

AGENDA

RĀRANGI TAKE

Huihuinga O Te Kāhui Māori O Taitokerau

**Te Taitokerau Māori and Council Working Party
Thursday 9 July 2020 at 11.00am - 3.30pm**

Rārangi Take O Te Kāhui Māori O Taitokerau **(Te Taitokerau Māori and Council Working Party Agenda)**

Meeting to be held in the Council Chamber
36 Water Street, Whangārei
on Thursday 9 July 2020, commencing at 11.00am - 3.30pm

Please note: working parties and working groups carry NO formal decision-making delegations from council. The purpose of the working party/group is to carry out preparatory work and discussions prior to taking matters to the full council for formal consideration and decision-making. Working party/group meetings are open to the public to attend (unless there are specific grounds under LGOIMA for the public to be excluded).

NGĀ MANA WHAKAHAERE **(MEMBERSHIP OF THE TE TAITOKERAU MĀORI AND COUNCIL WORKING PARTY)**

Co-Chair, Marty Robinson
Co-Chair, Te Whakaminenga O Te Hikutu Hapu-Whanau, Rudy Taylor

Chair Penny Smart	Councillor John Bain	Councillor Justin Blaikie
Councillor Jack Crow	Councillor Colin Kitchen	Councillor Amy Macdonald
Councillor Rick Stolwerk	Councillor Joce Yeoman	Patuharakeke Te Iwi Trust Board, Julianne Chetham
Te Uri o Hau Settlement Trust, Georgina Connelly	Te Rūnanga o Te Rarawa, Rihari Dargaville	Ngāti Kuta, Patukeha, Michelle Elboz
Te Rūnanga-Ā-Iwi-O-Ngāpuhi, Mike Kake	Te Parawhau Hapū Authority Charitable Trust, Mira Norris	Te Rūnanga O Ngāti Rehia, Nora Rameka
Te Whakapiko Hapū, Rowan Tautari	Ngāti Tara, Victor Holloway	Te Rūnanga-Ā-Iwi-O-Ngāpuhi Janelle Beazley
Ngātiwai Trust Board, Hadyn Edmonds	Te Rūnanga O Whāingaroa, Toa Faneva	Te Rūnanga O Ngāti Whātua, Alan Riwaka
Te Rūnanga Nui o Te Aupōuri, Victor Goldsmith	Te Roroa, Thomas Hohaia	Te Rūnanga o Ngāti Hine, Pita Tipene

KARAKIA / WHAKATAU

Performed at the start of the Māori caucus session 9.30am – 11.00am

RĪMITI (ITEM)		Page
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3.3 Development of Long Term Plan 2021-2031	11.20am – 11.30am (10 mins)	14
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3.5 Proposed Māori engagement approach – Water quality plan change	11.45am – 12.00pm (15 mins)	29
3.6 Northland Inc - Statement of Intent	12.00pm – 12.30pm (30 mins)	34
Shared kai 12.30pm – 1.00pm		
3.7 MTAG membership	1.00pm – 1.05pm (5 mins)	54
3.8 Update: Māori Technical Advisory Group	1.05pm – 1.20pm (15 mins)	56
3.9 Updates from other working parties	1.20pm – 1.40pm (20 mins)	59
3.10 Any other business	1.40pm – 2.00pm (20 mins)	
<i>An opportunity to raise issues not already covered or issues to be considered for discussion at a future meeting.</i>		

TITLE: **Record of Actions – 14 May 2020**


ID: A1327489

From: Sally Bowron, Strategy, Governance and Engagement Team Admin/PA

Executive summary

The purpose of this report is to present the Record of Actions of the last meeting (attached) held on 14 May 2020 for review by the meeting.

Attachments/Ngā tapirihanga

Attachment 1: Unconfirmed minutes from 14 May 2020 [↓](#) 

Authorised by Group Manager

Name: Jonathan Gibbard

Title: Group Manager - Strategy, Governance and Engagement

Date: 2 July 2020

Te Taitokerau Māori and Council Working Party
14 May 2020

Tuhituhi o ngā Mahi O Te Kāhui Māori O Taitokerau **Te Taitokerau Māori and Council Working Party Record of Actions**

Meeting held via online Zoom meeting
on Thursday 14 May 2020, commencing at 11.00am - 3.30pm

Tuhinga (Present):

Co-Chair, Marty Robinson
Co-Chair, Te Whakaminenga O Te Hikutu Hapu-Whanau, Rudy Taylor
Te Rūnanga o Ngāti Hine Pita Tipene
Councillor Justin Blaikie
Councillor Jack Craw
Councillor Colin Kitchen
Councillor Amy Macdonald
Councillor Penny Smart
Councillor Rick Stolwerk
Councillor Joce Yeoman
Patuharakeke Te Iwi Trust Board, Julianne Chetham
Te Uri o Hau Settlement Trust, Georgina Connelly
Te Rūnanga o Te Rarawa, Rihari Dargaville
Te Parawhau Hapū Authority Charitable Trust, Mira Norris
Te Rūnanga O Ngāti Rehia, Nora Rameka
Te Whakapiko Hapū, Rowan Tautari
Ngāti Tara, Victor Holloway
Te Rūnanga-Ā-Iwi-O-Ngāpuhi, Janelle Beazley
Ngātiwai Trust Board, Hadyn Edmonds
Te Rūnanga O Whāingaroa, Toa Faneva
Te Rūnanga O Ngāti Whātua, Alan Riwaka
Te Rūnanga Nui o Te Aupōuri, Victor Goldsmith
Te Roroa, Thomas Hohaia

I Tae Mai (In Attendance):

Huihuinga i te katoa (Full Meeting)

NRC Chief Executive
GM – Strategy Governance and Engagement
Kaiwhakahaere Honongā Māori – Māori Relationships Manager
Kaiārahi – Tikanga Māori
Kaiārahi – Kaupapa Māori
Kaiawhina – Kaupapa Māori
Strategy Policy and Planning Manager
PA/Team Admin Strategy Governance and Engagement
Ngati Hau, Mike Kake

Huihuinga i te wahanga (Part Meeting)

Northland Inc Chief Executive, Murray Reade
Strategic Policy Specialist
GM Customer Service – Community Resilience
GM Regulatory Services

Te Taitokerau Māori and Council Working Party
14 May 2020

Manager Biosecurity
Strategy Policy and Planning Manager

The meeting commenced at 11.04am.

Karakia / Whakatau

The karakia and mihi whakatau were done for the meeting in the non-elected members caucus session prior to the formal meeting.

Ngā Whakapahā/Apologies (Item 1.0)

Councillor John Bain

Nga whakapuakanga (Declarations of Conflicts of Interest) (Item 2.0)

It was advised that members should make declarations item-by-item as the meeting progressed.

Record of Actions – 12 March 2020 (Item 3.1)

The Record of Actions was approved as an accurate record, with two typing errors requested to be corrected.

Economic development update from Northland Inc (Item 3.2)

Presented by: Murray Reade, CE of Northland Inc (NINC), who provided a summary of key economic data for Taitokerau. A theme throughout the presentation was the whanangatanga and collaboration built during the COVID-19 response, particularly through Economic Recovery Group, which comprises Ministry for Social Development, Te Puni Kōkiri, local business, Provincial Development Unit, iwi and local government.

Agreed action points: Nil.

Update on Taitokerau response to the drought and COVID-19 (Item 3.3)

Presented by: GM Customer Service – Community Resilience, and GM Regulatory Services who provided an overview of the Civil Defence Emergency Management (CDEM) responses to COVID-19 and the drought response, noting that work is now focused on transitioning from response into recovery.

A key feature of both responses was CDEM's substantial engagement with Te Kahu o Taonui, the CDEM strategy being to support the iwi responses to deliver health, essential goods and digital connectivity into their communities.

Agreed action points:

- For TTMAC to consider, as part of the LTP, a scheme where water tanks are purchased for households through a payback scheme on the rates over 5 – 10 years, and if there are other partners that may be also be involved.

Secretarial Note: The meeting adjourned at 12.49 and reconvened at 1.20pm.

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Terms of Reference and Strategic Programme (Item 3.4)

Presented by: GM – Strategy, Governance and Engagement, this item sought TTMAC endorsement of the revised Terms of Reference (ToR) and direction on what strategic topics TTMAC see as a priority to progress over the coming term.

Agreed action points:

- To endorse the proposed ToR, with the amendment that Te Roroa be included as one of the iwi authorities given its inclusion onto Te Kahu o Taonui.
- To engage MTAG to flesh out the broad topics below and bring them back to TTMAC:
 - Water
 - Climate change
 - Economic development
 - Building capacity and capability
 - Representation
 - Planning and strategy.
- To invite Northland Inc (NINC) to return to the July TTMAC meeting to discuss their Statement of Intent and how TTMAC can have input into the annual process.

Secretarial Note: Item 3.8, 3.11, and 3.9 were addressed following Item(3.4).

Regional marae-based hui (Item 3.5)

TTMAC endorsed the recommendations from the non-elected members caucus for 2020's marae-based hui:

11 June 2020	Parapara. Hosted by Ngāti Tara (Victor Holloway)
13 August 2020	Takiwira. Hosted by Ngāti Whatua (Alan Riwaka)
8 October 2020	Bay of Islands. Hosted by Ngāti Rehia (Nora Rameka)
10 December 2020	Hokianga. Hosted by Te Hikutu (Rudy Taylor).

Rihari Dargaville, Te Rarawa, offered for Ngatimanawa marae, Panguru, to host one of the regional marae, preferably in summer, should one of the existing hosts withdraw.

Agreed action points:

- Staff to confirm the first marae-based hui for 11 June 2020 with Ngāti Tara at Parapara marae.

Mātauranga Māori (Item 3.6)

Presented by: GM, Strategy Governance and Engagement, this item reported back on the Māori Technical Advisory Group's (MTAG) initial discussion about establishing a clear and consistent approach as to how the council can support Mātauranga Māori in its decision-making and processes. It was acknowledged that this is not a simple matter and likely to be an iterative process.

During the discussion, issues around support for Māori to develop their own Mātauranga Māori frameworks, revisiting Iwi/Hapū Environmental Plans (IHEMPs) for insight, how to identify and apply shared tikanga, and the need to recognise iwi and hapū as territorial land authorities in their own right and as equals in the process, were raised.

Agreed action points:

- MTAG to revisit Iwi/Hapū Environmental Plans (IHEMPs) to see if they provide a sufficient guideline and to prepare a draft framework to bring back to TTMAC's 9 July meeting.

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Tane Whakapiripiri (Item 3.7)

Presented by: Kaiwhakahaere Hononga Māori | Māori Relationships Manager. TTMAC's endorsement was sought for NRC to collaborate with Te Huinga (WDC), Te Puni Kōkiri and Ngā Hapū o Whangārei (authors of the Tane Whakapiripiri report) on developing an implementation plan for initiatives that would help streamline service delivery to Māori.

Agreed action points:

- TTMAC endorsed the recommended actions, satisfied that the intention is to initially trial implementation with Ngā Hapū o Whangārei, and then for those learnings to inform what to implement across Taitokerau.
- MTAG to work on how to deliver regional-wide wananga and pilot the Tane Whakapiripiri recommendations aimed to benefit Māori capability and capacity across the region.

Developing a draft water strategy (Item 3.8)

Presented by: Strategic Policy Specialist, this item sought TTMAC approval for staff and MTAG to work together on developing a draft water strategy for Taitokerau.

TTMAC supported the recommendations, with a wide-ranging kōrero covering:

- water as a taonga
- economic development being tied to water use and often in conflict with ecological, cultural, and recreational values
- Mātauranga Māori and ecology being similar ways to value the same thing
- ownership and allocation of water are two different things
- hapū monitoring can help inform water quality data
- Māori are Treaty partners, not just stakeholders, any water strategy needs to be developed within the Treaty framework
- the need for a visionary document that also addresses customary right.

Agreed action points:

- Staff to engage with MTAG to develop a draft water strategy, and to update TTMAC on progress.

Giving effect to water quality planning requirements in the National Policy Statement for Freshwater Management (Item 3.9)

Presented by: Strategy Policy and Planning Manager, this item provided an overview of the process for the plan change to give effect to the water quality planning requirements of the National Policy Statement for Freshwater Management (NPS-FM). Council is aiming to notify the plan change in late 2021.

TTMAC was supportive of MTAG continuing to work on the framework for an engagement approach for Māori. They also noted that effort should be made to capture a holistic analysis, and that iwi and hapū landowners should be consulted about the strategies they have in place for waterway improvement.

Agreed action points:

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- That staff continue working with MTAG on a proposed framework for engaging with iwi and hapū through the development of the plan change.

Secretarial Note: The meeting adjourned at 3.07pm and reconvened at 3.15pm.

Annual Plan 2020/21 (Item 3.10)

Presented by: GM, Strategy, Governance and Engagement, the report outlined that council has made some significant budget cuts due to the impact of COVID-19, including putting on hold new Māori-specific proposals. Should more money become available, council will look to bring back deferred proposals.

Agreed action points: Nil.

Update on development of an inter-regional marine pest pathway plan (Item 3.11)

Presented by: Biosecurity Manager, this item sought TTMAC's endorsement for ongoing engagement between staff and MTAG on developing a proposal for a marine pest pathway plan under the Biosecurity Act 1993, with TTMAC being updated as to progress.

TTMAC supported both the kaupapa and for staff to work with MTAG. They also noted that hapū and iwi kaitiaki rangers could partner with councils on the strategy, however, resources were needed so they could fully participate, not just in a voluntary capacity.

Agreed action points:

- That staff continue working with MTAG on developing a proposal for a marine pest pathway plan under the Biosecurity Act 1993, with TTMAC being updated as to progress.

Updates from other working parties (Item 3.12)

Presented by: TTMAC members from the working parties.

It was noted that, due to COVID-19, the Biosecurity and Biodiversity and the Climate Change working parties had not yet met.

A key issue for members regarding representation on working parties was better support in order to fully participate in the meetings, such as a pre-meeting briefing.

An update was also provided on what was happening with the four Shovel Ready projects put forward by NRC to central government (yet to be confirmed).

Agreed action points:

- Staff to work with MTAG on how to support TTMAC members on working parties, and how to work cohesively across working parties in a way that is efficient and effective, and how to prioritise meeting kaupapa.

Karakia mutunga by Rihari Dargaville.

Conclusion

The meeting concluded at 4.34.

TITLE: Māori Elected Members on Council

ID: A1326721

From: Auriole Ruka, Kaiwhakahaere Hononga Māori and Jonathan Gibbard, Group Manager - Strategy, Governance and Engagement

Whakarāpopototanga/Executive summary

The purpose of this report is to inform Te Taitokerau Māori and Council Working Party (TTMAC) that council has decided to consider Māori representation ahead of the 2022 election, even though a representation review is not statutorily required again until after the 2022 election. With a number of new councillors elected in 2019, the current council wishes to fully understand and consider the wider context of Māori participation and representation including benefits and disadvantages of guaranteed Māori seats.

A schedule of workshops with council will begin in July with a formal decision needing to be made by November 23, 2020, if Māori seats are to be provided for the 2022 local government elections. As part of this process, council would like to seek TTMAC views and input at the next TTMAC meeting in September.

Ngā mahi tūtohutia/Recommended actions

1. That the report 'Māori Elected Members on Council' by Auriole Ruka, Kaiwhakahaere Hononga Māori and Jonathan Gibbard, Group Manager - Strategy, Governance and Engagement and dated 11 June 2020, be received.

Tuhinga/Background

Council conducted its last representation review in 2018 where it resolved not to establish Māori constituencies. At that time, TTMAC and Iwi CEOs Forum indicated that they supported the establishment of Māori constituencies and saw this as an opportunity to strengthen council's partnership with Māori and provide a real opportunity for Māori to participate in council decision making

The new council have agreed to progress further investigation into the establishment of Māori seats ahead of when they are required by the legislation with preliminary discussions endorsing support to begin a process as below:

- more detailed discussion on the case for and against establishing Māori constituencies
- experiences / comment from other councils who have already introduced Māori seats
- feedback from Māori leaders and those who have experience in Māori constituencies
- options for the number of elected representatives, and
- possible scenario for workable constituency boundaries.

If council is to establish Māori constituencies for the 2022 elections, then this decision must be made prior to 23 November. To clarify, council is not looking for TTMAC feedback at the July formal meeting but rather is highlighting the fact that council is reconsidering Māori representation and providing time for TTMAC members to consider what advice they may wish to provide council at the September TTMAC formal meeting.

Ngā tapirihanga/Attachments

Attachment 1: Statutory Process and Timing  

Authorised by Group Manager

Name: Jonathan Gibbard
Title: Group Manager - Strategy, Governance and Engagement
Date: 2 July 2020

Maori representation - Statutory process and timing

By 23 November 2020	A local authority MAY resolve to introduce Māori representation for the next triennial election.	Section 19Z of LEA
By 30 November 2020	IF a resolution has been made by a local authority to introduce Māori representation, a local authority MUST give public notice of the right of 5% of the electors to demand a poll on Māori representation.	Section 19ZA of LEA
By 28 February 2021	IF a resolution has been made by a local authority to introduce Māori representation, a certain period MUST be given following the public notice on Māori representation allowing electors to gather sufficient signatures to demand that a poll be held on Māori representation for the next two triennial elections. This is the last date for the council to receive a valid demand for a poll on Māori representation for the 2022 election.	Section 19ZC of LEA
By 28 February 2021	A local authority MAY resolve to undertake a poll of electors on a proposal that Māori representation be introduced for the next two triennial elections.	Section 19ZD of LEA
By 21 May 2021	If a successful demand has been received by 28 February 2021 to hold a poll or a local authority has made a resolution by 28 February 2021 on Māori representation, then a poll MUST be held within 82 days of notification. This is the last date to conduct a poll on Māori representation for the 2022 elections.	Section 19ZF of LEA
By 31 August 2021	Representation Arrangements Review completed by the local authority.	Section 19H of LEA
By 8 September 2021	A local authority MUST give public notice of the resolution containing the representation arrangements review proposals, including the proposed number, names and boundaries of constituencies. One month submission period.	Section 19M of LEA
By 8 October 2021	Close of submissions.	Section 19M of LEA
By 19 November 2021	Submissions heard by the local authority.	Section 19N of LEA

By 19 November 2021	A local authority MUST give further public notice of its proposals. One month appeals/objection period.	Section 19N of LEA
By 19 December 2021	Close of appeals/objections to “final” representation arrangements.	Section 19O of LEA
By 11 April 2022	Determination by Local Government Commission.	Section 19R of LEA
October 2022	Local Body Elections	

TITLE: Development of Long Term Plan 2021-2031

ID: A1328892

From: Kyla Carlier, Corporate Planning Manager and Sheila Taylor, Kaiarahi - Kaupapa Māori

Executive summary/Whakarāpopototanga

The purpose of this report is to present the proposed process of developing the Long Term Plan 2021-2031, for endorsement by TTMAC. A presentation will be made including a high level description of:

- what is a Long-Term Plan
- the roadmap to develop Northland Regional Council's Long-Term Plan 2021-2031, and
- role of the council working parties through the planning process.

In previous years, the Māori Technical Advisory Group (MTAG), have provided valuable input into council's corporate planning processes. It is recommended that staff work alongside MTAG, as a mechanism for TTMAC to provide input into the 2021-2031 long-term planning process. The recommendations from MTAG will be provided to TTMAC for review and endorsement in September, prior to being fed into council's consideration of LTP initiatives to be consulted on in early 2021.

Recommended actions

1. That the TTMAC Technical Advisory Group work with staff to provide input into the long-term planning process
2. Staff provide MTAG recommendations to the TTMAC for review and endorsement at the September working party meeting.

Background/Tuhinga

Council is in the early stages of developing its LTP 2021-2031 process. An LTP is the key service delivery document for all council activities for the next three years. It sets out council's work, funding and spending (operational and capital), as well as how we will measure performance for the next 10 years.

The LTP is reviewed every three years for three fundamental reasons. The three-yearly cycle ensures:

- a balance can be achieved between short-term delivery (10-year financial strategy) and the expected long-term needs of our communities and future generations (30-year infrastructure strategy)
- continuity of activity/service delivery pre and post the local government electoral process, and
- there is a mechanism for the newly elected council to review and, if necessary, reset its strategic direction, funding structure and allocation of budgeted resources.

TTMAC were first involved in the long-term planning process during the development of the LTP 2018-2028, in 2017. MTAG contributed to the development of that plan via three workshops. The feedback from these workshops were then reported back to TTMAC for review and endorsement. During the MTAG workshops, detail about each of council's activities was presented.

Activities that were important to the group were discussed in more detail where spending priorities were identified.

It is proposed that three workshops be held in late July- early August with MTAG. These workshops will focus on:

- draft context set by elected members which will direct staff in developing the LTP 2021-2031
- review of the 2018-2028 LTP TTMAC feedback
- consider high level activity pressures facing council
- consider activity specific recommendations for TTMAC to review including, but not limited to:
 - strategic priorities policies and projects
 - review of service delivery measures, and
 - review of methods for evaluating performance
- consider new initiatives / budget that TTMAC may wish to recommend to council for inclusion in the LTP.

Recommendations from MTAG will be presented to TTMAC for endorsement at the September 2021 formal meeting of the working party. The endorsed recommendations will then be provided to council for consideration at the October formal meeting of council.

This process is outlined in **attachment 1** to this paper.

The approximate timeline for development of the plan is as follows:

Now – December:	Develop draft proposals – what services council will provide, how will they be paid for, how will we measure progress? Also reviewing policies, strategies.
March/April 2021:	Public Consultation – the proposals will be finalised, a consultation document produced, and feedback invited will take place over a month.
May 2021:	Council deliberate on proposals, having taken feedback in to account.
June 2021:	Final adoption

In addition to the above, staff would like to seek feedback on council's approach to incorporating te reo Māori within the LTP 2018-2028. While improvements have been made to support and incorporate te reo Māori in council's corporate documents, further advice will be sought as to what further improvements can be made.

Attachments/Ngā tapirihanga

Nil

Authorised by Group Manager

Name: Jonathan Gibbard
Title: Group Manager - Strategy, Governance and Engagement
Date: 2 July 2020

TITLE: Draft NRC Climate Change Strategy

ID: A1329589

From: Matt De Boer, Natural Hazards Advisor

Whakarāpopototanga/Executive summary

Climate change will likely have detrimental long-term consequences for the people and natural environment of Te Taitokerau.

Climate change has been identified by council as a key work area.

A draft climate change strategy for Northland Regional Council has been developed by staff and was presented to the Climate Change Working Party on 17 June. The strategy aims to provide direction to support a coordinated organisational response to climate change.

The Working Party advised that a revised draft of the strategy be presented to TTMAC, and to seek TTMAC's support to engage MTAG to assist NRC develop the draft strategy.

Ngā mahi tūtohutia/Recommended actions

1. That the report 'Draft NRC Climate Change Strategy' by Matt De Boer, Natural Hazards Advisor and dated 19 June 2020, be received.
2. That MTAG works with council to further develop the draft NRC climate change strategy.

Tuhinga/Background

Climate change is one of the most significant challenges of our generation, and has been acknowledged by the current council as being a key work area for NRC.

The ongoing effects of climate change pose significant challenges to the people and natural environment in Northland. The region is likely to experience some of the most significant impacts of climate change in New Zealand, including increases in coastal and river flooding and erosion, drought, wildfire, pest incursions and ecosystem stresses. Māori are likely to be disproportionately affected by climate change impacts, due to both the geographic location of many Māori communities and cultural assets, and the interaction of climate impacts with existing inequities.

Climate change is largely driven by carbon emissions from fossil fuels, and these are increasing to dangerous levels globally. This locks in future climate change that will affect generations to come. Despite investment in electric vehicles and solar panels, NRC's carbon footprint has increased from 2018.

Although council currently undertakes a range of activities related to climate change, there has been, to date, no NRC policy or strategic direction to enable a coordinated and comprehensive response to adapt to the effects of climate change or to enable a consistent reduction in carbon emissions.

A draft climate change strategy for NRC has been developed through an internal staff climate change steering group. An operational list of potential projects (new initiatives) relating to climate change was also collated from teams across the organisation. These were both presented to the Climate Change Working Party (CCWP) on 17 June.

It was requested by the CCWP that a revised draft of the strategy be presented to TTMAC at the July meeting to ensure that the development of the strategy uses tika processes and embeds a Te Ao

Māori perspective. The draft strategy is very much in early stages of development, and will likely require additional engagement with Māori and staff.

The scope of the strategy presented is limited to the responsibilities of, and actions available to, Northland Regional Council and partners. It seeks to provide the strategic framework to underpin future investments in organisational capacity required. The strategy recognises that a response to climate change from Northland Regional Council must be cross-organisational and include efforts to reduce carbon emissions (i.e. mitigation), as well as enhancing resilience to the impacts of climate hazards and stressors (i.e. adaptation).

The strategy presented here should not be confused with the Regional Adaptation Strategy being developed by the collaborative joint staff group Climate Adaptation Te Taitokerau, which brings together the views of all four councils in Northland and is focussed on climate risk assessment and adaptation options.

Staff seek guidance from TTMAC as to the process, direction and content of the draft NRC Climate Change Strategy, including the potential for further engagement with MTAG.

Ngā tapirihanga/Attachments

Attachment 1: NRC Climate Change Strategy -- draft proposal [!\[\]\(898a81de9c4aff71234b2158571b7213_img.jpg\) !\[\]\(915bb71eb495dc1b070cd862fa4f6fc6_img.jpg\)](#)

Authorised by Group Manager

Name: Bruce Howse
Title: Group Manager - Environmental Services
Date: 23 June 2020

Northland Regional Council Draft Climate Change Strategy (proposal for discussion)

Northland Regional Council Draft Climate Change Strategy (Proposal for discussion)

1. Whakatauki

*Te pae tawhiti, whaia kia tata ko te pae tata, whakamaua kia tina, haumie,
hui e, taiki e.*

Seek out distant horizons, and cherish those that we attain as one

2. Vision

*Resilient, thriving Te Taitokerau adapts to a changing climate and
zero-carbon economy*

3. Kaupapa - our purpose

Te Ao Hurihuri –responding to an ever-changing world

- Acknowledge the importance and urgent need to address climate change for the benefit of current and future generations
- Weave together the interconnected strands of climate change work across council
- Acknowledge our Treaty/Tiriti obligations and partnership with Māori as Tangata whenua
- Communicate council's commitment, direction and response
- Make explicit council's responsibilities and role in responding to climate change
- Identify priority focus areas and actions

Northland Regional Council Draft Climate Change Strategy (proposal for discussion)

4. Nga Pou – our three major goals

1. Working as one

- Consideration of climate change becomes the norm across the entire organization
- Actions on climate change are coordinated across council to ensure transparency and strategy goals are met on time
- We work closely with Māori partners and communities to co-design and co-deliver appropriate programs, while taking a leadership position in the region

2. Building resilience to climate change impacts

- Council with our Māori partners coordinates and delivers a comprehensive program to manage the risks that climate change impacts pose to all business areas, and to maximise the resilience of our communities and natural environment
- Council works to enable community-wide resilience and self-directed adaptation responses
- Council is a leader in coordinating Taitokerau councils to work together with our Māori partners and communities to raise awareness of climate change threats and develop and implement coordinated adaptation programs to reduce risks
- Our adaptation program partners with other regional and central government initiatives, and takes advantage of shared understandings and cooperation across NZ

3. Transitioning to a zero-carbon economy

- Council takes a leading role in Te Taitokerau and reduces its own emissions to net-zero in line with national goals, by developing a zero-carbon transition plan and investing in the organizational capacity and capital infrastructure required
- Council works to enable a whole-of-community response across Te Taitokerau
- NRC works with Te Taitokerau councils and central government to encourage bold emissions reductions and maximise opportunities across all economic sectors of Te Taitokerau to successfully transition to an equitable, thriving net-zero-carbon economy

Northland Regional Council Draft Climate Change Strategy (proposal for discussion)

5. Poutama - our shared values and principles

Values for how we work together

Three values drive how we work together, embedded across NRC strategies:

Whanaungatanga

- Connectedness
- Relationships
- Respect

Kotahitanga

- Working together
- Consistency with NRC's vision, mission and values
- Cooperation and collaboration

Manākitanga

- Uplifting the Mana of our connections
- Codesign balanced with leadership

Principles to guide our actions

NRC is a signatory to the [Local Government Leaders' Climate Change Declaration](#). This strategy builds on the commitments and principles contained therein:

Precaution – taking preventative, anticipatory actions in order to ensure the wellbeing of our region

Stewardship/Kaitiakitanga – understanding the deep connection of people to land and nature, and respecting the role of Tangata whenua in caring for our communities and natural systems

Equity/Justice – ensuring our actions are tika and consider broad social and cultural contexts

Anticipation (thinking and acting long-term) – considering future generations in decision making, and balancing immediate and long-term needs

Understanding – drawing on the best available knowledge from scientific, mātauranga and local sources

Cooperation – working together across the organization, as well as with our Māori partners and territorial authorities

Resilience – taking a systems approach to adaptation approaches that acknowledges the complex dynamics of socio-ecological systems

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6. Takenga mai - background and historic context

Climate change is happening now

The scientific evidence of climate change is indisputable. For the past century, the ongoing release of greenhouse gas pollutants have trapped reflected solar radiation, causing the heating of the atmosphere, oceans and land.

Recent IPCC reports¹ indicate the types of global changes already witnessed:

- global warming has already reached 1°C above the pre-industrial level
- warmer, more acidic and less productive oceans
- heating of oceans, melting glaciers and ice sheets causing sea level rise
- coastal extreme events are becoming more severe
- average temperature over land for the period 2006–2015 was 1.53°C higher than for the period 1850–1900
- changing precipitation patterns
- reduced freshwater availability
- biodiversity under stress

These changes put people and ecosystems under stress, and projected future changes in climate will result in ongoing, widespread consequences.

In Northland, the impacts of climate change will affect our water, land, ecosystems, people and economy, impacting the way council does business. Table 1 shows an overview of the major projected climate change drivers and expected impacts.

While there is a degree of uncertainty in the precision of climate models and projections, there is overwhelming agreement among both science professionals and climate models that the effects of climate change are ongoing and increasing.

¹ <https://www.ipcc.ch/srcccl/chapter/summary-for-policymakers/>; <https://www.ipcc.ch/srocc/chapter/summary-for-policymakers/>

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Climate change projections and impacts for Northland (Table 1)

CHANGES TO CLIMATE ²		CLIMATE CHANGE IMPACTS
Mean temperature increase and heatwaves	<p>Average temperature will rise</p> <ul style="list-style-type: none"> 0.7°C to 1.1°C by 2040 Up to 3.1°C hotter by 2090 <p>More very hot days (greater than 25°C)</p> <ul style="list-style-type: none"> 30 more 25°C+ days per year by 2090 (+120%) Worst case 74 more hot days by 2090 (+260%) 	<ul style="list-style-type: none"> Risk of heat stress negatively affecting the health of people, animals and plants, and associated impacts on economy Lower heating costs in winter, higher cooling costs in summer Higher demand for drinking water at times when water is likely to be scarcer Negative impacts on water quality Stress on ecosystems and associated impacts on health and economy Risk to agriculture and horticulture-drought and limited water for irrigation. Range and habitat of native plants and animals will change Expansion of agricultural and environmental pests and human diseases Higher temperatures may allow for different crops to be grown Increased risk of wildfire- longer spells of extreme fire hazard
Changing seasons	<p>Seasonal change in temperature</p> <ul style="list-style-type: none"> Greatest temperature increase in northern part of Te Taitokerau in summer and autumn Worst case scenario warming is uniform across region although winters in southwest experience more warming <p>Fewer frosts per year</p> <ul style="list-style-type: none"> reduction in number of days with frost to 1 day in 10 years by 2090 	<ul style="list-style-type: none"> Timing of seasonal activities such as flowering, breeding and migration will change Pressure on temperature sensitive endemic species and habitats Changes to optimal agricultural species Expansion of environmental and agricultural pests
Drought and mean rainfall decline	<p>Seasonal Change in Rainfall patterns.</p> <ul style="list-style-type: none"> No clear signal for change in total rainfall Up to 20% less rainfall for eastern parts in spring by 2090 10% increase in summer and autumn by 2090 <p>Longer dry periods</p> <ul style="list-style-type: none"> More intense and frequent drought (increase in frequency by up to 10% by 2090) Increase in drought risk greatest on east and west coasts and southern inland areas 	<ul style="list-style-type: none"> Drought Issues with water availability for drinking, irrigation, agriculture and horticulture during drought, and associated impacts on regional economy Drought and/or fire leads to loss of vegetation on hills, which leads to landslides and rapid erosion of soils by intense rainfall and strong winds. Parks and recreation grounds negatively affected by both drought and flooding Higher stress on indigenous ecosystems, plants and animals. Disturbed ecosystems (e.g. by invasive pests) are more vulnerable to drought (e.g. Kiwi food sources) Drought will increase wildfire risk-especially when temperatures are high

² Figures taken from NIWA (2016) Climate change projections and implications for Northland

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CHANGES TO CLIMATE ²		CLIMATE CHANGE IMPACTS
Extreme rainfall and storms	<p>Extreme rainfall</p> <ul style="list-style-type: none"> No clear signal for change in total rainfall Most of NZ expecting more frequent and more extreme rainfall events, but model results for Northland inconclusive currently Projected increase in ex-tropical cyclones likely to bring <p>Cyclones</p> <ul style="list-style-type: none"> Increase in severity and possibly frequency of ex-tropical cyclones reaching Northland <p>Wind</p> <ul style="list-style-type: none"> Regular wind speeds are likely to increase by up to 10% by 2100 	<ul style="list-style-type: none"> More frequent, more intense river flooding and direct rainfall flash flooding of communities and businesses, with knock-on consequences to people and economy. The capacity of storm water infrastructure could be stretched. Flood damage to bridges, roads and other infrastructure and lifelines. Changes to cost and availability of insurance. Health risks from contamination of drinking water in flood events. Parks and recreation grounds negatively affected by both drought and flooding Drought and/or fire leads to loss of vegetation on hills, which leads to landslides and rapid erosion of soils by intense rainfall and strong winds. Increased erosion leads to more sediment in waterways, causing poorer water quality, issues with stream capacity and issues with treatment for drinking water More frequent damage to trees, buildings and power lines Will increase fire risk during hot, dry periods
Changes to sea level and coastal hazards	<p>Permanent Sea level rise:</p> <ul style="list-style-type: none"> 0.6m by 2080 and up to 1.5m by 2130 <p>More frequent storm surge</p> <ul style="list-style-type: none"> more frequent and intense coastal flooding coastal erosion <p>Saltwater intrusion</p> <ul style="list-style-type: none"> saline intrusion into coastal aquifers expansion of salt-water wedge further upstream in rivers and tidal floodplains 	<ul style="list-style-type: none"> More frequent, more severe coastal flooding of coastal communities, infrastructure and businesses and knock-on consequences for health, wellbeing and economy Saltwater incursion into freshwater habitats and water supplies Pressure on habitats intolerant to saltwater Coastal squeeze for species where there is no room for them to migrate inland Shallow, salty groundwater will damage buried pipes and foundations of roads and buildings Coastal erosion can result in damage to houses and property, and loss of road access to isolated coastal communities There could be changes in the cost and availability of insurance. There may be migration of people inland from coastal and low-lying communities.
Marine changes	<p>Ocean chemistry</p> <ul style="list-style-type: none"> Acidification of the ocean <p>Ocean heating</p> <ul style="list-style-type: none"> Gradual increase in sea temperature. More intense and frequent marine heatwaves 	<ul style="list-style-type: none"> Increase in acidity altering marine ecosystems, particularly affecting larval stages of hard-shelled species Changes to the range of species, location and abundance of fish and sea birds around NZ. Impacts on aquaculture and fishing industries Reduced recreational benefits

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Values at risk

How we perceive the impacts of climate change depends on our value system and worldview. An understanding of risk from a council perspective may differ greatly from that of someone with a Māori worldview. Building a common framework for understanding these differences and using each appropriately is key for council to move toward our vision of a resilient, thriving Te Taitokerau under climate change.

For Māori, climate change impacts have the potential to create an existential threat to cultural survival. Sea level rise and flood risk, combined with existing patterns of land ownership, mean that in some places traditional uses of the land will come under increased pressure. In other places, the close social ties and cultural networks Māori communities will enable flexibility in adaptation responses, improving resilience. Working with Māori as partners in the process of understanding, and acting on, climate change is essential, as is enabling Māori-led responses.

Our communities are exposed to climate change. Many of our settlements, town centres and roads are located in coastal floodplains exposed to sea level rise flooding. Some communities already face issues of isolation and increased river and coastal flooding will cause further pressures. Our economy is reliant on primary industries susceptible to drought, floods and pests. And our water supply systems have been shown to be vulnerable to prolonged drought, predicted to become more common under climate change.

Our ecosystems are vulnerable. Being at the northern tip of an island nation means much of our indigenous flora and fauna will migrate southwards to cooler climes, leaving voids that are likely to be filled by exotic invasives. Our marine habitats rank some of the best in the world, and we are already seeing the impact of warmer waters. And coastal ecosystems and habitats for endemic species are likely to be subject to increased disturbance and flood events.

NRC responsibilities and legislative context

Adaptation

Council's primary role in relation to climate change adaptation is the management of risks of natural hazards which is a matter of national importance under Section 6(h) of the Resource Management Act 1991 (RMA). Regional council functions under the RMA also include the control of the use of land for the purpose of avoiding or mitigating natural hazards under s30(1)(c)(iv). All councils are also required to give effect to national policy statements developed under the RMA – the key national policy statement in this regard is the New Zealand Coastal Policy Statement which includes the requirement to identify areas of the coastal environment potentially affected by natural hazard over at least a 100 year timeframe and policies on managing natural hazard risk. Council has mapped a number of areas at risk from coastal and river flood hazards that include climate change projections - updates to these maps is ongoing.

Changes to the RMA announced in 2020 are also likely to require that council have regard to any national adaptation plan developed under the Climate Change Response Act 2002 when developing regional policy statements and regional plans.

Mitigation

Councils are currently barred from considering greenhouse gas emissions under the RMA but the Government has signalled this is likely to change, meaning councils will be required consider emissions in consent processes and to have regard emission reduction plans developed under the Climate Change Response Act 2002. Council also has a responsibility to reduce its own emissions in order to assist New

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Zealand to meet greenhouse gas emission reduction targets. There are also roles council can play in assisting the region, communities and business to reduce emissions and enable the transition to a low-carbon future (such as supporting public transport, alternative energy generation and facilitating afforestation).

7. Mahi - our work program

Our work program consists of three main approaches (Table 2 - working together, improving understanding and developing and delivering solutions) applied across our business areas.

Approaches – how we will do it (Table 2)	
Working together	Internal coordination
	Engagement
	Te Ao Māori framework and Māori partnerships
	Regional coordination
Improving understanding	Research
	Monitoring and response
Developing and delivering solutions	Predictive tools
	Risk assessments
	Policy and planning
	Implementation

For clarity these are grouped into focus areas and workstreams (Table 3) showing relationships to approaches. Appendix A shows a full list of proposed LTP programs.

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Our Mahi – the scope of proposed LTP programs											
Nga Pou - our goals	Focus area	Work stream	Approaches - ways of working								
			Working together				Improving understanding		Developing and delivering solutions		
			Internal coordination	Engagement	Māori framework and partnerships	Regional coordination	Research	Monitoring	Predictive tools	Risk assessment	Policy and planning
Working as one	Internal engagement	NRC staff engagement and coordination									
	Māori partnerships	Te Ao Māori framework and partnerships									
Building resilience to climate change impacts	Adaptive pathways	Community adaptive pathways planning									
		Māori-led adaptation									
		Coastline management									
	Biosecurity	Ecosystem impacts									
	Climate and weather	Air quality impacts									
		Understanding climate and weather systems									
		Climate change projections									
	Ecosystems	Biodiversity									
		Coastal ecosystems									
		Freshwater ecosystems									
	Freshwater	Freshwater management									
		Climate drivers									
		Climate risks									
	Hazard management	Understanding water systems									
		Civil defence									
		Physical works									
	Land	Understanding climate risks									
		Embedding climate resilience									
		Regional emissions reduction									

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Our Mahi – the scope of proposed LTP programs											
Nga Pou - our goals	Focus area	Work stream	Approaches - ways of working								
			Working together				Improving understanding		Developing and delivering solutions		
			Internal coordination	Engagement	Māori framework and partnerships	Regional coordination	Research	Monitoring	Predictive tools	Risk assessment	Policy and planning Implementation
Transition to a zero-carbon economy	Emissions reduction	NRC zero-carbon transition									
		Regional emissions reduction									
	External engagement	Regional emissions reduction									
	Consents	Embedding climate resilience									
	Economic development	Regional emissions reduction									
	Land	Embedding climate resilience									
	Transport	Regional emissions reduction									
	Regional plan	Regional emissions reduction									
	Ecosystems	Regional emissions reduction									

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Appendix A NRC key workstreams

(Extract from LTP spreadsheet with brief details of proposed programs, timeframe, responsible team etc.)

DRAFT

TITLE: Proposed Māori engagement approach - Water quality plan change

ID: A1328150

From: Ben Lee, Strategic Policy and Planning Manager

Whakarāpopototanga/Executive summary

Council is in the early stages of preparing a plan change to give effect to the water quality planning requirements of the National Policy Statement for Freshwater Management¹. The plan change is scheduled to be notified late 2021. Endorsement is sought from TTMAC on proposals for involving tangata whenua in the plan change development

In July 2019, TTMAC agreed that council staff should work with the Māori Technical Advisory Group (MTAG) to develop recommendations on how:

- tangata whenua perspectives are sought and considered, and
- tangata whenua are involved in decision making, in the development of the plan change.

Staff and MTAG met three times² and developed the attached proposal. The proposal is centred on setting up a “*Tangata Whenua Water Advisory Group*” as the main vehicle for providing tangata whenua-led analysis, feedback and advice on the development of the plan change. The proposal is presented to TTMAC for endorsement and to recommend that council adopt the proposal.

A workshop was held with councillors seeking direction on tangata whenua involvement in the decision making on the content (the wording) of the plan change³. For the proposed Regional Plan (the most recent council RMA planning process), three Māori TTMAC members sat alongside the councillors in preparing the plan⁴. Councillors endorsed adopting the same approach with the water quality plan change. The proposal is:

- TTMAC select three Māori TTMAC members to sit alongside the councillors in their workshops to prepare the plan change.
- The three TTMAC members to also sit on the Tangata Whenua Water Advisory Group. (The benefit of this is the members would bring to the table the detailed understanding of the work of the Tangata Whenua Water Advisory Group. It would require setting aside three of the positions on the Tangata Whenua Water Advisory Group for the three TTMAC members – this is not currently part of the proposal in Attachment 1).
- The three TTMAC positions to be paid in accordance with council’s non-elected members reimbursement policy.

TTMAC endorsement is sought for this proposal.

Recommended actions

1. That a paper is prepared for consideration by council to:

¹ See <https://www.mfe.govt.nz/fresh-water/national-policy-statement/about-nps>


² 16 April, 21 May and 5 June 2020

³ 23 June 2020

⁴ This was done via a series of workshops.

- a. adopt the proposal attached to the item as the approach for engaging with tangata whenua on the development of the plan change to give effect to the water quality planning requirements of the National Policy Statement for Freshwater Management, with the following amendment:
 - i. that the three members confirmed in resolution 1.c. are members on the Tangata Whenua Water Advisory Group (three of the 12 positions)
 - b. appoint the following as the selection panel for considering and appointing the members of the Tangata Whenua Water Advisory Group:
 - i. _____ (Māori member of TTMAC)
 - ii. _____ (Māori member of TTMAC)
 - iii. _____ (Councillor)
 - iv. _____ (Councillor)
 - c. Include TTMAC Māori members_____, _____ and _____ in all council workshops on the content of the water plan change to give effect to the water quality planning requirements of the National Policy Statement for Freshwater Management.
-

Attachments/Ngā tapirihanga

Attachment 1: Proposed Maori engagement approach - Water quality plan change [↓](#) 

Authorised by Group Manager

Name: Jonathan Gibbard
Title: Group Manager - Strategy, Governance and Engagement
Date: 2 July 2020

Proposed Māori engagement approach: Water quality plan change

<i>Version</i>	<i>Date</i>	<i>Purpose</i>
1	7 May 2020	Initial draft for review by Juliane
2	12 May 2020	Draft for MTAG
3	26 May 2020	Updated post MTAG meeting
4	28 May 2020	Further update
5	29 May 2020	Update in response to Juliane C comments
6	5 June 2020	Updated post MTAG meeting for TTMAC endorsement

Scope

This document sets out the proposed approach for Māori engagement on the water quality plan change. It covers the period up until the plan change is notified for public submissions.

This document does not address

- Governance arrangements (these are the subject of separate discussions between Council and TTMAC).
- How the plan change will be implemented, e.g. monitoring and enforcement of rules and consents.

Background

The Northland Regional Council (NRC) is required to undertake a plan change to implement the water quality requirements of the National Policy Statement for Freshwater Management 2017⁵.

NRC are aiming to formally notify the plan change for submissions in late 2021.

Proposed Māori engagement approach

Tangata Whenua Water Advisory Group

MTAG propose setting up a “Tangata Whenua Water Advisory Group” (name TBC). The group will be the main vehicle for providing tangata whenua-led analysis, feedback and advice on the development of the plan change.

The group to be set up as follows:

- A panui to all Māori contacts will be sent seeking nominations for membership on the group.
- TTMAC to appoint a selection panel consisting of four TTMAC members (two councillors and two Māori members).
- The selection panel to select members by assessing nominations against the criteria in Appendix one.

⁵ Government will be releasing a new version in a few month’s time. It will continue to require council to do a plan change, but there are likely to be some changes to the details of what must be included in the plan change.

The TW water advisory group members will be eligible for payments related to council approved meeting attendance and mileage in accordance with the councils 'Appointed Members Allowance Policy'. Payments will include:

- meeting allowance for meetings of TW
- mileage (one claim per vehicle), and
- attendance at other working parties, as endorsed by council.

The NRC to allocate a \$20k budget to the TW water advisory group to commission advice⁶.

It is anticipated the group will meet 6 to 10 times starting in September 2020 through to mid 2021.

Development of Wai Māori assessment framework

An initial focus of the TW water advisory group will be to identify a framework to assess the likely consequences (impacts) on tangata whenua values⁷. The framework will seek to identify:

- key tangata whenua values in fresh water
- evaluation criteria to assess the impacts of management scenarios on the values, and
- any associated indicators to ensure the future impacts on these values can be observed.

⁶ This is in addition to the meeting payments.

⁷ Framework examples:

- Keir Volkerling. April 2015. Northland Tangata Whenua Freshwater Values: A Literature Review. Prepared for Northland Regional Council, Ministry for Primary Industries and Ministry for the Environment. See <https://www.nrc.govt.nz/media/9468/northlandtangatawhenuafreshwatervaluesaliteratureview.pdf>
- Keir Volkerling. August 2015. Northland Tangata Whenua Freshwater Values: A Framework to Guide Decision-Making. Prepared for Northland Regional Council, Ministry for Primary Industries and Ministry for the Environment. See <https://www.nrc.govt.nz/media/9467/northlandtangatawhenuafreshwatervaluesaframeworktoguidedecisionmaking.pdf>
- A recent report by Perception Planning Ltd and Manaaki Whenua – Landcare Research: See <https://www.nrc.govt.nz/media/13642/kaupapa-maori-assessments-final-jan-2019.pdf>

Appendix 1:

Individual membership criteria (desired)

- tangata whenua (whakapapa to Te Taitokerau)
- freshwater kaitiaki knowledge and/or experience
- an understanding of Te Ao Māori (the Māori world view)
- knowledge of the Treaty of Waitangi and He Whakaputanga (Declaration of Independence, 1835)

Collective membership criteria (desired)

The group may consist of up to 12 freshwater kaitiaki experts allowing for a diverse range of knowledge/experience whilst ensuring agile decision making is achievable.

Many of the issues that need to be addressed to improve water quality are challenging – technically, legally, economically, socially and culturally. To ensure the group, as a collective, possess the breadth of knowledge and experience needed to consider these challenges and fulfil its purpose, the below criteria will be applied prior to final selection. The final group makeup should allow for:

- diverse representation of member gender and age
- balanced geographical affiliation/connections across Te Taitokerau
- a mix of people who have practical experience gained at a national, iwi, hapū, and/or whanau level
- at least one person with legal and/or policy background
- at least three people with on-the-ground freshwater kaitiaki experience
- at least two people with experience in Māori land management
- at least one person should have project management experience
- at least 50% of the working group are competent with Te Reo me ona tikanga / kawa o Taitokerau (competence in Te Reo and Māori processes in Northland).

TITLE: Northland Inc - Statement of Intent

ID: A1334511

From: Auriole Ruka, Kaiwhakahaere Hononga Māori

Whakarāpopototanga/Executive summary

Directors and the Chief Executive of Northland Inc (NINC), Murray Reade, will be in attendance to discuss their current Statement of Intent (SOI) and options for future engagement with TTMAC, including input into future SOIs.

Council will receive Northland Inc's Statement of Intent at their 21 July 2020 council meeting.

Ngā mahi tūtohutia/Recommended actions

That the report 'Northland Inc - Statement of Intent' by Auriole Ruka, Kaiwhakahaere Hononga Māori and dated 1 July 2020, be received.

Ngā tapirihanga/Attachments

Attachment 1: Northland Inc Statement of Intent [↓](#) 

Authorised by Group Manager

Name: Jonathan Gibbard

Title: Group Manager - Strategy, Governance and Engagement

Date: 2 July 2020



Overview

Introduction

Economic Development comprises targeted activities and programmes to increase the prosperity of a place; a community, district or region. A key condition that supports economic development is when communities are viewed as attractive places to live, work and play and generate new economic opportunities for themselves. Inclusive growth is economic growth that is distributed fairly across society and creates opportunities for all - enabling people to have the capabilities they need to live lives of purpose, balance, and meaning. Principles of inclusive and equitable growth have become more critical as we enter a phase of economic recovery in Northland post Covid-19 as this will ensure our collective well-being lifts during recovery and emergence.

The tools or resources we have to improve our prosperity and lift our living standards are grouped into four areas – natural capital, financial and physical capital, social capital, and human capital. This is the framework within which we enable economic development in Northland. We acknowledge that environmental sustainability and climate change are important areas of interest for Council and we will continue to support sustainability and climate change resilience through our activity and actions.

Northland Inc will maintain a strong focus on, and commitment to, Māori economic development. We aim to build meaningful partnerships and collaboration to embed Maori Economic Development outcomes into all of our activity.

Our Vision

Northland is one of the most prosperous regions in New Zealand delivering employment and business opportunities for locals in a fair and equitable society balancing economic development with sustainable environmental management.

Our Mission

To strengthen, diversify and grow the Northland economy.

Objectives 2020-2023

1. Advocate and promote the establishment and development of infrastructure that underpins regional economic growth.
2. Attract, facilitate and support investment opportunities in regionally strategic sectors.
3. Promote Northland as a progressive and positive place to visit, do business and live.
4. Provide and facilitate business support services that enable Northland businesses to grow.
5. Increase innovation and entrepreneurship in Northland.
6. Partner with Māori to develop and implement economic development projects for the benefit of Northland.
7. Support tourism product development and infrastructure as enablers of Northland's tourism sector.

To deliver maximum impact, Northland Inc will prioritise activities in four key areas:

1. Lead the post-Covid economic recovery planning for the region:
 - o Work across the region to co-ordinate and lead economic recovery activities

- Develop a long term economic development strategy for the region
- Provide economic intelligence for the region
- 2. Investment and Provincial Growth Fund (PGF) - the PGF is a short-term opportunity which needs to be prioritised for maximum impact:
 - Providing leadership to highlight and drive transformational opportunities
 - Collaborating, leading and supporting ongoing work programmes to ensure impact extends past the life of the PGF
- 3. Engagement Collaboration and Visibility - increase focus on collaboration for the benefit of the region:
 - Improved visibility of progress and outcomes across the region
 - Delivering business advice effectively across the region to support innovation, capacity and capability development
 - Developing clusters, business networks or associations to leverage Northlands key sectors and comparative advantages
 - Empower, support and partner with Māori organisations and businesses
 - Collaborate to leverage resources and funding
- 4. Destination Management and Marketing - Promote the region for visitors, and increase the contribution from visitors through supporting product development and regional dispersal:
 - Aiding the sector to respond to the industry changes imposed by COVID-19 and to coordinate the recovery effort.
 - Improving regional dispersal, length of stay, expenditure and the appeal of off peak travel
 - Co-ordinate, and where appropriate, lead the implementation of an Annual Tactical Marketing Plan

Key Performance Indicators

- ❖ Economic Development Recovery:
 - Development of a long term economic development strategy for the region
- ❖ Investment & PGF
 - 100% of IGR business case decisions are made within 90 days [on hold in 2021 due to funding restrictions arising due to COVID-19]
 - 2 inward delegations hosted (anticipated to be restricted due to COVID-19)
 - Investment recommendations are always accompanied by robust business cases
 - 3 High impact projects are implemented
- ❖ Engagement Collaboration and Visibility
 - 230 unique businesses assisted
 - \$1.0M of NZTE and Callaghan grant funding facilitated
 - 90% of clients Satisfied with service
 - 50 unique Maori businesses assisted
 - \$100,000 of NZTE and Callaghan grant funding facilitated specifically for Maori
 - Orchard occupied at 85%
- ❖ Destination Management and Marketing
 - \$857M visitor spend from target markets, limited to domestic markets at this time
 - \$250,000 industry investment in regional promotion activity
 - \$10M of Equivalent Advertising Value achieved

Financial information

A summary of financial performance is included below.

Income		\$2,942,817
Expenses		
	Projects	\$720,345
	Operations	\$639,766
	Salaries	\$1,581,746
Net Surplus		\$960



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1 Introduction

The Board of Directors of Northland Inc Ltd (Northland Inc) present this Statement of Intent as a public declaration of the activities and intentions of Northland Inc Ltd in accordance with the requirements of Clause 9 of Schedule 8 of the Local Government Act 2002.

Northland Inc is a Company registered under the Companies Act 1993, a reporting entity for the purposes of the Financial Reporting Act 1993. It is a wholly owned subsidiary of Northland Regional Council (NRC) and, by virtue of their right to appoint directors, is a council-controlled organisation as defined under Section 6 of the Local Government Act 2002. It was established by the Northland Regional Council as their preferred method of delivering economic development services to the region.

Accordingly, Northland Inc is Northland's Regional Economic Development Agency and Regional Tourism Organisation. It also forms part of the Government's Regional Business Partner Network (RBP).

Northland Inc is funded by an operational contribution from NRC and is project funded through other public and private agencies, with central government being the next largest contributor. Northland Inc acknowledges that many parts of the Northland economy could use further support, and is committed to identifying partnerships and collaborations that help to increase funding and resources to support economic growth. Notwithstanding our intent to raise additional funding, our budget as presented reflects confirmed funding sources only. As such, for the sake of conservatism, the activities, workstreams and KPIs included in this document assume no additional funding is achieved.

The organisation is governed by a board of seven directors appointed for three years on a rotational basis (or as otherwise specified from time to time by NRC). The Board Chair is elected by the Directors. Operational activity is led by the Chief Executive Officer. Northland Inc currently has no subsidiaries or joint ventures.

This Statement of Intent is the guiding governance tool and terms of reference for Northland Inc and defines the key performance indicators (KPIs) as agreed by NRC. It outlines the Directors' accountabilities to NRC for corporate performance.

Below is further supporting information (to be read in conjunction with that provided above) required to be included within a Statement of Intent.

2 Context

Northland Inc works with organisations and institutions in Northland and the public and private sectors with a common purpose to grow, strengthen and diversify Northland's economy.

NRC's 2018 Long-Term Plan (LTP) sets out NRC's objectives, community outcomes, values and areas of focus. Collectively this provides a statement about the direction NRC wishes to take in making a meaningful contribution to the region, and this is relevant for guiding Northland Inc's objectives, approach and activities. Northland Inc and NRC have deliberately aligned their objectives for economic development (see Objectives outlined below).

Northland Inc also has regard to the collective objectives of Northland Forward Together, which outlines shared regional aspirations of the four local authorities which incorporate economic development.

In December 2017 government introduced the Provincial Growth Fund (PGF). It has been a critical Central Government policy that Northland Inc had to respond and adapt to. "The New Zealand Government has allocated three billion dollars over a three-year term to invest in regional economic development through the Provincial Growth Fund (PGF)" (*source: growregions.govt.nz*) The PGF is intended to lift productivity in the provinces and to enhance economic development opportunities. It provides a significant opportunity for Northland economic development interventions to be accelerated and we need to ensure our objectives maximise benefit for Northland communities.

Several other government and local initiatives guide Northland Inc's economic development agenda and long-term context for Northland Inc, including;

- Tai Tokerau Northland Economic Action Plan (Action Plan)
- He Kai Kei Aku Ringa (the Crown-Māori joint strategy for Māori economic development); and
- He Tangata, He Whenua, He Oranga, the Tai Tokerau Māori Growth Strategy developed by the Tai Tokerau Iwi CEOs Consortium.

Northland Inc is committed to the principles of 'Inclusive Growth' which are attracting an increasing focus in Economic Development practice worldwide. Central Government has developed the new Living Standards Framework and well-being measures. These foci are strong policy contexts that will influence what and how Northland Inc works. Northland Inc will continue to develop and support economic development strategies and actions that incorporate the principles of Inclusive Growth and look to provide alignment with the living standards framework as it is developed. We strive to ensure fair and equitable outcomes that balance economic development with sustainable environmental management, and will prioritise economic opportunities which support environmental management and climate change.

Principles of inclusive and equitable growth have become more critical as we enter a phase of economic recovery in Northland post Covid-19 as this will ensure our collective well-being lifts during recovery and emergence.

We acknowledge that environmental sustainability and climate change are strong areas of interest for Council and we will continue to reflect this within our activity and actions.

Northland Inc will maintain a strong focus on, and commitment to, Māori economic development. We aim to build meaningful partnerships and collaboration to embed Maori Economic Development outcomes into all of our activity.

3 Nature and scope of activities to be undertaken by Northland Inc

Northland Inc focusses on the following four work programmes to achieve the organisational objectives:

1. Post Covid Economic Recovery – Lead the economic development recovery planning for the region.
2. Investment and PGF – Leveraging economic growth in the region through the strategic co-ordination, management and allocation of available public and private sector funding, including NRC's Investment and Growth Reserve.
3. Engagement Collaboration and Visibility – Focus on collaboration for the benefit of the region and to continually improve the performance, productivity and profitability of Northland businesses; and

4. Destination Management and Marketing (previously called Regional Tourism Office) – Promoting the region for visitors, and increase the contribution from visitors through supporting product development and regional dispersal.

The latter three work programmes from prior years remain consistent post Covid, however we expect in the short to medium term, some re-orientation of effort may be necessary as economic recovery plans develop. We have added a specific work area in regard to leading recovery planning for the region.

The nature and scope of activities relevant to each work program are listed below.

1. Lead the post-Covid economic recovery planning for the region:
 - Work across the region to co-ordinate and lead the economic recovery activities
 - Provide economic development intelligence
 - Develop a long term economic development strategy for the region
 - Assist with project management and delivery of economic response activities (including PGF funded projects)
 - Maintain a delivery structure for the region (Action Plan)
2. Investment and PGF – Leveraging economic growth in the region through the strategic co-ordination, management and allocation of available public and private sector funding, including the PGF and NRC's Investment and Growth Reserve; promoting the region for investment and supporting the implementation of the Action Plan:
 - Actively supporting and facilitating investment in Regionally Strategic Sectors in the Northland economy
 - Delivering a promotional programme to encourage investment and market development of Northland's strategic growth sectors
 - Leveraging the Investment and Growth Reserve to increase investment into the Northland economy [on hold in 2021 due to funding restrictions arising due to COVID-19]
 - Supporting and facilitating the development of new and enabling infrastructure such as UFB, roads, rail and water
 - Deliver the Extension 350 Programme
3. Engagement Collaboration and Visibility – Collaborate for the benefit of the region and continually improve the performance, productivity and profitability of Northland businesses:
 - Delivering business advice effectively across the region to support innovation, capacity and capability development through incubation services and the Regional Business Partnership; New Zealand Trade & Enterprise, Callaghan Innovation and Business Mentors New Zealand
 - Developing clusters, business networks or associations to take advantage of market development opportunities that leverage Northlands key sectors and comparative advantages
 - Building and sharing specialist knowledge through a business events programme and provide opportunities to access a range of capital support mechanisms for Northland businesses

- Engage and partner with iwi, hapū, marae and the Māori community, central government agencies and other entities supporting Maori Economic Development to advance their aspirations in economic development and enable investment, business growth and completion of economic development projects
 - Work with, advocate for and support Māori businesses with their aspirations for growth
4. Destination Management and Marketing – Promoting the region for visitors, and increase the contribution from visitors through supporting product development and regional dispersal:
- Identifying, and where appropriate, assisting with the development of infrastructure, products, services and sub-regional destinations aiding the sector to respond to the industry changes imposed by COVID-19 and to coordinate the recovery effort.
 - Improving regional dispersal, length of stay, expenditure and the appeal of off peak travel particularly through leverage of the Twin Coast Discovery programme as a region wide development framework for tourism
 - Co-ordinate, and where appropriate, lead the implementation of an Annual Tactical Marketing Plan for destination marketing, in alignment with the direction of national tourism organisations and in conjunction with the Northland tourism sector.

In terms of the focus for investment activity, the 'Regionally Strategic Sectors' are:

- Agriculture and Horticulture
- Digital
- Tourism
- Marine

4 Performance targets

Key performance indicators are:

Work Programme	How we will measure	2020/21	2021/22	2022/2023
Economic Development Recovery	Development of a long term economic development strategy for the region	Strategy developed	N/A	N/A
Investment and PGF	Percentage of IGR business case decisions (by the Board) made within 90 days of receiving application [on hold in 2021 due to funding restrictions arising due to COVID-19]	N/A	100%	100%
	Number of inward delegations hosted	2	3	3
	Investment recommendations are accompanied by a robust business case	100%	100%	100%
	Number and value of high impact projects that are implemented	3	3	3
Engagement Collaboration and Visibility	Number of unique businesses assisted (by TA and industry)	230		
	Value of NZTE and Callaghan Innovation grant funding facilitated	\$1.0M		
	Client satisfaction (as measured by Net Promoter Score)	90% (NPS 50)		
	Number of unique Māori businesses assisted (by TA and industry)	50	55	60
	Value of NZTE and Callaghan Innovation grant funding facilitated for Māori businesses	\$100,000	\$110,000	\$120,000
	Orchard occupancy rate	85%	85%	85%
Destination Management and Marketing ¹	Visitor spend from target markets	\$857M	\$900M	\$945M
	Value of industry investment in regional promotion activity	\$250,000		
	Equivalent Advertising Value achieved from destination marketing	\$10M		

Note: Northland Inc has prepared a separate supporting document (Appendix B) which explains the rationale and recording methodology behind each of the Key Performance Indicators.

¹ KPI's for this area are based on estimates of the domestic industry spend based on pre-COVID data and are accordingly lower than prior Sol targets.

5 Shareholders' funds, distributions and the value of shareholders' investment

Shareholders' funds (being retained surpluses plus share capital) at June 2019 was as follows:

	June 2019
Total Assets \$	1,242,311
Total Liabilities \$	1,108,654
Shareholders' Funds \$	133,657
Shareholders' Funds as % of Total Assets	10%

Northland Inc forecasts small surpluses year-on-year. Accordingly, Shareholders' Funds as % of Total Assets will remain approximately at this level.

Northland Inc is not required to make any distributions to NRC as the shareholder.

The value of the shareholders' investment in Northland Inc is estimated by directors to be equal to current shareholders' funds being \$133,657.

6 Governance

The Board will effectively represent and promote the interests of NRC by seeking to fulfil its mandate as described above. The Board will discharge their duties in accordance with Northland Inc's Board Charter.

In undertaking its activities, Northland Inc will seek to:

- Achieve the objectives of NRC, both commercial and non-commercial as specified in this Statement of Intent;
- Demonstrate ethical and good behaviour in dealing with all parties;
- Achieve active partnerships with Māori, and other key stakeholders within the region, promoting effective communication where appropriate;
- Comply with all relevant legislative requirements, including those relating to the principles of the Treaty of Waitangi;
- Maintain an open and transparent approach to decision-making with NRC while respecting the need for commercially sensitive information to be protected;
- Be a good employer; and
- Exhibit social and environmental responsibility.

The Board will adopt the following approach to its fiduciary responsibilities to ensure good governance:

- Prepare a 3-year SOI setting out its strategic goals for agreement with NRC, as shareholder;
- Establish a clear business plan which reflects the agreed SOI;

- Establish a clear performance framework and job description for the Chief Executive Officer;
- Approval of detailed operating, capital and cashflow budgets;
- Attend regular meetings to review performance and progress towards set objectives and budgets; and
- Operation of appropriate Board subcommittees to appropriately manage Risk, Compliance, Remuneration and Board performance.

The Board believes regular communication with NRC is important to ensure good governance. The Board and Chief Executive will use their best endeavours to communicate in a regular and timely manner and ensure that matters are raised so there will be 'no surprises'. Established processes will be maintained to ensure regular contact between the Board, management and NRC, and informal meetings will be encouraged to ensure regular communication flows regarding matters of mutual interest.

7 Accounting policies

The accounting policies that have been adopted are detailed in the company's latest audited financial statements. A copy is included as **Appendix A**.

8 Information to be provided to the Shareholders

Directors will formally report progress against the SOI to NRC quarterly via a written report submitted within six weeks of the end of the 1st and 3rd quarters, and attendance at a Council meeting thereafter as per the NRC schedule.

In compliance with Section 66 of the Local Government Act 2002 the Directors will, within two months after the end of the first half of each financial year, deliver to NRC an unaudited half year report containing:

- a Statement of Performance, Position and Cash flow as at the half year balance date
- financial forecasts for the full year and comparison to approved budgets
- commentary on progress to meeting performance targets and the expected year end position.

In accordance with Clause 2 of Schedule 8 the Directors will deliver a draft SOI to NRC as the shareholder by 1st March of each year for the subsequent three-year period.

In accordance with Clause 3 of Schedule 8 the Directors will deliver a Board approved SOI to NRC as the shareholder on or before the 30th June of each year.

In compliance with Section 67 of Part 5 the Directors will, within three months of the end of the financial year, deliver to NRC an audited Annual Report which meets the requirements of Section 68 and Section 69 of Part 5. In addition, the Annual Report is to contain a declaration by the Board as to the compliance with the Act and specifically that the requirements of Schedule 8 have been met.

9 New entries, acquisitions and sales

Directors may not create any new legal entity, acquire shares or any equity interest in any existing legal entity or sell any interest held by Northland Inc without the specific approval of the NRC as the shareholder.

10 Activities for which local authority funding is sought

Northland Inc reserves the right to seek compensation from time to time for the necessity to provide any service required by the NRC where funding has not been previously agreed.

11 Any other matters

Northland Inc can request NRC hold a confidential Council meeting for discussion about commercially sensitive matters, subject to this request meeting the requirements of section 7(2) of the Local Government Official Information and Meetings Act 1987. Any report submitted by Northland Inc for NRC's formal consideration needs to be accompanied by advice to Council from NRC's Chief Executive.

12 Financial information

A prospective statement of financial performance is included below.

NORTHLAND INC Forecast Prospective Statement of Financial Performance				
Income	20/21 Forecast	21/22 Forecast	22/23 Forecast	Notes
NRC Funding	\$ 1,365,266	1,395,302	1,361,327	
Orchard Income	\$ 144,420	144,420	144,420	
NZTE & Callaghan	\$ 339,531	339,531	339,531	
WDC	\$ 105,000	105,000	105,000	
KDC Kai Hub	\$ 143,600	-	-	
NIF	\$ 59,000	59,000	59,000	
FNDC	\$ -	-	-	
KDC	\$ -	-	-	
I&GR Project Development Fund	\$ -	300,000	300,000	1
Extended Regional Promotions (NRC)	\$ 200,000	-	-	2
Extension 350 Project (NRC)	\$ 100,000	32,600	-	
DMM Website Income	\$ 27,000	27,000	27,000	
International Marketing Group	\$ 37,500	37,500	37,500	
Extension 350 Partner funding	\$ 346,500	211,700	-	
MBIE (Action Plan TTNEAP)	\$ 50,000	-	-	3
Creative HQ	\$ 25,000	-	-	
Total income	\$ 2,942,817	2,652,053	2,373,778	4
Project Expenses				
NIF	\$ 60,000	60,000	60,000	
I&GR Project Development Fund	\$ -	300,000	300,000	
Extension 350 Project Delivery	\$ 298,725	155,220	-	
Business Grow RPB Delivery	\$ 98,620	30,000	30,000	
Total Project Expense	\$ 457,345	545,220	390,000	
Activity Expenses				
Destinational Management & Marketing	\$ 147,000	147,000	147,000	
MED	\$ 109,000	109,000	109,000	
The Orchard	\$ 7,000	-	-	
Total Project Expense	\$ 263,000	256,000	256,000	
Salaries & Overheads				
Salaries	\$ 1,581,746	1,237,171	1,160,246	
Overheads	\$ 639,766	613,326	566,770	
Total Salaries & Overheads	\$ 2,221,512	1,850,497	1,727,016	
Total Expenses	\$ 2,941,857	2,651,717	2,373,016	5
Total Net Surplus	\$ 960	336	762	
Notes 20/21:		Notes 21/22 & 22/23:		
1 - NRC Project Development funding ceased for year		1- Assuming NRC Project Development funding reinstated		
2 - Final year of Extended Regional Promotions funding		4 - Only confirmed funding has been included		
3 - Action Plan funding ceases Sept 20 in accordance		5 - Resources & activity reduced to align with		
4 - Only confirmed funding has been included		funding levels		

Appendix A: Northland Inc Accounting Policies

1. Statement of Accounting Policies

BASIS OF PREPARATION

The financial statements have been prepared in accordance with Tier 2 Public Benefit Entity (PBE) Financial Reporting Standards as issued by the New Zealand External Reporting Board (XRB). They comply with New Zealand equivalents to International Public Sector Accounting Standards Reduced Disclosure Regime (NZ PBE IPSAS with RDR) and other applicable Public Benefit Entity Financial Reporting Standards as appropriate to Public Benefit Entities.

The entity is eligible to report in accordance with Tier 2 PBE Accounting Standards on the basis that it does not have public accountability and is not large. The entity transitioned to PBE Standard Tier 2 from 1st July 2016.

The financial statements have been prepared in accordance with the Local Government Act 2002, which requires compliance with generally accepted accounting practice in New Zealand ("NZ GAAP"). [LGA. 111].

The entity is deemed a public benefit entity for financial reporting purposes, as its primary objective is to provide services to the community for social benefit and has been established with a view to supporting that primary objective rather than a financial return.

CHANGES IN ACCOUNTING POLICIES

Previously adopted Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit). The impact of new and amended standards and interpretations applied in the year was limited to additional note disclosures.

Appendix B: Supporting Information for Northland Inc Statement of Intent

Introduction

The Statement of Intent for Northland Inc contains Key Performance Indicators (KPI's). The rationale for choosing the KPI's and the method in which these indicators are reported on is not always clear, and therefore this document provides more detail around the KPI and the method of reporting.

Rationale

KPI's need to have a solid rationale, clear line of site back to the activities of Northland Inc, be simple to understand and be measurable. The KPI's within the Statement of Intent are a mixture of Inputs, Outputs and Outcomes. Some are under the direct control of Northland Inc and some are influenced by Northland Inc activity. It is important to have a least one indicator for each work programme area and where possible a mixture of the different type of indicators. A brief explanation of the rationale for each KPI is provided below.

KPI's

The KPI's are as follows:

(Note these have been numbered for ease of reference within this document)

1. Post Covid Economic Recovery
 - a. Development of a long term economic development strategy for the region
2. Investment and PGF
 - a. Percentage of IGR business case approvals (by the Board) made within 90 days of receiving application
 - b. Number of inward delegations hosted
 - c. Investment recommendations are accompanied by a robust business case
 - d. Number and value of high impact projects that are implemented
3. Engagement Collaboration and Visibility
 - a. Number of unique businesses assisted (by TA and industry)
 - b. Value of NZTE and Callaghan Innovation grant funding facilitated
 - c. Client satisfaction (as measured by Net Promoter Score)
 - d. Number of unique Māori businesses assisted (by TA and industry)
 - e. Value of NZTE and Callaghan Innovation grant funding facilitated for Māori businesses
 - f. Orchard occupancy rate
4. Regional promotion and tourism
 - a. Visitor spend from target markets
 - b. Value of industry investment in regional promotion activity
 - c. Equivalent Advertising Value achieved from destination marketing

Rationale and Methodology for Individual KPI's

- 1.a Rationale: Outcome measure – indicates the region has a long term strategy in place and Northland Inc is central that development and delivery process.
Methodology: long term strategy document completed.

- 2.a Rationale: Output measure – indicates the efficiency within which the project management office receives, processes and outputs work.
- Methodology: Evidence for KPI is Northland Inc Board minutes.
- 2.b Rationale: Input measure – indicates that the region is attractive for inward investment. Suggests that the Landing Pad and regional promotion activity are functioning.
- Methodology: Evidence for KPI is the number of meetings held and details of attendees.
- Inward delegation is a reference to an expression of interest from a reputable company (national or international) who is interesting in investing in the region. The KPI is achieved when Northland Inc participates in the hosting (meeting) of the company's representatives (delegates). Note that often Chinese delegates are hosted jointly with Councils as this is the preferred way to establish a relationship with Chinese culture.
- 2.c Rationale: Outcome measure – measures the quality of the project management office procedures and assessment.
- Methodology: Evidence for KPI is Northland Inc board minutes recording decision to recommend investment (either to Council for the Investment and Growth Reserve or to another investment fund). Note that this KPI is intended to include applications to the Provincial Growth Fund that Northland Inc supports. Evidence of robust business case is that no further work is required on the business case to make a decision.
- 2.d Rationale: Outcome measure – ensures the work area is aligned with the vision and mission.
- Methodology: High Impact projects are projects that are likely to make a significant contribution to their sector in one or more of the following areas: employment, training, GDP, household income, sector strength diversity, research and development. All projects are assessed using standardised internal processes to understand the potential impact/contribution.
- 3.a Rationale: Input measure – measures the volume of work being generated and processed.
- Methodology: Evidence for KPI is recorded in Northland Inc's CRM database. Breakdown of data is presented by TLA and industry.
- 3.b Rationale: Output measure – provides evidence that the engagements in the previous KPI are resulting in positive activity.
- Methodology: Evidence for KPI is recorded in Northland Inc's CRM database. (Recommended that the annual report include comparison against other similar regions)
- 3.c Rationale: Outcome measure – independent verification that the services within this work programme are of success.
- Methodology: A widely used customer loyalty or satisfaction metric used to measure success across NZTE services. It is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others.
- 3.d Rationale: Input measure – measures the volume of work being generated and processed.
- Methodology: Evidence for KPI is recorded in Northland Inc's CRM database. Breakdown of data is to be presented by TLA and industry.

- 3.e Rationale: Output measure – provides evidence that the engagements in the previous KPI are resulting in positive activity.
- Methodology: Evidence for KPI is recorded in Northland Inc's CRM database.
- 3.f Rationale: Outcome measure – indicates the level of support within the Economic Development sector in Whangarei for the Orchard co-working space.
- Methodology: Orchard occupancy rate is based on the percentage hours per week that desk space is occupied for, using a 40 hr working week as standard. Northland Inc and the Chamber of Commerce (both being tenants in the Orchard space) are not included in this calculation.
- 4.a Rationale: Outcome measure – indicates sector wide trends and indicates if the Regional Promotion and Tourism work programme area is achieving change (although not suggesting a direct link)
- Methodology: Visitor spend is recorded through the MBIE monthly regional tourism expenditure estimates. Target markets are Domestic.
- 4.b Rationale: Input measure - Indicates industry support for the work programme area.
- Methodology: Evidence for KPI is recorded through direct payments to Northland Inc for joint marketing activity undertaken and/or payments made to contracted companies for website, media, print material.
- 4.c Rationale: Output measure – indicates direct value add from work programme activity
- Methodology: Equivalent Advertising Value is calculated using standard methods utilised in the public relations and communications industries. These methods measure the size of the coverage gained, its placement and calculates what the equivalent amount of space would cost.

TITLE: MTAG membership
ID: A1329596
From: Auriole Ruka, Kaiwhakahaere Hononga Māori

Whakarāpopototanga/Executive summary

The purpose of this report is to seek endorsement from TTMAC for Janelly Beazley representative of Te Runanga ā Iwi o Ngāpuhi to become a member of the Māori Technical Advisory Group as per the appointed members policy.

Ngā mahi tūtohutia/Recommended actions

1. That the report 'MTAG membership' by Auriole Ruka, Kaiwhakahaere Honongā Māori and dated 19 June 2020, be received.
2. That TTMAC endorse the appointment of Janelly Beazley to become a member of Māori Technical Advisory Group.

Tuhinga/Background

The Māori Technical Advisory Group (MTAG) enhances Māori participation in council by providing advice to staff and TTMAC on council work programmes, policies and procedures.

The current membership of MTAG is as follows:

Member	Affiliation
Juliane Chetham	Patuharakeke Te Iwi Trust Board
Georgina Connelly	Te Uri o Hau Settlement Trust
Haydn Taylor	Ngātiwai
Nora Rameka	Te Rūnanga O Ngāti Rehia
Mira Norris	Te Parawhau Hapū Authority Charitable Trust
Rowan Tautari	Te Whakapiko Hapū

At the first TTMAC meeting in March 2020 it was endorsed to re-establish MTAG as a seven-member group and a position for a previous TTMAC member remained vacant. Janelle Beazley has previously been endorsed to fill this position in the TTMAC Māori members caucus session in May 2020.

In appointing replacement members, TTMAC should recall the primary criteria for appointment is that members have the technical knowledge and experience to provide detailed advice into these plans and processes. A secondary consideration was to, as best as possible, provide for regional coverage within the group and availability to attend meetings.

Ngā tapirihanga/Attachments

Nil

Authorised by Group Manager

Name: Jonathan Gibbard

Title: Group Manager - Strategy, Governance and Engagement

Date: 2 July 2020

TITLE: Update: Māori Technical Advisory Group

ID: A1311156

From: Auriole Ruka, Kaiwhakahaere Hononga Māori and Sheila Taylor, Kaiarahi - Kaupapa Māori

Whakarāpopototanga/Executive summary

The purpose of this report is to provide a brief update on the Māori Technical Advisory Group (MTAG) activities and for MTAG members to provide a verbal update on key topics.

NRC's Strategic Policy Specialist, Justin Murfitt, will attend the meeting to present progress to date on the Draft Freshwater Strategy.

Ngā mahi tūtohutia/Recommended actions

1. That the report 'Update: Māori Technical Advisory Group' by Auriole Ruka, Kaiwhakahaere Hononga Māori and Sheila Taylor, Kaiarahi - Kaupapa Māori and dated 1 May 2020, be received.
2. That TTMAC endorse MTAG to commence developing advice for TTMAC consideration on the following items:
 - i. Disposal of human remains and scattering of ashes at sea practices
 - ii. Cultural Impact Assessments Project

Tuhinga/Background

MTAG has held three meetings since the last TTMAC meeting held in May to progress the strategic programme of TTMAC and provide Māori technical advice as recommended by TTMAC. Below is a summary of the current, proposed and recently completed work programme for MTAG.

MTAG summary work in progress	
Item	Detail
The use of Mātauranga Māori within council	The use and incorporation of Mātauranga Māori ⁸ within council activities is required as per the tangata whenua provisions of NRC's Regional Policy Statement 2016. Mātauranga is a body of knowledge that is a taonga of tātanga whenua. Council recognises the need to develop transparent and inclusive processes that allow for tangata whenua's effective participation and oversight of council's use of Mātauranga. MTAG along with staff are continuing to develop internal controls/standardised processes/effective reporting on the use of Mātauranga to guide council.
Support for TTMAC members on working parties	It was raised by MTAG that there needs to be mechanisms to enable TTMAC members on working parties to effectively participate in meetings. Staff presented a process to MTAG to develop appropriate material and processes to enable this request. Staff are continuing to develop an

⁸ Mātauranga Māori, or simply 'Mātauranga', has come to refer to Māori knowledge, ways of knowing and knowledge generation practices, and it is a broad system that encompasses time, space, place and discipline (Mead 2003).

MTAG summary work in progress	
Item	Detail
	induction and information programme to assist build the capability of Māori to participate in council processes (including the role of the working parties).
Tane Whakapiripiri	A request to NRC to support the initial RMA Engagement Wānanga was received. Council requested further information to gain an understanding of the financial commitment being sort. In late May, this information was received and council offered 50% of the budgeted financial request, provided the wananga was able to proceed in June 2020. The offer was considered, however, to ensure the time constraints did not impact on the value potential of the wananga, the offer has yet to be accepted.
Draft Freshwater Strategy	MTAG have reviewed the draft Freshwater Strategy and recommendations made to staff for incorporation into the draft strategy. Justin Murfitt (Strategic Policy Specialist) will attend the meeting and present progress to date on the Draft Freshwater Strategy. It is intended that the draft strategy continue to be refined and be presented to the September TTMAC meeting for endorsement.

Summary of new items for MTAG review	
Item	Detail
Disposal of human remains and scattering of ashes at sea practices	Issues around the practice of disposal of human remains and scattering of ashes at sea and the fact that this is culturally offensive to Māori has been raise by TTMAC Māori members on a number of occasions. NRC currently does not manage this activity through its RMA functions and this has been questioned. Staff recommend that MTAG and staff review options including: <ul style="list-style-type: none"> regulatory options for mitigating the impact of these practices on Te Ao Māori, and non-regulatory public communication initiatives that educate the public as to the appropriate disposal options/methods that would be respectful to Te Ao Māori.
Cultural Impact Assessments Project	Prior to local government elections, MTAG had started reviewing council's resource consent processes with respect to Cultural Impact Assessments (CIA). This review was intended to investigate and make recommendations on when a CIA should be requested, the purpose of a cultural impact assessment and how a CIA can influence decisions made, particularly in the area resource consents. It's recommended that this be put back on MTAG's agenda and that recommendations be brought back to TTMAC.

MTAG summary work for TTMAC endorsement	
Item	Detail
Proposed approach to Māori Engagement for Water Quality Plan Change	MTAG have reviewed the proposed approach to Māori Engagement for Water Quality Plan Change and recommendations

MTAG summary work for TTMAC endorsement	
Item	Detail
	have been incorporated for TTMAC endorsement via agenda item 3.4.

Ngā tapirihanga/Attachments

Nil

Authorised by Group Manager

Name: Jonathan Gibbard
Title: Group Manager - Strategy, Governance and Engagement
Date: 2 July 2020

TITLE: Updates from other working parties
ID: A1327500
From: Sally Bowron, Strategy, Governance and Engagement Team Admin/PA

Whakarāpopototanga/Executive summary

The purpose of this report is to present a summary of the record of discussion and agreed actions of council's other working party meetings (that have occurred since the last TTMAC meeting). This paper provides an opportunity for working party Chairs, and TTMAC Māori members appointed onto those working parties, to provide a verbal update to TTMAC, and for TTMAC members to ask any follow up questions.

Ngā mahi tūtohutia/Recommended actions

1. That the report 'Updates from other working parties' by Sally Bowron, Strategy, Governance and Engagement Team Admin/PA and dated 15 June 2020, be received.

Tuhinga/Background

Biosecurity and Biodiversity Working Party* (Chair: Cr Jack Craw)

(TTMAC representatives: Juliane Chetham, Georgina Connelly, Barb Elboz, Nora Rameka)

The Biosecurity and Biodiversity Working Party met on 17 June 2020. The topics for discussion included:

- Biosecurity Operational Plan 2020/2021
- LTP Projects
- Feral Deer
- Whangarei Predator Free2050 Project Update
- Kauri Dieback Funding.

Following discussion, the Biosecurity and Biodiversity Working Party agreed on the following next steps:

- Talk to Mayoral Forum regarding dog predation
- TTMAC LTP process to be confirmed and distributed to members
- Draft a letter to Ministers for deer management co-funding with DOC.

Climate Change Working Party* (Chair: Cr Amy Macdonald)

(TTMAC representatives: Hadyn Edmonds, Toa Faneva, Thomas Hohaia, Rowan Tautari)

The Climate Change Working Party met on 17 June 2020. The topics for discussion included:

- Climate Change Strategy draft document
- Climate Change communications strategy
- Long term plan
- NRC Carbon Footprint.

Following discussion, the Climate Change Working Party agreed on the following next steps:

- Take draft strategy to TTMAC and seek approval for MTAG input to strategy
- Discuss Climate Change Joint Governance Group at next Northland Forward Together group meeting
- Investigate if we can resolve the timing of the invoicing to enable carbon footprint reporting to be done on a monthly basis.

Planning and Regulatory Working Party

(Chair: Cr Joce Yeoman, Julianne Chetham, Mira Norris, Rowan Tautari, Pita Tipene)

The Planning and Regulatory Working Party met on 24 July. The unconfirmed record of actions was not available at the time of writing this report and will be provided at the meeting.

Ngā tapirihanga/Attachments

Nil

Authorised by Group Manager

Name: Jonathan Gibbard
Title: Group Manager - Strategy, Governance and Engagement
Date: 2 July 2020