

AGENDA

Council

Tuesday 23 April 2024 at 10.15am

Northland Regional Council Agenda

Meeting to be held in the Council Chamber
36 Water Street, Whangārei
on Tuesday 23 April 2024, commencing at 10.15am

Recommendations contained in the council agenda are NOT council decisions. Please refer to council minutes for resolutions.

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<i>Key Health and Safety points to note:</i>	
<ul style="list-style-type: none">• If the fire alarm goes off – exit down the stairwell to the assembly point which is the visitor carpark.• Earthquakes – drop, cover and hold• Visitors please make sure you have signed in at reception, and that you sign out when you leave. Please wear your name sticker.• The toilets are on the opposite side of the stairwell.	
<i>Please note that the public section of this meeting will be recorded and livestreamed via Youtube to the NRC website. As a participant in the meeting or a member of the public gallery your presence may be recorded. By remaining present at the meeting it is understood your consent is given if your image or voice is broadcast.</i>	
<i>Opinions expressed or statements made by individual persons during a meeting are not the opinions or statements of the Northland Regional Council. Council accepts no liability for any opinions or statements made during a meeting.</i>	
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<p>ACC - Accident Compensation Corporation</p> <p>ALGIM - Association of Local Government Information Management</p> <p>AMA - Aquaculture Management Area</p> <p>AMP - Asset Management Plan/Activity Management Plan</p> <p>AP - Annual Plan</p> <p>BOI - Bay of Islands</p> <p>BOPRC - Bay of Plenty Regional Council</p> <p>CAPEX - Capital Expenditure (budget to purchase assets)</p> <p>CBEC - Community, Business and Environment Centre</p> <p>CCO - Council Controlled Organisation</p> <p>CCTO - Council Controlled Trading Organisation</p> <p>CDEM - Civil Defence Emergency Management</p> <p>CEEF - Chief Executives Environment Forum</p> <p>CEG - Co-ordinating Executive Group</p> <p>CEO - Chief Executive Officer</p> <p>CIMS - Co-ordinated Incident Management System (emergency management structure)</p> <p>CMA - Coastal Marine Area</p> <p>CPCA - Community Pest Control Areas</p> <p>CRI - Crown Research Institute</p> <p>DHB - District Health Board</p> <p>DOC - Department of Conservation</p> <p>DP - District Plan</p> <p>E350 - Extension 350 programme</p> <p>ECA - Environmental Curriculum Award</p> <p>ECAN - Environment Canterbury</p> <p>EECA - Energy Efficiency Conservation Authority</p> <p>EF - Environment Fund</p> <p>EMA - Employers and Manufacturers Association</p> <p>EOC - Emergency Operations Centre</p> <p>EPA - Environmental Protection Authority</p> <p>ETS - Emissions Trading Scheme</p> <p>FDE - Farm Dairy Effluent</p> <p>FNDC - Far North District Council</p> <p>FNHL - Far North Holdings Limited</p> <p>FPP - First Past the Post</p> <p>GE - Genetic Engineering</p> <p>GIS - Geographic Information System</p> <p>GMO - Genetically Modified Organism</p> <p>HBRC - Hawke's Bay Regional Council</p> <p>Horizons - Brand name of Manawatu-Wanganui Regional Council</p> <p>HR - Human Resources</p> <p>HSNO - Hazardous Substances & New Organisms Act</p> <p>HSWA - Health and Safety at Work Act 2015</p> <p>IHEMP - Iwi/Hapū Environmental Management Plan</p> <p>ILGACE - Iwi and Local Government Chief Executives Forum</p> <p>IPPC - Invited Private Plan Change</p> <p>IRIS - Integrated Regional Information System</p> <p>KDC - Kaipara District Council</p> <p>KPI - Key Performance Indicator</p> <p>LAWA - Land, Air, Water Aotearoa</p> <p>LEA - Local Electoral Act 2001</p> <p>LGA - Local Government Act 2002</p> <p>LGNZ - Local Government New Zealand</p> <p>LGOIMA - Local Government Official Information & Meetings Act 1987</p> <p>LIDAR - Light detection and ranging</p> <p>LTI - Long time injury</p> <p>LTP - Long Term Plan</p> <p>MBIE - Ministry of Business, Innovation & Employment</p> <p>MFE - Ministry for the Environment</p> <p>MFL - Māori Freehold Land</p> <p>MHWS - Mean High Water Springs</p> <p>MMH - Marsden Maritime Holdings Limited</p> <p>MNZ - Maritime New Zealand</p> <p>MOH - Ministry of Health</p> <p>MOT - Ministry of Transport</p> <p>MPI - Ministry for Primary Industries</p>	<p>MSD - Ministry of Social Development</p> <p>MTAG - Māori Technical Advisory Group (a subgroup of TTMAC)</p> <p>NCCMC - National Crisis Management Centre</p> <p>NDHB - Northland District Health Board</p> <p>NEMA - National Emergency Management Agency</p> <p>NES - National Environmental Standards</p> <p>NFT - Northland Forward Together</p> <p>NGO - Non-Governmental Organisation</p> <p>NIF - Northland Intersectoral Forum</p> <p>NINC - Northland Inc. Limited</p> <p>NIWA - National Institute of Water and Atmosphere</p> <p>NORTEG - Northland Technical Advisory Group</p> <p>NPS - National Policy Statement</p> <p>NPS-FM - National Policy Statement for Freshwater Management</p> <p>NZCPS - New Zealand Coastal Policy Statement</p> <p>NZTA - Waka Kotahi New Zealand Transport Agency</p> <p>NZTE - New Zealand Trade and Enterprise</p> <p>NZWWA - New Zealand Water and Wastes Association</p> <p>OFI - Opportunity for Improvement</p> <p>OPEX - Operating Expenditures</p> <p>OSH - Occupational Safety & Health</p> <p>OTS - Office of Treaty Settlements</p> <p>PCBU - Person Conducting Business or Undertaking</p> <p>PGF - Provincial Growth Fund</p> <p>PPE - Personal Protective Equipment</p> <p>RAP - Response Action Plan</p> <p>RBI - Regional Broadband Initiative</p> <p>RFI - Request for Information</p> <p>RFP - Request for Proposal</p> <p>RLTP - Regional Land Transport Plan</p> <p>RMA - Resource Management Act 1991</p> <p>RMG - Resource Managers Group (Regional Councils)</p> <p>RMZ - Riparian Management Zone</p> <p>ROI - Return on Investment</p> <p>RP - Regional Plan</p> <p>RPMP - Regional Pest Management Plan</p> <p>RPMS - Regional Pest Management Strategy</p> <p>RPS - Regional Policy Statement</p> <p>RPTP - Regional Public Transport Plan</p> <p>RRSAP - Regional Road Safety Action Plan</p> <p>RSG - Regional Sector Group</p> <p>RSHL - Regional Software Holdings Ltd</p> <p>RTC - Regional Transport Committee</p> <p>RTO - Regional Tourism Organisation</p> <p>SIG - Special Interest Group</p> <p>SIPO - Statement of Investment Policy and Objectives</p> <p>SITREP - Situation Report</p> <p>SOE - State of Environment (or) State Owned Enterprise</p> <p>SOI - Statement of Intent</p> <p>STV - Single Transferable Vote</p> <p>TAG - Technical Advisory Group</p> <p>TKoT - Te Kahu o Taonui</p> <p>Tier 1 - Site level plan or response for an oil spill</p> <p>Tier 2 - Regional level plan or response to an oil spill</p> <p>Tier 3 - National level plan or response to an oil spill</p> <p>TLA - Territorial Local Authority – City & District Councils</p> <p>TON - Top of the North (regions)</p> <p>TTMAC - Te Taitokerau Māori and Council Working Party</p> <p>TTNEAP - Tai Tokerau Northland Economic Action Plan</p> <p>TMP - Treasury Management Plan</p> <p>TOR - Terms of Reference</p> <p>TPK - Te Puni Kōkiri (Ministry of Māori Development)</p> <p>TWWAG - Tangata Whenua Water Advisory Group</p> <p>UNISA - Upper North Island Strategic Alliance</p> <p>WDC - Whangarei District Council</p> <p>WRC - Waikato Regional Council</p> <p>WSMP - Workplace Safety Management Practices</p>
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Tauāki ā roto

Tēnei au
Tēnei mātou
He kaikaunihera
He kawenga i ngā whakataunga
I ngā tikanga
Ki uta, ki tai
Kia rewa ai ngā iwi katoa o
Te Taitokerau

Haumie hui e
TĀIKI E!

Here I am
Here we are
Your councillors
The bearers of sound
decision making power
Reaching inland and coastal
To uplift all peoples of
Northland

Bring forth unity
Tis Done!

TITLE: Confirmation of Minutes - 26 March 2024


From: Meloney Tupou, Maori Governance and Engagement Support Admin

Authorised by: Chris Taylor, Governance Specialist, on 18 April 2024

Ngā mahi tūtohutia / Recommendation

That the minutes of the council meeting held on 26 March 2024 be confirmed as a true and correct record and that these be duly authenticated with the Chair's electronic signature.

Attachments/Ngā tapirihanga

Attachment 1: Council meeting minutes 26 March 2024 [↓](#) 

Council Meeting
26 March 2024

Northland Regional Council Minutes

Meeting held in the Council Chamber
36 Water Street, Whangārei
on Tuesday 26 March 2024, commencing at 10.15am

Tuhinga/Present:

Deputy Chairperson, Tui Shortland
Councillors:

John Blackwell
Joe Carr (*via audio-visual link*)
Jack Crow
Amy Macdonald
Rick Stolwerk
Marty Robinson

I Tae Mai/In Attendance:

Full Meeting

Independent Tangata Whenua Advisor (*Via audio-visual link*)
Tāhūhū Rangapū - Chief Executive Officer
Pou Taumatua - GM Corporate Services
Pou Manawhakahaere - GM Governance and Engagement
Group Manager - Community Resilience
Pou Tiaki Taiao - GM Environmental Services
Pou Tiaki Pūtaiao - GM Biosecurity
Deputy GM Regulatory Services
Māori Engagement and Governance Support Administration
Governance Specialist

Part Meeting

Cameron Partners Limited Director (*Via audio-visual link*)
Regional Harbourmaster
Finance Manager
Financial Accountant
Financial Planning Accountant
Strategic Policy Specialist

Secretarial Note: In accordance with Standing Order 14.1 'Council meetings' in the absence of the Chairperson, the Deputy Chair presided over the meeting. The Deputy Chair declared the meeting open at 10.17am and commenced proceedings with a karakia.

Ngā whakapāha/Apologies (Item 1.0)

Moved (Macdonald/Robinson)

That the apologies from Councillor Crawford (Chairperson), Councillor Jones and the Independent Risk Advisor for non-attendance be received.

Carried

Council Meeting
26 March 2024

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

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

Confirmation of Minutes - 27 February 2024 and 13 March 2024 (Item 5.1)

Report from Meloney Tupou, Māori Governance and Engagement Support Admin

Moved (Shortland/Craw)

That the minutes of the council meeting held on 27 February 2024 and the extraordinary council meeting held on 13 March 2024, be confirmed as a true and correct record and that these be duly authenticated with the Deputy Chair's electronic signature.

Carried

Receipt of Action Sheet (Item 5.2)

Report from Chris Taylor, Governance Specialist

Moved (Robinson/Blackwell)

That the action sheet be received.

Carried

Financial Report to February 2024 (Item 6.1)

Report from Taka Skipwith, Financial Accountant

Moved (Craw/Stolwerk)

That the report 'Financial Report to February 2024' by Taka Skipwith, Financial Accountant and dated 11 March 2024, be received.

Carried

Secretarial Note:

- *The government's recent announcement to fund the \$1m shortfall to build a dedicated Joint Emergency Co-ordination Centre would impact on council's Long Term Plan consultation (which proposed that council rate to fund the shortfall). This change would be clearly articulated at all consultation events.*
- *Confirmation was provided that staff would assess the recent Independent Review into the Hawkes Bay Civil Defence Emergency Management Group's response to Cyclone Gabrielle for any learnings that could be applied in Northland.*
- *A correction was noted to the revenue table that 'Higher than budgeted rates due to an increase in land values' was in fact due to an increase in rateable units.*
- *An update was provided on council's managed funds. The total gains received for the month of February 2024 were \$737,000 which created a favourable variance of \$1,058,000 ahead of budget. This in turn resulted in a net surplus after transfers from/to reserves of \$736,000.*
- *The lower than budgeted dividend from MMH would create an unfavourable variance the following month, which council would need to absorb within the current surplus.*

Council Meeting
26 March 2024

Approval to Borrow \$9.3 Million to fund the Vessel Replacement Project, Enterprise Project, and Flood Infrastructure Works (Item 6.2)

Report from Simon Crabb, Finance Manager

Moved (Stolwerk/Robinson)

1. That the report 'Approval to Borrow \$9.3 Million to fund the Vessel Replacement Project, Enterprise Project, and Flood Infrastructure Works' by Simon Crabb, Finance Manager and dated 5 March 2024, be received.
2. That council enters into a loan from the Local Government Funding Agency of \$6,100,000 (inclusive of 2.5% Borrower Notes) at a fixed rate borrowing cost in the vicinity of 5.4% per annum for a term of 5 years, to partly fund the Enterprise system project, the Vessel replacement project, and Flood Infrastructure Scheme costs.
3. That \$3,201,214 of loan repayments received from Northland Emergency Services Trust is withdrawn from the Long-Term Investment Fund, in line with a EriksensGlobal recommendation, and allocated as debt funding to the Enterprise system project, the Vessel replacement project, and Flood Infrastructure Scheme costs.
4. That the rates collected and dedicated to repaying the borrowings of \$9,301,214 are invested, and tracked separately, in the Long- Term Investment fund, and that after 5 years the \$6.1m loan will be partially repaid and refinanced, with the balance scheduled to be fully repaid after a further 7 years.

Carried

Secretarial Note: Appreciation was extend to the Finance Team for finding a workable funding solution.

Policy Approvals and Regulatory Services Oversight (Item 7.1)

Report from Bruce Howse, Pou Taumatua – Group Manager Corporate Services

Moved (Macdonald/Robinson)

1. That the report 'Policy Approvals and Regulatory Services Oversight' by Bruce Howse, Pou Taumatua – Group Manager Corporate Services and dated 7 March 2024, be received.

Carried

(Councillor Stolwerk voted against the motion)

It was further moved (Shortland/Blackwell)

2. That council approves the following text be added to the delegations manual:

Delegation	Delegated to
Authority to approve policies (including amendments to policies).	<ol style="list-style-type: none">a) The Chief Executive Officer has authority to approve policies that apply solely to council staff.b) The Chief Executive Officer and the Chair have authority to approve policies that apply to both staff and elected members.c) Resolution by council is required to approve policies that:

Council Meeting
26 March 2024

	<ul style="list-style-type: none">i. Apply to elected members only, and,ii. Those policies that are required by legislation to be approved by council, and,iii. The following key policies:<ul style="list-style-type: none">• SIPO• Risk Management Policy• Compliance, Monitoring & Enforcement Policy• Submissions Policy• Procurement Policy
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Secretarial Note: Debate on this matter highlighted the need to further socialise the implications of the proposed delegations with elected members before making a decision.

The procedural motion was moved (Shortland/Blackwell)

That the item being discussed, 'Policy Approvals and Regulatory Services Oversight', be adjourned until the 23 April 2024 council meeting and not be further discussed at this time.

Carried

(In putting the motion the Chair called for an expression of opinion by a show of hands, the result being Councillors Blackwell, Carr, Craw, Macdonald, Robinson and Shortland in favour of the motion and Councillor Stolwerk against)

Secretarial Note: The remaining recommendations not addressed were as following:

3. That council set the CEO financial delegations limit at \$20m (noting that any financial delegation can only be exercised within the limits of councils approved Long Term Plan budgets).
4. That council approves increased governance oversight of council's regulatory services via the Audit, Risk and Finance Committee, and approves the following additions to the Audit, Risk and Finance Committee terms of reference:

Regulatory services oversight:

- Review and recommend to council for approval Regulatory Services guiding policies.
- Approve a hearing commissioner appointment policy and approve a list of commissioners.
- Quarterly review and monitoring of consent application.
- Quarterly review and monitoring of compliance monitoring activities.
- Quarterly review and monitoring of formal enforcement activities (e.g. infringement notices, enforcement orders, prosecution cases).

5. That the Terms of Reference of the Natural Resources Working Party are updated to remove reference to council's regulatory services as per the tracked changes in **Attachment 1**.

Council Meeting
26 March 2024

Catchment Planning Initiatives (Item 7.2)

Report from Ruben Wylie, Pou Tiaki Taiao

Moved (Stolwerk/Macdonald)

1. That the report 'Catchment Planning Initiatives' by Ruben Wylie, Pou Tiaki Taiao and dated 11 March 2024, be received.
2. That council approve development of a business case to address water quality issues in the Taumarere Catchment and to improve the quality of the coastal receiving waters.
3. That council allocate \$100,000 from its Future Freshwater Improvement Fund to the development of a Business Case for the Taumarere catchment, with the first step being an initial strategic business case.
4. That council note the previous resolutions relating to the development of an initial strategic business case for the remediation of the Hokianga Harbour (Item 7.6 Council meeting of 27 June 2023) and allocating \$300,000 for the development of a Harbour Remediation Business case for the Hokianga harbour catchment.
5. That council confirm initial strategic business cases for both the Hokianga Harbour and Taumarere Catchment are prepared in general accordance with the scope set out in this report and these are to be presented to Council for endorsement before commencing either of the full business cases.
6. That council note the strategic cases for both the Taumarere catchment and Hokianga harbour will require a small portion of the total project budget and that carry forwards of the budget into future years will be required to deliver the full business cases.

Secretarial Note: In accordance with Standing Order 23.4 'Substituted Motion', with the approval of the original mover and seconder of the motion, additional wording was added to part 2 of the motion. The full substituted motion was as follows:

Moved (Stolwerk/Macdonald)

1. That the report 'Catchment Planning Initiatives' by Ruben Wylie, Pou Tiaki Taiao and dated 11 March 2024, be received.
2. That council approve development of a business case to address water quality issues in the Taumarere Catchment and to improve the quality of the coastal receiving waters, as a first phase of a broader BOI catchment approach.
3. That council allocate \$100,000 from its Future Freshwater Improvement Fund to the development of a Business Case for the Taumarere catchment, with the first step being an initial strategic business case.
4. That council note the previous resolutions relating to the development of an initial strategic business case for the remediation of the Hokianga Harbour (Item 7.6 Council meeting of 27 June 2023) and allocating \$300,000 for the development of a Harbour Remediation Business case for the Hokianga harbour catchment.
5. That council confirm initial strategic business cases for both the Hokianga Harbour and Taumarere Catchment are prepared in general accordance with the scope set out in this report and these are to be presented to Council for endorsement before commencing either of the full business cases.
6. That council note the strategic cases for both the Taumarere catchment and Hokianga harbour will require a small portion of the total project budget and that carry forwards of the budget into future years will be required to deliver the full business cases.

Carried

Council Meeting
26 March 2024

Secretarial Note: It was reiterated that this work was in relation to improving water quality and not flood prevention.

Waikare II unbudgeted capital expenditure. (Item 7.3)

Report from Jim Lyle, Harbour Master and Maritime Manager

Moved (Craw/Stolwerk)

1. That the report 'Waikare II unbudgeted capital expenditure.' by Jim Lyle, Harbour Master and Maritime Manager and dated 11 March 2024, be received.
2. That the estimated unbudgeted expenditure of \$155,000 + GST is approved.

Carried

Secretarial Note: Appreciation was extended to the Maritime Team for keeping a close eye on budget, minimising cost escalations and delivering the project on time.

Chair's Report to Council (Item 8.1)

Report from Rae Hetaraka, Executive Assistant to the Chair

Moved (Shortland/Macdonald)

That the report 'Chair's Report to Council' by Rae Hetaraka, Executive Assistant to the Chair and dated 11 March 2024, be received.

Carried

Secretarial Note:

- Councillor Robinson to be kept up to date regarding Predator Free 2050 activity in the Whangaroa.
- The Chief Executive Officer to ensure all councillors be advised of all Ministerial visits to Northland.
- Councillors to give further consideration to the Principal Advisor role (currently on hold) during an informal session.

Chief Executive's Report to Council (Item 8.2)

Report from Jonathan Gibbard, Tāhūhū Rangapū - Chief Executive Officer

Moved (Blackwell/Macdonald)

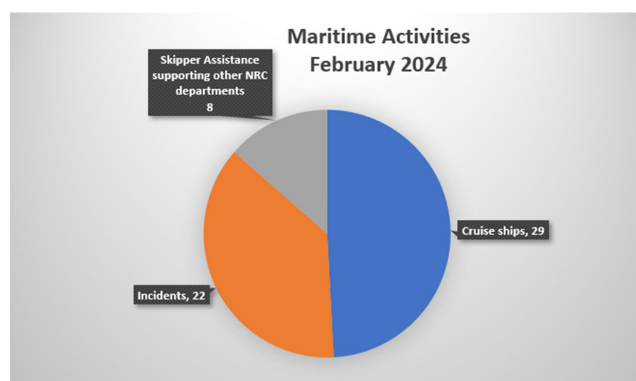
That the report 'Chief Executive's Report to Council' by Jonathan Gibbard, Tāhūhū Rangapū - Chief Executive Officer and dated 11 March 2024, be received.

Carried

Secretarial Note:

- An error was noted in the graph titled 'Maritime Activities February 2024' with the number of incidents depicted twice. The corrected graph was as follows:

Council Meeting
26 March 2024



- The date for the blessing of the new replacement vessel *Waikare II* was yet to be confirmed.
- Clarification was provided that the tendering process was underway for the installation of a Super Critical UV unit to address the non-compliance issues at the Ahipara Waste Water Treatment Plant.
- Appreciation was extended to the Communications and Engagement team who had supported a large number of events and campaigns over the Summer period.

Receipt of Committee Minutes (Item 9.1)

Report from Meloney Tupou, Māori Governance and Engagement Support Admin

Moved (Macdonald/Blackwell)

That the unconfirmed minutes of the:

- Regional Transport Committee - 13 February 2024
- Te Oneroa-a-Tōhe Board - 16 February 2024
- Joint Regional Economic Development Committee - 23 February 2024
- Kaipara Moana Remediation Joint Committee – 26 February 2024
- Audit Risk and Finance Committee - 28 February 2024
- Civil Defence Emergency Management Group – 5 March 2024

be received.

Carried

Secretarial Note:

- Confirmation was provided that all councillors would now be invited to all committee and working party meetings. However, in accordance with Standing Orders, it was at the Chair's discretion whether speaking rights were granted to non-members.
- Attention was drawn to the report authored by the Regional Transport Committee Chair and circulated to elected members regarding the southern side of the Brynderwyns.

Working Party Updates (Item 9.2)

Report from Meloney Tupou, Māori Governance and Engagement Support Admin

Moved (Robinson/Blackwell)

That the report 'Working Party Updates' be received.

Carried

Council Meeting
26 March 2024

Kaupapa ā Roto/Business with Public Excluded (Item 10.0)

Moved (Robinson/Stolwerk)

1. That the public be excluded from the proceedings of this meeting to consider confidential matters.
2. That the general subject of the matters to be considered whilst the public is excluded, the reasons for passing this resolution in relation to this matter, and the specific grounds under the Local Government Official Information and Meetings Act 1987 for the passing of this resolution, are as follows:

Item No.	Item Issue	Reasons/Grounds
10.1	Confirmation of Confidential Minutes - 27 February 2024	The public conduct of the proceedings would be likely to result in disclosure of information, as stated in the open section of the meeting -.
10.2	Receipt of Confidential Committee Minutes	The public conduct of the proceedings would be likely to result in disclosure of information, as stated in the open section of the meeting -.
10.3	Investment Asset Considerations	The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to enable council to carry out, without prejudice or disadvantage, commercial activities s7(2)(h) and the withholding of which is necessary to enable council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(i).
10.4	Sale Price for a Council Held Asset Class	The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information s7(2)(b)(ii), the withholding of which is necessary to enable council to carry out, without prejudice or disadvantage, commercial activities s7(2)(h) and the withholding of which is necessary to enable council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(i).
10.5	Demolition for Property Redevelopment	The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information s7(2)(b)(ii), the withholding of which is necessary to enable council to carry out, without prejudice or disadvantage, commercial activities s7(2)(h) and the withholding of which is necessary to enable council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(i).

3. That the Independent Advisors be permitted to stay during business with the public excluded.

Carried

Council Meeting
26 March 2024

Secretarial Note: The meeting adjourned at 11.34am and reconvened at 11.41am to address business with the public excluded.

Open Meeting

Moved (Stolwerk/Robinson)

That the council resumes in open meeting.

Carried

Confirmation of confidential resolutions in open meeting

The confidential resolutions confirmed in open meeting were as follows:

Confirmation of Confidential Minutes - 27 February 2024 (Confidential Item 10.1)

Report from Meloney Tupou, Māori Governance and Engagement Support Admin

Moved (Blackwell/Macdonald)

1. That the confidential minutes of the council meeting held on 27 February 2024, be confirmed as a true and correct record and that these be duly authenticated with the Deputy Chair's electronic signature.

Carried

Receipt of Confidential Committee Minutes (Confidential Item 10.2)

Report from Meloney Tupou, Māori Governance and Engagement Support Admin

Moved (Craw/Blackwell)

1. That the unconfirmed confidential minutes of the:
 - Audit Risk and Finance Committee – 28 February 2024
 - Extraordinary Audit Risk and Finance Committee – 13 March 2024be received.

Carried

Sale Price for a Council Held Asset Class (Confidential Item 10.4)

Report from Phil Heatley, Strategic Projects and Facilities Manager

Moved (Blackwell/Craw)

1. That the report 'Sale Price for a Council Held Asset Class' by Phil Heatley, Strategic Projects and Facilities Manager and dated 11 March 2024, be received.
2. That council's holding of 17,460 Carbon Units are sold by 1 October 2024 with delegation to staff to manage the sale provided the sale price is \$70 per unit or higher.

Carried

(In putting the motion the Deputy Chairperson called for an expression of opinion by a show of hands, the result being Councillors Blackwell, Carr, Craw, Macdonald and Shortland in favour of the motion and Councillor Stolwerk against. Councillor Robinson abstained from voting).

Council Meeting
26 March 2024

Whakamutunga (Conclusion)

The meeting concluded at 12.44pm with a karakia by the Deputy Chair.

Unconfirmed Minutes

TITLE: **Receipt of Action Sheet**

From: Chris Taylor, Governance Specialist

Authorised by: Chris Taylor, Governance Specialist, on 17 April 2024

Whakarāpopototanga / Executive summary

The purpose of this report is to enable the meeting to receive the current action sheet.

Nga mahi tutohutia / Recommendation

That the action sheet be received.

Attachments/Ngā tapirihanga

Attachment 1: Council Action Sheet - April 2024 [↓](#) 

Council Actions as at 8/04/2024

Id	Meeting	Target Date	Description	Request Details	Most Recent Comment
7159	Council 12/12/2023	12/06/24	Poplar and Willow Nursery Investment Options	That staff undertake a market investigation to explore future supply and commercial investment options and bring the results back to council within 6 months (by 12 June 2024).	Staff are currently reviewing proposals received to undertake this piece of work.
7348	Council 26/03/2024	23/04/24	Policy Approvals and Regulatory Services Oversight	This item was adjourned at the March 2024 council meeting. Elected members to be provided an opportunity to workshop this matter before it is addressed again at the April 2024 council meeting.	Council workshopped the matter on 10 April 2024. Item is included on the April council meeting agenda.

TITLE: Financial Report to 31 March 2024

From: Taka Skipwith, Financial Accountant

Authorised by Bruce Howse, Pou Taumatua – Group Manager Corporate Services, on 17
Group Manager/s: April 2024

Whakarāpopototanga / Executive summary

This report is to inform council of the year to date (YTD) financial result to 31 March 2024. Council has achieved a YTD surplus after transfers to and from reserves of \$3.9m, which is \$485k YTD favourable to budget.

Ngā mahi tūtohutia / Recommendation

That the report 'Financial Report to 31 March 2024' by Taka Skipwith, Financial Accountant and dated 9 April 2024, be received.

Background/Tuhinga

SUMMARY OPERATING RESULTS			
	000's ACTUAL YTD	000's BUDGET YTD	000's VARIANCE YTD
Revenue (including other gains)	\$63,098	\$62,624	\$474
Expenditure	\$52,791	\$57,272	\$4,481
NET (COST)/SURPLUS BEFORE TRANSFERS FROM/(TO) RESERVES	\$10,307	\$5,352	\$4,955
Transfer From (To) Special Reserves	(\$6,419)	(\$1,949)	\$4,470
NET (COST)/SURPLUS AFTER TRANSFERS FROM/(TO) RESERVES	\$3,888	\$3,403	\$485

Managed Funds

No managed fund gains or losses have been accrued for the month of March, due to the Eriksens Global report not yet being available. Fund performance for March 2024 will be included in the April 2024 financial report presented in May 2024. The gains reported here are for February 2024 gains, against March 2024 YTD budgets.

At the end of March 2024, the variance of \$485k does not include any long-term funds gains used as general funding. If we had utilised gains as general funding as per the budget, the variance after transfers to reserves, at the end of March would have been \$2.3m, noting \$1.8m of this variance relates to salary savings.

MANAGED FUNDS	February	March	000's VARIANCE YTD
	000's ACTUAL YTD	000's BUDGET YTD	
Short Term Funds	\$223	\$320	(\$97)
Long Term Funds	\$3,146	\$2,280	\$866
TOTAL FUND GAINS/(LOSSES)	\$3,369	\$2,600	\$769
Transfer From (To) Special Reserves representing reinvestment	(\$3,173)	(\$1,310)	(\$1,863)
NET GAINS/(LOSSES) AFTER TRANSFERS FROM/(TO) RESERVES	\$196	\$1,291	(\$1,094)

Revenue

Year to date revenue is \$63.1m, which is \$474k or 0.8% above budget.

YTD REVENUE VARIANCE INDICATORS BY REVENUE TYPE			
	FAV / (UNFAV)		Commentary
	\$	%	
Rates	\$54,455	0.2%	<ul style="list-style-type: none"> Higher than budgeted rates due to an increase in SUIP's since this years rates strike.
User Fees and Sundry	\$857,170	16.2%	<ul style="list-style-type: none"> Higher than budgeted RMA application fees \$426k Higher than budgeted income from prosecutions of \$163k Higher than budgeted fees pilotage fees, marine biosecurity and safety navigation of \$129k Higher than budgeted management fees of \$150k
Grants and Subsidies	(\$722,190)	(5.9%)	<ul style="list-style-type: none"> Higher than budgeted MPI subsidies for Caulerpa response of \$960k, which is disbursed to project cost Offset by: <ul style="list-style-type: none"> Lower than budgeted MPI subsidies recognised for Wild Rice (\$85k), Kauri protection (\$84k), Hill Erosion (\$68k) and Wilding Conifers (\$70k) projects due to matching revenue to costs Lower than budgeted NZTA subsidies of (\$308k) due to timing Higher than budgeted MfE subsidies for Whangārei Urban Awa of \$103k Offset by: <ul style="list-style-type: none"> Lower than budgeted MfE subsidies for Land management project of (\$241k) Lower than budgeted MfE subsidies for coastal water and Freshwater planning of (\$181k) Lower than budgeted MBIE funding for rivers and flood infrastructure programme of (\$663k) due to timing Higher than budgeted funding for extreme weather events \$253k Offset by: <ul style="list-style-type: none"> Lower than budgeted funding recognised for cyclone recovery (\$138k), and emergency management works of (\$245K) due to matching revenue to costs
Investment Interest Income and Other Gains	\$139,377	43.0%	<ul style="list-style-type: none"> Higher than budgeted rates of interests earnt on Cash and ASB banking facilities of \$187k Higher than budgeted internal interest of \$92k Offset by: <ul style="list-style-type: none"> Lower than budgeted interest on Infrastructure investments of (\$100k) Lower than budgeted interest on Nest loan of (\$41k)
Investment Property Income	(\$70,358)	(2.2%)	<ul style="list-style-type: none"> Lower than budgeted rental income from investment property rental of due to vacant commercial properties
Dividend	(\$553,108)	(15.6%)	<ul style="list-style-type: none"> Lower than budgeted dividend received of (\$553k). We did not utilise any funding held in the opex reserve to cover the shortfall in dividend due to the overall favourable variance.
Long Term Fund Gains	\$865,514	38.0%	<ul style="list-style-type: none"> Actual February returns of 5.2% are higher than the budgeted 3.61% (5.42% annualised). Note that no long term fund gains accrued for the month of March are included in this report. The budget for February gains are included in this report.
Short Term Fund Gains	(\$96,553)	(30.2%)	<ul style="list-style-type: none"> Actual February returns of 4.2% are higher than the budgeted 2.81% (4.21% annualised), however there was a lower average actual cash holding than budgeted, as borrowing was deferred. No short term fund gains are accrued for the month of March. The budget for February gains are included in this report.
Total	\$474,309	0.8%	

Expenditure

Year to date expenditure is \$52.8m, which is \$4.5m or 7.8% above budget.

YTD EXPENDITURE VARIANCE INDICATORS BY COUNCIL ACTIVITY					
		FAV / (UNFAV)		Commentary	Not offset FAV / (UNFAV)
		\$	%		
Regulatory Services	(\$545,209)	-15.6%	• Lower than budgeted salaries due to vacancies for the group		\$115K
			• Higher than budgeted hearing and commissioner and consultancy costs offset by higher than budgeted consent applications		(\$647K)
			• Higher than budgeted legal costs for consents hearings and compliance monitoring, offset by higher than budgeted fees income for consent applications		(\$83K)
			• Lower than budgeted field operation, and software costs		\$76K
			• Other small accumulated variances within this group		(\$6K)
Environmental Services	\$2,093,465	20.4%	• Lower than budgeted salaries due to vacancies for the group		\$984K
			• Lower than budgeted consultants and contractor field work costs for biodiversity work programmes	\$43K	\$82K
			• Lower than budgeted expenditure on Catchment Efund, Environment funding and soil conservation		\$186K
			• Lower than budgeted expenditure on Hill Country Erosion Fund	\$138K	
			• Lower than budgeted expenditure on software maintenances and services	\$94K	\$120K
			• Lower than budgeted grants for afforestation scheme		\$35K
			• Lower than budgeted expenditure on natural resource works		\$49K
			• Lower than budgeted consultancy costs for resource management planning, offset by higher than budgeted costs for freshwater planning (\$52k)	(\$52K)	\$225K
			• Lower than budgeted expenditure on consultancy, field and lab testing costs for water quality programmes		\$183K
			• Higher than budgeted expenditure on lab testing and field equipment costs for water quality work programmes		(\$22K)
Biosecurity	\$556,519	6.1%	• Other accumulated variances within this group		\$10K
			• Lower than budgeted salaries due to vacancies for the group		\$276K
			• Lower than budgeted contractors, consultants, and field work costs for wild deer and gold clam incursions	\$46K	\$2K
			• Lower than budgeted expenditure for Kauri protection work programme	\$83K	\$124K
			• Higher than budgeted expenditure on contractors and field work for Caulerpa response of (\$729k) funded by MPI, offset by lower than budgeted expenditure on Biosecurity alerts of \$30k	(\$729K)	\$30K
			• Lower than budgeted expenditure on pest control \$138k projects, and	\$37K	\$300K
			• Lower than budgeted expenditure on environment funds of \$82k which is offset by		
			• Lower than budgeted expenditure on poisons and field works \$175k offset by materials for resale of (\$57k)		
			• Lower than budgeted expenditure on project costs for Te Hā o Tangaroa	\$73K	\$0K
			• Lower than budgeted expenditure on contractors and field costs for biosecurity weed programmes \$159k	\$85K	\$5K
Governance and Engagement	\$100,408	1.6%	• Other small accumulated variances within this group		\$1K
			• Lower than budgeted salaries due to vacancies for the group		\$223K
			• Lower than budgeted expenditure on community development projects with Northland Inc		\$92K
			• Higher than budgeted expenditure for enviro schools course costs offset by higher than course fee income for enviroschools		(\$37K)
			• Higher than budgeted expenditure for community representation consultation	(\$28K)	\$0K
			• Higher than budgeted expenditure for public education and promotions		(\$42K)
			• Higher than budgeted expenditure for consultations costs for IHEMP (\$44k), and Iwi liaison (\$55k) due to timing		(\$44K)
			• Other small accumulated variances within this group		(\$8K)

CONTINUED ...

Year to date expenditure *CONTINUED ...*

YTD EXPENDITURE VARIANCE INDICATORS BY COUNCIL ACTIVITY					
		FAV / (UNFAV)	Commentary	Offset by:	
				Subsidies	Reserves
					Not offset FAV / (UNFAV)
			• Lower than budgeted salaries due to vacancies for the group		\$280K
			• Higher than budgeted expenditure on water resilience and zero carbon grants of (\$58k), due to budget timing offset by	\$17K	\$7K
			• Lower than budgeted consultancy and contractor costs of \$82k		
			• Higher than budgeted expenditure for extreme weather event recovery of \$253k, which is offset by unbudgeted subsidies	(\$253K)	\$0K
			• Lower than budgeted expenditure for civil defence consultation, implementation programmes including Tsunami siren network, and climate change adaptive pathway costs of \$237k		\$296K
			• Lower than budgeted expenditure for field and other operation costs of \$60k		
			• Higher than budgeted expenditure on consultancy for river hazard management consultancy		(\$32K)
			• Lower than budgeted expenditure for stop bank and river schemes works	\$306K	\$122K
			• Lower than budgeted expenditure on passenger transport projects due to timing, lower expenditure on promotional publications	\$446K	\$77K
			• Lower than budgeted bus service management cost of \$172k		
			• Lower than budgeted marine insurance due to timing of invoicing of \$40k		\$75K
			• Lower than budgeted interest costs for borrowings for the new vessel of \$35k		
			• Other accumulated variances within this group		\$14K
			• Lower than budgeted salaries due to vacancies for the group		\$137K
			• Lower than budgeted expenditure on commercial investments repairs and maintenance of \$315k and consultancy of \$79k		\$315K
			• Lower than budgeted expenditure on people and culture consultancy and development costs of \$53k		\$39K
			• Higher than budgeted regional sports grants due to timing , of \$55k		(\$55K)
			• Higher than budgeted insurance cost on commercial properties of \$47k		(\$47K)
			• Lower than budgeted expenditure on information systems software, maintenance, service contracts and enterprise systems projects		\$241K
			• Other small accumulated variances within this group		(\$10K)
			• No variance to budgeted salaries		(\$5K)
			• Lower than budgeted consultancy for CEO projects		\$21K
			• Higher than budgeted training fees		(\$8K)
			• Other small accumulated variances within this group		\$0K
				\$169K	\$1,155K
					\$3,157K
Community Resilience	\$1,554,708	11.8%			
Corporate Services	\$712,887	5.2%			
CEO Office	\$8,103	0.6%			
Total	\$4,480,881	7.8%			

Salary Variance

Across council there is a \$1.8m net favourable adjusted salaries variance predominantly due to vacancies across council to November.

SALARY VARIANCE	000's
Gross salary variance	\$2,384
Add: Annual leave movement	\$137
Less: YTD redirected salary savings	(\$417)
Less: Other employment costs higher than YTD Budget	(\$94)
NET SALARY VARIANCE	\$2,010
Less: Remaining annual redirected salary savings	(\$203)
ADJUSTED SALARY VARIANCE	\$1,806

Transfers to reserves

For the year to date there has been a net transfer **to** reserves of \$6.4m compared to a budgeted net transfer **to** reserves of \$1.9m. The variance of \$4.4m is due to:

- lower than budgeted transfers from the Enterprise reserve of \$602k, due to lower than budgeted expenditure on the enterprise project.
- lower than budgeted transfer from the Equalisation reserve of \$554k due to lower than budgeted expenditure for strategic and council projects.
- higher than budgeted transfers to the Property Reinvestment fund of \$1.1m, the Regional Project Reserve of \$747k, and Regional Economic Development fund of \$215k due to higher than budgeted managed funds gain not required as general funding.
- higher than budgeted transfers to Approved Carry Forward reserve of \$540k predominantly due to pre-approved Predator Free programme.
- Higher than budgeted transfers to Whangārei Bus Reserve of \$441k, and Far North Reserve of \$117k, due to higher than budgeted surplus across the transport program, due to timing of costs

Capital Expenditure

Capital expenditure YTD amounts to \$10.1m and is \$2.1m lower than the corresponding budget at this stage of the year due to:

- delays in the development plan and funding for the Joint Emergency Co-ordination Centre (\$515k) which will receive co-funding support.
- delays in the progressing of the Hannah Street development (\$3.1m) behind budget.
- progress on the Otiria-Moerewa Spillways scheme is \$788k higher than budget, which will be supported by Far North District Council.
- progress for the Tsunami Siren upgrade is \$691k higher than budget, which will be co-funded by other TLA contributions.

Attachments/Ngā tapirihanga

Nil

TITLE: Policy Approvals and Regulatory Services Oversight

From: Bruce Howse, Pou Taumatua – Group Manager Corporate Services

Authorised by Bruce Howse, Pou Taumatua – Group Manager Corporate Services, on 18
Group Manager/s: April 2024

Executive summary/Whakarāpopototanga

An update is recommended to the delegations manual to clarify where delegation resides for approval of policies. The update proposes three categories of delegation that range from approval by the CEO to approval by full council.

Increased governance oversight of council's regulatory services is recommended via reporting of this activity to the Audit, Risk and Finance Committee. Additional wording to the Audit, Risk and Finance Committee terms of reference are recommended to achieve this purpose.

Recommendation(s)

1. That the report 'Policy Approvals and Regulatory Services Oversight' by Bruce Howse, Pou Taumatua – Group Manager Corporate Services and dated 27 March 2024, be received.
2. That council approves the following text be added to the delegations manual:

Delegation	Delegated to
Authority to approve policies (including amendments to policies).	<ol style="list-style-type: none">a) The Chief Executive Officer has authority to approve policies that apply solely to council staff.b) The Chief Executive Officer has the authority to approve operational policies that apply to both staff and elected members, noting that the CEO can consult with the Chair prior to policy approval.c) Resolution by council is required to approve policies that:<ol style="list-style-type: none">i. apply to elected members only, or,ii. those policies that are required by legislation to be approved by council, or,iii. The following key policies:<ul style="list-style-type: none">• SIPO• Risk Management Policy• Compliance, Monitoring & Enforcement Policy• Submissions Policy• Procurement Policy <p>And other key policies that may be identified from time to time by council and added to this list by resolution.</p>

3. That council approves increased governance oversight of council's regulatory services via the Audit, Risk and Finance Committee, and approves the following additions to the Audit, Risk and Finance Committee terms of reference:

Regulatory services oversight:

- *Review and recommend to council for approval Regulatory Services guiding policies.*
 - *Review and recommend to council a hearing commissioner appointment policy.*
 - *Quarterly reporting of consent application.*
 - *Quarterly reporting of compliance monitoring activities.*
 - *Quarterly reporting of formal enforcement activities (e.g. infringement notices, enforcement orders, prosecution cases).*
4. That the Terms of Reference of the Natural Resources Working Party are updated to remove reference to council's regulatory services as per the tracked changes in Attachment 1.

Options

Clarify delegations for policy approvals and CEO financial delegation limit.

No.	Option	Advantages	Disadvantages
1	Update the delegations manual, as per recommendation 2, to clarify delegations for policy approval.	Clarity is provided for both management and governance as to where delegated authority resides for policy approval.	Nil.
2	Do not update the delegations manual to clarify delegations for policy approval.	Nil.	Lack of clarity as to where delegation to approve policies resides.

The staff's recommended options are Option 1.

Increased governance oversight of council's regulatory services via the Audit, Risk and Finance Committee.

No.	Option	Advantages	Disadvantages
1	Provide for increased governance oversight of council's regulatory services via the Audit, Risk and Finance Committee as per resolution 3.	Governance are better informed of regulatory services activities, which are a core council activity. Management has a clear line of governance reporting. The activities that regulatory services undertake are aligned to Audit, Risk and Finance associated matters.	Some additional reporting, however, as this is proposed through an existing committee structure this is not considered to be inefficient.
2	Provide for increased governance oversight of council's regulatory services via the Natural Resources Working Party.	The working party already has regulatory services functions.	Less frequent meeting of the Working party (twice per year) compared to the Committee (four per year).
3	Provide for increased governance oversight of council's regulatory services via a new committee dedicated to oversight of this function.	As per advantages in option 1, and also provides a sole focus on the regulatory services activity.	Creating an additional committee for this purpose is considered inefficient.
4	Do not provide for increased governance oversight of council's regulatory services.	No additional reporting.	Lack of governance oversight and no clear line of reporting from management to governance.

The staff's recommended option is Option 1.

Considerations

Being a purely administrative matter, Climate and Environmental impacts, Community Views, the Māori Impact statement and Financial implications are not applicable.

1. Implementation issues

There are no material implementation issues associated with the decisions sought in this report.

2. Significance and engagement

In relation to section 79 of the Local Government Act 2002, this decision is considered to be of low significance when assessed against council's Significance and Engagement Policy because it is part of council's day to day activities. This does not mean that this matter is not of significance to tangata whenua and/or individual communities, but that council is able to make decisions relating to this matter without undertaking further consultation or engagement.

3. Policy, risk management and legislative compliance

There are no known policy, risk or legislative compliance matters that relate to the decisions sought in this report. However, the decisions sought, once enacted, are likely to improve risk management and legislative compliance through clarification of delegations and increased governance oversight of regulatory activities.

Background/Tuhinga

Clarify delegations for policy approvals

Delegations for policy approval are not clearly outlined within council's delegations manual.

This creates confusion for management and governance as to where the authority for policy approval resides.

Recommendation 2 provides text for inclusion in the delegation's manual to clarify where policy approval resides, as per Table 1.

Table 1: Proposed delegations for policy approvals, with examples of policies that would be approved under such delegations.

Delegation	Delegated to	Policy examples ¹
Authority to approve policies (including amendments to policies).	a) The Chief Executive Officer has authority to approve policies that apply to council staff only.	<ul style="list-style-type: none"> • Corporate clothing policy • Disciplining with fairness policy
	b) The Chief Executive Officer has the authority to approve operational policies that apply to both staff and elected members, noting that the CEO can consult with the Chair prior to policy approval.	<ul style="list-style-type: none"> • Vehicle policy • Fraud, dishonesty, and corruption control Policy • Harmful communications policy
	c) Resolution by council is required to approve policies that: <ul style="list-style-type: none"> i. apply to elected members only, or, ii. those policies that are required by legislation to be approved by council, or, iii. The following key policies: <ul style="list-style-type: none"> • SIPO • Risk Management Policy 	<ul style="list-style-type: none"> • Code of conduct • Elected members expense policy. • Investment policy • Revenue and financing policy

¹ These examples are not the sole policies that would be approved under these delegations and the examples shown are just provided for context.

Delegation	Delegated to	Policy examples ¹
	<ul style="list-style-type: none"> Compliance, Monitoring & Enforcement Policy Submissions Policy <p>And other key policies that may be identified from time to time by council and added to this list by resolution.</p>	

Increased governance oversight of council's regulatory services via the Audit, Risk and Finance Committee

Council's current governance structure provides for governance oversight via the Natural Resources Working Party and the monthly CEO reporting. Specifically, the Natural Resources Working Party has the function to:

- To oversee the development and implementation of regulatory strategies.
- To oversee and monitor the delivery of council's consent and compliance functions.

While the Natural Resource Working Party has these functions, reporting to this working party has been limited, and hence governance oversight limited.

To address this, management has reviewed governance oversight options, including:

- Audit, Risk and Finance Committee
 - The committee already has a large remit to cover (combined two pre-existing committees). Adding oversight of council's regulatory services may limit the ability of the committee to have sufficient time to cover all matters to an appropriate level.
- Natural Resource Working Party
 - The working party already has regulatory services functions. However, being a working party it only meets twice a year.
- New Regulatory Oversight Committee
 - It would be more efficient to add to an existing governance structure than establish a new committee. Also council has just established its new governance structure and lodged this with the Remuneration Authority and would therefore not be able to remunerate the Chair for the higher duties until the next opportunity to submit a proposal at the end of this financial year.

On balance it is suggested that the most efficient and effective option is to add this governance oversight function to the Audit Risk and Finance Committee.

The recommended Audit, Risk and Finance Committee regulatory services oversight functions include (functions to be added to the Audit, Risk and Finance Committee terms of reference):

Regulatory services oversight:


- Review and recommend to council for approval Regulatory Services guiding policies.*
- Review and recommend to council a hearing commissioner appointment policy.*
- Quarterly reporting of consent application.*
- Quarterly reporting of compliance monitoring activities.*

- *Quarterly reporting of formal enforcement activities (e.g. infringement notices, enforcement orders, prosecution cases).*

In addition to the recommended Audit, Risk and Finance Committee regulatory services oversight functions, management also propose to include the additional governance oversight mechanisms:

- Councillors being more aware of new consents – monthly email from GM Regulatory Services of significant new consents received.
- Maintain Regulatory Services reporting in the CEO report – quarterly Audit, Risk and Finance Committee provides for quarterly deep dives into more detail.
- Prosecution decisions. Best practice guidance states that prosecution decisions should be made by suitably qualified panel of council staff. Governance should however review and approve policy guidelines for prosecution decisions and monitor and review its implementation. NRC currently has a prosecution panel (as do all other councils) and it's recommended that this approach remains in place.

Attachments/Ngā tapirihanga

Attachment 1: TOR Natural Resources Working Party - tracked amendments [↓](#) 

Document Management

Date	Detail	Authorised by
4 Dec 2023	Updated membership	Council resolution 28 Nov 2023

Terms of Reference

Natural Resources Working Party

Membership

The Natural Resource Working Party shall be comprised of four (4) councillors and four (4) Te Taitokerau Māori and Council Working Party (TTMAC) members as follows:

Chair:	Cr T Shortland
Members:	Cr J Blackwell, Cr J Carr, Cr G Crawford
Māori representation:	Four (4) members of Te Taitokerau Māori and Council Working Party (TTMAC), Mira Norris (Te Parawhau representative), Geraldine Baker (Kahukuraariki Trust Board representative), Lynette Wharerau (Te Whakaminenga O Te Hikutu Hapu-Whanau) and one other member from TTMAC.
Ex officio:	N/A

Standing orders do not apply.

Quorum

The quorum for meetings of the working party shall be four (4). Ex-officio and TTMAC members count towards a quorum.

Vision, mission and areas of focus (Long Term Plan 2021-2031)

Our Northland – together we thrive. Working together to create a healthy environment, strong economy and resilient communities.

This working party will contribute directly to the following areas of focus:

- Healthy waters for the environment and our people
- Resilient, adaptable communities in a changing climate
- Protected and flourishing native life
- Meaningful partnerships with tangata whenua

Objectives

The objectives of the working party are to:

1. Provide oversight and assistance to the Chief Executive on council's natural resources' strategic activities ensuring accountabilities and responsibilities are fulfilled; and
2. Make recommendations to council on natural resources matters.

Responsibilities

The working party is directly responsible and accountable to the council for the exercise of its responsibilities.

In carrying out its responsibilities, the working party must at all times recognise that primary responsibility for management of the council rests with the CEO.

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For reasons of efficiency and/or expediency, should the working party not be able to perform its functions, the council will assume its role and responsibilities.

ROLE AND FUNCTIONS

The council authorises the working party, within the scope of its Terms of Reference, role and responsibilities, to:

1. General

- a) Subject to operating within approved budget allocation - obtain information it needs from the CEO and/or external party (subject to their legal obligation to protect information);
- b) Discuss any matters with the external auditor, or other external parties (subject to confidentiality considerations);
- c) Request the attendance of any employee, subject to the CEO's approval, at meetings of the working party or its working groups;
- d) In discussion with the CEO and subject to operating within approved budget allocation - obtain external legal or other professional advice, as considered necessary to meet its responsibilities, at the council's expense;
- e) Co-opt a person as a (non-voting) member of the working party to assist with special projects;
- f) Recommend to council that additional members be appointed to the working party should it consider wider representation would be of assistance in performing its functions;
- g) Undertake such other functions as may be delegated by council from time to time.

2. Planning ~~& Regulatory~~

For council's planning ~~and regulatory~~ activities:

- a) To monitor and review the implementation of the Regional Policy Statement, the Proposed Regional Plan for Northland and Resource Management Act regulations.
- ~~b) To oversee the development and implementation of regulatory strategies.~~
- ~~c) To make recommendations to council on any appeals in accordance with council decisions on the proposed plan, plan change or variation.~~
- ~~d) To recommend to council positions and perspectives on proposed legislation (including amendments) and national policy initiatives for incorporation into council submissions as appropriate.~~
- ~~e) To oversee and monitor the delivery of council's consent and compliance functions.~~

3. Water and land Management

For council's water and land management activities:

- a) Monitor and review council's implementation of the National Policy Statement for Freshwater Management 2020.
- b) Advise and make recommendations to council (and relevant working parties or working groups) on operational strategies related to freshwater or land management.
- c) Monitor and review progress towards council's objectives, the achievement of the performance targets and the delivery of work programmes in the relevant Long-

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Term Plan, Annual Plan and operational strategies associated with council's natural resource management activities

- d) To monitor and review implementation of Nga Taumata o te Moana – our climate change strategy, as the actions relate to council's national resource functions.

4. Reporting

The Chairperson, supported by staff, will report on working party activities and associated recommendations to Council on a quarterly basis.

5. Meeting Frequency

The Natural Resources Working Party is to meet quarterly.

6. No Delegated Authority – Power to Act

The working party has no delegated authority or power to act.

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ID: [DMHUB-33537858-1068](#)

TITLE: Community Engagement Strategy

From: Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement;
Cathy Erstich, Community Engagement Manager and Natasha Stubbing,
Marketing and Engagement Manager

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 10 April 2024

Executive summary/Whakarāpopototanga

This report presents the recently developed Community Engagement Strategy, He Toa Takitini², for formal adoption by council.

The strategy was developed in conjunction with an external creative, strategy and insight agency, Hemisphere who also developed our Social Media Strategy and Māori Audience Insights and sets the strategic framework for delivering the work of the community engagement department over the next three years.

A series of workshops were held with council to consider the draft strategy and framework, subsequently a sub-group of council was recommended to provide further insights and guidance and the draft was endorsed as a reflection of council's ongoing commitment to engage more meaningfully with communities in Te Taitokerau, Northland. Now that the strategy has been developed, the community engagement team will be developing an action plan for the years ahead with some actions already underway.

Recommendations:

1. That the report 'Community Engagement Strategy' by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement; Cathy Erstich, Community Engagement Manager and Natasha Stubbing, Marketing and Engagement Manager and dated 3 April 2024, be received.
2. That the council adopt the Community Engagement Strategy (included as **Attachment 1** to the report)

Options

No.	Option	Advantages	Disadvantages
1	Adopt the proposed strategy	Allows implementation of the strategy to proceed	None
2	Don't adopt the proposed strategy	Allows any concerns identified by councillors	Communications and engagement lack strategic intent.

² He toa takitini refers to collective strength, it is a reminder that the vision of NRC can only be achieved through unity and collaboration. This title is drawn from a common whakatauki:
Ehara taku toa i te toa takitahi, engari he toa takitini.
My strength is not as an individual, but as part of the collective.

No.	Option	Advantages	Disadvantages
		to be fully explored and addressed.	Delays the strategy implementation and may contribute to project cost increases.

The staff's recommended option is option 1.

Considerations

1. Climate Impact

This decision will have no direct climate impact, however the implementation of the strategy will support communication and engagement around all of council's community outcomes, including: resilient, adaptable communities in a changing climate.

2. Environmental Impact

This decision will have no direct environmental impact, however the implementation of the strategy will support communication and engagement around all of council's community outcomes, including: healthy waters for the environment and our people and protected and flourishing native life.

3. Community views

The Community Engagement Strategy is focused on our community, their voice and improving engagement, acknowledging the strength of our communities as guardians of the people, land and waters of Northland.

The strategy builds on Māori Audience Insights: Demographic, Attitudinal, Lifestyle and Media Insights for Tāngata Māori in Te Taitokerau (Hemisphere, 2023) and data from our communities and community channels.

4. Māori impact statement

The strategy builds on the commissioned Māori Audience Insights: Demographic, Attitudinal, Lifestyle and Media Insights for Tāngata Māori in Te Taitokerau (Hemisphere, 2023). It also takes account of our Te Tiriti commitments and Tāiki ē.

The implementation of the strategy seeks to improve communications and engagement with all our communities, but particular consideration has been given to Māori audiences. This strategy supports NRC's communication and engagement activity through the Tiriti lens provided by Tāiki ē.

5. Financial implications

Proposed activities within this strategy will be covered by existing operational budgets as set in the Long Term Plan. If any further funding is required, this will be workshopped with council and worked through as part of the Annual Plan process. The 2021-31 LTP provided some funding for the delivery of the Enviroschools strategy, some of which could be used to support youth engagement elements of this strategy.

6. Implementation issues

The implementation of the strategy will not happen overnight, but will be a gradual shift. An action plan will support its implementation, with many actions already underway.

The implementation also requires appropriate prioritisation of work, given the breadth of council's mahi and our limited resources. The team will introduce a prioritisation matrix and levels of service to ensure the right resourcing is given to the right projects. Internal stakeholders will need to buy into this approach.

Measuring success of the strategy is linked to high level LTP KPI, but is also measured at a project and campaign level, as well as in a series of metrics in the monthly CE Report.

The strategy recommends the creation of a rangatahi executive panel – this would need further discussion before any implementation begins.

7. Significance and engagement

In relation to section 79 of the Local Government Act 2002, this decision is considered to be of low significance when assessed against council's Significance and Engagement Policy because it is part of council's day to day activities. Council is able to make decisions relating to this matter without undertaking further consultation or engagement.

8. Policy, risk management and legislative compliance

The decision is consistent with policy and legislative requirements.

Background/Tuhinga

The current Community Engagement Strategy was adopted by in 2018 (**Attachment 2**). It was deliberately brief at the time in line with organisational guidelines. Since its adoption, it has been found to lack common focus across projects and difficult to apply in a meaningful way.

In mid-2023 council staff were asked to develop a revised strategy (**Attachment 1**) to reflect the significant changes in communication channels and the clearer direction around our Te Tiriti commitments, through the development of Tāiki Ē. The firm Hemisphere was chosen from a range of proposals to support its development.

The proposed revised strategy has been developed based on audience research to better understand our Māori and broader communities as well as developing a new social media strategy.

Our revised strategy, *He Toa Takitini*, aims to:

- Increase and improve engagement with the communities of Northland
- Improve community satisfaction
- Improve advocacy for the issues of concern to NRC and its communities.

The core idea behind the strategy is: *Kia manahau hei tiaki*, a concept which is explained below.

This idea provides a communications and engagement framework for council in acknowledging the strength of our communities as guardians of the people, land and waters of Northland. Collective wisdom and shared responsibility comes together to enable Northland to thrive.


The framework resembles a Whāriki (woven mat) with activities and actions to support it. This in turn is supported by a set of personas which provide an aid to thinking and planning – helping define and direct messaging for our communications and engagement mahi.


NRC is committed to bringing life to Te Tiriti o Waitangi and this strategy supports NRC's communication and engagement activity through the Tiriti lens provided by Tāiki Ē. It also supports our communications and engagement with our wider community. The approach can be applied to any project or campaign and the personas can be adapted to reflect a specific audience and set of objectives.

Proposed next steps

- Council adopts the Community Engagement Strategy
- Action plan developed by Community Engagement Team and implementation commences
- Discussion around Rangatahi Executive Panel with the following elected members: Tui Shortland, Peter-Lucas Jones, Amy Macdonald, as agreed at February GM Briefing.

Attachments/Ngā tapirihanga

Attachment 1: Draft Community Engagement Strategy [↓](#) 

Attachment 2: 2018 Communications and Engagement Strategy [↓](#) 



HE TOA TAKITINI

COMMUNITY ENGAGEMENT STRATEGY

JANUARY 2024



TE KŌRERO I MUA | BACKGROUND

The Northland Regional Council Te Kaunihera ā rohe o Te Taitokerau (NRC) aims to work with its partners and communities to create a healthy environment, strong economy and resilient communities. NRC's vision is:

*Our Northland — together we thrive.
Ko tātou o Te Taitokerau, ka whai hua tātou*

In 2023, the NRC Community Engagement Team worked with Hemisphere to develop a social media strategy and Māori audience insights report. These documents, along with existing NRC strategy documents provide the foundations for He Toa Takitini, this community engagement strategy.

He toa takitini refers to collective strength, it is a reminder that the vision of NRC can only be achieved through unity and collaboration. This title is drawn from a common whakataukī:

*Ehara taku toa i te toa takitahi, engari he toa takitini.
My strength is not as an individual,
but as part of the collective.*

In developing He Toa Takitini, we have drawn on [Te Pae Tawhiti: 2021–2031](#), [Tāiki ē, Te Mahere Roa 2021–2031 Long Term Plan 2021–2031](#), and *Te Tira o te Taitokerau Māori me te Kaunihera ā rohe o Te Taitokerau Strategic Intent*.

Our thanks to NRC's Community Engagement Team for your support and guidance in developing He Toa Takitini.



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TOITŪ TE WHENUA
IF THE LAND IS WELL

TOITŪ TE MOANA
IF THE SEA IS WELL

TOITŪ TE TĀNGATA
THE PEOPLE WILL THRIVE



KAUPAPA | PURPOSE

NRC’s Community Engagement Team is responsible for digital and design, marketing and events, communications, and education. He Toa Takitini (the strategy) has been developed to support this work over the next three years (2024–2026). The strategy is designed to provide structure and direction to:

1. Increase and improve engagement with the communities of Northland
2. Improve community satisfaction
3. Improve advocacy for the issues of concern to NRC

Ultimately, the strategy will support NRC to deepen communication while providing space for greater community participation. Underpinning He Toa Takitini is a focus on establishing NRC as a leader in regional government communication and engagement.

No matter how council engages with the community, genuine and meaningful exchanges are critical. It is vital your community see themselves in your messaging and activities.

This strategy honours collective strength, acknowledging all people in the community are guardians of Te Taitokerau’s natural environment. Each of us has a role to play in caring for the taonga handed down to us — ngā taonga tuku iho.

Our goal is to encourage people to step up and speak up for te taiao (the environment)

He Toa Takitini supports NRC’s work to create a sense of unity and shared responsibility; to support a resilient and connected community caring for our natural environment.

He Toa Takitini: Community Engagement Strategy | January 2024

NGĀ TOHU O TE RĀ | SETTING THE SCENE

Te Pae Tawhiti 2021–2031 outlines the vision and goals of the council for the future of the Northland region.

Guided by principles of kaitiakitanga and manaakitanga, the vision is to achieve a sustainable and prosperous future for the region.

Te Pai Tawhiti does not sit in isolation, it is supported by *Tāiki ē*, *Te Mahere Roa*, and *Te Tira o te Taitokerau Māori me te Kaunihera ā rohe o Te Taitokerau Strategic Intent*.

Collaboration and community engagement play a significant role in addressing upcoming challenges and opportunities. NRC is committed to respecting and protecting whenua and whakapapa through meaningful partnerships with tāngata whenua.

The vision and goals of NRC are underpinned by a commitment to transparent and accountable governance practices, ensuring responsible decision-making and effective management of resources.

NRC is committed to bringing life to Te Tiriti o Waitangi. This is actively delivered through the Tiriti strategy and implementation plan (*Tāiki ē*) and Te Taitokerau Māori and Council Working Party (TTMAC). This strategy supports NRC’s communication and engagement activity through the Tiriti lens provided by *Tāiki ē*.



CURRENT ENGAGEMENT
KA MUA, KA MURI

There is currently significant collaboration across the four teams within NRC’s communication and engagement unit. The majority of projects are touched by all teams.

The current community engagement strategy is brief; this was deliberate although it has led to a lack of common focus. Each project has its own plan and there is little common ground between these. It has also proven difficult to prioritise work without a robust framework for decision-making. The NRC social media strategy 2023 provides this for the digital team.

Community Engagement has an account management structure in order to support internal stakeholders, however, right sizing the levels of investment (time and pūtea) is currently challenging.

WHERE, WHAT, AND HOW YOUR COMMUNITY ENGAGES WITH YOU

- NRC has a diverse group of constituents to engage. These include, but are not limited to:
- | | |
|------------------------|--------------------------|
| • Tāngata Whenua/Māori | • Public Transport Users |
| • Young People | • Elected Members |
| • Older People | • Educators |
| • Government agencies | • Business Owners |
| • Boaties | • NRC Staff |
| • Trappers | • Hunters |

- Conservation Groups
- Lifestyle Block Owners

Levels of engagement vary across these groups. Some groups are highly engaged, others are distrustful of NRC, and others have no awareness of the regional council and its role.

Engagement may also be driven at a local level (eg, flood schemes).

Current engagement includes staff briefings, events, media releases/pitches, social media, webinars, radio advertising, face-to-face, direct mail, local newspapers, enewsletters, school engagement, sponsorships. Statistics on engagement are not available for the majority of these activities. Social media engagement has been reported on previously. In 2023, enewsletter engagement was performing well: Our Northland 2,490 subscribers, Coastcare 327 subscribers, Hills to Harbours 586 subscribers, Economic Quarterly 267 subscribers, Taumata Taiohi 212 subscribers and Pānui 367 subscribers.

The strength of relationships with different communities varies across different kaupapa. The biosecurity team, for example, has strong relationships with community groups but these relationships aren’t leveraged across NRC. The Enviroschools team has strong relationships with schools. The various relationships aren’t well understood across NRC and, as such, leverage opportunities are not considered at a strategic level.

The lack of awareness of relationships and engagement across NRC teams also means that multiple people may attend the same event or engage with the same group.

There is a need for greater understanding of engagement, and how priorities are set.



TE HAU O TE RAUTAKI | BRINGING THE STRATEGY TO LIFE

At the heart of every strategy is a core idea. This is the point around which we gather to begin our journey. It is the star that guides us as we navigate together.

We have already acknowledged the importance of collective action in naming this strategy — He Toa Takitini. Our core idea is:

Kia manahau hei tiaki.

Acknowledging the strength of your communities as guardians of the people, land and waters of Northland. Collective wisdom and shared responsibility comes together to enable Northland to thrive.

Kia manahau hei tiaki serves as words of encouragement and strength. The phrase centres on collective responsibility, respect, and resilience.

*Ko tātou o Te Taitokerau, ka whai hua tātou.
Our Northland, together we thrive.*

The core idea — *Kia manahau hei tiaki* focuses on NRC’s strength as steward, and the community’s natural affinity with kaitiakitanga. This idea provides a communication framework for council to enable community resilience.

The core idea speaks of mutual respect for the taiao and for each other, being able to withstand changes and challenges together.

Showing up is key. It helps to build and maintain trust on both sides of the community relationship, demonstrating faith in NRC and faith in the people it serves.

To support understanding and avoid complacency, He Toa Takitini deliberately repeats that through NRC, Te Taitokerau communities can influence the generational wellbeing of their whenua, their wai, and their whānau.

As with the earlier social media strategy’s core idea:

*Your Community Voice
Ma te whakarongo ka mārāma tātou*

Through listening we understand, He Toa Takitini builds on the need to embrace community wisdom and experiences.

Our aim is to cultivate a sense of collective empowerment, working together to address the challenges and aspirations of our community and the taiao. NRC is thus equipped to anticipate, prepare and support communities more effectively. Opening more opportunities for the community to contribute to a flourishing future.

Kia Manahau Hei Tiaki is legacy focused. Through it, we create a sense of unity, commitment, and shared responsibility to develop a stronger and more connected community.



AN INTEGRATED APPROACH

We see He Toa Takitini as a whāriki, a woven mat which supports the core idea: *Kia manahau hei tiaki*. This creates a framework of activities and actions that support the core idea.

The whiri (weft) represent four focus areas for the strategy:

- Mokopuna
Future-focus
- Tuku kōrero
Story sharing
- Ūkaipōtanga
Connection
- Whakararuraru
Agility

The perpendicular whenu (warp) represent the actions that support these areas:

- Kōrero ake
Speak up
- Mahitahi
Collaborate
- Whakatū
Activate
- Wānanga
Explore together

Together these focus areas and actions provide the framework for all NRC communication and engagement activities. They provide a cohesive whole that ensures NRC communication and engagement is well planned and delivered.





NGĀ WHIRI

Focus Area	Description
Mokopuna Future-focus	<p>Whakapapa ora. Mokopuna remind us of the generations before and beyond us. Our choices today have an impact on the wellbeing of those that follow us.</p> <p>We connect with our whakapapa and the voice of our young. This helps drive decisions that promise a flourishing future for whānau.</p>
Tuku kōrero Story sharing	<p>Spreading the voices in your community — share stories from and about the people and places of Te Taitokerau.</p> <p>Gathering narratives that reflect the experiences and aspirations of tāngata whenua and communities will bring energy to the work of NRC.</p>
Ūkaipōtanga Connection	<p>Celebrating the connection of tāngata whenua with this region.</p> <p>NRC will draw purpose from the land and its people, celebrating the wisdom and knowledge of tūpuna.</p> <p>NRC's actions are guided by tikanga.</p>
Whakararuru Agility	<p>The NRC community is prepared, informed, and able to be proactive on issues that matter to the region and its communities.</p> <p>NRC understands the challenges and can quickly adapt to new situations (eg, new pest incursions).</p>

NGĀ WHENU

Action Area	Description
Kōrero ake Speak up	<p>Making space for communities to share their whakaaro. NRC invites people to step up and advocate for what is important to them. NRC encourages community contribution, while ensuring people feel heard and supported.</p> <p>Focus on how feedback influences decisions and improves ways of working.</p>
Mahitahi Collaborate	<p>Encouraging sharing information, inviting participation, and working together to enable the region to thrive.</p> <p>NRC creates content that highlights the benefits and opportunities of collaboration and partnership. NRC encourages community to get involved with NRC projects and the future of Te Taitokerau — sharing their time, relationships, and knowledge.</p>
Whakatū Activate	<p>Communities influencing outcomes.</p> <p>Highlighting — you make it happen. Communities are aware their contribution matters, and they understand the impact they can have.</p> <p>This is a shift from inform to engage, exercising communities' power to shape the region's future.</p>
Wānanga Explore together	<p>Taking a collaborative approach to navigate challenges.</p> <p>NRC actively promotes respectful and productive engagement. This shifts emphasis from debate to partnership. Wānanga feeds into collective understanding, underpinned by transparency, partnership and tikanga — providing a safe space for people to share their views.</p>



TE WHIRIWHIRI I TE WHĀRIKI | INTEGRATING FOCUS AND ACTION

This matrix provides an overview of what should be included in all communication and engagement activity undertaken by NRC. A pragmatic approach should be used in planning and delivering projects. There may be some areas that are not relevant to some projects.

	Mokopuna Future-focus	Tuku kōrero Story sharing	Ūkaipōtanga Connection	Whakararuraru Agility
Kōrero ake Speak up	Create spaces for young people to speak out, to influence decisions, to learn about what NRC does and how it impacts our collective future.	Be seen. Use video to engage your communities. Share often, have an NRC voice at events. Build a network of community advocates that speak out on issues.	Ensure tāngata whenua voice is valued and included in communications. Use language that reflects mātauranga Māori.	Be ready to respond to new issues, have processes and people to respond quickly. Build mechanisms to engage quickly with the community when needed.
Mahitahi Collaborate	Involve rangatahi in initiatives. Ensure their voices are part of planning and delivery. <i>Ki ngā whakaaro o te rangatahi.</i>	Build proactive relationships with media. Share your stories. Invite community voices to speak. Respond to feedback in the same way it is received. Highlight successes.	Encourage rangatahi leadership. Prioritise Māori voices. Co-create and co-deliver solutions with Māori.	Establish meaningful ways to work with communities in a planned and ad hoc manner. Make good use of digital channels and be ready to engage in kanohi ki te kanohi settings openly and honestly.
Whakatū Activate	Create spaces for rangatahi to lead action (eg, Enviroschools). Create forums for them to come together and organise.	Activate community storytellers. Amplify their voices to the community. Use multiple platforms — video, audio, text, images. Share NRC stories.	Develop opportunities for rangatahi to be involved in delivering projects for Māori. Showcase Māori leadership (internal and community). Work with kaumātua and other leaders.	Have streamlined approval processes to minimise delays. Amplify community voices when needed. Share news early and often and engage leaders first.
Wānanga Explore together	Create opportunities for rangatahi and kaumātua (and other groups) to come together, to discuss the issues and strengthen the connection between generations.	Share examples of kotahitanga — working together. Present balanced views on your owned channels. Highlight the work NRC is doing to consult and reach consensus. Show what happens behind the scenes.	Provide culturally safe and familiar places for people to share whakaaro. Share stories of Māori impact on the environment and NRC's kaupapa. Actively include Māori in all engagement.	Host webinars and hui around emerging issues. Ensure that messaging is agreed early — with community input. Be transparent and show that action is coming/happening.

It may be useful to include this table in your planning tool, a good integrated project should have content in each cell.



HE TANGATA, HE TANGATA, HE TANGATA | UNDERSTANDING PEOPLE

The whāriki framework presented above provides an overview to demonstrate a cohesive and integrated approach. However, shaping responses to the needs of different groups is central to good and effective communication and engagement.

In this section, we explore the people that you need to engage with, developing personas to underpin planning and delivery. Following this, we provide examples of activities NRC could undertake to bring this strategy to life.

Informed by kōrero with NRC, we have used our extensive media and behavioural databases, drawn on *Māori Audience Insights: Demographic, Attitudinal, Lifestyle and Media Insights for Tāngata Māori in Te Taitokerau* (Hemisphere, 2023) and our own work in Northland to define 10 personas. These personas represent the main engagement communities.

There are some projects that will have a narrower focus. These audiences (eg, trappers) are not covered in the personas. Planning for projects with small highly targeted audiences may require the development of additional project specific persona.

Personas provide a useful aid to thinking and planning. They help define and direct messaging for your communication and engagement mahi. These personas are not intended to replace real people, nor are they designed to replace research with your community. They represent the people that are prioritised in much of your communications and engagement.

We encourage you to continue to build on these personas to guide specific messaging. The following page provides an overview of the 10 personas.

The personas are to:

- **Improve audience understanding**
When developing a project, think about who you are trying to engage. What are their needs, preferences and behaviours?
- **Tailor messaging**
Consider the relevant personas when developing your messaging. This will help you craft messages that will engage your audience.
- **Develop effective tactics**
By aligning your thinking with the personas you can optimise your tactics to reach them when they are most receptive.
- **Build empathy**
Personas allow you to think about your audience as people. By humanising the audience you can be empathetic to their needs.
- **Improve data interpretation**
Personas help you discern which groups you are reaching when analysing metrics — have you achieved your goals?
- **Improve campaigns**
Personas are a tool to guide decisions on content creation, channel selection and timing. This will help you deliver better and more effective campaigns.








PERSONAS OVERVIEW



Name	Ethnicity	Age	Pronouns	Occupation	Living with	Location	Languages	Media use	Issues that matter	Other info
Puāwai	Māori Pākehā	18	she/her	Student	Flatties	Whangārei	Te reo Māori English	TikTok; Spotify; cinema	Whakapapa; Whenua Ngahere; Public transport; Scholarship opportunities	Connected to marae Trapper
Wairua	Māori	20	he/him	Retail/ Student	Whānau	Kaipara	English Some te reo	Instagram; TikTok; Snapchat; podcasts; gaming; Trade Me; Out of Home	Rugby; Health of his rohe, Local taiao; Coast erosion	Time with whānau Connected to marae Sports
Tama	Māori	32	he/him	Lawyer	Partner Pēpi	Hokianga	Te reo Māori English	Mai FM, The Rock, Tautoko FM; NZ Herald.co.nz, Newshub.co.nz; TikTok; Out of Home	Tāngata whenua interests; Local taiao; Consents and consultations; Language revitalisation	Active in community Connected to marae Diver Kapa haka/Te Matatini
Maia	Māori	34	she/her	Kaiaako	1 Daughter	Whangārei	Te reo Māori English	Instagram; TikTok; Flyers; Spotify; TV	Tāngata whenua interests; Local taiao Environmental education	Hapū Time with friends & whānau
Andrea	Pākehā	41	she/her	Receptionist	Husband 2 Tamariki	Kerikeri	English	Social media; Neighbourly; Stuff.co.nz	Climate change; Weed and pest management; Sustainability focus in schools	Renter Active in community EV driver
Sonny	Māori	49	he/him	Fabricator	Partner 2 Adult Children	Whangārei	English	Sky; MetService; NZ Herald, Radio Hauraki	Fishing rules; Te moana; Water safety	Boatie Hunter
Sean	Pākehā	58	he/him	Farmer	Wife	Taipa	English	Newstalk ZB; Facebook; TVNZ	Farming; Freshwater	Golfer
Janine	Pākehā	67	she/her	Retired	Alone	Onerahi	English	The Chase, TVNZ1 News, Coast FM, More FM, Whangārei Leader	Gardening; Plant ID and weed management; Volunteering; Coastcare Casual bus user	Active in community Ocean swimmer
Rawiri	Māori	67	he/him	Dairy farmer	Wife	Kaikohe	English Some te reo	Messenger; Facebook; Northern News; Rural News; Country Life; Country Calendar	Access to the bush; Farming	Hunting Mokopuna
Pania	Māori	72	she/her	Community leader (unpaid)	2 Adult Tamariki 6 Mokopuna	Hokianga	Te reo Māori English	Whakaata Māori; Tautoko FM.	Tāngata whenua interests Gardening Freshwater Our mokos future	Active in community Connected to marae



PERSONAS

<p>Puāwai 18 MĀORI/PĀKEHĀ SHE/HER</p> <p>Puāwai lives in the outskirts of Whangārei. Next year she'll study for a Bachelor of Applied Science at Te Pūkenga NorthTec.</p> <p>She has a strong connection to her whakapapa and whenua, it's the motivation behind her study and why she wants to stay close to home. She spends free time in the ngahere or helping on the marae.</p> <p>Puāwai enjoys creating and watching TikTok videos, streaming music on Spotify and messaging with her crew. When she's not in the bush checking trap lines, she'll head into town to the movies or browse Kmart and The Warehouse.</p>		<p>Wairua 20 MĀORI HE/HIM</p> <p>Wairua lives in the Kaipara with his whānau. He works in retail but starts a forestry qualification soon.</p> <p>His whānau spend spare time on their marae and he joins them now and then.</p> <p>Outside of mates and playing rugby, Wairua scrolls on Instagram, TikTok and Snapchat. He listens to Mai FM and Flava radio, downloads the Tic-Heads with Uncle Tics podcast, and follows @theriverjordan. He games on his laptop – mostly Fortnite, but sometimes Call of Duty: Warzones and Age of Empires, and he browses through Trade Me's gaming section for new kit. When he goes into town, he has a laugh at the jokes playing on the screen in the takeaway store.</p>		<p>Tama 32 MĀORI HE/HIM</p> <p>Tama, as he's known by friends and whānau, is named for his father. He's a member of the kōhanga and kura generation; his schooling until university was in te reo Māori.</p> <p>Tama studied law at AUT. He works for his iwi; he came back home after the birth of his first child. He lives in Hokianga with his hoa wāhine, two children and a cousin's teenager (whāngai).</p> <p>Tama is very active. He coaches his whāngai daughter's kapa haka group, plays rugby, and dives for kaimoana.</p> <p>Tama's media use includes — Mai FM, The Rock, Tautoko FM; NZ Herald.co.nz, Newshub.co.nz; TikTok; Out of Home. He is developing his own following on TikTok where all his content is in te reo.</p>	
<p>Maia 34 MĀORI SHE/HER</p> <p>Maia moved back to Whangārei from Hamilton. She is separated, lives in her own home with her daughter and is expecting another.</p> <p>A kaiako, she commonly uses te reo Māori at work and around home. She is close to her family who all live nearby.</p> <p>Online, she scrolls Instagram Reels or TikTok to unwind. She goes walking with other māmā and scans the letterbox flyers for bargains.</p> <p>She shops at Pak n Save and The Warehouse, and online for stuff she can't get locally. At home, she listens to her Spotify playlists and watches the news and reality shows on TV while marking student's mahi kāinga.</p>		<p>Andrea 41 PĀKEHĀ SHE/HER</p> <p>Andrea lives in Kerikeri with her husband, and two primary age children. She rents a 4bdrm house, works as a receptionist and umpires a social netball team.</p> <p>She's active at her boys' school and fundraises for their sports trips. She enjoys getting involved with the community and finding ways she can help.</p> <p>Andrea uses Facebook Newsfeed to find out what's going on in local circles and considers it as practical, rather than recreational. She's becoming more conscious of climate change and recently purchased an EV.</p> <p>She keeps on top of council news through social media, Neighbourly and Northland regional news on stuff.co.nz.</p>		<p><i>These personas have been developed based on data held by Hemisphere Insight and NRC, together with insights from key NRC staff members. They are not intended to provide a complete view of the audience for all NRC communications and engagement. The personas provide a starting point for developing audience-centric strategies and tactics.</i></p>	



<p>Sonny 49 MĀORI HE/HIM</p> <p>Originally from Taupō, Sonny lives in Whangārei with his partner Jen, and his two adult children Joel and Ruby. Sonny works on the floor of a fabrication workshop. He's happiest on the water and takes the boat out with his son as often as they can.</p> <p>When conditions aren't ripe for fishing and when he's allowed the remote, he watches sport — mainly Rugby on Sky. He's not fussed with social media, preferring to use the internet through his phone for more practical things like paying bills, checking marine forecasts, and browsing news on NZ Herald. He's a big fan of Radio Hauraki.</p>		<p>Sean 58 PĀKEHĀ HE/HIM</p> <p>Sean runs a farm near Taipa with his wife Michelle. Their son lives nearby, and helps out running stock and managing the farm.</p> <p>Sean's a member of the Whangaroa Golf Club, and has a weekly round with a group of fellow farmers. He's also a member of the Northland Farming Community NZ group on Facebook.</p> <p>Sean enjoys listening to Mike Hosking and The Country with Jamie Mackay on Newstalk ZB and reading the Northland Age. In the evening, he tunes into The Chase, and then watches news on TVNZ1.</p>	
<p>Janine 67 PĀKEHĀ SHE/HER</p> <p>Janine lives in Onerahi .She worked at the Whangārei hospital but retired last year. A widow, Janine has two grown-up children and three grandchildren — all in Auckland.</p> <p>Janine is a keen gardener, as was her husband. She's developed a passion for native planting, and with that, pest weeds. She volunteers for Coastcare and also enjoys NRC's weed workshops.</p> <p>Janine watches The Chase and TVNZ1 News every day. She listens to Coast FM while gardening and More FM in the car (although she also uses the bus). Janine scours every issue of Whangārei Leader for local news.</p>		<p>Rawiri 67 MĀORI HE/HIM</p> <p>Rawiri lives in Kaikohe with his wife Vic. Together they own a small dairy farm.</p> <p>Their internet is patchy, but they use Messenger to keep in touch with moko in Sydney. He uses Facebook to 'keep up' on local groups but prefers face to face or picking up the phone to talk to people.</p> <p>He loves going bush and misses hunting trips with his nephews from Kaeo, they say Uncle taught them all they know. These days he's happy working on the farm fixing fences and clearing weeds.</p> <p>When he gets a chance, he flicks through the Northern News and Rural News. He listens to Country Life on Radio New Zealand. Rawiri and Vic always watch Country Calendar on TVNZ1 Sunday nights.</p>	
		<p>Pania 72 MĀORI SHE/HER</p> <p>Pania lives in the Hokianga with two adult children, five grandchildren and her great granddaughter. Te reo Māori is their first language. Pania is active in the lives of her moko.</p> <p>A staunch tāngata whenua advocate, Pania is well respected on marae, and in the community as a knowledgeable and well-liked kuia.</p> <p>She's a regular viewer of Te Ao on Whakaata Māori, and listens to Tautoko FM.</p> <p>A keen gardener, Pania enjoys the odd read of Kiwi Gardener and NZ Lifestyle Block magazines.</p>	



NGĀ WHIRI | THE FOCUS AREAS

In this section we provide a more detailed overview of ngā whiri (the focus areas), their purpose and potential activities.

FOCUS	Mokopuna Future-focus	Tuku kōrero Story sharing	Ūkaipōtanga Connection	Whakararuraru Agility
WHY	Decisions today affect whānau tomorrow	Stories engage people with our faces and places	Celebrate the connection of tāngata whenua with this region	Be prepared, informed, proactive
PURPOSE	<ul style="list-style-type: none">• NRC is legacy focused — looking to the future• The future of our whānau is determined today — we listen to the voices and experiences of all generations• We can influence the long term health of our whenua, wai and whānau• Collective responsibility builds resilient communities• Sharing generational experiences from kaumātua to taitamariki	<ul style="list-style-type: none">• People like me, journeys like mine — show that we all have a role• Proactive media relationships• Maximise use and value of every story and storyteller• Use familiar faces from the community• Use micro-influencers as messengers, ensure they are relatable and relevant to the region• Share partnership stories	<ul style="list-style-type: none">• Opening up spaces to connect with Māori knowledge and expertise• Moving forward together• Support kaitiakitanga• Use local whakatauki• Partner with Māori wherever possible — for Māori, by Māori, with Māori• Actively embracing kawa and tikanga	<ul style="list-style-type: none">• Community and kaimahi are confident, informed and supported to take action• Resources are available and accessible when needed• People know how they can report, respond, react, volunteer and when to do so• Tapping into existing connections within communities



NGĀ HAU | THE STRATEGY IN ACTION

MOKOPUNA — FUTURE-FOCUS

Decisions made today affect our whānau tomorrow.

Mokopuna reminds us of the generations before and beyond us. It shares that our choices today have an impact on the health of those that follow. It focuses on legacy, thinking ahead, past ourselves and focusing on our whānau. We connect with our whakapapa; this connection helps us make decisions that help lead to a flourishing future for our whānau.

Kōrero ake Speak up	Mahitahi Collaborate	Whakatū Activate	Wānanga Explore together
<ul style="list-style-type: none">Establish a Rangatahi Executive Panel (REP) (p 27), composed of young people to provide input and insights for council decisions and policies.Prioritise and make space for REP to directly contribute and influence shaping the region's future.Support community led workshops where young people can speak up and share their thoughts on decisions that affect their future.Enable young people to express their opinions and provide input to council initiatives.	<ul style="list-style-type: none">Involve young people as ambassadors for community initiatives, allowing them to share their insight and experiences.Create opportunities for young people from existing groups that work within and along council.Encourage and support REP to capture the unique perspectives of young people in Te Taitokerau, on video or audio.Profile Councillors and NRC kaimahi based on their hopes for mokopuna.Provide opportunities to get to know and kōrero with Councillors at community events.	<ul style="list-style-type: none">Create a Mokopuna Movement based on taiao ora, mokopuna ora (healthy environment, healthy future).Raise Enviroschools storytellers. Use student led video interviews, profiling initiatives and speaking with other students, adults and fellow experts.Make use of the extensive and entrenched Enviroschools network.A day in the life — buddy a young person with kaimahi involved in delivering council services, like an afternoon with a bus driver or environmental monitor.Consider the potential of day in the life as mutually valuable work experience opportunities for rangatahi.Leverage talent potential within rangatahi already receiving NRC recognition, eg, scholarship recipients, cadets and summer students.	<ul style="list-style-type: none">Knowledge sharing – Draw from the wealth of expertise and experience with NRC. Create opportunities to enable young people and wider community to gain insights from kaimahi and Councillors keen to share their learnings with others.Provide opportunities for young people to spend a day shadowing council kaimahi, both in the field and in the office. Capture these experiences on video.Provide REP members access to relevant resources and support to help them navigate and thrive in the council environment.Create opportunities for kaumātua and seniors to share their environmental experiences with rangatahi and taitamariki. Passing down learning to strengthen the connection between generations. Taonga tuku iho.



TUKU KŌRERO | STORY SHARING

Energise your story hunting initiative to share stories from and about the faces and places of Te Taitokerau. Collect video and written narratives that reflect the experiences and aspirations of your communities. Focus on the audience, seeing people like me, hearing journeys like mine.

Concentrate on how stories are being told and the value they can bring. Determine a story return on investment (ROI) framework (p **Error! Bookmark not defined.**). Be deliberate — who tells it, who it is for, where to share, why, how and when it can be told again.

Kōrero ake Speak up	Mahitahi Collaborate	Whakatū Activate	Wānanga Explore together
<ul style="list-style-type: none">• Front up on video. Speak to your communities and stakeholders authentically and informally.• Share often that regular community contribution and feedback is important and valued; show how this creates change.• Tap into network of community advocates to speak up on behalf of Te Taitokerau issues and successes.• Share relatable local stories of the people behind council, from elected members to kaimahi.	<ul style="list-style-type: none">• Build proactive relationships with media to plan and prepare opportunities for broadcasters and journalists to share your stories.• Invite community members to attend meetings or participate in volunteering opportunities, emphasising the benefits of working together.• Regularly share video updates fronted by people involved in and impacted by initiatives.• Highlight success stories and outcomes achieved through collaboration.	<ul style="list-style-type: none">• Prioritise revival of story hunters, hold online hui to kickstart and invigorate this crucial video based story telling project.• Activate community storytellers. Create campaigns that encourage the community to actively share their local stories. Make it accessible. Either video, audio or text.• Ask people for their feedback and show them how they can contribute.• Share more stories local events, showcasing initiatives and passion behind their kaupapa.• Plan monthly ‘media meets’ or ‘news hui’ internally to determine stories, sources (the storytellers), channels and timing	<ul style="list-style-type: none">• Share examples of kotahitanga, the community working together.• Build video content that presents different perspectives on controversial issues, providing balanced information for better understanding.• Highlight the council's work on challenging issues, showcasing the research, consultation, and decision-making processes involved.• Develop behind-the-scenes content to showcase the efforts and work that goes into projects and initiatives.• Create media meet type events to invite journalists to get to know Councillors and key NRC kaimahi, including CE team members. Start annual, work towards holding regular informal events.



ŪKAIPŌTANGA | CONNECTION

NRC values local Māori expertise, drawing from the kete of knowledge, leaning into the traditional wisdom of tūpuna, iwi and hapū.

NRC shares stories that reflect the relevance of mātauranga Māori and its contribution to shaping and sustaining Te Taitokerau.

NRC actions are guided through a lens of te ao Māori, and specifically the unique Te Taitokerau lens. Traditional knowledge helps inform decisions around how NRC supports action to care for the region’s natural resources.

By tapping into local wisdom and blueprints, NRC and its communities work together to protect and build a more resilient region. This helps NRC understand and relate with the region and its people.

There is a wealth of content available on the NRC website specific to Māori which should be optimised and shared across all channels to reflect this focus.

Kōrero ake Speak up	Mahitahi Collaborate	Whakatū Activate	Wānanga Explore together
<ul style="list-style-type: none">• Māori voices are valued and influence change.• REP works with council and community focused projects.• Language, tikanga and kaimahi reflect respect for mātauranga Māori.• Māori ways of being and ways of doing are incorporated often.• Relevant and familiar pūrākau and whakataukī are shared to energise, and draw parallels to current projects and approaches.	<ul style="list-style-type: none">• Rangatahi leadership is included. Highlighting role models, good citizens, and community impact.• Māori voices, values, and leadership are involved in decision-making processes.• Māori organisations are supported to co-create and promote initiatives that reflect and support rangatiratanga.• A Mokopuna filter becomes second nature — <i>How will this decision impact rangatahi and taitamariki? How will they feel about this?</i>	<ul style="list-style-type: none">• REP is one of many platforms supporting Māori to take action.• Showcase Māori leadership and achievements within communities.• Work with local Māori influencers, content creators, and organisations to co-create and share stories.• Use te reo and feature faces of the community.	<ul style="list-style-type: none">• Provide a culturally safe and familiar place for people to share whakaaro.• Share more stories from awards and other events, showcasing initiatives and passion behind the kaupapa.• Invite participation, facilitate offline and online discussions, enable community members to provide input, share stories, and have their voices heard.• Work to optimise the presentation of the wealth of NRC website content specific to tāngata Māori.



WHAKARARURARU | AGILITY



Communities and staff are prepared, informed, and able to be proactive. Agility comes from sharing, understanding, and working together. NRC and the community plan together when challenges arise. NRC’s resources and guidance builds community and climate resilience.

Communities are equipped to adapt to new situations and help each other out. To make change and to act. This is a shift from inform to engage, exercising communities’ ability to manage their impacts guided by the resources and advocacy NRC provides.



Kōrero ake Speak up	Mahitahi Collaborate	Whakatū Activate	Wānanga Explore together
<ul style="list-style-type: none">• Share personal stories of resilience.• Ensure Māori can share their perspectives and experiences when new issues arise.• Create space for communities to speak up for their future, offer their views and influence decisions and processes.• Ensure community members can actively participate, share their feedback, and learn from one another.• Demonstrate that contributions from communities and businesses are expected and valued.	<ul style="list-style-type: none">• Involve young people in community initiatives, allowing them to take ownership in their community.• Work with communities and rangatahi to co-design processes that empower and include them.• Supporting communities to become active citizens, fully participating in decision-making rather than being simply consumers of council actions and services.	<ul style="list-style-type: none">• Empower communities to manage their own challenges with NRC support.• Support the transition from individual to collective approaches, create more connected communities.• Share more stories from local events showcasing emerging initiatives and the passion behind the kaupapa.	<ul style="list-style-type: none">• Wānanga with environmental and other award winners to showcase their initiatives.• Wānanga with communities to identify solutions to emerging risks.• Facilitate problem-solving workshops with communities.• Deliver and promote project based online wānanga to ensure inclusive participation.



HOW MESSAGES MATTER

<p>Puāwai</p> <p>18 MĀORI/PĀKEHĀ SHE/HER</p> <ul style="list-style-type: none">• Te Ao Māori matters• I feel the kaitiakitanga in my community• I can make a difference• NRC hear my voice, I can contribute• There is respect for whakapapa and whenua• Tangata whenua voice is valued• I see myself working at council• Solutions by Māori, for Māori 	<p>Wairua</p> <p>20 MĀORI HE/HIM</p> <ul style="list-style-type: none">• NRC are in my feed• Relevant to me• Connected to youth• I know what NRC look after• I know how I could help te taiao• I can see people like me• They listen to young people• Maybe I tell them what I want 	<p>Tama</p> <p>32 MĀORI HE/HIM</p> <ul style="list-style-type: none">• NRC is a valued partner for my people (and vice versa)• Te ao Māori matters at NRC• We are in this together, caring for our wai and our whenua• There is respect for whakapapa and whenua• Solutions by Māori, for Māori 
<p>Maia</p> <p>34 MĀORI SHE/HER</p> <ul style="list-style-type: none">• Active in the community• Whānau matter• See good is being done for the future of my tamariki• I can relate• They value rangatahi 	<p>Andrea</p> <p>41 PĀKEHĀ SHE/HER</p> <ul style="list-style-type: none">• I know what is happening in my community• I can contribute• I feel in the know and I can tell people about it.• I know how I can help out 	



<p>Sonny</p> <p>49 MĀORI HE/HIM</p> <ul style="list-style-type: none">• I know what's going on in Whangārei• There is effort for clean waters• Tāngata whenua have a voice here• I know more about the people• I'm glad I moved here• Council is future focused		<p>Sean</p> <p>58 PĀKEHĀ HE/HIM</p> <ul style="list-style-type: none">• Council are working with me• I see progress in my community• I can contribute• Healthy land and waters are important for council• My farm is doing ok• My challenges are understood by council• Council is future focused• I understand my obligations• It's easy to find information	
<p>Janine</p> <p>67 PĀKEHĀ SHE/HER</p> <ul style="list-style-type: none">• I know more about my community• I know how I can help care for our coastline• I know where to go for information on pests and what to do about them• I'm part of the solution• My voice is heard and valued		<p>Rawiri</p> <p>67 MĀORI HE/HIM</p> <ul style="list-style-type: none">• I am on top of what's happening in my region• I can contribute• I am in the know• I'm taking care of my land• I see where my dollar is going• I get what they need me to do• Keeping my moko in mind	
		<p>Pania</p> <p>72 MĀORI SHE/HER</p> <ul style="list-style-type: none">• Council hear my voice, I can contribute• I see progress in my community• There is respect for whakapapa and whenua• Kaumātua voices are valued• Rangatahi have the answers• My mokopuna matter• Solutions by Māori, for Māori	



WHAKAURUNGA WHAI TAKE | STAKEHOLDER ENGAGEMENT

One of the challenges of engaging with a wide range of different stakeholders is being clear about how, why, and when you engage with them. This is critical in developing any plan of activity.

We recommend mapping the various parties by interest and influence. A matrix can then be drawn up which shows which groups are most engaged.

STAKEHOLDER ENGAGEMENT MATRIX

Influence	High	Keep Satisfied Engage Often	Manage Closely Be Present
	Low	Monitor Listen Only	Keep Informed
		Low	High
		Interest	

Once you have identified which stakeholders sit in which quadrant of the matrix for a particular project, you can develop groups and explore how you will use the available channels to reach them.



STAKEHOLDER ENGAGEMENT CHANNELS

The following table shows how the various channels might be used to engage different stakeholder groups. The channels and activity will vary on a project-by-project basis. However, the principles remain the same. For example, you need to engage most actively with the ‘manage closely’ group, this may involve personal engagement through hui and events and project newsletters/emails. While the ‘keep satisfied’ group may want to know that work is ongoing although they may not need to be involved directly through hui. These first two groups are likely smaller than ‘keep informed’ and ‘monitor’. The latter two groups will have their needs met more by wider communications with less detailed messaging.



CHANNEL	MANAGE CLOSELY eg Elected Members	KEEP SATISFIED eg Industry Groups	KEEP INFORMED eg impacted community	MONITOR eg unimpacted community
Internal Communications	X		X	
Events	X	X	X	
Website	X	X	X	X
Newsletters (online)	X	X	X	
Our Northland	X	X	X	X
Coastcare		X	X	
Hills to Harbours		X	X	
Pānui - Ngā karere o Taitokerau		X	X	
Economic Quarterly		X	X	
Taumata Taiohi – EnviroSchools		X	X	
Media Releases		X	X	X
Radio		X	X	
Digital advertising			X	
Regional News Features			X	X
Rates Comms (Brochure)		X	X	X
Offline – Bus back, signage, digital displays, posters			X	
Social Media				
Facebook	X	X	X	X
Instagram			X	X
LinkedIn	X	X		



CHANNEL GUIDE

This suggests how each communication channel could be used, and how it may intertwine with others. Social media channels are detailed the social media strategy.

CHANNEL)											
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Internal Communications	x											
Events	x	x	x		x	x			x			
Website	x	x		x		x	x		x			
Newsletters(online):												
Our Northland	x	x	x	x	x	x	x	x	x	x	x	x
Coastcare	x	x	x	x	x	x	x		x			
Hills to Harbours	x	x		x				x	x	x	x	x
Pānui - Ngā karere o Taitokerau	x	x	x	x	x					x	x	
Economic Quarterly	x	x		x	x	x	x	x	x	x	x	x
Taumata Taiohi – EnviroSchools	x	x	x	x	x	x			x			x
Media Releases			x	x		x	x		x			x
Radio			x	x	x	x	x	x		x		x
Digital advertising		x	x	x	x	x						
Regional News Features Online				x	x	x	x	x	x	x	x	x
Print advertising				x	x	x	x	x	x	x	x	x
Rates Comms (Brochure)				x			x	x	x	x	x	x
Offline – Bus back, signage, digital displays, posters		x	x			x			x			
Social Media (see Social Media Strategy for detail)												
Facebook					x	x		x	x	x	x	x
Instagram		x	x		x	x						
LinkedIn	x			x								



REO O TE RŌPŪ | TEAM VOICE

Across NRC's many communication and engagement opportunities are the many faces and voices of your kaimahi. As in the social media strategy, we encourage people to speak as themselves — whether it's an event, an interview, a media release or content for print and digital platforms. Developing a team voice will, however, ensure a consistent approach to communication. We recommend:

- Clarity and simplicity — use simple and plain language that will resonate with your diverse audiences; keep technical language for a technical audience.
- Authenticity and approachability — reflect the human side of NRC, encourage people to connect with you.
- Inclusivity — use language that includes use te reo (if you're confident with it), avoid gendered terms (eg fisher not fisherman).
- Being community-centred — prioritise community concerns and highlight the benefits of NRC initiatives for communities and businesses.
- Being optimistic and proactive — emphasise the positive work of NRC, and use language that inspires confidence.
- Being timely — get information out quickly, and keep the community informed on emerging issues (this means informing kaimahi as early as possible if they are to stay on message).
- Posing questions — make communication a two way process.
- Being values led — ensure all communications align with NRC values.

A deliberate approach for where and how messages are conveyed can deepen connection to the community. Across communication platforms the tone and theme should speak of NRC's role as community ambassadors, kaitiaki, and locals who love Te Taitokerau.

Voice and message consistency works to build trust and helps people get to know what to expect from council communications and council people.



TE KĀWAI WHAKATŪWHERA | PRIORITISATION FRAMEWORK

You have limited resources and a huge agenda as a council. This demands that requests for support are prioritised appropriately. We suggest the following:

1. Does the project align with overall strategic priorities, does it fit with the LTP and how will it contribute to the long-term vision and objectives.
2. What is the potential impact of the project in the community? You should prioritise projects that have significant benefits and/or require immediate attention.
3. Are there legal and regulatory requirements that need to be addressed promptly? Compliance with regulations will need to be a priority.
4. Projects with high public interest or with a need for extensive public engagement should also be prioritised.
5. Urgent projects may need to be undertaken, the Community Engagement Team will ensure that time is available to enable an agile approach to urgent and emerging issues.
6. All projects undertaken should have well-defined and measurable objectives to allow impact and effectiveness to be measured.
7. Projects that build the capacity of other teams or NRC as a whole should also be considered.

These factors will all need to be considered in identifying which projects to be supported and the level of support provided — staff time, budget, etc. It will be helpful to create a formalised prioritisation framework and communicate this to internal stakeholders. However, this will need to be undertaken with the active involvement of those stakeholders.

REQUEST SUPPORT FORM

In the prioritisation framework, we identified the factors you should consider. To inform decision making, we recommend developing a request support form to enable you to effectively identify areas to work on. This should include:

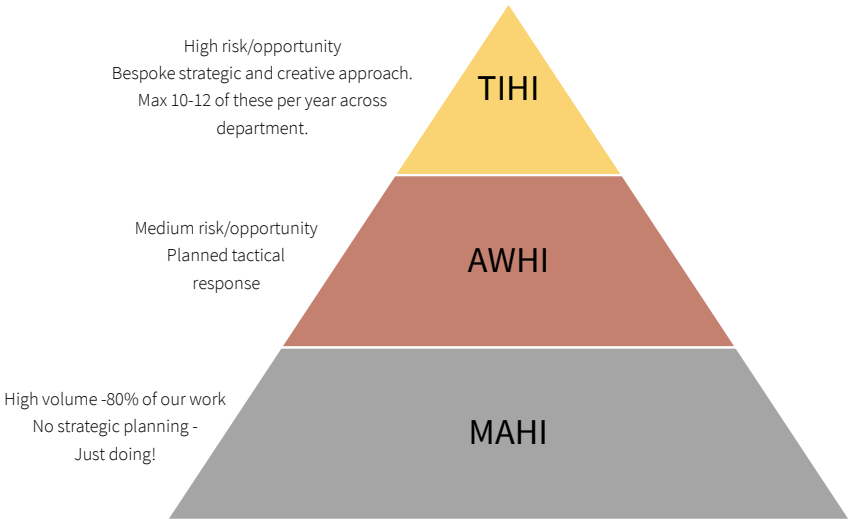
- How the requested work fits with NRC's vision, priorities and plans (eg, LTP).
- Definition of the objectives and outcomes of the project, including which regulations need to be considered.
- Situational analysis, including social, cultural, economic, environmental factors, involvement of internal and external stakeholders, and national/regional partnership opportunities.
- Description of the audience for the project, including geographies, demographics, behaviours, etc.
- Available budget and people.
- Existing and previous activities and their outcomes.
- Timeframes, including reporting.
- Evaluation processes.

Gathering this information will enable you to make informed decisions around which projects to support and the investment you are able to make.



APPENDIX: LEVELS OF SERVICE

We don't have capacity to provide gold-standard service to everything that comes in, so we need to be selective. By providing the appropriate level of service we ensure that we're making the best use of our time and resources.



TIHI: This is for critical projects. We'll provide advanced skills, strategic support, and expert guidance to ensure successful outcomes.

AWHI: Our 'awhi service' is about providing strategic advice and support helping to share insights, ideas and expertise to help improve outcomes and results.

MAHI: Our 'mahi service' covers all the essentials, focusing on delivering the basics with efficiency and effectiveness. We'll help to enable and empower us to get the mahi done. Through working together to find easy solutions we can deliver mahi in a timely manner.

We'll maximise our ability to manage risk, and to capitalise on the most worthwhile opportunities. We'll do this by doing on large numbers of "mahi" and "awhi" level projects, which allows us to focus our creative efforts on a very small number of "tihi" projects which will give us the greatest reputational raising benefit.



APPENDIX: RANGATAHI EXECUTIVE PANEL

AMPLIFY AND EMPOWER MOKOPUNA VOICE

NRC can lead in the community and local government space by prioritising youth participation and leadership. Establishing an influential panel of young people committed to making mokopuna voice matter — the Rangatahi Executive Panel (REP).

The REP will enable greater participation and power-sharing with young people from across Te Taitokerau. You will carve out an innovative space for young people to step in, speak up and shape decisions and projects that influence their future.

What it is: A panel of young people aged between 12 and 25 years old that represent the faces and voices within Te Taitokerau. The Rangatahi Panel Members are each known as REP leaders.

What it is not: A youth opinion panel for superficial consultation. REP should not be considered a tick box exercise to gain a youth perspective. Nor should it be considered a token mechanism to survey young people on decisions they ultimately have no influence on.

REP leaders could be selected based on their personal strengths and their potential in the community. REP should go beyond empowering young people. The panel should elevate youth voices to executive leader status, where rangatahi have the power and ability to make a difference and truly influence council outcomes.

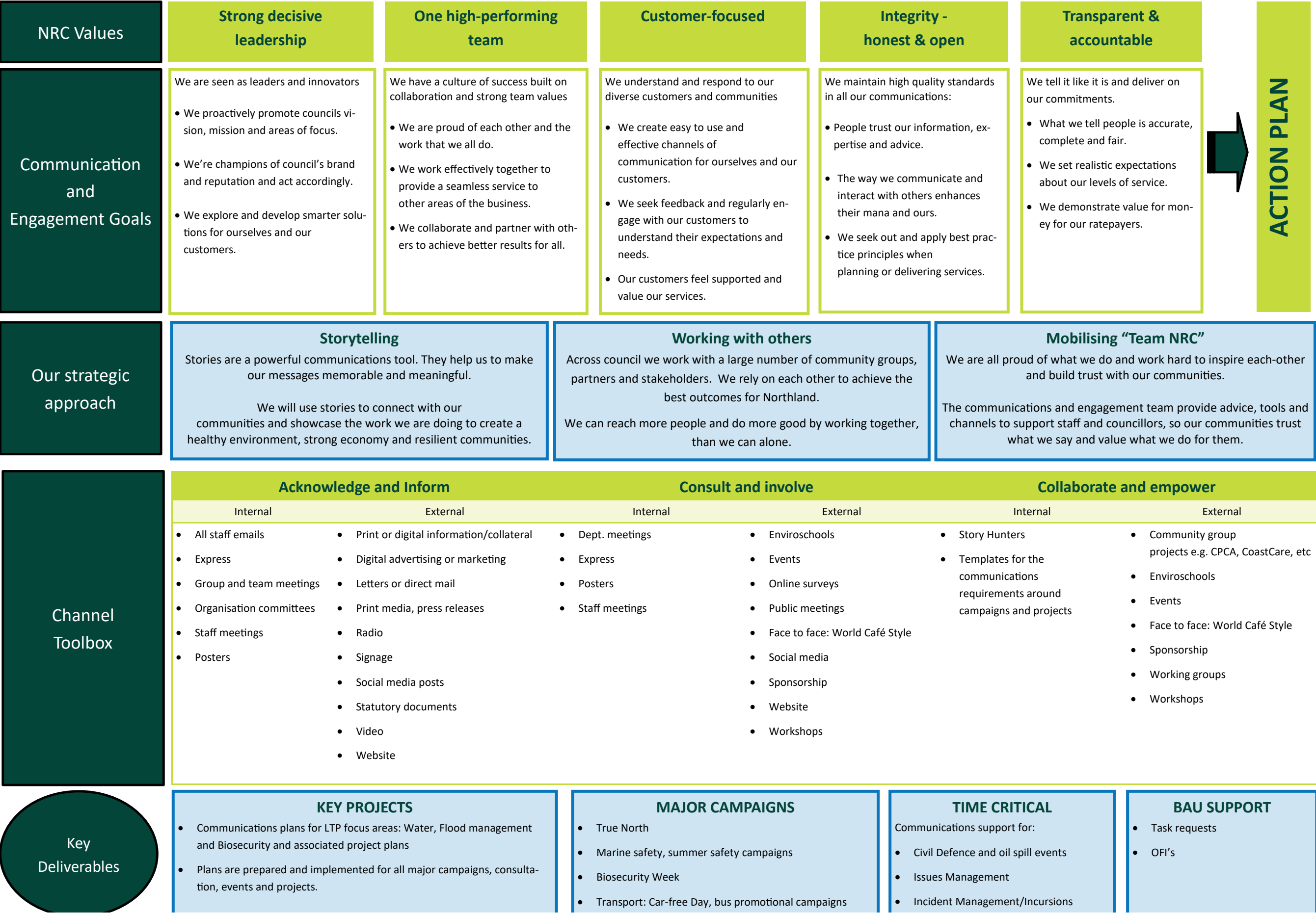
For success, it is crucial the REP is given support, space and guidance within council processes and procedures. REP is more than an opportunity to open the floor for young people to have their say about

direction and issues. It is an opportunity to be led and guided by mokopuna.

NEXT STEPS

1. Secure Council support, budget and adequate resourcing
2. Determine how members are involved, whether through election or selection.
3. Identify the influences and authorities that the Rangatahi Executive Panel (REP) will have.
4. Explore how the application process could include mokopuna or rangatahi focused content creation.
5. Consider what a Rangatahi Executive Panel initiative really looks like for NRC.
6. Decide number of panel members, consider if quantity should match size of Council
7. Prepare a safe space for REP leaders to occupy and be heard, both in person and online.
8. Consider a REP buddy system; team a REP leader with kaimahi or elected members (Tuakana-Teina).
9. Consider how REP leaders will be compensated.
10. Consider the barriers to participation, such as location, access, technology, whānau, school or work commitments — face-to-face or online.
11. Explore how REP leaders can also be your ambassadors, storytellers, story sharers, content creators, future council, and kaimahi.

INTERNAL Strategic Communications and Engagement Approach



EXTERNAL NRC Strategic Communications and Engagement Approach

VISION: Our Northland—together we thrive MISSION: Working together for a healthy environment, strong economy and resilient communities					
Values	Strong decisive leadership	One high-performing team	Customer-focused	Integrity - honest & open	Transparent & accountable
Outcomes	<p>We are seen as leaders and innovators</p> <ul style="list-style-type: none">• We proactively promote councils vision, mission and areas of focus.• We're champions of council's brand and reputation and act accordingly.• We explore and develop smarter solutions for ourselves and our customers.	<p>We have a culture of success built on collaboration and strong team values</p> <ul style="list-style-type: none">• We are proud of each other and the work that we all do.• We work effectively together to provide a seamless service to other areas of the business. <p>We collaborate and partner with others to achieve better results for all.</p>	<p>We understand and respond to our diverse customers and communities</p> <ul style="list-style-type: none">• We create easy to use and effective channels of communication for ourselves and our customers.• We seek feedback and regularly engage with our customers to understand their expectations and needs.• Our customers feel supported and value our services.	<p>We maintain high quality standards in all our communications:</p> <ul style="list-style-type: none">• People trust our information, expertise and advice.• The way we communicate and interact with others enhances their mana and ours.• We seek out and apply best practice principles when planning or delivering services.	<p>We tell it like it is and deliver on our commitments.</p> <ul style="list-style-type: none">• What we tell people is accurate, complete and fair.• We set realistic expectations about our levels of service.• We demonstrate value for money for our ratepayers.
Our strategic approach	Storytelling		Working with others		Mobilising “Team NRC”
	<p>Stories are a powerful communications tool. They help us to make our messages memorable and meaningful.</p> <p>We will use stories to connect with our communities and showcase the work we are doing to create a healthy environment, strong economy and resilient communities.</p>		<p>Across council we work with a large number of community groups, partners and stakeholders. We rely on each other to achieve the best outcomes for Northland.</p> <p>We can reach more people and do more good by working together, than we can alone.</p>		<p>We are all proud of what we do and work hard to inspire each-other and build trust with our communities.</p> <p>The communications and engagement team provide advice, tools and channels to support staff and councillors, so our communities trust what we say and value what we do for them.</p>
Key Performance Indicators	<ul style="list-style-type: none">• Communication plans are developed and implemented for the three major LTP focus areas: biosecurity, flood management and water.• Plans are prepared and implemented for all major campaigns, consultation, events and projects.• Our engagement activities reach a cross section of Northlanders including geographic regions, communities of interest and demographics.• Increase overall customer satisfaction with “open and transparent communications” and “value for money” indicators in customer satisfaction survey.• Community partners are supported by the council to promote the work they do.• NRC Community Environmental Awards are held for the first time in 2018/2019.• New branding is rolled out and applied consistently across all council templates, channels and collateral.• A “Communications Toolbox” is developed and available for staff by the end of the 2018/19 year.• Maintain an overall score of 85% or more on the annual ALGIM website audit of functionality, online services, accessibility standards compliance and best practice factors within Council websites.• *Percentage of schools and kindergartens participating in the EnviroSchools programme• *25% Increase in No. of subscribers to online channels by the end of the 2018/19 year. <p>NOTE: * LTP Key Performance Indicators</p>				

TITLE: Tāiki ē NRC/TTMAC Te Tiriti Strategic Intent and Implementation Plan

From: Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 18 April 2024

Executive summary/Whakarāpopototanga

The purpose of the report is to present to council the more fulsome document ‘Tāiki e’³ (NRC and TTMAC Te Tiriti Strategic Intent and Implementation Plan) (referred to as Tāiki e henceforth) (included as **Attachment 1**) for formal adoption by council. Tāiki ē encapsulates council’s ongoing commitment to a Te Tiriti based partnership with tangata whenua and is an Implementation Plan clearly outlining how council can deliver on its commitments under Te Tiriti o Waitangi.

In early 2023, council commenced a process to update Tāiki ē in partnership with TTMAC. The purpose of this was to address and outline further actions in relation to the development of the objectives of Water, Marine, Climate Crisis and Economic Development. This was facilitated by David Badham and Makarena Dalton of Barker and Associates through a series of workshops with council and TTMAC representatives, an updated final draft of Tāiki ē was presented and endorsed at a council workshop on November 21, 2023, and at a TTMAC formal meeting on December 14, 2023.

Key changes within the document being presented for formal adoption is an updated Tāiki ē that is now jointly owned by NRC and TTMAC and includes the TTMAC Strategic Intent 2021 – 2040 with five new objectives (numbered 27-31) that outline further actions for Water/Marine, Climate Crisis, and Economic Development. This is an important milestone and achievement for council as it acknowledges the Tiriti partnership and the significant work that continues with hapū and iwi in Te Taitokerau. Therefore, the updated Tāiki ē is now being brought to council for formal adoption.

Recommendation(s)

1. That the report ‘Tāiki ē NRC/TTMAC Te Tiriti Strategic Intent and Implementation Plan’ by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement and dated 2 April 2024, be received.
2. That Tāiki ē, (NRC and TTMAC Te Tiriti Strategic Intent and Implementation Plan) be adopted by council. (subject to any final minor, graphic, structural or grammatical changes or amendments recommended by the Chief Executive Officer)

Options

No.	Option	Advantages	Disadvantages
1	Council adopts Tāiki e.	Aligns with council’s commitment to Te Tiriti o Waitangi and strengthens	Increased workload for staff, elected and non-elected members.

³ Tāiki e denotes the intent to a collective commitment that “we come together collectively to get the mahi done” as described by the Te Taitokerau Maori and Council Working Party (TTMAC) Co-Chair with a Kaupapa/Mission “He iwi tahi tātou kia ora ai te Taiao” translated as “Kawanatanga and Rangatiratanga work together for the well-being of the environment”.

		<p>partnerships with tangata whenua.</p> <p>Strengthens council's position to respond to central government reforms.</p> <p>Provides clear strategic direction both at a governance and operational level to give effect to Te Tiriti o Waitangi.</p> <p>Provides a robust starting point for the incoming council for the understanding of Te Tiriti o Waitangi and Te Taitokerau context, partnership and obligations.</p>	<p>Financial implications for some of the unbudgeted actions.</p>
2	Council does not adopt Tāiki e.	<p>No extra resource required for unbudgeted areas or action points.</p>	<p>Undermines council's commitment to partnerships and will receive negative reactions from tangata whenua partners.</p> <p>Minimal policy direction available to governance and operational staff.</p> <p>Significant amount of work and good will from TTMAC would be lost and underutilised.</p> <p>There would not be a clear framework for the incoming council to deliver on its Te Tiriti o Waitangi obligations.</p>

The staff's recommended option is Option 1 – Council adopts Tāiki ē.

Considerations

1. Climate Impact

Tāiki e now includes direct actions relating to goals which include Water/Marine and Climate Crisis and focus on building the resilience of the region to respond to the implementation of policy and resilience plans that will enable and assist the region to advocate jointly to central government for increased regional infrastructure funding allocation.

2. Environmental Impact

Tāiki e includes direct actions relating to environmental monitoring, review of council's regulatory services, and education on environmental and resource management issues. Furthermore, while Tāiki e focuses on capacity, capability and Māori representation, it establishes a framework for looking at the other Ngā Whainga/Goals which include Water/Marine and Climate Crisis.

3. Community views

Council has not specifically consulted on this document, so the community views are unknown at this time.

4. Māori impact statement

This report directly relates to a partnership with Māori and recognises a commitment to a Te Tiriti o Waitangi based partnership between council and TTMAC.

5. Financial implications

Through the development of Tāiki e, financial implications are clearly identified, many actions have been budgeted and where unbudgeted actions have been identified, it has been acknowledged that long term plan budgeting process will have to be negotiated. If a commitment to funding is not reached, it is acknowledged that this will need to be discussed further with TTMAC to understand why funding was not received, and what further action may be taken.

6. Implementation issues

Actions, their priority and timeframes for implementation are clearly identified in Tāiki e. If there are any issues with implementation, a review of Tāiki e can be undertaken at any time as indicated in the Monitoring and Review section of the document.

7. Significance and engagement

In relation to section 79 of the Local Government Act 2002, this decision is considered to be of low significance when assessed against council's significance and engagement policy because Te Pae Tawhiti 2021 – 2031 has been adopted by council, and the TTMAC Strategic Intent was endorsed by the iwi and hapū members of TTMAC.

8. Policy, risk management and legislative compliance

The decision is consistent with policy and legislative requirements.

Background/Tuhinga

'Tāiki ē' was a name gifted by TTMAC Co-Chair Pita Tipene and is a renowned statement commonly used at the end of a karakia. Endorsed by both NRC and TTMAC it was deemed as an appropriate name because it was traditionally viewed and is now contemporarily used by Māori as a unifying statement and call to collective action. It also signals clearly that there is shared commitment to the important work that needs to be done.

Council formally adopted Tāiki ē on the 19 July 2022 to demonstrate council's ongoing commitment to a Te Tiriti based partnership with tangata whenua and to establish an Implementation Plan clearly outlining how council could deliver on its commitments under Te Tiriti o Waitangi.

Te Taitokerau Māori and Council Working Party (TTMAC) had developed their own Strategic Intent that was adopted by TTMAC in 2021. While there were similar outcomes sought in both documents, the Strategic Intent was not adopted by council, as further detail was required as to what the Ngā Whainga/Goals meant in terms of actions for council, TTMAC and other agencies.

In April 2022, a Sub-Group of councillors and TTMAC iwi and hapū members was formed to plot a pathway forward on an implementation plan to address these issues. Tāiki e 1st edition (NRC Te Tiriti Strategy and Implementation Plan) was developed to provide actions ("how") to achieve the outcomes ("why") for achieving the Whainga/Goals relating to Capacity and Capability and Māori Representation. Furthermore, over time a commitment for further work was made to develop the remaining Ngā Whainga / Goals outlined in the Strategic Intent, these being Water/Marine, Climate Crisis, and Economic Development.

As such, in early 2023 in agreement with and to ensure that key goals and work was being continued, council commenced a process to update Tāiki ē in partnership with TTMAC. The purpose being to address further actions in relation to the development of priority actions regarding the Whaingā/Goals of Water, Marine, Climate Crisis and Economic Development. Facilitated again by David Badham and Makarena Dalton of Barker and Associates a series of workshops with councillors and TTMAC representatives were held, and an updated final draft was presented and endorsed at TTMAC and council workshops to endorse a more fulsome document end of 2023.

Key changes now include an updated Tāiki ē into one fulsome document that is jointly owned by NRC and TTMAC and includes the TTMAC Strategic Intent 2021 – 2040. This was workshopped with council on November 21, 2023 who endorsed the more fulsome Tāiki ē and TTMAC iwi/hapū caucus on December 14, 2023.

An achievement that acknowledges the long-term commitment of council to recognise the importance of Te Tiriti partnerships and working together in the Te Taitokerau region.

Attachments/Ngā tapirihanga

Attachment 1: Tāiki ē NRC and TTMAC Te Tiriti Strategic Intent & Implementation Plan Final Draft [↓](#)





TĀIKI Ē

Northland Regional Council and Te Taitokerau Māori and Council
Strategic Intent Te Tiriti Strategy and Implementation Plan

TTMAC

Te Taitokerau Māori and Council

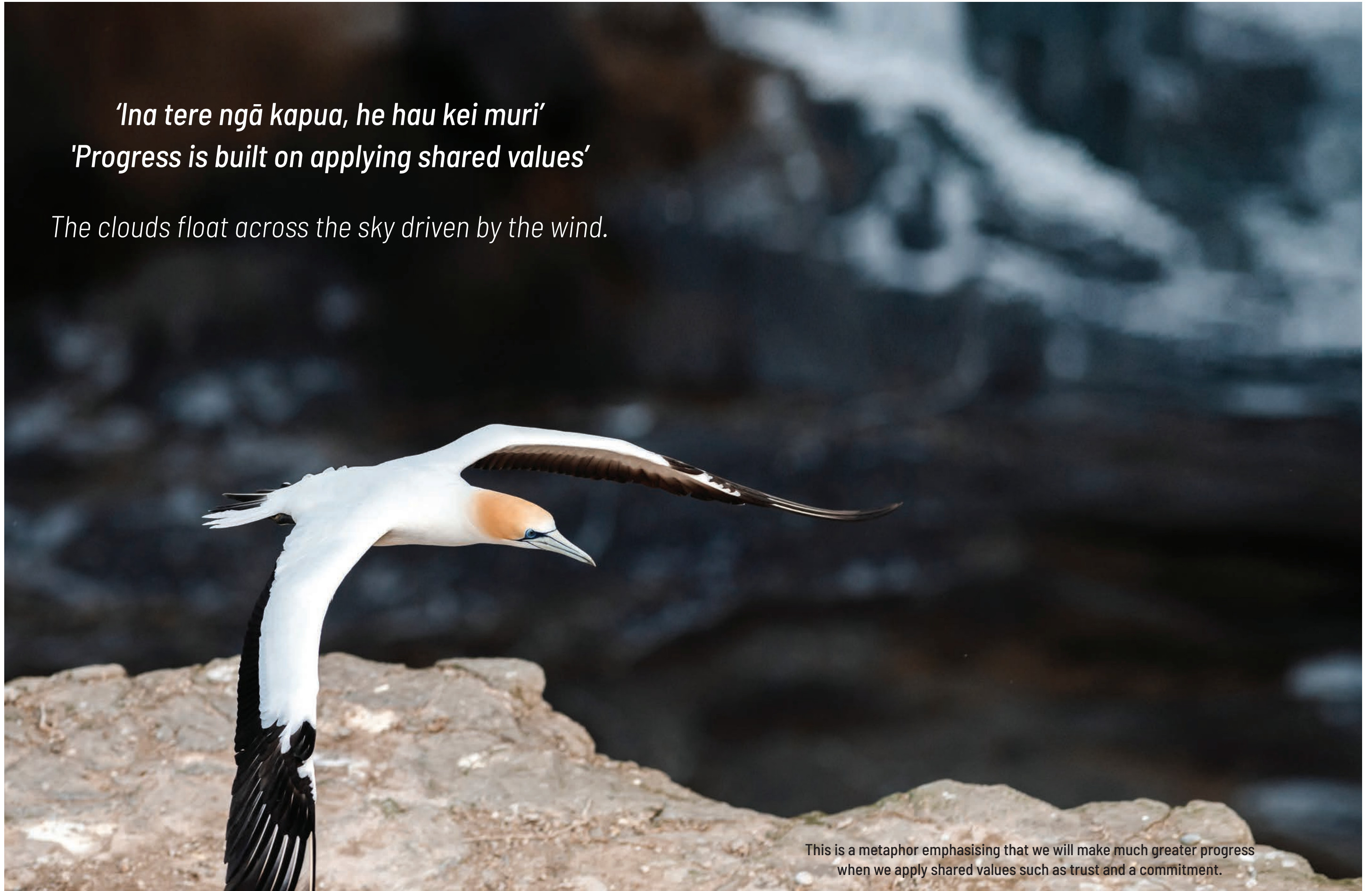
A name gifted by TTMAC Co-Chair Pita Tipene (Ngātihine)

Northland
REGIONAL COUNCIL

Te Kaunihera ā rohe o Te Taitokerau

'Ina tere ngā kapua, he hau kei muri'
'Progress is built on applying shared values'

The clouds float across the sky driven by the wind.



This is a metaphor emphasising that we will make much greater progress when we apply shared values such as trust and a commitment.

Purpose

Te Kaunihera ā rohe o Te Taitokerau / Northland Regional Council (NRC) and Te Taitokerau Māori and Council Committee (TTMAC) are committed to giving effect to their responsibilities to tāngata whenua of Te Taitokerau under Te Tiriti o Waitangi.

In giving effect to their responsibilities, together NRC and TTMAC will be active Te Tiriti partners, by developing and maintaining a meaningful relationship with tāngata whenua of Te Taitokerau, by providing appropriate support, resourcing, timeframes and processes to ensure that tāngata whenua have a long-term influential role in future planning and decision making for the region.

NRC and TTMAC acknowledge the relationship between He Whakaputanga and Te Tiriti. He Whakaputanga is not referenced in Te Tiriti, however the two documents together are essential to understanding the position of tāngata whenua in Te Taitokerau. While two distinct partners, each bringing their own perspective to the table, it is recognised that tāngata whenua of Te Taitokerau and NRC share common aspirations in regard to the environmental, social, cultural and economic future of the region.

Since its inception in 2014, TTMAC has had a significant role in positively progressing

NRC’s responsiveness and relationship with tāngata whenua of Te Taitokerau. Developed in partnership, Tāiki ē represents TTMAC and NRC’s main document to clearly set out its commitment to honour Te Tiriti. The purpose of Tāiki ē is to provide a clear roadmap towards giving effect to Te Tiriti obligations and to make NRC and TTMAC accountable in achieving them. Tāiki ē will form an integral part of the allocation of resources and budgets to achieve identified key priorities, mainly through the Annual Plan and Long Term Plan process.

NRC and TTMAC acknowledges that there are other groups, agreements and relationships, such as with Te Kahu o Taonui (TKoT), Mana Whakahono a Rohe agreements and Memorandum of Understandings, that NRC has that are separate to TTMAC. NRC and TTMAC also acknowledge iwi and hapū traditional rights within their rohe and their direct relationship with NRC. Tāiki ē does not override those existing relationships and agreements.

“The purpose of Tāiki ē is to provide a clear roadmap towards giving effect to Te Tiriti obligations and to make NRC and TTMAC accountable in achieving them.”





Structure of Tāiki ē



Tāiki ē is divided into two sections. The first section outlines the Strategic Intent for TTMAC working in partnership with NRC. This includes an overall vision Te Pae Tawhiti | Vision 2040 and Te Kaupapa | Mission Statement. Ngā Whaingā | Desired Goals underpinned by Ngā Tikanga | Values

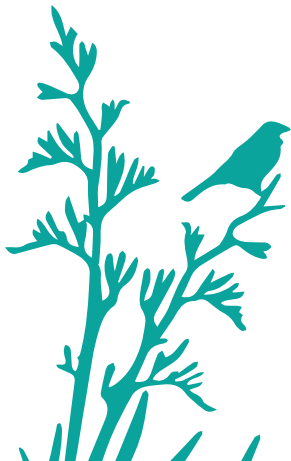
Values are then provided for five key focus areas:

- » Capacity and Capability;
- » Māori representation;
- » Water/marine;
- » Climate crisis; and
- » Economic Development.

Our vision for the future is only as good as the actions we set in place to achieve it.

The second section of Tāiki ē outlines a clear Implementation Plan to be taken to achieve the shared outcomes identified in the Strategic Intent. Further explanatory text and detail for the Implementation Plan is provided at the rear of this document.

"Our vision for the future is only as good as the actions we set in place to achieve it."





Timeframe

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

- » Underway – means that the action is actively being implemented, with further work required.
- » Commence within 12 months – means that the action has commenced within 12 months of adoption of the Implementation Plan and there is a commitment to a completion date.
- » Years 1-3 – means that the action has been completed within three years of adoption of the Implementation plan [insert date 3 years from adoption date for Tāiki ē].
- » For Actions 27-31, the start date for the stated timeframe shall be [insert adoption date for Tāiki ē].

Long Term Plan and Annual Plan Funding

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

Monitoring and review

Tāiki ē is designed to be iterative and will evolve over time in response to new challenges and opportunities. Tāiki ē shall be reviewed:

- » Every three years for efficiency and effectiveness of achieving the Te Taitokerau Māori and Council Committee (TTMAC) Strategic Intent Te Pae Tawhiti | Vision 2040 and Te Kaupapa | Mission Statement (see above) and Northland Regional Council's (NRC) Te Pae Tawhiti – Our Vision 2021-2031 and whether specific actions have been adequately implemented.
- » Reviewed within six months of any Long Term Plan.
- » At any time, following a special request from TTMAC or full council.
- » It is anticipated that annual progress updates will be provided at TTMAC meetings by Council staff or Chief Executive to show continual progress towards achieving Tāiki ē.



Strategic Intent 2021 - 2040

Igā Tikanga | Values

Itiro atu ki ngā taumata o te moana - Always remain strategic in our approach/intent/view

Ahi tāhī tutuki noa - Identifying opportunities, increased collaboration and completion of projects

Te whakatau mā roto i te kōrero - Resolution through conversation

Aitiakitanga - Dedicated stewardship by tāngata whenua of Te Taitokerau

Te Pae Tawhiti | Vision

He whenua haumoko
Land that is bountiful

He wai mā
Water that is pure and healthy

He iwi whai ora
People that are flourishing

Te Kaupapa | Mission

He iwi tahi tātou kia ora ai te taiao.
Kāwanatanga and Rangatiratanga work together for the wellbeing of the environment.

Ngā Whainga | Desired Goals

Capacity and Capability

01

Capability

Tāngata whenua are supported to give effect to their aspirations in council decisions and operations.

02

Capacity

Tāngata whenua are adequately resourced to participate in council decisions and operations.

03

Partnership

Tāngata whenua and council work in a Te Tiriti o Waitangi partnership to achieve their shared goals.

10

Te Ao Māori

Te Ao Māori is inherent in mahi relating to climate crisis and its impacts.

11

Advocacy

Tāngata whenua and council work together in the development of climate crisis policy.

12

Implementation

Partner with tāngata whenua by providing support and resources to prepare for and address the effects of the climate crisis.

Climate Crisis

Māori Representation

04

Te Tiriti o Waitangi

Is upheld and embraced.

05

Decision Making

Tāngata whenua are equitably represented in all council decisions and operations.

06

Resourcing

Tāngata whenua are equitably resourced to contribute to council decisions and operations.

Economic Development

13

Whai Rawa

Council advocates for and supports economic development for tāngata whenua.

14

Whai Mana

Tāngata whenua self-reliance and self-determination is supported by council.

15

Whai Oranga

Economic growth is compatible with the protection and enhancement of ecological, spiritual and cultural values of tāngata whenua.

Water/Marine

07

Mauri

The mauri of water is protected, restored and improved.

08

Mātauranga

Information/knowledge is gathered and collated to better understand and improve the health of water.

09

Mana o te wai

Partner with tāngata whenua to give effect to Te Mana o te Wai.

NOTE In the context of He Whakaputanga me Te Tiriti o Waitangi: The significance and meaning of 'He iwi tahi tātou' (we are two people, one nation), as was used by Governor Hobson in 1840 at the signing of Te Tiriti o Waitangi. Tāngata whenua = whānau, hapū and iwi



Actions	Who	Timeframe	Budgeted
<p>1. Establish Te Tiriti o Waitangi Health Check and Review Framework by:</p> <p>b. carrying out an independent review of council's obligations and performance against Te Tiriti o Waitangi performance standards utilising the Te Arawhiti Framework in a Taitokerau context;</p> <p>c. identifying and implementing priority areas for improvement based on Te Tiriti o Waitangi Health Check;</p> <p>d. reporting to and seeking views and input of TTMAC and councillors as part of the review;</p> <p>e. review the implementation of the recommendations annually; and</p> <p>f. undertaking a full Te Tiriti o Waitangi Health Check every two years.</p>	NRC in partnership with TTMAC	Underway	Budgeted: \$25,000 per year following to carry out an independent 'health check' of council's Te Tiriti o Waitangi obligations, and \$100,000 a year from 2022/23 for implementation of any findings.
<p>2. Continue developing a Tāiki ē (NRC Te Tiriti o Waitangi Strategy and Implementation Plan) that includes, as a minimum:</p> <p>a. what it means for NRC to uphold its Te Tiriti o Waitangi obligations (e.g., what will success look like) and how NRC will live them through decision-making and operations;</p> <p>b. NRC's overarching positions are clearly articulated on important matters such as transfer of powers under the resource management legislation, payment for kaitiaki, recognition of mātauranga Māori* and tāngata whenua participation in decision making; and</p> <p>c. incorporate the findings and recommendations of Te Tiriti o Waitangi Health Check.</p>	NRC in partnership with TTMAC, supported with engagement with TKoT, iwi and hapū	Commence within 12 months	Budgeted: \$250,000 per year from Annual Plan 2023/24.
<p>3. Support and increase the uptake of the development of Iwi and Hapū Environmental Management Plan (IHEMP) by:</p> <p>a. Allocating existing staff time towards assisting iwi and hapū with b and c below;</p> <p>b. Developing a bespoke communication plan for increasing awareness and visibility of existing or future funding and support for IHEMPs, including targeting communications to iwi, hapū and whānau networks (including reaching out to specific iwi and hapū who may need extra support); and</p> <p>c. Increasing the amount of funding and staff capacity in the 2024-2034 Long Term Plan to respond to the potential increase in shared work programmes.</p>	NRC in partnership with iwi and hapū	Underway Years 1-3 for (a) to (c)	Budgeted: \$30,000 per year from 2022/23 Target 2024-2034 Long Term Plan. Additional NRC FTE may also be required.

Actions	Who	Timeframe	Budgeted
<p>4. Support and increase the uptake of Mana Whakahono-ā-rohe agreements and commitments made within them by:</p> <p>a. Allocating existing staff time towards assisting iwi and hapū with b, c and d below;</p> <p>b. Making it clear that NRC is open to receiving invitations and having discussions regarding entering into a Mana Whakahono-ā-rohe process with iwi and hapū.</p> <p>c. Developing a bespoke communication plan for increasing awareness and visibility of existing or future funding and support for Mana Whakahono-ā-rohe, including targeting communications to iwi, hapū and whānau networks (including reaching out to specific iwi and hapū who may need extra support); and</p> <p>d. Increasing the amount of funding and staff capacity in the 2024-2034 Long Term Plan to respond to the potential increase in shared work programmes.</p>	<p>NRC in partnership with iwi and hapū</p>	<p>Underway Years 1-3 for (a) to (d)</p>	<p>Budgeted: \$30,000 per year from 2021/22 Target 2024-2034 Long Term Plan. Additional NRC FTE may also be required.</p>
<p>5. Support and increase the number of Māori Resource Management Act Hearing Commissioners by:</p> <p>a. developing and implementing a consistent process and policy for:</p> <p> i. the identification of suitable candidates by tāngata whenua to become certified resource management hearing commissioners;</p> <p> ii. establishing when Māori commissioners will be utilised in council RMA resource consent and plan change decisions and operations;</p> <p> iii. how iwi and hapū will be consulted on the appointment of hearings commissioners within their rohe; and</p> <p>b. provide a dedicated funding stream to support the formal certification of Māori commissioners;</p> <p>c. identifying external funding sources (e.g., central government or territorial authorities) to maximise opportunities for tāngata whenua; and</p> <p>d. identifying cohorts of whānau, hapū and iwi to complete the training to encourage a supportive learning experience.</p>	<p>NRC in partnership with TTMAC</p>	<p>Years 1-3</p>	<p>Incorporated in current budget allocated to RMA Wānanga \$20,000. As noted in clause 8.4 Akoranga – Training in Mana Whakahono-ā-rohe.</p>
<p>6. Ensure the delivery of targeted educational noho on resource management processes by:</p> <p>a. developing and implementing a programme in particular areas of interest with TTMAC (e.g., Ngā Whainga of TTMAC Strategic Intent); and</p> <p>b. allocating existing or new staff time towards delivering the programme and providing targeted assistance to whānau, hapū and iwi through council's RMA processes.</p>	<p>NRC in partnership with TTMAC, and iwi, hapū and whānau</p>	<p>Commence within 12 months</p>	<p>Budgeted: RMA Noho \$20,000 per year.</p>

Actions	Who	Timeframe	Budgeted
<p>7. Taking into account the existing tools and models available, develop and fund a culturally appropriate council environmental monitoring programme that:</p> <ul style="list-style-type: none">a. addresses iwi and hapū interests and concerns in the monitoring of the environment;b. includes the incorporation of mātauranga Māori, tikanga Māori and recognition of the role of tāngata whenua as kaitiaki;c. recognises and provides for any cultural monitoring tools endorsed by iwi and hapū;d. is consistently implemented as a component of NRC environmental monitoring and reporting practices and processes; ande. is reviewed and updated every three years for its effectiveness and efficiency.	NRC in partnership with TTMAC	Years 1 - 3	Budgeted: \$20,000 per year to support environmental monitoring by tāngata whenua.
<p>8. Taking into account the existing tools and models available, develop and fund a culturally appropriate programme that enables and supports tāngata whenua to undertake their own freshwater monitoring aspirations that:</p> <ul style="list-style-type: none">a. addresses iwi and hapū interests and concerns in the monitoring of the environment;b. includes the incorporation of mātauranga Māori, tikanga Māori and recognition of the role of tāngata whenua as kaitiaki;c. recognises and provides for any cultural monitoring tools endorsed by iwi and hapū;d. is consistently recognised and incorporated where appropriate as a component of NRC environmental monitoring and reporting practices and processes; ande. is reviewed and updated every three years for its effectiveness and efficiency.	NRC in partnership with iwi and hapū	Underway	Budgeted: \$250,000 22/23 within the Te Mana o te Wai fund (specific purpose and allocation yet to be confirmed)
<p>9. Review, update and embed how NRC delivers its regulatory services to ensure regulatory activities (e.g. resource consents and compliance monitoring) are undertaken in a culturally appropriate manner and seek to include iwi and hapū to the greatest extent possible, including by:</p> <ul style="list-style-type: none">a. developing an efficient and consistent framework for notifying and involving iwi and hapū with resource consent applications;b. providing suitable opportunities for iwi and hapū to provide feedback within statutory timeframes;c. taking into account the following:<ul style="list-style-type: none">i. The legislative constraints of the RMA;ii. Where legislative conflicts arise, advocate for change to central government in accordance with Action 12 of this Implementation Plan.d. committing funding to consistently resource iwi and hapū for undertaking this work.	NRC in partnership with TTMAC	Commence within 12 months for (a) - (c); and Years 1-3 (d)	(a) - (c) Underway with \$30,000 committed to fund the review to be completed by December 2023. (d) - Underway.

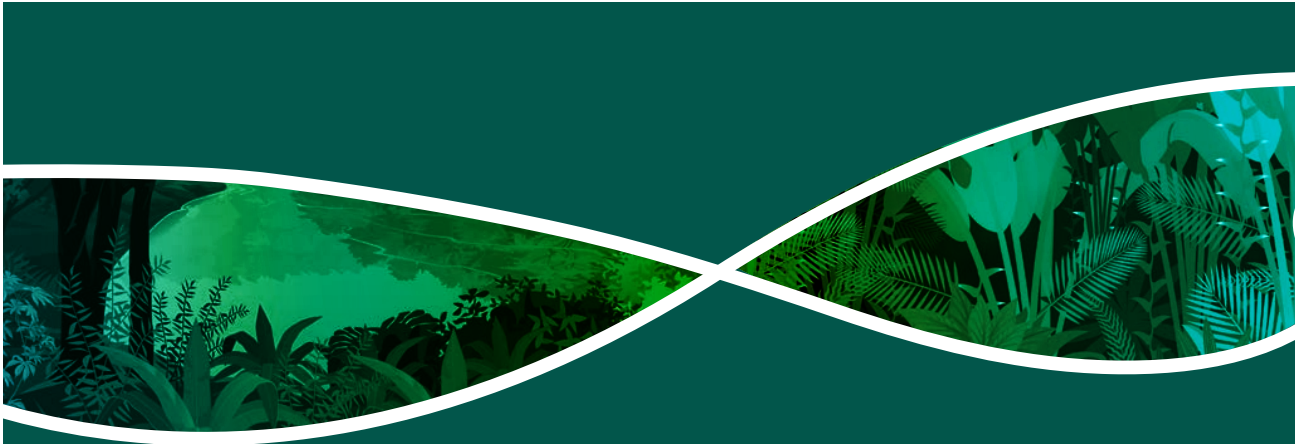
Actions	Who	Timeframe	Budgeted
<p>10. Advocate where appropriate, actively support, local and regional education providers, businesses and institutions to address existing skills shortages by:</p> <p>a. engaging with tāngata whenua involved in existing projects to identify skills shortages in priority areas for NRC and TTMAC to focus on (e.g., planning, environmental monitoring);</p> <p>b. identifying programmes and opportunities that deliver education programmes in priority areas for NRC and TTMAC; and</p> <p>c. identifying opportunities to develop work programmes that fill skills shortages in priority areas for NRC and TTMAC.</p>	NRC in partnership with iwi, hapū, TTMAC and supporting external education providers, businesses and institutions	Years 1-3	Underway
<p>11. Ensure tāngata whenua are consistently resourced to participate in governance, decision-making and operational activities by:</p> <p>a. reviewing different funding models used elsewhere in Aotearoa that could be applied, adapted and enhanced in Te Taitokerau;</p> <p>b. taking into account the findings of (a), develop and implement an agreed methodology and policy regarding consistent resourcing of tāngata whenua.</p>	NRC in partnership with TTMAC, and the Crown	Commence within 12 months for 11(a); and years 1-3 for 11(b).	Budgeted: funding can be allocated from the \$250,000 Tāiki ē implementation funding from 2023/24 Annual Plan.
<p>12. Support iwi and hapū in their endeavours to obtain further funding and support through external sources (e.g., central government or territorial authorities). Specific actions could include:</p> <p>a. allocating existing staff time and resources towards assisting iwi and hapū in applying for funding; and / or</p> <p>b. creating a new role and employing someone dedicated to assisting iwi and hapū in applying for funding.</p>	NRC	Years 1-3	Underway – within existing resources. Allocate Tāiki ē funding to implement recommendations. Kaiawhina roles to assist with iwi/hapū funding in partnership with council.
<p>13. Undertake joint advocacy to central government on agreed priorities and interests, including on new legislation and initiatives such as the Future of Local Government Reforms, by:</p> <p>a. establishing the agreed priorities areas with TTMAC (e.g., water/ marine, climate crisis and economic development);</p> <p>b. developing and implementing an agreed process with TTMAC to effectively and efficiently respond and advocate on behalf of Te Taitokerau on the agreed priority areas identified in (a).</p>	NRC, TTMAC, Iwi and hapū, Far North District Council (FNDC), Whangārei District Council (WDC), Kaipara District Council (KDC)	Commence within 12 months	Within existing resources.
<p>14. Collaborate with, and advocate to other territorial authorities (such as Auckland Council (AC) and Whangārei, Kaipara and Far North District Councils) where there are cross-boundary overlaps and duplication for iwi and hapū to improve and streamline engagement processes and resourcing where possible.</p> <p>Note: For example Kaipara Moana Remediation</p>	NRC, FNDC, WDC, KDC and AC	Years 1-3	Within existing resources.

Actions	Who	Timeframe	Budgeted
15. Identify opportunities within legislation for tāngata whenua members of TTMAC to: a. join or participate in other council governance structures; and b. where appropriate, have formal voting rights on sub-committees.	NRC in partnership with TTMAC	Commence within 12 months	Within existing resources. TTMAC budgeted for participation and attendance at meetings - \$125,000 per year from 2023/24 Annual Plan.
16. Deliver specific projects within agreed priority areas of interest (e.g. water/marine, climate crisis, economic development) to tāngata whenua and NRC by: a. undertaking a stocktake of existing projects and work programmes being progressed with the agreed priority areas of interest; b. establishing and implementing a joint TTMAC and NRC work programme that identifies new opportunities for joint projects; and c. seeking resourcing through the 2024 - 2034 Long Term Planning cycle.	NRC in partnership with TTMAC	Years 1-3	Underway within existing resources
17. Develop and embed a cultural awareness and competency framework for councillors, staff and relevant consultants and contractors that includes, at a minimum: a. creating an induction process that explains the cultural context of Te Taitokerau, recognising that each hapū have their own tikanga; b. presents the importance of Te Tiriti o Waitangi / and He Whakaputanga / The Declaration of Independence to NRC in all activities; and c. provides an understanding of and empathy for tikanga Māori (e.g., mauri, kaitiakitanga and mātauranga).	NRC in partnership with TTMAC	Underway; and review within 12 months	Within existing resources.
18. Invest in building tāngata whenua capacity and capability, by: a. reviewing council's existing scholarship/internship programme to ensure that it supports the following outcomes: i. tāngata whenua undertaking their role as kaitiaki; or ii. Increasing tāngata whenua participation in jobs that are directly relevant to Council's activities; or iii. Includes governance training, such as associateships. b. maintaining and increasing where appropriate in the 2024-2034 Long Term Plan, scholarship/internship programmes for tāngata whenua who whakapapa to Te Taitokerau iwi/hapū.	NRC in partnership with TTMAC	Underway	Budgeted: six scholarships at \$4,000 per year (three specifically for Māori who whakapapa to Taitokerau), with a summer internship at \$11,000 per scholarship recipient from within existing resources.

Actions	Who	Timeframe	Budgeted
19. Develop an engagement policy and framework that formalises engagement procedures with iwi and hapū on Annual Plan, Long Term Plans, Regional Planning, and Regional Policy Statements.	NRC in partnership with TTMAC	1-3 years	Underway within existing resources
20. Develop and maintain a digital tāngata whenua contacts database that spatially identifies indicative iwi and hapū rohe boundaries that can be utilised to guide engagement processes (e.g. resource consents), that: a. takes into account overlapping iwi and hapū boundaries; b. recognises the sensitivity and accuracy of information; and c. uses the best available information (e.g., within IHEMPS); and mātauranga).	TTMAC, iwi and hapū with support and facilitation from NRC and Te Puni Kōkiri and the Māori Land Court	Underway; and completed within 12 months	Budgeted: Funding can be allocated from the \$250,000 Tāiki ē implementation funding from 2023/24 Annual Plan.
21. Investigate and identify opportunities for the transfer or delegation of decision-making powers or operations (e.g., pursuant to section 33 of the Resource Management Act 1991) in areas of interest/concern to iwi and hapū, by: a. identifying actions needed by NRC to implement the transfer or delegation and how these will be implemented; and b. providing assistance (e.g., staff assistance or funding support to engage an independent facilitator) to the iwi or hapū that are seeking the transfer or delegation.	NRC in partnership with TTMAC	1-3 years	Underway within existing resources.
22. Ensure the successful ongoing implementation of Māori constituencies by: a. promoting and raising awareness of Māori seats and encouraging Māori to stand for local government; and b. engaging with iwi and hapū to undertake a review of Māori constituencies within the first triennium following implementation to measure success and the representativeness of the constituencies.	NRC in partnership with TTMAC, iwi and hapū	Already underway and completed within Years 1 -3	Budgeted: \$20,000 allocated in governance budget for 22(a).
23. Providing ongoing support to ensure an equitable and culturally safe working environment for councillors.	NRC in partnership with TTMAC	Ongoing	Within existing resources.
24. Review council procurement policies and processes to ensure fair and equal opportunities for tāngata whenua consultants and contractors to obtain council contracts.	NRC in partnership with TTMAC	1-3 years	Underway within existing resources.

Actions	Who	Timeframe	Budgeted
<p>25. Identify opportunities in council activities for tāngata whenua consultants and contractors to apply for council contracts.</p> <p>a. promoting and raising awareness of Māori seats and encouraging Māori to stand for local government; and</p> <p>b. engaging with iwi and hapū to undertake a review of Māori constituencies within the first triennium following implementation to measure success and the representativeness of the constituencies.</p>	NRC	1-3 years	Within existing resources.
<p>26. During each review of the Annual Plan or Long Term Plan, consider and implement appropriate financial and other support for specific actions outlined in this Implementation Plan.</p>	NRC	1-3 years and ongoing	Within existing resources.
<p>27. Continue to support the active involvement of tāngata whenua in the Freshwater Planning Instrument for Te Taitokerau under the National Policy Statement for Freshwater Management by:</p> <p>a. acknowledging the special relationship tāngata whenua have with wai, and te mana me te mauri o te wai;</p> <p>b. ensuring that NRC exercise its role and functions to give effect to this special relationship; and</p> <p>c. giving effect to the recommendations in Ngā Roimata o Ngā Atua Report.</p>	NRC in partnership with TTMAC, iwi and hapū and the Crown	1-3 years and ongoing	Budgeted: Annually \$250,000 is set aside in the current LTP 2021 – 2031 for the Te Mana o te Wai Fund. Within existing resources.
<p>28. Support tāngata whenua to address the effects of the climate crisis and strengthen the resilience of their communities to natural hazard events by:</p> <p>a. identifying opportunities for tāngata whenua led approaches to:</p> <p> i. mitigating the adverse effects of the climate crisis;</p> <p> ii. immediately respond to adverse weather events and natural hazards within their rohe; and</p> <p> iii. recover from adverse weather events and natural hazards within their rohe; and</p> <p>b. implementing priority actions in Ngā Taumata o Te Moana Implementation Plan and Taitokerau Climate Adaptation Strategy;</p> <p>c. supporting advocacy associated with the Taitokerau Resilience Action Plan; and</p> <p>d. providing resources and mandate for local Māori leaders to support community safety and wellbeing before, during and after natural hazard events.</p>	NRC in partnership with TTMAC, iwi and hapū, other Councils and the Crown	1-3 years and ongoing	Budgeted and underway within existing resources. Further budget required to fully implement the action.

Actions	Who	Timeframe	Budgeted
<p>29. Ensure strong tāngata whenua self-reliance and self-determination through sustainable economic development by:</p> <p>a. supporting tāngata whenua to develop and implement their own economic development plans; and</p> <p>b. co-designing regional plans for economic development in Te Taitokerau (e.g. Te Taitokerau Economic Action Plan, and Te Rerenga) and ensuring that these include clear, measurable and achievable actions.</p>	Northland Inc in partnership with Northland councils, the Crown, iwi and hapū and public/private entities	1-3 years and ongoing	Unbudgeted. Further budget required to fully implement the action.
<p>30. Support tāngata whenua aspirations associated with marine environmental protection and economic development opportunities by:</p> <p>a. Identifying opportunities for tāngata whenua led approaches (e.g., customary practices such as rahui) within Taitokerau to:</p> <p>i. Identify and implement marine protected areas;</p> <p>ii. Undertake restoration and enhancement programmes within the coastal marine areas;</p> <p>iii. Review and implement marine biosecurity policies and measures; and</p> <p>iv. Progressing with culturally and ecologically appropriate economic development opportunities within the coastal marine area (e.g., aquaculture activities).</p>	NRC and Northland Inc in partnership with TTMAC, iwi and hapū and the Crown (e.g., Ministry for Primary Industries)	1-3 years and ongoing	Budgeted: \$50,000. Further budget required to fully implement the action.
<p>31. Develop, monitor and report on a key performance indicator framework to assess NRC delivery of outcomes for tāngata whenua against Ngā Whaingā within the Strategic Intent.</p>	NRC in partnership with TTMAC	1-3 years and ongoing	Within existing resources.



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TTMAC

Te Taitokerau Māori and Council

Northland
REGIONAL COUNCIL
Te Kaunihera ā rohe o Te Taitokerau

**TITLE: Amendment to Local Government Electoral Legislation
(Māori Wards and Constituencies)**

From: Justin Murfitt, Strategic Policy Specialist; Julian Hansen, Kaiārahi Kaupapa Māori - Senior Māori Technical Advisor; Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement and Ruben Wylie, Pou Tiaki Taiao

Authorised by: Jonathan Gibbard, Tāhūhū Rangapū - Chief Executive Officer, on 18 April 2024

Executive summary/Whakarāpopototanga

The Government has signalled that it intends to make changes to the Local Electoral Act 2001 (LEA) to reverse amendments made by the previous government in 2021 (Attachment 1). The 2021 amendments were made to improve Māori representation in local government by removing the use of binding polls in relation to council decisions to establish Māori constituencies.

In October 2020, Northland Regional Council voted to establish Māori constituencies for the 2022 regional council elections. Following a representation review in 2021, two Māori constituencies (Te Raki Māori) were created for the 2022 regional council elections. The signalled changes to the LEA could mean reduced representation for Māori in council decision-making and make it more difficult for councils to meet legislative requirements to facilitate Māori participation and representation.

The Bill to amend the LEA has yet to be introduced to Parliament; however, given the short time periods currently being provided to make submissions, and the potential for this period to fall between council meetings, council's position is being sought early to inform the development of any potential future council submission on the Bill.

Recommendations

1. That the report 'Amendment to Local Government Electoral Legislation (Māori Wards and Constituencies)' by Justin Murfitt, Strategic Policy Specialist; Julian Hansen, Kaiārahi Kaupapa Māori - Senior Māori Technical Advisor; Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement and Ruben Wylie, Pou Tiaki Taiao and dated 16 April 2024, be received.
2. That council endorse the position and submission points in this report on intended changes to the Local Electoral Act 2001 signalled by Government.
3. That council note that once the Bill is introduced, further analysis by staff will likely result in further submission points being developed and that the final submission will either be brought to a future council meeting for approval, or if timeframes do not permit that approach, the submission will be authorised via the process outlined in Council's Delegation Manual.

Options

No.	Option	Advantages	Disadvantages
1	Council endorses a high-level position and key submission points on the	Enables staff to start developing a draft council submission on the Bill to	None

No.	Option	Advantages	Disadvantages
	changes to the LEA signalled by Government.	amend the LEA as soon as possible. Makes it more likely a draft could be considered and approved at a council meeting.	
2	Council does not endorse a high-level position and key submission points on the changes to the LEA signalled by Government.	None	Staff would not have direction from council on the development of a draft submission. Risk that council direction is not provided in time for a submission to be lodged with central government.
3	Council does not lodge submissions on the Bill (once released)	None	Government would not have access to issues or concerns of council. Council could be seen to have no views on current or future representation arrangements for Māori, risking reputational damage to our Te Tiriti partnerships.

The staff's recommended option is Option 1 – that council provides high-level direction on potential submission points should a Bill to change the Local Electoral Act 2001 be introduced to Parliament. Staff have prepared the high-level submission points based on an initial workshop held with councillors.

Considerations

1. Climate Impact

Being a representation matter, endorsement of a council position and direction on the development of a draft submission on changes to the LEA does not have implications for climate change responses by Northland Regional Council.

2. Environmental Impact

Being largely an administrative matter, there are no environmental risks or impacts associated with the endorsement of a Council position and direction on the development of a draft submission on changes to the LEA signalled by central government.

3. Community views

Council's last consultation on representation arrangements in 2021 showed that there are a range of community views on local government representation arrangements provided for under the Local Electoral Act 2001 (LEA), and that the establishment of Māori constituencies

has been contentious. However, council endorsing its position and high-level submission points for the purpose of a submission on subsequent legislative changes to the LEA does not in itself impact on communities, as individuals and community interest groups can also lodge submissions with Government outlining their views on the changes once the Bill is introduced to Parliament. Council endorsing a position on Government's signalled changes to the LEA also provides transparency for Northland communities.

4. Māori impact statement

To date, there has been no engagement with Māori on the Government's signalled changes to the Local Electoral Act 2001, or on the council position in relation to the potential changes. This is because the planned changes were signalled only very recently, and a Bill has not yet been publicly released. However, engagement by council with Māori on the establishment of Māori constituencies, and during the 2021 representation review, suggests that Māori will likely hold strong views on the signalled changes, and will solidly support retaining the status quo in the LEA.

Council endorsing its position and high-level submission points for a submission on subsequent legislative changes to the LEA does not in itself impact on Māori – Māori individuals and entities can also lodge submissions with Government outlining their views on the changes once the Bill is introduced to Parliament.

5. Financial implications

At the time of writing this report, there are no known financial implications of this decision. However, should the changes to the LEA proceed as signalled, there would be a cost involved (approximately \$420,000 + GST) to hold a standalone poll, and between \$14,000 and \$28,000 + GST for a poll held in conjunction with the 2025 local election. There would be additional costs for a representation review.

6. Implementation issues

There are no known implementation issues associated with the decision in this report, other than the likely very tight timeframe for submissions on the legislative changes and the ability to put a draft submission to a council meeting prior to lodgement. These implementation issues will be managed in accordance with the Delegations Manual.

7. Significance and engagement

In relation to section 79 of the Local Government Act 2002, this decision is considered to be of low significance when assessed against council's significance and engagement policy because it is part of council's day-to-day activities. This does not mean that this matter is not significant to tangata whenua and/or individual communities, but it does mean that council is able to make decisions relating to this matter without undertaking further consultation or engagement.

8. Policy, risk management and legislative compliance

While the wider subject matter is of significant public interest, there are no known policy, risk management or legislative compliance issues associated with the decision.

Background/Tuhinga

In October 2020, Northland Regional Council voted to establish Māori constituencies for the 2022 regional council elections. Following a representation review in 2021, two Māori constituencies (Te Raki Māori) were created for the 2022 regional council elections. These arrangements were made in accordance with the provisions of the Local Electoral Act 2001 (LEA). The LEA sets out the framework

and processes for local body representation arrangements and elections, including overarching representation and participation principles.

The LEA was amended in 2021 by the Local Electoral (Māori Wards and Māori Constituencies) Amendment Act – this amendment was designed to improve Māori representation in local government by:

- Removing the use of binding polls to overturn a council's decision to establish Māori constituencies;
- Removing the ability for councils to initiate binding polls on whether to establish Māori constituencies; and
- Providing a transitional period in which local authorities could establish Māori constituencies for the 2022 elections.

The Government has recently signalled it intends to make changes to the Local Electoral Act 2001. The changes signalled by Government would effectively reverse the 2021 amendments. The proposed changes to the LEA are described in a letter from Minister of Local Government Simeon Brown to local government Mayors and Chairs (**Attachment 1**).

The signalled Bill has significant implications for Te Taitokerau given around 35% of our population identify as Māori and that more generally across New Zealand there have been widespread shortfalls in Māori representation on councils. For example, Northland Regional Council, pre 2022 elections, did not have any Māori representation for the previous 3 council terms (a nine year period).

Prior to the 2021 amendment, only two councils had established Māori constituencies (seven council decisions were overturned by polls), whereas since that amendment was passed, some 45 of the 78 councils in New Zealand have already established Māori constituencies or have resolved to do so.

While the Bill to amend the LEA has yet to be introduced to Parliament, this report seeks confirmation of the council position in relation to these potential changes to inform future council submission on the Bill. Direction on the content of a submission is needed because timeframes for submissions on the Bill are likely to be very short and may lead to council not being able to consider a draft submission at a formal meeting.

The key submission points sought for council endorsement are summarised in italics below. It should be noted that, once the Bill is introduced, analysis by staff will likely result in further submission points being developed. The full submission will either be brought to council for adoption before it is lodged, or staff will follow the procedure set out in the Delegations Manual, which includes a process for council to provide feedback on the draft submission (but outside of the formal meeting).

Council opposes the signalled changes to the LEA on the basis that:

- Māori constituencies are not a race-based selection, but rather a Te Tiriti/Treaty and legislative outcome both appropriate and necessary to deliver equity.
- Binding polls unfairly give the majority the right to make decisions on a matter affecting the rights of a Māori minority (in most districts/regions). This is further exacerbated by typically low Māori voting numbers.
- Māori seats exist at a national level where Māori who register on the Māori roll can vote for Māori Members of Parliament. Establishment of Māori constituencies at a regional level enables the same approach for Māori representation on council. Māori who register on the Māori roll are only able to vote for those who stand in the Māori constituencies.
- The binding poll requirements ignore the 2010 Waitangi Tribunal finding that the Crown must ensure that its Te Tiriti/ Treaty obligations are upheld, even when it delegates

functions to local government, including the equitable rights of Māori with other citizens when participating in democratic electoral processes.

- The reintroduction of a binding polling system will impose a higher procedural standard for Māori wards / constituencies than is required for general wards / constituencies, which is contrary to natural justice and democratic principles.
- Reversion to a polling system will likely result in reduced Māori roles in decision-making functions in councils. Council decision-making on issues of importance to Māori will likely be negatively affected, and Māori voices will likely be heard less. For councils without Māori elected members, Māori roles will be limited to participation, engagement and consultation.
- Reversion to a polling system will make it more difficult for councils to meet legislative requirements to facilitate Māori participation and representation.
- Decisions on representation and relationships should be made via a deliberative, balanced and considered dialogue – not through a binary choice offered by a poll.
- The polls process is expensive, particularly if standalone. Estimated cost for a standalone Northland poll in 2025 would be \$420,000 + GST, while a poll conducted in conjunction with the 2025 local elections would likely cost between \$14,000 and \$28,000 + GST.

In summary, status quo arrangements under the LEA are appropriate, and that it is unclear what problems the proposed amendments are trying to correct. The requirement to hold binding polls on Māori wards and constituencies, upon petition by 5% of electors, represents a major barrier to establishing and retaining Māori constituencies. For Northland, 5% of the specified number of electors would be 6,585 signatures based on the 2022 triennial election, and this figure will change again by the time of the 2025 election.

Council endorsement of the above summarised submission points will enable staff to draft a submission immediately after the Bill is made available for submissions, which will be critical given likely consultation timeframes.

Attachments/Ngā tapirihanga

Attachment 1: Minister of Local Government - Letter to Mayors and Chairs [↓](#) 

Hon Simeon Brown

Minister for Energy
Minister of Local Government
Minister of Transport
Minister for Auckland
Deputy Leader of the House



By email

Dear Mayors and Chairs,

How Cabinet decisions relating to 2025 Local Elections will affect councils with established Māori wards

I am writing to give you an update on the Government's progress implementing coalition agreements on changes to the legislation for Māori wards and constituencies. This letter also outlines the proposed timing for changes, and the next steps and options for your council.

Reinstatement of the pre-2021 binding poll provisions

The Government will introduce a Bill in the next few months to restore binding polls on the establishment of Māori wards (and constituencies). The intention is that the changes will be enacted by the end of July 2024. There will be an opportunity to make submissions to select committee on this Bill.

From the next term of local government, councils will be able to initiate binding polls on Māori wards. Electors will also be able to petition their council to hold a binding poll. The policy settings for binding polls will be restored to as they were prior to 2021, including the 5% threshold for petitions calling for a binding poll.

Transitional arrangements and options for your council

The Bill will also include transitional arrangements for councils, such as yours, that established Māori wards since 2021 without an opportunity for a binding poll. This is to deliver on the coalition agreements to require these councils to hold polls at the 2025 local elections. The Government is conscious that many councils have unique local circumstances and so the Bill will include options for how your council manages the transition.

Your council is one of a group that established Māori wards or constituencies for the first time at the 2022 local elections. Government policy is that you will have the option to either:

- Option 1 - resolve this year to disestablish the Māori wards or constituencies by council resolution (to take effect at the 2025 local elections); or
- Option 2 - hold a binding poll on the question of Māori wards/constituencies at the 2025 local elections (to take effect at the 2028 local elections).

If your council resolves this year to disestablish the Māori wards/constituencies (Option 1) you will need to complete a shortened representation review process by the beginning of April 2025 (Option 1A). The shortened process will be provided for in the Bill.

If completing a shortened representation review process will be challenging for your council, there may also be an alternative implementation option (Option 1B). Option 1B would mean reverting back to your most recent representation arrangements, from before the Māori wards/constituencies were established, for the purposes of the 2025 local elections. This option is still under development and my officials will be happy to discuss it with you. Under either of 1A or 1B your council would be required to complete a standard representation review prior to the 2028 local elections.

If your council prefers the default option of holding a binding poll at the 2025 local elections (Option 2), and the poll result is against Māori wards/constituencies, your council will then need to follow the standard representation review process before the 2028 local elections.

Local elections timeframes

The Bill will also make changes to some of the statutory timeframes for the 2025 local elections and future elections and polls, including increasing the voting period from 22.5 to 32.5 days. The postal delivery period for voting papers will increase to 14 days in response to advice from NZ Post that they will not be able to meet current statutory timeframes. This will seek to ensure that NZ Post can deliver voting papers to all electors within legislated timeframes. My officials can provide more information on the proposed timing changes if you wish.

Contacts for more information

Officials from the Department of Internal Affairs and the Local Government Commission will be available to discuss these options and provide advice and support on how your council will be affected.

For questions about the Bill, and the changes to Māori ward processes (including transitional arrangements) and election timelines, please contact: Rowan Burns, Policy Manager, Governance and Democracy Team, Department of Internal Affairs, rowan.burns@dia.govt.nz, 027 302 5426.

For questions about how to manage representation review processes, please contact the Local Government Commission. You can contact the Commission by email at info@LGC.govt.nz, or by phone at (04) 460 2228.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Simeon Brown', with a stylized flourish at the end.

Hon Simeon Brown
Minister of Local Government

TITLE: Health and Safety Report for January to March 2024 quarter

From: Tamsin Sutherland, Health and Safety Advisor

Authorised by Group Manager/s: Bruce Howse, Pou Taumatua – Group Manager Corporate Services, on 16 April 2024

Whakarāpopototanga / Executive summary

This report is to inform the council of the activity in Health and Safety for the period January - March 2024.

An overview/summary of the report includes:

- A summary of the events, investigations and outcomes that have occurred in this period.
- Overall numbers of incidents/hazards (excluding speeding) are trending up, this reflects improved reporting. Speeding is trending down.
- Update on health and safety initiatives which have been implemented in this quarter.

Ngā mahi tūtohutia / Recommendation

That the report 'Health and Safety Report for January to March 2024 quarter' by Tamsin Sutherland, Health and Safety Advisor and dated 8 April 2024, be received.

Background/Tuhinga

1. Health and safety performance

A summary of the health and safety performance for the year to date including the period January to March 2024 is shown in Table 1 below.

- A programme of policy and process review and updating has been implemented and is ongoing. Processes for use of buddy systems and onboarding/managing contractors have been reviewed this quarter.
- Whilst the number of completed health and safety inductions for new staff remains below the target of 100% within 2 working days, the failures to meet the target in January related to onboarding of casual staff employed to work in the field who did not require an office-based induction. The SOP for helicopter use and training for work in water have been reviewed.
- Training undertaken for the period included Traffic Inspector and using the traffic management plan, contractor management, first aid for field staff and safety training for work with aggressive people.

- There was a peak of incident reporting corresponding to the launch of the new reporting system in November 2023 which has not continued. However there has been an increase in reporting since the new system launched. Underreporting of near misses remains a concern.

2. Risk management

The review of the risk register was a significant piece of work to improve understanding of hazard and risk. The previous register had several duplicate entries, information on risks held under several relevant entries. The replacement Hazard Register is reformatted to remove any repetition, it groups risks into fewer categories to make it simpler to use and removes any inconsistencies in the way risk scoring has been applied. The final draft of this document has been sent to ELT at the time of writing.

Critical risks have been identified for prioritised management. A critical risk is defined as *“A risk likely to result in serious personal injury, illness or a fatality. Often less frequent exposure, but very severe consequences.”*

2023-2024 Financial Year										
	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	FY Total
Audit/investigation corrective actions identified	3	5	2	5	9	2	9	11	9	55
Workplace inspections completed	0	0	1	0	4	1	0	2	2	10
Number of speed events	14	4	15	9	11	11	7	4	4	79
Number of vehicle events	2	2	6	2	8	10	5	4	8	47
Number of contractor events	1	1	0	0	1	1	1	1	1	7
H&S trainings completed (external)	16	29	40	46	46	33	24	20	34	288
New workers H&S inducted within first two days of starting	100%	100%	80%	83%	88%	100%	50%	100%	100%	89%
Health monitoring vaccine programmes completed										2
Health monitoring programmes completed										2
Incident investigations	28	28	19	34	45	25	24	28	41	272
				ding from previous	Current / under way	Comple ted in last 3				FY Total
				0	35	74				320

Table 1: Health and safety performance lead and lag indicators July 2023 to March 2024

In comparison to reporting in previous years, the incident reporting trend is already exceeding previous full year totals. The ease of incident reporting has seen an improvement in report numbers.

Financial Year	Number of incident reports
2020-2021	132
2021-2022	149
2022-2023	225
2023-2024 (to date)	320

Table 2: Comparison of incident reports for past 3 years, showing increasing trend in reporting

The top cause for reported incidents for the January to March quarter remains speeding incidents (15 incidents), however it is no longer dominating the reports so significantly. Equipment incidents were the second most frequent incidents (14 incidents), with vehicle incidents and aggressive customers third (12 incidents). Staff have been encouraged to report driving incidents where they have to take evasive action so that NRC has a better picture of the frequency of these incidents.

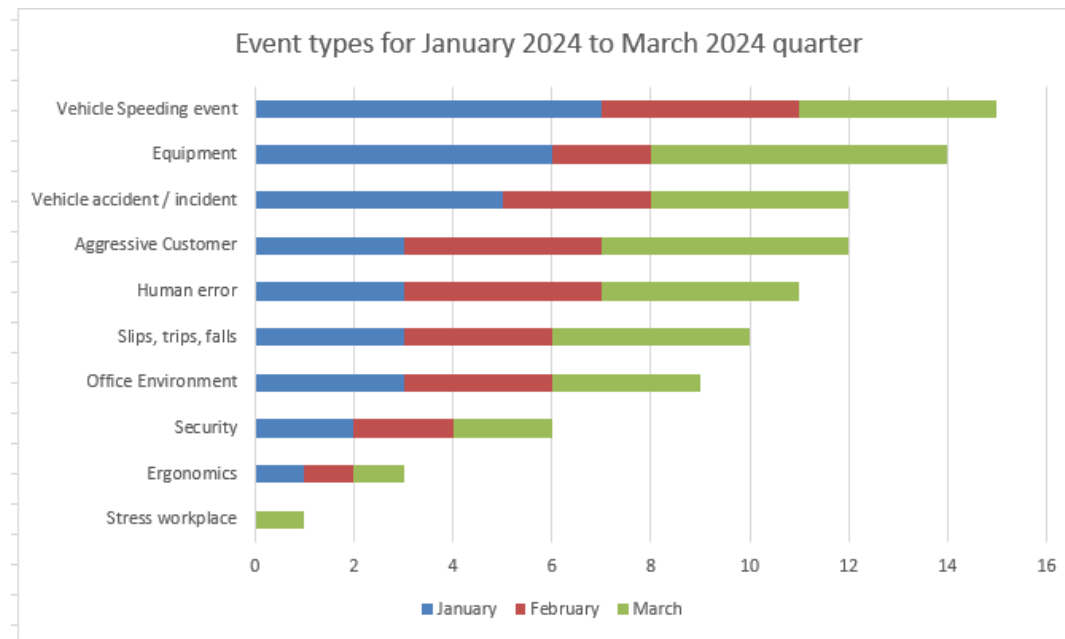


Table 2: Health and safety event reports categorised by type for the January to March 2024 quarter

In this quarter, the 12 incidents of aggressive customers reported included phone messages and confrontations during field work. This compares to 6 in the last quarter. Staff have been asked to record these incidents and not accept abuse as BAU working at NRC. This increase may reflect better reporting, but anecdotally, there is also a heightened tension in the community, which our field staff encounter.

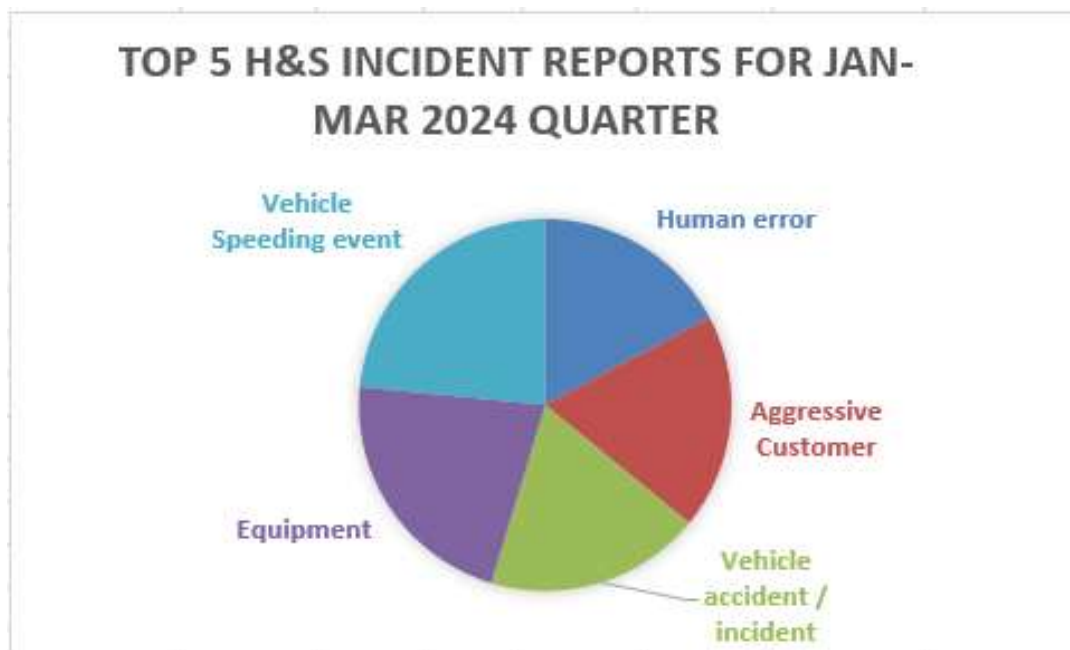


Figure 1: Top 5 causes of H&S incidents in January to March 2024 quarter

In figure 1, the 15 vehicle accidents/incidents can be further broken down into 5 events where NRC staff took evasive action to avoid another road users' actions, 5 vehicle damage events (scratches or dings) and 5 other vehicle incidents.

3. Injuries, incidents, and hazards

101 events were reported by staff for the quarter January to March 2024. Additionally, 15 speeding events were identified in ERoad for this period, and one speeding ticket. NRC vehicles travel in excess of 125000kms each month. The number of incidents recorded represents an average of 1 speeding event per 27, 116 kms driven this quarter (compared to 1 event per 11,860km driven last quarter), which reflects a positive change in behaviour.

Figure 2 below shows injury/incident related events, as compared to hazard related events, for the previous 12 months.

The new reporting system rolled out part way through October was shown with a spike in reporting in November, which has not been maintained. However, the reporting trend is upwards which is positive.

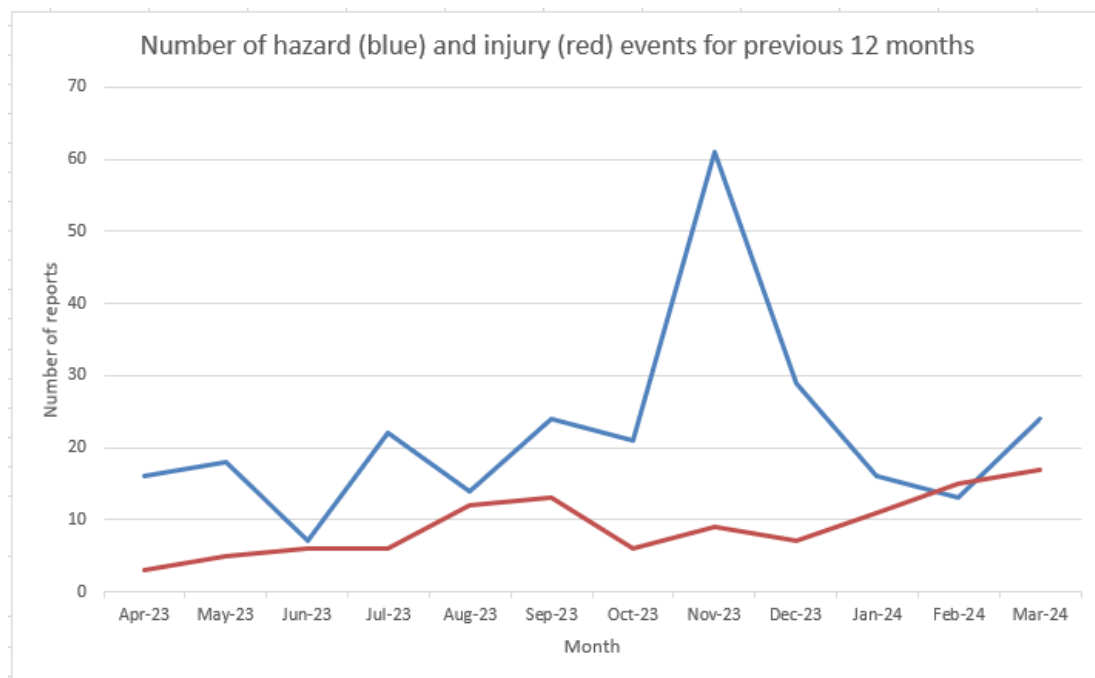


Figure 2: Number of hazard and injury/incident related events for the previous 12 months

Events of interest

Note: the events of interest only detail high risk events, or events which affect large groups of people.

The following events are events of interest from the quarter January 2024 to March 2024.

- Aggressive people causing stress through abusive and persistent phone calls.
- Staff receiving electric shocks working in the field – when investigating this it was evident that this is seen as BAU and is significantly under-reported. A number of staff have experienced very painful shocks from fencing, chains near water and fence posts that have become live.
- Wasps have been a very significant threat this season, with one individual being stung many times. Some information on anaphylaxis has been provided to staff to increase awareness.

- Identified some failings in the out of hours follow up for Garmin InReach alerts after office hours. Developing a roster to ensure staff support available out of hours.

4. Health and safety strategy work programme

The Health and Safety strategy review has been completed by the Capability Group, the draft strategy is being finalised. The strategy provides a 3-year programme to clarify the priorities for health and safety at NRC.

A new system to “Take 5”, that is, to check they are safe to continue planned work in the field has launched council wide. A “Before You Go” form to update your nominated buddy with relevant information has also been launched. This provides real time information to the H&S team and managers through a GIS dashboards including who is working alone, and information on specific high risk tasks, for example working in the road corridor, working with firearms, working around water.

The health and safety training requirements did not track effectively into Enterprise. This database has been recreated in consultation with managers, and there will be a significant focus on Health and Safety training in the final quarter of this year.

A series of training workshops has been organised for contractors across Northland to assist them in obtaining the recognition NRC uses as a baseline for health and safety.

A health and safety audit is scheduled for April. There are two components to this audit

- A maturity check to look at some areas of health and safety implementation in Council
- A contractor gap analysis to check whether NRC are following best practice guidance across all teams when onboarding contractors.

5. Legislative changes

No impacts from minor amendments to Health and Safety at Work Act

Attachments/Ngā tapirihanga

Nil

TITLE: Chair's Report to Council

From: Rae Hetaraka, Executive Assistant to the Chair

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 18 April 2024

Purpose of Report

This report is to receive information from the Chair on strategic issues, meetings/events attended, and correspondence sent for the month of March 2024.

Ngā mahi tūtohutia / Recommendation

That the report 'Chair's Report to Council' by Rae Hetaraka, Executive Assistant to the Chair and dated 9 April 2024, be received.

Meetings/events attended

During this period, I attended the following meetings/events/functions:

- 7 March – Met with Hon Tama Potaka, Minister for Conservation in Wellington discussing the following:
 - Northland Deer Eradication PF2050 Programme – seeking continued funding;
 - Marine Protection under the RMA, implementing our partnership with hapu and our desire to promote additional marine protected areas in partnership with mana whenua and local communities moving forward;
 - Invited the Minister to the launch of the Deer Eradication programme and showcase other great work happening in this location
 - Caulerpa eradication and our partnership approach with hapu and the opportunity for NRC to provide greater support for conservation outcomes to deliver DOC biosecurity and biodiversity outcomes as a more efficient delivery model across public and private land
- 7 March – Met with MetService to discuss the need for data for our storm warning system; provision of bespoke forecasting in advance of an event
- 7-8 March – Attended Regional Sector Meeting in Wellington
- 8 March – Met with Maritime NZ in Wellington to discuss RMS Niagara
- 20 March – Delivered a speech and presented the Northland Regional Council Water Quality Enhancement Award at the Northland Ballance Farm Environment Awards
- 21 March – Met with Hon Shane Jones, Minister for Regional Development, as part of a small group of regional council leaders representing Te Uru Kahika, to discuss RMA opportunities for improvement and opportunities for Central and Regional Council to work more collaboratively
- 22 March – Met with Hon Mark Mitchell, Minister for Emergency Management and Recovery and MP Northland Grant McCallum visiting the proposed multi-agency co-ordination centre (MACC) site, located behind the Whangārei Fire Station and announced the government will contribute an additional \$1.037 million to the project.

The Minister, Local MP Grant McCallum, Northland's Mayors, Chairs and members of the CDEM Group met at NRC to discuss Northland's responses to and recovery from Cyclone Gabrielle; the challenges Northland face responding to events with the state of our roading infrastructure, and the important role Iwi, Hapū and marae play in the emergency management system.

After the meeting, the Minister met with staff and discussed the tsunami siren replacement project and other challenges faced as a region

Correspondence

During March I received out the following correspondence:

Date	Addressed To	Subject
21 March 2024	Hon Andrew Hoggard – Minister for Biosecurity, Minister for Food Safety, Associated Minister of Agriculture (Animal Welfare, Skills), Associate Minister for the Environment	Response to NRC letter sent 19 February 2024 re: Caulerpa dredging trial in Omākiwi Cove, Predator Free 2050 funded projects in Northland and funding for Manchurian Wild Rice

During March I sent the following correspondence:

Date	Addressed To	Subject
11 March 2024	Kirstie Hewlett, Chief Executive and Director Maritime NZ	RMS Niagara and the associated risk of an oil spill
14 March 2024	Hon Tama Potaka, Minister of Conservation	Deer eradication, PF2050 programmes, weed and pest management – invitation to attend the launch of the deer eradication programme 17 April

Attachments/Ngā tapirihanga

Nil

TITLE: Chief Executive's Report to Council

From: Christy Weightman, Executive Personal Assistant to the CEO

Authorised by Jonathan Gibbard, Tāhūhū Rangapū - Chief Executive Officer, on 17 April
Group Manager/s: 2024

Ngā mahi tūtohutia / Recommendation

That the report 'Chief Executive's Report to Council' by Christy Weightman, Executive Personal Assistant to the CEO and dated 2 April 2024, be received.

8.3.1 HIGHLIGHTS

PARTNERSHIPS

March saw the inaugural High Value Area (HVA) Day held at the Northland Cricket Association. NRC staff work within all six HVA projects, yet there is often not a lot of interaction between the parties. The HVA Day was an opportunity for people involved in the different projects to meet, network, and discuss their achievements and challenges. A striking highlight was how very different each of the six HVAs are in terms of governance structures and how workstreams are delivered; however, the goal to protect native flora and fauna through the suppression of pest species is evidently aligned throughout. We were also very fortunate to have University of Waikato Emeritus Professor, Carolyn (Kim) King, internationally recognised for her work on small mammals, present some of her research on mustelid biology and management. This was very inspiring and highlighted how difficult it can be to trap stoats and ferrets on a landscape-scale.



NRC Chair, Geoff Crawford, opening the inaugural 'HVA Day'

Northland Agricultural Field Days (29 February – 2 March)

Council had a successful three days with the site buzzing with discussions and korero between staff and members of the public. After a hiatus post-Covid our wild food giveaway was back, as we partnered with NorthTec | Te Pūkenga Level 4 cookery students to create the delectable venison bruschetta.



National MP Grant McCullum enjoys a taste of the venison bruschetta.

The culinary offering, along with other engaging displays, aimed to educate and entertain visitors while highlighting the council's commitment to environmental conservation and community engagement meant we were kept busy with approx. 2500 people coming through the site.

We also had positive engagement on our social channels:

- Impressions: Number of times our content was displayed to users 13,745
- Engagements: Number of reactions, comments and shares 1,898
- Engagement Rate (per Impression): The number of times users engaged with our content as a percentage of impressions. This indicates how engaged people were with our content. Industry standard is between 1-5%. 13.8%
- Top [Post- Day 2- a winning day](#)
- EDM sign-ups – 91.

Our display focused on freshwater management, pest control strategies, biodiversity conservation, and climate action initiatives.



The marketing and events team with the winning trophy.

As previously mentioned, council's efforts were recognized with the award for Best Outdoor Site, a testament to the collaboration and mahi from all staff involved.

Nature Based Solutions MFE Feasibility Study

We have been engaging with the communities in the Upper Kawakawa Catchment (Motatau, Matawaia, Maromaku and Waiomio) to discuss the funding and objectives from this project. We are identifying the road sections that are most flood prone, we will then model options for bunding solutions that can enhance the wetlands while providing benefit to the road. Capitalising on the existing wetlands to slow the flow of the water and improve water quality.



Motatau Marae Meeting



Waiomio Marae Meeting

8.3.2 CORPORATE SERVICES

Fraud Corruption and Dishonesty Statement

I am not aware of any fraud, nor am I investigating any incidents or suspected incidents of fraud at this time.

Finance

The CEO has approved up to \$2,200 of unbudgeted expenditure to fund a legal review of council's Artificial Intelligence Policy, following an action from the Audit, Risk and Finance Committee that the policy be reviewed by legal counsel and consider Treaty Settlement Acts, data sovereignty and legislative compliance.

Property

Preceding the demolition of buildings on a large council owned leasehold property, all known Class A (asbestos material that are powdery or can become dust from being crushed when dry) asbestos works have now been undertaken. The Tenant owns the buildings for demolishment and is the party to the contract, not council. Most, but not all, demolition works have been under council consultant observation. Hence, council's Health and Safety team are in contact with the Tenant's in-house team to seek assurances that appropriate oversight and safe practices are occurring on site.

The CEO has approved unbudgeted expenditure of up to \$25,000 + GST of OPEX for initial investigations into the future potential of the site once the buildings are demolished, the land remediated, and the Tenant exits.

The CEO has issued a trespass notice to individuals occupying the gardens of a council owned Whangārei CBD investment property. Council's tenants were being intimidated and the property's gardens damaged with the erection of a tent. The Property Team sought Whangārei District Council (WDC) advice before issuing the notice as it has been an ongoing issue along the length of this street, and WDC have been working closely with Police on solutions.

8.3.3 REGULATORY SERVICES

Current Legal Proceedings

Department	Description	Status
Consent decision appeal	Irrigation of avocado orchards and horticulture crops	The Environment Court has directed that a final set of conditions be provided by 12 April 2024. Where agreement cannot be reached, the Court will decide any differences.
Consent decision appeal	Replacement of consents for Opononi Wastewater Treatment System, Hokianga	Appeal from Ngāti Korokoro Hapū has been acknowledged by the Environment Court. Parties have agreed to Court assisted mediation. Memo of outcome of mediation is to be provided to the Court by 31 May 2024. Mediation date has not yet been set.
Consent decision appeal	Site development works for a subdivision at Dip Road, Kamo	Appeal lodged on both WDC and NRC decision to grant consent. Court assisted mediation is being scheduled for April/May 2024.

Consents in Process

During March 2024, a total of 131 Decisions were issued. These decisions comprised:

Coastal Permits	49
Land Discharge Permits	14
Land Use Consents	35
Water Takes	6
Bore Consents	27

Twenty-seven applications were received in March 2024.

Of the 113 applications in progress at the end of March 2024:

- 58 less than 6 months.
- 20 were received between 6 and 12 months ago (most awaiting further information from the applicant);
- 35 were received more than 12 months ago

Applications more than 12 months old – 31 March 2024

IRIS ID	Applicant	Description	Received Date	Comments
APP.006928	Mr J D Palffy	Log extraction from bed of Northern Wairoa River	4/07/2008	S92 hold for cultural effects assessment. Applicant has been advised that this application needs to be resolved or withdrawn. Council will follow up again with the applicant regarding withdrawal of application.
APP.004835	Far North District Council	Kerikeri urban area stormwater discharges	4/10/2011	S92 hold for information on flooding effects. FNDC awaiting results of new flood model for stormwater system before application can continue to be processed.

IRIS ID	Applicant	Description	Received Date	Comments
APP.037501	Hare Patau Hohepa Tepania	Marine farm at Southern end of 90 Mile Beach (Te Oneroa-a-Tōhē)	3/03/2015	S37 extension requested by applicant to allow discussions with Te Hiku about activities on Te Oneroa-a-Tōhē.
APP.038180	Whangarei District Council	Comprehensive stormwater network consent for Upper Whangarei Harbour catchments	25/02/2016	S37 extension by applicant. WDC have engaged a consultant to update the application in response to new PRP and legislation before proceeding further. Unlikely to be ready until mid-2024.
APP.038601	North Western Mussels Limited	Mussel spat catching farm off the West Coast of 90 Mile Beach (Te Oneroa-a-Tōhē)	15/07/2016	S37 extension requested by applicant to allow discussions with Te Hiku about activities on Te Oneroa-a-Tōhē.
APP.037958	Oranga Kai Limited Partnership	Groundwater take for an avocado orchard at 6258 Mangakāhia Road, Kaikohe	28/07/2017	Applicant has requested that hearing being organised. Council awaiting final details of consultation with submitters prior to organising a hearing date, which should occur in second half of 2024.
APP.005059	Golden Bay Cement	Stormwater discharges to CMA from a cement manufacturing site, Portland	9/11/2018	Section 128 review. Review of conditions complete. Decision will be issued by end of April 2024.
APP.042595	Glenview Estate Limited	Activities associated with a proposed hydroelectric power station at Knight Road, Kokopu	2/03/2021	Applicant has requested that hearing is placed on hold to allow him to secure concession and fish passage approval from DoC.
APP.007161	Mangawhai Harbour Restoration Society Incorporated	Replacement consents for dredging and associated activities in Mangawhai Harbour	10/03/2021	S37 extension requested by applicant. Council in discussions with applicant and DoC regarding consent conditions.
APP.004204	Fonterra Limited	Replacement consent to discharge process wastewater from the Maungaturoto dairy factory into the Ōtamatea River estuary	16/03/2021	S37 extension requested by applicant to allow discussions with Te Uri o Hau. CIA has been completed and applicant working though issues with Te Uri o Hau.
APP.000932	Far North District Council	Replacement consents for the Kaitāia wastewater treatment plant at Bonnetts Road, Kaitāia	24/08/2021	Application publicly notified with two submissions received. Council to confirm with the applicant if it wishes to attempt to resolve issues raised by submitters prior to organising a formal hearing.
APP.030602	Far North District Council	Replacement consent for sludge storage facility at Kaitāia - jointly processed with WWTP application	24/08/2021	As above for APP.000932.

IRIS ID	Applicant	Description	Received Date	Comments
APP.002417	Far North District Council	Renewal of consents for the Kaikohe WWTP	27/08/2021	S37 extension requested by applicant to allow for discussions with tangata whenua on land disposal options and preparation of a CIA.
APP.043079	Teal Shores Limited	Earthworks to construct ponds and bunds at Webb Road, Teal Bay	7/09/2021	Council and applicant finalising consent conditions prior to issuing a decision.
APP.037987	Tranquility Retreats Limited	Take water from a bore for the purposes of horticultural irrigation at McManus Road, Houhora	17/09/2021	S37 extension requested by council. Awaiting Court decision on 24 groundwater consents that have been appealed before processing.
APP.043277	R Campbell	Groundwater take for an avocado orchard at 3190 Far North Road, Motutangi	19/11/2021	S37 extension requested by council. Awaiting Court decision on 24 groundwater consents that have been appealed before processing.
APP.043278	Far North Packers Limited	Groundwater take for avocado processing plant at Waiharara, Awanui	19/11/2021	S37 extension requested by council. Awaiting Court decision on 24 groundwater consents that have been appealed before processing.
APP.038410	Sandstone Orchards Limited Partnership	Groundwater take at Srhoj Road, Waiharara for irrigation of avocado orchard development	30/11/2021	S37 extension requested by council. Awaiting Court decision on 24 groundwater consents that have been appealed before processing.
APP.043352	Kauri Mountain Farms Limited	Historic refuse disposal at 469 Kauri Mountain Road, Onerahi	9/12/2021	S37 extension requested by applicant to allow planting plan to be provided to council.
APP.004352	WDC	To discharge treated wastewater to the CMA (Limeburners Creek) at Kioreroa Road, Whangarei	17/12/2021	S37 extension requested by applicant to resolve issues with proposed consent conditions. Applicant has provided s92 response and will provide revised conditions by the end of April 2024. Council will then determine if it has adequate information to make a decision on the application.
APP.043384	GS Jacobsen	Retrospective consent for a retaining wall and mooring, and proposed new boardwalk, 118 Waterfront Road, Pukenui	20/01/2022	S92 hold for further information. Council has followed up with applicant regarding progress with response to s92 request. Awaiting response.
APP.043505	Robert Campbell Trust	Short-term groundwater take for irrigation at 134 Big Flat Road, Waiharara	25/02/2022	S37 extension requested by council. Awaiting decision on 24 groundwater consents that have been appealed before processing.
APP.009495	Taipa Water Supply Limited	Replacement consent to take for irrigation and public water supply, Ōruru River	3/05/2022	S37 extension requested by applicant to allow discussions with tangata whenua.

IRIS ID	Applicant	Description	Received Date	Comments
APP.043888	Carrington Estate Jade LP	Earthworks for residential subdivision at Matai Bay Road and Whatuwhiwhi Road	30/05/2022	S92 hold for assessment of NPS-FW and “natural inland wetlands”.
APP.007205	Far North District Council	Replacement consents for discharges associated with operation of the Kāeo WWTP	27/07/2022	S37 extension requested by applicant to allow discussions with tangata whenua.
APP.003796	Doubtless Bay Water Supply Company Limited	Replacement consent to take groundwater for public supply at Taipa	28/07/2022	S37 extension requested by applicant to allow discussions with tangata whenua.
APP.001116	Kaipara District Council	Replacement consents for discharges associated with the wastewater treatment plant at State Highway 1, Kaiwaka	29/07/2022	Council finalising decision report. Decision should be issued by end of April 2024.
APP.007399	Far North District Council	To discharge treated wastewater to Hihi Stream, Hihi Beach WWTP	31/08/2022	S37 extension requested by applicant to allow discussions with tangata whenua.
APP.044441	Shoresite Properties Limited	Bulk earthworks for subdivision at Sun Valley Drive, Morningside, Whangarei	5/10/2022	S37 extension requested by applicant to allow for discussions with tangata whenua.
APP.005055	Northport Limited	Proposed port expansion project to include reclamation and port activities	6/10/2022	Hearing being held which has been adjourned until May 2024.
APP.044499	C & R Maria	Earthworks for a proposed 11 lot subdivision at Oruru Road, Taipa	20/10/2022	Draft conditions been provided to the applicant for review. Applicant has also been asked whether it wishes council to delay its decision until FNDC has made its decision on the same proposal in case there are changes.
APP.044610	K Archer	MM4 Swing mooring in Windsor Landing, Kerikeri	17/11/2022	S37 extension requested by applicant to allow reconsideration of proposal.
APP.044619	Kiripaka Holdings Limited	Earthworks for an 84 lot development at Kiripaka Road, Whangarei	24/11/2022	S37 extension agreed to by applicant to allow discussion and finalisation of consent conditions.
APP.044727	Quail Ridge Country Club Limited	Proposed pedestrian bridge across Kerikeri River	24/01/2023	S92 hold for information on flooding effects. Joint application with FNDC. Applicant has requested public notification and FNDC will be lead agency.
APP.006151	G W Cordiner	Replacement consent for boat shed #5 in Hatea River, Whangārei Harbour adjacent to Riverside Drive, Whangārei	23/02/2023	Decision will be issued by end of April 2024.

Appointment of Hearing Commissioners

The following commissioners were appointed in March 2024 for one consent hearing:

- Dr Lee Beattie and Mr David Hill for consents associated with subdivision works. The hearing is scheduled for 22 April 2024.

Consents Decisions and Progress on Notified Applications in Process, Objections and Appeals

The current level of notified application processing activities at the end of March 2024 is (by number):



Applications Publicly/Limited Notified During Previous Month	2
Progress on Applications Previously Notified	4
Hearings and Decisions	1
Appeals/Objections	3














COMPLIANCE MONITORING














The results of compliance monitoring for the period 1 March to 31 March 2024 (and year-to-date figures) are summarised in the following table and discussed below.








Classification	Total	Full compliance	Low risk non-compliance	Moderate non-compliance	Significant non-compliance	Not exercised during period
Air Discharge	19	16	1	1	0	1
Bore Consent	5	5	0	0	0	0
Coastal Discharge	20	11	4	3	0	2
Coastal Permit	89	66	12	0	0	11
Land Discharge	76	63	4	2	0	7
Land Use Consent	44	36	0	0	0	8
Water Discharge	47	25	5	14	2	1
Water Permit	31	26	3	0	0	2
Water Take	73	57	9	5	0	2
Total	404	305	38	25	2	34
Percentage		75.5%	9.4%	6.2%	0.5%	8.4%
Year to date	4704	3425	492	380	62	345
Percentage		72.8%	10.5%	8.1%	1.3%	7.3%

Municipal wastewater treatment plant compliance/enforcement

WWTP/Consent Status	Compliance for last 12 months	Enforcement Action/Response
Ahipara Expires 2033		<u>Under ANs</u> (reissued in September 2022). Site works have started for the installation of the new SCUUV unit. A groundbreaking ceremony was held on 25 March 2024.
Russell Expires 30 April 2024 (replacement consent application received)		<u>Under AN.</u> Significant non-compliance currently being addressed.

Taipā Expires 2029		None currently.
Whatuwhiwhi Expires 2025		None currently.
Rāwene Expired 2023 (replacement consent application received)		Issues will be addressed in replacement consent.
Kawakawa Expires 2036		None currently.
Kaitiāia Expired 2021 (replacement consent being processed)		<u>Under AN</u> (for reticulation overflows). Ongoing works on reticulation system. Issues will be addressed in replacement consent.
Opononi and Omāpere Expired 2019 (replacement consent under appeal)		<u>Under AN.</u> Issues will be addressed in replacement consent.
Kaikohe Expired 2021 (replacement consent being processed)		Issues will be addressed in replacement consent.
Kaiwaka Expired 2022 (replacement consent being processed)		Issues will be addressed in replacement consent.
Rangiputa Expires 2032		None currently.
Paihia Expires 2034		None currently.
Glinks Gully Expires 31 July 2024 (replacement consent being processed)		None currently.
Hikurangi Expires 2025		Improvements to plant performance currently underway.
Maungaturoto Expires 2032		<u>Under AN.</u>

Kaeo Expired 2022 (replacement consent being processed)		None currently.
Kohukohu Expires 2026		None currently.
Hihi Expired 2022 (replacement consent being processed)		None currently.
Ruakaka Expires 2046		None currently.
Mangawhai Expires 2042		<u>Under AN.</u> Dam repairs completed. Extensive work being undertaken to address odour issues.
Dargaville Expires 2043		<u>Under AN.</u> Issues addressed in replacement consent.
Te Kopuru Expires 2044		None currently.
Mangawhai Expires 2042		<u>Under AN.</u> Dam repairs completed. Extensive work being undertaken to address odour issues.
Tutukaka Expires 31 May 2024 (replacement consent application received)		None currently.
Whāngārei City Expired 2022 (replacement consent conditions being finalised)		<u>Under AN</u> for odour from plant. Odour mitigation has been budgeted for and other issues will be addressed in replacement consent.
Portland Expires 31 May 2024 (replacement consent application received)		None currently.
Waiōtira Expires 2030		None currently.
Oakura Expires 2025		None currently.

Waipū Expires 2030		None currently.
Kerikeri Expires 2036		None currently.
Ngunguru Expires 2035		None currently.
Compliance Status	Colour	
Full compliance		
Low risk non-compliance		
Moderate non-compliance		
Significant non-compliance		

ENFORCEMENT

Abatement Notices, Infringement Notices and Formal Warnings

The following table gives the total numbers of abatement and infringement notices issued in March 2024:

Nature of offence	Abatement notices	Infringement notices	Formal warnings
Burning and smoke nuisance	2	4	
Earthworks/land use	3	2	1
Illegal activity in coastal marine area	1		
Illegal use of lake bed or river bed	1	6	
Illegal take, dam or diversion of water	2	2	
Farm dairy effluent discharge			2
Sediment discharge	1		
Other air discharge		1	
Total	10	15	3

Court Cases Update

Litigation	Next Court Event/Action
Prosecution Contravention of enforcement orders requiring remedial work.	Final step is for the defendant to provide to NRC a Site Validation Report (SVR) and a finalised Ongoing Monitoring Management Plan (OMMP). When the SVR and the OMMP has been certified, the prosecution will be ready for sentencing. On 1 March 2024, the Suitably Qualified and Experience Person instructed by the defendant confirmed the SVR and the OMMP will be provided soon. A sentencing hearing will be scheduled on a date after 1 May 2024.
Prosecution Earthworks and vegetation clearance in and near natural wetland; and discharge of sediment.	The third jury trial call over was on 26 February 2024. Judge granted a further adjournment to call over, to be set by the registrar, to allow time for discussions between the parties on what issues can be agreed in advance of the trial. Meeting held with the Crown on 27 March 2024 with

	Mr Davis to discuss the issues that are agreed and disputed and possible settlement.
Prosecution Discharge of raw farm dairy effluent to a stream; wastewater washed into stream; and overflow from pond.	All defendants entered not guilty pleas and elected jury trial. Amicus has been appointed for the two unrepresented defendants. A pre-trial hearing is scheduled for 10 and 11 July 2024.
Prosecution Earthworks including: construction of tracks, earthworks and vegetation removal in and near wetland; stream crossings; discharge of sediment; and damming and diversions of tributaries.	Call over before Judge on 27 February 2024. We are still negotiating wording of summary of facts with the defence lawyer for sentence indication hearing which is postponed to 18 June 2024 to accommodate negotiations.
Appeal against abatement notice and application for stay Coastal works.	NRC is a section 274 PMA party in support of the WDC application in relation to the hard protection structure. A two-day hearing was on 21 and 22 March 2024. The appellant conceded that NRC is correct – that the rock gabion baskets are a hard protection structure and unauthorised. The Environment Court has reserved its decision. On 4 April 2024, NRC received a proposal from the appellant to remove the unauthorised structure from the beach in advance of the court decision.

8.3.4 ENVIRONMENTAL SERVICES

LAND MANAGEMENT

Whangārei urban awa project

This project has finished with the final closure report completed and going through the audit process with MfE. The project ran for 3 ½ years. The full \$150,000 NRC budget was allocated along with \$452,361.74 from MfE. The project completed 20.3km of fencing (20km target) and 20,890 plants in the ground (15,000 target).

Biodiversity

Lakes – hornwort was controlled in one lake in February and planning continues for control in three lakes in April. A contract with a drone herbicide applicator has been arranged instead of helicopter application which is cheaper.

CoastCare

- NRC CoastCare staff attended two events for Seaweed, Matarau Te Moana Enviroschools event and Bream Bay Coastal Care beach clean-up.
- Coastal Restoration Trust conference was held in Kāwhia and attended by NRC, DOC, Far North kaitiaki and Bream Bay Coastal Care Trust
- Glinks Gully Community held a working bee over Easter weekend, which was attended by CoastCare staff. Volunteers weeded invasive Cape Ivy and Acacia and also fixed the fence controlling vehicle access into the reserve and put-up new signs. This proved timely as that afternoon a large group of 4wds attempted to drive into the reserve but were stopped by the fence. Access paths for bikes and pedestrians is provided and sign posted.



Clockwise from top left: Kaitiaki o Tokerau presentation, attendees of the Coastal Restoration Trust conference at Kāwhia Marae, Glinks Gully Community working bee with weeds removed from the reserve, Bream Bay Coastal Care Trust volunteers fixing signs and fence and picking up litter from the beach.

NATURAL RESOURCES

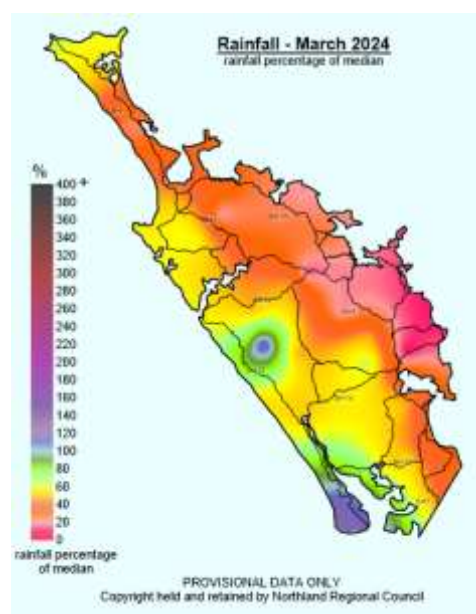
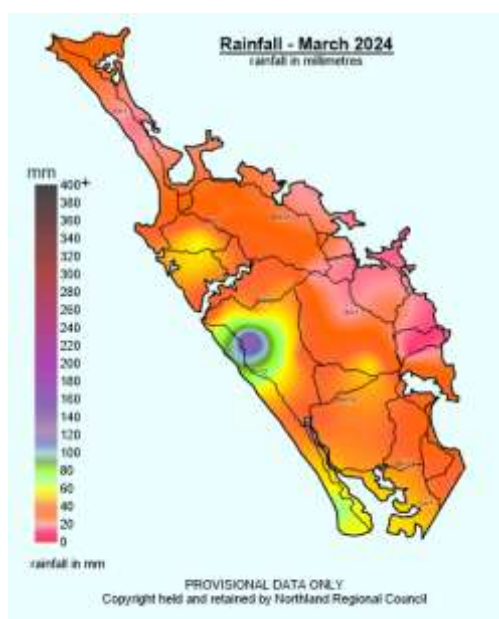
Science:

Auckland Council and Northland Regional Council have joined their storm tracking systems to enable better coverage for both regions from the north and south.

Staff are focused on assessing the groundwater levels due to dry weather in Northland, focusing high risk aquifers.

Hydrology

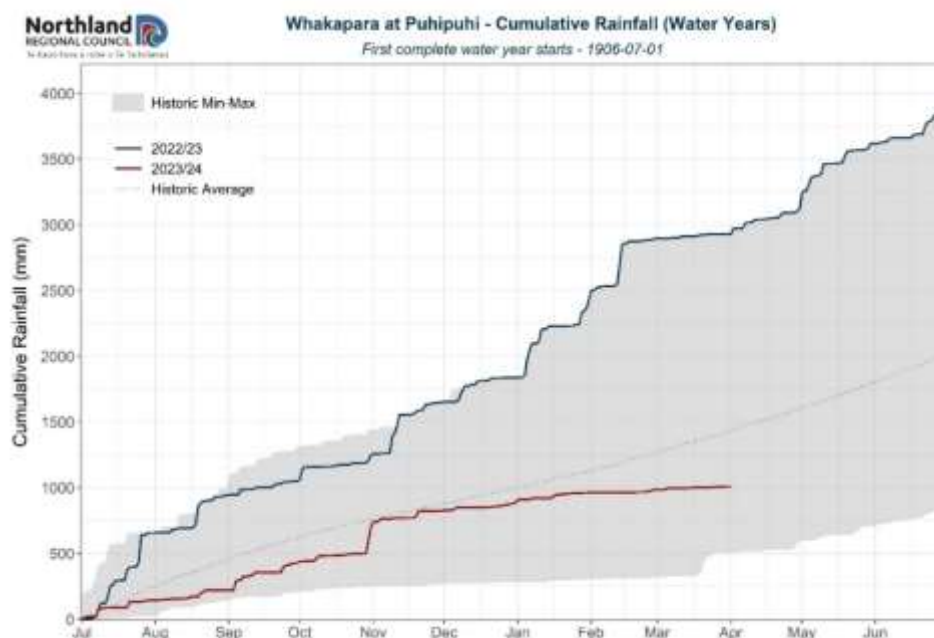
Rainfall



- The Northland region averaged 38.9mm rainfall for March, 44% of the median or normal expected.
- The highest rainfall recorded for the month was in the west of the region, with the Waimamaku at Wekaweka Road station in the South Hokianga recording 130.5mm, 76% of normal expected rainfall.

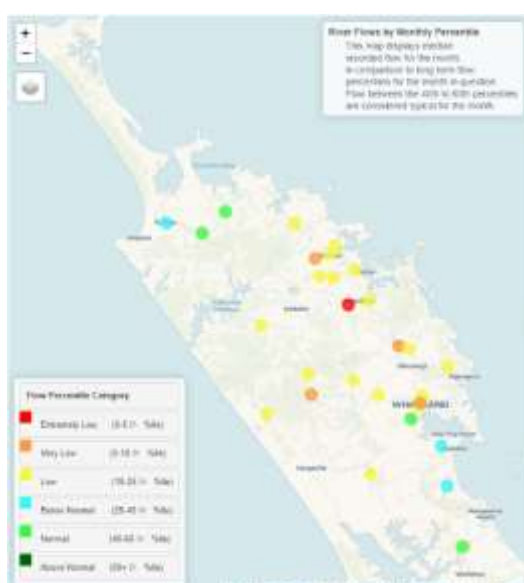
The Waimā at Tutamoe station recorded 101mm (120% of normal expected rainfall), and the Pouto peninsular averaged 117%.

- The east coast from Houhora to Mangawhai was the driest part of the region, with the Hātea at Glenbervie Forest station recording 13mm (11%), the Ngunguru at Dugmores Rock station 14mm (13%), and the Waitangi at Ōhaeawai station 16.5mm (15%).



- The cumulative rainfall graph above for the Whakapara at Puhipuhi station indicates that rainfall for the 2023-2024 water year (1 July to 30 June) was very close to the historic average in early December, but there has been very little rainfall in this catchment since El Nino conditions began to dominate.
- Cumulative rainfall for the 2023-2024 water year at this site for the nine months to the end of March 2024 is now about 1000mm, much lower than the historic average of about 1380mm for this time of year.

River Flow



Groundwater



- River flows in March 2024 were Low to Very Low for most of the region, particularly in central and eastern catchments.
- River flows were Normal to Below Normal for the month in northwestern catchments around Kaitia and in the southeast in Bream Bay and around Mangawhai.
- Groundwater levels in the Far North and southeast of the region were Normal to above Normal for March 2024.
- Groundwater levels were Low in Ruawai and Kaikohe, and Extremely Low in Russell

Water Quality Field Operations

- A year-long sampling programme near Taupo Bay was completed, documenting the baseline water quality of a property undergoing largescale land retirement and remediation (stock exclusion, planting, etc.). The aim is to repeat this sampling programme in 5-10 years to document water quality improvements.
- Annual shellfish surveys were undertaken at Houhora and Hokianga with kaitiaki from Ngāti Kuri and Ngati Korokoro respectively.
- A lot of ongoing engagement with our Te Tiriti partners. Supporting their monitoring aspirations, including eDNA sampling and training with Ngai Takoto in collaboration with biosecurity staff as part of a Golden Clam surveillance programme.

POLICY AND PLANNING

The consultation period to feedback on the draft freshwater plan change closed on 31 March. Late feedback, however, continued to be received during the week following. In total around 600 pieces of feedback have been received on the draft Freshwater Plan Change.

8.3.5 BIOSECURITY

PARTNERSHIPS

On 21 March the second pāteke / brown teal release was held at 'The Landing' at the end of the Purua Peninsula. Pāteke are a threatened endemic duck, who's numbers dropped during the early 2000's. In Northland, through landscape-scale pest control and supplemented with translocations from captive rearing facilities, this species has slowly recovered and can be found across many sites in the region. A year ago, 20 pāteke were released at The Landing but probably due to very wet weather at that time, the ducks dispersed from the release site, and feral cats preyed on many. This year it has been considerably drier meaning the birds are more likely to stay closer to the ponds where they were released, and a significant amount of feral cat control has occurred. Each pāteke has been fitted with a transmitter, and we are hopeful this release will be more successful. Monitoring will indicate how the birds are doing and updates will be given in the coming months.



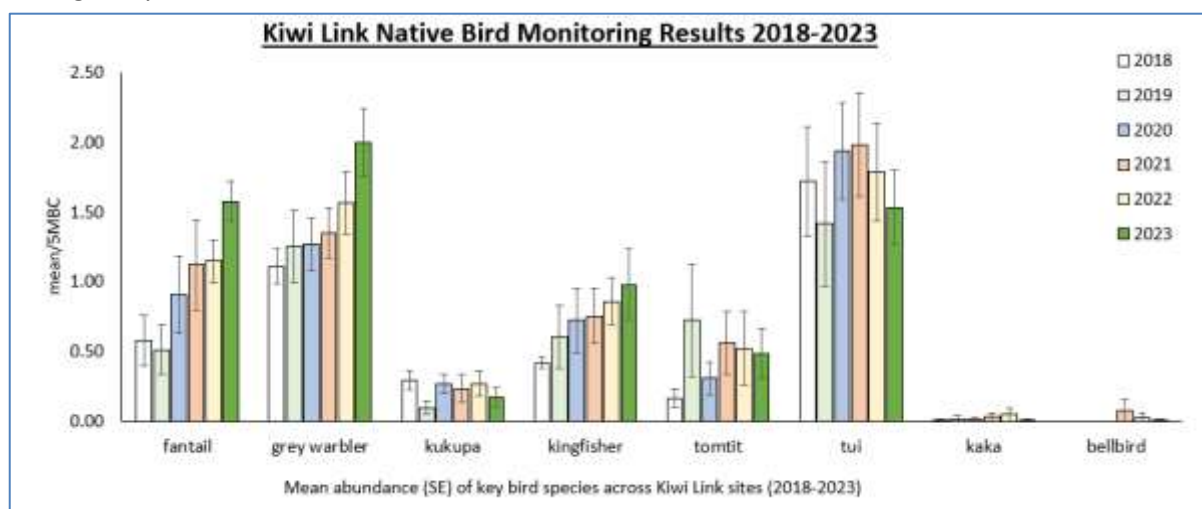
Ngāti Torehina Matua Hugh at the pāteke release in March.

Monitoring has been a high priority across many of the projects and the Kiwi Coast this month. The Kiwi Link have analysed and released their annual targeted bird survey results for 2023 (see below). Encouragingly, birds such as fantail, grey warbler, and kingfisher are maintaining a trend of steady annual increase, and while slight decreases in kukupa, tomtit, and tūi were observed, these

were within the margins of error. It is highly encouraging that kākā and bellbird, which are comparatively rare or absent over most of Northland’s mainland, are persisting in some of the Kiwi Link management sites. It is hoped they will increase their population sizes and distributions going forward.

Across the Whangārei Heads, Backyard Kiwi’s regular kiwi monitoring has indicated that, while the birds are doing well, they have been responding to the very dry weather by moving to the bottom of gullies to find areas with more moisture. Preparations are also underway for the upcoming Kiwi Listening Surveys, to be held in May.

Pāteke flock counts were all completed in February and have now been collated and sent to the Department of Conservation for analysis, and the Kiwi Coast’s 2023 pest control data is currently being analysed and due for release soon.



MARINE PROTECTION:

Summer focus has been on staff and mana moana hapū educating the public around new Marine protection rules. Pamphlets have been regularly circulated to the boating public and holiday makers by kaitiaki at selected boat ramps and via on-water messaging. Wider messaging has been delivered by key stakeholders (DOC, MPI, marinas, dive, and snorkel charters), also through radio advertising and a social media presence leading into the Easter Break. Pamphlet stocks were left at local campgrounds to communicate the new rules to holiday makers.

MONTH	#Vessels Approached	Fishing	Diving
Oct23	12	4	0
Nov23	28	8	5
Dec23	10	1	0
Jan24	49	22	10
Feb24	25	6	1
Mar24	13	3	3
TOTALS	137	57	31

Between October 2023 and March 2024 there has been regular on-water surveillance in the Rāhui Tapu with a total of 137 vessels approached. NRC has engaged an environmental monitoring officer to manage compliance actions and planning with mana moana hapū, and enforcement processes are in development.

Above: Number of vessels approached in Rāhui Tapu October 2023 to March 2024

NRC has been collaborating with the Department of Conservation and NZ Fisheries on implementation of the marine protection rules within marine protected areas. Reporting processes will be established over the coming months and the agencies will be sharing resources where possible to keep costs to ratepayers at a minimum.



Auckland University undertook a rocky reef survey in February to assess the presence of Kina and Long-Spined Sea Urchin in sites in and surrounding the Rakaumangamanga Rāhui Tapu. Some of the survey sites were in Maunganui Bay which has been under s 186 Fisheries Act protection for over 12 years. The survey found that kina barrens and kina densities were lower in Maunganui Bay than the sites open to fishing, providing comparative insight into protected and non-protected marine areas.

Staff attended Matarau School Te Moana Enviro Day and an Enviroschools programme, focussed solely on marine protection, is in development to be delivered to kura local to the Rāhui Tapu. Ecological monitoring plans are in the early stages of development with discussion and input from mana moana hapū, Auckland University and Kerr and Associates.

INCURSIONS:

Freshwater Pests – Gold Clam

Gold clam awareness and advocacy at Lake Taharoa continued over easter weekend with kaimahi from Te Roroa, KDC and NRC on the ground conducting biosecurity checks and surveys on all visitors to the lake with watercraft. At least 69 vessels were inspected with most visitors coming from Auckland although again there were visitors from the Waikato and Taupo area. Next month all partners will come together to form a collaborative approach to future biosecurity activities at Lake Taharoa. To be successful, we will need sustained investment and stakeholder engagement to protect the mauri and ecological integrity of Lake Taharoa and its surroundings.



Setting up for biosecurity checks for gold clam at Lake Taharoa over the Easter long weekend

Koi

The end of summer was busy for our pest fish crew following up on multiple reports of koi across the rohe including Whakanekeneke, Waihou and Waipapa Rivers (Okaihau). Grass carp were observed (previously unknown from this area) but no koi carp. These rivers are a clear water environment suitable for testing our new underwater camera surveillance pontoon with feeder. In partnership with DOC the team also undertook surveillance netting in the Mangatete River (Kaitaia). No koi were captured but this new site has suitable habitat and drainage networks which could be netted and sampled for eDNA more easily further work planned.

Mahi Tahi

In partnership with DOC and Mountains to Sea NRC delivered a multifaceted three-day kaitiaki training program with Ngati Kuri at Te Haumihi Centre (Te Paki). The program included salt march assessments to identify inanga spawning habitat, netting for native and invasive freshwater fish and field-based fish passage assessments using the NIWA field app.



8.3.6 GOVERNANCE AND ENGAGEMENT

ECONOMIC DEVELOPMENT

- Te Tai Tokerau Water Trust – continued working on funding agreement for Mid North Water Scheme, including co-ordination with other co-funders
- Northland Inc – Investment and Growth Reserve (IGR) Project Development payments to Northland Inc to support three projects in their development stage: Shared Food Manufacturing Facility at Ngawha Innovation and Enterprise Park, Northland Wind Farm and High-Performance Computing co-location, and Toi Te Hiku – Northland Screen and Creative Hub.
- Northland Economic Quarterly e-newsletter – Issue 41 distributed on 27 March and available online at <https://www.nrc.govt.nz/your-council/online-services/enewsletters/>. The annual and spotlight sections examined some of the information available in the recently released Regional Economic Profile by Infometrics.

COMMUNITY ENGAGEMENT

Long Term Plan – promotion and engagement

A range of promotional activity has been happening to make people aware of the feedback opportunity for our Long Term Plan 2024-2034. A high level of public interest on council's proposal on emergency services funding in particular has resulted in significant media coverage on the issue and a high number of submissions to date. The feedback period began on 15 March and runs until 19 April.

Public consultations – tools and techniques for effective engagement

The Community Engagement team is continually seeking best practice solutions for effective engagement and, as part of this, trialled NRC's first "hybrid" online and in person public meeting for the RLTP consultation on 15 March. Deputy Chair Shortland, RTC panel members and several members of the public were at the meeting in person, whilst others attended and contributed online.

We will be reviewing our consultation tools and techniques, following the raft of recent and ongoing consultations, to ensure NRC is offering the most effective means of engagement across our communities.

Northland Balance Farm Environment Awards (BFEA)

The Northland BFEA's held on Wednesday 20 March celebrated outstanding achievements in sustainable farming, with a special focus on the winners who exemplify excellence in environmental stewardship. One notable winner was the Oromahoe Trust, led by Dean Candy, which received the Regional Supreme Award along with several other accolades. The Trust's commitment to protecting the land for future generations was evident in their holistic approach, integrating sheep, beef, and forestry while actively managing pests and enhancing biodiversity.

Philip & Julia Leaf of Brierly Hill, Kaipara, were awarded the Northland Regional Council Water Quality Enhancement Award, in addition to winning the NZFET Biodiversity Award, showcasing their exceptional dedication to both improving water quality and preserving biodiversity on their farm.

Digital engagement

The most popular organic content was a post on the [February and Summer rainfall maps](#).

Impressions: 11,877 | Engagement: 1,021 | Engagement rate: 8.6%

**Engagement rate – how engaged people are with NRC content. Industry benchmark = 1% - 5%.*

**Engagement – number of people who ‘reacted’, clicked, viewed, commented or shared the post.*

eNewsletters distributed during this period:

- [Ki Uta Ki Tai | Hills to Harbour](#)
(Number of subscribers = 583, Open rate = 276, 47.8%)
- [Taumata Taiohi | Platform of the Youth](#)
(Number of subscribers = 219, Open rate = 96, 44.2%)
- [Economic quarterly](#)
(Number of subscribers = 281, Open rate = 85, 31.5%)

Key Performance Indicators	Feb-24	Mar-23
WEB		
# Visits to the NRC website	45,249	48,020
E-payments made	13	12
# subscribed web alerts (cumulative)	1,348	1,342
# subscribed to eNewsletters (cumulative)	5,431	5,421
SOCIAL MEDIA (CUMULATIVE)		
# NRC Facebook followers	12,196	12,247
# NRC Overall Facebook Reach	361,398	155,095
# NRC Engaged Daily Users	16,202	*N/A
# CDEM Facebook fans	36,233	36,288
# CDEM Overall Facebook Reach	39,203	54,326
# CDEM Engaged Daily Users	1,774	*N/A
# Instagram followers	1,756	1,779
# LinkedIn followers	2,734	2,758

Top three website pages:

[Pest Control Hub](#)
[Future Plan / Long Term Plan](#)
[Environmental data hub](#)

*Metrics are being discontinued by the platforms.

Media liaison

In total, six Northland Regional Council media releases were created and distributed to media throughout Te Taitokerau during March. Topics included:

- Northland tsunami siren testing at the end of daylight saving
- Poplar and willow sales resume
- NRC rates proposals increase focus on core business
- \$52,500 fine for concrete plant contaminant discharges
- Council encourages public to have their say as freshwater consultation deadline approaches
- Check before earthworks, vegetation clearance.

A number of media enquiries were also received and responded to. Combined, this activity helped generate 104 items mentioning Northland Regional Council as reported by media monitoring agency Fuseworks.

- Top five sources of Te Taitokerau coverage: Northern Advocate (27), Northland Age (11), Kaipara Lifestylar (7), Newshub (3).
- Content types were split as follows:



Education

Marine pests teachers' workshop

The Marine pests teachers' workshop was held in Whangārei. Teachers, from all sectors and from as far north as Horeke, took part in hands-on activities relating to marine pests impacting the marine environment and climate change. Marine Biosecurity team members also taught participants how to monitor for marine pests using the Marine Metre Squared method. The kaupapa of the workshop was linked to the curriculum and aimed to help schools develop real life science capabilities in their students.



Identifying species found during the Marine Metre Squared activity.



Whangārei Girls' High students replace a broken post as part of fence repair mahi.

Wai Fencing Whangārei

The first NCEA-based WaiFencing skills workshop was held in Whangārei on the Wiegersma Farm, which is a KMR project. Students took part in skill building in fence construction, temporary electric fencing and fence repair. They also got to meet newly-born calves. Land Management team members gave a presentation on the importance of fencing off waterways and joined a local fencing contractor and Can Train NZ in providing tuition.

Whangārei's Kaurihohore School reflects at Enviroschools Bronze

Kaurihohore School became a Bronze Enviroschool. Kaiako and ngā akonga have multiple upcycling projects on the go, are creating a school waiata and learning about local history with mana whenua, are beekeeping, permaculture gardening, and creating weta boxes and tui feeders. Next steps include: making a video of their enviroschools journey, exploring the local graveyard and researching environmentally friendly paint to use for outdoor projects.

Matarau School's Te Moana-themed Enviro Day

Council joined in Matarau School's Te Moana-themed Enviro Day by holding interactive sessions on: marine pests, CoastCare, lifesaving, skippers of the future and marine protected areas.



Students celebrating wearing correct-sized life jackets at the maritime 'Skippers of the future' session.



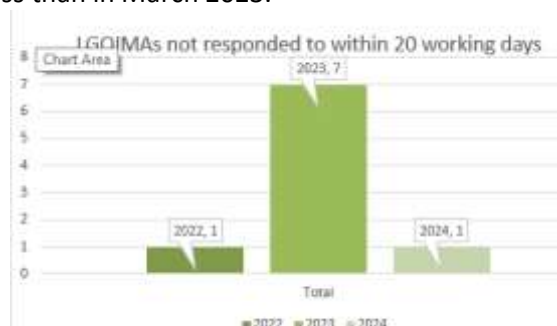
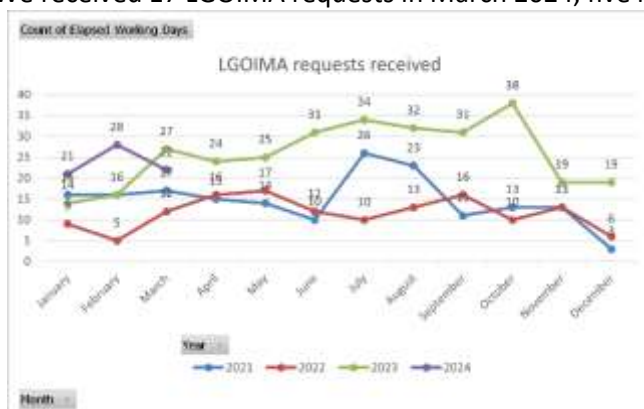
Hands-on activities at the marine pests session.

Facilitating Enviroschools communities

Despite being 2 team members down, during March, Enviroschools Facilitators visited or held specific online interactions with over 50 enviroschools' communities.

Local government official information (LGOIMA) requests

We received 17 LGOIMA requests in March 2024, five less than in March 2023.



Maori Relationships

Muriwhenua Resilience

As a result of the collaborative work done on forming an action plan for Tāiki ē (NRC Te Tiriti Strategy and Implementation Plan) we have partnered with kaitiaki across Muriwhenua to gather and collate qualitative data as a prototype that enables the voices of whānau, hapū and iwi. Our goal is to ensure that appropriate infrastructure and resources are available to transition from an emergency state to a preparedness and readiness outlook strengthening resilience that reflects a commitment to a Te Tiriti partnership.

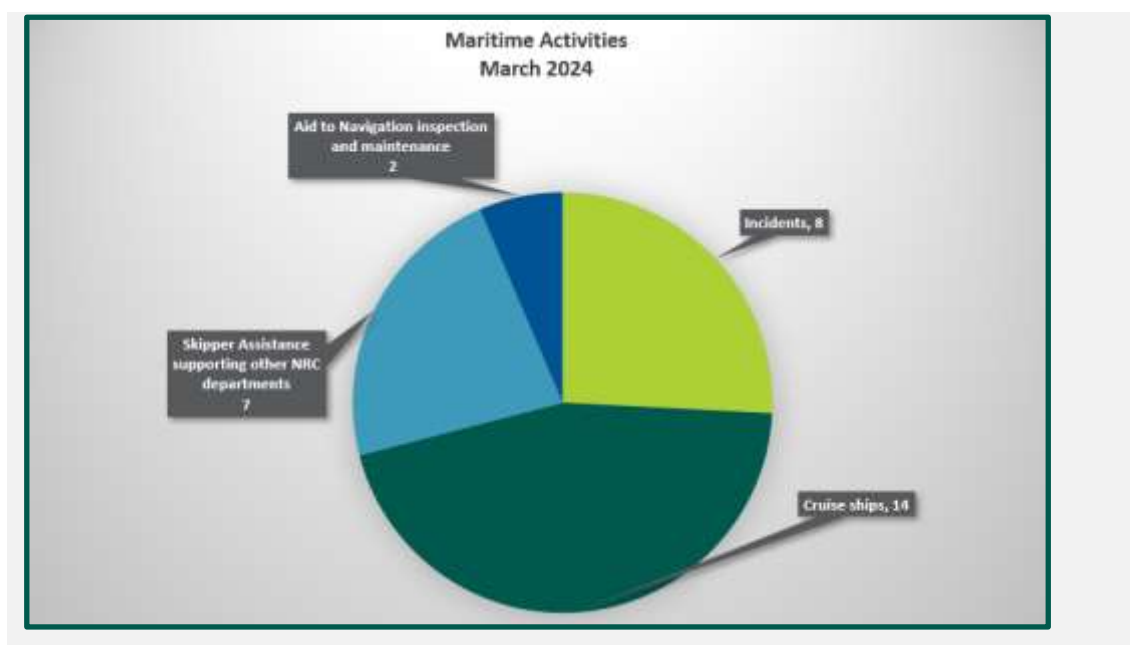
We have been hosted by several groups to facilitate kōrero around what matters to the whanau in protecting and maintaining a safe environment as we adapt to the changing climate and threats to our whenua. These include the Muriwhenua Youth Workshop, Muriwhenua Wellbeing Festival, Make your beans count - Kā Uri, Te Ahu Walkthrough Workshop, and an invitation to attend Whakawhitiorapai – at either Te Kao or Te Paki, Panguru and Futureproofing our taiao session with tohunga Matua Rereata Makiha at Kaitiāia.



8.3.7 COMMUNITY RESILIENCE

MARITIME

The chart below provides an overview of core activities undertaken by the Maritime team in March 2024.



The incidents included two offences (illegal anchoring, speeding, obstructing navigation etc), two light and beacon failure/repairs as well as one accident, one wreck and one mooring incident to address.

In March we completed the final sea trials of the Waikare II bringing the new pilot vessel up to the Bay of Islands with a run time of 6 hours to test all systems, and in seas of 2 metres with some bigger swells. Familiarisation with vessel systems and sea trials for pilotage are ongoing. So far, the vessel is performing well. Some minor anode and electronic issues are being resolved. The original Waikare is being prepared for sale.



Waikare II in Opuha

Cruise ships to the Bay of Islands are winding down with the last double up days of 2 ships in, and only 6 left for this financial year. 86 ships have arrived so far this season with 5 cancellations from original bookings due to shipping company logistics. This gives a record breaking 92 ships for the season. Team members will be taking leave over the next few months reducing capacity across the maritime team.

Reporting for state of the Environment showed the total number of derelict, abandoned and sunk vessels removed by the maritime team from January 2017 to December 2023 was 216 vessels. It was noted by Maritime NZ in an audit of regional oil spill response this month that oil spills were well down in Northland over the last few years possibly aided by this work.

RIVERS

Awanui Scheme Upgrade

Further progress with Lower Whangatane Stopbank construction. ~65% of stopbank completed to full height, with excellent compaction results achieved during recent geotechnical testing. Preparation is underway for merging of new stopbank to existing stopbank for over-wintering. Continued survey monitoring of newly formed stopbanks is showing no notable movement and revegetation of new stopbanks is progressing well.



Newly formed stopbank looking North.



Nuclear Density testing underway.

Otiria Moerewa Spillway

The spillway segments' connections are open, Ngapipito Road is being raised to design height, the stop bank's final section is being raised and compacted and there is 400mm of height left to construct, and rock is being placed for scour protection at the spillway mouth.



Otiria Spillway transition through creek



Ngapipito Road Box Culverts



Final portion of the stop bank construction

Kawakawa Deflection Bank

We've begun constructing a deflection bank in Kawakawa for 50yr flood protection, engaging a local contractor. The old Whangae road bridge was raised by about 700mm to match the deflection bank's crest, with local hapu overseeing.



Te Nagere Bay

We've also completed scour protection works at Te Ngaere Marae's access through the Better Off Fund, using a local contractor.

Matangirau Floodway

We are working with key members of the community to write agreements for each impacted land parcel. The floodway modelling and prelim design has been completed. Detailed design to come this winter for completion next season.

CLIMATE ACTION AND NATURAL HAZARDS

An [interim report](#) provides a summary of emerging themes one year into the 'Innovations for Climate Adaptation' research. The findings show that Council staff across the country have been undertaking and implementing various actions to reorganise Council practices and processes for climate response which is also reflected in the work that the NRC climate action team are undertaking:

- Using carbon accounting to inform mitigation actions that connect across internal Council teams and processes, resulting in new business cases for climate response in annual and long-term plans;
- Shifts towards increased cross-Council collaboration and coordination at regional levels as part of climate change risk assessments and adaptation planning;
- Internal reorganising within Councils to embed climate change considerations across decisions and valuing a wider range of knowledge and skills to inform these processes;
- Increasing recognition of the need to resource mana whenua and community-led projects and processes for climate response.

These shifts show evidence of both 'just' (considering equity) and 'robust' (incorporating a wider range of knowledge) considerations in climate response. While these shifts may seem small or tentative, they provide important evidence and examples to build on as New Zealand continues to collectively navigate climate response.

Completion of Adaptation Preparedness Data

Our adaptation preparedness survey response was completed this month as requested by MfE under section 5ZW of the Climate Change Response Act can be found here [NRC's 2024 call for data response.xlsx](#)

King tides Taitokerau

Northland's King tides Taitokerau project received a boost when our Local Democracy Reporter featured this kaupapa across media for the March 2024 King tides. The NRC website was viewed over 1000 times, featuring in the top 5 pages for this period and generated 75 new photos to the database from keen Northland citizen scientists playing their part to record tidelines in Te Taitokerau. The photos submitted will be used to observe, visualise and understand the impacts of future sea level rise on coastal communities, help document current coastal flood risks, validate climate change models, and serve as a living record of change for future generations.

In the article featuring in the Northland Advocate and NZ Herald, Susan Botting interviewed members of a group walking the Town Basin loop, who said tides were definitely rising. "The tides are getting higher at Kissing Point," Peter Attwood said. "Tūtūkākā tides were also doing the same", Keith Whalley said. Members who were also former boaties, said photographing the impacts of those tides was a great idea.

King tides Taitokerau will again be promoted between 9-11 April with NRC Social media posts and reciprocal promotion from Far North District Council and Whangārei District Council.



A selection of new photographs uploaded by citizen scientists from the March 2024 King tides.

Zero Carbon

On March 7 we supported a climate action for business workshop that was hosted by NorthChamber in conjunction with Westpac. The first part of the session was focused on why it is important to incorporate sustainability and climate action into business and the benefits of doing so. The second part was a workshop facilitated by the Sustainable Business Network on using their climate action toolbox to measure emissions and create an action plan.

TRANSPORT

Draft Regional Land Transport Plan 2021/27 – Three Year Review

Public Consultation

Consultation on the Draft Regional Land Transport Plan 2021/2027 - Three Year Review (RLTP) ran from 16 February 2024 to 15 March 2024. This included 7 public “Have your Say” drop-in sessions held around the region along with one evening online session, one Hybrid in Person and On-line session and attendance at the Dargaville Field Days to assist with any enquiries.

Late Release of Transport Related Documents

During the public consultation period the government released their Draft Government Policy Statement 2024 (GPS) for consultation and the Far North, Whangarei and Kaipara District Councils and Northland Regional Council released their Long-Term Plans LTPs for consultation. At the time of compiling this report, the New Zealand Transport Agency (NZTA) board have yet to approve the release of their State Highway Investment Proposal (SHIP) that covers all proposed works on the nations state highways.

Should the release of the SHIP and any LTPs trigger the Significance Policy contained in both the present and draft RLTP’s, this could result in the RTC having to undertake targeted consultation on those projects that trigger the Significance Policy. The RTC have approved that the existing submission period be extended to allow for late submissions if needed.

Draft Government Policy Statement on Land Transport (GPS)

The Draft Government Policy Statement on Land Transport 2024 (GPS) was release for consultation on 4 March and is to take effect on 1 July 2024.

The consultation period closed on 2 April 2024 being the same day as the Regional Transport Committee (RTC) meeting. The RTC Elected Representatives compiled a formal submission which was approved for release to the Ministry of Transport (MoT) by the RTC Chair. This was sent on Thursday 28 March 2024. A paper was tabled at the RTC meeting recommending retrospective approval be given for the submission. This was approved.

PASSENGER TRANSPORT

Reduction in Community Connect Fares

As from 1 May 2024, the government will no longer subsidise half price fares for 13 to 24 years old and free fares for 5 – 12-year-olds. This will result in all passengers in these age groups reverting to paying the full fare as charged prior to the introduction of this concession scheme. Staff will be undertaking an advertising campaign during the month of April 2024 to advise passengers of this.

Rose Street Bus Hub Upgrade - Phase 2

Phase two of this upgrade is now underway and includes the demolition of existing bus hub structures, installation of modern amenities including public toilets, staff facilities, a ticketing office, and a covered seating area. Additionally, a new pedestrian link connecting Rose and Vine Streets will ensure a safer space for residents.

Funded by New Zealand Transport Agency (NZTA) and executed by Whangārei District Council in collaboration with Northland Regional Council, this initiative aims to transform the Rose Street bus hub into a hub of convenience and connectivity. More information can be found at [Whangārei District Council](#)



Mangonui Waterfront Festival

The Far North Link Bus Service in Kaitia provided free travel to the Mangonui Waterfront Festival on Saturday 2 March 2024. <https://www.doubtlessbay.co.nz/events/annual-mangonui-waterfront-festival/> This was to encourage people to use the bus on the day to avoid congestion, and to promote public transport as an alternative option.

Total Mobility Scheme (TM)

The increase in people signing onto the TM Scheme and the number of trips being undertaken continues to escalate, particularly in Whangarei. Staff were invited to chair the first national TM meeting for 2024, at which regional and national budgets were covered in detail along with request to NZTA for additional national funding to cover the increases cost of usage. The national TM review being undertaken by the Ministry of Transport is waiting on a discussion paper to be released defining what TM is, the affordability of the scheme, and a survey for public engagement.

Northland Road Safety:

With State Highway 1 over the Brynderwyns open over Easter, the final fatigue stop for the season was run on Thursday 28 March 2024. This stop was run with support from AMI, Red Cross, and Fulton Hogan. It was an extremely successful event, with 112 cars stopping and interactions with 280 people. This season there have been 5 fatigue stops, starting at Labour weekend and ending at Easter, 465 cars stopped, and 955 interactions took place.

The Road Safety Forum was held on Fri 8 March 2024. A number of items were discussed including a presentation on research into drug and alcohol impaired drivers, NZTA safety improvements updates, a presentation on evolving car safety issues, a review of death and serious injury crashes in 2023 and plans for road safety week 20-26 May 2024.

The Northland Freight Group Forum was held on Thu 21 March where NZTA provided an update on safety and route resilience as well as presentations on fatigue and road worker safety.

Emergency Management

No emergency events requiring a Civil Defence response have occurred in the last month. Central Government has agreed to contribute \$1.037 million to the Multi Agency Coordination Centre (MACC) project. Work is continuing with FENZ to progress this project.

The Bush International Consulting report into the Hawkes Bay Civil Defence Emergency Management Response to Cyclone Gabrielle was publicly released on 25 March 2024. The CDEM team are reading the report to identify lessons for Northland's emergency response to 1 in 100 and 1 in 500year events.

The Government Inquiry into the North Island Weather Events is with the Minister for Emergency Management and Recovery and a date for release is expected to be confirmed in the coming weeks.

The Minister for Emergency Management and Recovery informed that the Government does not intend to progress the proposed Emergency Management Bill through its remaining legislative stages and suggest the Committee report the Bill back to the House early and without forming an opinion. The Minister is of the view that the existing Bill would not deliver the integrated, fit-for-purpose emergency management framework that New Zealand needs.

Submissions on the Bill and reviews into last year's severe weather events have highlighted significant system issues, including matters such as how information is collected and shared during responses and how the system partners with communities.

The Government is going to consider these reviews, including the Government Inquiry into the Response to the North Island Severe Weather Events, and work through exactly what improvements need to be made and how these will be delivered.

8.3.8 KAIPARA MOANA REMEDIATION

The KMR Pou Tātaki, supported by governance and the KMR executive team, continues to focus on senior-level engagement and influence to ensure key decision-makers understand the programme and our value in supporting environmental restoration of the Kaipara Moana across two regions.

Major strands of this work include presenting on KMR at key forums, highlighting and sharing our best practice with others, and developing targeted strategic partnerships that help us reach – and support – a breadth of landowners and groups in the catchment. Some examples of this activity from the past month are highlighted below:

2024 Ballance Farm Environment Awards

KMR was honoured to be acknowledged at the 2024 Ballance Farm Environment Awards in both the Auckland and Northland regions. As the recipient of the Catchment Group Showcase Award, KMR presented in both regions to the audience of farmers, growers, rural professionals and interested community members. We highlighted our progress to date and celebrated the nearly 600 landowners and groups working with us across the catchment, and approximately 115 more in our 'pipeline' of potential landowners and groups. In Northland, three of the regional winners are working with KMR, with the judges acknowledging KMR's support in their journey to improve the land and waterways for future generations.

National Freshwater Conference

KMR participated at the 15th Annual National Freshwater Conference in Wellington, in collaboration with Whangārei Deputy Mayor Phil Halse. There was a lot of interest in KMR as an exemplar freshwater restoration programme, including how KMR supports landowners and groups in the community in achieve their aspirations; our strategic foundations including the Memorandum of Understanding between the Crown, iwi and councils; and how KMR investments are informed by high-resolution scientific datasets.

OECD public sector innovation entry

Working with MfE, KMR has been invited to enter into an OECD call for projects that exemplify good practice in using in behavioural science for 'green transitions' – global efforts by the wider public sector to accelerate the green transition and achieve net zero targets. If successful, KMR would be recognised for our good practice and be able to access and learn from an 'observatory' of other good practice globally and adapt it as relevant for wider application into KMR, and beyond.

Proposed Ministerial visit

In the Auckland region, we are working with the Minister's office to host Hon. Andrew Hoggard on a KMR landowner's farm. At the Minister's request, the visit - which is not yet confirmed - will focus narrowly on the landowner's experience and aspirations for the farm system, and how KMR has supported these following Cyclone Gabrielle and the Auckland floods.

KMR and Wai Connection partnership

KMR and Mountain to Sea Conservation Trust's *Wai Connection* programme have announced a partnership to boost efforts to restore the Kaipara Moana. By joining forces, the two entities are aiming to increase support for both emerging and established community and catchment groups in the Kaipara Moana catchment, and better connect them to funding and other support to increase the number of sediment reduction projects under way to protect and restore the mauri of local waterways.

UNESCO Cities with the Ocean initiative

Along with the relevant Manukau Harbour group, KMR has accepted an invitation from the Hauraki Gulf Forum / Tīkapa Moana to participate in the Auckland-led project to endorse the UNESCO Cities with the Ocean initiative, which forms part of the United Nations Decade of the Ocean. Under the initiative, no technical or financial contribution is required and participation in activities will be on a voluntary basis. However, participation will bring global attention to the work - at various stages of development - across the three Auckland harbour systems and associated catchments to protect and restore the oceans which surround the city.

Latest webinar

As part of our ongoing series of webinars, KMR's planting specialist gave a well-attended and well-received webinar to outline how KMR approaches planting, including key features of our Planting Guide, how we work with KMR's accredited nurseries and planting zones, our eco-sourcing policy, and how KMR supports landowners to get the right tree in the right place to reduce sediment flows into the Kaipara Moana.

Attachments/Ngā tapirihanga

Nil

TITLE: People and Culture Quarterly Report

From: Kayla Ludlow, Human Resources Advisor; Jessica Matson, Human Resources Advisor and Beryl Steele, Human Resources Manager

Authorised by Bruce Howse, Pou Taumatua – Group Manager Corporate Services, on 18
Group Manager/s: April 2024

Whakarāpopototanga / Executive summary

This report is to inform council of high-level activity within People and Culture for the January – March 2024 quarter including updates on recruitment, learning and development and leave balance tracking.

Ngā mahi tūtohutia / Recommendation

That the report ‘People and Culture Quarterly Report’ by Kayla Ludlow, Human Resources Advisor; Jessica Matson, Human Resources Advisor and Beryl Steele, Human Resources Manager and dated 9 April 2024, be received.

Background/Tuhinga

Overview

		Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	MONTHLY DATA TREND	12 MONTH AVERAGE & AVERAGE TREND*
LEARNING	FTE	318.4	328.2	325.0	316.0	317.0		301.83
	All Staff Headcount	331	342	337	328	329		312.58
	Permanent Staff Headcount*	277	284	281	280	280		271.00
	FTE Turnover (last 12 months)	9.41%	9.30%	10.78%	10.74%	11.45%		11%
	Promotions	0	0	0	0	0		0.67
	Internal Movements	0	0	0	0	0		0.75
	New Vacancies Listed*	5	5	1	8	4		7.83
	Vacancies Filled*	9	6	2	3	6		7.67
	Open Vacancies	13	6	8	11	11		18.17
TRAINING	% of Staff Attended Training*	7.85%	7.92%	1.23%	5.70%	10.09%		12%
	Training Cost Per Person	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		59.48
LEAVE TRACKING	Paid Sick Leave Taken (Days)	142.07	99.44	96.09	138.95	148.71		138.53
	Sick Leave Taken Cost	\$43,396.54	\$32,795.55	\$32,543.41	\$52,264.42	\$52,708.14		\$ 46,177
	Annual Leave Entitlement (Days)	5796.72	6124.62	5714.84	5824	5943.76		5733.53
	Annual Entitlement Cost	\$2,063,347	\$2,279,589	\$2,115,922	\$2,157,205	\$2,201,565		\$ 2,056,713
	Alternative Days Balance (Lieu)	135.108	123.31	174.16	198.51	187.22		156.22
	Alternative Days Cost (Lieu)*	\$51,737	\$48,518	\$67,544	\$76,993	\$72,614		\$ 60,112
	Flexi Time Balance (Days)	470.55	454.61	384.62	431.48	493.83		431.38

*FY Average Trend arrows refer to the previous months 12 Month Average figures and compares them to the current 12 Month Average figures.

*Permanent Staff Headcount added for clarification as the FTE figure includes fixed term staff as well.

*Vacancies Listed and Vacancies Filled includes fixed term staff, cadets, students and internal staff movements. Does not include roles re-advertised

*Training in this instance refers only to courses that the HR team co-ordinates

*Alternative Days Cost (Lieu) is calculated according to individual staff salaries.

*ND - Data not previously tracked

Our March numbers show a decrease in full time equivalent and staff headcount. This will be due to the scholarship and summer internships finishing up in February 2024. We have had a number of our summer intern students look to stay at the Northland Regional Council as casuals which shows that our internships create interest in continuing their mahi with Northland Regional Council which helps our long-term recruitment goals.

There has been an increase in sick leave taken this quarter which based off previous years data is unusually high for this time of year. There was a number of staff affected by COVID during February and March which could be a contributing factor for the increase.

We can see there has been a slight decrease in leave balances since December 2023, however our balance remains slightly higher, and this could be attributed to the amount of sick leave that has been taken this quarter. Our increase in staff numbers will also contribute to the rise in sick leave taken and annual leave balances.

Flexi-time accrual has also increased this quarter, this could be due to the number of short weeks due to the number of public holidays within the quarter and flexi plus days.

Recruitment and Retention

Recruitment Summary | January 2024

Vacancies filled this month.	New vacancies listed this month	Roles currently in recruitment phase
1 Casual Offer 0 Internal 1 External	1 Advertised (new)	8 Roles vacant

Recruitment Summary | February 2024

Vacancies filled this month.	New vacancies listed this month	Roles currently in recruitment phase
3 Offers 0 Internal 3 External	8 Advertised (new)	11 Roles vacant

Recruitment Summary | March 2024

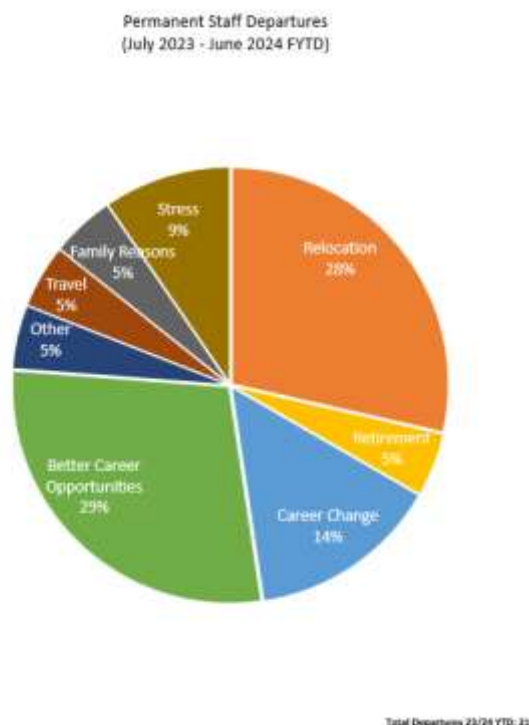
Vacancies filled this month.	New vacancies listed this month	Roles currently in recruitment phase
6 Offers 0 Internal 0 External	4 Advertised (new)	11 Roles vacant

Recruitment numbers have dropped since last quarter, however we are also recruiting for 6 Tū i te ora scholarships which adds to workload considerably. Shortlisting for the scholarships was completed at the end of March. We received a high number of applications, it was great to see a big up take through this process.

Our recruitment advisor has also been working hard with the new recruitment system (ELMO Recruitment) implementation.

In addition, there are 5 requisitions in planning stage and 7 on hold.

Departures



This quarter we have had a total of 9 resignations. It can be common for resignations to occur over the Christmas and New Year period as this is a time when people reevaluate their situations and plan for the new year ahead. In January we had 5 staff finish, in February we had 1 staff member finish and in March we had 3 staff member's finish. Two staff members who have resigned have stayed on as casual staff members.

Training

In this quarter the following trainings were held internally, Management Training Communication, Psychological Safety All Staff, Psychological Safety Managers, Resilience, Standing Orders/Meeting Management, Contract Management and Stress Management.

During the month of the February there was also virtual training on how to complete your appraisal on the new system for all staff and managers.

Our Learning and Development Advisor has also been developing a Career Planning workshop for staff to help them create a plan towards achieving their career goals.

People and Culture Strategy

The Northland Regional Council culture is centred around people working together with integrity, courage and pride. Whanaungatanga is at the heart of this culture. We need to ensure a workplace where all employees feel valued, respected, safe to be authentically themselves and express their thoughts and feelings. A new Diversity, Equity, Inclusion and Belonging (DEIB) policy has been drafted and is awaiting approval. Once it is approved work will progress to creating a DEIB strategy and action plan.

Foundation work has been undertaken to set up and confirm the upcoming IML360 project. Shortly all managers will be undertaking IML360 reviews, these will provide a safe and anonymous way for individuals to receive constructive feedback from their peers, direct reports, and supervisors. It aims to offer insights into both strengths and areas for development. Importantly, it supports individual and team professional growth by raising self-awareness.

The first all staff pulse survey for flexi plus was conducted in early March. Responses were analysed and trends in comments identified - results were resoundingly positive with no unexpected challenges identified. This survey will be run again in early June.

March also saw an organisational focus on all staff completing end of year appraisals with their managers. This was the first year completing these in Enterprise - a new process and a new system.

ELMO Recruitment (the new recruitment system) implementation is currently underway. The team are spending a considerable amount of time ensuring it is set up correctly and that testing is being completed. We are excited to share this with Managers as we believe it will help us strengthen the recruitment process by simplifying the process and having one source of information. At this stage we are looking at a soft release in mid-May.

Work on the Employee Value Proposition has begun, and a draft plan is currently being reviewed by the team.

Attachments/Ngā tapirihanga

Nil

TITLE: Receipt of Committee Minutes

From: Meloney Tupou, Maori Governance and Engagement Support Admin

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: 18 April 2024

Ngā mahi tūtohutia / Recommendation

That the unconfirmed minutes of the:

- Civil Defence Emergency Management Group – 5 December 2023 (incorrect minutes attached to February agenda).
- Extraordinary Audit Risk and Finance Committee – 13 March 2024

be received.

Attachments/Ngā tapirihanga

Attachment 1: Civil Defence Emergency Management Group Minutes [↓](#) 

Attachment 2: Extraordinary Audit Risk and Finance Committee [↓](#) 

Civil Defence Emergency Management Group Meeting
5 December 2023

Civil Defence Emergency Management Group Meeting Minutes

Meeting held in the Council Chamber
36 Water Street, Whangārei
on Tuesday 5 December 2023, commencing at 11.30am - 1.00pm

Tuhinga/Present:

Chairperson, FNDC Deputy Mayor Kelly Stratford
NRC Councillor Geoff Crawford
WDC Mayor Vincent Cocurullo
KDC Councillor Gordon Lambeth
NZ Police Alternate Justin Rogers
NEMA Representative Mike Gillooly
FENZ Graeme Quensell

I Tae Mai/In Attendance:

NRC Councillor Tui Shortland (*online*)
NRC Group Manager Community Resilience – Louisa Gritt
NRC Secretariat – Janice Kirk
NRC Secretariat – Sandra Harris
NRC Governance Specialist – Gavin Dawson
NCDEM – Graeme MacDonald
NCDEM – Bill Hutchinson
NCDEM – Sarah Boniface
NCDEM – Jenny Calder
NCDEM – Tony Devanney
NCDEM – Damian Rio
NCDEM – Mark Trüdinger
NCDEM – Laura Exton
NCDEM – Kylie Cox
NCDEM – Brendon Gray
WDC – Simon Weston
FENZ – Denis Cooper

The Chair declared the meeting open at 11.30am.

Civil Defence Emergency Management Group Meeting
5 December 2023

Karakia Whakamutunga

Cr. Kelly Stratford

Ngā Mahi Whakapai/Housekeeping (Item 1.0)

Ngā whakapahā/Apologies (Item 2.0)

Moved (Stratford/ Corucullo)

That the apologies from FENZ Representative Wipari Henwood, for non-attendance be received.

Carried

Nga whakapuakanga/Declarations of Conflicts of Interest (Item 3.0)

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

Confirmation of Minutes - 5 September 2023 (Item 4.1)

Report from Janice Kirk, Personal Assistant - Biosecurity Group

Moved (Cocurullo/Stratford)

That the minutes of the CDEM Group meeting held on 5 September 2023, be confirmed as a true and correct record and that these be duly authenticated with the Chair's electronic signature.

Carried

Receipt of Action Sheet (Item 5.1)

Report from Janice Kirk, Personal Assistant - Biosecurity Group

Moved (Stratford/Cocurullo)

That the action sheet be received.

Carried

Meeting Dates for 2024 (Item 6.1)

Report from Graeme MacDonald, Emergency Manager

Moved (Stratford/Lambeth)

1. That the report 'Meeting Dates for 2024' by Graeme MacDonald, Emergency Manager and dated 28 November 2023, be received.
2. That the meeting dates for 2024 be confirmed.

Carried

Secretarial Note: Meeting dates for 2024 of the CDEM and CEG to be separated and updated. The change is to ensure that staff can support from a governance perspective and an operations perspective. Email to be sent with update of dates for members' information.

Civil Defence Emergency Management Group Meeting
5 December 2023

NEMA update (Item 6.2)

Report from Graeme MacDonald, Emergency Manager

Moved (Stratford/Shortland)

That the report 'NEMA update' by Graeme MacDonald, Emergency Manager and dated 28 November 2023, be received.

Carried

Secretarial Note: Previous central controller role has been split into two roles – National Controller and National Operations Manager. Agency to update changes within leadership. New central government minister has been briefed ahead of visit to affected areas. The motion was seconded by the elected alternate with the member present.

Membership and appointments – Northland CDEM Group (Item 7.1)

Report from Graeme MacDonald, Emergency Manager and Evania Arani, Emergency Management Specialist

Moved (Stratford/Cocurullo)

1. That the report 'Membership and appointments – Northland CDEM Group ' by Graeme MacDonald, Emergency Manager and Evania Arani, Emergency Management Specialist and dated 28 November 2023, be received.
2. That Mayor Cocurullo be appointed as the Deputy Chair of the Northland CDEM Group.

Carried

Secretarial Note: Change of membership within NRC positions acknowledging removal of Cr Stolwerk replaced with Cr Crawford and elected alternate member Cr Shortland.

Cr Crawford nominated Mayor Cocurullo for Deputy Chair of CDEM Group, nomination seconded by Cr Lambeth. Chair Stratford supported nomination.

Northland CDEM Group plan 2021 - 2026 report on objectives and actions. (Item 7.2)

Report from Graeme MacDonald, Emergency Manager

Moved (Stratford/Lambeth)

That the report 'Northland CDEM Group plan 2021 - 2026 report on objectives and actions.' by Graeme MacDonald, Emergency Manager and dated 28 November 2023, be received.

Carried

Secretarial Note: CE Weston advised of additional recommendation included into CEG meeting for staff to look at electronic equipment on management of emergencies.

Civil Defence Emergency Management Group Meeting
5 December 2023

CEG Chairs report (Item 8.1)

Report from Graeme MacDonald, Emergency Manager

Moved (Lambeth/Crawford)

That the report 'CEG Chairs report' by Graeme MacDonald, dated 28 November 2023, be received.

Carried

Secretarial Note: New filling stations have been put in place by WDC. Budget shortfall of \$1m was noted and raised as a risk as communication was with previous government. Will continue to work with councils and lobby with central government to support Te Taitokerau. The use of water tankers was discussed as a risk due to irregular seasonal weather patterns. KDC looking at ways of supporting Mangawhai after previous event. Comms required on water conservation throughout region. FENZ is balancing the putting out of fires and the need for water from household tanks during the summer season.

Retrospective approval for submission of the Emergency Bill (Item 8.2)

Report from Graeme MacDonald, Emergency Manager

Moved (Stratford/Crawford)

1. That the report 'Retrospective approval for submission of the Emergency Bill' by Graeme MacDonald, Emergency Manager and dated 28 November 2023, be received.
2. That the Northland CDEM Group retrospectively approves the Northland CDEM Group submissions on the Emergency Management Bill 2023, or

Carried

3. That the Northland CDEM Group does not retrospectively approve the Northland CDEM Group submissions on the Emergency Management Bill 2023.

Secretarial Note: Recommendations 1 and 2 approved and carried.

Marae Preparedness & Community Response Groups Update (Item 8.3)

Report from Sarah Boniface, Emergency Management Specialist; Evania Arani, Emergency Management Specialist; Damian Rio, Emergency Management Specialist; Tony Devanney, Emergency Management Specialist and Laura Exton, Emergency Management Specialist – Kaipara

Moved (Stratford/Lambeth)

That the report 'Marae Preparedness & Community Response Groups Update' by Sarah Boniface, Emergency Management Specialist; Evania Arani, Emergency Management Specialist; Damian Rio, Emergency Management Specialist; Tony Devanney, Emergency Management Specialist and Laura Exton, Emergency Management Specialist – Kaipara and dated 28 November 2023, be received.

Carried

Secretarial Note: Development plans are with CDEM. All agencies and individual hapu involved have been acknowledged for their mahi.

Civil Defence Emergency Management Group Meeting
5 December 2023

Cyclone Gabrielle Recovery (Item 8.4)

Report from Mark Trüdinger, Emergency Management Recovery Specialist

Ngā mahi tūtohutia / Recommendation

That the report 'Cyclone Gabrielle Recovery' by Mark Trüdinger, Emergency Management Recovery Specialist and dated 28 November 2023, be received.

Secretarial Note: Risks to recovery are funding and Future of Severely Affected Areas (FOSAL). There are no risks to the council. Mark and team acknowledged for their mahi and EMPA NZ Awards - Excellence in Emergency Communication Northland Award.

Secretarial Note: Mayor Tepania joined online at 12.21pm. A Pseudo demonstration was available at meeting for information on Starlink remote access to further resilience within communities.

Deployment to Canada with Task Force Kiwi (Item 8.5)

Report from Jenny Calder, Emergency Management Recovery Specialist

Moved (Stratford/Lambeth)

That the report 'Deployment to Canada with Task Force Kiwi' by Jenny Calder, Emergency Management Recovery Specialist and dated 28 November 2023, be received.

Carried

Secretarial Note: Jenny was acknowledged by the Group in recognition of her Kiwibank Local Hero Award. Jenny was acknowledged for her meaningful contributions both internally and externally. Encouragement and support to be given to staff when knowledge and experience can be shared.

Karakia Whakamutunga

Cr. Kelly Stratford

Whakamutunga (Conclusion)

The meeting concluded at 12.47pm

Extraordinary Audit Risk and Finance Committee
13 March 2024

Extraordinary Audit Risk and Finance Committee Minutes

Meeting held in the Council Chamber
36 Water Street, Whangārei
on Wednesday 13 March 2024, commencing at 9.30am

Tuhinga/Present:

Chairperson, Councillor Peter-Lucas Jones
Councillor John Blackwell
Councillor Joe Carr
Councillor Jack Craw
Councillor Geoff Crawford (Ex-Officio)
Independent Risk Advisor, Steve Watene
Independent Advisor, Jonathan Eriksen

I Tae Mai/In Attendance:

Full Meeting

Tumuai – Chief Executive, Jonathan Gibbard
Pou Taumatua - GM Corporate Services, Bruce Howse
Property Manager, Phil Heatley
Governance Specialist, Gavin Dawson
EriksensGlobal, Janibek Issagulov
Forme Forest Consultants, Kevin Reardon
Personal Assistant to GM Corporate Services, Margaret Knight

The Chair declared the meeting open at 9.30am and commenced proceedings with a karakia.

Ngā Mahi Whakapai/Housekeeping (Item 1.0)

Ngā whakapahā/Apologies (Item 2.0)

Moved (Carr/Crawford)

That the apologies from Independent Tangata Whenua members George Riley and Dee-Ann Wolferstan for non-attendance be received.

Carried

Nga whakapuakanga/Declarations of Conflicts of Interest (Item 3.0)

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

Extraordinary Audit Risk and Finance Committee
13 March 2024

Kaupapa ā Roto/Business with Public Excluded (Item 4.0)

Moved (Craw/Blackwell)

1. That the public be excluded from the proceedings of this meeting to consider confidential matters.
2. That the general subject of the matters to be considered whilst the public is excluded, the reasons for passing this resolution in relation to this matter, and the specific grounds under the Local Government Official Information and Meetings Act 1987 for the passing of this resolution, are as follows:

Item No.	Item Issue	Reasons/Grounds
4.1	Sale Price for a Council Held Asset Class	The public conduct of the proceedings would be likely to result in disclosure of information, the withholding of which is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information s7(2)(b)(ii), the withholding of which is necessary to enable council to carry out, without prejudice or disadvantage, commercial activities s7(2)(h) and the withholding of which is necessary to enable council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(i).

3. That the Independent Advisors be permitted to stay during business with the public excluded.

Carried

Whakamutunga (Conclusion)

The chair closed the meeting at 10.03am with a karakia.

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TITLE: Working Party Updates

From: Meloney Tupou, Maori Governance and Engagement Support Admin

Authorised by Auriole Ruka, Pou Manawhakahaere - GM Governance and Engagement, on
Group Manager/s: date 18 April 2024

Ngā mahi tūtohutia / Recommendation

That the report 'Working Party Updates' be received.

Biosecurity and Biodiversity Working Party (Chair Geoff Crawford)

The Biosecurity and Biodiversity Working Party met on 20 March 2024. The topics for discussion included:

- Biosecurity Operational Plan 2024-2025
- Dune Lakes Protection Update
- Gold Clam
- Marine Biosecurity Update

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

- Discussed the model of looking at cost benefit analysis of every pest in the regional pest management plan and the approach for inclusion or exclusion of pests on that plan
- Noted that the use of drones does carry a high compliance and accreditation cost which NRC can't afford and those services are better outsourced
- Discussed the movement of weeds around the lakes by wildlife and the perceived and actual impacts of that movement
- *Direction: 1. Elected Members to attend a KDC briefing to express concern about possible incursions at Taharoa Domain*
- *Direction: 2. Staff to investigate how the Taitokerau Resilience Plan can be used to achieve better environmental outcomes*
- Noted the difficulty of locating populations of fan worm in low viability and they attach to anything. Work ongoing to deal with this around the region
- Noted that programme is being fast tracked with central government funding and continue to work towards positive outcomes to capture Caulerpa in one tonne bags

Natural Resources Working Party (Chair Cr. Tui Shortland)

The Natural Resources Working Party met on 20 March 2024. The topics for discussion included:

- Vehicles on Beaches
- Fish Passage Action Plan
- Freshwater Farm Plan Regulations Implementation
- Resource Management Reforms

Following discussion, the Natural Resources Working Party provided advice on the following next steps:

- Explained the jurisdiction of NRC on beaches and how that links with other local and central government agencies and noted that it requires co-ordination of all agencies on education and enforcement
- Emphasised the need for good planning to ensure that the relevant government agency is paying for future mid to long term works that may result
- Noted that meeting central government regulations and policy is important
- *Direction: continue as presented in principle and include in a GMs briefing and decide next steps.*
- Emphasised that a clear and measured approach to dealing with the whole issue is needed. Discussions are ongoing and matter will be raised as information becomes available
- Emphasised that there is clarity needed from officials and programme delivery based on legislation/regulations

Kerikeri-Waipapa River Working Group (Chair Joe Carr)

The Kerikeri-Waipapa River Working Group met on 21 March 2024. The topics for discussion included:

- The Riley Upper Kerikeri storage/detention dam

Following discussion, the Kerikeri-Waipapa River Working Group provided advice on the following next steps:

- Further discussions needed to discuss/incorporate concepts to evaluate suggestions. There is no current budget to complete modelling.
- concepts to be presented to NRC's CE, Community Resilience GM, and Kerikeri-Waipapa Working Group Chair.

Joint WDC – NRC Whangarei Public Transport Working Party (Chair Jack Crow)

The Joint WDC – NRC Whangarei Public Transport Working Party met on 2 April 2024. The topics for discussion included:

- Operational Report

Following discussion, Joint WDC – NRC Whangarei Public Transport Working Party provided advice on the following next steps:

- NTA to present the figures at the next meeting on how many driver positions have been filled, how long is it taking to full positions, how many drivers are still needed, how are Ritchies prioritising Whangarei, what are the issues with recruiting drivers, where is Whangārei sitting nationally and locally?

TITLE: Business with the Public Excluded

Whakarāpopototanga / Executive Summary

The purpose of this report is to recommend that the public be excluded from the proceedings of this meeting to consider the confidential matters detailed below for the reasons given.

Ngā mahi tūtohutia / Recommendations

1. That the public be excluded from the proceedings of this meeting to consider confidential matters.
2. That the general subject of the matters to be considered whilst the public is excluded, the reasons for passing this resolution in relation to this matter, and the specific grounds under the Local Government Official Information and Meetings Act 1987 for the passing of this resolution, are as follows:

Item No.	Item Issue	Reasons/Grounds
10.1	Confirmation of Confidential Minutes - 26 March 2024	The public conduct of the proceedings would be likely to result in disclosure of information, as stated in the open section of the meeting -.
10.2	Receipt of Confidential Committee Minutes	The public conduct of the proceedings would be likely to result in disclosure of information, as stated in the open section of the meeting -.

3. That the Independent Advisors be permitted to stay during business with the public excluded.
-

Considerations

1. Significance and Engagement

This is a procedural matter required by law. Hence when assessed against council policy is deemed to be of low significance.

2. Policy and Legislative Compliance

The report complies with the provisions to exclude the public from the whole or any part of the proceedings of any meeting as detailed in sections 47 and 48 of the Local Government Official Information Act 1987.

3. Other Considerations

Being a purely administrative matter; Climate Impact, Environmental Impact, Community Views, Māori Impact Statement, Financial Implications, and Implementation Issues are not applicable.