



## District Leadership, Finance and Internal Services (including council-controlled organisations)

### Purpose

We ensure our governance activities help elected members make decisions. We also provide services to the community relating to policies, strategies, bylaws, plans and reporting, together with Civil Defence Emergency Management (CDEM).

Our internal services relate to those functions of council which assist the day to day running of our activities. They include Finance, Property/Facilities, Information Services, Customer Services, People and Capability, Communications and Economic Development.

### Legislation associated with this service

- Climate Change Response Act 2002
- Citizenship Act 1977
- Civil Defence Emergency Management Act 2002
- Employment Relations Act 2000
- Fire and Emergency New Zealand Act 2017
- Health and Safety at Work Act 2015
- Heritage New Zealand Pouhere Taonga Act 2014
- Holidays Act 2003
- Kaipara District Council (Validation of Rates and Other Matters) Act 2013 (if applicable)
- Local Authorities Members' Interests Act 1968
- Local Electoral Act 2001
- Local Government Act 2002
- Local Government (Rating) Act 2002
- Mangawai Lands Empowering Act 1966

- Local Government Official Information and Meetings Act 1987
- Privacy Act 2020
- Public Records Act 2005
- Reserves Act 1977, and
- Resource Management Act 1991

### Risks and issues

- Any plans, policies or bylaws that involve slow processes may not reflect the community priorities and needs and can result in frustration of the community
- Changes in national or regional policy may require us to investigate changes to our policies and district plan, impacting future costs
- Accelerated growth within the Kaipara district places a demand on council operations to significantly improve both our internal capacity and capability
- The need to understand and effectively manage climate-related risks places a high demand on Council's limited resources
- The breadth and wide variety of issues and information that Council needs to assimilate places high demand on elected members; and
- Services provided are not always digitally enabled and may not meet residents' expectations.

## How is climate resilience being considered?

In reviewing these activities, we considered the effects of a changing climate and how to enhance our response. Over the next three years, we will continue to identify projected changes and understand connected impacts, implications and risks. Council also understands that increased strategy and planning is needed to build climate resilience.



# Governance

## What we do

The Mayor and Councillors are elected every three years to provide governance over the activities, services, and projects of council. They must represent their communities and make decisions in an open, transparent and accountable manner with the whole of the district in mind.

This activity supports the democratic processes by providing administrative support, advice and information to elected members, including managing elections and matters relating to representation. It also ensures engagement with tangata whenua, district communities, public interest groups and key stakeholders to identify their priorities and preferences.

The activity also undertakes civic duties such as citizenship and district awards ceremonies.



## Contribution to community outcomes



Ensure easy access for those who want to participate in council processes					
Elected members make decisions with the intention of enhancing the district					
Transparency and openness in order to build trust with the community					

## What we will deliver, when

Description	2024/2025	2025/2026	2026/2027
Elected member portal review			
Website update/review to ensure community participation in council processes			
Meeting technology improvements			
Conduct Representation Review if required			
Administer local government elections for the Kaipara District			

Performance measures	LTP Year 1 Target 2024/2025	LTP Year 2 Target 2025/2026	LTP Year 3 Target 2026/2027
Council and standing committee meetings meet statutory requirements.	90%	90%	90%
Council maintain and improve opportunities for Māori to contribute to local government decision-making processes.	Achieved	Achieved	Achieved
Elected members are performing well (measured by resident survey).	60%	3% more than previous	3% more than previous
The community has trust in the Council.	60%	3% more than previous	3% more than previous
LGOIMA requests processed by the LGOIMA team completed within statutory timeframes.	100%	100%	100%
Long Term Plan, Annual Plans and Annual Reports will be adopted within timeframes set in the Local Government Act 2002.	Compliant	Compliant	Compliant

**Changes in levels of service**

There will be no changes to the level of service.

**Significant negative effects**

Currently no significant negative effects.



# Policy and District Planning

## What we do

Kaipara is the fastest growing rural district in the North Island and as we continue to grow, it is important that we sustainably manage the district's natural and physical resources. Council's Policy and District Planning function delivers planning outcomes and environmental regulation through the Resource Management Act and other legislation.

We work with our communities to meet their needs by developing policies, bylaws and, plans in accordance with Council direction and legislative requirements. We regularly review these documents to ensure they remain fit-for-purpose.

We review the District Plan to ensure it is legally compliant, including making plan changes if required. We also process private plan change requests to the District Plan.

Providing for growth and economic development is one of our key strategic priorities and developing a new 'Kaipara specific' District Plan is fundamental to ensuring that our communities can keep thriving.

This activity also ensures we give effect to National Policy Statements and National Environmental Standards developed under the Resource Management Act 1991 as well as the Regional Policy Statement and the Regional Plan and we implement amendments to the Resource Management Act 1991 through the District Plan provisions.

We make submissions on proposed or reviewed regional and national resource management instruments, such as proposed national policy statements, monitor the District Plan to ensure it meets its policy objectives and use this monitoring to inform future reviews.

## Contribution to community outcomes



	Affordable Living	Dependable Roads	Healthy Environment	Prosperous Economy	Vibrant Communities
The effects of climate change will be considered as we develop our new District Plan.	High	Low	High	High	High
District planning enables productive land use and activities.	High	Low	High	High	High
District planning and policies ensure environmental sustainability is taken into consideration.	Low	Low	High	Low	High
Decisions and policies are made through consultation with the public and engagement processes are thorough and inclusive.	Low	Low	Low	High	High

## What we will deliver, when

Description	2024/2025	2025/2026	2026/2027
District Plan Review – notification, hearings, appeals and adoption of final District Plan			
Develop District Plan monitoring strategy			
Bylaws reviewed as required by statute: Taharoa Domain 2024/2025			
Develop policies, plans and strategies in accordance with Council’s strategic direction			
Implementing Mana Whenua partnership agreements, on resource management and policy matters			

Performance measures	LTP Year 1 Target 2024/2025	LTP Year 2 Target 2025/2026	LTP Year 3 Target 2026/2027
All statutory development and review timeframes for bylaws and policies are met	100%	100%	100%

### Changes in levels of service

There will be no changes to the level of service.

### Significant negative effects

The legislative framework for statutory policies does not always enable Council to meet our communities’ aspirations. We mitigate this by ensuring we provide clear and ‘plain English’ information when we consult to assist understanding.

Planning must balance the desires of individuals, businesses and developers with those of the wider community. This often

takes the form of influencing or controlling growth and associated development activities, as well as other activities, so the quality of life for neighbours or the wider community is not diminished. In other cases, development can impose unacceptable costs on community facilities and infrastructure or the environment.

We aim to mitigate this by ensuring the District Plan review and plan change processes are undertaken using best practice community engagement approaches to ensure we have a good understanding of the range of views of our communities.

Identified significant negative effect/issue	Mitigation
<b>District Plan</b> Poor design could result in detrimental environmental and social impacts	Review the plan with the community and use best practice techniques

# Emergency Management

## What we do

A coordinated emergency response and recovery is key to supporting greater resilience, a prosperous economy, and vibrant communities. Emergency management helps ensure we are prepared for any increase in the frequency and intensity of natural hazard events, which may be exacerbated by climate variations. Natural hazard events include (but are not limited to) flooding, major storms, cyclones, drought, wildfire, and tsunamis.

The Civil Defence Emergency Management Act (2002) sets out how civil defence should be managed in New Zealand. In June 2023, an Emergency Management Bill was introduced to Parliament. This proposed Bill is expected to be enacted in this LTP period.

Kaipara District Council is part of the Northland Civil Defence Emergency Management (CDEM) Group that manages emergency management activities within our region. We also have a Shared Services Agreement with Northland Regional Council (NRC) giving us additional capability to manage CDEM activities.

Kaipara District Council provides leadership and support to the community, before and during an emergency and in the recovery afterwards. We work alongside Kaipara communities and key partners such as police, fire, ambulance, iwi and hapū to offer leadership and support.

There are currently ten communities with active Community Response Plans in Kaipara – Kaiwaka, Mangawhai, Matakoho, Maungatūroto, Papanoa, Pouto, Ruawai, Tinopai, Waikara and Whakapirau. These plans are regularly reviewed by community representatives.

We help communities get prepared for emergencies by reducing the risk of hazards through good regulation, planning and policies. In an emergency, we operate an Emergency Operations Centre (EOC) and/or an Incident Control Point (ICP) whenever necessary. We will inform and update the community, including local and national media where required. To ensure we have this capability, we run internal and external training sessions regularly.

Our emergency management response capability was exerted during the 2023 February extreme weather events (including Cyclone Gabrielle). It emphasised the importance of a strengthened, enhanced emergency management capability within Council, as well as within the community.

Whilst response is an important part of our emergency management, recovery is also an incredibly crucial aspect. The recovery from February's extreme weather events in the Kaipara District is expected to take years, and recovery efforts will be ongoing throughout the Long Term Plan 2024–2027. You can read more about the Kaipara District Council's recovery commitments on pages 36-43 of the Cyclone Gabrielle 2023 Regional Recovery Plan.



## Contribution to community outcomes



Emergency Management helps to ensure we are prepared for any increase in frequency and intensity of natural hazard events, which may be exacerbated by variations in climate.

Council can provide a well-coordinated, high-performing emergency response.

Communities are informed and prepared for emergencies in their community.


## What we will deliver, when

Description	2024/2025	2025/2026	2026/2027
<b>Kaipara District Council is resourced, prepared, and can effectively respond to an emergency.</b>			
Continue with ongoing commitments to the operations of the Northland Tsunami Siren Replacement Network.			
Strengthen and enhance the Council's capability and capacity to deliver an effective response. Emergency Operations Centres are fit-for-purpose and capable to respond effectively.			
Support the implementation of the Cyclone Gabrielle 2023 Regional Recovery Plan for Northland (pages 36-43).			
<b>Kaipara communities are resilient and prepared for emergencies.</b>			
Continued support of existing and new Community Response Groups.			

Performance measures	LTP Year 1 Target 2024/2025	LTP Year 2 Target 2025/2026	LTP Year 3 Target 2026/2027
A Civil Defence Emergency Operation Centre exercise is held annually.	1	1	1

## Changes in levels of service

There will be no changes to the level of service.



## Significant negative effects

Identified significant negative effect/issue	Mitigation
<p><b>Failure to implement the Northland Civil Defence Emergency Management Group Plan</b></p> <p>Having emergency management systems that are not fit-for-purpose and being poorly prepared for an effective emergency management response can have negative impacts to the community during and following an emergency.</p>	<ul style="list-style-type: none"> <li>• Maintaining an effective and coordinated response capability</li> <li>• Developing emergency management expertise within Council</li> <li>• Training of council staff</li> <li>• Increased investment in emergency management activities in the Kaipara District</li> </ul>
<p><b>Low investment in resilience and emergency management activities in the Kaipara District.</b></p> <p>This can lead to emergency management systems that are not fit-for-purpose, which can have negative impacts to the community during and following an emergency.</p>	<ul style="list-style-type: none"> <li>• Increased financial contribution to CDEM Group activities</li> <li>• Continued consideration of natural hazards when creating regulations, policies, and bylaws.</li> </ul>



# Internal Services

## What we do

Internal services are council functions that support other activities. They are an important part in keeping Council running.

## Digital Services

Digital Services provide innovative solutions and a clear IT vision that helps Kaipara District Council achieve its objectives, produce positive outcomes, and strengthen its reputation. Digital Services aims to deliver top-notch technology services in a cost-efficient way, making it easier for KDC to provide its core services.

## People and Capability

People and capability provide the framework to drive culture, employee performance, remuneration, recruitment, health and safety, wellness and overall engagement. We are a business partner with our leadership teams to provide sound employment advice, and work with employees to ensure we retain, train and keep our staff safe at work.

## Customer Service

Customer support centres are our interface with our communities and with our visitors. Our customer support team assist with answering general enquiries, documentation and customer needs. Customer support is delivered through our customer service centres in Dargaville and Mangawhai.

## Financial Services

Financial services are an important service of Council. This team provides financial planning, monitoring, and reporting, to Council and to other internal business activities. The team also administer transactional functions including rates, water billing, accounts receivable and receipting, including the administration and maintenance of property records by ensuring the Rating Information Database (RID) and other property information systems are kept up to date. Billing processes are undertaken for land and water rates as well as sundry debt and receipting functions for all of Council.

Direct debit processing and timely follow up of overdue amounts mean that arrears are kept to a minimum.

## Communications

Communicating and engaging with the community empowers the community to have input on council projects and plans. Communications supports transparency by communicating council decisions, which can increase public trust in, and reputation of, the Council. This team drives strategic communications, branding and internal, corporate and daily communications through multiple channels. The department also produces all written and visual documents for publication.

## Records

Having our records in a digital format provides accessibility for both internal and external customers. Currently many council records are still in hard copy format. Digitising records will ensure continuity of service and opens the door for an on-line help yourself website portal.



## Contribution to community outcomes



Effective internal services provide support to all staff across council to do their work well, and ensures council meets statutory requirements

Regular and transparent updates about council decisions and activity keeps community informed and improves community trust and confidence

Having an effective website attracts visitors and newcomers to Kaipara, and ensures community information is accessible

## Changes in levels of service

Now	Proposed	Notes
Manual records with staged digitisation.	Digitised records.	Continue digitising all records, making more records accessible to the community online.

## What we will deliver, when

Description	2024/2025	2025/2026	2026/2027
<b>Communications</b>			
Develop the standalone website to showcase Kaipara District for economic development and destination management *refer also economic development			
Develop a strong brand for Kaipara to promote the vision and outcomes strategy of vibrant communities and a prosperous economy			
Transparent and accessible communications that enable communities to contribute, and informs them of council decisions and activities			
<b>Records</b>			
Digitise council records to ensure documents are easily accessible for the community			

## Significant negative effects

Currently no significant negative effects.

# Strategic Property

## What we do

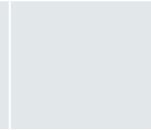
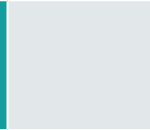
We are responsible for managing the Council's non-activity property land portfolio and buildings such as offices. This excludes land or buildings utilised for roads, waters, parks and reserves.



## Contribution to community outcomes



Council property and buildings support Council in delivering its services to the community.



## What we will deliver, when

Description	2024/2025	2025/2026	2026/2027
<p>The council property portfolio will be reviewed to ensure that the purpose for which the property is held remains valid and the property continues to be fit for purpose. Where property is no longer being used for its intended purpose, or cannot meet that purpose, it will be re-assessed for either disposal or used for another valid purpose.</p> <p>This may include part of the land at Fagan Place currently occupied by the 24 1980s pensioner units once the tenants have transferred to new units elsewhere on the site.</p>			
<p>Investigate options to replace Council's leased Mangawhai offices when the lease expires in 2027.</p>			

Performance measures	LTP Year 1 Target 2024/2025	LTP Year 2 Target 2025/2026	LTP Year 3 Target 2026/2027
All health and safety hazards associated with non-activity property and building facilities are managed without incident.	Nil Accidents	Nil Accidents	Nil Accidents
Land identified as no longer required will be identified.	5 number of parcels identified	5 number of parcels identified	5 number of parcels identified

## How is climate resilience being considered?

Climate resilience will be considered where relevant.

## Changes of levels of service

There will be no changes to the level of service.

## Significant negative effects

Currently no significant negative effects for the KDC property portfolio except as noted below.



Identified significant negative effect/issue	Mitigation
<p><b>Limited use of the former 1990s Dargaville office for council administration and records storage.</b></p> <p>Parts of the building pose health and safety risks which need to be actively managed.</p>	<p>Identification of hazards and appropriate use of personal protective equipment (PPE).</p>
<p><b>Limited use of the former 1990s Dargaville office by tenants (ground floor).</b></p> <p>Parts of the building not in use by the tenants pose health and safety risks which need to be actively managed.</p>	<p>Block accessways so that tenant access is restricted only to area free from health and safety risks.</p>



# Economic Development

## What we do

Kaipara had an estimated resident population of 27,200 persons in 2022. Kaipara District's population has been growing strongly, particularly over the past ten years. This strong growth has primarily been focused around Mangawhai, with more young families utilising the opportunity to work from home part of the week. This has seen the number of holiday homes in Mangawhai reduce, with more and more becoming permanently occupied.

By contrast, other areas of Kaipara have seen more modest growth driven primarily by local employment opportunities. Dargaville and its surrounds have seen sustained population growth in response to growing local employment.

Kaipara is projected to grow steadily, reaching a population of 35,700 in 2054, however most growth will continue to be centred on Mangawhai due to its proximity to Auckland and coastal lifestyle offerings.

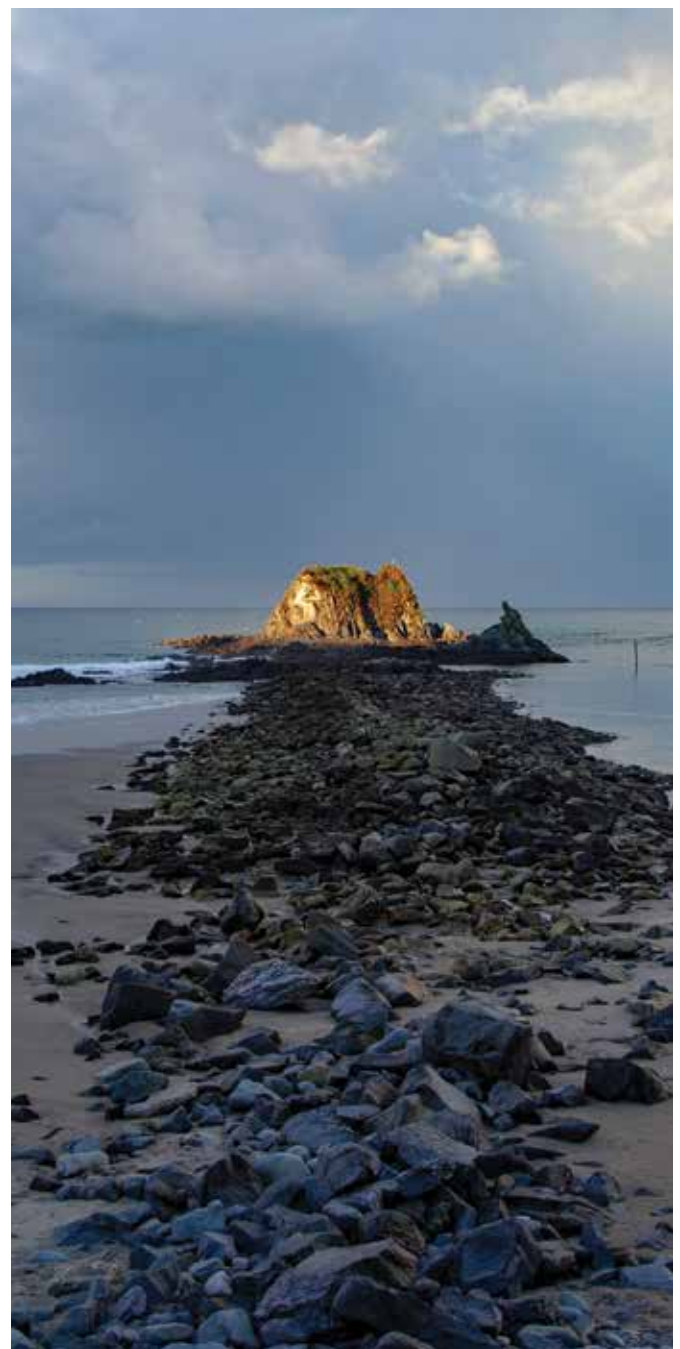
Agriculture, forestry, and fishing were the largest industries in Kaipara in the year ended March 2021, totalling 24% of the district's GDP. Dairy farming was the largest segment of the agriculture industry, making up 12% of the district's total economy, with sheep, beef cattle, and grain farming comprising 4.5% of Kaipara District's GDP.

At Council, there is a desire to seize the opportunities presented by the district's proximity to Auckland and the evident migration north into the district. With a renewed focus on actively encouraging people to live, work, visit and invest in the district, Council established an Economic Development Committee in 2022 to begin a more economic and business friendly approach, and to encourage growth in 'Kaipara – the place to be'.

We are focused on the success of our existing businesses, to attracting new business to the district and to make the most of the opportunities Kaipara has naturally. There are a range of actions councils can now undertake

to achieve this including preparing an Economic Strategy for a longer term view.

We traditionally do this through collaboration with other key agencies in central government, and with the jointly owned Council Controlled Organisation (CCO) established through the LTP 2021-2031 for Northland regional economic development - Northland Inc. It is important to listen to the community and industry with the aim of creating a thriving, prosperous economy with better employment opportunities.



## Contribution to community outcomes



Promoting growth and facilitating development across the district					
Enabling and promoting existing and new businesses across the district, and investment opportunities					
Fostering collaboration of stakeholders					
Exploring and enabling a local, regional and national circular economy					
Exploring and enabling a sustainable future					
Considers the economic development opportunities from the current world business, social and environmental situations, and capitalises on them					

## Changes in levels of service

Now	Proposed	Notes
Northland Inc leading economic development for Kaipara, as a CCO on behalf of Council.	An additional 'Kaipara focused' strategic approach to ensure more opportunities for existing and new businesses to engage with council so that opportunities and growth can be fostered, for the good of the district, and incorporated into the regional and national plans.	The employment of a lead for economic development in 2023, applied a dedicated resource to this activity. It also ensures consistent input to and monitoring of Northland Inc.



## What we will deliver, when

Description	2024/2025	2025/2026	2026/2027
Adopt an economic strategy for 30 years including implementation and action plans			
Implement the Economic Development Strategy			
Measure results of the implementation and action plans and adjust as required			
Develop the standalone website for economic development and destination management with the community engagement team and the communications team *refer also internal services			
Implement strategic marketing initiatives for prosperous results e.g. rebranding 'Kaipara - the place to be'			
Support initiatives such as Welcoming Communities, and niche marketing campaigns such as golf tourism, walking and cycling trails, beaches, etc and capitalise on external funding opportunities			

## Significant negative effects

Currently no significant negative effects.





## Prospective Funding Impact Statement

District Leadership, Finance and Internal Services (including Council-controlled Organisations)	Annual Plan	Budget	Budget	Budget
For the year ended: 30 June	2023/2024 \$'000	2024/2025 \$'000	2025/2026 \$'000	2026/2027 \$'000
<b>Sources of operating funding</b>				
General rates, uniform annual general charges, rate penalties	6,812	6,957	7,721	8,042
Targeted rates	52	52	52	52
Subsidies and grants for operating purposes	0	0	0	0
Fees and charges	178	151	151	151
Internal charges and overheads recovered	12,912	11,412	11,614	12,088
Interest and dividends from investments	56	768	159	119
Local authorities fuel tax, fines, infringement fees and other receipts	377	376	376	376
<b>Total operating funding</b>	<b>20,386</b>	<b>19,717</b>	<b>20,074</b>	<b>20,829</b>
<b>Application of operating funding</b>				
Payments to staff and suppliers	17,426	17,265	17,633	18,152
Finance costs	-227	418	403	641
Internal charges and overheads charged	888	643	633	618
Other operating funding applications	0	0	0	0
<b>Total applications of operating funding</b>	<b>18,087</b>	<b>18,326</b>	<b>18,668</b>	<b>19,412</b>
<b>Surplus (deficit) of operating funding</b>	<b>2,299</b>	<b>1,391</b>	<b>1,406</b>	<b>1,417</b>
<b>Sources of capital funding</b>				
Subsidies and grants for capital expenditure	0	0	0	0
Development and financial contributions	0	0	0	0
Increase (decrease) in debt	-1,212	-826	-878	-878
Gross proceeds from sale of assets	0	0	0	0
Lump sum contributions	0	0	0	0
Other dedicated capital funding	0	0	0	0
<b>Total sources of capital funding</b>	<b>-1,212</b>	<b>-826</b>	<b>-878</b>	<b>-878</b>
<b>Applications of capital funding</b>				
Capital expenditure	0	0	0	0
Capital expenditure - to meet additional demand	0	50	0	0
Capital expenditure - to improve the level of service	104	0	0	0
Capital expenditure - to replace existing assets	314	479	733	631
Increase (decrease) in reserves	669	37	-206	-93
Increase (decrease) of investments	0	0	0	0
<b>Total applications of capital funding</b>	<b>1,087</b>	<b>566</b>	<b>527</b>	<b>538</b>
<b>Surplus (deficit) of capital funding</b>	<b>-2,299</b>	<b>-1,391</b>	<b>-1,405</b>	<b>-1,417</b>
<b>Funding Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Northland Inc

## About this council-controlled organisation (CCO)

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. On 1 July 2021, it became jointly owned by NRC, Kaipara District Council and Far North District Council. Following public consultation as part of their Long Term Plan 2024–2034 consultation process, Whangārei District Council agreed to also become a joint owner of Northland Inc, effective July 2024. Each council (together referred to as the shareholder councils) holds an equal shareholding in Northland Inc.

A joint committee has been established to co-ordinate the responsibilities, duties and powers of councils as shareholders of Northland Inc. Furthermore, all four councils have committed to an annual level of funding for economic development in their Long Term Plans 2024–2034, 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.

## Objectives and activities

The 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 undertaken. The six enablers are part of the 'BAU' of Northland Inc and support ('enable') their activities over a range of sectors and initiatives.

## Strategic priority 1 – Investment and Infrastructure

Objective	Activities
Grow investment and business support services such that regional economic activity improves consistently year on year.	<ul style="list-style-type: none"> <li>• Credible and proactive in the region linking projects with private investment, councils and government &amp; assisting to de-risk key projects.</li> <li>• Leverage the Investment and Growth Reserve to increase investment into Te Tai Tokerau Northland.</li> <li>• Actively support and facilitate investment in strategic sectors (Aquaculture, Agriculture and Horticulture, Digital, Tourism, Ship and Boat Building and Repair Services) in Te Tai Tokerau Northland.</li> <li>• Support and facilitate the development of new and enabling infrastructure such as renewable energy, digital connectivity, roads, rail, and water.</li> <li>• Connected with investment providers into the Region to help direct investment to the most impactful projects.</li> <li>• Credible and proactive voice for the region that is informing government funding options and influencing priorities.</li> <li>• Well informed on infrastructure challenges and opportunities in Te Tai Tokerau Northland.</li> <li>• Strongly connected at both regional and national levels, joining the dots to ensure equitable investment in infrastructure.</li> </ul>

## Strategic priority 2 – The Primary Sector (Tuputupu Grow Northland)

Objective	Activities
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.	<ul style="list-style-type: none"> <li>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.</li> <li>Facilitate and enable proposals for commercialisation and value-added manufacturing investment locally.</li> <li>Support the Ngawha Innovation and Enterprise Park.</li> <li>Collaborative engagements across - central and local government, national and regionally based sector organisations; landowners and supply chain enablers.</li> <li>Advocate for world class food and fibre businesses to be based in and grow out of Te Tai Tokerau.</li> </ul>

## Strategic priority 3 – Tourism and Destination Management

Objective	Activities
<p>Support Te Tai Tokerau's visitor industry through delivery of destination management and marketing activity that aims to better manage the impacts of visitation, improve the distribution of benefits and enhance our region's heritage, and culture.</p> <p>Position Te Tai Tokerau Northland within target markets as a desirable place to visit.</p>	<ul style="list-style-type: none"> <li>Lead the Destination Management Plan (DMP) in partnership with relevant stakeholders, industry, iwi and hapū.</li> <li>Facilitate regional investment through sector collaboration groups, marketing the region nationally and internationally, and providing targeted business support for tourism operators.</li> <li>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.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>

## Enabler 1 – Innovation and Enterprise

Objective	Activities
<p>Support SME's and Start Ups who want to start or grow their business in Te Tai Tokerau Northland.</p>	<ul style="list-style-type: none"> <li>• Work with government and other stakeholders to deliver funding, innovation, R&amp;D and business support programmes into Te Tai Tokerau Northland.</li> <li>• Contribute towards Te Tai Tokerau Northland's journey towards a more innovative, digital and technologically advanced environment that supports our core and developing industries.</li> <li>• 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 &amp; Enterprise, Callaghan Innovation and Business Mentors New Zealand.</li> <li>• Develop clusters, business networks or associations to take advantage of market development opportunities that leverage Te Tai Tokerau Northland's key sectors and comparative advantages.</li> <li>• 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.</li> </ul>

## Enabler 2 – Advocacy and Brand

Objective	Activities
<p>Advocate for Te Tai Tokerau Northland to improve the economic well-being of the region, helping to support strong communities and environmental sustainability.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Uses powerful communications and a well-connected network to improve the reputation and visibility of the region while advocating for its needs.</li> <li>• Leads the implementation of the regions long-term Economic Development Strategy for Te Tai Tokerau (Te Rerenga).</li> <li>• Provides economic development intelligence and insights.</li> <li>• Assists with project management and delivery of economic response activities</li> </ul>

## Enabler 3 - Māori Economic Development (“Āe Mārika”!)

Objective	Activities
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.	<ul style="list-style-type: none"> <li>• Support tangata whenua to develop and implement their own visions and economic development plans.</li> <li>• Partner with Māori organisations to deliver services to Māori businesses.</li> <li>• Connect into existing local and national Māori Economic Development activity and strategies that will support Te Tai Tokerau.</li> <li>• 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, business growth and completion of economic development projects.</li> <li>• Work with, advocate for and support Māori businesses, trusts and entities with their aspirations for growth.</li> <li>• 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.</li> <li>• Engage with MBIE on the continual improvement of the RBP delivery into the Māori economy.</li> </ul>

## Enabler 4 – Environmental Sustainability

Objective	Activities
Help Te Tai Tokerau Northland businesses achieve environmental sustainability, particularly by reducing their emissions, through partnerships that provide support and practical programmes	<ul style="list-style-type: none"> <li>• Support Te Tai Tokerau Northland businesses to meet climate adaptation targets set by central government through access to appropriate information and tools.</li> <li>• Partner to provide support to Northland businesses with practical programmes.</li> <li>• Use an environmental sustainability focus for all active projects.</li> <li>• Assessing the environmental aspirations of businesses and projects.</li> <li>• Utilise Te Ao Māori/Mātauranga Māori in environment/sustainability Kaupapa.</li> <li>• Have environmentally sustainable business practices within Northland Inc.</li> </ul>

## Enabler 5 – Partnerships

Objective	Activities
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.	<ul style="list-style-type: none"> <li>• Develop and maintain high trust partnerships with stakeholders who impact economic development outcomes across Te Tai Tokerau.</li> <li>• Northland Inc is embedded within a network of relationships that bring capabilities and contributions to key projects with shared interests.</li> <li>• Partnership activity spread across central government, local government, business communities, investors and other stakeholders.</li> </ul>

## Enabler 6 – Organisational Culture and Capability

Objective	Activities
Uphold an internal culture where our team are respectful and supportive of one another; our histories, our whānau, and our aspirations.	<ul style="list-style-type: none"> <li>• Have quality resource that supports capability uplift in staff skills.</li> <li>• 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.</li> <li>• Well-connected across the region; understands our local economy and employs highly skilled networked people.</li> <li>• Attract, retain and grow appropriate talent aligned to our culture and capability needs.</li> <li>• Culture of being performance and outcome driven, encouraging professional development, and personal wellbeing.</li> </ul>

## Key performance measures

### Strategic priority 1 – Investment and Infrastructure

How we will measure	2024/2025	2025/2026	2026/2027
Number of inward delegations hosted	3	3	3
Number of high impact projects that are implemented (reporting by regional strategic sectors)	4	4	4

### Strategic priority 2 – The Primary Sector (Tuputupu Grow Northland)

How we will measure	2024/2025	2025/2026	2026/2027
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	88	88	88
Number of businesses and landowners that as a result of engagement are exploring, developing, leading and delivering on change activity	24	24	24

### Strategic priority 3 – Tourism and Destination Management

How we will measure	2024/2025	2025/2026	2026/2027
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 Destination Management Plan initiatives completed in partnership with stakeholders	6	7	8

## Enabler 1 – Innovation and Enterprise

How we will measure	2024/2025	2025/2026	2026/2027
Number of businesses engagements assisted (includes both one-to-one and one-to-some assistance and reporting by TA and industry)	250	250	250
Proportion of those businesses assisted that are Māori (by TA and industry)	35%	35%	40%
Client satisfaction with businesses assistance provided by Northland Inc as measured by Net Promotor Score	NPS>50	NPS>50	NPS>50

## Enabler 2 – Advocacy and Brand

How we will measure	2024/2025	2025/2026	2026/2027
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	2024/2025	2025/2026	2026/2027
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	2024/2025	2025/2026	2026/2027
Number of businesses and organisations supported to improve their environmental sustainability	20	30	40
Number of Northland businesses taking action to reduce their emissions	20	30	40
Number of Northland businesses supported to meet climate adaptation targets set by central government	20	30	40

<sup>1</sup>Key performance measures are not specifically set for Enablers 5 and 6 as these are covered by KPIS for other areas.