Te Kaunihera o Te Hiku o te Ika

Far North District Council

NGĀ RŌPŪ ME NGĀ MAHI

OUR GROUPS AND ACTIVITIES

Disclaimer

This Long Term Plan (LTP) consultation document and supporting information has been prepared in accordance with the Severe Weather Emergency Recovery Legislation Act 2023 and the Severe Weather Emergency Recovery (Local Government Act 2002—Long-term Plan) Order 2023 issued in October 2023.

The order simplifies the process for preparation of an LTP by certain councils affected by the severe weather events of 2023 and enables the council to prepare an LTP consultation document and supporting information that has not been formally audited. While this consultation document and supporting information is not required to include a formal audit report, all due care has been exercised in the preparation of this consultation document and supporting information, having regard to the information available to the council at that time.

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PROPOSED GROUPS AND ACTIVITIES

CONTENTS

Note:

Recent changes to our organisation's group structure as well as the reintroduction of 3Waters may see some group name changes and activities moved to align to the new structure.

Introduction

In 2023, Council restructured its groups to improve alignment of the activities to the LTP. Some of our groups activities do not have external performance measures attached but are measured internally through various streams of reporting.

Within each group, the following sections:

- describe what the function of the group is
- what they provide (key facts)
- what activities they perform
- how they align to the aspects of wellbeing
- the effects of providing the group/activity
- the overall budget for each section
- community outcomes

Within each group of activities there may be a number of smaller activities, for example Libraries, Animal Control, Building Consents etc

1. Community and Engagement Group

What we do

This group plays a multifaceted role in fostering knowledge, connectivity, informing and cultural preservation. Our libraries serve as vibrant hubs of learning and exploration, offering an extensive array of resources to satisfy diverse interests and support academic pursuits. Customer services are at the heart of our commitment to excellence, ensuring customers receive the assistance they need with efficiency and courtesy. Meanwhile, our museum and archive initiatives safeguard the rich tapestry of human history, preserving artifacts and documents for future generations. Information centres act as dynamic focal points, providing up-to-date information and assistance to both locals and visitors, while our communication and engagement teams work tirelessly to connect with the community, fostering a sense of belonging and participation in the shared narrative of knowledge and culture. Together, we work towards goals that empowers individuals, inform, assist and strengthens our communities.

What we provide

- 6 Libraries
- Customer Services (6 Service Centres and 1 Contact Centre)
- Te Ahu Museum and Archives
- 3 i-SITEs Information Centres
- Communications and Engagement teams.

Aligns to these aspects of wellbeing

- A iwi / Social
- Ōhanga / Economic
- Ahurea / Cultural

Why we do it

We are driven by a commitment to the enrichment of our communities through our diverse array of services. Libraries embody our belief in the transformative power of knowledge, serving as accessible havens for intellectual exploration, education, and providing community spaces. Our dedication to customer services stems from a desire to create seamless and positive experiences for individuals seeking information, ensuring that every interaction is marked by responsiveness and helpfulness. Our museum and archives are integral to our mission of preserving the cultural heritage and collective memory of culture, fostering a deeper understanding of our past and present. Information centres serve as beacons of reliable and current knowledge, empowering individuals with the tools they need for informed decision-making. Lastly, our communication and engagement teams tirelessly work to bridge the gap between council and communities, helping to foster a sense of belonging, shared understanding, and active participation. In essence, these activities are fuelled by a passion for knowledge, community, and the impact they have on shaping a brighter future.

Effects of providing this activity

Community outcomes	Positive	Negative	How we mitigate these effects
Proud, vibrant communities	*Provides* • Public places to meet, discuss, connect and celebrate as a community • Information to our communities and visitors about the district, council and the region as a whole • Sources of knowledge • Sharing safe spaces and information providers	*Potential* • Lack of use if under-utilised or poor location planning for services • Misinformation or noncommunication can lead to people feeling isolated and uninformed	*Continue* • Look at ways to improve and increase utilisation • To engage and interact with our communities and listen to what they are telling us, through their feedback • To continue to provide a high level of customer service to all our communities and visitors
We celebrate our unique culture and history	*Provides* • Social and cultural wellbeing of our communities • Showcases our cultural heritage	*Potential* • Diminishing value and understanding if insufficient resourced and funded	*Continue* • To provide adequate funding and support to ensure all generations across our communities in the future understand the value of their culture and heritage

Proposed levels of service

Libraries				
Performance measure		**Results 2022/23**	**Status**	**Target 2024-2031**
1.1 To provide quality library services for the benefit of all in the community.				
1.1.1	Customer/visitor satisfaction	3.81%	Achieved	Maintain / Increase
1.1.2	Maintain/increase in-person library use as a percentage of the population of the District	47.50%	Achieved	Maintain / Increase

Customer services				
Performance measure		**Results 2022/23**	**Status**	**Target 2024-2031**
1.2 Council provides the right services, in the right places, to the agreed standard.				
1.2.1	Service Centre users' satisfaction	3.81%	Not achieved	maintain / increase

1.2.2	Percentage of customer enquires resolved at first point of contact.	48%	Not achieved	68% increasing by 1% each year thereafter

Te Ahu Museum and archives

Performance measure	Results 2022/23	Status	Target 2024-2031
1.3 To provide quality museum services for the benefit of all in the community.			
1.3.1 Customer and visitor satisfaction	No result	n/a	1% increase on previous year

Visitor information services (isites)

Performance measure	Results 2022/23	Status	Target 2024-2031
1.4 To provide booking and information services through the District's Information Centres, influencing visitors to stay longer and spend more.			
1.4.3 Customer/visitor satisfaction	4.17%	Achieved	Maintain/increase

Changes to levels of service

The level of service for this group was reviewed as part of this LTP process and the below table indicates which measures will now be internally assesses and reported on a quarterly basis.

Libraries				
1.1.2	Increase the percentage of online library service use	63.30%	Achieved	≥1% increase on previous year
1.1.4	Increase in number of attendees at library events and programmes	Average of 9 attendees per event	Achieved	≥5% increase on previous year
Customer services				
1.2.1	Percentage of abandoned calls (Contact Centre)	22%	Not achieved	12%
Te Ahu Museum				
1.3.2	Increase in number of visitors to the Museum (door count)	20,848	Achieved	1% increase on previous year
1.3.3	Increase in the number of research requests completed	336 Research requests	Achieved	1% increase on previous year
isites				
1.4.1	The number of visitor bookings through the Information Centres will show an increase each year	43.9%	Achieved	≥1% increase
1.4.2	Increase the net profit on retail sales by 1.0% per year (profit increase on previous year)	527.5%	Achieved	Retail sales net profit ≥1.0%

2. Corporate Services Group

What we do

Corporate Services is a diverse group responsible for essential operations within council. Business Compliance which includes the Project Management Office (PMO), providing support to council in the key areas of project management, procurement, contract management and sustainable procurement.

Digital Information Services is responsible for establishing, monitoring and maintaining information technology systems and services to council and the community. Data analytics plays a pivotal role in enhancing decision-making processes, optimising resource allocation, and improving service delivery to residents by examining, cleaning, transforming, and modelling data with the goal of discovering useful information, making informed conclusions, and supporting decision-making.

Digital Information Management are the experts in managing and overseeing the various aspects of council's digital information ensuring that the information is well organised, accessible, secure, and compliant with relevant regulations and policies.

Financial Services diligently manages the financial health of council and provides financial planning, ensuring fiscal responsibility.

Property Information create, maintain and councils' property data, manage street numbering and provide LIM and Property reports.

Finally, the Risk and Assurance function is dedicated to identifying, assessing, and mitigating risks, fostering a culture of resilience and compliance.

Together, these functions form the backbone of our Corporate Services Group, working collaboratively to uphold the organisation's integrity, efficiency, and strategic vision, while continuing to seek efficiencies and improved customer service.

What we provide

- Business Compliance (PMO)
- Digital Information Services
- Digital Information Management
- Data Analytics
- Financial Services
- Legal Services
- Property Information
- Risk and Assurance

Why we do it

Our teams collaboratively play a critical role in supporting the Council's operational efficiency, compliance, and overall performance by managing administrative operations and providing specific expertise to assure compliance, resilience and minimise risks to both council and our communities. Our collective efforts not only mitigate potential challenges but also contribute to the council's overall success and sustainability.

Aligns to these aspects of wellbeing

- A iwi / Social
- Ōhanga / Economic

Effects of providing this activity

Contribution to community outcomes	Positive	Negative
Proud, vibrant communities	• Guides our staff to excel in their work and to strive to provide exceptional customer service. • Leveraging technology to enhance information accessibility to the community. • Identifying, assessing, and mitigating risks, ensuring council is resilient and compliant. • Manages the financial health of council and provides financial planning, ensuring fiscal responsibility.	There are no significant negative effects for providing this group of activities.

What we have planned for the next three years

Over the next three years, Digital Information Services, in collaboration with other groups in council, will complete a review of the business systems and implement improvements to ensure these continue to meet Councils needs and community outcomes.

3. Delivery and Operations Group

What we do

Within the Delivery and Operations Group, our focus is on the seamless functioning of the councils' infrastructure and operations. Building Services form a cornerstone, ensuring that our communities physical spaces are safe, compliant and working towards future-proofing for climate change. Our compliance team ensuring that all aspects of operations and regulations are adhere to regulatory standards, mitigating risks and assist in fostering a culture of responsibility through education and information. Property and Facilities Management oversee the efficient utilisation and maintenance of our facilities, optimising for functionality, efficiency and sustainability. The Resource Consents team play a critical role in navigating regulatory requirements for both non-commercial and commercial projects, to ensure facilitation of a streamlined cost-effective process. Collectively, our teams efforts contribute to the smooth, compliant, and efficient operation, ultimately supporting councils mission and objectives.

What we provide

- Building services
- Compliance
- Property and facilities management
- Resource consents

Why we do it

The core of our mission in the Delivery and Operations Group lies in the facilitation of a seamlessly operating, efficient infrastructure that is safe and compliant for our communities. Building services are driven by a commitment to creating and maintaining physical spaces that are both functionality and support the wellbeing of our communities. Compliance underpins the regulatory component that keeps our community safe, mitigating risks and upholding ethical practices. Property and facilities management are driven by the goal of providing healthy and safe spaces and facilities that are maintained, functional but also sustainable. Resource consents ensure regulatory standards are met and projects adhere to legal requirements. Together, these efforts are rooted in a commitment to operational excellence, regulatory adherence, and the creation of an environment that fosters both productivity, compliance, and future-proofs facilities for future generations.

Aligns to these aspects of wellbeing

- A iwi / Social
- Ōhanga / Economic
- Taiao / Environmental

Effects of providing this activity

Contribution to community outcomes	Positive	Negative	How we mitigate these effects
Proud, vibrant communities	*Provides* • Planning and maintenance to ensure that facilities and infrastructure are are fit, healthy and safe for present and future demands	*Potential* • Increase costs to meet regulations and health and safety requirements	*Continue* • To maintain what we have and consider the effects of new projects and the ongoing costs associated with regulations to meet future requirements

Communities that are healthy, safe, connected and sustainable	*Provides* • Resources to deal with complaints which can negatively impact our community safety and wellbeing	*Potential* • Can be seen by some as being over-regulated in terms of their own social choices • Increase in costs to regulate and meet compliance regulations	*Continue* • To balancing the needs of our communities while adhering to regulations • To provide education programmes and work with our communities and individuals • Work with our communities, our contractors and people to ensure the health and safety of everyone within our district
A wisely managed environment that recognises the role of tangata whenua as kaitiaki	*Provides* • Protection to that environment by limiting our impacts based on regulations and compliance factors	*Potential* • Increase costs to ensure our environment is sustainable for future generations	*Continue* • Work with our communities, our contractors and people to protect our environment and everything within it

Proposed levels of service

Building Services			
Performance measure	**Result 2022/23**	**Status**	**Target 2024-2031**
3.1 To comply with current legislative requirements with regard to processing consent applications.			
3.1.1	Process building consents within statutory timeframes.	100%		≥95%

Compliance			
Animal control			
Performance measure	**Result 2022/23**	**Status**	**Target 2024-2031**
3.2 To ensure animal related activities are managed in accordance with legislative requirements.			
3.2.1	Respond to reported incidents by contacting the customer and arranging next steps within the following timeframes:			≥93% within set
	a. Urgent within 1.5 hours	94.50%	Achieved	

	b. Non-urgent within 3 days	92.80%	Not achieved	

Environmental health				
Performance measure		**Result 2022/23**	**Status**	**Target 2024-2031**
3.3 To monitor food premises in accordance with the requirements of the Food Act, 2014.				
3.3.1	Food Control Plan and National Programme audits completed as scheduled	86.80%	Not achieved	≥95% of all food control plans and national programs assessed

Monitoring and enforcement				
Performance measure		**Result 2022/23**	**Status**	**Target 2024-2031**
3.4 To ensure compliance with the Resource Management Act with regard to noise pollution.				
3.4.1	Respond to noise complaints within the following timeframes:			≥95% within set timeframe
	a. In urban areas: 1 hour	75.70%	Not achieved	
	b. In rural areas: 2 hours	80.20%	Not achieved	

District Licensing Committee				
Performance measure		**Result 2022/23**	**Status**	**Target 2024-2031**
3.5 To license and monitor the sale of liquor in accordance with the Sale and Supply of Alcohol Act, 2012.				
3.5.1	All licensed premises are visited for Host Responsibility inspections at least once every four years	99.00%	Achieved	<75% of premises visited annually

Property and facilities management

Solid waste management				
Performance measure		**Result 2022/23**	**Status**	**Target 2024-2031**
3.6 To decrease the proportion of waste sent to landfill and increase the proportion of waste that is sent for recycling.				
3.6.1	Percentage of waste from refuse transfer station that is recycled / reused	58.20%	Not achieved	64%
3.6.2	Responding to RFS relating to illegal dumping, and removing the rubbish.			95% within set timeframe
	a. Offensive waste: pick up within 24 hours	100%	Achieved	
	b. Standard waste: pick up within 4 days	85.5%	Not achieved	

Cemeteries				
Performance measure	**Result 2022/23**	**Status**	**Target 2024-2031**	
3.7 To ensure cemeteries are operated in a way that meets the community's needs.				
3.7.1	All grave digging services are carried out respectfully, safe and the site is kept in a clean and tidy state	3	Not achieved	no more than one complaint received regarding our grave digging services

Town maintenance, public toilets and car parks				
Performance measure	**Result 2022/23**	**Status**	**Target 2024-2031**	
3.8 Council will provide well maintained and accessible public toilets in high use areas.				
3.8.1	Increase the number of public toilets with disabled access per annum in line with facility renewal/upgrades	1	Not achieved	2
3.8.2	Ensure that public toilets are maintained to a cleanliness standard that enables users to have a pleasant experience	79.60%	Not achieved	≥91%
3.8.3	Provide accessibility upgrades within parks and reserves.	3	Achieved	2 per ward per annum

Resource consents				
Performance measure	**Result 2022/23**	**Status**	**Target 2024-2031**	
3.9 To administer and enforce the Resource Management Act 1991, Building Act 2004 and Council's District Plan and Bylaws.				
3.9.1	Respond to compliance incidents within 3 working days	80.8%	Not achieved	≥95%
3.9.2	Process applications made under the Resource Management Act 1991 within statutory timeframes	22%	Not achieved	≥95%

Changes to levels of service

The level of service for this group was reviewed as part of this LTP process and the below table indicates which measures will now be internally assesses and reported on a quarterly basis.

Solid waste management			
Performance measure	**Result 2022/23**	**Status**	**Target 2024-2031**
5.1 To decrease the proportion of waste sent to landfill and increase the proportion of waste that is sent for recycling.			
5.1.2 All refuse transfer stations are open to the public no more than 30 mins late once a year	99.66%	Achieved	99.50%
Civic and community buildings			
Performance measure	**Result 2022/23**	**Status**	**Target 2024-2031**
6.2 To provide buildings for public recreation and leisure.			
6.2.1 All operational civic and community buildings are safe for community use and meet all statutory legislation levels.	All buildings compliant	Achieved	All buildings compliant

4. People and Capability group

What we do

In the People and Capability Group, our overarching mission is to cultivate a thriving and dynamic organizational culture. People and Capability operations form the backbone of our commitment to human resources, ensuring the development and well-being of our people through strategic talent management, data driven people metrics and support services. Projects and Transformation drive organisational evolution, leading initiatives that enhance efficiency, innovation, and adaptability. Facilities and Administration Management is dedicated to creating an optimal physical working environment, managing spaces that inspire productivity and collaboration. Health Safety and Wellbeing underscores our commitment to the holistic welfare of our workforce, promoting a safe and supportive workplace. Together, these components of the People and Transformation Group contribute to fostering a workplace that not only values its people but also champions positive change and continual improvement.

What we provide

- Health, safety and wellbeing
- People and capability operations
- Projects and transformation

Why we do it

The collective efforts of the teams are driven by a shared commitment to the holistic development and well-being of our organisation and its most valuable asset—its people. We focus on nurturing a skilled and engaged workforce, recognising that empowered and supported individuals contribute to organisational success. We look at initiatives to adapt and innovate, ensuring we remain agile and resilient in a dynamic environment. Ultimately, the collective efforts of these teams are anchored in the belief that a thriving, innovative, and healthy workforce is the key to sustained council's success.

Aligns to these aspects of wellbeing

- A iwi / Social
- Ōhanga / Economic

Effects of providing this activity

There are no significant negative effects for providing this group of activities.

5. Planning and Policy Group

What we do

In the Planning and Policy Group, our primary focus is on shaping the future trajectory of our organisation and its interaction with the community and environment. The Policy team crafts and refines guidelines, ensuring that our actions align with established principles and legal frameworks. Bylaws serve as a foundation for governance, providing the regulatory structure necessary for the orderly functioning of our operations. Strategies guide our long-term vision, outlining the path to sustainable development and growth. District and reserve management efforts prioritise the preservation and responsible use of natural resources and public spaces. Integrated planning allows us to approach complex challenges with a comprehensive and interconnected perspective, ensuring that our initiatives align cohesively. Climate change considerations underscore our commitment to environmental stewardship and integrating sustainability practices into our policies and plans. Development of climate adaptation plans builds resilience in our communities and mitigation of the effects of climate change focuses the group on intergenerational equity. In essence, the Planning and Policy Group plays a pivotal role in shaping the present and future of our district, fostering sustainable development and community wellbeing.

What we provide

- Climate action and resilience using adaptation plans and mitigation strategies.
- Integrated planning
- Strategies, policies, and bylaws

Why we do it

The work of the Planning and Policy Group is motivated by a commitment to holistic and sustainable development. Through policy formulation, we establish a framework that ensures our actions align with ethical, legal, and community-oriented principles. Bylaws provide the necessary governance structure for the smooth functioning of our district. Strategies guide our endeavours, steering us towards long-term goals that prioritise environmental stewardship, community wellbeing and resilience, and responsible resource management. District and reserve management plans are driven by a commitment to preserve natural landscapes and public spaces for the benefit of current and future generations. Integrated planning allows us to tackle challenges comprehensively, fostering synergy among various initiatives. Climate action underscores our responsibility to our communities to provide guidance and leadership in adaptation planning and mitigation of the effects of the changing climate. We address environmental, social and economic concerns, integrating sustainability and resilience into our policies and plans. Ultimately, our work in the Planning and Policy Group is rooted in the belief that thoughtful, strategic planning is the linchpin for creating a resilient, equitable, and sustainable future.

Aligns to these aspects of wellbeing

- A iwi / Social
- Ōhanga / Economic
- Taiao / Environmental
- Ahurea / Cultural

Effects of providing this activity

Community outcome	Positive	Negative	How we mitigate these effects
	Provides	*Potential*	*Continue*

	Provides	Potential	Continue
Proud, vibrant communities	• Opportunity for us to engage with our community and develop processes, plans and strategies that enable them to have a say in matters that affect their lives	• For some plans and policies to advantage some over others either as individuals or groups	• Working with our communities to ensure there is equal opportunities for all in future planning for our district, allowing for everyone's voice to be heard
Communities that are healthy, safe, connected and sustainable	*Provides* • plans and strategies that keep our communities healthy and safe through environmental design, crime prevention and other principles.	*Potential* • That some plans or strategies do not align with all communities, groups or individuals	*Continue* • Working towards better communication and information when new policies, plans or strategies are designed and then introduced
Resilient communities that are prepared for the unexpected.	*Provides* • Community adaptation plans and pre-event planning using adaptive pathway planning and strategies to build social, economic, cultural, and environmental resilience within communities.	*Potential* • Climate change maladaptation where actions intended to reduce the impacts of climate change actually create more risk and vulnerability.	*Continue* • Working with communities to plans together. • Ongoing evaluation and monitoring of plans. • Community agency. • Triggers to change treatments pre-agreed with communities. • Education and awareness
Prosperous communities supported by a sustainable economy	*Provides* • Economic stability can be factored when plans and strategies are designed for future growth, this leads to job creation which benefits our communities as a whole	*Potential* • Impacts may include not allowing for growth or the costs associated with rapid growth in areas that are not prepared either financially or infrastructurally which may not be able to sustain growth	*Continue* • To plan and develop strategies, plans and policies with communities that allow for growth and prosperity by sound planning development
A wisely managed environment that	*Provides* • Planning for sustainable and harmonious coexistence by acknowledging and protecting the	*Potential* • Inadequate environmental care can result in pollution, deforestation, and habitat destruction,	*Continue* • Education and awareness • Developing policies and plans that

recognises the role of tangata whenua as kaitiaki	delicate balance between human activities and ecological integrity is maintained, ensuring the preservation of biodiversity, natural resources, and ecosystems.	contributing to climate change and exacerbating natural disasters which compromises quality of life and diminished resilience to environmental challenges as well as increased financial costs	address these issues • Community engagement and engaging in collaborative initiatives • Using technological innovation to assist with future planning • Crisis preparation and how we respond to environmental, natural and pollution related incidents
We celebrate our unique culture and history	*Provides* • Plans that identify and protect culture, history and heritage sites	*Potential* • Lost of valued assets or sites due to lack of maintenance or poor planning decisions	*Continue* • Working with our communities together when developing plans and ensuring there is adequate funding to maintain assets identified in the future

6. Strategic relationships group

What we do

In the Strategic Relationships Group, we focus on building meaningful and collaborative connections that contribute to the overall success and inclusivity of our Iwi, Hapū, Whānau, communities and council. Working closely with all our Iwi, Hapū, Whānau and communities is a fundamental aspect of our commitment to recognising and respecting everyone's perspectives. We work together in partnership that honour our rich cultural heritage and contribute to positive outcomes. The Mana kāwanatanga - Democracy Services team, provides guidance and support on a daily basis to the elected representatives of the community that form the governance function of our council, enabling them to understand their legislative responsibilities and assisting them to make informed decisions on behalf of our communities.

Council acknowledges the principles and spirit of Te Tiriti and seeks to work with Māori communities for the enhancement and benefit of those communities and the whole district. Our Māori Engagement, Relationships and Development (Te Hono) team, supports the aspirations of tangata whenua and is working to provide platforms for partnerships and opportunities for building capability and capacity within the community.

Council is committed to developing sustainable, beneficial relationships with the community through improved funding opportunities and empowering local communities, to achieve this the Stakeholder Relationships team play a key role in supporting community boards to achieve targeted outcomes and connect people and communities to achieve strategic outcomes.

By nurturing Partnerships and Strategic relationships, facilitating democratic processes, and engaging with a broad spectrum of stakeholders, we aim to create an inclusive and collaborative environment that reflects the values and aspirations of our diverse district.

What we provide

Mana kāwanatanga - Democracy Services

- Support the governance function of Council
- Democratic and procedural advice in relation to Governance functions and formal meetings
- Manage the triennial local government election for the Far North District Council, including handover and induction.
- Manage the (minimum) six-yearly Representation Review.
- Contribute to, and in some cases lead, organisational projects and civic events as they arise to provide input and support from a Governance perspective.

Te Hono - Māori Engagement, Relationships and Development

- Support the organisation to achieve the goals of Te Pae o Uta – Te Ao Māori Framework
- Support Council cultural competency in Te Ao Māori
- Support iwi / hapū to thrive
- Strengthen our working relationship with Māori
- Support the economic and social development of multiple-owned Māori Freehold Land
- Support the development and relationship opportunities from Treaty Settlements

Stakeholder Relationships

- Support Community Board Members to achieve the aspirations of the community by feeding information into Council
- Connect communities to funding opportunities, provide and administer community grants
- Work with communities, key stakeholders, other regional authorities, external agencies and organisations to develop key relationships within Council
- Support community-initiated plans

Why we do it

The work of the Strategic Relationships Group is driven by a commitment to fostering a community-centric and inclusive approach to partnership and good governance. This engagement is not just a gesture but a genuine effort to incorporate diverse voices into decision-making processes, ensuring that policies and initiatives are culturally sensitive and equitable.

The goal is to uphold the principles of transparency, accountability, and citizen participation, fostering a robust democratic framework that empowers individuals to actively engage in shaping their community. Engagement, relationship management and development opportunities are motivated by the understanding that a thriving community involves collaboration with various entities. By building and maintaining strong relationships with stakeholders, including businesses and community organisations, Māori and other communities of interest we aim to create a shared vision and a collective commitment to the well-being and progress of the district as a whole.

Ultimately, our work in the Strategic Relationships Group is grounded in the belief that inclusive partnerships and democratic processes are essential for our communities' holistic development and harmony.

Aligns to these aspects of wellbeing

- Ōhanga - Economic
- Ā iwi - Social
- Taiao – Environmental
- Ahurea - Cultural

Effects of providing this activity

Community outcome	Positive	Negative	How we mitigate these effects
Proud, vibrant communities	*Provides* • Ability for our communities to participate in council decision-making. • Co-working with stakeholders, external organisations and groups to support communities.	*Potential* • Lack of understanding or apathy may present barriers for communities to participate in decision-making	*Continue* • Working on ways to improve our communication and working with partners, communities, stakeholders, external organisations and other interested groups

Community outcome	Positive	Negative	How we mitigate these effects
Communities that are health, safe, connected and sustainable	• Deliver outcomes that align with community driven wellbeing initiatives and improving equity.	• Lack of communication or not engaging all of community. • Lack of alignment between council and Community Boards and Communities/Council deliverables.	• Ongoing communication and development of relationships and sharing of information, value and purpose. • Connecting with other agencies to share outcomes and remove duplication.
Prosperous communities supported by a sustainable economy	• Access to funding that supports communities to deliver initiatives and create economic growth.	• No support or uplift in capability may leave communities unable to realise potential or enable opportunities.	• Ensure we are clear on funding channels and council processes LTP and Annual Plan. • Connecting communities to other agencies and enabling support.
A wisely managed environment that recognises the role of tangata whenua	• Build and maintain relationships with local iwi/hapu/hapori	• Disconnection from relevance of local government	• Early and often communication and mutual gained trust and understanding of priorities
We celebrate our unique culture and history	• Co-Governance Te Kuaka – Te Ao Māori Committee	• Lack of alignment in priorities between iwi partners and Council	• Work closely with iwi partners to provide opportunities for meaningful and relevant engagement

What we have planned for the next three years

- Support the implementation of Te Pae o Uta across Council
- Support the implementation of the Te Reo and Tikanga Policy across council
- Development and Implementation of Strategic Relationship Framework (including Customer Relationship Management CRM tool).
- Improved partnerships with key stakeholders
- Reinstatement of Community awards programme and Honours Board
- Implementation of revised Funding Policy and associated collateral.
- Ongoing support of Community Boards

- Deliver high quality formal meetings by way of offering advice based on current legislative requirements in alignment with the adopted standing orders.
- Engage with our diverse communities to gain input on the Representation Review proposal.
- Manage the Local Government Elections 2025 with positive outcomes for our district.
- Develop and maintain continuous business improvement efforts through the support of the Te Pae o Uta framework and collaboration with all groups, external partners, and stakeholders.

7. Northland Transport Alliance

What we do

The Northland Transportation Alliance (NTA) is a partnership between all four councils within Northland and Waka Kotahi (NZTA).   The NTA is responsible for local roads, with Waka Kotahi being responsible for all state highways.

Staff are seconded from all four Northland councils and work collaboratively with our stakeholders (councils and ratepayers) and service delivery partners (contractors and consultants) to collectively creat better safer and more accessible journeys across Northland.

The NTA framework provides a mechanism for individual councils to leverage off each other's expertise and maximise the resources from individual partner organisations to look after Northland's nearly 6,000kms of local roading network.

Customers make requests and enquiries via FNDC standard contact channels.

What we provide

- 2,509.1 km of roads (902.7 km sealed and 1,606.4 km unsealed)
- 725 bridges
- 1,004 retaining and seawalls
- 1,847 streetlights
- 1 vehicular ferry 'Kohu Ra Tuarua' used on the Hokianga Harbour
- 7 inactive quarries
- 226.3 km of footpaths
- 87 km of Twin Coast Cycle Trail 'Pou Herenga Tai'

Why we do it

Council transport network activities are a crucial aspect of its responsibility to provide essential connections for the district. The construction and maintenance of roads and footpaths are essential for facilitating transportation, ensuring connectivity, and promoting public safety. Roads serve as vital arteries for the movement of people and goods, contributing to economic development and social cohesion. Footpaths, enhance pedestrian mobility and safety, encouraging active lifestyles and fostering a sense of community. By investing in our roading network and the maintenance of it. Council aim to create a well-connected and accessible environment that enhances the overall quality of life for residents and supports the sustainable development of the region.

Aligns to these aspects of wellbeing

- A iwi / Social
- Ōhanga / Economic
- Taiao / Environmental

Effects of providing this activity

Aspect of wellbeing	Positive	Negative	How we mitigate these effects
Communities that are healthy, safe, connected and sustainable	*Provide* • safe travel around our District • connectivity within and between communities	*Potential* • traffic noise impacts and vibration to properties adjoining roads	*Continue* • road maintenance • road sealing where appropriate • road safety improvement programmes

	• access to recreation and leisure and community facilities • access to retail, commercial and professional services • for planning of the network	• health issues caused by dust on unsealed roads • dangers to people and high social cost from accidents caused by poor roading quality and /or design • delays and flow problems caused by heavy traffic volumes in urban areas • air pollution from traffic fumes affects health and the environment	• better planning for better roads programme • monitoring of emissions and offsetting these in our emission reduction programme • using dust suppressant products • repairing deteriorated roads as funding allows and on a priority basis
Resilient communities supported by a sustainable economy	***Provide*** • networks for the transport of goods and services in and our and around the district • employment opportunities, within the transport sector and other industries such as forestry	***Potential*** • damage to our roading network caused by heavy loaded trucks	***Continue*** • to work with the transport industry to minimise the effect of damage to local roads • to work with Waka Kotahi to ensure the highway networks are better maintained and more frequent maintenance is carried out
A wisely managed environment that recognises the special role of tangata whenua as kaitiaki	***Provide*** • better planning and continuous maintenance based on funding allowances to ensure our networks are maintain	***Potential*** • air pollution from traffic fumes affects health and the environment • flooding effects on the environment	***Continue*** • repairing deteriorated roads as funding allows and on a priority basis • Funding drainage as part of the wider roading activity to minimise flooding

Proposed levels of service

Local Government mandatory performance measure

Roading			
Performance measure	**Results 2022/23**	**Status**	**Target 2024-2031**

	7.1 To maintain the District's roading network in a satisfactory condition and in accordance with national safety and engineering standards			
7.1.1	The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number	38 total 5 fatal 33 serious injury crashes Actual increase in serious injuries and fatalities is 3	Not achieved	No increase
7.1.2	The average quality of ride on a sealed local road network, measured by smooth travel exposure	92%	Achieved	>88%
7.1.3	The percentage of the sealed local road network that is resurfaced	4.60%	Not achieved	>8%
7.1.4	The percentage of customer service requests relating to roads and footpaths to which the territorial authority responds within the time frame specified in the Long Term Plan	93.20%	Not achieved	≥95%
7.1.5	The maintenance of the roads meets the Council level of service targets as specified in our roading maintenance contracts	65.30%	Not achieved	>85%
7.1.6	The percentage of the sealed local road network that is rehabilitated	0.18%	Not achieved	0.50%
7.1.7	The Hokianga Ferry Service will run in accordance with advertised timetable	95.60%	Achieved	>95%

Footpaths

	7.2 To maintain the District's footpath network and infrastructure to high standards.			
7.2.1	The percentage of footpaths within a territorial authority district that fall within the level of service or service standard for the condition of footpaths that is set out in the territorial authority's relevant document (such as its annual plan, activity management plan, asset management plan, annual works program or long term plan)	98%	Achieved	>90% in fair or better condition

8. Water Services group

What we do

The water services group looks after water supply, wastewater, and stormwater activities.

Water Supply

Safe drinking water is essential to the health and wellbeing of our communities. Council is responsible for the treatment and distribution of water through our reticulated water schemes. We also install and read water meters to make sure you are billed for the correct usage. A vital function is ensuring firefighting performance standards are met in urban water supply areas. We also provide new water connections with areas of benefit and supply commercial water operators who deliver to private water tanks.

What we provide

- 8 potable (drinkable) water schemes that incorporate:
    - 1 non-potable
    - supply areas
    - 9 water treatment plants
- Water is sourced from:
    - 3 dams
    - 5 bore fields
    - 7 stream intakes
    - 27 reservoirs sites
- 375 km of water mains
- 16 booster pump stations
- 11,478 properties are connected to Council water systems
- All schemes have universal water metering.

Aligns to these aspects of wellbeing

- A iwi / Social
- Ōhanga / Economic
- Taiao / Environmental
- Ahurea / Cultural

Why we do it

Councils supplies water as a vital component of their activities to fulfill their role in safeguarding public health, ensuring environmental sustainability, and promoting the general welfare of communities. The provision of clean and accessible water is a fundamental necessity for residents, and councils take on the responsibility of managing water resources, treatment facilities, and distribution networks. By overseeing water supply, councils contribute to disease prevention, sanitation, and overall community wellbeing. This essential service aligns with the broader goal of creating livable and healthy environments for residents.

Effects of providing this activity

Contribution to community outcomes	Positive	Negative	How we mitigate these effects
Communities that are healthy, safe, connected and sustainable	*Provides* • safe and convenient drinking water supply • a reliable water supply for commercial and industrial users	*Potential* • supply and demand can impact during drought conditions • Businesses using large volumes of water may decide against locating in our District due to water costs or availability of supply	*Continue* • to monitor and control water supply to ensure there is enough for everyone
A wisely managed environment That recognises the role of tangata whenua as kaitiaki	*Provides* • treated water is returned to the environment	*Potential* • Water extraction from rivers and streams has the potential for negative impacts on habitats for native species	*Continue* • to monitor and reduce water losses from the public supply system to reduce the amount of water we need to take

Proposed levels of service

▮ Local Government mandatory performance measure

	Performance measure	Latest results: 2022/23	Status	Target 2024-2031
2.1.1	The extent to which the local authority's drinking water supply complies with: part 4 of the drinking-water standards (bacteria compliance criteria), and part 5 of the drinking-water standards (protozoal compliance criteria).	See AR 2022/23	Not achieved	Each scheme continuously meets the required standards for drinking water Each scheme to be reported on separately
2.1.2	The percentage of real water loss from the local authority's networked reticulation system (including a description of the methodology used to calculate this)	28.6	Not achieved	<26%

	Performance measure	Latest results: 2022/23	Status	Target 2024-2031
2.1.3	Where the local authority attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:			
	a. attendance for urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site, and	1	Achieved	< 2 hours
	b. resolution of urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption	6.3	Not achieved	< 4 hours
	c. attendance for non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel reach the site, and	.70	Achieved	< 2 working days
	d. resolution of non-urgent call-outs: from the time that the local authority receives notification to the time that service personnel confirm resolution of the fault or interruption	.80	Achieved	< 3 working days
2.1.4	The total number of complaints received by the local authority about any of the following: drinking water clarity drinking water taste drinking water odour drinking water pressure	28.22	Achieved	< 100 complaints per 1,000

	Performance measure	Latest results: 2022/23	Status	Target 2024-2031
	or flow continuity of supply, and the local authority's response to any of these issues expressed per 1000 connections to the local authority's networked reticulation system			
2.1.5	The average consumption of drinking water per day per resident within the territorial authority district	268.43	Achieved	≤ 350 litres per person per day

Wastewater

The appropriate collection, treatment and disposal of wastewater are vital for the health and wellbeing of our communities and environment. Council manages and maintains reticulated sewerage schemes and services for the treatment and disposal of waste from septic tanks in our district. We provide new schemes and sewer connections where and when required. We also monitor the maintenance requirements of on-site sewage disposal systems and provide for facilities for the reception and treatment for on-site septage discharged by commercial operators. Wastewater assets consist of pipeline reticulation, pump stations, and treatment plants.

What we provide

- 17 communities serviced with wastewater schemes
- 15 wastewater treatment plants
- 444 km of sewer pipe
- 153 pumping stations
- 13,411 properties are connected to Council's systems.

Why we do it

Councils manage wastewater as part of their activities to ensure the responsible and sustainable treatment of sewage and industrial effluents. Wastewater management is essential for preventing environmental pollution, protecting public health, and maintaining the overall wellbeing of residents. Proper wastewater management helps mitigate the impact on water bodies, ecosystems, and public health by treating and safely disposing of pollutants.

Aligns to these aspects of wellbeing

- A iwi / Social
- Ōhanga / Economic
- Taiao / Environmental
- Ahurea / Cultural

Effects of providing this activity

Contribution to community outcomes	Positive	Negative	How we mitigate these effects
Communities that are healthy, safe, connected and sustainable	*Provides* • Decreases the risk of infection	*Potential* • to create the ongoing need for disposal of sludge	*Continue* • investigate alternative options for the safe and sustainable disposable of sludge
A wisely managed environment That	*Provides* • Safe disposal of wastewater reduces the amount of untreated effluent entering the environment	*Potential* • for adversely affected by spills or overflows of untreated sewage; smell and noises from the wastewater	*Continue* • monitor treated effluent to ensure it meets the conditions of resource consents

recognises the role of tangata whenua as kaitiaki		treatment plants and pumping stations may create nuisance or impact public health and the operation and maintenance of our assets	and decrease the risk of overflows

Proposed levels of service

3.1 To provide reliable wastewater infrastructure, protecting the environment and community.

▮ *Local Government mandatory performance measure*

Performance measure		Results: 2022/23	Status	Target 2024-2031
3.1.1	The number of dry weather sewerage overflows from the territorial authority's sewerage system, expressed per 1000 sewerage connections to that sewerage system	2.94	Achieved	≤ 12 per 1000 connections
3.1.2	Compliance with the territorial authority's resource consents for discharge from its sewerage system measured by the number of:			
	a. abatement notices	2	Achieved	2 or less
	b. infringement notices	4	Not achieved	1 or less
	c. enforcement orders, and	0	Achieved	0
	d. convictions, received by the territorial authority in relation those resource consents	0	Achieved	0
3.1.3	Where the territorial authority attends to sewerage overflows resulting from a blockage or other fault in the territorial authority's sewerage system, the following median response times measured:			
	a. attendance time: from the time that the territorial authority receives notification to the time that service personnel reach the site, and	1.42	Achieved	2 Hours
	b. resolution time: from the time that the territorial authority receives notification to the time that service personnel confirm resolution of the blockage or other fault	2.85	Achieved	4 Hours These are median times

Performance measure		Results: 2022/23	Status	Target 2024-2031
3.1.4	The total number of complaints received by the territorial authority about any of the following: sewage odour sewerage system faults sewerage system blockages, and the territorial authority's response to issues with its sewerage system, expressed per 1000 connections to the territorial authority's sewerage system	25.57	Achieved	≤ 50 per 1000 connections
3.1.5	Where Council attends to sewerage overflows resulting from a blockage or other fault in the Council's sewerage system, the following response times are measured: a. attendance b. resolution to prevent overflow	a. 73% b. 72.6%	Not achieved	≥ 95% responded to within set timeframe

Stormwater

Our stormwater system drains water away from public and private property to reduce potential harm to property, the environment and our communities. This is especially important in urban areas, particularly following heavy rain.

Council manages and maintains stormwater assets, such as pipeline reticulation, open channels, retention dams and floodgates. Council also assists the Northland Regional Council with some land drainage schemes.

What we provide

- 136 km of pipes
- 39 km of lined and unlined channels
- 3,106 manholes
- 23 basins and ponds
- 66 floodgates
- 1,798 inlets and outlets
- 1 pump station

Why we do it

Stormwater management is a vital component of our activities to address the challenges posed by rainfall runoff and to safeguard communities from flooding and environmental degradation. Stormwater management involves the planning, construction, and maintenance of systems to control the flow of rainwater, preventing erosion, minimizing flooding, and protecting water quality. These activities help mitigate the risks of property damage, ensure the safety of residents, and maintain the integrity of local ecosystems. Through the establishment of drainage systems, retention basins and ponds and other infrastructure, council actively works to reduce the impact of storms, enhancing overall resilience and sustainability to our district.

Aligns to these aspects of wellbeing
- A iwi / Social
- Ōhanga / Economic
- Taiao / Environmental
- Ahurea / Cultural

How is it paid for?
(graph showing breakdown of funding source)

Effects of providing this activity

Contribution to community outcomes	Positive	Negative	How we mitigate these effects
Communities that are healthy, safe, connected and sustainable	*Provides* • Reduction in risk of damage from flooding to individual properties	*Potential* • Can affect public health and safety.	*Continue* • Continue to advise landowners of potentially floodprone areas and plan accordingly so these areas are part of the built environment

	Provides	Potential	Continue
			• Monitor new developments to ensure natural flowpaths are maintained.
Resilient communities that are prepared for the unexpected	*Provides* • stormwater management can reduce the risk of flooding by controlling the flow and volume of stormwater runoff, thus protecting property and infrastructure from damage	*Potential* • Additional funding will need to sourced, this may impact on rates increases.	*Continue* • Investing in stormwater and planning.
A wisely managed environment That recognises the role of tangata whenua as kaitiaki	*Provides* • A safe living environment for all our communities	*Potential* • To cause public health issues through the bacterial contamination to the environment through overflows during adverse weather events	*Continue* • to monitor discharges and fund maintenance to prevent issues occuring

Proposed levels of service

4.1 To enable sustainable development through urban storm water infrastructure.

▮ *Local Government mandatory performance measure*

Performance measure		Results 2022/23	Status	Target 2024-2031
4.1.1	The number of flooding events that occur in a territorial authority district	0	Achieved	1 or less
	For each flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to the territorial authority's stormwater system)	0	Achieved	0
4.1.2	Compliance with the territorial authority's resource consents for discharge from its stormwater system, measured by the number of:			
	abatement notices	0	Achieved	1 or less

	infringement notices	0	Achieved	0
	enforcement orders, and	0	Achieved	0
	convictions, received by the territorial authority in relation those resource consents	0	Achieved	0
4.1.3	The median response time to attend a flooding event, measured from the time that the territorial authority receives notification to the time that service personnel reach the site	No events	Achieved	≤ 48 hours
4.1.4	The number of complaints received by a territorial authority about the performance of its stormwater system, expressed per 1,000 properties connected to the territorial authority's stormwater system	11.19	Not achieved	0

FAR NORTH HOLDINGS LIMITED

PROPOSED ACTIVITIES 2024-27

Overview

Far North Holdings Limited (FNHL) is a Council Controlled Trading Organisation that develop and manage assets and commercial trading on behalf of Council. FNHL manage a diverse range of district assets to provide employment, economic, cultural and social outcomes to support the growth in the Far North District.

Key activities

1. Manage, operate and develop commercial, maritime, aviation, housing and infrastructure assets within its ownership in a commercial manner, or under the terms of any management agreement entered into;
2. Plan, facilitate and secure commercial outcomes and investment in its area of influence that support economic growth of the Far North District (the District) for the betterment of the District, in a socially, culturally and environmentally responsible way;
3. Create profits for its Shareholder and improve the Shareholder's asset value.

Objectives

As FNDC's commercial vehicle, FNHL will grow the value of shareholder funds, the return to FNDC over time and actively manage, develop and maintain regional infrastructure and assets. Additionally, we will contribute to the four aspects of well-being in the communities in which we operate (economic, social, environmental and cultural).

We will achieve these objectives by undertaking the following actions:

1. Achieve sustainable, commercial returns from our combined asset portfolio to facilitate dividends to our shareholder;
2. Sustainably manage and maintain core community infrastructure and assets, in a socially and environmentally responsible manner which reflects and accommodates the interests of our stakeholders and communities when we are able to do so;
3. Deliver growth by identifying opportunities for investment and improved profitability, including development of a housing portfolio that helps to address community housing needs and consideration of opportunities proposed by FNDC;
4. Actively manage marine assets & infrastructure, including supporting growth of the Bay of Islands Marina and the associated marine economy, and address climate change and environmental impacts;
5. Continue to develop Ngawha Park to provide employment and skills-based training opportunities for our District and seek to attract value-added manufacturing and processing businesses that will generate further employment opportunities;
6. Be a good employer by doing the right thing by employees; and
7. Using its portfolio: the Bay of Islands Airport, Bay of Islands Marina and Ngawha Park; the company will look to maximise opportunities to attract high quality capital and investment into the region to support FNDC's goal of sustainable prosperity.

Policies relating to ownership and control

Council is the sole shareholder of FNHL and return on investment is by way of annual dividends to FNDC.

Through the annual Statement of Intent, FNDC establishes broad parameters for the company's operations without inhibiting proper commercial management.

Strategic Focus	Objectives	Group Performance Target		
		2024/ 25	2025 / 26	2026/ 27
Financial *"Achieve sustainable commercial returns"*	Create value for ratepayers by increasing shareholder funds	Grow shareholder funds by > $5 million Far North Housing Ltd to contribute to the growth in shareholder	Grow shareholder funds by > $5 million	Grow shareholder funds by > $5 million
	Ratio of consolidated shareholder funds[1]	Must exceed 50%	Must exceed 50%	Must exceed 50%
	Effective financial management to deliver	Operating profit > $2.0 million	Operating profit > $2.5 million	Operating profit > $3.0 million
	Return profit to FNDC by way of dividend, in line with dividend policy	Dividend payable >$1.0 million	Dividend payable >$1.25 million	Dividend payable >$1.5 million
People *"Be a good employer"*	To make safety our priority to ensure health, safety and wellbeing of all employees and contractors in the Group	Put in place Health Safety & Wellbeing Objectives	Health Safety & Wellbeing Objectives and identified target areas being	Health Safety & Wellbeing Objectives and identified target areas being actioned
Sustainability *"Undertake sustainable investment and management for the benefit of future Generations"*	Commit to tangible action to measure climate impact and target reductions based on best practice	Scope requirements for measuring carbon footprint across Far North Holdings and its subsidiaries	Measure carbon footprint for the Ngawha Park in line with generally accepted standards	Measure carbon footprint across the wider business in line with generally accepted standards and prepare an emissions reduction plan
	Achieve and maintain Clean Marina certification	To achieve	To achieve	To achieve

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[1] Defined as total equity/ total assets, as reported in the Statement of Financial Position prepared under GAAP (generally accepted accounting practice).

Strategic Focus	Objectives	Group Performance Target		
		2024/ 25	2025 / 26	2026/ 27
Community *"Create economic & housing opportunities, with improving engagement and communication*	Encourage positive relationships with the community by having transparent engagement policies and monitoring key stakeholder perceptions	Stakeholder perceptions survey	Stakeholder perceptions survey	Stakeholder perceptions survey
	Ngawha Park developed to grow economic and employment opportunities in the Far North	5 businesses based at the Park or incubated within the Innovation Centre	8 businesses based at the Park or incubated within the Innovation Centre	8+ businesses based at the Park or incubated within the Innovation Centre
	Identify opportunities to deliver social housing to meet local needs in partnership with Community Housing Providers (CHP's)	Develop at least 50 housing units	Develop at least 50 housing units (subject to funding availability)	Develop > 50 housing units (subject to funding availability)
	Civil Aviation Authority Certification maintained for the BOI Airport to support regional tourism and business visitors	To achieve	To achieve	To achieve

NORTHLAND INC

PROPOSED ACTIVITIES 2024-27

Overview

Northland Inc Limited, established in July 2012, is the region's economic development agency and regional tourism organisation. Prior to 1 July 2021, it was 100% owned by Northland Regional Council. Since 1 July 2021, it is equally and jointly owned by NRC, Kaipara District Council and Far North District Council (together referred to as the shareholder councils).

A joint committee has been established to co-ordinate the responsibilities, duties and powers of councils as shareholders of Northland Inc. Furthermore, all three councils have committed to an annual level of funding for economic development in their Long Term Plans 2021–31, which will be transferred into, and subsequently allocated from, Northland Regional Council's Investment and Growth Reserve.

Northland Inc is primarily funded by an operational contribution from the Investment and Growth Reserve. It is project-funded through other public and private agencies, with central government being the next largest contributor. The organisation has a governance board of professional directors, each appointed on a fixed-term basis by the shareholder councils. Operational activity is led by a chief executive officer.

Proposed changes to shareholding

Whangarei District Council are consulting on becoming a joint shareholder of Northland Inc as part of their Long Term Plan 2024-2034. This includes becoming a member of the joint committee and making a funding contribution into the Investment and Growth Reserve. This eventuality is provided for in the shareholders' agreement between the three current owners.

Our contribution to Northland Inc - by way of the Investment and Growth Reserve - will remain the same whether Whangarei District Council's opt to join or not, so there's no impact on Northland Regional Council budgets as a result of this proposal. If Whangarei District Council chooses to become a joint owner, then its contributions will add more to the economic development pot.

Objectives and activities

The draft mission of Northland Inc Limited is to make a purposeful economic development impact that builds resilience and improves the prosperity, wellness and equity of Te Tai Tokerau Northland. To achieve this, three priority areas and six enabling activities are proposed. These six enablers are part of the 'BAU' of Northland Inc and support ('enable') their activities over a range of sectors and initiatives.

Strategic priorities	Objectives	Activities
1 Investment and Infrastructure	Grow investment and business support services such that regional economic activity improves consistently year on year. Prioritise activities and business ideas/proposals, with a view to applying our resources on focused impactful projects reflecting the organisational capacity at any time.	Credible and proactive in the region linking projects with private investment, Councils and Government & assisting to de-risk key projects • Leverage the Investment and Growth Reserve to increase investment into Te Tai Tokerau Northland • Actively support and facilitate investment in strategic sectors (Aquaculture, Agriculture and Horticulture, Digital, Tourism, Ship and

Strategic priorities	Objectives	Activities
	Strategically focus on attracting, nurturing, and evaluating a pipeline of promising investment opportunities that align with an impact framework. Actively engage in advocating for and securing substantial investments for the region, in collaboration with a range of different investment and delivery partners.	Boat Building and Repair Services) in Te Tai Tokerau Northland • Support and facilitate the development of new and enabling infrastructure such as renewable Energy, digital Connectivity, roads, rail, and water • Connected with investment providers into the Region to help direct investment to the most impactful projects • Credible and proactive voice for the region that is informing Government funding options and influencing priorities • Well informed on infrastructure challenges and opportunities in Te Tai Tokerau • Strongly connected at both regional and national levels, joining the dots to ensure equitable investment in infrastructure.
2 Tuputupu Grow Northland	Support and facilitate adaptation and innovation in Northland's primary and associated manufacturing sectors to ensure the people and environment of Tai Tokerau can thrive into the future.	• Facilitate adaptation and innovation in Northland's primary sector around land use optimisation through to commercialising new agri-business opportunities for domestic and export markets. • Facilitate and enable proposals for commercialisation and value-added manufacturing investment locally • Support the Ngawha Innovation and Enterprise Park • Collaborative engagements across - central and local government, national and regionally based sector organisations; landowners and supply chain enablers • Advocate for world class food and fibre businesses to be based in and grow out of Te Tai Tokerau.
3 Tourism and Destination Management	Deliver destination management and marketing activity to support a visitor economy that aims to enhance the distribution of benefits across the region, environmental sustainability, heritage, and culture. Position Te Tai Tokerau Northland within target markets as a desirable place to visit.	• Lead the Destination Management Plan (DMP) in partnership with relevant stakeholders, industry, iwi and hapū. • Facilitate regional investment through sector collaboration groups, marketing the region nationally and internationally, and providing targeted business support for tourism operators.

Strategic priorities	Objectives	Activities
		• Play a key role in attracting direct investment into the region for infrastructure to support tourism and support the development of sustainable pathways for businesses operating in the region. • Honour dual heritage and Māori story telling traditions by supporting stories told by those who have the right to tell them. A strong partnership approach with iwi, hapu, Māori tourism operators and landowners are the basis for growing this portion of the market. • Improve regional dispersal, length of stay, expenditure, and the appeal of off-peak travel particularly through leverage of the Twin Coast Discovery programme as a region wide development framework for tourism • Co-ordinate, and where appropriate, lead the implementation of an Annual Regional Tactical Marketing Plan for destination marketing, in alignment with the direction of national tourism organisations and in partnership with the Te Tai Tokerau Northland tourism sector.

	Enablers	Objectives	Activities
1	Innovation and Enterprise	Support SME's and Start Ups who want to start or grow their business in Northland. As well as helping owners and entrepreneurs to identify their next move, we also provide a front door for them into the many central government programmes, services and funding available to them. Seek to partner with others to deliver this service most effectively.	• Support SME's and Start Ups on their business growth journey • Work with Government and other Stakeholders to deliver funding, innovation, R&D and business support programmes into Tai Tokerau • Contribute towards Tai Tokerau Northland's journey towards a more innovative, digital and technologically advanced environment that supports our core and developing industries • Deliver business advice effectively across the region to support innovation, capacity and capability development through incubation services and the Regional Business Partnership, New Zealand Trade & Enterprise, Callaghan Innovation and Business Mentors New Zealand • Develop clusters, business networks or associations to take advantage of market development opportunities

Enablers		Objectives	Activities
			that leverage Te Tai Tokerau Northland's key sectors and comparative advantages. • Build and sharing specialist knowledge through a business events programme and providing opportunities to access a range of capital support mechanisms for Te Tai Tokerau Northland businesses.
2	Advocacy and Brand	Advocate for Te Tai Tokerau Northland to improve the economic well-being of the region to help support strong communities and environmental sustainability. Develop and improve the profile of economic development and of Northland Inc to ensure that Te Tai Tokerau Northland understands and values the efforts of Northland Inc.	• Northland Inc is proactive and well informed on both the challenges and opportunities in Te Tai Tokerau and is acknowledged as regional leader in impactful economic development. • A respected voice for the region and a credible source for central and local government to understand the regional context and to prioritise investment, policy settings and decisions on key economic opportunities. • Uses powerful communications and a well-connected network to improve the reputation and visibility of the region while advocating for its needs. • Leads the implementation of the regions long-term Economic Development Strategy for Te Tai Tokerau (Te Rerenga) • Facilitates the Tai Tokerau Economic Action Plan (TTNEAP) for the region • Provides economic development intelligence and insights • Assists with project management and delivery of economic response activities
3	Māori Economic Development ("Āe Mārika"!)	Assist strategic partners in the Māori Economic Development economy with their high impact Māori economic development projects across all levels, with a specific focus on improving capacity and capability of those with whom we partner with for delivery. Respect and implement the principals of Te Tiriti O Waitangi, which support meaningful partnership with Māori. Implement of our internal capability pathway – He Korowai Manawanui – a two-year programme working on our	• Support tangata whenua to develop and implement their own visions and economic development plans. • Partner with Māori organisations to deliver services to Māori businesses • Connect into existing local and national Māori Economic Development activity and strategies that will support Te Tai Tokerau. • Engage and partner with iwi, hapū, marae and the Māori community, central government agencies and other entities supporting Māori Economic Development to advance their aspirations in economic development and enable investment,

Enablers	Objectives	Activities
	organisational culture towards elevating the importance of Māori Economic Development and becoming a better partner for Māori with a genuine understanding of Tikanga and Te Ao Māori.	business growth and completion of economic development projects • Work with, advocate for and support Māori businesses, trusts and entities with their aspirations for growth • Build a competent team (Northland Inc and partners) that operates as Te Tiriti based partners to support iwi, hapu, whānau and pakihi in achieving their economic development goals. • Engage with MBIE on the continual improvement of the RBP delivery into the Māori economy.
4 Environmental Sustainability	Help prepare Northland businesses to reduce their emissions by partnering to provide support and practical programmes; and take an environmental sustainability focus when assessing all active projects.	• Support Northland businesses to meet climate adaptation targets set by Central Government through access to appropriate information and tools • Partner to provide support to Northland businesses with practical programmes • Use an environmental sustainability focus for all active projects • Assessing the environmental aspirations of businesses and projects • Utilise Te Ao Māori/Mātauranga Māori in environment/sustainability Kaupapa. • Have environmentally sustainable business practices within Northland Inc.
5 Partnerships	Develop and nurture high trust partnerships across the region with those who have the capability to positively impact economic development outcomes across Te Tai Tokerau. Northland Inc is a trusted and valuable organisation to partner with that develops initiatives that have visible and measurable impact and generates positive economic development outcomes. Expand these partnerships leading to increased opportunities and resilience, creating a stronger, interconnected region.	• Develop and maintain high trust partnerships with stakeholders who impact economic development outcomes across Te Tai Tokerau. • Northland Inc is embedded within a network of relationships that bring capabilities and contributions to key projects with shared interests • Partnership activity spread across Central Government, Local Government, business communities, investors and other stakeholders.
6 Organisational Culture and Capability	Uphold an internal culture where our team are respectful and supportive of one another;	• Have quality resource that supports capability uplift in staff skills.

Enablers	Objectives	Activities
	our histories, our whānau, and our aspirations. Our culture is supportive, encouraging and positive - supporting our people and their livelihoods. Our capability is performance focused, fit for purpose and within resource available.	• Capability to deploy impact or surge capacity in times of crisis or emergency response and have a strong network of operational partners that can activate as opportunity or needs arise. • Well-connected across the region; understands our local economy and employs highly skilled networked people. • Attract, retain and grow appropriate talent aligned to our culture and capability needs. 14 • Culture of being performance and outcome driven, encouraging professional development, and personal wellbeing.

Proposed key performance measures[1]

Strategic priority 1 – Investment and Infrastructure

How we will measure	2024/25	2025/26	2026/27
Number of inward delegations hosted	3	3	3
Number of projects actively managed within the investment pipeline	10	10	10
Number of potential revenue generation opportunities fully investigated	1	1	1
Number of high impact projects that are implemented (reporting by regional strategic sectors)	4	4	4

Strategic priority 2 – Tuputupu Grow Northland

How we will measure	2024/25	2025/26	2026/27
Projects assisted through stages of growth	6	6	6
Number of meaningful engagements and relationships with landowners, businesses, stakeholder that lead to and support positive outcomes	80	80	80
Number of engagements or established relationships with iwi/hapu groups and other organisations that lead to a positive outcome	8	8	8
Projects supported to project implementation	3	3	3
Number of businesses and landowners that as a result of engagement are exploring, developing, leading and delivering on change activity	20	20	20
Number of Māori organisations that as a result of engagement are exploring, developing leading and delivering on change activity	4	4	4

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[1] Key performance measures are not specifically set for Enablers 5 and 6 as these are covered by KPIS for other areas .

Strategic priority 3 – Tourism and Destination Management

How we will measure	2024/25	2025/26	2026/27
Number of destination promotion campaign initiatives to generate national exposure to the region (reporting will include number of businesses that are engaged in the campaign)	1	1	1
Number of actions under implementation from the Destination Management Plan	6	7	8
Number of engagements or established relationships with iwi/hapu groups and other organisations that lead to a positive outcome	8	8	8

Enabler 1 – Innovation and Enterprise

How we will measure	2024/25	2025/26	2026/27
Number of unique businesses assisted (reporting by TA and industry)	250	250	250
Proportion of those businesses assisted that are Māori (by TA and industry)	35%	40%	45%
Client satisfaction with businesses assistance provided by Northland Inc as measured by Net Promotor Score	NPS>50	NPS>50	NPS>50
Value of grant funding and investment facilitated for Māori businesses	$130k	$140k	$150k

Enabler 2 – Advocacy and Brand

How we will measure	2024/25	2025/26	2026/27
Number of regional economic development updates or reports released	6	6	6
Number of media features that profile the region	24	24	24
Number of media activity that references Northland Inc	52	52	52

Enabler 3 - Māori Economic Development ("Āe Mārika"!)

How we will measure	2024/25	2025/26	2026/27
Number of iwi/hapū groups and other Māori organisations, e.g. marae, land trusts, etc. actively supported	18	20	22
Proportion of Māori organisations that are satisfied with Northland Inc support	>80%	>85%	>90%

Enabler 4 – Environmental Sustainability

How we will measure	2024/25	2025/26	2026/27
Number of businesses and organisations supported to improve their climate resilience journey	20	30	40
Proportion of projects funded through Project Development that have identified their pathway to low emissions	80%	100%	100%
Change in carbon footprint relative to revenue of Northland Inc	-10%	-10%	-10%