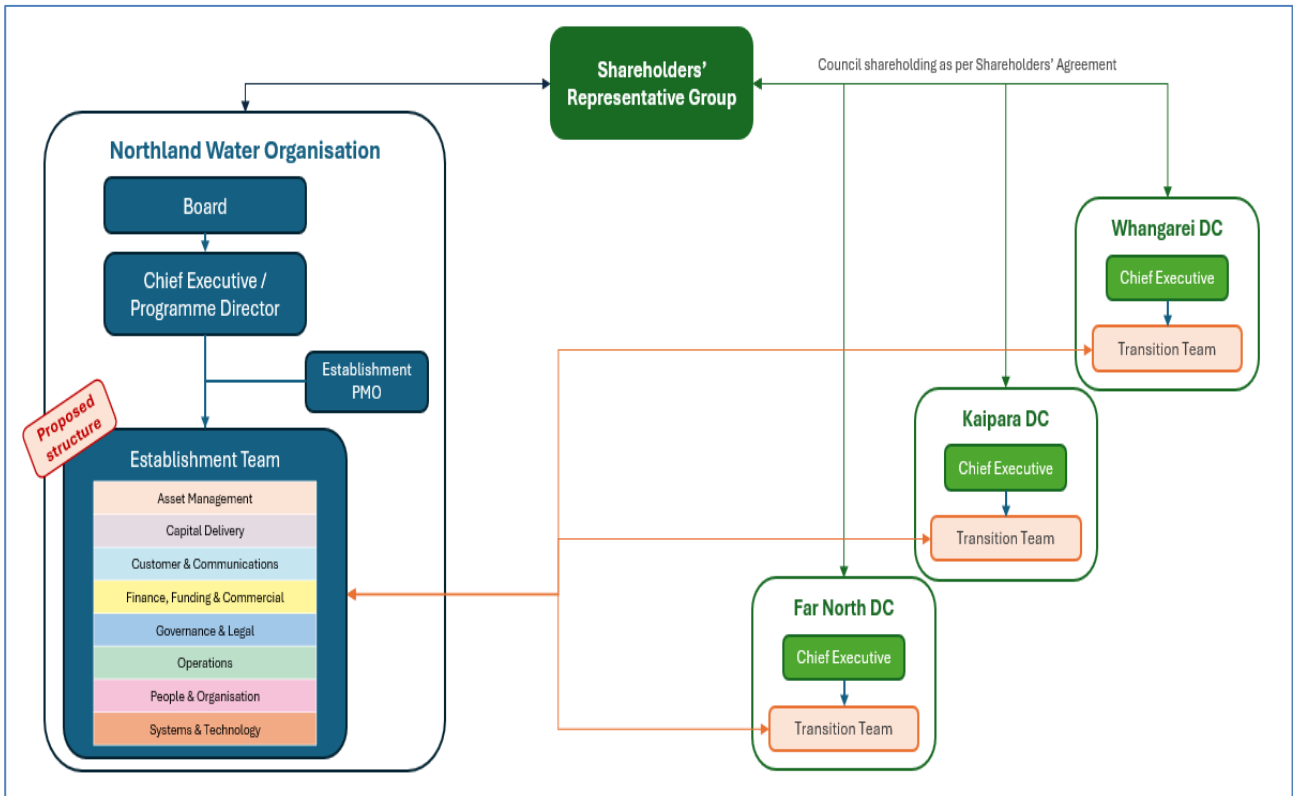
Water Services Strategy – Publicly state how the CCO will delivery services

When the CCO is formed and the programme to establish the CCO moves into delivery. The EMSG will be disbanded and replaced by a Shareholder Representative Group.

The Programme Director for the CCO (Andrew Carvell) has met with Te Kahu o Taihui (Philip Grimshaw) during these early planning stages and it has been flagged that more interaction is needed as the EAG takes a more prominent role in decision making.

### Programme Delivery

As the programme moves towards completion of Phase 1 (Scoping and Preparation) and into Phase 2 (Establishment) the programme team will be expanded and structured to ensure it maintains adequate linkages with staff from each of the three councils.



**Stormwater**

Although there is not the requirement to perform legal separation from the rest of council for delivery of stormwater services, there is still a significant work programme to create a standalone Business Unit for stormwater within FNDC, including ring-fencing of financials, creation of separate strategic planning documents (replacing the LTP for stormwater) and new commercial/compliance reporting standards to be met. The stormwater Business Unit is being delivered by an internal project at FNDC. The project is still in its planning phase.

**PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

No budgetary implications.

**ĀPITI HANGA / ATTACHMENTS**

Nil

## 5.7 UPDATE ON LOCAL GOVERNMENT REFORMS

**File Number:** A5630756

**Author:** Roger Ackers, Group Manager - Planning and Policy

**Authoriser:** Aaron Taikato, Manuhautū Te Hono – Group Manager Te Hono

### TAKE PŪRONGO / PURPOSE OF THE REPORT

To provide Te Kuaka Committee for Strategic Māori Relationships with an update on the Far North District Council's response to the Governments proposed legislative changes.

### WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY

On 25 November 2025, the Government released the Simplifying Local Government reform package, alongside significant Resource Management and sector-wide reforms, representing the most substantial change to local government structures since 1989.

The Simplifying Local Government reforms propose two key changes:

- Replacement of elected regional councillors with Combined Territorial Boards (CTBs) comprising mayors from each region's city and district councils, assuming all regional council functions.
- Mandatory preparation of Regional Reorganisation Plans (RRPs) by each CTB within two years, setting out how councils will work together or reorganise to deliver services more efficiently and effectively.

Public consultation closed on 20 February 2026. Final Government decisions are expected by March 2026, with legislation anticipated in mid-2026 and enactment in 2027.

### TŪTOHUNGA / RECOMMENDATION

**That Te Kuaka Committee for Māori Strategic Relationships receive the report Update on Local Government Reforms.**

### TĀHUHU KŌRERO / BACKGROUND

RRPs are a statutory requirement for all regions and will determine future local government structures and service delivery arrangements. Plans must:

- Map all council functions within the region.
- Recommend the most effective delivery model for each function.
- Include mandatory engagement with communities, iwi, hapū, Māori, and stakeholders.
- Be approved by the Minister of Local Government (approval is not by referendum).

A central government review of regional council functions will be completed prior to CTB establishment and must be reflected in RRP, clarifying which functions remain local and which may be centralised or discontinued.

In parallel, the Planning Bill and Natural Environment Bill (introduced December 2025) will replace the RMA, requiring a single integrated regional plan, significant changes to consenting and compliance, increased permitted activities, and transition to a digital planning system. The Government has signalled enactment between July and September 2026.

Local government is also managing many concurrent reforms, including Local Water Done Well, infrastructure funding reforms, emergency management changes, climate adaptation requirements,

rates capping, building and liability reforms, Treaty clause review, waste legislation, and transport funding changes, creating cumulative delivery and capacity pressures.

In response, on 26 February 2026, the Northland Mayoral Forum endorsed a proposed “By Northland, For Northland” approach to local government reform, including preparation of a Regional Reorganisation Plan for consideration by each council in March 2026.

The proposed Northland approach includes:

- A shared governance and programme structure.
- An Elected Members Steering Group and Independent Advisory Group.
- Equal funding contributions from the four councils across 2025/26 and 2026/27.
- Indicative timelines enabling either implementation ahead of the 2028 local government elections or alignment with a 2031 transition.

Agreement by all four councils will enable establishment of governance arrangements, resourcing of the programme, and commencement of detailed planning.

Separately, on 6 March 2026, the Mayoral Forum endorsed a regional governance and programme structure for Resource Management Reform, including a Joint Committee and shared programme team, to reduce duplication, improve consistency, and coordinate engagement, readiness, and implementation across Northland.

### **Simplifying Local Government**

On 25 November 2025, the Government introduced the “Simplifying Local Government” reforms. The proposed changes consist of two key steps:

1. **Abolition of Elected Regional Councillors:** Elected regional councillors would be replaced by Combined Territories Boards (CTBs) made up of mayors from each region’s city and district councils. CTBs would assume all regional council responsibilities, including environmental management, public transport planning, and civil defence.
2. **Development of Regional Reorganisation Plans:** Each CTB will be tasked with creating a Regional Reorganisation Plan within two years of its establishment. These plans will explore how councils in each region can collaborate more effectively through options such as shared services, mergers, or forming unitary authorities.

Public consultation on these proposals closed on 20 February 2026. Final decisions are expected by March 2026, with legislation to be introduced around mid-2026 and anticipated to pass in 2027.

Regional reorganisation plans provide a unique opportunity for regions to agree on common outcomes and reorganise their structures and services accordingly. Every region will be required to develop a plan outlining how councils can work together to deliver services more efficiently and effectively. These plans must reflect local needs, incorporate public feedback, and meet clear national standards. They will consider a range of options, from shared services to broader structural reforms, and will form the foundation for future local government decisions.

Specifically, these plans must:

- Map all council functions within the region
- Recommend the most effective delivery model for each function, such as shared services, joint council-controlled companies, or amalgamations

- Include mandatory consultation with communities, iwi, hapū, Māori, and relevant stakeholders
- Be approved by the Minister of Local Government, contingent on meeting statutory criteria (approval will not be determined by referendum)

To aid this process, a government review of regional council roles and functions will clarify which responsibilities remain at the local level and which may be centralised or discontinued. This review will be completed prior to the establishment of CTBs and must be taken into account when developing regional plans.

### **Resource Management Act (RM) Reform**

On 9 December 2025, the Planning Bill and the Natural Environment Bill were introduced to Parliament. The Planning Bill is focused on land use, development, and the provision of infrastructure to support economic growth, establishing a framework for the use and enjoyment of land. The Natural Environment Bill is designed to manage the impacts of natural resource use and protect the environment by setting clear environmental limits and improving the management of shared resources.

Submissions on the RM Reforms are currently being considered with the government signalling that the two bills will become law between July and September of 2026.

### **Other Reforms**

It should also be noted that the following reforms are also already impacting on local government decision making in Northland alongside the two significant reforms mentioned above.

- 1. Local Water Done Well (LWDW):**
  - Legislative phase complete; new Water Services Act 2025 in force.
  - Economic regulation and phased data requirements for water entities.
- 2. Local Government (Systems Improvement) Amendment Bill:**
  - Progressing through Parliament.
  - Introduces a new purpose for local government, core services focus, financial management reforms, and enhanced governance/accountability.
- 3. Infrastructure Funding and Financing Act Amendments:**
  - Aims to simplify funding mechanisms for infrastructure projects, encouraging greater uptake.
- 4. Emergency Management Bill (No 2):**
  - At Select Committee.
  - Major changes to emergency management, including regional submissions and new legislative requirements.
- 5. Public Works Amendment Bill:**
  - Currently before the Transport and Infrastructure Select Committee.
  - Enhances compensation, streamlines processes, and introduces fast-track acquisition for disaster recovery.
- 6. Climate Change Response Act Amendments – Adaptation Framework:**
  - Bill expected early to mid-2026.
  - Will require local government adaptation plans in priority areas.
- 7. Fast-track Approvals Amendment Act:**
  - Passed under urgency in December 2025.

- Expands and streamlines consenting processes for infrastructure and development
- 8. Land Transport (Revenue) Amendment Bill:**
  - At Select Committee; submissions closed 8 January 2026 with the select committee report due 17 May 2026.
  - Expands tolling options and modernises road user charges.
- 9. Local Government (Infrastructure Funding) Amendment Bill:**
  - An exposure-draft Bill released by the Government as part of the “Going for Housing Growth” programme. Its central purpose is to replace the current development contributions (DC) regime with a new development levies system for funding growth-related infrastructure needed to support housing and urban development across New Zealand.
  - The Bill is expected to proceed to a full Select Committee process in 2026, following Cabinet decisions on the final design.
- 10. Te Ture Whenua Māori Amendment Bill:**
  - Awaiting introduction.
  - Reforms Māori land law, including central registers and expanded court jurisdiction.
- 11. Rates Capping:**
  - Targeted consultation underway; legislation expected after 2026 election.
  - Proposes annual rates increase caps based on economic indicators.
- 12. Building Amendment Bill (Proportionate Liability and Consumer Protections):**
  - Bill expected early 2026.
  - Introduces proportionate liability, mandatory home warranties, and BCA consolidation options.
- 13. Building and Construction Sector (Self-Certification by Plumbers and Drainlayers) Amendment Bill:**
  - At Select Committee; submissions closed 8 January 2026.
  - Allows approved practitioners to self-certify certain work.
- 14. Treaty Clauses Legislation Bill:**
  - Review underway; possible Bill mid-2026.
  - May alter references to Treaty principles in key legislation.
- 15. Waste Management Bill:**
  - Bill likely mid-2026.
  - Modernizes waste and resource efficiency laws, expands council use of levy funds.
- 16. Gene Technology Bill:**
  - Awaiting Second Reading.
  - Regulates GMOs; FNDC has submitted concerns regarding local regulatory powers.

## **MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS**

### **Northland Response to the Reforms**

#### ***Local Waters Done Well***

Local Waters Done Well is progressing on its own workstream. Many of the learnings from Local Waters Done Well governance structures have been taken into a Northland Response to the wider proposed Local Government Reforms.

#### ***Simplifying Local Government***

On 26 February 2026 The Mayoral Forum endorsed a proposed approach to progressing a ‘By Northland, For Northland’ response to local government reform, including preparation of a Regional

Reorganisation Plan (RRP) to come back to each Council in the month of March for approval. The proposal includes.

- A governance and programme structure for a Local Government Reform Programme.
- Draft Terms of Reference for the proposed Elected Members Steering Group and an Independent Advisory Group to oversee a Local Government Reform Programme (both captured in the governance structure).
- The allocation of budget funded equally four ways from each Council to meet the estimated costs of a Local Government Reform Programme for the remainder of the 25/26 Financial Year and the 26/27 Financial Year.
- An indicative timeline that, subject to detailed planning, could allow for a new governance structure(s) to be in place ahead of the next local government elections currently scheduled to run from September to October 2028.
- An alternate timeline in alignment with the proposal that is signalling local government reorganisation to come into effect in alignment with the 2031 local government elections.

Agreement of four councils to the proposal will enable establishment of the governance structure, resourcing of the project team and detailed project planning.

### ***RM Reforms***

The Planning and Natural Environment Bills (Resource Management Reform) will require councils to work in fundamentally new ways. They introduce a statutory requirement for a single regional plan that integrates spatial, natural environment, and land use planning, alongside significant changes to consenting and compliance functions, a shift to managing more permitted activities and a digital planning system.

The Mayoral Forum on 6 March 2026 endorsed a regional governance and programme structure for the RM Reforms separate to the Local Government Reforms. The programme structure comprises a Joint Committee of the councils, supported operationally by the CE Forum, and a programme manager, project team and cross-council working groups—to coordinate readiness, resourcing, digital enablement, and engagement with iwi, central government, and stakeholders.

The approach would reduce duplication, improve consistency, and create a forum for Councils to work through the complex implementation responsibilities, tangata whenua participation and cost-sharing.

### **PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

There are no financial decisions resulting from this report.

### **ĀPITIHINGA / ATTACHMENTS**

1. **FNDC Submission Simplifying Local Government - A5632895**  



Private Bag 752, Kaikohe 0440, New Zealand

[ask.us@fndc.govt.nz](mailto:ask.us@fndc.govt.nz)

0800 920 029

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20 February 2026

**To:** Chief Executive  
Te Tari Taiwhenua Department of Internal Affairs  
45 Pipitea Street  
Wellington 6011

**RE: Submission on Simplifying Local Government**

Thank you for the opportunity for Far North District Council to provide a submission to the Department of Internal Affairs on the Government discussion document, *Simplifying Local Government – A draft proposal*.

Contact details:  
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**Executive Summary**

Far North District Council agrees that local government in New Zealand requires reform to meet future challenges. However, we do not support the Government's proposed approach to achieving this reform.

Our submission makes the following points.

1. **Support for reform objectives:** We agree with the Government's objectives of creating more efficient, effective, and cost-effective local government.
2. **Opposition to replacing Regional Councilors during the first two years ('stage one') of the reform process:** We oppose the replacement of recently elected Northland Regional Councilors with a Combined Territories Board (CTB). Regional Councilors should remain in place until the 2028 local government election.
3. **Alternative CTB role:** During stage one we propose establishing a CTB with a different mandate—to develop the regional reorganisation plan while providing advice to (but not replacing) the Northland Regional Council.

4. **Crown Commissioner as advisor:** We support a non-voting Crown Commissioner on the CTB to facilitate communication between the region and central government and to support the CTB's work.
5. **'One Mayor, One Vote':** We support equal voting rights for all mayors on the CTB to ensure that smaller councils are not dominated by larger ones.
6. **Dual voting for resource management:** We support the proposed dual condition voting procedure for certain resource management decisions.
7. **Enhanced Regional Reorganisation Plans:** We support requiring CTBs to develop regional reorganisation plans but recommend that the Government provides dedicated funding for this work.
8. **Strengthened Māori engagement requirements:** Regional reorganisation plan criteria should include requirements for establishing effective arrangements for engagement with *all* iwi, not just those with Treaty settlements.
9. **Government Review of Functions:** Parallel to the development of regional reorganisation plans, the Government should review the appropriate allocation of functions between central and local government.

The Far North District Council seeks a reform pathway that enables Northland communities to design their own future while maintaining excellent local government services with strong local voice throughout the transition period.

## Introduction

Before turning to the questions in the discussion document, we wish to set out the important and unique characteristics of the Far north district. This is important context for the positions that we advance in this submission.

The Far North district occupies a unique position in New Zealand's local government landscape. As the northernmost territorial authority, stretching from North Cape and Cape Reinga to the Bay of Islands and Hokianga, our district encompasses 6,686 square kilometres<sup>1</sup> and serves a population of 73,700 people<sup>2</sup>. The Far North District Council is a Tier 3 Council. The district is bordered with the Whangārei and Kaipara districts.

### *Rural and Remote Character*

The Far North is predominantly rural, with approximately 60 percent of our population living in rural areas, many in remote and isolated communities. This population presents challenges for service delivery and community engagement. Our communities are spread across diverse landscapes, from coastal settlements to inland farming areas, each with their own distinct needs and characteristics.

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<sup>1</sup> Stats NZ, Geographic Boundary Viewer.

<sup>2</sup> Stats NZ, "Subnational population estimates: At 30 June 2025", estimated resident population, Far North district.

### ***High Māori Population***

The Far North District has one of the highest proportions of Māori of any district in New Zealand, with 49.9 percent of Far North residents identify as being of Māori descent.<sup>3</sup> This is not merely a demographic statistic — it reflects the deep and enduring relationship between tangata whenua and this rohe, a relationship that extends back many centuries.

### ***Iwi and Hapū Presence in the Region***

The Far North is home to multiple iwi and hapū with profound historical, cultural, and spiritual connections to the land and waters of Te Tai Tokerau. The district includes:

- Nine iwi with Treaty settlements that have been legislated<sup>4</sup>
- Ngāpuhi, the largest iwi in Aotearoa, whose Treaty settlement negotiations are ongoing
- numerous hapū with distinct rohe and kaitiaki responsibilities
- Multiple iwi and hapū which have not yet reached Treaty settlements with the Crown

### ***Our Commitments to Support the Crown as a Treaty Partner***

Council acknowledges and respects the Crown's responsibility as Treaty partner and the requirement of local government to consider the principles of Te Tiriti o Waitangi, specifically the obligations placed on the council to provide opportunities for Māori to participate in decision-making and other council processes which is meaningful to both parties. We have developed substantive frameworks with iwi and hapū, including:

- Te Pae o Uta, our comprehensive Te Ao Māori Framework, which provides strategic direction for genuine partnership with Māori across all council operations
- A Mana Whakahono ā Rohe agreement with Te Rūnanga ā-Iwi o Ngāpuhi
- A Mana Ōrite (equal standing) relationship agreement with Te Rūnanga o Whaingaroa
- Te Kuaka Committee for Māori Strategic Relationships with influence over council decision-making
- Four Māori ward councillors representing the Ngā Tai o Tokerau Māori Ward

These arrangements reflect our commitment to genuine engagement with all iwi in the district, regardless of whether they have reached a Treaty settlement with the Crown. Our Te Pae o Uta framework requires that Council gives effect to Te Tiriti in all its operations and that implementation of the principles of Te Tiriti occurs in all Council decision making and operational processes.

### ***Socioeconomic Challenges***

The Far North faces significant socioeconomic challenges. Our district experiences:

- higher than national average unemployment rates
- significant housing deprivation and affordability challenges
- lower GDP per capita compared to national averages
- limited access to services in remote communities

<sup>3</sup> Stats NZ Aotearoa Data Explorer, 2023 Census

<sup>4</sup> FNDC Submission on the Treaty Principles Bill

- infrastructure requiring substantial investment

Despite these challenges, our communities demonstrate remarkable resilience, strong cultural identity, and commitment to the wellbeing of whānau and the environment.

#### ***Council's Commitment to Efficiency***

The Far North District Council has worked to minimise rates increases while maintaining essential services. We understand the financial pressures facing our ratepayers and we are committed to delivering value for money. This submission reflects our intent to contribute constructively to achieving more efficient and effective local government. At the same time, we seek to preserve the strong local voice that is essential for our diverse and unique communities.

### **Responses to the Questions in the Discussion Document**

#### **1. Do you agree that there is a need to simplify local government?**

Yes

- 1.1. The Far North District Council agrees that the local government system requires simplification and reform.
- 1.2. The current two-tier system creates unnecessary complexity, duplication, and confusion for communities.
- 1.3. The Government's ambitious reforms — including resource management changes, water services reform, and climate adaptation planning — create an opportunity to consider how councils are structured and how they work together.
- 1.4. For the Far North, with our dispersed rural communities, substantial Māori population, and socioeconomic challenges, having a more streamlined and effective local government system could deliver better outcomes for our people. However, any reform must preserve strong local voice and genuine partnership with tangata whenua.
- 1.5. We are committed to being part of the solution. A single-layer local government system may indeed be the future for New Zealand. The question is not whether change is needed, but how that change should be implemented and what form it should take.

#### **2. What do you think of the proposed approach overall?**

**The Far North District Council agrees with the objectives that the Government is pursuing. We support the goal of efficient, effective local government that can meet future challenges. However, we do not agree with the proposed approach.**

#### ***Our Agreement with Objectives***

- 2.1. We share the Government's vision for local government that is:
  - simpler and easier for communities to understand
  - more cost-effective and efficient in delivering services

- better coordinated across regional and local levels
  - capable of addressing complex challenges such as climate change, housing, and infrastructure
  - accountable and responsive to local communities
- 2.2. Our Council has worked to minimise rates increases while maintaining service levels. We understand the need for local government to demonstrate value for money. A single-layer local government system may represent the future.

***Our Concerns with the Proposed Approach***

- 2.3. We have significant concerns about the Government's proposed pathway to achieving its objectives.
- 2.4. The Government proposes that mayors immediately take over regional governance functions while simultaneously developing a regional reorganisation plan over the next two years. We submit that this dual mandate is problematic and creates substantial risks:

*Risk of poor service delivery*

- 2.5. The Northland Regional Council currently provides essential services such as environmental management, biosecurity, regional transport planning, and resource management. These are complex, technical functions requiring specialist knowledge and established relationships with communities, government agencies, and other stakeholders. Mayors who were not elected to perform these roles, and who may lack the necessary expertise, could struggle to provide effective governance during stage one of the reform process.

*Governance may be diluted*

- 2.6. The three Northland mayors have full-time responsibilities governing their respective territorial authorities. Adding comprehensive regional governance responsibilities on top of their existing workload risks compromising their ability to provide effective leadership for their own councils.

*Reduced Capacity for Regional Reorganisation Planning*

- 2.7. Developing a good regional reorganisation plan will require time, effort, community engagement, technical analysis, and strategic thinking. If mayors are simultaneously governing regional functions, their capacity to devote the necessary attention to designing the future of Northland's local government will be constrained.

*Undermining Local Democracy*

- 2.8. Northland Regional Councillors were elected in October 2025 — only months ago. These elected representatives sought office to serve their communities in regional governance roles. Immediately replacing them with mayors who did not campaign for regional responsibilities would undermine the democratic mandate that regional councillors received from voters.

***Our Alternative: Retain Regional Councillors until 2028***

- 2.9. We have concluded that the best path forward is to enable Northland to design its own solutions. If we are going to engage Northland communities over the next two years in

collaborative work on a regional reorganisation plan, this engagement must occur alongside functional local government with a strong local voice.

2.10. We need the time and capacity to work thoughtfully with our communities, with tangata whenua, and with each other to design a future system that works for Northland's unique circumstances. Trying to simultaneously govern regional functions and plan for fundamental restructuring will compromise *both* objectives.

2.11. We are committed to reform, but we advocate for a reform process that:

- maintains functional governance throughout the transition
- enables genuine community and iwi engagement in designing the future
- provides adequate time and resources for developing a good reorganisation plan
- respects recent democratic decisions
- allows mayors to focus on their primary responsibility — governing their territorial authorities — while contributing to regional planning.

2.12. We set out our proposal in detail in our response to question 3, which follows.

### **3. Do you agree with replacing regional councillors with a Combined Territories Board (CTB)?**

No

3.1. We do not support the immediate replacement of Northland Regional Councillors with a CTB that assumes full regional governance responsibilities.

#### ***Preserving the Recent Democratic Mandate***

3.2. Voters made informed choices about who should represent them on both their territorial authority and their regional council. To overturn those decisions within months, without a clear emergency justification, demonstrates disrespect for the democratic process and for the choices of voters.

#### ***Capacity and Capability Concerns***

3.3. The three Northland mayors were elected to govern territorial authorities — the Far North District Council, Whangārei District Council, and Kaipara District Council. These roles are demanding.

3.4. It is questionable whether mayors elected to govern territorial functions have the necessary skills, knowledge, and capacity to simultaneously provide effective governance for distinct regional functions.

#### ***The Dual Mandate Problem***

3.5. The Government's proposal asks the CTB to simultaneously:

- govern all current Northland Regional Council functions
- develop a comprehensive regional reorganisation plan within two years

- 3.6. This dual mandate creates unrealistic expectations and substantial risks.
- **Risk of poor regional service delivery:** If mayors are stretched between their territorial responsibilities and new regional governance duties, the quality of regional service delivery may suffer.
  - **Weakened leadership:** The primary responsibility of mayors is to provide leadership for their local authorities. *If they are simultaneously managing regional governance, their capacity to effectively lead their own councils will be compromised.*
  - **Weakened regional reorganisation planning:** Developing a good regional reorganisation plan is substantial work requiring:
    - mapping all current council functions
    - analysis of service delivery models and efficiency opportunities
    - extensive community engagement
    - engagement with iwi
    - financial modelling
    - transition planning
- 3.7. If the CTB is simultaneously governing regional operations, its members will not have adequate capacity for this crucial planning work. The quality of the regional reorganisation plan — which will shape Northland local government for decades — will be compromised.

#### ***Our Alternative Proposal***

- 3.8. We propose a different approach that addresses these concerns while still advancing reform:
- **Retain Northland Regional Councillors Until 2028:** Regional Councillors should continue in their roles until the scheduled 2028 local government election.
  - **Establish a CTB with a planning focus:** A CTB should be established, but with a different mandate from that proposed by the Government. *The CTB's primary task would be to develop the regional reorganisation plan over the next two years.*
  - **CTB to be an advisor to the Regional Council:** The CTB should have an observer and advisory role on the Northland Regional Council, but without voting rights. This will enable the CTB to:
    - receive all advice and information provided to Regional Councillors
    - understand regional operations and challenges firsthand
    - build knowledge that will inform the regional reorganisation plan
    - maintain oversight without compromising operational governance
  - **Future of the Regional Council to be determined by regional reorganisation plan**

#### ***Benefits of This Approach***

- 3.9. This alternative approach would:
- respect the recent democratic decision of Northland voters
  - maintain functional, effective regional governance throughout the transition

- allow mayors to focus primarily on their territorial authority responsibilities
  - enable the CTB to devote adequate time and attention to developing a goods regional reorganisation plan
  - ensure the reorganisation plan is informed by direct knowledge of regional operations
  - reduce risks of service delivery failures during the transition
  - provide a clear pathway from current arrangements to the future system
- 3.10. This alternative proposal is a better pathway for Northland. It balances the need for reform with the imperative to maintain effective governance and genuine democratic accountability throughout the transition period.

**4. What do you like or dislike about the proposal to replace regional councillors with a CTB?**

We have addressed this question in our response to Question 3

**5. What level of Crown participation in regional decision-making do you prefer?**

Options:

- i None – only mayors on the CTB
- ii Crown Commissioner (non-voting)
- iii Crown Commissioner (veto power)
- iv Crown Commissioner (majority vote)
- v Crown Commissioners instead of a CTB

We support Option (ii) – a non-voting Crown Commissioner on the CTB, subject to clearly specified roles.

***Rationale for Crown Commissioner Participation***

5.1. We support the inclusion of a Crown Commissioner on the CTB for the following reasons.

***National-Local Alignment***

5.2. A Crown Commissioner could help the CTB to understand and consider national priorities and policies as it develops the regional reorganisation plan. These priorities include national objectives for resource management, housing, infrastructure, and climate adaptation.

*Two-Way Communication*

- 5.3. The Crown Commissioner could serve as a conduit for communicating regional issues, opportunities, and concerns to the Government. This would enable the Government to understand Northland's unique circumstances and so adjust policy or support accordingly.

*Technical Support and Resources*

- The Crown Commissioner should be able to facilitate access to Government expertise, data, and resources that will support the CTB's work to develop the regional reorganisation plan.

*Quality Assurance*

- An experienced Crown Commissioner can provide guidance on best practices, lessons from other regions, and frameworks for evaluating options, improving the quality of the CTB's work.

*Legitimacy and Confidence*

- A Crown commissioner can provide assurance to the Government and other stakeholders that the regional reorganisation process is going well and that national interests are being considered.

***Why non-voting?***

- 5.4. We support a *non-voting* Crown Commissioner rather than alternative options that would give the Commissioner veto power or vote rights for these reasons:
- Regional reorganisation should be led by local representatives who are accountable to local communities.
  - Mayors have intimate knowledge of their communities, existing relationships with iwi and hapū, and understanding of local circumstances.
  - Northland communities need to have confidence that reorganisation decisions are made by their elected representatives, not imposed by the Government.
  - A non-voting Commissioner will be required to *persuade* the CTB members, encouraging collaboration and shared understanding rather than top-down direction.

***Specified Roles and Accountability***

- 5.5. Our support for a Crown Commissioner is conditional on the roles being clearly specified in legislation. The Crown Commissioner's responsibilities should include:
- ensuring that the CTB is aware of relevant national policies, priorities, and legislative requirements
  - providing advice on alignment with Government reforms
  - facilitating access to Government expertise and data
  - sharing best practices and lessons from other regions
  - supporting quality assurance for the regional reorganisation plan
  - advising on financial sustainability

5.6. The Crown Commissioner should *not* have authority to:

- vote on CTB decisions
- veto CTB decisions
- direct the content of the regional reorganisation plan
- overrule local democratic decisions

**6. Do you agree that mayors on the CTB should have a proportional vote adjusted for effective representation?**

No

6.1. We support a simpler approach: 'one mayor, one vote'.

***The Case for Equal Voting***

6.2. Under our preferred 'one mayor, one vote' system:

- each of the three Northland mayors would have equal voting power
- decisions would require agreement by at least two of the three mayors

6.3. This system is simple, transparent, and easy to understand

6.4. Equal votes for all mayors is the clearest possible system. Communities will readily understand that their mayor has an equal voice in regional decisions. Complex weighted voting formulas — even well-intentioned ones—create opacity and reduce public confidence.

**7. Do you support:**

**EITHER**

**(i) leave it up to the Local Government Commission to determine the right balance;  
OR**

**(ii) provide the Commission with specific legal objectives and criteria to guide its decisions.**

**If the Government does not accept our preferred approach set out in our response to Question 6 (one mayor, one vote), we support Option 7 (ii) — provide the Local Government Commission with specific legal objectives and criteria to guide its decisions.**

***Support for Specified Criteria***

7.1. If weighted voting is to be used having specified criteria is preferable to giving the Commission complete discretion because:

- communities and councils will understand in advance what principles will guide the allocation

- the Commission's decisions will be more predictable and legitimate
- there will be clear grounds for evaluating whether the Commission's allocation achieves its intended purposes.

7.2. Transparency supports public confidence in the process

## 8. Do you agree with the dual condition voting proposal for certain resource management decisions?

**Yes, If the Government does not accept our preferred approach set out in Question 6 (one mayor, one vote).**

**However, if the relevant Minister appoints one member to a CTB for decisions on spatial plans and/or natural environment plans, we submit that such appointees should not have voting rights. (see 8.3).**

- 8.1. The Government has agreed to replace the Resource Management Act 1991 with two new Acts: the Planning Act and the Natural Environment Act. These Acts will require regional councils to:
- participate in the development of a region-wide **spatial plan chapter** of a combined regional plan, and
  - develop and agree a **natural environment plan chapter** of a combined regional plan.
- 8.2. Ministers have decided that CTBs, if established, should be the decision-making body for both these new planning instruments.
- 8.3. Ministers have also decided<sup>5</sup> that the relevant Minister would be able to appoint one member to a CTB for decisions on spatial plans and/or natural environment plans. *Those appointees may or may not have voting rights at the Minister's discretion.*
- 8.4. Ministers have decided that the voting arrangements CTBs use to make decisions on these new instruments would require that both:
- CTB members representing more than 50% of the population support the resolution, and
  - more than 50 percent of CTB members with a voting mandate for decisions on spatial plan chapters and/or natural environment plan chapters, to support the resolution.

### ***Rationale for Support***

- 8.5. We support this dual-condition voting procedure because:
- the dual condition ensures that these decisions cannot be made solely based on urban population weight without rural support.
  - the dual condition creates incentives for consultation and consensus-building across different communities and interest groups.

<sup>5</sup> See Annexe C of the Discussion Document.

## 9. What do you think about the ways that communities crossing regional boundaries could be represented?

- 9.1. Northland does not have communities that cross regional boundaries, so this issue does not directly affect our district.

## 10. Do you support the proposal to require CTBs to develop regional reorganisation plans?

Yes

10.1. Regional reorganisation plans provide an opportunity to:

- map current council functions and identify opportunities for more efficient delivery
- design new service delivery models that provide better value for money
- clarify roles and responsibilities across councils
- improve coordination on complex challenges such as climate adaptation and housing
- design structures that are fit for purpose for the next 30-50 years

### *The Need for Government Funding*

10.2. We submit that the Government should provide dedicated resources to enable CTBs to develop regional reorganisation plans.

10.3. Developing a comprehensive regional reorganisation plan is complex work requiring:

### *Expert Advisory Support*

10.4. CTBs will need access to expertise in:

- local government structure and operations
- public sector efficiency and shared services
- financial modelling and analysis
- treaty partnership and iwi/hapū engagement
- community consultation processes
- organisational change management

### *Technical Analysis*

10.5. Plans will include analysis of:

- current functions across all councils
- service delivery costs and performance
- options for future delivery models
- financial implications and sustainability
- implementation options

*Community and Iwi Engagement*

10.6. Meaningful consultation requires:

- multiple rounds of engagement with diverse communities
- technical support for communities to understand options
- time for considered feedback

*Secretariat Support*

10.7. The CTB will need dedicated staff to:

- coordinate the planning process
- manage stakeholder relationships
- prepare technical papers and analysis
- support community engagement

***Estimated Funding Requirement***

10.8. To adequately resource regional reorganisation planning for Northland, the Far North District Council estimates funding requirements of approximately \$1 million over two financial years.

**11. Do regional reorganisation plans have the right content requirements?**

**No — the content requirements need to be augmented to provide for genuine partnership with all iwi.**

11.1. The Government proposes that regional reorganisation plans should:

- map all current functions across councils in the region
- set out options for future delivery (shared services, joint entities, amalgamations, etc.)
- consider impacts on cost, service quality, and local representation
- work with post-settlement governance entities on Treaty settlement arrangements
- set out a financial and organisational transition plan

11.2. While the Government's proposed content requirements are a good starting point, they are missing something important - *they do not adequately provide for engagement with all iwi and hapū, including those without Treaty settlements.*

***The Māori Engagement Gap***

11.3. The discussion document states that plans must "work with post-settlement governance entities in relation to any relevant Treaty settlement arrangements." This limitation to *post-settlement* entities is problematic for several reasons:

*Incomplete Coverage*

11.4. In Northland, Ngāpuhi — Aotearoa's largest iwi — has not yet reached a Treaty settlement. Limiting engagement to post-settlement entities would exclude most of the Northland's Māori population and the most significant iwi in the region.

*Barrier to Genuine Partnership*

11.5. Te Tiriti partnership is not conditional on settlement status. All tangata whenua have rights and interests that must be recognised and provided for in decisions that affect their rohe.

*An important opportunity to improve institutional arrangements*

11.6. Regional reorganisation plans present an opportunity to design new structures that better enable partnership with Māori. This work should extend to all iwi and hapū, not just those with Treaty settlements.

***Subsidiarity***

11.7. We recommend that regional reorganisation planning be accompanied by a parallel review by central government of the appropriate allocation of functions between central and local government.

11.8. It is beyond the focus of this submission to set out this recommendation in detail. The Government should consider a parallel review covering these issues:

- The Government has transferred functions to local government without corresponding funding ("unfunded mandates")
- Some functions currently delivered centrally might be better delivered locally
- Other functions might benefit from national consistency or economies of scale

11.9. Functions that might be examined for potential devolution to local government include:

- aspects of housing policy and delivery
- economic development support
- some social service coordination
- localised public health initiatives
- community safety and crime prevention
- arts, culture, and heritage

11.10. Conversely, some regional council functions might benefit from centralisation, such as:

- biosecurity surveillance and response
- environmental monitoring standards

## 12. What do you think about the criteria proposed for assessing regional reorganisation plans?

Yes, but with one important addition.

12.1. The Government proposes seven criteria for assessing regional reorganisation plans:

- Big-picture fit
- Affordable now and in the future
- Better services
- Clear leadership
- Local say
- Treaty arrangements
- Can it be implemented?

### ***Additional Criterion Required: Effective Māori Engagement***

12.2. consistent with our response to Question 11, we submit that an additional criterion should be added:

*“Establishes effective arrangements for engagement with iwi and hapū on regional decision-making.”*

12.3. This criterion would assess whether the proposed reorganisation plans:

- provide for genuine partnership with all iwi and hapū
- establish appropriate governance mechanisms for Māori participation
- enable iwi and hapū to exercise
- provide adequate resourcing for Māori engagement
- implement iwi/hapū management plans and aspirations
- create culturally appropriate processes and relationships

### ***Rationale***

12.4. While the proposed "Treaty arrangements" criterion addresses Treaty settlement commitments, it is too narrow. As stated in our response to Question 11, genuine Treaty partnership extends to all tangata whenua, not just those with settlements.

### 13. What do you think about how the proposal provides for iwi/Māori interests and Treaty arrangements?

We cover this question in our response to Question 12. The Government's reform proposal does not adequately provide for iwi and Māori interests.

#### Conclusion

Far North District Council supports the Government's objectives of creating simpler, more efficient, and more effective local government. We agree that the current two-tier system needs reform.

However, we do not support the Government's proposed approach of immediately replacing regional councillors with a CTB that assumes full regional governance responsibilities while simultaneously developing regional reorganisation plans.

We propose an alternative pathway that:

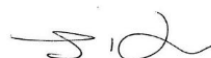
- retains Northland Regional Councillors until 2028, respecting the recent democratic mandate
- establishes a CTB with a primary focus on developing the regional reorganisation plan
- provides the CTB with an advisory role on the Regional Council to build knowledge and maintain oversight
- includes a non-voting Crown Commissioner
- uses simple "one mayor, one vote" decision-making on the CTB
- provides dedicated Government funding for regional reorganisation planning
- requires engagement with all iwi and hapū, not just those with Treaty settlements
- enables Northland to design its own future through genuine community and tangata whenua collaboration.

We ask the Government to carefully consider the alternative pathway we have proposed and to engage constructively with Northland councils and communities as reform progresses.



Moko Tepania

**Mayor**



Guy Holroyd

**Chief Executive Officer**

## **5.8 STANDING AGENDA ITEM - TE KAHU O TAONUUI AND HAPŪ VERBAL REPORTS TO TE KUAKA COMMITTEE MEETINGS**

**File Number:** A5669640

**Author:** Marlema Baker, Te Kuaka Committee Coordinator

**Authoriser:** Aisha Huriwai, Manager - Democracy Services

### **TAKE PŪRONGO / PURPOSE OF THE REPORT**

The purpose of this report is to inform the Te Kuaka Committee for Māori Strategic Relationships (Te Kuaka) that Te Kahu o Taonui (TKOT) Appointed Representatives and Hapū with a signed Memorandum of Understanding (MOU) with the Far North District Council (FNDC) will be invited to provide regular verbal updates at Te Kuaka Committee meetings.

### **WHAKARĀPOPOTO MATUA / EXECUTIVE SUMMARY**

- Te Kuaka Committee for Māori Strategic Relationships has an established role in strengthening relationships between FNDC and Māori, including Iwi and Hapū.
- The Chair of the Committee, Cr Tāmami Rākena, and Group Manager - Te Hono have approved that Te Kahu o Taonui Appointed Representatives and Hapū Representatives may provide regular verbal updates at Te Kuaka Committee meetings.
- These verbal updates will support kaupapa Māori governance, enhance transparency, and enable the Committee to remain informed of Iwi and Hapū aspirations, issues, and opportunities relevant to Māori strategic relationships.
- This Information Report confirms that these verbal reports will be included as a standing agenda item for the remainder of the 2025–2028 triennium.

### **TŪTOHUNGA / RECOMMENDATION**

**That Te Kuaka Committee for Māori Strategic Relationships receive the report Standing Agenda Item - Te Kahu o Taonui and Hapū Verbal Reports to Te Kuaka Committee Meetings.**

### **TĀHUHU KŌRERO / BACKGROUND**

The Far North District Council (FNDC) has established formal relationship arrangements with Māori entities to support partnership, collaboration, and information sharing. Te Kahu o Taonui holds the Whanaungatanga ki Taurangi Relationship Agreement with FNDC, reflecting its role as a mandated Iwi authority and strategic partner to Council. In addition, FNDC has entered into Memoranda of Understanding (MOUs) with individual Hapū, recognising Hapū rangatiratanga and enabling structured engagement on matters of mutual interest.

Providing a formal forum for regular verbal updates from Te Kahu o Taonui appointed representatives and Hapū with signed agreements aligns with the intent of these relationship instruments and supports ongoing, tikanga-based engagement. The inclusion of Iwi and Hapū updates at Te Kuaka Committee meetings strengthens Māori/Council relationships and ensures elected members remain informed of Iwi and Hapū perspectives, priorities, and emerging issues.

The Local Government Act 2002 enables Councils to structure their meeting procedures in a manner that supports Māori participation. Section 14(1)(d) recognises the Crown's obligations to Māori and requires local authorities to provide opportunities for Māori to contribute to decision-making. Schedule 7, clause 27 further requires Councils to adopt Standing orders governing meeting conduct, under which councils may provide for invited attendance and agenda items such as verbal reports from Iwi and Hapū representatives.

### **MATAPAKI ME NGĀ KŌWHIRINGA / DISCUSSION AND NEXT STEPS**

Providing regular verbal updates from Te Kahu o Taonui and Hapū with signed MOUs will strengthen Māori/Council relationships through direct engagement, give effect to partnership principles under Te Tiriti o Waitangi, enhance the Committee's strategic oversight and awareness of Iwi and Hapū matters and support informed decision-making by Elected Members.

The verbal updates will be included as a standing item on Te Kuaka Committee agendas for the remainder of the 2025–2028 triennium. Procedural details, such as time allowances and order of speakers, will continue to be managed in accordance with the Committee's standing orders and at the Chairperson's discretion.

No further formal decision is required from the Committee, as this report is for information only.

### **PĀNGA PŪTEA ME NGĀ WĀHANGA TAHUA / FINANCIAL IMPLICATIONS AND BUDGETARY PROVISION**

There are no financial implications arising from this report. The inclusion of verbal updates will be accommodated within existing meeting structures and resources.

### **ĀPITIHINGA / ATTACHMENTS**

Nil

**6 KARAKIA WHAKAMUTUNGA / CLOSING PRAYER**

**7 TE KAPINGA HUI / MEETING CLOSE**