



**NorthlandInc**

Growing Northland's Economy

Kia tupu ai te ōhanga o Te Tai Tokerau

# Tauākī Whāinga Statement of Intent

*2025/26 - 2028/29*





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NĀ NGĀ TAI O TE TAI TOKERAU E  
WHAKATERE ANA I TE WAKA KI TE AO

*From the tides of Northland,  
our canoe sets forth to the world*



# 1 KUPU WHAKATAKI INTRODUCTION

**The Board of Directors of Northland Inc Limited (Northland Inc) presents this Statement of Intent (SOI) as a public declaration of the activities and intentions of Northland Inc in accordance with Clause 9 of Schedule 8 of the Local Government Act 2002 (the Act).**

Northland Inc is a limited liability company, registered under the Companies Act 1993, a reporting entity for the purposes of the Financial Reporting Act 1993. It is owned by Far North District Council (FNDC), Kaipara District Council (KDC), Northland Regional Council (NRC), and Whangārei District Council (WDC), herein referred to as the 'Shareholders'. Northland Inc is a council-controlled organisation (CCO) as defined under Section 6 of the Local Government Act 2002.

The organisation is governed by a board of five independent directors appointed for three years (or as otherwise specified from time to time by the Shareholders). The Board Chair is elected by the directors. The Chief Executive Officer leads the operational activities.

Northland Inc is funded by annual contributions from each of the Shareholders which supports the operational activities of the organisation. Project-based funding is obtained through other public and private agencies, with central government being the next largest funder of Northland Inc.

This SOI is the guiding governance tool and terms of reference for Northland Inc and defines the key performance indicators (KPIs) as agreed by the Shareholders. It outlines the Directors' accountabilities to the Shareholders for the performance of the business.

Northland Inc understands the dynamics of our region; its challenges and opportunities and what needs to be done to transform our economy and our communities. Central to this is ensuring alignment with regional statements and leadership forums. Northland Inc aims

to provide vision, aspiration, leadership and unity-of-purpose in sustainable economic development for Te Tai Tokerau Northland.

Te Rerenga, Taitokerau Northland Economic Wellbeing Pathway sets a long-term vision for a sustainable, innovative, and prosperous economy focusing on the wellbeing of people, the economy, and the environment. Northland Inc will work with key industry sectors in Northland to address market failures, facilitate value-added activities and value chain improvements, increase exports, and provide business, job and investment opportunities.

The Northland Mayoral Forum is committed to strategically collaborating to take Te Tai Tokerau Northland forward together and has identified six regional priorities which underpin Northland Inc's work:

- Connecting Northland – multi model transport system
- Infrastructure resilience and climate change
- Northland as a regional economic hub – including Marsden Point / Ruakākā and Kaikohe
- Housing and associated infrastructure
- Restoring the health of the environment
- Local Government as a trusted partner with central government

Northland Inc acknowledges that Northland's Councils have made commitments to their communities through long-term plans, annual plans, spatial plans and policies. At its core, regional economic development is about improving the livelihoods of Te Tai Tokerau Northland's people. Therefore, Northland Inc makes a commitment to work in alignment with the plans and policies of our Shareholders, in their districts to ensure the same positive outcomes for Te Tai Tokerau Northland.



## 2 HE POU MAHI VISION AND MISSION

Northland Inc works with public and private organisations in Te Tai Tokerau Northland with a common purpose to identify and focus on activities and relationships that strengthen, diversify, and grow Te Tai Tokerau Northland's economy.

### TIROHANGA KI MUA VISION

A prosperous and thriving Te Tai Tokerau Northland that is built on a shared history and that values tāngata (people), te taiao (environment), and ōhanga (prosperity for all).

### TE ARONU MISSION

To make purposeful economic development impact that builds resilience and improves the prosperity, wellness and equity of Te Tai Tokerau Northland.



### 3 ORGANISATIONAL OBJECTIVES, ACTIVITIES AND KEY PERFORMANCE INDICATORS

The following pages provide the context, the objectives, nature and scope of activities and the key performance indicators for the enablers and strategic pou that make up the organisational strategy. Enablers are core, supporting or contracted activities while 'Pou' are areas that Northland Inc will be prioritising effort in.

**There are four priority areas (pou)** – Investment and Infrastructure; the Primary Sector, Tourism and Destination Management, Innovation and Enterprise.



**There are six enablers** - Advocacy and Brand, Māori Economic Development, Environmental Sustainability, Partnerships, Organisational Culture and Capability and Workforce and Education. These enablers are part of Northland Inc's 'business as usual' (BAU) and supports our activities over a range of sectors and initiatives.

**1 ADVOCACY AND BRAND**

**2 MĀORI ECONOMIC DEVELOPMENT**

**3 ENVIRONMENT SUSTAINABILITY**

**4 PARTNERSHIPS**

**5 ORGANISATIONAL CULTURE AND CAPACITY**

**6 WORKFORCE AND EDUCATION**

Each section includes Regional Outcomes (often macro-economic), which do not form part of the direct and measurable performance framework. These are the longer-term regional-scale outcomes that we hope to influence as part of our collective approach to regional economic development. Many are outside of our direct control, but the work Northland Inc does contribute to their outcomes.

We are guided by economic models that focus on creating a society that can provide enough materials and services for all, while utilising resources in a way that does not compromise our future security and prosperity. They emphasise connecting people to their local environment and hold space for indigenous knowledge. Their social foundation and ecological approach aim to enable a system-shift to a more collaborative, distributive, circular and regenerative future.

# INVESTMENT AND INFRASTRUCTURE

## CONTEXT:

Although underpinned by primary production and manufacturing, Te Tai Tokerau Northland's economy is diverse. High-performing sectors include pastoral farming and processing, horticulture, tourism, and marine manufacturing. There is huge potential to further strengthen these areas, in addition to other emerging industries.

## ACTIVITY:

- We will strategically focus on attracting, nurturing, and evaluating a pipeline of promising investment opportunities that align with our impact framework and reflect the organisational capacity at any time. Credibly and proactively link projects with private investment, Councils and Government and assist in de-risking key projects;
- Leverage the Investment and Growth Reserve to increase investment. Actively support and facilitate investment in strategic sectors (aquaculture, agriculture and horticulture, digital, tourism, marine manufacturing);

## OBJECTIVE:

Grow investment and business support services such that regional economic activity improves consistently year on year.

- Support and facilitate the development of new and enabling infrastructure such as renewable energy, digital connectivity, roads, rail, and water;
- Connect with investment providers to help direct investment to the most impactful projects;
- Credibly and proactively inform Government funding options and influence priorities;
- Remain well informed on infrastructure challenges and opportunities;
- Connect regionally and nationally levels to ensure equitable investment in infrastructure.





KEY PERFORMANCE INDICATORS	TARGET
Number of inward delegations hosted	3 per annum
Number of high impact projects that are being actively supported (reporting by regional strategic sectors)	4 per annum

ADDITIONAL REGIONAL OUTCOMES SOUGHT
Positive change in regional economic profile (increase in average household income, productivity, structure of economy).
Increase in level of government investment into the region (where possible breakdown by co-investment, sector and research / tertiary activity).
Increase in the number of filled jobs in the region.
<b>Te Rerenga Outcomes – Our Economy:</b> <ul style="list-style-type: none"> <li>• Productivity (GDP per worker) 2040 Target – increase productivity by 1% in real terms</li> <li>• Economic Diversity (HH Index) 2040 Target – reduction in HH Index to less than 20</li> <li>• Underutilisation rate 2040 Target – reduce to less than 10%</li> <li>• Young people actively engaged in employment, education and training 2040 target – no less than 95%</li> <li>• Annual mean income from salaries and wages 2040 target – Increase 1% per annum in real terms</li> <li>• Business capital Index 2040 target – growth in private sector 1% per annum</li> </ul>

# THE PRIMARY SECTOR TUPUTUPU - GROW NORTHLAND

## CONTEXT:

Te Tai Tokerau Northland's economy has long depended on the economic returns and employment opportunities created by the primary and associated manufacturing sectors. In the Grow Northland/Tuputupu framework, the primary sector encompasses pastoral & arable farming horticulture, aquaculture and forestry. The changing environment is demanding that we as individuals, as landowners, and as business owners adapt, which brings a number of significant challenges. Adaptation and innovation in the primary and associated manufacturing sectors is critical to ensure the people and the environment of Te Tai Tokerau Northland can thrive into the future.

## OBJECTIVE:

Support and facilitate adaptation and innovation in Te Tai Tokerau Northland's primary and associated manufacturing sectors to ensure the people and environment of Te Tai Tokerau Northland can thrive into the future.

## ACTIVITY:

- Facilitate adaptation and innovation in Te Tai Tokerau 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;
- Develop 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 Northland.





KEY PERFORMANCE INDICATORS	TARGET
Projects assisted through stages of growth	6 per annum
Number of businesses and landowners that as a result of engagement are exploring, developing, leading and delivering on change activity	24 per annum

### ADDITIONAL REGIONAL OUTCOMES SOUGHT

Positive change in regional economic profile - living standards, productivity and contribution of primary sector to the economy.

#### Te Rerenga Outcomes – Our Economy:

- Productivity (GDP per worker) 2040 Target – **increase productivity by 1% in real terms**
- Economic Diversity (HH Index) 2040 Target – **reduction in HH Index to less than 20**
- Underutilisation rate 2040 Target – **reduce to less than 10%**
- Young people actively engaged in employment, education and training 2040 target – **no less than 95%**
- Annual mean income from salaries and wages 2040 target – **Increase 1% per annum in real terms**
- Businesses (number of units) 2040 target – **growth at least equal to population growth**
- Business capital Index 2040 target – **growth in private sector 1% per annum**



# TOURISM AND DESTINATION MANAGEMENT

## CONTEXT:

Tourism is integral to economic development in Te Tai Tokerau Northland and can be strategically utilised to achieve wider economic development outcomes. Destination Management provides the platform for enabling this to occur through ensuring that an integrated approach is taken across the three interdependent components of:

- Visitor experience - the destination's experience offering, including activities, attractions, supporting infrastructure, services and amenities;
- Marketing and promotion - the destination's marketing and promotional activity, creating demand and enabling the destination to be competitive, productive and sustainable;
- Resource management and development.

## OBJECTIVES:

- ▶ Support Te Tai Tokerau Northland'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.
- ▶ Position Te Tai Tokerau Northland within target markets as a desirable place to visit.



## ACTIVITY:

- 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;
- 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 Māori storytelling traditions by supporting stories told by those who have the right to tell them. A strong partnership approach with iwi, hapū, 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 leveraging the Twin Coast Discovery programme as a regionwide development framework for tourism;
- Coordinate, 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.



KEY PERFORMANCE INDICATORS	TARGET
Number of destination marketing campaign initiatives to generate national exposure to the region (reporting will include number of businesses that are engaged in the campaign).	1 campaign per annum
Number of Destination Management Plan initiatives completed in partnership with stakeholders.	2025/26:7 2026/27:8 2027/28:8

ADDITIONAL REGIONAL OUTCOMES SOUGHT
Dispersal of tourism activity into the region measured through the accommodation data programme.
Tourism activity in the region measured through TECT (electronic transactions indicating tourism spend).
<b>Te Rerenga Outcomes – Our Economy:</b> <ul style="list-style-type: none"><li>• Productivity (GDP per worker) 2040 Target – increase productivity by 1% in real terms</li><li>• Economic Diversity (HH Index) 2040 Target – reduction in HH Index to less than 20</li><li>• Young people actively engaged in employment, education and training 2040 target – no less than 95%</li><li>• Annual mean income from salaries and wages 2040 target – Increase 1% per annum in real terms</li><li>• Business capital Index 2040 target – growth in private sector 1% per annum</li><li>• Māori Unemployment rate 2040 target – Decrease to 5%</li></ul>





## INNOVATION AND ENTERPRISE

### CONTEXT:

Business growth is crucial for Te Tai Tokerau Northland's economy as it creates jobs, increases revenue, fosters innovation and competition, benefits the supply chain, diversifies the economy, and enhances the quality of life for residents. It also creates a ripple effect in the supply chain, benefiting other local businesses.

Whatever size or stage a business is at, Northland Inc has tools and resources to help. Our role is to support businesses on their journey.

This might include employing more staff, setting up scalable business processes, identifying new finance options or exploring the export potential of products. We can also help activate innovation, accelerate commercialisation, develop new and innovative products, processes, or services, or supporting established Research and Development (R&D) programmes.

### OBJECTIVE:

Support small to medium enterprises (SMEs) and start-ups who want to start or grow their business in Te Tai Tokerau Northland.

### ACTIVITY:

- Work with Government and other stakeholders to deliver funding, innovation, R&D and business support programmes into Te Tai Tokerau Northland;
- Contribute 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
- 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;
- Build and share specialist knowledge through a business events programme and provide opportunities to access a range of capital support mechanisms for Te Tai Tokerau Northland businesses.



KEY PERFORMANCE INDICATORS	TARGET
Number of business engagements assisted (includes both one to one and one to some assistance and reporting by TA and industry).	250 per annum
Proportion of those business engagements that are Māori (by TA and industry).	2025/26: 35% 2026/27: 35% 2027/28: 35%
Client satisfaction with businesses assistance provided by Northland Inc as measured by Net Promotor Score.	Annual net promoter score > 50

## ADDITIONAL REGIONAL OUTCOMES SOUGHT

Positive change in regional economic profile (living standards, productivity, structure of economy).

Increase in the number of filled jobs in the region.

Sustaining the number of business units in the region.

### Te Rerenga Outcomes – Our Economy:

- Productivity (GDP per worker) 2040 Target – **increase productivity by 1% in real terms**
- Economic Diversity (HH Index) 2040 Target – **reduction in HH Index to less than 20**
- Underutilisation rate 2040 Target – **reduce to less than 10%**
- Annual mean income from salaries and wages 2040 target – **increase 1% per annum in real terms**
- Businesses (number of units) 2040 target – **growth at least equal to population growth**
- Business capital Index 2040 target – **growth in private sector 1% per annum**
- Māori Unemployment rate 2040 target – **decrease to 5%**





## ENABLER 1

# ADVOCACY AND BRAND

### CONTEXT:

Advocacy efforts help promote Te Tai Tokerau Northland as an attractive destination for investment, tourism, and talent. By showcasing the region's unique assets, such as its natural beauty, Māori culture, heritage, and business opportunities, Northland Inc can attract interest and support for the region's economic development.

Advocacy also helps Te Tai Tokerau Northland unify its voice and strengthen its relationship with Central Government by bringing the region together and seeking support for infrastructure, programmes and funding. Northland Inc is seen as a trusted channel to Central Government, and for Central Government to provide industry and business support into the region.

A strong brand identity helps distinguish Te Tai Tokerau Northland from other regions, creating a positive perception and reputation. This can attract businesses, investors, tourists, and skilled workers who are aligned with Northland's values and offerings.

A strong organisational brand and reputation positions Northland Inc regionally and nationally as a unique effective entity able to support the region.

### OBJECTIVE:

- ▶ Advocate for Te Tai Tokerau Northland to improve the economic well-being of the region, helping to 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.

**ACTIVITY:**

- Be proactive and well informed on both the challenges and opportunities in Te Tai Tokerau Northland and is acknowledged as regional leader in impactful economic development;
- Be 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;
- Use powerful communications and a well-connected network to improve the reputation and visibility of the region while advocating for its needs;
- Lead the implementation of the Te Rerenga, the region's long-term Economic Development Strategy and provide economic development intelligence and insights;
- Assist with project management and delivery of economic response activities.

KEY PERFORMANCE INDICATORS	TARGET
Number of regional economic development updates or reports released.	<b>6 per annum</b>
Number of media features that profile the region.	<b>24 per annum</b>
Number of media activity that references Northland Inc.	<b>52 per annum</b>

**ADDITIONAL REGIONAL OUTCOMES SOUGHT**

Active support from Central Government and other partners into Northland.

Positive change in the profile of economic development and Northland Inc.

Sustaining the number of business units in the region.

**Te Rerenga Outcomes – Our Economy:**

- Productivity (GDP per worker) 2040 Target – **increase productivity by 1% in real terms**
- Economic Diversity (HH Index) 2040 Target – **reduction in HH Index to less than 20**
- Annual mean income from salaries and wages 2040 target – **increase 1% per annum in real terms**
- Businesses (number of units) 2040 target – **growth at least equal to population growth**
- Business capital Index 2040 target – **growth in private sector 1% per annum**





## ENABLER 2

# MĀORI ECONOMIC DEVELOPMENT

### CONTEXT:

The regional aspiration is to establish an equitable economic platform which enhances Māori participation in the Te Tai Tokerau Northland economy and enables whānau, hapū and iwi to be economically secure and to grow their wealth.

We are focused on building and enhancing our Māori relationships in Te Tai Tokerau Northland to identify opportunities which deliver sustainable economic growth for our whānau, hapū and iwi. We support by Māori for Māori initiatives which recognise the mana motuhake of Māori enterprises and collectives to lead their own economic success.

### OBJECTIVE:

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.

## ACTIVITY:

Respect and implement the principals of Te Tiriti o Waitangi, which support meaningful partnership with Māori.

- Support tangata whenua to develop and implement their own visions and economic development plans;
- Partner with Māori organisations to deliver services to Māori businesses<sup>1</sup>;
- Connect into existing local and national Māori Economic Development activity and strategies that will support Te Tai Tokerau Northland;
- 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;

- Work with, advocate for and support Māori businesses, trusts and entities with their aspirations for growth;
- Engage with the Ministry of Business, Innovation and Employment on the continual improvement of the RBP delivery into the Māori economy.

KEY PERFORMANCE INDICATORS	TARGET
Number of iwi/hapū groups and other Māori organisations, e.g. marae, land trusts, etc. actively supported.	2025/26: 20 2026/27: 22 2027/28: 24
Proportion of Māori organisations that are satisfied with Northland Inc support.	2025/26: >80% 2026/27: >80% 2027/28: >80%

## ADDITIONAL REGIONAL OUTCOMES SOUGHT

Reduction in Māori unemployment rate in Northland.

Positive change in the profile of economic development and Northland Inc.

### Te Rerenga Outcomes – Our Economy:

- Productivity (GDP per worker) 2040 Target – **increase productivity by 1% in real terms**
- Economic Diversity (HH Index) 2040 Target – **reduction in HH Index to less than 20**
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- Businesses (number of units) 2040 target – **growth at least equal to population growth**
- Business capital Index 2040 target – **growth in private sector 1% per annum**
- Māori Unemployment rate 2040 target – **decrease to 5%**

<sup>1</sup> A Māori business is a business that is owned by a person or people who have Māori whakapapa, and a representative of that business self-identifies the business as Māori.





### ENABLER 3

## ENVIRONMENTAL SUSTAINABILITY

#### CONTEXT:

In Te Tai Tokerau Northland, as our export economy is predominantly biologically based our long-term economic wellbeing is more reliant on the environment than other regions. The environment plays a critical role in supplying our needs for resources, food, energy, water, recreation and cultural connections and as such as a polluted or degraded environment has public health, economic and social consequences.

Pursuing environmental sustainability initiatives that give focus to reducing the impact on the natural environment can make a business more efficient, long term and less costly to run. Furthermore, global export markets are now demanding imports comply with climate and carbon reporting standards as they seek to achieve their national commitments on climate action. Careful consideration and planning for climate change adaptation is also key for ensuring the sustainability of businesses within the region over time.

#### OBJECTIVE:

Help Te Tai Tokerau Northland businesses achieve environmental sustainability; through partnerships that provide support and practical programmes.

#### ACTIVITY:

- Support Te Tai Tokerau Northland businesses to meet climate adaptation targets set by central Government through access to appropriate information and tools;
- Partner to provide support to businesses with practical programmes;
- Use an environmental sustainability focus for all active projects;
- Assess 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.

KEY PERFORMANCE INDICATORS	TARGET
Number of businesses and organisations supported to improve their environmental sustainability.	2025/26: 30 2026/27: 40 2027/28: 50

ADDITIONAL REGIONAL OUTCOMES SOUGHT
Reduction in Māori unemployment rate in Northland.
Positive change in the profile of economic development and Northland Inc.
<b>Te Rerenga Outcomes – Our Environment:</b> <ul style="list-style-type: none"> <li>• Freshwater quality index 2040 Target – improve</li> <li>• Swimming quality 2040 Target – improve</li> <li>• Air Quality 2040 Target – maintain air quality</li> </ul>





## ENABLER 4

# PARTNERSHIPS

### CONTEXT:

Partnerships are essential in economic development as they enable organisations to leverage each other's strengths, resources, and networks to achieve shared goals and drive economic development. As a region, we recognise the importance of combining our efforts to achieve the best results and overcome the challenges we face.

### ACTIVITY:

- 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;

### OBJECTIVE:

**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.**

- 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.

**Note:** KPI's and Regional Outcomes covered by other sections

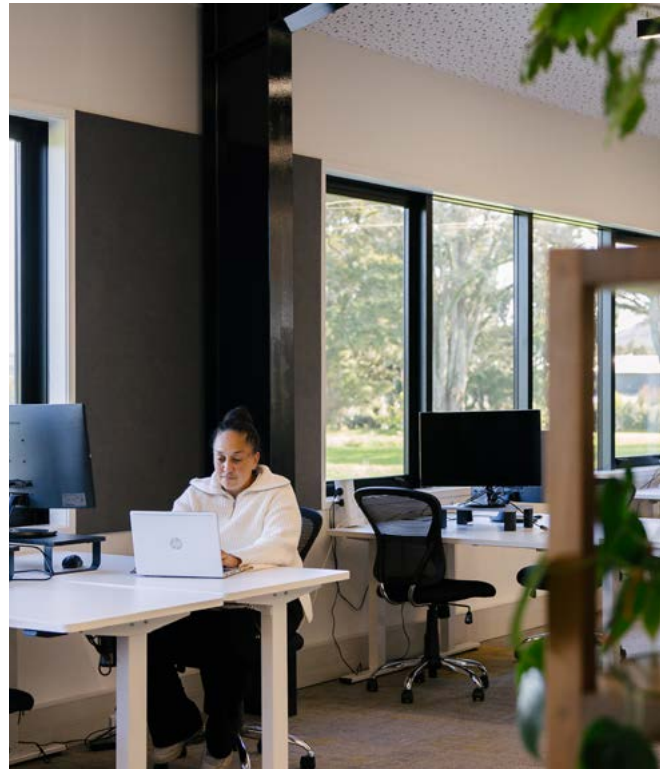
# ORGANISATIONAL CULTURE AND CAPABILITY

## CONTEXT:

Upholding a culture of respect and support within Northland Inc is crucial for fostering employee wellbeing, team cohesion, and organisational reputation. A positive internal culture maintains morale, motivation, and productivity among employees, leading to better outcomes for the organisation. It also helps attract and retain top talent, strengthens relationships with stakeholders, enhancing our reputation as a supportive and respected organisation

## OBJECTIVE:

**Uphold our culture where we are respectful, and supportive of one another; our histories, our whānau, our aspirations and development journey.**



## ACTIVITY:

Our culture is supportive, encouraging and positive - supporting our people and their livelihoods. Our capability is performance-focused, fit for purpose and within the resource available.

- Have quality resources that support capability uplift in staff skills;
- Develop the 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;
- Stay well-connected across the region; understand our local economy and employ highly skilled networked people;
- Attract, retain and grow appropriate talent aligned to our culture and capability needs;

- Maintain a culture of being performance and outcome driven, encouraging professional development, and personal wellbeing.
- Implement our internal capability pathway – He Korowai Manawanui – a programme of continuous cultural development that elevates the importance of Māori Economic Development and becoming a better partner for Māori with a genuine understanding of tikanga and te ao Māori.
- 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;

**Note:** KPI's and Regional Outcomes covered by other sections





## ENABLER 5

# WORKFORCE AND EDUCATION

### CONTEXT:

Education is fundamental to a thriving, prosperous, functioning society. It supports individuals to fully participate in and make positively contribute economically to their whanau and community. Education can improve people's employability and earnings and develops the workforce of the region to meet broader community aspirations. Workforce development and education enables innovation and exploration for economic development. Matching education needs with our economic growth aspirations and our population growth will help ensure that the workforce and education sectors are enablers.

### OBJECTIVE:

**Support the development of a skilled and resilient workforce and workforce pipeline, to ensure our people match employment opportunities.**

### ACTIVITY:

Northland Inc is a trusted and valuable organisation to partner on initiatives that have visible and measurable impact including:

- Engage with significant projects to undertake local procurement initiatives and maximise economic benefit to the region;
- Support the development of the Knowledge, Education and Arts (KEA) Hub, recognising the potential benefits of an investment in education and workforce development;
- Undertake workforce mapping to ensure changes in the sectors we work with are matched by the education providers
- Grow capability in existing businesses by providing access to appropriate training and upskilling opportunities.

**Note:** KPI's and Regional Outcomes covered by other sections

## 4 NGĀ HUA MŌ NGĀ KAIPUPURI SHAREHOLDERS' FUNDS, DISTRIBUTIONS AND THE VALUE OF SHAREHOLDERS' INVESTMENT

Shareholders' funds (being retained surpluses plus share capital) 30 June 2024 was as follows:

	30 June 2024
<b>Total Assets (\$)</b>	<b>2,707,759</b>
<b>Total Liabilities (\$)</b>	<b>2,508,426</b>
<b>Shareholders' Funds (\$)</b>	<b>199,333</b>
<b>Shareholders' Funds as % of Total Assets</b>	<b>7.36</b>

Northland Inc forecasts small surpluses year-on-year. Accordingly, Shareholders' Funds as % of Total Assets will remain approximately at this level.

Northland Inc is not required to make any distributions to its Shareholders.

The value of the shareholders' investment in Northland Inc is estimated by directors to be equal to current shareholders' funds being \$199.193.



## 5 TE MANA WHAKAHAERE O TE POARI GOVERNANCE

The Board will effectively represent and promote the interests of its Shareholders by seeking to fulfil its mandate as described above. The Board will discharge their duties in accordance with Northland Inc's Board Charter.

In undertaking its activities, Northland Inc will:

- Achieve the objectives of its Shareholders, both commercial and non-commercial as specified in this Statement of Intent;
- Demonstrate ethical and good behaviour in dealing with all parties;
- Achieve active partnerships with Māori, and other key stakeholders and ethnic groups within the region, promoting effective communication where appropriate;
- Comply with all relevant legislative requirements, including those relating to the principles of Te Tiriti o Waitangi;
- Maintain an open and transparent approach to decision-making with its Shareholders while respecting the need for commercially sensitive information to be protected;
- Be a good employer; and
- Hold itself to the highest standards of social and environmental responsibility.

The Board will adopt the following approach to its fiduciary responsibilities to ensure good governance:

- Prepare a 3-year SOI setting out its strategic goals for agreement with its Shareholders, as shareholder;
- Establish a clear business plan which reflects the agreed SOI;
- Establish a clear performance framework and job description for the Chief Executive Officer;
- Approval of detailed operating, capital and cashflow budgets;
- Attend regular meetings to review performance and progress towards set objectives and budgets; and
- Operation of appropriate Board subcommittees to appropriately manage Risk, Compliance, Remuneration and Board performance.

The Board believes regular communication with its Shareholders is important to ensure good governance. The Board and Chief Executive will use their best endeavours to communicate in a regular and timely manner and ensure that matters are raised so there will be 'no surprises'. Established processes will be maintained to ensure regular contact between the Board, management and its Shareholders, and informal meetings will be encouraged to ensure regular communication flows regarding matters of mutual interest.

## 6 NGĀ KAUPAPA HERE KAUTE ACCOUNTING POLICIES

The accounting policies that have been adopted are detailed in the company's latest audited financial statements. A copy is included as **Appendix A**.

## 7 NGĀ KŌRERO HEI TUKU KI NGĀ KAIPUPURI INFORMATION TO BE PROVIDED TO THE SHAREHOLDERS

Directors will formally report progress against the SOI to its Shareholders quarterly via a written report submitted within six weeks of the end of the 1st and 3rd quarters, and attendance at Joint Regional Economic Development Committee or Council(s) meetings thereafter as scheduled by Shareholders.

In compliance with Clause 66 of Part 5 of the Act the Directors will, within two months after the end of the first half of each financial year, deliver to its Shareholders an unaudited half year report containing:

- a Statement of financial Performance, Position and Cash flow as at the half year balance date
- financial forecasts for the full year and comparison to approved budgets
- commentary on progress to meeting performance targets and the expected year end position.

In accordance with Section 2 of Schedule 8 of the Act the Directors will deliver a draft SOI to its Shareholders as the shareholder by 1 March of each year for the subsequent three-year period.

In accordance with Section 3 of Schedule 8 of the Act the Directors will deliver a Board approved SOI to its Shareholders as the shareholder on or before the 30 June of each year.

In compliance with Clause 67 of Part 5 of the Act the Directors will, within three months of the end of the financial year, deliver to its Shareholders an audited Annual Report which meets the requirements of Section 68 and Section 69 of Part 5 of the Act. In addition, the Annual Report is to contain a declaration by the Board as to the compliance with the Act and specifically that the requirements of Schedule 8 have been met.

## 8 NGĀ URUNGA, NGĀ WHIWHINGA ME NGĀ HOKONGA HOU NEW ENTITIES, ACQUISITIONS AND SALES

Directors may not create any new legal entity, acquire shares or any equity interest in any existing legal entity or sell any interest held by Northland Inc without the specific approval of the Shareholders as the shareholder.

## **9 KIA RAPU PŪTEA I NGĀ KAUNIHERA MŌ ĒNEI TAKE ACTIVITIES FOR WHICH LOCAL AUTHORITY FUNDING IS SOUGHT**

Northland Inc reserves the right to seek compensation from time to time for the necessity to provide any service required by its Shareholders where funding has not been previously agreed.

## **10 WĒTAHI ATU TAKE ANY OTHER MATTERS**

Northland Inc can request its Shareholders hold a confidential meeting of the Joint Regional Economic Development Committee or Council(s) meeting for discussion about commercially sensitive matters, subject to this request meeting the requirements of section 7(2) of the Local Government Official Information and Meetings Act 1987. Any report submitted by Northland Inc for formal consideration by its Shareholders should be accompanied by advice from their management.



### NORTHLAND INC FORECAST PROSPECTIVE STATEMENT OF FINANCIAL PERFORMANCE

INCOME	ACTUALS 23/24	BUDGET 24/25	FORECAST BUDGET 25/26	FORECAST BUDGET 26/27	FORECAST BUDGET 27/28
<b>BAU</b>					
CCO Opex	\$1,972,000	\$2,245,000	\$2,400,000	\$2,400,000	\$2,460,000
IGR Project Development	\$19,460	\$110,000	\$110,000	\$110,000	\$220,000
MBIE RBP	\$369,063	\$369,063	\$369,063	\$369,063	-
WDC	\$107,000	-	-	\$105,000	\$105,000
Orchard Income	\$236,717	\$184,020	\$200,000	\$200,000	\$200,000
Website Income	\$12,900	\$15,000	\$15,000	\$15,000	\$15,000
Other Income/Interest/gains	\$105,291	-	-	-	-
<b>Total BAU Income</b>	<b>\$2,822,431</b>	<b>\$2,923,083</b>	<b>\$3,094,063</b>	<b>\$3,199,063</b>	<b>\$3,000,000</b>
<b>BAU Expenses</b>					
Investment - IGR Project Development	\$19,460	\$110,000	\$110,000	\$110,000	\$220,000
Business Grow - awards	\$16,551	\$12,000	\$12,000	\$12,000	\$12,000
RBP Partnership	\$75,100	\$75,100	\$75,100	\$75,100	-
The Orchard	\$13,340	\$7,000	\$7,000	\$7,000	\$7,000
Investment Activities	\$22,753	-	-	-	-
Destinational Management & Marketing	\$59,653	\$150,000	\$140,000	\$150,000	\$160,000
Salaries	\$1,660,807	\$1,725,586	\$1,840,116	\$1,913,185	\$1,677,849
Overheads	\$858,374	\$778,888	\$819,805	\$841,659	\$855,386
<b>Total BAU Expenses</b>	<b>\$2,726,038</b>	<b>\$2,858,574</b>	<b>\$3,004,021</b>	<b>\$3,108,944</b>	<b>\$2,932,235</b>
Total Strategic Projects Income	\$2,918,079	\$594,375	\$750,000	-	-
Total Strategic Project Expenses	\$2,917,983	\$549,375	\$750,000	-	-
<b>Total Income BAU &amp; Strategic Projects</b>	<b>\$5,740,510</b>	<b>\$3,517,458</b>	<b>\$3,844,063</b>	<b>\$3,199,063</b>	<b>\$3,000,000</b>
<b>Total Expenses BAU &amp; Strategic Projects</b>	<b>\$5,644,021</b>	<b>\$3,407,949</b>	<b>\$3,754,021</b>	<b>\$3,108,944</b>	<b>\$2,932,235</b>
<b>Total Net Surplus/Deficit</b>	<b>\$96,489</b>	<b>\$109,509</b>	<b>\$90,042</b>	<b>\$90,119</b>	<b>\$67,765</b>
<b>OTHER INCOME/EXPENSES</b>					
<b>NIEP</b>					
Total NIEP Income	\$301,769	\$290,000	\$310,000	\$310,000	\$140,000
Total NIEP Expenses	\$390,502	\$399,211	\$399,315	\$397,322	\$204,128
Total Net Surplus/Deficit Other Income/Expenses	-\$88,733	-\$109,211	-\$89,315	-\$87,322	-\$64,128
<b>Total Net Surplus/Deficit</b>	<b>\$7,756</b>	<b>\$298</b>	<b>\$727</b>	<b>\$2,797</b>	<b>\$3,637</b>

# APPENDIX A

## NGĀ KAUPAPA HERE KAUTE ACCOUNTING POLICIES

### 1. STATEMENT OF ACCOUNTING POLICIES

#### BASIS OF PREPARATION

The financial statements have been prepared in accordance with Tier 2 Public Benefit Entity (PBE) Financial Reporting Standards as issued by the New Zealand External Reporting Board (XRB). They comply with New Zealand equivalents to International Public Sector Accounting Standards Reduced Disclosure Regime (NZ PBE IPSAS with RDR) and other applicable Public Benefit Entity Financial Reporting Standards as appropriate to Public Benefit Entities.

The entity is eligible to report in accordance with Tier 2 PBE Accounting Standards on the basis that it does not have public accountability and is not large. The entity transitioned to PBE Standard Tier 2 from 1st July 2016.

The financial statements have been prepared in accordance with the Local Government Act 2002, which requires compliance with generally accepted accounting practice in New Zealand ("NZ GAAP"). [LGA. 111].

The entity is deemed a public benefit entity for financial reporting purposes, as its primary objective is to provide services to the community for social benefit and has been established with a view to supporting that primary objective rather than a financial return.

#### CHANGES IN ACCOUNTING POLICIES

Previously adopted Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit). The impact of new and amended standards and interpretations applied in the year was limited to additional note disclosures.

# NorthlandInc

**Growing Northland's Economy**

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