
Northland Regional Council

Tabled Item

Council Meeting

**Tuesday 16 May 2017
at 10.30 am**

ISSUE: Tabled Item for Council Meeting – 16 May 2017

ID: A946757

To: Council Meeting, 16 May 2017

From: Chris Taylor, Governance Support Manager

Date: 11 May 2017

Executive summary

The purpose of this report is to place before the council a tabled item for inclusion in the council meeting agenda. The report concludes with the recommendation that the tabled item be received.

- **Tabled Item 7.6:** Te Whāriki: Enhancing Māori Responsiveness Framework
This item was not able to be completed in time to be included when the council agenda was being compiled.

Recommendation

1. That as permitted under section 46A(7) of the Local Government Official Information and Meetings Act 1987:

- **Tabled Item 7.6:** Te Whāriki: Enhancing Māori Responsiveness Framework

be received.

Authorised by Group Manager:

Name: Jonathan Gibbard

Title: Group Manager – Strategy and Governance

Date: 11 May 2017

TITLE: Te Whāriki: Enhancing Māori Responsiveness Framework

ID: A943817

To: Council Meeting, 16 May 2017

From: Jonathon Gibbard, Group Manager – Strategy and Governance and Rachel Ropiha, Kaiarahi Mātauranga Māori

Date: 1 May 2017

Executive Summary:

This report seeks to present the final draft of 'Te Whāriki: Enhancing Māori Responsiveness Framework' for council consideration and adoption. The framework provides internal operational guidance and seeks to coordinate a consistent approach towards meeting council's statutory obligations to Māori. The framework has previously been presented to council, workshopped further with a focus group of three councillors and been presented back to council for any final comments.

A key implementation approach of the framework is the development of action plans, tailored to each department, outlining how they can best give effect to council's obligations to Māori through their day to day activities.

Recommendations:

1. That the report 'Te Whāriki: Enhancing Māori Responsiveness Framework' by Jonathon Gibbard, Group Manager – Strategy and Governance and Rachel Ropiha, Kaiarahi Mātauranga Māori and dated 1 May 2017, be received.
 2. That council approves Te Whāriki: Māori Responsiveness Framework as provided in Attachment 1 and the summary document provided in Attachment 2 pertaining to tabled item 7.6 of the 16 May 2017 council meeting agenda.
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Background:

Over the past 12 months council has been developing a number of council wide internal strategies to help guide council to better deliver its services in a more coordinated, efficient and effective manner for the benefit of internal and external clients.

Consistent with this strategic approach, a strategy / framework has been developed to build council's responsiveness and capacity to engage more effectively with Māori. This approach was initially workshopped with council in February 2017. At this workshop, council requested that staff work closely with Councillors Blaikie, Dimery and Yeoman to further develop the framework for formal consideration and adoption by council. The strategy was presented back to a council workshop in April for final comment.

Te Whāriki: Enhancing Māori Responsiveness Framework has been developed as an internal (best) practice document, providing a pathway for council to actively work towards implementing its statutory obligations to Māori in a coordinated, proactive and deliberate manner.

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The framework is an operational document aimed at fostering internal capacity and capability to build a culturally competent organisation. This will be achieved by empowering business units to strengthen their working relationship with Māori by providing the tools and pathways for engagement and cultural education. A key component to implementing the framework, is the development of tailored action plans, specific to each department. These action plans should identify their touch points with Māori and what they can do to contribute towards the organisational achievement of the framework's vision, goals and values. It is also intended that councillors will reflect on the framework and develop an action plan for themselves as council's political leaders.

The strategy looks to embed effective responsiveness across the organisation, providing direction and clarity in a strategic and coordinated manner.

Council's Long Term Plan key focus area to '*Develop meaningful and inclusive relationship with iwi and tangata whenua within Te rohe o Te Tai Tokerau*' provides the stimulus for this framework as a measurable process to implement council's desired vision.

Councillor feedback and input has been incorporated into the framework.

Considerations:

1. Options

No.	Option	Advantages	Disadvantages
1	Elect not to adopt the framework.	Nil.	No coordinated approach to raise internal capacity.
2	Elect to adopt and implement the framework.	Coordinated and consistent approach to raising internal capacity. Māori are more effectively engaged.	May take time to develop business unit responses due to limited staff resource to assist with implementation.
3	Elect to amend the framework.	Allows for wider councillor input.	Extends timeframes for implementation. Any possible financial implications may not be identified in time to be included in the Long Term Plan planning process.

Staff recommend Option 2, that council adopt Te Whāriki: Enhancing Māori Responsiveness Framework and support its implementation across council.

2. Significance and Engagement

In relation to section 79 of the Local Government Act 2002, this decision is considered to be of low significance when assessed against council's significance and engagement policy as this is about raising internal best practice to better deliver service. It may however, be of interest to Māori as the framework is aimed specifically at raising internal capacity and capability to better engage with Māori.

3. Policy and Legislative Compliance

The decision is in line with council's values and reflects a measurable process for achieving outcomes in relation to its 'Working with Māori' policy as contained in the Long Term Plan 2015–2025.

Further Considerations

4. Community Views

Wider community views were sought in relation to the development of council's values (specifically its Māori value) and its policy on Working with Māori as contained in the current Long Term Plan 2015–2025. Development and implementation of this framework builds on council commitments, as outlined in the Long Term Plan, and addresses issues raised in submissions around needing to better define council key performance targets as they relate to Māori.

5. Māori Impact Statement

Agreeing to implement this framework across the organisation has the potential for positive implications for Māori as it will provide the basis for developing best practice consistently across council. Creating a more culturally competent organisation while enabling more effective channels for input and engagement of Māori in council's day to day work programmes and business.

It should also be noted that during the development of the Long Term Plan 2015–2025 council received a number of submissions outlining the need for council to ensure it fully understands Māori in order to move towards more successful engagement. Implementation of the framework will build internal capabilities and at the same time work towards raising the capacity of Māori to more effectively engage with council.

6. Financial Implications

Financial implications will depend on the actions identified in each business unit's action plan. While council's existing operational budgets will likely be able to accommodate new activities with a moderate financial implication, any significant implications will be brought to council as part of its normal Long Term Plan and Annual Planning cycle for further consideration.

7. Implementation Issues

The major challenge facing the implementation of this framework is the required commitment of councillors and council staff to develop action plans and the capacity of the support staff to assist in the development of these. Resourcing and relative council priorities will likely have implications on the timeframes within which action plans are developed.

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Attachments:

- . Attachment 1 – Te Whāriki: Māori Responsiveness Framework
- . Attachment 2 – Te Whāriki: Māori Responsiveness Framework summary document

Authorised by Group Manager:

Name: Jonathan Gibbard
Title: Group Manager – Strategy and Governance
Date: 12 May 2017

Te Whāriki

Enhancing Māori Responsiveness Framework

DRAFT



Mihi

*He Hōnore he Korōria he maungārongo ki te whenua,
he whakaaro pai ki ngā tangata katoa.*

*Mihi ki te hunga mate kua wehe ki te pō.
Haere haere haere atu rā.*

*Ki te hunga ora, ko te tūmanako kia piki ai te ora ki runga i a tātou katoa
Mā te Atua koutou e manaaki.*

Karakia

*Nā te kukune te pupuke
Nā te pupuke te hihiri
Nā te hihiri te mahara*

*Nā te mahara te manako
Nā te manako te wānanga
Nā te wānanga te mātau*

Hui e, tāiki e



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1.0 Takenga mai – background

The Northland region stretches south-east of Mangawhai across the mid-point of the Kaipara Harbour, back along Te Ara Wairua (spiritual path) to, Cape Rēinga.

Northland – Te Tai Tokerau, has a relatively high proportion of Māori with almost one-third of the region's population identifying as Māori compared to just 15% at the national level. Over 50,000 Māori live in Northland, representing 7.5% of the total Māori population.

Te Tai Tokerau – has nine iwi¹ whose tribal boundaries fall either partially or entirely within the region; Te Aupouri, Ngāti Kuri, Ngāti Kahu, Te Rarawa, Ngāi Takoto, Ngāti Kahu/Ngāpuhi ki Whangaroa, Ngāpuhi, Ngātiwai and Ngāti Whātua.

To date, the region has seven Treaty settlements – Te Rarawa, Te Aupouri, Ngāi Takoto, Ngāti Kuri, Te Roroa, Te Uri o Hau and Ngāti Manuhiri (the latter three being hapū).

2.0 Te Haerenga – embarking on the journey together

Ko te pae tawhiti whāia kia tata, Ko te pae tata whakamaua kia tīna.

Seek to bring distant goals closer and sustain and maintain those achieved.

Northland Regional Council is subject to a wide range of legal obligations pertaining to Māori. A summary of these obligations under key statute pertaining to Local Government is found in section 8.0 of this document. However, in general these relate to;

- protection,
- relationships/participation (in council processes), and
- provision of information.

The council is committed to meeting its responsibilities under the Treaty of Waitangi and its wider legislative obligations to Māori. However, in doing so, the council recognises these responsibilities fall within the local government context and are distinct from those Treaty obligations pertaining to the Crown.

Council's commitment to working with Māori has been conveyed in a number of ways in its Long Term Plan 2015 / 2025 (LTP) which sets the council's long-term direction. Within this context council has articulated this commitment as one of four key areas of focus for the coming years, within its Māori Policy and through its Community Representation and Engagement section. These are as follows:

Key focus area:

"Develop meaningful and inclusive relationships with iwi and tangata whenua within Te rohe o Te Tai Tokerau"

"Whakatupu te whai tikanga tae ana ki te whanaungatanga ki ngā Māori katoa o te rohe o Te Tai Tokerau"

Working with Māori policy, to achieve the focus area we will develop:

- *our relationships and engagement with Māori*
- *a solid platform for decision-making*
- *meaningful and inclusive engagement*
- *services and activities that foster the ability and capacity of Māori to contribute to decision-making*
- *better outcomes for Māori and Northland.*

¹ Maori Fisheries Act 2004



To underpin this and help provide tangible outcomes, the council resolved to establish the Te Taitokerau Māori Advisory Committee in order to better enable the participation of Māori in its decision-making.

Lastly, the council states in its Community Representation and Engagement section:

“...continue to provide opportunities for Māori to gain knowledge of council processes and to support avenues for Māori to participate in the decision-making processes. The council will also continue to recognise the special relationship Māori have with the natural and physical resources of the region. Council hopes to build a strong governance relationship with the iwi authority governance representatives that will see us broadening our relationship and engaging directly around major issues, proposals and consultations.”

Implementation of these commitment statements is critical if they are to be effective. To assist us with realising these obligations and achieving council's assurances in a way that will improve outcomes for all communities, this Māori Responsiveness Framework – Te Whāriki - has been developed.

The purpose of this framework is to influence, enhance and guide Northland Regional Council's responsiveness to Māori.

3.0 Te Moemoea – our vision

Relationships need to be across the organisation. Not at any one single tier, or the responsibility of any one single person/team. Being responsive to Māori outcomes is the responsibility of the council as a whole, including councillors, staff and Council Controlled Organisations (CCO's).

While council has dedicated Māori staff whose roles are to influence Māori responsiveness by providing advice to elected members and staff as well as transforming council culture, thinking and practice in order achieve better outcomes for Māori. To be truly effective, this requires a collective all of council approach.

The vision is that in achieving our community outcomes, values and key focus areas:

***We will all work to ensure Māori (past, present and future);
their culture and traditions are valued and reflected in all aspects of our work.***

Whiria te muka harakeke, whiria te muka tangata. Puritia ngā taonga a ō tātou tūpuna hei taonga mā ngā uri whakatipu.

Plait the flax fibres, plait the fibres of mankind. Hold onto the treasures of our ancestors as a taonga for future generations.

4.0 Ngā Pou – goals

Three overarching goals have been identified to help guide council when integrating and reflecting the intent of this framework in their work:

1. **Place** - resilient Māori communities.
2. **People** - effective Māori participation in council processes.



3. **Pathway** - an empowered and culturally competent organisation.

4.1 Places - resilient Māori communities:

This goal places emphasis on the council's role in contributing to Māori wellbeing through a proactive approach to our statutory obligations. The focus being:

Engagement	Effective communication and engagement with Māori.
Shape	Incorporating a Māori perspective in our policy and programmes of work.
Responsiveness	Ensure that in delivering council services, council has the capacity to respond to the social and cultural customs and expectations of our Māori clients.
Innovate	Develop strategies to grow and enhance Māori capability and capacity.

4.2 People - effective Māori participation in council processes:

This goal places an emphasis on council democratic structures and the decision-making processes. The focus being:

Relationships	Establishing governance relationships with Iwi Authorities and Treaty settlement groups. Strengthening relationships with Māori across all levels of council and council business areas.
Influence	Enabling effective input from Māori on council's projects / programmes of work, policies and functions.
Reflect	Articulate and reflect Māori perspectives in publications, promotional material and other means of communication that reflect the council, its values and culture.

4.3 Pathway - an empowered and culturally competent organisation:

This goal places emphasis on developing the capacity of council and staff to enable the organisation as a whole, to respond more effectively to Māori. The focus being:

Invest	Understanding the importance and necessity of building organisational capacity and capability; by providing training, educational opportunities and cultural experiences which aid council and staff to work and engage with Māori.
People	Recognising and reflecting the community in which we live and work by promoting 'good employer' provisions of raising the number of Māori in local government employment – by promoting the council as a place where Māori and their uniqueness are valued.
Relate	Foster relationships to help inform and advise each area of the organisation by creating opportunities to work with Māori and for Māori to understand the work and functions council performs.

5.0 Poutama – stepping up

This section provides guidance about understanding and implementing Te Whāriki - the Māori responsiveness framework.



For Te Whāriki to be effective it must be integrated across council's decision making processes, policy thinking, capacity/capability building, service provisions and council culture. To ensure council works towards these outcomes in an appropriate manner, the following principles will help guide a culturally sensitive approach to building relationships with Māori founded on trust and mutual respect.

1. Value Te Ao Māori.
2. Recognise the Treaty of Waitangi.
3. Fulfil statutory obligations to Māori.

5.1 Value Te Ao Māori.

A sound understanding and recognition of Te Ao Māori (Māori worldview) concepts and values is essential to positive and robust relationships with Māori. This includes recognising kawa (protocols) in our interactions with mana whenua and valuing and considering tikanga (concepts, values, customs and traditions) when developing policy, plans, publications and events.

The fabric of Te Ao Māori includes physical and spiritual dimensions. Māori have specific cultural values and perspectives supported by a body of specialised knowledge and practice developed over generations. This body of knowledge and practice is known as mātauranga Māori and tikanga Māori.

Relationships underpin the Māori worldview - not only between people but also between the spiritual world and the natural world. Many of the council's statutory obligations refer directly to Māori concepts such as kaitiakitanga, tikanga and mana whenua. Without an understanding and appreciation of these concepts and their association with one another it will not be possible for council to meet its statutory obligations.

In being responsive to our legislative obligations to Māori, council will take Māori worldviews into consideration in the following ways:

Kawa	Local kawa (protocols) will guide council's interactions and collaborations with Māori.
Tikanga	A Māori perspective – concepts, values, customs and traditions – will be sought when developing council policy, plans, developments, communications, publications and events.
Ritenga	Putting into practice our recognition and appreciation of the histories of Tai Tokerau and Te Ao Māori.

5.2 Recognise the Treaty of Waitangi

The council values and recognises the Treaty of Waitangi as the founding document of our nation and that the Crown is the Treaty partner. In delegating responsibilities to local government, the council is committed to:

- Fulfilling its Treaty of Waitangi obligations to Māori as prescribed in legislation.
- Taking into account or giving effect to the principles of the Treaty.
- Provide for Treaty settlement outcomes.

Within a local government context, the Treaty provides a useful guide for council's approach to fostering more positive and productive relationships with Māori. It distinguishes Māori as a unique community not to be perceived as simply one of many stakeholders. As such, the



Treaty should be recognised as the basis for establishing and maintaining relationships between Māori and the Northland Regional Council.

Treaty principles have been expressed and recognised through a range of Courts including the Privy Council, the Supreme Court and the High Court. For the purposes of this framework the council will recognise the articles of the Treaty expressed through the principles/values of Partnership, Protection and Participation. These principles closely align with, and have particular relevance to local government legislation – particularly the Local Government Act 2002 and Resource Management Act 1991.

There are many opportunities for council, through its decision making processes, to give effect to these principles, a good example is the partnership established through TTMAC and the participation and input received through that process.

In fulfilling our legislative obligations and demonstrating our commitment to the Treaty council will take into account the principles through the following actions when providing opportunities for Māori to participate in councils processes:

Partnership	Refers to a duty to interact in good faith partnership, so a sense of shared interest for mutual benefit where council and Māori will work together considering each other's needs and interests.
Protection	Consider the implications of the Treaty to the full range of social, cultural, environmental and economic policies – actively protecting the rights of Māori, their taonga (etc) and safeguarding cultural concepts, values and practices to be celebrated and enjoyed by all.
Participation	Ensure opportunities exist for Māori to contribute to deciding the future of the region. The extent of this exchange acknowledges the status of iwi, hapū and whānau and further recognises the need for active support and approval of the wider Māori community.

5.3 Fulfil statutory Māori obligations

The council's statutory duties and responsibilities to a large degree determine council's relationships with Māori. Over and above this is the diverse Māori landscape of Tai Tokerau which also plays a part in shaping council's ability to foster and maintain effective relationships with Māori across Tai Tokerau.

Council's obligations to Māori are found in a number of statutes. The nature and extent of these vary although key themes include, the Treaty principles, Māori participation in decision-making, capacity building and recognition of Māori cultural values and perspectives. The key statutes governing Northland Regional Council which need to be recognised, provided for and implemented are:

Enabling legislation	Local Government Act 2002 Resource Management Act 1991 (including amendments)
Administering legislation	Local Government Official Information and Meetings Act 1987 Reserves Act 1977 Local Government Ratings Act 2002 Local Electoral Act 2001



Māori specific legislation	Ngāi Takoto Claims Settlement Act 2015 Ngāti Kuri Claims Settlement Act 2015 Te Aupouri Claims Settlement Act 2015 Te Rarawa Claims Settlement Act 2015 Te Uri o Hau Claims Settlement Act 2002 Te Roroa Claims Settlement Act 2008 Ngāti Manuhiri Claims Settlement Act 2015 Marine and Coastal Area Act 2010 Te Ture Whenua Māori Act 1993
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6.0 Te Huarahi – the pathway (Action Plans)

It is expected that councillors and staff will proactively integrate and reflect Te Whāriki through the development of Action Plans for all operational areas of council business.

Activities should be focused and attributable to respective departments. Appropriate resource and budget need to be considered in relation to these to ensure effective implementation. Consideration needs to be given as to how each operational area intends to engage with Māori in the delivery of their activities.

A template for developing an Action Plan is provided in Appendix 1.

7.0 Aroturuki – monitoring and reporting

In developing Action Plans, thought needs to be given as to how results will be evaluated. Therefore, department-specific targets need to be developed that are measurable to assess the success or where opportunities for improvement might be developed.

Organisation-wide key performance indicators also need to be developed and included in council's Long Term Plan and reported quarterly to council.



8.0 Ngā Korowai – legal framework

As noted in section 5.3, Northland Regional Council is guided by a legal framework that includes provisions for Māori and recognition of the Treaty of Waitangi, particularly:

Local Government Act 2002

Section 4 – Treaty of Waitangi:

“In order to recognise and respect the Crown’s responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Māori to contribute to local government decision making-processes.. ”

Section 40 – Local Governance Statements:

A local authority must prepare and make publicly available, following the triennial general election of members, a local governance statement that includes information on...

- (d) representation arrangements, including the option of establishing Māori wards or constituencies, and the opportunity to change them; and
- (i) policies for liaising with, and memoranda or agreements with Māori; ...

Section 77 – Requirements in relation to decisions:

A local authority must, in the course of the decision-making process,—

- (c) 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 where a significant decision is to be made in relation to land or a body of water.

Section 81 – Contributions to decision-making processes by Māori

A local authority must —

- establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority; and
- consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority; and
- provide relevant information to Māori for the purposes of paragraphs (a) and (b).

Furthermore, the “good employer” provisions captured in **clause 36 of schedule 7 of the Act** confirms that a local authority must operate a personnel policy that recognises:

- (i) the aims and aspirations of Māori; and
- (ii) the employment requirements of Māori; and
- (iii) the need for greater involvement of Māori in local government employment;

Resource Management Act 1991

Section 6 – Matters of national importance

“Shall Recognise and Provide For:

- the relationship of Māori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, and
- other taonga;
- the protection of historic heritage from inappropriate subdivision, use, and development;
- the protection of recognised customary activities”

Section 7 – Other matters

“Shall have particular regard to:



- Kaitiakitanga – the exercise of guardianship; and in relation to a resource, includes the ethic of stewardship based on the nature of the resource itself.”

Section 8 – Treaty of Waitangi

- “In achieving the purpose of this Act all persons exercising functions and powers under it, in relation to managing the use, development, and the protection of natural physical resources, shall take into account the principles of the Treaty of Waitangi (Te Tiriti o Waitangi).”

Treaty Settlement legislation

Te Uri o Hau Claims Settlement Act 2002

Te Roroa Claims Settlement Act 2008

Ngāti Manuhiri Claims Settlement Act 2015

Te Hiku Omnibus 2015

Te Aupouri Claims Settlement Act 2015

Ngāti Kuri Claims Settlement Act 2015

Ngāi Takoto Claims Settlement Act 2015

Te Rarawa Claims Settlement Act 2015



Many thanks to Nicky Karu, Manager Treaty Relations, Wellington City Council, Johnnie Freeland, Pae Arahi Matua Te Waka Angamua, Auckland Council and Marama Laurenson, Strategic Advisor Culture and Heritage, Hasting District Council for their help and advice in preparing this framework.

He aha te mea nui o te ao

He tangata

He tangata

He tangata



Te Whāriki: Māori Responsiveness Framework on a page

Council focus area: Develop meaningful and inclusive Relationships with iwi and tangata whenua within te rohe o Te Tai Tokerau

Strategy vision: We will all work to ensure Māori (past, present and future); their cultural and traditions are valued and reflected in all aspects of our work.

Kaupapa – Purpose

He waka eke noa – all in this together

The purpose of this framework is to influence, enhance and guide Northland Regional Council's responsiveness to Māori.

Council is subject to a wide range of legislative obligations (to Māori). It has also articulated how it will achieve these through various commitment statements contained in councils Long Term Plan.

Te Whāriki has been developed as the platform to help council realise and give tangible affect to its obligations and goals by building a culturally competent organisation.

The framework enables business units to navigate and influence better Local Government outcomes with and for Māori through the development of business unit specific action plans that:-

- Creating innovative solutions that achieve better local government outcomes for Maori.
- We will demonstrate leadership by delivering on our commitment statements and statutory obligations as 'one team' with 'integrity'.

Ngā Pou - Our Goals

Kia kotahi te hoe – moving in unison

Three overarching goals have been identified to help guide council when integrating the intent of this framework into their work.

Place – resilient Māori communities

Emphasis on councils role in contributing to Māori wellbeing through a proactive approach by:

- Effective communication and engagement;
- Incorporating a Māori perspective in our policy and work;
- Empowering our staff through raising internal capacity, and
- Developing strategies to grow and enhance Māori capability and capacity.

People – effective Māori participation

Emphasis on council's decision-making processes.

- Establishing and strengthening relationships across all levels of council;
- Enabling effective input from Māori into council's projects, programmes of work, policies and functions;
- Ensure our assets, events and public projects and communications reflect a Māori perspective.

Pathway – a culturally competent organisation

Emphasis on empowering staff and councillors

- Invest in and build the capacity of staff
- Promote council as a place where Māori and their uniqueness are valued. Foster relationships by creating opportunities to work with Māori and for Māori to understand the work of council

Ngā mātāpono – shared principles

He aha te mea nui o te ao – he tangata

Guiding principles underpin and will provide understanding and guidance on how to implement Te Whāriki.

Value Te Ao Māori – an understanding of Te Ao Māori concepts is essential to effective relationships with Māori. Therefore council will take Māori world views into consideration in the following ways.

Kawa – will guide council's interactions with Māori.

Tikanga – A Māori perspective - will be sought when develop policy, communications and events.

Ritenga – walking the talk, putting into practice.

Recognise Treaty of Waitangi – recognising and valuing the Treaty as the founding document of our nation and to fulfilling our legislative obligations.

Partnership- To interact in good faith and in the spirit of partnership for mutual benefit.

Protection - Active protection of rights of Māori, their taonga and safeguarding values and practices.

Participation – providing opportunities for Māori to contribution to the future of the region.

Fulfil statutory obligations – statutory obligations sit across a wide spectrum of legislation. In addition, there are the commitment statements council has made which reflect the intent of our obligations. These all form a solid foundation for establishing and

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Attachment 2

- Consider who we can partner, influence, collaborate with to achieve better outcomes for Māori.



maintaining effective relationships and partnerships with Māori.