

Te Rerenga

Terms of Reference

Adopted 27 July 2022

Te Pae Tawhiti Vision	Ka mau te puru ki te raki, ka mau mārika te puru ki te ao When the northern economy is confident the world benefits					
Te Kaupapa Mission	Achieving aspirations for all through innovation, sustainability, collaboration and enduring relationships					
Ngā tikanga Principles and values	<p>Tikanga mahi/work is premised on a framework which is a hierarchy of tikanga/principles and values, to achieve intergenerational and sustainable economic prosperity for our communities. Tikanga tapu sets out the values that govern conduct. These elements of Māori best practice will be used to drive the implementation of our programme for the benefit of all communities and people of Tai Tokerau.</p> <div style="text-align: center;"> <p>TIKANGA FRAMEWORK</p> <hr style="border-top: 1px dashed #ccc;"/> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center; border-right: 1px dashed #ccc; padding: 5px;"> <p>MANAAKITANGA</p> <p>The sacred obligation to look after people</p> </td> <td style="width: 50%; text-align: center; padding: 5px;"> <p>KAITIAKITANGA</p> <p>The sacred obligation to protect Papatuanuku</p> </td> </tr> </table> <hr style="border-top: 1px dashed #ccc;"/> <p style="text-align: center;">HE ORANGA</p> <p style="text-align: center;">Generational and sustainable economic wellbeing and prosperity</p> <hr style="border-top: 1px dashed #ccc;"/> <p style="text-align: center;">HE TIKANGA TAPU</p> <p style="text-align: center;">Three Sacred Principles of Conduct</p> <hr style="border-top: 1px dashed #ccc;"/> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center; padding: 5px;"> <p>TIKA</p> <p>What is right, fitting and worthy of tapu. (We are tapu by virtue of our divine creation)</p> </td> <td style="width: 33%; text-align: center; padding: 5px;"> <p>PONO</p> <p>How reality arrives at the truth. Pono demands the highest level of integrity and discipline</p> </td> <td style="width: 33%; text-align: center; padding: 5px;"> <p>AROHA</p> <p>Compassion for others</p> </td> </tr> </table> <hr style="border-top: 1px dashed #ccc;"/> </div>	<p>MANAAKITANGA</p> <p>The sacred obligation to look after people</p>	<p>KAITIAKITANGA</p> <p>The sacred obligation to protect Papatuanuku</p>	<p>TIKA</p> <p>What is right, fitting and worthy of tapu. (We are tapu by virtue of our divine creation)</p>	<p>PONO</p> <p>How reality arrives at the truth. Pono demands the highest level of integrity and discipline</p>	<p>AROHA</p> <p>Compassion for others</p>
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Ngā whainga Purpose	<p>The primary purpose of the Steering Group is transformational, ensuring an inclusive, high trust environment is established, driven, and actively encouraged, that enables the development of Te Ōhanga Rautaki Whānui o Te Tai Tokerau, a regional economic development strategy. The intergenerational strategy will be co-designed in partnership with iwi and hāpu Māori, business and industry, regional communities, local and central government. The Steering Group will use their skills, knowledge, and influence to support and assist the kaupapa by providing strategic oversight, insights, connectivity, focus, alignment, and inspirational thought leadership. The members of this group will be motivated to effect positive sustainable change in the region, now and into the future so Tai Tokerau will thrive.</p> <p>Responsibilities:</p> <ul style="list-style-type: none"> • set the strategic direction and vision for Te Ōhanga Rautaki Whānui o Te Tai Tokerau • agree and provide input into a Te Tiriti based intergenerational strategy framework 					

- agree a co-design process and engagement model
- pursue a sustainable approach around key pillars of social, cultural and environmental priorities as outlined in He Tangata, He Whenua, He Oranga
- oversee and monitor the strategy development pace
- cognisance of outcomes achieved, and lessons learnt from existing strategies such as He Tangata, He Whenua, He Oranga; Te Purunga ki te Raki and the Tai Tokerau Northland Economic Action Plan
- identify economic development priorities and provide input into an actionable regional work programme
- be a champion and advocate for the strategy within networks, communities, and stakeholder groups

In doing the above, the group will:

- Ensure the commitment to partnership with hapū and iwi under Te Tiriti o Waitangi is embedded in everything we do
- Set ambitious targets
- Challenge others including business, industry, sectors, iwi/hapū, community, local and central government to set ambitious targets
- Be action and outcome orientated
- Be courageous and seek transformational change, while making all reasonable endeavours to ensure the position it represents is in the best interest of Tai Tokerau Northland communities for the long-term
- Ensure the tikanga framework is applied to all mahi/work and decision making
- Identify areas of greatest need and relative benefit that turn the dial towards a more sustainable, equitable, distributive, resilient, inclusive, regenerative, entrepreneurial, and productive region and economy
- Engage with business, industry and sectors aligned to the vision to contribute to the development of the strategy
- Prioritise the Māori economy and its contribution to the overall economic wellbeing of all in Te Tai Tokerau
- Ensure equitable opportunities are provided for Māori participation in the economy, including policy setting, as leaders and decision makers, investors, managers and employees.
- Approve the final draft Te Ōhanga Rautaki Whānui o Te Tai Tokerau

Ngā Heamana | Co-Chair's role

- Attend agenda preparation, preview meetings, review actions prior to circulation
- Work with the Project Team to set meeting agendas
- Conduct the Steering Group meetings
- Guide the meeting to clear outcomes for the Project Team to carry out
- Invite all possible views on an issue and then work to a consensus decision between Steering Group members
- Work with members and the Project team to develop key priorities
- Ensure all decisions are understood and recorded
- Provide leadership in developing an effective culture within the Steering Group
- Ensure strong communication flows between Steering Group and Project Team
- Be the spokespersons and key contacts for the group members
- Be the main link with Northland Inc's CE and Project Lead
- Assist in mediation when required, in the first instance

	<p>The Steering Group’s membership of 12 will initially comprise of the following persons. Members are appointed in their personal capacity and cannot nominate alternates to attend on their behalf.</p> <table border="1" data-bbox="416 322 1474 647"> <tr> <td data-bbox="416 322 1002 394">Justin Blaikie (or Chair of the CCO Joint Regional Economic Development Committee)</td> <td data-bbox="1007 322 1474 394">Carol Berghan</td> </tr> <tr> <td data-bbox="416 400 1002 472">Harry Burkhardt (as Te Kahu o Taonui rep)</td> <td data-bbox="1007 400 1474 472">Kathryn De Bruin</td> </tr> <tr> <td data-bbox="416 479 1002 521">Lindsay Faithfull</td> <td data-bbox="1007 479 1474 521">Mihi Harris</td> </tr> <tr> <td data-bbox="416 528 1002 562">Justice Heteraka</td> <td data-bbox="1007 528 1474 562">Tania McInnes</td> </tr> <tr> <td data-bbox="416 568 1002 602">Blanche Morrogh</td> <td data-bbox="1007 568 1474 602">Northland Inc rep – Nicole Anderson</td> </tr> <tr> <td data-bbox="416 609 1002 647">Sir Brian Roche</td> <td data-bbox="1007 609 1474 647">Shane Witehira</td> </tr> </table> <p>Eru Lyndon and Ripeka Evans will hold the roles of Kaitautoko and support the 12-member group. There is the ability to draw in more support if required and agreed.</p> <p>The Steering Group will also be supported by a Project Team.</p> <p>The Group will have two Co-Chairs, from the membership of 12.</p> <p>One Co-chair to be the Te Kahu o Taonui representative.</p> <p>One Co-Chair to be appointed at the first or subsequent meetings.</p> <p>The Steering Group members will be appointed for the term to July 2023. In discussion with members, this term may be extended to transition the strategy development to the strategy implementation phase.</p>	Justin Blaikie (or Chair of the CCO Joint Regional Economic Development Committee)	Carol Berghan	Harry Burkhardt (as Te Kahu o Taonui rep)	Kathryn De Bruin	Lindsay Faithfull	Mihi Harris	Justice Heteraka	Tania McInnes	Blanche Morrogh	Northland Inc rep – Nicole Anderson	Sir Brian Roche	Shane Witehira
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<p>Kupu whakataki Background</p>	<p>The concept of developing a regional strategy was first formally raised through the Tai Tokerau Northland Mayoral Forum in 2020 as part of Northland Inc becoming a jointly owned CCO. The concept has evolved to where Northland Inc will lead the development of a co-designed intergenerational economic development strategy for the region, in partnership with Te Tai Tokerau iwi/hapū/Māori, business, industry, communities, local and central government.</p> <p>The intent is to pursue a sustainable approach which interweaves social, cultural, and environmental priorities as outlined by He Tangata, He Whenua, He Oranga. Te Tiriti-based, it will aim to provide the strategies to invest in future opportunities that will deliver greater prosperity, well-being, and empowered communities.</p> <p>Consideration will be given to ‘what we know now’ including the components which make up the regional and sub-regional economic development ecosystem, and multiple documents that speak to our economy. Exemplar economic development strategies within NZ and internationally also lay a good foundation for this process.</p>												
<p>Papā o te pānga Conflict of interest</p>	<p>Members will be asked to complete a conflict-of-interest form at the beginning of each year they sit on the group. A conflict-of-interest log will be maintained by the Project Team supporting the group.</p>												
<p>Hokohitanga o ngā hui Frequency of meetings</p>	<p>The Steering Group shall meet up to 6 times (or as otherwise decided by the group) in a 12-month period, during the strategy development.</p> <ul style="list-style-type: none"> • Ad-hoc meetings may be called by the Co-Chairs on an 'as required' basis. • A record of meetings will be kept, and an action and risk register maintained 												

	<ul style="list-style-type: none"> Members of the group are expected to attend meetings, preferably in person, or attend virtually. Other parties may be invited to attend depending on the agenda topics
Kotangitanga Quorum	A quorum will be a majority of Steering Group members including a Co-Chair, either present in person or participating virtually (online).
Whakapai ngā tautohe Conflict resolution	Should conflict occur, the group will be responsible for working together to resolve the conflict in the first instance.
Pūrongorongo Reporting & accountability	<p>Members will create an open gateway for all thoughts and feedback, from all parts of the community within Tai Tokerau.</p> <p>The Steering Group exists to provide thought leadership, advice, and oversight to the development of Te Ōhanga Rautaki Whānui o Te Tai Tokerau</p>
Arotakenga Review	It is anticipated that the Terms of Reference will be reviewed 12 months after adoption and annually thereafter, or more frequently as appropriate.
Utunga Remuneration	<p>Members will be entitled to the Steering Group meeting fee as set out below. Members may choose to accept this remuneration, or not. If not, the amount will be reallocated in the budget for other project purposes.</p> <p>Members representing government agencies, crown entities or local government employees are appointed in their capacity as representatives and are not entitled to any additional remuneration.</p> <p>Remuneration for all others will be claimed in accordance with Northland Inc (as facilitators) instructions. All members are responsible for paying Inland Revenue payments, other taxes and Accident Compensation Corporation levies in respect of remuneration and disbursements.</p> <p>These rates are as of 01 July 2022 and are \$575 per meeting (plus GST if applicable) for the Co-Chairs and \$395 per meeting (plus GST if applicable) for members. This is based on up to an 8-hour day.</p> <p>The Steering Group may authorise the payment of remuneration for additional project work by Steering Group members, if they are satisfied that to do so is fair.</p>
Tuku mana Delegations	The Steering Group has no delegated authority other than the delegations' individuals bring from their respective organisations or representative groups.