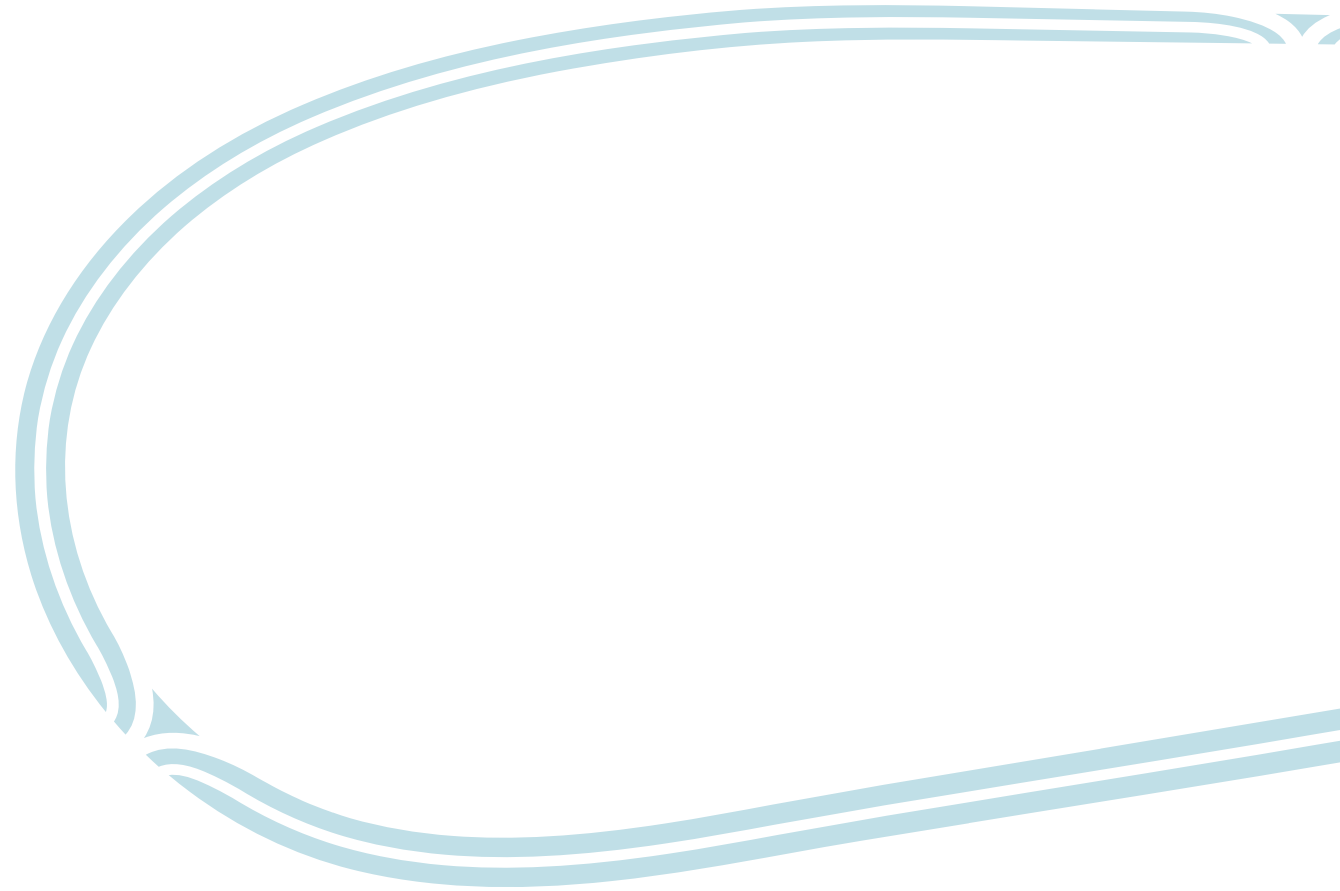


# TE PAE O UTA

## Te Ao Māori Framework





# RĀRANGI UPOKO CONTENTS

<b>Wāhinga Kōrero</b>	<b>1</b>
Foreword.....	
<b>Kaupapa</b>	<b>1</b>
Purpose.....	
<b>Te Karakia o Nukutawhiti</b>	<b>2</b>
Prayer .....	
<b>Whakatakinga</b>	<b>3</b>
Introduction.....	
<b>Ngā hononga</b>	<b>4</b>
Key relationships .....	
<b>Ngā whāinga</b>	<b>5</b>
Goals .....	
<b>Whāinga 1</b>	<b>6</b>
Goal 1 .....	
<b>Whāinga 2</b>	<b>7</b>
Goal 2.....	
<b>Whāinga 3</b>	<b>8</b>
Goal 3.....	
<b>Rārangi wā</b>	<b>9</b>
Timeline.....	
<b>He Urupare Māori</b>	<b>10</b>
Māori responsiveness maturity model.....	
<b>Tirohanga a waho</b>	<b>11</b>
External measures .....	
<b>He Āhei Tōpū</b>	<b>13</b>
Organisational capability .....	

# WĀHINGA KŌRERO FOREWORD



The name Te Pae o Uta derives from a karakia used by Nukutawhiti, upon the arrival of Ngātokimatawhaorua waka into the Hokianga Harbour

Te Pae o Uta refers to the “sight of land” when Nukutawhiti, grandson of Kupe, The Discoverer of Aotearoa, guided the waka hourua Ngātokimatawhaorua into the Hokianga Harbour. The karakia gave the crew a sense of safe arrival and unity having traversed the dangers of the largest body of water on the planet, Te Moananui-a-Kiwa, from Hawaiki to Aotearoa.

The karakia acknowledged the safe passage and guidance across the Pacific and gave Nukutawhiti the confidence to navigate the treacherous bar across the Hokianga Harbour entrance.

## KAUPAPA PURPOSE

Te Pae o Uta gives staff of Te Kaunihera o Te Hiku o Te Ika (Far North District Council) guidelines for improving inclusivity and responsiveness of Te Ao Māori in all aspects of work undertaken by the Far North District Council.

# TE KARAKIA O NUKUTAWHITI

E kau ki te tai e, e kau ki te tai e  
E kau rā, e Tāne wāhia atu rā  
Wāhia atu rā te ngaru hukahuka o Marerei-ao  
Pikitia atu te aurere kura o Taotao-rangi e  
Tapatapa ruru ana te kakau o te hoe  
E auheke ana e tara tutu ana te huka  
o Tangaroa  
I te puhi whatukura i te puhi māreikura  
o taku waka e  
Ka titiro iho au ki **Te Pae o Uta** ki te pae o waho  
Piki tū rangi ana te kakau o te hoe  
Kumea te uru o taku waka ki runga ki te kiri  
waiwai o Papatūānuku e

E takoto mai nei  
Ki runga ki te uru tapu nui o Tāne e tū mai nei  
Whatiwhati rua ana te hoe o Poupoto  
Tau ake ki te hoe nā Kura he ariki  
whatu manawa  
Tō manawa e Kura ki taku manawa  
Ka irihia ki Wai-o-nuku  
Ka irihia, ki Wai-o-rangi  
Ka whiti au ki te whei ao ki te ao mārama  
Tupu kerekere tupu wanawana e  
Ka hara mai te toki, haumi e hui e **taiki e!**

*Te Karakia o Nukutawhiti as revised by Himiona Kāmira (Te Taomaui, Te Hokoheha)*



# WHAKATAKINGA INTRODUCTION

## Vision

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

## Values



**Manawatōpū**  
Unity of purpose and  
working together



**Kaitiakitanga**  
Environmental stewardship  
and sustainability



**Mana tāngata**  
Respect and fairness

## Mission

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



**Te Tiriti o Waitangi**  
Partnership



**Tū tangata**  
Strong cultural  
identities



**Whanaungatanga**  
Family, community,  
connecting and sharing

# NGĀ HONONGA

## KEY RELATIONSHIPS

Far North District Council's vision and mission illustrates the connection between people and place. This is especially so for tangata whenua who have a long and rich association with the Far North. Council recognises these long term and enduring relationships and therefore the special position of tangata whenua within this district and the significant role Māori have to play in Council's decision making.

### Key relationships

Mana whenua  
partners

Hapū working  
groups

Iwi entities

Whānau  
groups

Te Kahu o  
Taonui

Iwi

Local  
Government  
And Chief  
Executives  
Group  
(ILGACE)

Te Oneroa a  
Tōhe Beach  
Board

Te Kuaka

# INGĀ WHĀINGA GOALS

- Recognise He Whakaputanga o te Rangatiratanga o Nu Tireni (Declaration of Independence) and Te Tiriti o Waitangi (Treaty of Waitangi) as the founding covenants of Te Tai Tokerau and Aotearoa respectively
- Acknowledge the importance of relationships both tangible and intangible e.g., ngā atua, whenua, mauri o te wai, taiao (oranga taiao, oranga tangata)
- Focus on the pursuit of excellence in the Te Ao Māori space
- Valuing Te Ao Māori requires staff to understand key Māori concepts and practices
- Acknowledge kōrero tuku iho at Far North District Council by recognising Iwi and Hapū kōrero.



# TŪ KOTAHI

## INCREASED PARTICIPATION IN COUNCIL STRUCTURES AND DECISION-MAKING PROCESSES



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

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

- Prosperous Māori communities as evidenced by strong partnership arrangements – Māori communities are strong, resilient and realising opportunities
- Advance the Rangatiratanga of mana whenua in leadership and decision making and provide for customary rights.
- Far North District Council staff are equipped to provide Te Ao Māori governance with the direction and advice to better inform elected members.
- Active Māori participation
- Far North District Council is committed to developing systems to engage at hapū level
- Formalising the implementation of Iwi Hapū Environmental Management Plans
- Develop a hapū engagement framework
- Review Council's Significance and Engagement Policy 2021 to include hapū engagement and resourcing.

# WHĀNĀKE TAHI

## CREATE ENABLERS ACROSS STAFF TO RESPOND MORE EFFECTIVELY TO MĀORI

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

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

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

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

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



# KŌKIRI TAHI

**EMPOWERED COMMUNITIES,  
WORKING COLLABORATIVELY**



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

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

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

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

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

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

# RĀRANGI WĀ TIMELINE



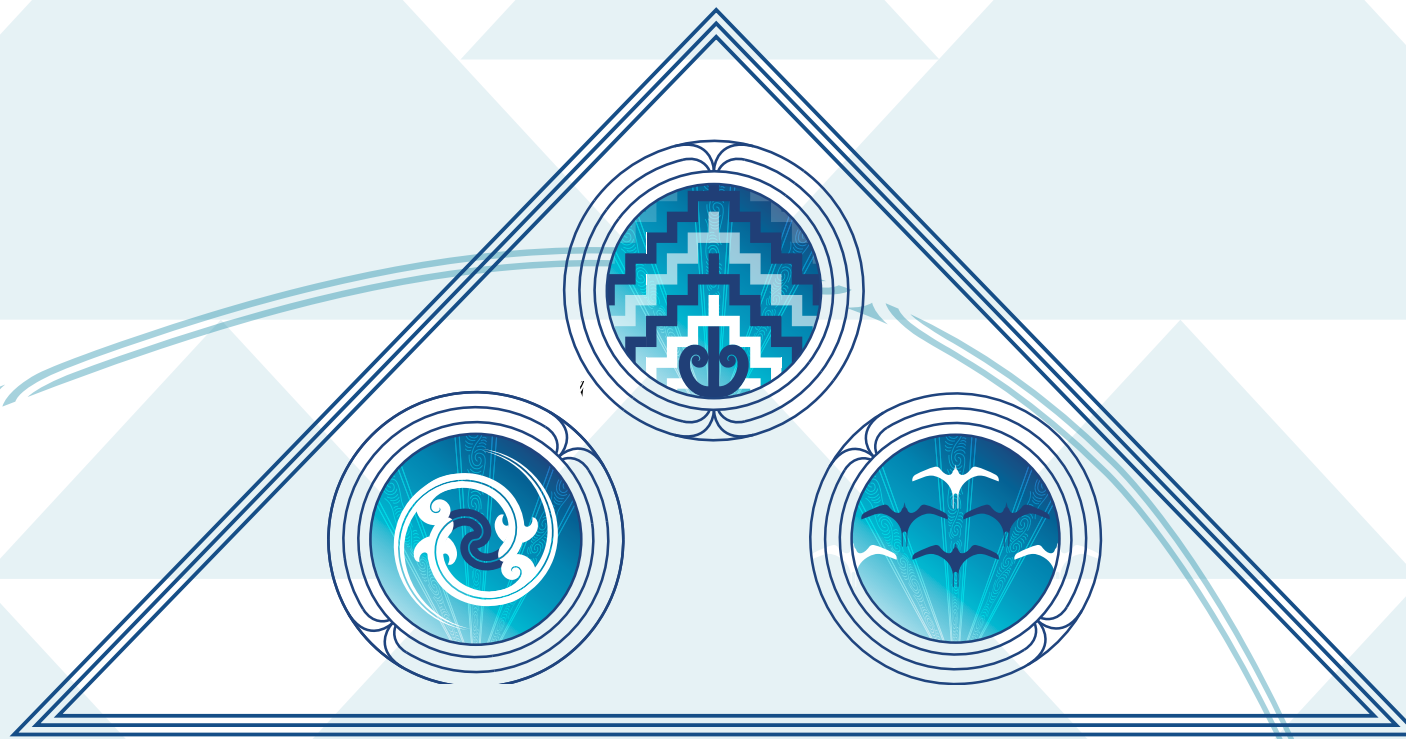
# TE PAE O UTA

## HE URUPARE MĀORI MĀORI RESPONSIVENESS MATURITY MODEL

Alignment of framework to Far North District Council's organisational vision, values, mission, strategic goals, community goals.

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

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



**Values**  
Manawatōpū  
Tū Tangata  
Mana Tāngata  
Te Tiriti  
Kaitiakitanga  
Whanaungatanga

# TIROHANGA A WAHO

## EXTERNAL MEASURES

CAPABILITY	DESCRIPTION	ACTION
Te Reo Māori	<ul style="list-style-type: none"> <li>Support the revitalisation of Te reo Māori me ona tikanga katoa.</li> <li>The Far North District Council supports Te Reo Māori to be seen, heard, spoken and learned throughout Te Tai Tokerau.</li> <li>Ensure the Far North District Council has the capacity to work with tangata whenua, the community, marae, hapū and iwi in te reo Māori.</li> </ul>	<ul style="list-style-type: none"> <li>Te Reo Māori action plan</li> <li>Te Reo Māori – Customer service options (call centre, face to face, business meetings, Council and committee meetings)</li> <li>Quality of Te Reo Māori on council signage across the district</li> <li>Dual naming of Council facilities</li> <li>Increase the proportion of parks and reserves with Māori names</li> <li>Te Reo Māori immersion spaces</li> </ul>
Te Ao Māori	<ul style="list-style-type: none"> <li>Build awareness and understanding of cultural practices within Te Ao Māori.</li> <li>Te Kaunihera o Te Te Hiku reflects and promotes Māori culture and identity within the environment, and values mātauranga Māori.</li> </ul>	<ul style="list-style-type: none"> <li>The quantity of tangata whenua significant sites incorporated in the Proposed and Operative plan</li> <li>Increase the number of events and programmes endorsed by the Far North District Council that highlight Māori identity and culture in Te Tai Tokerau</li> <li>The financial commitment made by the Far North District Council to public realm projects, with a specific focus on mātauranga Māori and Māori design principles</li> </ul>
Hapū/Iwi	<ul style="list-style-type: none"> <li>Council gives effect to Te Tiriti in all of its operations</li> </ul>	<ul style="list-style-type: none"> <li>Māori wards</li> <li>Te Kuaka Committee</li> <li>Hapū/Iwi Relationship agreements for effective communication and strengthened relationships with Council</li> <li>Iwi Hapū Environmental Management Plans</li> <li>Implementation of the principles of Te Tiriti in all Council decision making and operational processes.</li> <li>Giving effect to the Te Reo Māori and Tikanga policy</li> </ul>
Whenua Māori	<ul style="list-style-type: none"> <li>Rating relief policies that align with the intent of Te Ture Whenua Māori Act and Local Government Act (Whenua Māori).</li> </ul>	<ul style="list-style-type: none"> <li>A review of all rating relief policies in relation to whenua Māori and all whenua Māori debt under the provisions of Te Ture Whenua Māori Act and Local Government Act (Whenua Māori).</li> </ul>
Governance	<ul style="list-style-type: none"> <li>To facilitate co-governance and to advocate for the presence of both Māori elected representatives and Māori managers within the Far North District Council.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct assessments to understand the economic and social impact of local government decisions on Māori communities</li> <li>Number of Māori in management positions in Council</li> <li>Number of Māori elected members</li> <li>Iwi/hapū on governance and committee structures in Council</li> <li>Conduct assessments to understand the economic and social impact of local government decisions on Māori communities</li> <li>Evaluate the extent Māori communities are engaged in the decision-making processes through public consultations, meetings and feedback mechanisms.</li> </ul>
Marae Development	<ul style="list-style-type: none"> <li>To ensure resources are provided for Marae to work towards self-sustainability, fostering their growth as vibrant hubs that enhance the well-being of the broader community.</li> </ul>	<ul style="list-style-type: none"> <li>Support upgrading of roading conditions to Marae and wāhi tapu</li> <li>We want to reduce the speed limits, the more signs the better.</li> <li>Support and develop capability for haukāinga to be prepared in civil emergencies</li> <li>Upgrade of Wifi/technology for the purposes of good communication during natural disasters</li> <li>Support upgrade of infrastructure of Marae and wāhi tapu</li> <li>Use Marae to offer Council services in rural areas – Marae i-sites</li> </ul>



CAPABILITY AREA	DESCRIPTION	ACTION
Strategy and Policy	<ul style="list-style-type: none"> <li>Policy and strategy for Māori aim for equity, giving effect to Te Tiriti o Waitangi by fostering cultural well-being, and inclusion in decision-making for Māori communities</li> </ul>	<ul style="list-style-type: none"> <li>Ensure tangata whenua are involved in the development and review of all policies and strategies that impact and involve hapū, iwi and Māori communities</li> <li>Māori strategies guide strategic documents within Council</li> <li>All Council strategies give effect to Te Pae o Uta</li> <li>Mana whakahono with Ngāpuhi</li> </ul>
Kaitiakitanga	<ul style="list-style-type: none"> <li>To ensure Māori exercise Tino Rangatiratanga and Kaitiakitanga through Te Tiriti based relationships with the Council to enhance the mauri of te taiao.</li> </ul>	<ul style="list-style-type: none"> <li>Recognition of kaitiakitanga – opportunities to participate in consent monitoring activities</li> <li>Tangata Whenua partnerships for kaitiakitanga (policies and guidance)</li> <li>Tangata Whenua plans for co-management of district resources</li> <li>Recognising Iwi/hapū to sovereignty of their whenua/moana/awa</li> <li>Zero-waste kōhanga, kura and kāinga</li> <li>All puna and repo will be protected from inappropriate use and development contamination</li> <li>Te Tai Tokerau becomes the most carbon positive district in the Country</li> <li>Review catchment management plans</li> </ul>
Economy	<ul style="list-style-type: none"> <li>The Council supports economic opportunities for Māori businesses, trusts, and iwi organisations</li> </ul>	<ul style="list-style-type: none"> <li>Council develops a Māori procurement strategy</li> <li>Māori businesses will have first preference for all procurement at the Far North District Council</li> <li>Proportion of Community grants are provided to Māori projects</li> </ul>
Whānau wellbeing	<ul style="list-style-type: none"> <li>Enhance tamariki and whānau well-being through comprehensive programs fostering development, family bonds, and access to health, education, and cultural resources.</li> </ul>	<ul style="list-style-type: none"> <li>Increase whānau Māori participation and encourage them to use council services.</li> <li>Number of Māori youth employed in permanent and fixed term roles across Council</li> <li>Enhancing cadetship and internships for Māori</li> </ul>
Taitamariki wellbeing	<ul style="list-style-type: none"> <li>This initiative aims to nurture resilient Māori families, promoting the well-being of children and whānau in a holistic manner</li> </ul>	<ul style="list-style-type: none"> <li>Youth Council</li> <li>Civic education programmes</li> <li>Industry experiences within Council</li> <li>Council cadetships</li> <li>Increase the career development of Taitamariki to work for Council</li> <li>Māori wards</li> <li>Engagement with hapū on resource consent applications</li> </ul>

# HE ĀHEI TŌPŪ

## ORGANISATIONAL CAPABILITY FRAMEWORK

CAPABILITY	DESCRIPTION	0	1	2	3	4	5
<b>Te Reo Māori and Tikanga</b>	<ul style="list-style-type: none"> <li>•Support the revitalisation of Te reo Māori.</li> <li>•Ensure The Far North District Council has the capacity to work with tāngata whenua, the community, marae, hapū and iwi in te reo Māori.</li> </ul>	<ul style="list-style-type: none"> <li>•Denigrates or undermines the distinctive identity, language and culture of Māori.</li> <li>•Has not thought about the inherent capability of Māori to achieve equitable outcomes.</li> <li>•Makes no attempt at correct pronunciation of te reo Māori with no intent to learn.</li> </ul>	<ul style="list-style-type: none"> <li>•Council understands its obligations to te reo Māori as an official language and a taonga protected under Te Tiriti o Waitangi</li> <li>•All mita (dialect) of te reo Māori is expected. Te mita o Te Tai Tokerau is encouraged</li> <li>•Provides for use of te reo Māori within Council business</li> <li>•Uses te reo Māori in all forms of communication.</li> <li>•Use macrons where required, in all written communication unless from an iwi that has a different mita.</li> </ul>	<ul style="list-style-type: none"> <li>•Prioritises building capability of tikanga Māori and te reo Māori with all Council staff and governance</li> <li>•Council communicates actively with te reo Māori speakers and language communities</li> </ul>	<ul style="list-style-type: none"> <li>•Significant Māori events such as He Whakaputanga, Te Tiriti o Waitangi, Puanga, Matariki, Te Wiki o te Reo Māori, Mahuru Māori, Maramataka and other important events are remembered, honoured and celebrated,</li> </ul>	<ul style="list-style-type: none"> <li>•Council staff and governance lead tikanga in hui</li> <li>•All staff have completed Te Reo Māori, Tikanga and Mātauranga Māori courses which give an understanding to the importance of te reo Māori and tikanga Māori</li> </ul>	<ul style="list-style-type: none"> <li>•Tikanga Māori is fundamental to the identity, culture and ways of working at Te Kaunihera o Te Tai Tokerau, the Far North District Council</li> <li>•Council operates as a fully functional bilingual organisation</li> </ul>
<b>Recruitment and retention</b>	<ul style="list-style-type: none"> <li>•Recruitment and retention of Māori and non-Māori that have te reo Māori capabilities are prioritised and valued</li> </ul>	<ul style="list-style-type: none"> <li>•Council makes no attempt to retain Māori or non-Māori staff that have Māori capacities and capabilities</li> </ul>	<ul style="list-style-type: none"> <li>•Council recruitment and induction processes are reviewed to identify areas that will attract Māori</li> <li>•Māori staff are supported to practice their culture</li> </ul>	<ul style="list-style-type: none"> <li>•Staff are appropriately recognised and remunerated for their reo and mātauranga Māori</li> <li>•Mana whenua and Māori internships are seen throughout the Council</li> <li>•Councils induction process support Māori and cultural practices</li> </ul>	<ul style="list-style-type: none"> <li>•Recruitment processes demonstrate an understanding of the Māori skills required for specific roles</li> <li>•Māori are involved in recruitment and decision making for key new staff, and consideration of Māori capability is a deciding factor in staff employment</li> <li>•All Māori staff are nourished in tikanga Māori by Far North District Council to succeed as Māori</li> </ul>	<ul style="list-style-type: none"> <li>•Mana whenua are employed at Council in areas that support their iwi priorities</li> <li>•Council is well known outside the organisation as a great place for Māori to work</li> <li>•Council prioritises Māori capability for those working at council</li> </ul>	<ul style="list-style-type: none"> <li>•Succession planning is embedded to ensure council has continuity in its Māori capacity and capability</li> <li>•Council recruit and retain high performing, knowledgeable and experienced staff with Māori capacity and capability</li> </ul>
<b>Te Tiriti o Waitangi</b>	<ul style="list-style-type: none"> <li>•Understanding Te Tiriti o Waitangi, the Treaty principles, our legal requirements and obligations as well as giving effect to this founding document.</li> </ul>	<ul style="list-style-type: none"> <li>•Resists engaging Māori expertise in their work.</li> <li>•Argues that Te Tiriti o Waitangi is not relevant to the work of the Council.</li> <li>•Views the Council's commitment to Te Tiriti o Waitangi as irrelevant.</li> </ul>	<ul style="list-style-type: none"> <li>•Understands Te Tiriti o Waitangi and what the principles are.</li> <li>•Understands how to implement the principles into the daily work and output.</li> </ul>	<ul style="list-style-type: none"> <li>•Council understands statutory obligations to Te Tiriti o Waitangi</li> <li>•Council is aware of our tāngata whenua/Treaty partners and are maintaining high standard relationships with them</li> </ul>	<ul style="list-style-type: none"> <li>•Applies and incorporates te Tiriti o Waitangi principles to their current work programmes.</li> <li>•Council is committed to eliminating racial and institutional bias and actively seek ways to eliminate these from the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>•Council makes practical application of Te Tiriti, its principles, articles in all its policy writing and operations.</li> <li>•Council can lead opportunities to apply concepts of kawanatanga and rangatiratanga to our responsibilities and how we work in partnership with tāngata whenua.</li> </ul>	<ul style="list-style-type: none"> <li>•Council has an in-depth knowledge of Te Tiriti o Waitangi and can provide practical application and guidance in the organisation</li> </ul>

CAPABILITY	DESCRIPTION	0	1	2	3	4	5
<b>Partnerships</b>	<b>•Build meaningful relationships with tāngata whenua. so partnerships are mana enhancing and uphold the tikanga and rangatiratanga for both organisations</b>	<ul style="list-style-type: none"> <li>•Accepts that hapū and iwi Māori are repositories of their identity, language and culture but are yet to engage with hapū and iwi.</li> <li>•Articulates that hapū and iwi are responsible for imparting their own identity, language and culture to their people and that they have no unique rights or obligations to work in partnership.</li> </ul>	<ul style="list-style-type: none"> <li>•Council engages with tāngata whenua partners and their entities on matters relating to them.</li> </ul>	<ul style="list-style-type: none"> <li>• Council engages with tāngata whenua in the early phase of planning for all council projects</li> <li>•Council resources tāngata whenua to engage and give support through Kaupapa funding</li> </ul>	<ul style="list-style-type: none"> <li>•Council partners with tāngata whenua partners to develop policy, strategies, frameworks that are relevant to individual hapū and iwi</li> </ul>	<ul style="list-style-type: none"> <li>•Actively seek opportunities with our Tāngata whenua partners to co-govern, co-manage, co-design, and co-deliver on projects.</li> </ul>	<ul style="list-style-type: none"> <li>•Council pro-actively looks for opportunities to enable and support tino rangatiratanga</li> <li>•Genuine partnerships with Tāngata Whenua and Māori are effective and visible daily</li> </ul>
<b>Procurement and Māori economy</b>	<b>•Support a prosperous Māori economy with equitable opportunities for enabling Māori success and Tino Rangatiratanga</b>	<ul style="list-style-type: none"> <li>•Council makes no effort or consideration for the growing Māori economy</li> <li>•Council disregards hapū and iwi requests for all Council projects in their are</li> <li>•Council uses a competitive model without consultation from hapū, iwi and/or local Maori businesses to tender</li> <li>•Council overlooks Tāngata Whenua and local contractors for tendering</li> </ul>	<ul style="list-style-type: none"> <li>•Consider the wider social implications for Māori and how this enables or inhibits a successful Māori economy</li> <li>•Consideration of Māori business and how they contribute to social development</li> </ul>	<ul style="list-style-type: none"> <li>•Council makes changes to its procurement processes to support Māori business in council's procurement process</li> </ul>	<ul style="list-style-type: none"> <li>•Council identifies challenges for Māori business and works to minimise this from occurring</li> <li>•Council processes reflect potential downstream opportunities for Māori businesses and service providers</li> <li>•Council provides training and opportunities for Māori businesses to improve their accounting systems etc so Māori providers can compete with tier one and two contract providers</li> </ul>	<ul style="list-style-type: none"> <li>•Council actively seeks and responds to feedback from Māori businesses and to make sure agency system and approaches work for them</li> </ul>	<ul style="list-style-type: none"> <li>•Council operates in a way that creates and supports prosperous Māori communities</li> </ul>
<b>Racial bias and institutional racism</b>	<b>•Identify and eliminate racial bias and institutional racism across the organisation</b>	<ul style="list-style-type: none"> <li>•Council does nothing to eliminate racial or institutional bias and racism with the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>•Council accepts that institutional racism is an issue for many public organisations and can recognise structural discrimination/bias in its own systems</li> <li>•Undertakes reactive planning to address institutional racism at Council</li> </ul>	<ul style="list-style-type: none"> <li>•Council support staff with appropriate tools to identify racism and bias and to address it early and safely</li> <li>•Council provides a culturally safe environment where Māori staff and Tāngata whenua can operate effectively and confidently</li> </ul>	<ul style="list-style-type: none"> <li>•Councils sets and resources equity targets with robust ways to measure progress towards equity</li> <li>•Leadership at all levels demonstrates commitment to recognising and addressing both structural discrimination and racial bias</li> </ul>	<ul style="list-style-type: none"> <li>•Council assesses its culture, and all of its policies, programmes, and services, to identify structural discrimination and take steps to address and eliminate it</li> <li>•Regular audits across council are performed to ensure institutional racism and bias is identified</li> </ul>	<ul style="list-style-type: none"> <li>•Council proactively works with central government, other local councils and agencies to address structural discrimination</li> <li>•Council engages in ongoing self-reflection holding themselves to account for addressing institutional racism and bias</li> </ul>
<b>Māori capability</b>	<b>•Create a culturally capable council where staff can operate in Te Ao Māori confidently</b>	<ul style="list-style-type: none"> <li>•Council does not give effect for staff to operate in a Te Ao Māori capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Council is aware of its current Māori capability requirements and priorities building Māori capability through recruitment, upskilling, collaborative arrangement and internships for Māori</li> </ul>	<ul style="list-style-type: none"> <li>•Actively building Māori capacity and capability and to prioritise this through offering development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Māori capability framework is assessed and supported through all P4P and KPIs across council</li> <li>•Appropriate levels are defined and met for all departments of council</li> </ul>	<ul style="list-style-type: none"> <li>•Māori capability framework is actively reviewed to assess effectiveness and impact, with continuous improvement identified and supported</li> <li>•Māori capacity and capability is valued across all people leaders, and is exemplified by senior leadership championing these attributes</li> </ul>	<ul style="list-style-type: none"> <li>• Council operates equally effectively in Te Ao Māori as in Te Ao Pākehā</li> </ul>

**Ngā mihi ki a**  
**Simone Elsmore,**  
**Mori Rapanā**  
**rātou ko Patrick Smith**  
**mā tā rātou mahi whakapau**  
**kaha ki tēnei kaupapa o**  
**Te Pae o Uta**

