

Strategic Direction



Te Pahi sandboarding, Cape Reinga. Photographer: David Kirkland. Courtesy of Northland Inc.

Community outcomes

These are the outcomes we believe our District needs to grow and succeed.



Communities that are healthy, safe, connected and sustainable

Our aspiration is that communities have access to everything that they need to have a good quality of life. We have the freedom of opportunity and choice in the way that we live. We know our communities and can participate in all that they have to offer.

Whakatauki

He tina ki runga, he tāmōre ki raro.
Contentment above, firmly rooted below. Those with good family foundation and grounding in their own culture and heritage will find satisfaction and contentment in life.



Connected and engaged communities prepared for the unexpected

Our communities are aware, informed and well-equipped to be able to respond to an unexpected event. We are resilient and know that we can look to each other to get through whatever comes our way. This is our strength.

Whakatauki

Te toka tū moana.
The boulder standing in the ocean. This refers to a chief or to a group of warriors being buffeted by opposing forces but standing firm.



Proud, vibrant communities

Our communities celebrate who they are and where they live. We embrace and respect the diversity within our communities and take pride in our unique places and spaces. We are working together to achieve our aspirations.

Whakatauki

Te pā harakeke.
A community of harakeke plants.



Prosperous communities supported by a sustainable economy

Our communities are unlocking the potential of our district and are empowered to pursue opportunities. We are leveraging our valuable resources and producing quality products that will directly support our communities. Our communities are known for quality, for manaakitanga and for prosperity.

Whakatauki

He kūaka marangaranga, kōtahi te manu i tau ki te tāhuna, ka tau, ka tau, tau atu e.
Godwits rise and flock together in the air, one bird comes down to land on the sandbank to feed, then another, then another and another. Emphasises the importance of combining group action with individual initiative and vice versa.



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

Our natural resources are valued and are thriving. We are safeguarding them for the future and ensuring that they are being used sustainably. We are actively seeking balance in the environment to maintain its life-sustaining properties for everybody to enjoy.

Whakatauki

Whatungarongaro te tangata, toitu te whenua.
As man disappears, the land remains.

Strategic priorities

These are the strategic priorities that will help shape our District and achieve our vision and mission.

Better data and information

Great decision-making and planning need the best data and evidence we can get. To understand where we want to go, we need to know where we are and how we got here. Our systems and processes will be improved and will produce meaningful, robust data so that we are armed with the best information to make the best decisions for our communities.

Whakatauki

Whāia te mātauranga hei oranga mō tātou.

Seek knowledge for the sake of our well-being.

Affordable core infrastructure

Our responsibility is to provide infrastructure that is compliant, reliable and sustainable. Our infrastructure will contribute positively to the well-being of the community. Priority will be given to need, affordability and sustainability to ensure the future well-being of our communities.

Whakatauki

Ko te teo / tumu herenga waka.

The stake for tying up the canoe – a symbol of reliability.

Improved Council capabilities and performance

Our people are the backbone of the organisation. Investing in Council capabilities through training and skill development lifts performance. Recruiting the best and enhancing Council culture strengthens the organisation.

Whakatauki

Ehara taku toa i te toa takitahi, engari he toa takitini.

My strength does not come from me alone, but the strength of many.

Address affordability

Our approach is balanced, equitable and fair. We understand the needs of the District and actively seek partnerships and affordable methods to ensure they are met in a way that contributes positively to our communities.

Whakatauki

Naku te rourou, nau te rourou ka ora ai te iwi.

By my basket and by your basket the people will live.

Civic leadership and advocacy

Our community is best served by capable and credible leaders that openly collaborate and work towards shared common goals. Our leaders demonstrate good governance by adding value to the organisation for the benefit of our communities.

Whakatauki

Ina te mahi, he rangatira.

See how it is done, leaders indeed / leadership evidences itself.

Empowering communities

To best serve our communities, their voices must be heard. Our communities will be empowered to participate and engage with Council in a manner that best meets their needs. Relationships with tāngata whenua will be empowered to create meaningful dialogue and genuine participation.

Whakatauki

Mā te rongo, ka mōhio, mā te mōhio ka marama, mā te marama ka mātau, mā te mātau ka ora.

Through resonance comes cognisance; through cognisance comes understanding; through understanding comes knowledge; through knowledge comes life and well-being.

The Local Government (Community Well-Being) Amendment Bill

At the time of adopting this LTP, the Government has an amendment bill going through the House that, if successful, will result in a number of changes to the Local Government Act 2002. The most significant of these changes is to restore the statutory purpose of local government “to promote the social, economic, environmental, and cultural well-being of communities”. Should this amendment be made, Council will re-assess relevant policies and plans to ensure compliance and alignment with the revised purpose. The Government has confirmed that LTPs for 2018-28 will not need to be amended.

Working in partnership with Māori

The Council recognises the special position of mana whenua and tāngata whenua within this District and the important role Māori have to play in Council's decision-making processes. Schedule 10 of the Local Government Act (LGA) 2002 requires Council to include in its LTP any steps that it intends to take to strengthen the capacity of Māori to contribute to the decision-making processes of the Council. Council seeks to recognise the principles of Te Tiriti o Waitangi / Treaty of Waitangi within its decision-making.

In accordance with section 81 of the LGA, the Council must:

1. Establish and maintain processes to provide opportunities for Māori to contribute to the decision-making processes of the local authority;
2. Consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes of the local authority; and
3. Provide relevant information to Māori for the purposes of (1) and (2) above.

The Council wishes to develop a Te Tiriti o Waitangi / Treaty of Waitangi Strategy as a foundation for building trust, good faith, and to increase its partnerships and collaboration with Māori. The Strategy will acknowledge Te Tiriti / the Treaty whilst supporting the economic, environmental, cultural and social issues of significance to Māori.

This Strategy will identify how the Council will foster more positive and productive relationships with Māori. It will also bring together the Council's commitments and obligations, to ensure that Council considers how its policies and actions recognise and protect Māori rights and interests, and contribute to Māori needs and aspirations.

Aligned to the Te Tiriti o Waitangi / Treaty of Waitangi Strategy, Council will develop policy that sets out the Council's commitment to enhancing the participation of Māori in Council's decision-making processes. For both Māori and Council, enhanced participation will contribute to:

- greater understanding of expectations and aspirations
- finding common outcomes
- increased opportunities to establish shared projects and joint ventures, supporting Māori expectations and aspirations to promote the well-being of Māori and the wider community
- ensuring more efficient and effective use of Council and Māori resources
- improved processes based on an understanding of one another's priorities, expectations and available resources.

The Council is committed to building strategic relationships with Māori. Effective relationships and meaningful engagement will enable the Council to meet our responsibilities, recognise Te Tiriti o Waitangi / Treaty of Waitangi and result in more informed decision-making.

Memoranda of Understanding

Memoranda of Understanding are principle-based documents that seek to build and maintain relationships, and enable input into Council processes where applicable. These documents are becoming increasingly important as Council seeks closer and more meaningful working relationships with Māori, effective consultation and engagement on a wide range of issues affecting Māori areas of interest, and shared projects for shared outcomes.

The Council currently has formalised a Memorandum of Understanding with the following iwi and hapū entities:

- Te Rūnanga o Te Rarawa
- Te Rūnanga o Ngāti Hine
- Te Whiu Hapū Incorporated
- Ngakahu / Ngakohu Whānau Ahuwhenua Trust.

The following entities are either currently developing or discussing memoranda of understanding with Council:

- Te Rūnanga o Whaingaroa
- Te Kahu o Taonui (Iwi Leaders Forum)
- Te Rūnanga o Ngāti Rehia
- Whangaroa Papa Hapū
- Parahirahi Ngawha Waiariki Trust.

Other strategic relationships that Council participates in include:

- Te Oneroa-a-Tōhē (90 Mile Beach) Board
- Te Hiku Social and Well-being Accord; and
- Iwi and Local Government Chief Executives (ILGACE) Forum.

The Council is committed to encouraging and developing further relationships at both the governance and operational levels. The Council will also participate in co-governance models where they arise under Treaty Settlement legislation (as they have for Te Oneroa-a-Tōhē).

Resource management

For resource management matters, the Council is considering Mana Whakahono-ā-Rohe / Iwi Participation Arrangements as an opportunity for iwi and Council to work together under the Resource Management Act. The Council is investigating this new legislation, including newly released guidelines. Other processes or mechanisms that will contribute to Māori input in resource management include:

- providing opportunities for Māori to participate in the review of Council's District Plan
- implementing statutory provisions prescribed within Treaty Claims Settlement Acts
- considering iwi and hapū environmental management plans
- Resource Management Act training, through to supporting iwi and hapū representatives becoming accredited Commissioners.

The relationship between Māori and Council's regulatory functions relating to protecting the environment requires information-sharing and appropriate dissemination. The wider relationship-building process will also seek to align Māori social and development outcomes so there are clearer opportunities and efficiencies when providing for the social, cultural, environmental and economic development, and the well-being of Māori within the Far North.

Development of Māori capacity to contribute to decision-making processes of Council

The Council recognises that having the capability and capacity to engage are issues for both Council and Māori. As well as the measures outlined above, the Council is consistently increasing its own capacity to engage with Māori. The Council is actively assisting Māori with developing their capacity to input into decision-making processes via hui and targeted training workshops. The Council also welcomes opportunities to explore staff secondments, exchanges and co-location that benefit both the Council and Māori.

Council's Significance and Engagement Policy

This policy sets out what the community, including Māori, can expect from Council regarding consultation and ways they can influence and participate in Council's decision-making processes. Council acknowledges the unique perspective of Māori and recognises that Tangata Whenua are more than an interest group or stakeholder. When Council and/or its committees are considering a significant decision, it will consider the likely impact on iwi / hapū / whānau and their relationship with their ancestral land, water, sites, wāhi tapu, valued flora and fauna, and other taonga. Additionally, Council directs all report writers, through its compliance schedule, to give due consideration to the above when seeking a decision of Council.