

Northland Community Plan 2009-2019

Long Term Council Community Plan – Volume One



Creating a region of choice

Your Regional Council

Our vision

Creating a region of choice

Our mission

Through growth, putting Northland first by providing regional leadership, environmental protection, economic opportunities and integrated infrastructure.

Our motto

Putting Northland first

Our values

To achieve our vision and mission the Council will:

- Put our community and region first
- Be a champion for our natural environment
- Be forward thinking and innovative
- Be flexible and open
- Be responsive and deliver value
- Be professional and accountable
- Work with others.

Our values in action

Put our community and region first

Provide regional leadership, focussed on working towards strategies and action which will make a positive difference to Northland's communities and people.

Be a champion for our natural environment

We will provide policies, guidance and resources to enable our community to manage and enhance its environmental sustainability.

Be forward thinking and innovative

We will always look long-term at issues facing our region and seek innovative solutions.

Be flexible and open

We will adapt to change quickly, listen carefully to our communities and act fairly and openly in everything we do.

Be responsive and deliver value

We are committed to understanding what is important to Northlanders and take action to deliver value to them.

Be professional and accountable

We strive to deliver the highest levels of professionalism and we are responsible to the people and ratepayers of the Northland region.

Work with others

We will work together and in partnership with others to achieve the most effective and affordable outcome for the Northland region.



Northland Community Plan

Northland Regional Council Long Term Council Community Plan 2009-2019

Volume One

Adopted by the Council at its Meeting on 24 June 2009

You can also view this Plan on the Council's
website: www.nrc.govt.nz/ltccp

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Whatungarongaro he tāngata toitu te whenua – Mankind passes on but the earth remains for all eternity

E rua ano nga hua e kite ana e te tāngata i te wā e ora ana e ia i runga i te mata o te whenua.

Ko nga mea na Te Atua i hanga, me nga mea na te tāngata ano i hanga.

Ta Te Atua i hanga ai, he taonga, he mea tapu, tapu rawa, mei ata tiaki marika, mehemea ngaro ai, ka ngaro mo ake tonu atu.

Ta te tāngata i hanga ai, he taputapu noa iho māna, ka whakamahia, ka whakapaua, ka whakarerea, e taea noa iho te whakahoua.

During a person's time on earth, he or she will see only two things; Things created by the hand of God and things manufactured by the hand of man.

Things created by the hand of God are of divine creation and are given the sacred description of taonga. Being most sacred, they must be protected at all costs for once lost, they are lost forever.

Things manufactured by the hand of man are personal belongings and are for his or her convenience only. As such, they are usable, consumable, disposable and replaceable.

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Freephone: 0800 002 004
24/7 Environmental Hotline: 0800 504 639
Website: www.nrc.govt.nz

Dargaville Office

Street Address: 61B Victoria Street, Dargaville.
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Facsimile No: 09 439 3301

Kaitiāia Office

Street Address: 192 Commerce Street, Kaitiāia.
Telephone No: 09 408 6600
Facsimile No: 09 408 6601

Ōpua Office

Street Address: Unit 10, Ōpua Marine Park, Ōpua.
Telephone No: 09 402 7516
Facsimile No: 09 402 7510



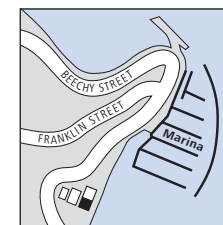
WHĀNGĀREI



DARGAVILLE



KAITIĀIA



ŌPUA

Foreword

A word from the Chairman and Chief Executive Officer

The 10 year period this Community Plan covers – and in particular the next several years – is poised to be among the most exciting and challenging our region has faced in decades.

Together we must negotiate a host of issues from the impacts of global problems such as the world economic crisis, to a raft of locally generated environmental, infrastructural and other matters.

The document you're reading now effectively sets the Northland Regional Council on the path it – and the community it represents - will follow until 2019 as it tackles these issues, albeit with regular reviews along the way.

The Northland Regional Council has identified the sustainable growth and development of Northland as a key priority over the next 10 years. While this Plan takes a longer term view until 2019, it also has a strong focus on the next three years – the period from 1 July 2009 to 30 June 2012.

Current indications are that for much of this time – and certainly the next 12 months or so – Northland (and New Zealand) will remain firmly in the grip of the global economic crisis that has developed in recent months.

Council will be keeping a close eye on events as they unfold, in particular the impact of the crisis on the revenue streams from our investments and our resulting ability to fund the infrastructural and other developments our community wants.

An ongoing and extensive across-the-board review of the way the Northland Regional Council operates over the past 12 months has seen a revamp of the Council's political arm and Committee structures and an internal staffing restructure.

These changes have led to improved internal operating efficiencies and mean the Council is well placed to responsively address growing public concerns in New Zealand over the amounts people are being asked to pay in rates.

In a similar vein, the Council has reserved the option to transfer its majority shareholding in the Northland Port Corporation to a new Infrastructure Development Agency. This will offer a number of financial benefits, including



increasing our ability to raise money to finance future infrastructure projects, without altering our investment risk profile.

These and other measures outlined in this Plan represent Council's determination to 'cut our cloth' - ensuring that our rates are kept as low as possible, but that non-negotiable bottom lines designed to protect our environment are enforced and that much needed infrastructure is allowed for.

Over the next decade, Council expects to continue to fund its operations via a roughly even split between rates, income from investments and fees and charges.

With one or two exceptions – the reasons for which are detailed in this Plan – your Council intends to hold annual rates increases at, or close to, the rate of inflation for the next decade.

The Council expects to collect about \$13.5 million in rates (incl GST) over the next 12 months with that annual figure rising to about \$17.1 million (incl GST) in 10 years time.

At about \$154 on average (including GST, but excluding targeted river rates) Northland Regional Council rates will be significantly less than all other local authorities in the region for the 2009-2010 year, a situation expected to continue over the life of this Plan.

As a result of public submissions, the Council has resolved to introduce two targeted rates as specified below:

- A \$12.83 (incl GST) annual rate levied across the Whāngārei District to help fund the public bus service in that area;
- A new rate of \$8.56 (incl GST) per rateable property that would help fund the provision of rescue helicopter services in the region.

Council will also provide:

- A \$10,000 contingency fund for expert assessments of applications for outdoor trials or use of genetically modified organisms in Northland by the Environmental Risk Management Authority (ERMA), if required.
- A total of \$50,000 as a contribution towards the co-ordination and development of the Arts sector in Northland.

Other key issues, actions and projects identified as priorities for the Northland region over the next 10 years can be found on pages 12 to 14 and include:

- Development of a Regional Growth Programme
- Future river management
- Sustainable Water Allocation Plan
- A new Council-Controlled Organisation.

As well as looking forward, this Plan also includes updates (see pages 10 to 11) to let you know the current state of play with a number of previously-approved Council projects/initiatives. These include:

- The Northland Events Centre & other recreational facilities in Northland
- River management
- The Marsden Point rail link designation
- Hātea River maintenance and dredging
- Broadband.

Given Northlanders high expectations for their environment, we will continue to undertake a range of environmental management activities – including monitoring – over the life of this Plan.

Climate change is one of the key environmental issues facing our region over the next decade and we have already made significant efforts to ensure that mitigating and adapting to the effects of climate change is an integral part of day to day Council operations. These efforts will continue.

We will also strive to further strengthen our relationship with the region's three District Councils to ensure that collectively we achieve the best outcomes for the people we represent.



Mark Farnsworth
Chairman



Ken Paterson
Chief Executive Officer

Welcome...

Welcome to Northland Regional Council's Long Term Council Community Plan

The Local Government Act 2002 made changes to the way Councils engage, plan and report to their communities. The legislation is based on a philosophy that effective, responsible, responsive and accountable local government is fundamental to achieving the long term well-being of communities. The Act provides greater scope for community participation in determining what local authorities do and how they do it. Central to this philosophy is the requirement to adopt a Long Term Council Community Plan (LTCCP).

During 2005, the Northland Regional Council and the Far North, Kaipara and Whāngārei District Councils, decided to undertake a joint process to identify regional community outcomes for Northland. Community outcomes describe what the people of the Northland region value, and what they would like the region to be like in the future. More information on community outcomes can be found in the "Community Outcomes" section of this plan starting on page 41.

Being regional community outcomes, they cannot be achieved by the Northland Regional Council alone. The Council will continue to work with a range of other organisations including government departments, industry and community groups, Māori, private enterprise and the region's three territorial authorities to achieve community outcomes.

The activities that the Council intends to undertake in the future to help achieve regional community outcomes are detailed in the "Council Activities" section of this plan starting on page 101.

N.B. For ease of communication, the title "Long Term Council Community Plan" is often referred to as the "Northland Community Plan".

What is a Community Plan?

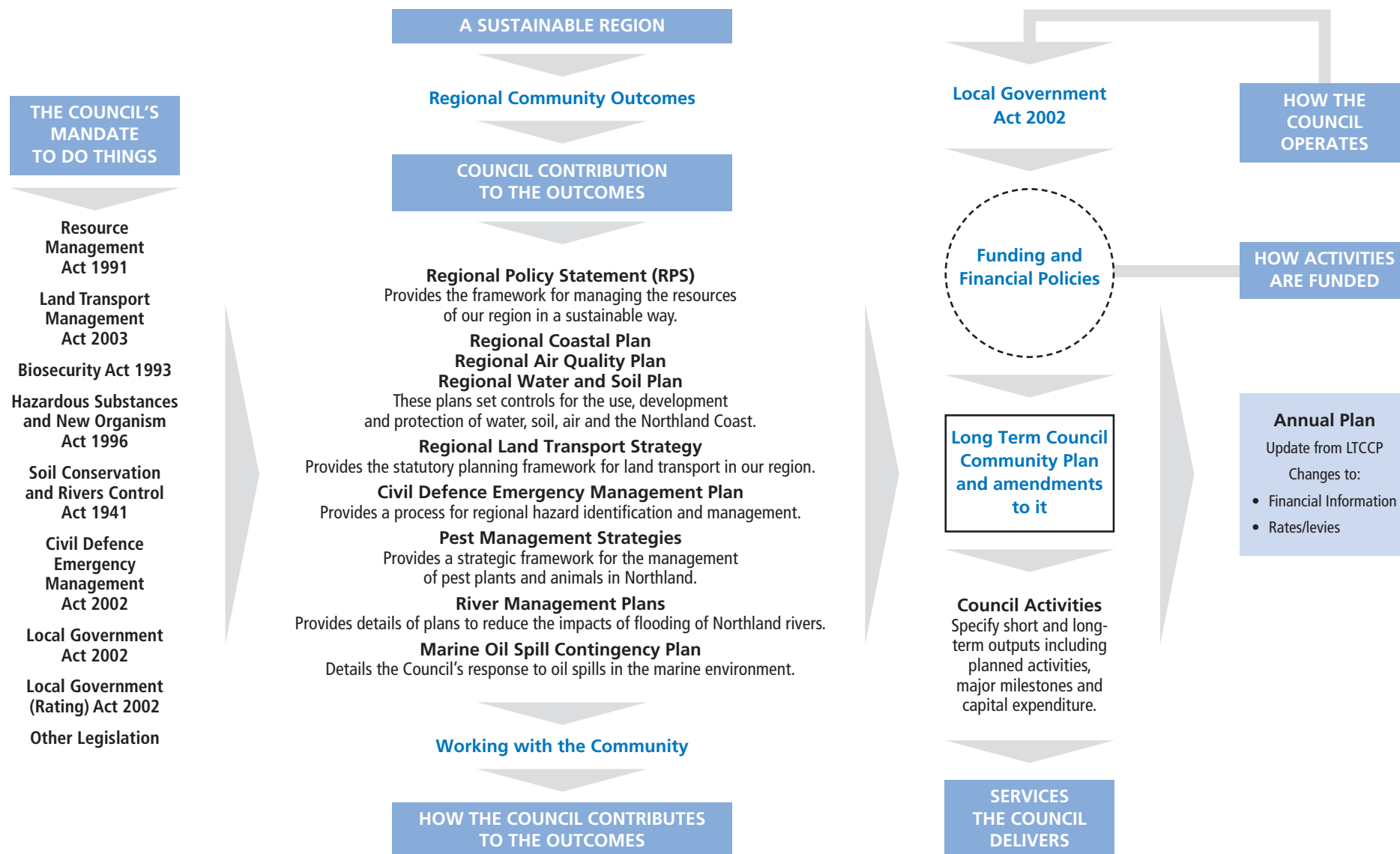
Under the Local Government Act 2002, Northland Regional Council is required to produce, once every three years, a Community Plan covering the next 10 years.

As the name suggests, a Community Plan is a document put together by the Regional Council and the community which sets the strategic direction for the Council. The diagram (overleaf) shows the major components of the Community Plan and highlights the links between regional community outcomes, Council activities, as well as the partnership approach to achieving the community outcomes. The end result is a document that outlines Northlanders' expectations (regional community outcomes) and shows how the Regional Council will work with the community and other organisations to achieve these.

The Community Plan must be reviewed and evaluated once every three years, and the community outcomes contained in the document must be reviewed and evaluated once every six years to ensure that the changing needs of Northlanders are reflected in future plans. The Council intends to update existing regional community outcomes during 2010/2011 for inclusion in the next LTCCP in 2012.

The Council will produce an Annual Plan in the years in between LTCCPs which will provide an update on how the region is progressing and include any changes that may occur along the way.

Council Planning Process



About this Community Plan

What is the difference between the Community Plan and last year's Annual Plan?

The main difference is that the Community Plan is an all encompassing document that includes:

- Community outcomes identified with the help of Northlanders for the region;
- Indicators that measure progress the community has made since the last LTCCP in achieving regional outcomes;
- Indications of how the Council currently works in partnership with other groups and organisations;
- The activities that the Council will undertake to help achieve community outcomes; and
- Council policies in line with the requirements of the Local Government Act 2002.

This Community Plan has been provided in two volumes to make it easier for you to find the information that is of most interest to you.

Volume One includes information on:

- Regional community outcomes and how progress has been monitored;
- The priorities for Northland over the next 10 years for each community outcome; and
- The groups of activities that the Council will undertake to contribute to the achievement of regional community outcomes.

Volume Two includes:

- The Council's funding, financial and management policies; and
- Comprehensive financial information for the 10 year period covered by the Plan.

Members of the public requesting a copy of the Community Plan will be sent Volume One. A copy of Volume Two, containing detailed financial information and Council Policies will only be sent if specifically requested.

Copies of both volumes of the Community Plan can be found on the Council's website www.nrc.govt.nz/lccp

Volume One and Two combined are available on CD.

Why should I be interested in the Community Plan?

Input from residents is crucial to developing the Community Plan and to developing Northland's future...

You may want to know about a particular Regional Council activity...

You may want to know about your rates and how they are decided...

You may want to know about Northland's community outcomes...

You may want to know about what is being planned by the Regional Council for your region...

Keep reading!

Update on existing Council projects

Since the 2006-2016 Northland Community Plan and subsequent Annual Plans, the Council has consulted and made decisions on a variety of projects. Progress has been made in a number of areas of interest to Northlanders. These include:

Northland Events Centre

The Northland Regional Council has agreed to fund a \$13 million stake in a multi-purpose Regional Events Centre on the current Okara Park site in Whāngārei. The Whāngārei District Council will contribute \$3 million, with an independently appointed Trust to manage the facility. As detailed in the original Events Centre proposal, the amount that Whāngārei ratepayers contribute to the Events Centre will decrease from \$33.75 to \$28.13 from 1 July 2009. Contributions from Kaipara and Far North districts will remain the same at \$5.63. All figures are GST inclusive.

A contract with Argon Construction was finalised in early 2009 and construction of the Events Centre began in early 2009. The Whāngārei District Council has agreed to be responsible (together with an independent trust), for the Centre's future maintenance and operation. *For more information on the Events Centre project, visit the Council's website www.nrc.govt.nz/eventscentre*

Other recreational facilities in Northland

The Regional Council has agreed, subject to certain criteria being met, to contribute \$700,000 to the new 50m swimming pool complex in Dargaville and \$500,000 to the Far North District Council to help fund a \$2 million multi-purpose building at the Kerikeri Sports Complex. These contributions will be made from the Council's Recreational Facilities Rate established in 2006. *More information can be found on page 13 of this Plan.*

River management

Following allocation of \$1.6M of funding in its 2008 Annual Plan, the Council continues to work on the development (or updating) of flood risk reduction plans for the top 27 rivers in Northland that carry the highest level of flood risk. Nineteen of the rivers are in the Far North District, six in the Whāngārei District and two in the Kaipara. It is anticipated that the plans will be completed by the end of 2010. *More information can be found in the Land and Rivers Group of Activities section on pages 181 to 191 of this Plan.*

Dredging of the Hātea River Channel

The Northland Regional Council and the Whāngārei District Council formed a working party to dredge a 4.5km stretch of the Hātea Channel from Port Whāngārei into the Town Basin marina channel. Around 10,000 cubic metres of built-up silt was removed, providing a safer and deeper passage for boats. In addition, the buoys, beacons, mooring systems and lights in the area have also been upgraded. \$200,000 was allocated in both Council's 2008-2009 budgets to complete this work, funded by a combination of ratepayer funds and user charges. *For more information on this project visit www.nrc.govt.nz/hateariver*

Marsden Point Rail Link Designation

Following the Council's decision to establish a 50/50 joint venture with ONTRACK, the process has commenced to formally designate the land required for the Marsden Point rail link corridor by ONTRACK. The corridor is a 20 km section of rail line from the main North Auckland line at Oakleigh to the deep water port at Marsden Point. The main objective of the joint venture will be to legally protect the land needed for the rail link corridor from incompatible subdivision and development until the link is eventually built by central government. *More information can be found in the projects section of the Council's website www.nrc.govt.nz/marsdenrail*

Northland Regional Council Community Trust (Enterprise Northland)

Following a review of the Northland Regional Council Community Trust in 2008, the key focus for the Trust will be to work across all Northland industry sectors to implement the Regional Growth Programme. This requires Enterprise Northland, the District Councils, Northland Intersectoral Forum (NIF) the Regional Council and other key stakeholders to work together to ensure that all parties are jointly contributing to the success of Northland. *More information can be found on the Trust on pages 220 to 221 of this Plan.*

Broadband

The Northland Regional Council is committed to ensuring that Northland has the benefit of a world class broadband network. To this end, the Council has a memorandum of understanding with broadcast and telecommunications company Kordia™, Northpower and Top Energy with a view to developing, building and operating a fibre-optic based telecommunications infrastructure in Northland.

The Council will continue to lobby the Government on the need to adequately resource broadband to the rural areas of the region. The Council will also apply to any funding source which Government makes available to facilitate broadband. *Any future updates on broadband will be published on the Council's website www.nrc.govt.nz/broadband*

Infrastructure Development Agency

The Council amended its Community Plan in 2007 to establish an Infrastructure Development Agency (IDA) as a Council-Controlled Organisation. The IDA is a separate legal entity whose primary focus is to facilitate infrastructure development projects, including the sourcing of internal and/or external funds to contribute to the region's infrastructure needs. *Full details of this can be found on pages 217 to 218 of this Plan.*

Shared services

The Council continues to investigate options and benefits of increased levels of shared services with the three Northland District Councils and external agencies where appropriate.

Single planning framework for Northland

Central government has indicated that as part of their Resource Management Act reform process, it will make it easier for councils to integrate their plans into a single planning document. The Council will use this legislative change to facilitate a move to a single planning framework for the Northland region.

New issues - Northland Community Plan 2009-2019

This section highlights the key new issues, actions and projects identified as priorities for the Northland region.

The future of Northland – platforms for sustainable growth

As outlined in the Annual Plan 2008-2009, the Council has commenced work on the development of a Regional Growth Programme for Northland. The result will be an action plan to develop the region to its full potential using a sustainable development approach. The programme will consider social, environmental and cultural factors alongside economic infrastructure, and growth opportunities. Once developed, it is anticipated that the Regional Council will work closely with its economic development agency, Enterprise Northland, Northland's three district councils, Northland Intersectoral Forum (NIF), iwi and other key stakeholders to implement, monitor and review the action plan over time to ensure maximum effectiveness and advantage for Northlanders is achieved. From 1 July 2010, the Council is intending to fund the Regional Growth Programme from a new targeted rate. The establishment of this new rate will be subject to further public consultation as part of the 2010-2011 Annual Plan process. *More information of the Growth Programme can be found in the Platforms for Growth section on pages 15 to 16 and the Regional Economic Development Group of Activities section on pages 127 to 135 of this Plan.*

Rescue Helicopter Services in Northland

The Council has resolved to establish a new rate to contribute funding up to \$675,000 to the Northland Emergency Services Trust (NEST). NEST is a non-profit Charitable Trust that provides an emergency helicopter/air ambulance service to all Northlanders. Due to the high cost of fundraising and the loss of a major sponsor, NEST needed to secure a more stable funding base if the current level of service was to be continued. While there has been ongoing central government and district health board reviews, there was no evidence of an imminent increase in funding to ensure continued rescue services for Northland.

New Transport Rate for the Whāngārei District

From 1 July 2009, the Northland Regional Council will take over the funding of the Whāngārei public transport services (\$460,000 including GST) from the Whāngārei District Council. Under the Land Transport Act 2003, the Regional Council is already responsible for administering this service. This will see the administration and funding of the service carried out by one organisation (the Regional Council) resulting in increased levels of efficiency and accountability. The introduction of the new bus service provider on 1 July 2008 resulted in the first fare increase in six years. Transferring the responsibility from Whāngārei District Council to the Regional Council will largely have a nil effect on ratepayers. The Regional Council has resolved to introduce a new fixed charge per separately used inhabited part in the Whāngārei District to further subsidise the increased costs of providing bus passenger transport services.

River management

The Council has resolved to complete flood risk reduction plans for 27 rivers in Northland identified as carrying the highest level of flood risk by June 2010. Detailed action plans will then be developed and it is anticipated that implementation will begin by 30 June 2011. Specific catchment works detailed in the completed flood risk reduction plans will be undertaken during the remaining term of this Plan. Works will be funded from a further targeted rate levied on those properties that benefit from the works. No specific catchment works or setting of new rates will occur without full consultation with affected communities. *More information on Hazard Management and River Management can be found in the Lands and Rivers Group of Activities section on pages 181 to 191 of this Plan.*

Ongoing dredging of the Hātea River Channel

During 2008-2009, Whāngārei district ratepayers paid an additional \$2.82 per rating unit to fund the dredging of the Hātea Channel and the upgrade of navigation aids. From 1 July 2009, this rate will reduce to \$1.69 (including GST) per rating unit to collect \$56,250 (including GST) each year to pay into a Hātea Dredging Reserve. This reserve will be used to help fund ongoing maintenance dredging of the Hātea Channel, disposal of dredged spoil material, and an annual hydrographic survey to maintain the established depth. The Hātea Reserve is capped at \$225,000.

Other Recreational Facilities Rate

In recognition of the current economic environment with the need to rationalise and prioritise services, the Council will cease collecting the other recreational facilities portion of the Recreational Facilities Rate from 1 July 2009. Ratepayers across Northland currently pay \$5.63 (including GST) for the development of recreational facilities in the region. As a result of the submission process, Council has resolved to investigate the possibility of another similar rate, most suitable for this purpose, at a later date.

Sustainable Water Allocation Plan

To ensure the Northland's water resources are managed in a sustainable way and not over allocated, the Council has resolved to update and implement a more rigorous water allocation regime. This project involves firstly reviewing and improving our knowledge and understanding of Northland's water resources. In order to protect the environment and provide users with more certainty and legal security of supply, the Council will revise its water allocation policy and set appropriate limits where needed, through a consultative process. As water is an essential resource for almost all productive activity, the revised water allocation regime will be consistent with the actions detailed in the Regional Growth Programme. The implementation of the Sustainable Water Allocation Regime is also consistent with current government initiatives signalled in the Sustainable Water Programme of Action. The Sustainable Water Allocation Regime will be reviewed and implemented over a five year period commencing in the 2009-2010

financial year. Initially \$123,750 (including GST) has been budgeted to target known areas where there is significant risk of over allocation.

Stock truck effluent disposal facilities

In order to reduce the amount of stock effluent spillage on the region's roads, the Council has resolved to provide two additional stock truck effluent disposal sites at an estimated cost of \$101,250 (including GST). Provision of these sites will not only reduce the incidence of illegal discharges, but will also improve road safety and promote public and environmental health. There will be one new facility in the Kaipara district and one in the Far North district. The respective district councils are investigating suitable sites and it is anticipated that this process will be completed by 30 June 2010 and construction take place in the 2010-2011 financial year.

Climate change

Central government has determined that climate change is an issue of national significance that will impact on Northland. The Council will respond to government directions by ensuring that mitigating and adapting to the effects of climate change is an integral part of day to day Council operations. The Council currently utilises a combination of adaptation and mitigation approaches to deal with climate change in terms of adapting where changes in climate are already having significant effect, and taking action to mitigate future effects where possible and/or appropriate. The Council uses risk management assessment procedures to help prepare the community to adapt to known climate change, and takes climate change considerations into account when making decisions. The Council has a number of initiatives that are aligned with central government's Climate Change Work Programme some of which are detailed in the "Creating a Sustainable Organisation" section on pages 87 to 89 of this Plan. Further references to climate change are contained throughout this 10 Year Plan as these considerations permeate all Council activities and processes and are not easily isolated.

Implications for Northland – Royal Commission of Inquiry on Auckland Governance

The Royal Commission for Auckland has reported and the Government has initiated a process to form one Council for Auckland. Northland Regional Council is committed to a collaborative approach to reviewing the way local government services are delivered in the Northland region.

Transfer of Northland Port Corporation Shares to the Infrastructure Development Agency

As a result of the Council's ongoing focus on improving operational efficiency and effectiveness, the Council has reserved the option to transfer its majority shareholding in the Northland Port Corporation to the 100% Council owned and operated Infrastructure Development Agency (IDA). The timing of the transfer is yet to be decided and will be subject to further Council approval. The transfer may provide financial benefits to the Council. Transferring the shares would enable the IDA to benefit from the imputation credits attached to dividends received. The transfer would also provide other opportunities such as increasing the Council's ability to raise money to finance future infrastructure projects for the benefit of all Northlanders. The transfer would not alter the Council's investment risk profile. *Further information on the transfer of ownership of Northland Port Corporation shares can be found on pages 217 to 218 of this Plan.*

New Council-Controlled Organisation (CCO) – Shared Services

The Council has resolved to establish a new CCO in partnership with a number of other regional councils in New Zealand. The Councils are working together for the purpose of collaboratively developing and maintaining a software application suite for use by those regional councils in the delivery of their activities. The suite has been called IRIS – Integrated Regional Information Software. The Council has a legal requirement to meet its statutory obligations and cannot do this without appropriate software. *Further information on the IRIS Council-Controlled Organisation can be found on page 219 of this Plan.*

The future of Northland

Platforms for sustainable growth and development

Northland Regional Council has identified the sustainable growth and development of the Northland region as a priority. Achieving a successful future for Northland will require a common understanding of where we are now and where we want to be as a region.

The Council has identified four main platforms for growth being; Economic Opportunities, Integrated Infrastructure, Regional Leadership and Environmental Management. These platforms for growth have been used throughout the Northland Community Plan to show how the Council's activities are being aligned to them. They will also be used as cornerstones for the development of the Regional Growth Programme for Northland.

The ability to converge economic growth, enhanced infrastructure, democratic leadership and environment protection will determine whether Northland has a prosperous future or continues with poor productivity and a low wage economy. Infrastructure, education, skills attraction, innovation, productivity and inward investment are all key areas that must be addressed with a focused approach and a clear direction, set objectives, timelines and measurable outcomes.

Economic opportunities

It is important to recognise that initially economic growth will be achieved through advancing Northland's main sectors which include; agriculture, forestry and fishing, tourism and hospitality, manufacturing, building, retail and distribution and the marine industry. The development of improved infrastructure will pave the way for other sectors to consider investing in Northland.

Increased productivity is a critical component for economic growth and in exploring ways of adding value to existing businesses. Consideration will be given to the development of leadership skills and the means of making informed decisions, an increased propensity to take calculated risks, striving for excellence, enhanced capacity and capability in the labour force/skilled labour force and investment in research and development.

| Contribution to Growth Platforms | |
|----------------------------------|------------------|
| ✓ Economy | ✓ Infrastructure |
| ✓ Leadership | ✓ Environment |

Integrated infrastructure

The provision of improved basic infrastructure is a priority. This is much more than just roads and includes wider transportation including rail and the port, broadband, energy (both generation and availability), water and sewerage. The required investment in infrastructure is significant and often the benefits are not realised until many years later. This level of investment is beyond the financial resources of Northland and the Council and will require central government and private sector funding.

Regional leadership

There is a recognition that whilst there has been a considerable amount of work done already by stakeholders, there is a pressing need to provide regional leadership to ensure that the regional governance and planning frameworks are supportive and aligned to the agreed vision for Northland's future.

Environmental management

The Regional Council is responsible for the sustainable management of Northland's treasured environmental assets; this is at the heart of what we do. However, there should be no doubt that the long-term sustainable protection of this environment requires the Council to successfully manage the balance between these four critical building blocks. The Council will be ensuring that its decision-making is future focused.

What is known, is that the economic transformation of Northland requires everyone to pull together. It needs a committed collective approach with better co-ordination; this will require a change in focus from individual agendas to **putting Northland first**. Evidence from around New Zealand and globally, shows that partnership at a local and regional government level is essential to successfully achieve economic transformation.

Northland Regional Council will continue to work closely with a wide range of stakeholders including Northland Intersectoral Forum (NIF), district councils, iwi, industry sectors, communities, the Chamber of Commerce, the Northland Regional Council Community Trust (trading as Enterprise Northland), central government and other key regional organisations.

Growth in Auckland will increase pressure on Northland's infrastructure and economy, and needs to be planned for. The opportunities provided by Auckland's growth also need to be identified. Similarly, growth in Whāngārei and the Bay of Islands will provide opportunities to the surrounding areas.

Northland's economic programme will grow out of our unique industrial structure, economic assets and limitations and business culture. We will understand Northland's economic strengths and weaknesses and how best to exploit the hand we have been dealt. The importance of partnership and collaboration cannot be stressed too highly and in ***putting Northland first*** we can achieve a prosperous future for Northlanders.

Your Regional Councillors



Mark Farnsworth – Chairman

Represents Kaipara District
Phone: 09 431 5438
Email: markf@nrc.govt.nz

Mark Farnsworth has represented the Kaipara since 1992 and was elected Council Chairman in October 2001.

Cr Farnsworth has a Master's Degree in Geography and a forestry and farming background. He is a past National President of the New Zealand School Trustees Association and operates a small management partnership. He is also a Justice of the Peace.



Ian Walker – Deputy Chairman

Represents Far North District
Phone: 09 408 0072
Email: ian@nzfarmers.com

Ian Walker is a farmer, horticulturist and businessman. He is currently President of Farmers of New Zealand

and a Director of Northland Port Corporation NZ Limited. This is his third term as a Regional Councillor and he was appointed Deputy Chairman in June 2008.



John Bain

Represents Whāngārei District
Phone: 09 437 6096
Email: jbain@internet.co.nz

John Bain is best-known to most as Chairman of the high-profile air ambulance provider, the Northland

Emergency Services Trust (NEST). A former member of the Northland District Health Board, Cr Bain has had a 35-year involvement with the Northland Ambulance Service, including many years as its Chairman. He has been self-employed since his early 20s and is currently in the importing business.



Craig Brown

Represents Whāngārei District
Phone: 09 432 7575
Email: cae.brown@xtra.co.nz

Craig Brown is the former Mayor of the Whāngārei District Council and is serving his second term on the

Regional Council. He is a former policeman, and has been involved in farming and real estate. He has been heavily involved on school boards of trustees since their instigation, for which he received an award for services to education from the New Zealand School Trustees Association. Cr Brown was on the Whāngārei District Council for 12 years, six of them as Mayor.



Joe Carr

Represents Far North District
Phone: 09 401 9197
Email: carr.clan@farmside.co.nz

Ōkaihau-based Joe Carr has local business, farm and forest interests and is also a Justice of the Peace. He

is a trustee of the Far North Life Education Trust and is a former Far North District Councillor. Cr Carr has served on a number of Regional Council Committees over the past nine years including Civil Defence and Emergency Management, Regional Land Transport and Landcare. He has previously been a Hearing Commissioner and Appeal Negotiator for the Far North District Council.



Lorraine Hill

Represents Far North District
Phone: 09 403 7504
Email: lorrainehill8@xtra.co.nz

Lorraine Hill, QSM, has been active in local government in the Far North for more than 20 years and is now

serving her fourth term on the Regional Council. Cr Hill has also been involved in tourism organisations in Northland for more than 25 years. She is a member of several organisations involved in Māori development in Northland.



Peter Jensen

Represents Whāngārei District
Phone: 09 437 6386
Email: peterje@clear.net.nz

Peter Jensen has represented the Whāngārei constituency since 1992. He is a retired businessman who was

involved in the clothing industry for most of his working life. A former member of the Whāngārei City Council, he has served on a number of commercial and community organisations. Cr Jensen is also a member of the Northland District Health Board.

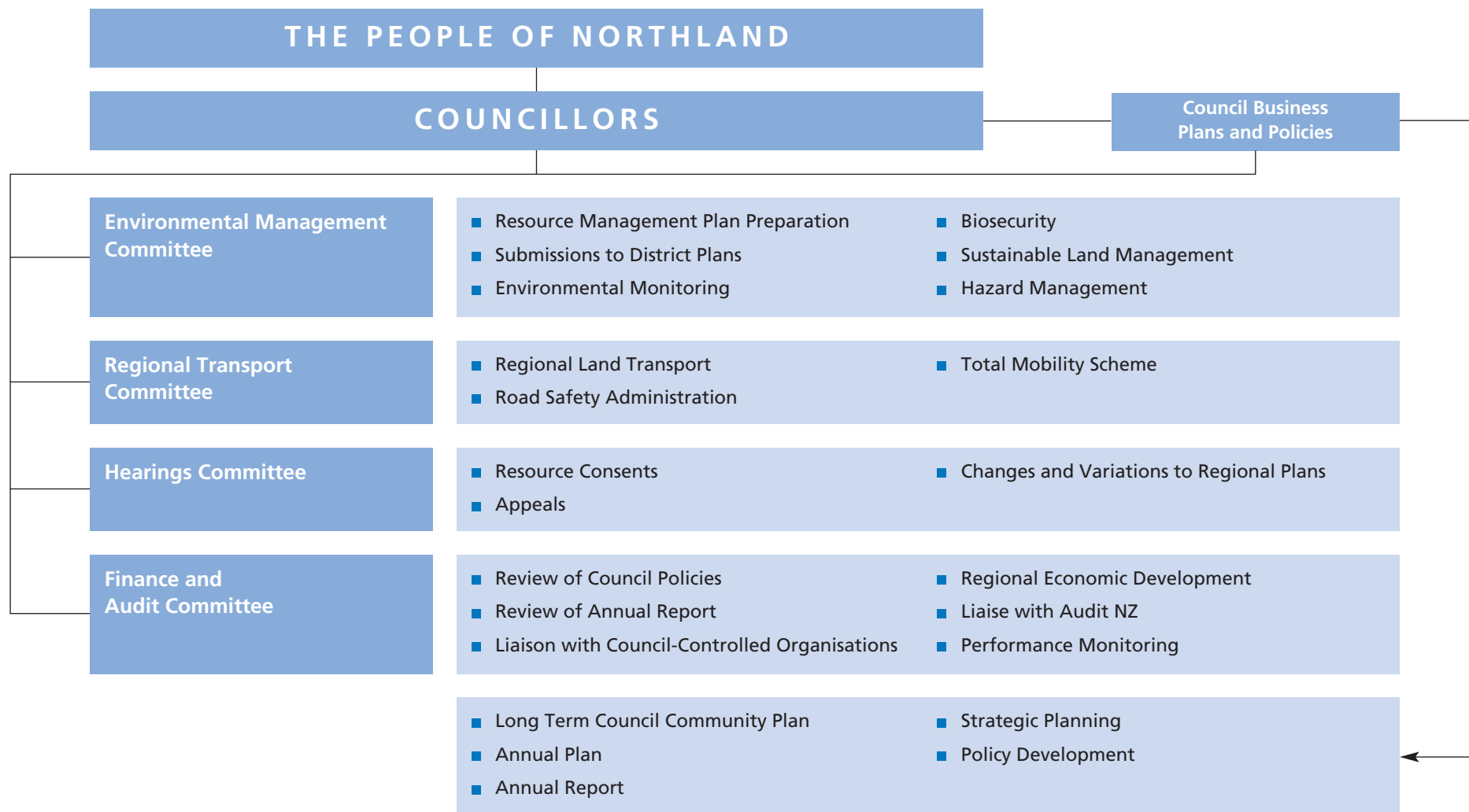


Bill Rossiter

Represents Whāngārei District
Phone: 09 437 2807
Email: billr@igrin.co.nz

Bill Rossiter is serving his fourth term on the Regional Council. He previously served as a Whāngārei District Councillor. He is a Northpower trustee and was previously the Road Safety Co-ordinator for RoadSafe Northland. He is active in community organisations, including Rotary. Cr Rossiter is a retired businessman involved in the printing and stationery industry.

Governance Structure



Full details of all Council's Governance arrangements and processes are contained in its Governance Statement. A copy of Northland Regional Council's Governance Statement is available on request, or by visiting the website: www.nrc.govt.nz.

Council Committees and Advisers

The Chairman, Mark Farnsworth, is an ex-officio member of all committees.

Environmental Management Committee

Councillors Craig Brown (Chairman), Joe Carr (Deputy Chairman), Mark Farnsworth (ex officio), John Bain, Lorraine Hill, Peter Jensen and Bill Rossiter.

- Mrs Fiona King representing the Far North District Council.
- Cr Crichton Christie representing the Whāngārei District Council.
- Cr Brian McEwing representing the Kaipara District Council.
- Mr Gerry Brackenbury representing environmental interest groups (nominated by Northland Regional Council).
- Mr Wayne Ward representing the farming community (nominated by Farmers of New Zealand).
- Mr Chris Jenkins representing the Department of Conservation.
- Mr Andrew Warren – NZ Forest Owners Association representing the forest industry.
- Mr Mike Kake representing cultural interests.

Regional Transport Committee

Councillors John Bain (Chairman), Joe Carr (Deputy Chairman), Mark Farnsworth (ex officio).

- Mr Tom Baker representing the Far North District Council.
- Mr Mark Simpson representing the Whāngārei District Council.
- Cr Richard Alspach representing the Kaipara District Council.
- Mr Wayne McDonald representing NZ Transport Agency.
- Mrs Lynette Stewart representing public health.
- Ms Jo Douglas representing economic development.

- Mr Steve Westgate representing environmental sustainability.
- Mr Mike Kake representing cultural interests.
- Inspector Clifford Paxton representing New Zealand Police, safety and security.
- Mr John Williamson representing access and mobility.

Hearings Committee

Councillors Lorraine Hill (Chairperson), Mark Farnsworth (ex officio), Peter Jensen, Craig Brown, Joe Carr and Ian Walker.

Any two (or more) of the above Councillors may be appointed by the Committee (or the Council), to conduct hearings and make decisions on behalf of the Council under the Resource Management Act 1991 (RMA). The Committee (or the Council) similarly may appoint any individual member/s or other independent person/s as Commissioner/s pursuant to section 34(1) of the RMA, to conduct a hearing in any particular case. The Committee (or the Council) may also revoke such a delegation at any time, by notice to the delegate.

Audit and Finance Committee

Councillors Peter Jensen (Chairman), John Bain (Deputy Chairman) Mark Farnsworth (ex officio), Ian Walker, Craig Brown and Bill Rossiter.

Northland Regional Council Community Trust

The Northland Regional Council Community Trust was established in March 1996 using the proceeds from the sale of some of the Northland Regional Council's majority shareholding in the Northland Port Corporation.

The current trustees are Andrew Britton, Rawson Wright, Ken Paterson, Lawrayne Hughes, Irene Durham and Bill Shepherd.

Representation – other organisations

- Northland Civil Defence Emergency Management Group – Cr Bill Rossiter.
- Northland Regional Animal Health Committee – Cr Mark Farnsworth.
- Zone 1 Local Government New Zealand – Cr Bill Rossiter.
- Northland Conservation Board – Cr Craig Brown (observer).
- Northland Tourism Development Group – Cr Lorraine Hill.
- Ruakaka Sewerage Working Party – Cr Craig Brown.

Advisers

Auditor: Audit New Zealand on behalf of the Auditor-General.

Bankers: ASB Bank.
Bank of New Zealand.

Solicitors: Burns Fraser Environment Law, Auckland.
Chapman Tripp, Auckland.
John G Walton, Auckland.
Henderson Reeves Connell Rishworth.
Karenza de Silva, Auckland.
Laurene Holley, Auckland.
Law North Partners.
Paul Diver, Auckland.
Simpson Grierson, Wellington.
Thomson Wilson, Whāngārei.
Webb Ross, Whāngārei.

The Chief Executive Officer is responsible for setting the direction of the Council within the policy framework provided by Councillors. The Management Team is accountable to him and he is accountable to the Council.

Council Management Structure



* Activity Support Services

Policy on the development of Māori capacity

Policy on relationships with Māori

The Local Government Act 2002 contains a range of provisions regarding the relationship of local government with Māori. The intention of these new provisions is the facilitation of participation by Māori in the decision-making processes of local authorities.

In addition to the obligations within the Local Government Act, the Resource Management Act 1991 outlines specific obligations for Regional Councils regarding:

- Kaitiakitanga;
- The principles of the Treaty of Waitangi;
- The relationship between Māori and their culture; and
- Traditions and their ancestral lands, water, sites, wāhi tapu and other taonga.

In order to give effect to the obligations under the Local Government and Resource Management Acts, the Northland Regional Council will continue to work with Māori to enhance relationships and participation for Māori.

Set out below are the Northland Regional Council processes in place to give effect to these obligations and to develop Māori capacity to contribute to decision making.

Iwi liaison

Section 13 of the Council's Governance Statement details the key tasks of Council's Iwi Liaison policy, while section 12 outlines the Council's consultation policy including for consultation with Māori. A copy of the Governance Statement is available on the Council's website www.nrc.govt.nz/governance

The Council views the process of Iwi liaison as one of establishing and maintaining a close connection with Māori through clear processes for consultation and involvement in decision-making. By doing so, the Council recognises Māori as being a culturally distinct group with different perspectives from the wider community.

Relationships

Northland Regional Council realises the need to form transparent and responsive relationships in order for them to be meaningful. The Council will continue to work at all levels to establish and maintain relationships with Māori such as regular attendance at the Iwi/Council Chief Executives' Forum.

Treaty of Waitangi

A special relationship exists between Māori and the Crown through the signing of the Treaty of Waitangi. The Treaty cements the relationship between the Crown and Māori as Treaty partners.

The Council will continue to work with the Office of Treaty Settlements by way of provision of information and, where relevant, contributing to investigations of various settlement instruments during the negotiation of claims. Where such settlements have been passed into legislation, the Council will enact any legislative requirements of them or directions from the Minister, such as Memorandum of Understanding.

Provision of information

Northland Regional Council recognises that in order for Māori to effectively contribute to the decision-making process of Council, it is essential that relevant information is provided to support this process.

By providing information, the Council acknowledges it needs to be aware that it is relevant, clear and provided in a timely fashion in a manner that is appropriate. *Further information relating to the level of service can be found on page 120.*

Contribute to decision-making and capacity building

The Northland Regional Council will continue to provide opportunities for Māori to gain knowledge of Council processes and to support avenues for Māori to participate in the decision-making processes. The Council will also continue to recognise the special relationship Māori have with the natural and physical resources of the region.

Further opportunities on how the Council might foster this will be investigated through relationships with Iwi Authorities and by establishing collaborative relationships between Northland's three District Councils around Māori engagement.

Mutual respect

Northland Regional Council recognises that in order to have an enduring relationship with Māori that steps need to be put in place to ensure that elected representatives and staff have an opportunity to gain an appreciation of Māori Culture and Tikanga.

The Council will provide opportunities for education programmes relating to Māoritanga and to the Treaty of Waitangi in order for staff to gain an understanding of the needs and expectations of Māori in relation to the Local Government and Resource Management Acts.

Northland Region Today

Northland is a long, narrow peninsula with a subtropical climate. It has a land area of 1.25 million hectares and a population of 148,470 (Statistics NZ 2006). Local government in the region includes the Northland Regional Council and the Far North, Kaipara and Whāngārei District Councils.

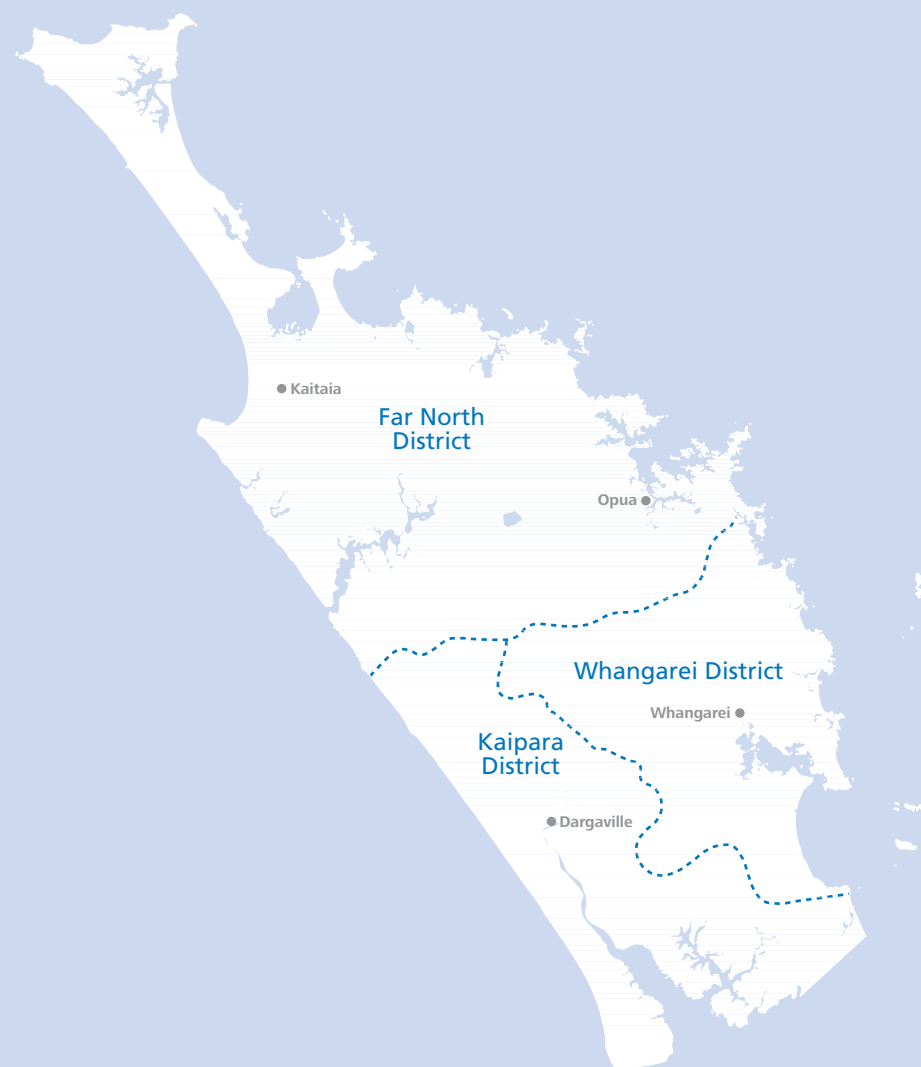
Northland has become a vibrant and dynamic region surrounded by a picturesque environment with a spectacular coastline. The region is growing in popularity as a holiday destination due to its outstanding natural environment, warm climate, low population density and proximity to Auckland. Northland has experienced strong population growth that has been driven by an increase in the number of births in the region and numbers of people coming to live in the region from other parts of New Zealand and overseas.

It is a diverse region in both socio-economic patterns and environmental characteristics. Northland is renowned for its scenic and accessible coastline, sheltered harbours, many offshore islands and ecosystems of important conservation value.

Northland has recently out performed other regions in some areas. Household incomes have increased more rapidly than the national average, educational attainment has improved at a higher rate than throughout New Zealand and employment and house prices have grown more rapidly than nationally up to 2007.

The following section provides an overview of Northland's:

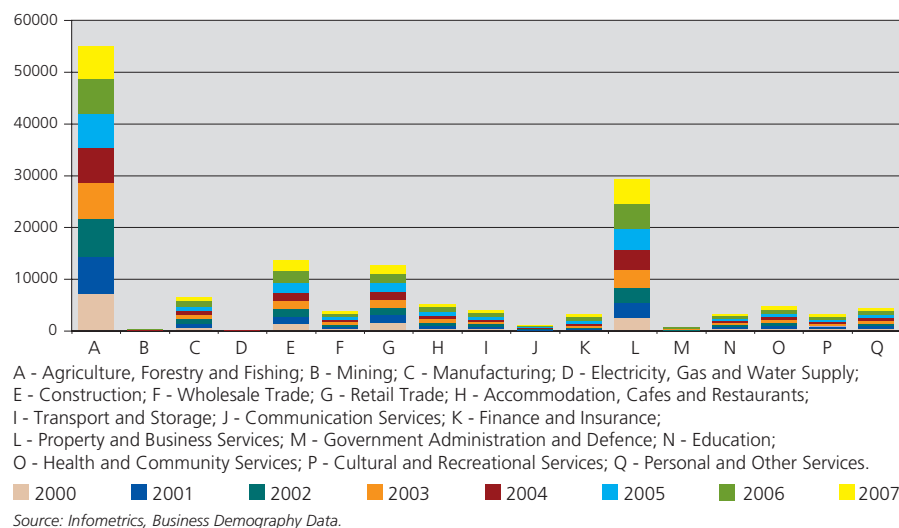
- Economy
- Infrastructure
- People and Culture
- Environment



Northland's economy

Northland's economy has grown slower (2.9% pa) than the national economy over the past ten years (3.3%). However, over the past five years Northland's economic growth has matched the national economy. If economic growth is adjusted for the difference in population growth then Northland's GDP growth matches that of the national economy over the ten year period and exceeds national growth over the past five years.

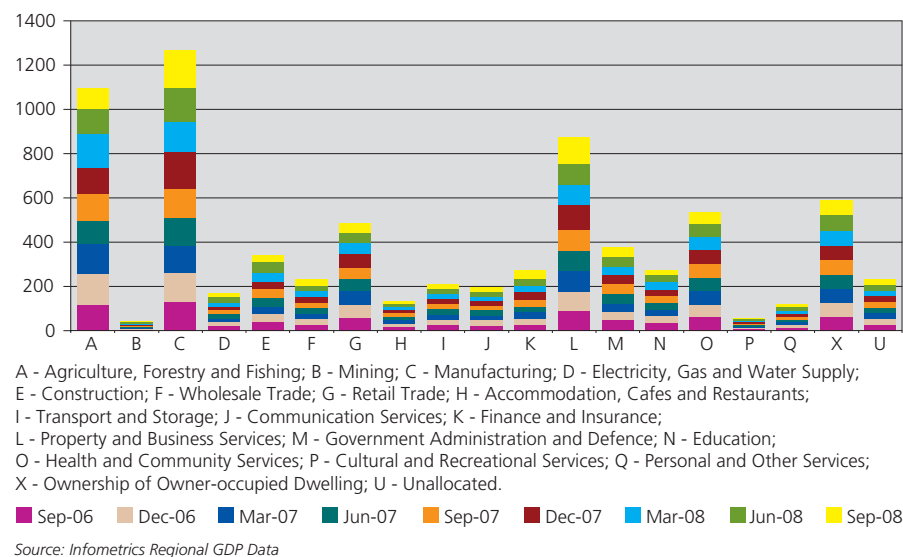
Industry by number of geographic units



The graph of industry by number of geographic units demonstrates the number of businesses in each sector from 2000-2007 in the Northland economy. Agriculture, forestry and fishing had the highest number of businesses in the region although these have decreased from 7,256 in 2000 to 6,303 in 2007. Other industries that substantially contribute by way of business numbers are manufacturing, construction, retail trade and property and business.

By contrast, the graph of industry by contribution to Gross Domestic Product illustrates those industries that contribute the most in financial terms to the Northland economy (\$m). Manufacturing and agriculture contribute the most to the economy followed by property and business, health and community services and retail trade. Considering the number of business units in manufacturing compared to other industry groups, manufacturing contributes very effectively to the Northland economy. There has been a steady increase in the contribution of regional GDP from the manufacturing sector which contributed \$525m in 2006 and \$555m in 2007. Agriculture, forestry and fishing contributed \$515m to regional GDP in 2006 and \$477m in 2007. The property and business sector grew substantially in business unit numbers from 2,675 in 2000 to 4,877 in 2007 and in contribution to regional GDP from \$340m in 2006 to \$392m in 2007. Total GDP for the Northland region in 2007 was \$3.327 billion, or 2.4% of national GDP.

Industry by contribution to Gross Domestic Product (GDP)



Please note: This analysis uses the Australia and New Zealand Standard Industrial Classification (ANZSIC) for industry categories.

Key industry sectors

Primary sector

The Northland region has a relatively large primary sector employing 9,116 full-time workers in 2006. This sector contributed \$675 million to regional GDP in 2006. The primary sector includes agriculture, services to agriculture, logging, forestry, commercial fishing, mining and oil and gas exploration. Within the primary sector, agriculture employed the largest number of people followed by forestry and logging.

Agriculture

In 2006 agriculture and services to agriculture employed 7,860 fulltime workers. Pastoral farming dominates Northland agriculture but there are a large number of beef cattle and sheep in the region. Based on gross sales data from Meat and Wool New Zealand, pastoral farming brings directly \$760m per annum into the regional economy.

Forestry

Northland has extensive areas of indigenous and exotic forest. Due to the warm climate, the region produces some of New Zealand's highest density and fast growing radiata pine. The estimated total area of planted production forest in Northland in 2005 was 206,123 hectares. Nearly half of this (95,497 hectares) is in the Far North District.

There is a standing volume of wood of around 61,300,000 cubic metres and the average age of the trees is around 15 years.

Manufacturing and building sector

In 2006, 11,852 full-time workers were employed in manufacturing and building sector in the Northland region. This sector includes manufacturing, general construction and construction and trade services. Most full time workers were employed in manufacturing, with 6,716 full-time workers in 2006, while general construction and construction trade services employed 5,135 full-time workers.

Manufacturing

Many of the primary products grown in the region are also processed there and this is reflected in employment opportunities. Food and beverage manufacturing is the largest manufacturing group in the region, employing 1,559 full-workers in 2006. Within this subgroup, large occupations include dairy product manufacturing which employed 697 full-time workers, meat processing, which employed 480 full-time workers and seafood with 104 full-time workers.

Wood and paper product manufacturing is the second largest manufacturing group in the region, employing 1,415 full-time workers in 2006. Most full-time workers in this subgroup are employed in plywood and veneer manufacturing, wooden structural component manufacturing, wood product manufacturing or fabricated wood manufacturing.

Building

The increasing population of the region and growth in the tourism industry is influencing the building sector in Northland. Construction trade services employed 2,763 full-time workers in 2006 while general construction employed 2,372 full-time workers in 2006. Housing construction employed 1,065 full-time workers in 2006 while 358 full-time workers were employed in non-residential building construction. The number of people employed in site preparation services has grown over the last year with 517 full-time workers in 2006.

Northland's economy

Retail and distribution sector

In 2006, retail and distribution was the largest sector in the Northland region and it employed 25.2% of the workforce. At this time the sector employed a large number of people due to the increase in visitor numbers to the region and population growth.

In the 2006 year there were 14,029 full-time workers employed in the retail and distribution sector in the Northland region. This sector includes wholesaling, retailing, transport and accommodation, cafes and restaurants. Most full-time workers were employed in retail with 6,041 full time workers in 2006. Accommodation, cafes and restaurants employed 2,542 full-time workers.

Tourism and hospitality

In 2005, international and domestic travellers spent \$626.7m while holidaying in the Northland region and are expected to spend \$826.9m in 2012. Most visitors spend their money on eating out and accommodation. Any growth or decline in visitor numbers is reflected in employment in hospitality.

In 2006, 1,140 full-time workers were employed in accommodation in the Northland region. In addition, 1,390 full-time workers were employed in cafes and restaurants, while 397 full-time workers were employed in takeaway food retailing. Another area of major employment is pubs, taverns and bars which employed 348 full-time workers in 2006.

To cope with an increase in visitor numbers, more than \$40m has been spent in the last two years on new and expanded facilities in the Northland region.

Tourism makes a larger contribution (5.8%) to GDP in Northland than it does at the national level (5.0%). When compared against the 19 major industry categories, tourism is in the middle in terms of contribution to GDP. Among the three territorial authorities tourism makes the largest contribution to Far North's GDP (6.4%) and the smallest to Kaipara (4.9%).

Marine industry

Conservatively the Whāngārei marine construction and refit industry, clustered mostly in the Whāngārei and Ōpua Harbours, contributes \$75m to the regional economy and employs approximately 450 people. This is based on actual revenue data collected from 10 major boatbuilding and repair/refit companies in Northland between May and July 2008.

The sector includes a core group of boat builders that build, repair and refit vessels, workboats, pleasure craft and super yachts. Advantages the sector enjoys include low labour and land costs, established facilities and a solid support industry of trades and professional services.

The marine engineering sector in Northland is now being recognised by way of a \$2m support package from New Zealand Trade and Enterprises for a marine engineering related MRI (Major Regional Initiative). This confirms the potential and positioning of the sector to evolve into a centre of excellence in a niche engineering market, in turn building on a strong collaborative approach to target projects of scale for the region.

Overall

Whāngārei's role as a regional service centre means a large number of people are employed in education and health, supermarkets and grocery stores. The recent population growth in Northland has impacted favourably on these industries. The importance of agriculture to the Northland region cannot be underestimated and is indicated by the large number of people employed in agriculture and road freight transport.

Northland's infrastructure

Supporting a growing population, developing a diverse economic base, and sustainably managing the natural environment requires well-planned infrastructure. Physical infrastructure includes transport networks, water and sewerage systems, energy distribution systems and telecommunications networks. These all need to be efficient and effective without undue adverse impact on the environment.

Roading and transport

The present transportation network includes 6,530 kilometres of road, a rail link from Auckland via Whāngārei to Otiria, a deepwater port at Marsden Point and commercial airports at Whāngārei, Kerikeri and Kaitiāia. There is a project underway to designate land for a rail link to Marsden Point Deep Water Port in an attempt to eventually reduce the amount of heavy freight trucks on Northland's roads.

From July 2008, Whāngārei City has a brand new 'Euro4' bus service that provides the most environmentally friendly buses available. Bus services have been increased over peak times to encourage more people to use public transport instead of their own vehicles.

Other than the Whāngārei bus service there are minimal public passenger transport services due to a limited rating base, relatively small dispersed communities and a high rate of both private vehicle use and ownership in Northland.

There are safety risks posed by Northland's narrow windy roads, narrow bridges, roadside hazards and lack of adequate cycle and walking facilities. There is also an increasing amount of development/urban growth in rural and coastal environments placing pressure on the existing roading infrastructure.

Human health and environmental effects from unsealed roads, vehicle emissions, stormwater run-off and the spread of roadside pests, weeds and litter need to be minimised.



A recent study estimated that vehicle emissions contain 104 kilograms of particulate matter and 8.6 tonnes of carbon monoxide per day in the Whāngārei Air Shed (includes city centre and urban area). Earlier results estimated daily carbon monoxide emissions for the entire Northland region of 41.6 tonnes/day.

Traffic volumes in the region are increasing with annual increases of two to five percent being recorded on State Highways and with an estimated annual daily traffic growth of up to 5.7% on SH1 south of Whāngārei.

Significant progress has been made to manage conflict between heavy vehicles and other road users, particularly through regional development funding. Overall the funding available for transport related projects has increased. The use of public transport including the Total Mobility Scheme has increased.

Northland's infrastructure

Electricity

In order for modern communities to thrive, a secure and cost effective electricity supply is required. In Northland, there is a very small hydro-electric power station on the Wairua River and a geothermal power plant at Ngāwhā. The Ngāwhā plant is currently being expanded and there are discussions on a possible expansion of the Wairua River plant. The vast majority of Northland's power needs are generated from outside the region and transmitted via the national grid through Auckland. Potential exists for expansion of other electricity generation options to meet the region's foreseeable needs. These alternatives are being investigated further and include an application for a gas turbine power station in Rodney District by Genesis Energy and an application by Crest Energy Kaipara Ltd to install and operate marine turbines in the mouth of the Kaipara Harbour. There are also investigations into wind power generation at Poutō Peninsula, Ahipara, Glinks Gully and Baylys Beach. Northland Regional Council is taking a proactive interest in these investigations and the long term security of the national grid link through Auckland.

Broadband

Significant parts of rural Northland do not have access to advanced telecommunications systems such as broadband. Northland Regional Council is currently working towards a solution to Northland's broadband needs. Together with the telecommunications provider Kordia™, Northpower and Top Energy, the Council is investigating the possibility of developing, building and operating a fibre-optic based telecommunications infrastructure in Northland. This project will most likely be dependent on other sources of funding particularly from central government.

Northland's future growth

It is widely recognised that developing a growth programme for Northland is a top priority for the region as managing changing population trends, developing a diverse economic base and sustainably managing the natural environment requires well planned infrastructure and regionally co-ordinated economic development plans.

Creation of a proactive growth programme for Northland will provide an integrated framework for developing the region to its full potential using a sustainable development approach that considers social, cultural and environmental factors alongside economic and growth opportunities.

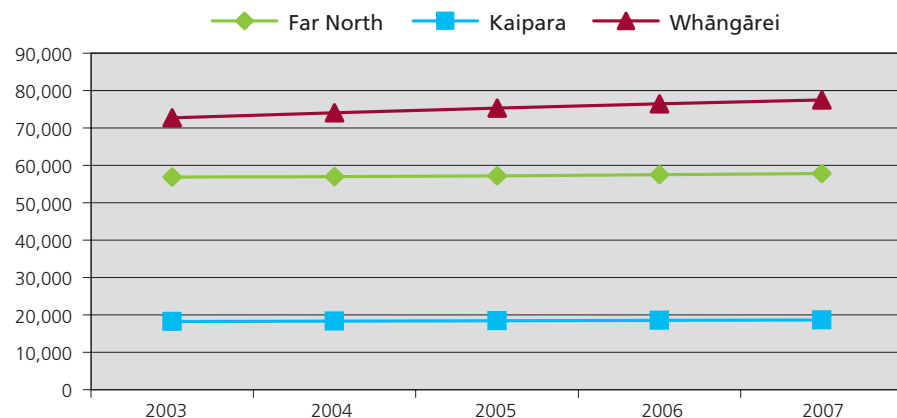


Northland's people

The 2006 Census indicated that there were 148,470 people living in the Northland Region at the time. This is an increase of 8,337 people or 5.9% since the 2001 Census. Population growth is driven mostly by births within the region and Māori are a key driver of this growth. Growth is also due to people moving into the region from other parts of New Zealand, particularly Auckland. While 7,080 people moved into the region between 2001-2006 from overseas destinations, there were 8,476 permanent and long term migrants from the Northland Region who left for overseas between 2003-2007.

Population

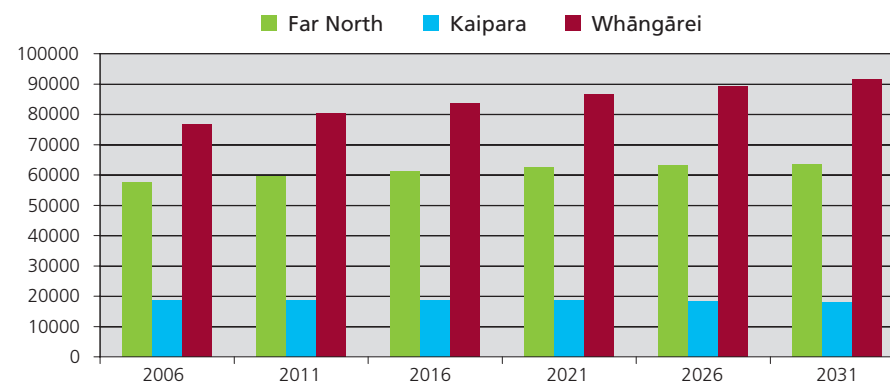
Population growth in the Northland Region



Source: Ministry of Social Development Report 2008

All districts within the Northland Region showed population growth between 2003 and 2007. There was an increase of 900 people in the Far North District, 4,800 people in the Whāngārei District and 350 people in the Kaipara District.

Projected population of Northland Region

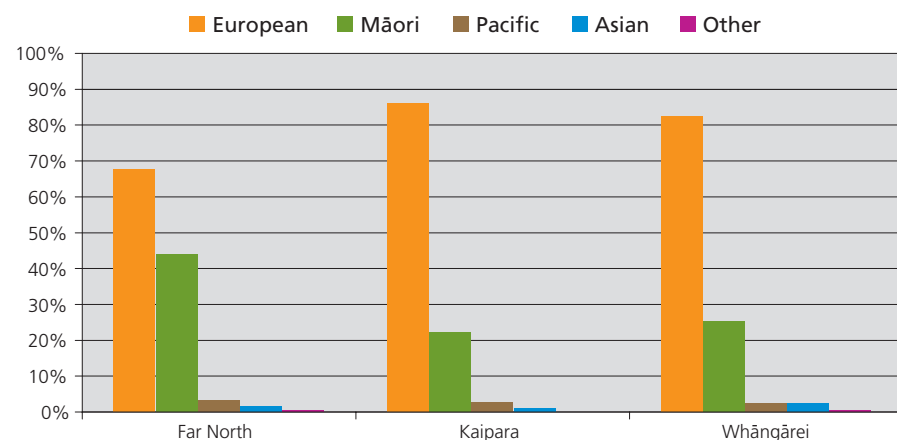


Source: Projected population data 2006-2031, Statistics NZ.

Projected population estimates indicate the Whāngārei District population rising from 76,500 in 2006 to 91,600 in 2031. The Far North District population is projected to rise from 57,500 in 2006 to 63,500 in 2031 and the Kaipara District decreasing from 18,600 in 2006 to 17,900 in 2031.

Northland's people

Ethnic groups in the Northland Region



Source: Ministry of Social Development Report 2008

The ethnic groups that make up the population of the region are represented in the graph above. While the Northland Region's largest ethnic group is European with 93,351 residents, Māori represent a higher than New Zealand average for the region with 43,527 residents. The Far North District has a higher percentage of Māori (44%) than Kaipara District (22.2%) and Whāngārei District (25.2%).

Māori in Northland

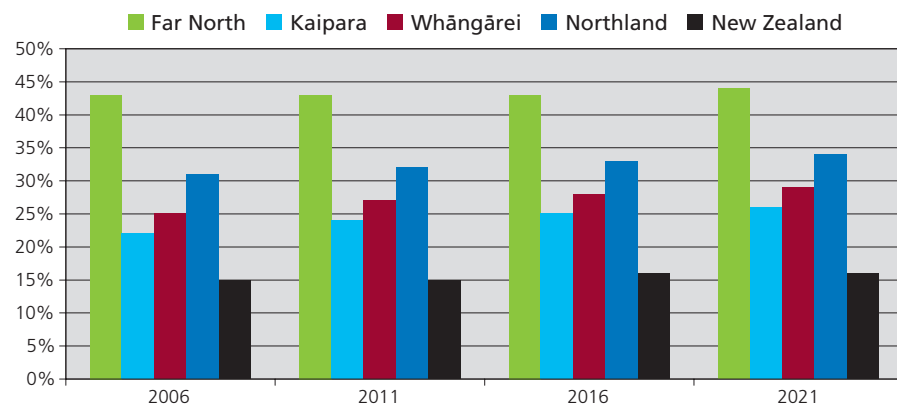
Distribution of Māori in Northland



Source: New Zealand Statistics, Census Data 2006

The total population of Māori living in Northland was 43,527 in 2006, a rise of 6.9% since 2001. Of the 43,527 Māori residents in Northland, the Far North District has the highest number (22,113 residents). The rise in the Māori population in the Far North between 2001 and 2006 was 384 people or 1.8%. The Māori population in Whāngārei was 17,604 in 2006 and has risen by 2,235 people or 14.5% since 2001. The number of Māori in Kaipara has also increased by 171 people or 4.7% to reach 3,639 in 2006.

Projected population of Māori in Northland



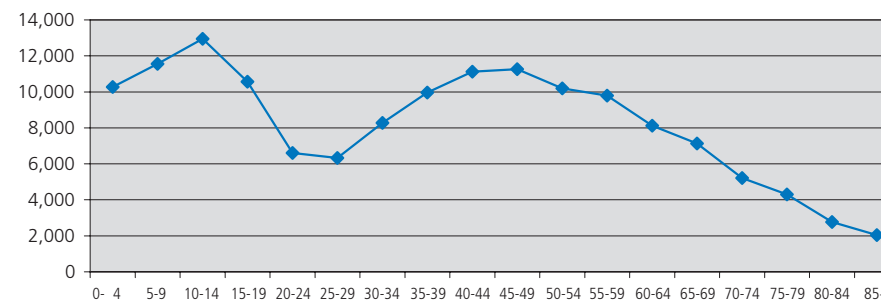
Source: Subnational Ethnic Population Projections 2006-2021, Statistics NZ

The graph above illustrates the percentage of each area's population who are Māori, projected out to the year 2021. The area with the highest population of Māori is the Far North District. It is projected to have 44% of the population as Māori in 2021 compared to 43% in 2006. The Whāngārei and Kaipara districts also have projected rises in Māori population to 29% in 2021 and to 26% in 2021 respectively. All three districts have higher proportions of Māori than the New Zealand average, projected to be 16% in 2021.

Age groups

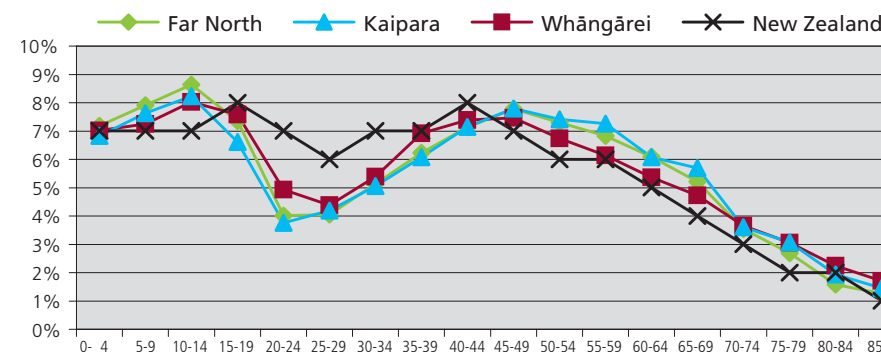
The largest age group in the Northland Region at the 2006 Census was 10-14 year olds (12,951). The graph (above right) illustrates a significant drop from those who are 15 years through to 29 years of age in the region. For the 30 to 49 years age groups the numbers of people trend upwards and then slowly decline through to the 85 years and over group.

Age groups by population numbers



Source: Statistics NZ Census 2006 Data

Percentage of population by age



Source: Estimated subnational and national population data, Statistics NZ 2006

When comparing age group percentages by district, the graph above illustrates that all districts in the region have a lower percentage of 20-39 year olds than does all of New Zealand. All districts also have a higher percentage of 1-14 year olds than does all of New Zealand.

Northland's culture

Northland has a rich history as the first area settled by a large Māori population and the centre of early European exploration and settlement. There is an extensive range of traditional and archaeological sites, historic buildings and structures.

Traditional sites are important because of their historical, cultural and spiritual significance to Māori. This includes everyday sites such as pā sites and traditional food gathering areas and wāhi tapu (sacred sites) such as urupā (burial grounds), war sites or tauranga waka (sites where ancestral canoes landed).

Archaeological sites relate to the more recent European occupation during the timber milling and gum digging eras and include camps, dams and coastal shipwrecks. The heritage of Northland is also reflected in the early colonial buildings and structures such as the missionary houses at Waimate, Kerikeri and Russell and the Waitangi Treaty House and National Reserve.



Birthplace

- There are 14.2% of people living in Northland Region who were born overseas, compared with 22.9% for New Zealand as a whole.
- For people born overseas who are now living in Northland, the most common birthplace was England. This is comparative to all of New Zealand.
- There are 1.5% of Māori in the Northland Region who were born overseas, compared with 1.6% for New Zealand as a whole.

Languages spoken

Total population

- Apart from English, the next most common language spoken in the region is Māori, which is spoken by 10% of Northland people compared to 4.1% for New Zealand as a whole.
- There are 83.7% of people in Northland that speak only one language, compared with 80.5% for all of New Zealand.

Māori ethnic population

- 28.5% of Māori in Northland speak Māori compared to 23.7% for all New Zealand.

Northland's environment

Climate

Northland, with its proximity to the sea, almost subtropical location and low elevation, is characterised by a mild, humid and rather windy climate. Summers tend to be warm and humid. Winters are characteristically mild with many parts of the region having only a few light frosts each year. The prevailing wind for most parts of the region is from the south west. However, in summer tropical cyclones give rise to north-easterly winds and heavy rainfall.

The mean annual rainfall ranges from about 1000-1300mm in low-lying coastal areas to over 2500mm on some of the higher country. Approximately one-third of the yearly rainfall total falls in the winter months of June, July and August. The region experiences high-intensity rains which can cause severe flooding.

Droughts are common in Northland during the summer months. High pressure weather conditions are prevalent during this period, often resulting in several weeks or months of dry and hot or windy weather. Records indicate that parts of the region on average have a drought of economic significance every three years.

Mean annual temperatures range from 15.5°C to 16°C in the far north and eastern areas, to between 14°C and 15.5°C in the south west and coastal districts,



giving it the highest mean annual temperatures in New Zealand. Daily and annual temperature variations are low. Whāngārei, the major settlement of the region, has around 1,900 sunshine hours per year, and receives an annual rainfall of approximately 1300mm, about average for New Zealand.

Climate change

In August 2006, the National Institute of Water and Atmospheric Research Ltd (NIWA) carried out a comprehensive assessment on the impact of climate change and climate variability on Northland's water resources based on all available literature. The assessment considered natural climate variability in the Northland region and the potential effects of predicted climate changes over the next 50 to 80 years.

The main findings of the assessment were:

- All predictions suggest an increase in temperature, particularly during the winter;
- Overall annual rainfall may not change but rainfall trends for the next 30 to 80 years are for increased dry periods (drought and low flows) and increased high intensity rainfall events (floods);
- The change in rainfall trends and temperature is likely to result in decreased recharge to groundwater resources, and increased potential for saltwater intrusion in coastal aquifers;
- More frequent and extended periods of low flows and more high-intensity flood events in rivers and streams; and
- Potential effects on the agricultural industry, through harsher conditions for pasture, increased likelihood of erosion and climate variability.

Genetically modified organisms

The Council is actively committed to a policy which supports a precautionary approach to the application of genetically modified organisms in Northland. The Council will support this policy approach by submitting to the Environmental Risk Management Authority (ERMA) on proposals involving Northland, to ensure that the risk potential (including liability) has been adequately identified and evaluated.

Northland's environment

Landform and soils

Northland is only 80km across at its widest point, bounded by the Tasman Sea and Pacific Ocean. As a peninsula, Northland's coastline is its most distinctive physical feature. The coastline of 3,200 kilometres with its many sheltered harbours and offshore islands, sets the Northland coast apart from other areas of New Zealand.

The region is also unlike most of New Zealand in that there are few mountain ranges and the highest point, Te Raupua in the Waimā Range, is only 781 metres above sea level.

Typically, inland areas are dominated by rolling hill country with landforms ranging from the ancient uplifted east coast greywacke rocks to relatively young volcanic lava and active coastal dunes. Many rivers, streams, tidal inlets and harbours dissect and break the pattern of hills. Modest areas of flat low-lying land are restricted to areas adjacent to the Awanui and Northern Wairoa rivers.

More than 100 different soil types have been identified in the Northland region (NZMS 290 map series). This variety is due to differences in underlying rock, the low relief and the influence that the warm, moist climate and original vegetation has had on soil formation.

Northland has significant areas of strongly leached, heavy clays overlying unearthed rock with thin topsoil and low subsoil fertility.

Water resources

Rivers and streams

Many Northland rivers are relatively short with small catchments. The Wairoa River is Northland's largest, draining a catchment area of 3,650 square kilometres (29% of Northland's land area).

Lakes

The Northland region has a large number of small and generally shallow lakes. They were formed either by dune activity, volcanic activity or are artificially made. The dune lakes are in four main groups situated on the Aupōuri, Karikari and Poutō peninsulas and the Kai Iwi lakes. They generally range in size between five and 35 hectares and are usually less than 15 metres deep. Lake Taharoa of the Kai Iwi group is one of the largest and deepest dune lakes in the country, covering an area of 237 hectares and being 37 metres deep.



Groundwater

Groundwater is water beneath the surface of the earth which saturates the pores and fractures of sand, gravel, and rock formations. It is a valuable water resource to Northland, being utilised for numerous town and rural water supplies, irrigation and stock water. Whāngārei, Kaitiāia, Mangōnui, Kaikohe, Ōkaihau, Maungakaramaea and Ruāwai all take groundwater for municipal water supplies. Groundwater is also an important water source for many coastal communities, such as Russell, Taipā and Matapōuri.

Coastal waters

Northland's most distinctive physical feature is its long and varied coastline, with 3,200 kilometres of rugged cliffs, sandy beaches and sheltered harbours.

The east coast, bounded by the Pacific Ocean, is characterised by enclosed mangrove-lined harbours and estuaries, rocky headlands and sheltered bays. Offshore islands, including those in the Bay of Islands, the Cavalli Islands and the world-renowned Poor Knights Islands, are a distinctive feature. The east coast is sheltered from the prevailing westerly winds, but is occasionally lashed by north-easterly gales and the remnants of tropical cyclones.

By contrast, the west coast has a relatively smooth outline, broken only by the mouths of several extensive shallow harbours. It is more exposed to the elements than the east coast, with long sandy beaches swept by oceanic swells from the Tasman Sea.



Ecosystems and biodiversity

Rivers, lakes and wetlands

The rivers with the highest conservation value are those whose catchments are the least modified, including the Waipapa River in Puketi Forest and Waipoua River.

Dune lakes and associated freshwater wetlands are numerous on the coastal sands of the region. Northland also has many inland wetlands, the most significant being Ngāwhā Springs wetlands, Mōtatau wetlands, Waitangi wetland complex, Maitahi fen, Punakitere wetlands and Mangōnui River wetlands.

These lake and wetland ecosystems are important habitats for a wide variety of plant and animal species, which are regionally or nationally significant because of their rarity. These include birds such as the brown teal, banded rail, NZ dabchick, marsh crake, fern bird and bittern, the aquatic plants *Hydatella inconspicua*, *Myriophyllum robustum* and native freshwater fish such as black mudfish, banded kokopu, short jawed kokopu and dwarf inanga.

Forest and shrublands

Nearly 14% of the land area of Northland remains in native forest and shrubland, and this includes over half of the nation's remaining kauri forest. The region's forest and associated shrublands are notable for their high proportion of native species, species diversity, structural complexity and tropical links.

Northland's forest and shrubland areas support a rich diversity of wildlife. They are home to large populations of nationally rare or declining species such as the North Island Brown Kiwi, North Island Kōkako, native pigeon or kūkupa and Hochstetter's Frog, as well as small residual populations of more threatened species such as the red and yellow crowned parakeets, kākā and long and short-tailed bats. Some forests in the region also support the only naturally breeding populations of species including flax snail, kauri snail and the Northland green gecko.

Climate change

The Local Government Act (2002) requires an LTCCP to identify significant issues that face the district/region and take account of the growing uncertainties and the risk these potentially bring. Climate change comes into this category.

Council can follow adaptation and/or mitigation policies to deal with climate change:

- **Adaptation** to changes in climate that are already happening.
- Take action to **mitigate** future effects to avoid climate change at scales that we cannot adapt to.

Climate change considerations are unlikely to drive or initiate the Council's action on their own, but they may modify an outcome through the application of risk management processes in assessing and prioritising possible responses to effects. All local government business takes place in a framework of uncertainty, but mechanisms and approaches have been developed to deal with uncertainty through all its planning and review processes. 'Best' knowledge of climate change together with the use of risk assessment procedures, can help the Council prepare to help the community to adapt to known climate change, and through a 'no and low regrets approach' can contribute to national and international techniques aimed at reducing the causes and effects of climate change.

Climate change considerations are one of the factors woven into council decision making processes

The extent to which climate change is important will depend very much on:

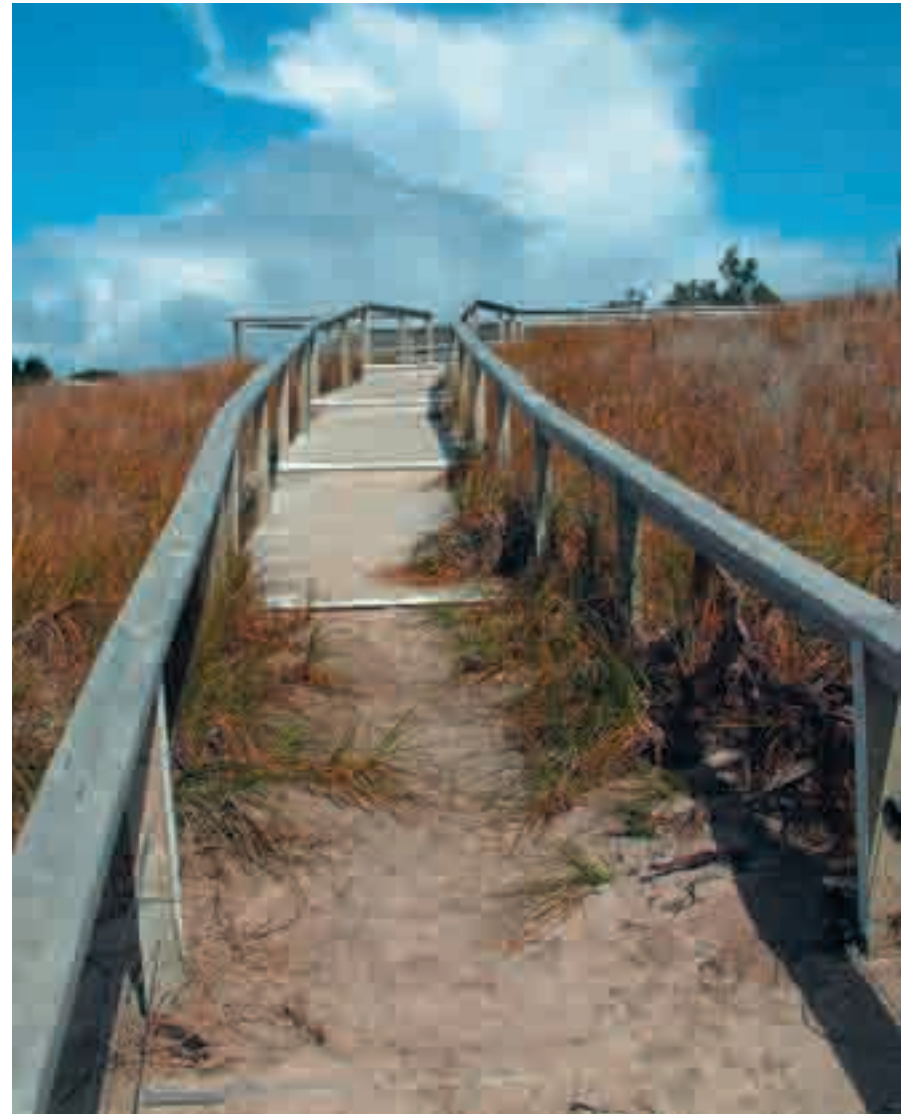
- The duration of the issue being addressed;
- Whether there is a current 'driver' (such as a major investment decision);
- The location of the issue being addressed (some locations are more vulnerable than others e.g. coasts should be assessed in terms of sea level rise);
- The extent of the issue being addressed (large areas are likely to be more affected than a single building);
- The nature of the issue being addressed (Is the issue affected by a single climate parameter or a complex issue with multiple effects and implications over time?).

Risk management fits comfortably into plan preparation and review processes at the stages where issues are being identified and a range of possible options evaluated. With the advance knowledge of climate change effects, rarely should there be the need for an unplanned response to climate change. The iterative process of plan administration, monitoring and review allows for modification of plans over time to take account of improved understanding of risks and effects associated with climate change. Although it is important for the Council to acknowledge climate change, and to include it in policy across a range of council functions, climate change considerations are particularly important when specific decisions are required. For example, it is recommended that any significant investment in infrastructure is preceded by a risk assessment which builds in climate change implications and a cost analysis.

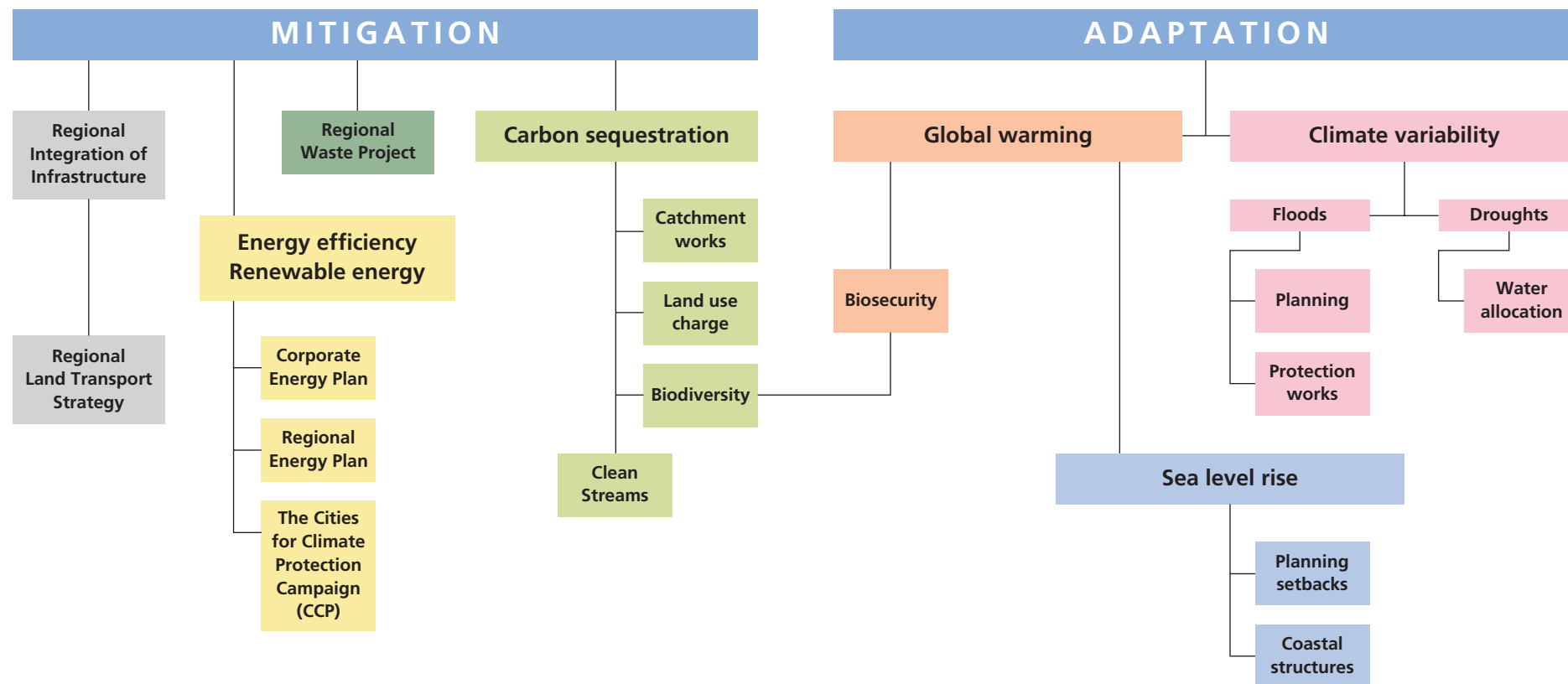
Central government's direction on climate change and the community

Central government's directions on climate change will require community based strategies. Climate change is perhaps better suited than almost any other issue to be taken forward through strategies with the community for the following reasons:

- Climate change is a controversial, complex and cross-cutting issue requiring an integrated and co-ordinated response. Regional Councils are ideally placed to encourage relationships to address climate change issues;
- While the Council can and should take the lead by working to reduce their own climate change impacts, the greenhouse gas (GHG) emissions of a council represent only a small element of any community's overall emissions. Substantial reductions in GHGs can only be achieved by concerted action across the whole community and the Council, as the democratically elected body charged with community leadership, has a pivotal role to play in this; and
- Climate change represents a new way of looking at issues and of connecting the agendas of different organisations. For example, improvement in the housing stock will result in significant economic and health benefits as well as emissions savings. A partnership and shared agenda between the Council and community provides an excellent mechanism through which business, health authorities and others can address climatic change, delivering outcomes that meet the aims of all organisations and add value to the work that each could achieve on their own.



Where climate change fits into Regional Council Activities



Source: Environment Waikato

Regional Community Outcomes

What are Community Outcomes?

Community outcomes describe what the people of the Northland Region value and what they would like the region to be like in the future. They encapsulate the community's priorities by which the present social, economic, environmental and cultural well-being of the region can be assessed.

Community Outcomes are a community judgement and belong to the community, not the Council

The outcomes identified are intended to guide the planning process of local authorities and other organisations but are not binding on them. As a member of the community, the Northland Regional Council has a responsibility to identify which outcomes it can influence and the means by which it can contribute to the achievement of those outcomes. Community Outcomes therefore form a basis for partnership with, and action on behalf of, the community.

Under the Local Government Act 2002, one of the purposes of local government is to promote the social, economic, environmental and cultural well-being of communities in the present and for the future.

The achievement of these Community Outcomes requires individuals, community groups – including Māori, non-governmental agencies, other local authorities, government departments and the Northland Regional Council – to work together in co-operative partnerships.

Regional Community Outcomes

The table below sets out, in priority order, the Regional Community Outcomes for Northland and their strongest relationships to community well-beings.

Community Outcomes

| | Community Outcome relationships to well-beings | | | |
|--|--|----------|---------------|----------|
| | Social | Economic | Environmental | Cultural |
| 1. Northland residents are safe and healthy <i>see pages 49 to 52</i> | ✓ | ✓ | ✓ | |
| 2. Northland's infrastructure is developed in a sustainable way <i>see pages 53 to 57</i> | | ✓ | ✓ | |
| 3. Northland's natural environment is sustainably managed <i>see pages 59 to 66</i> | ✓ | ✓ | ✓ | ✓ |
| 4. Northland is prosperous <i>see pages 67 to 70</i> | ✓ | ✓ | ✓ | |
| 5. Northland residents are educated and skilled <i>see pages 71 to 74</i> | ✓ | ✓ | | |
| 6. Northland has cohesive communities <i>see pages 75 to 78</i> | ✓ | | | ✓ |
| 7. Northland retains and enhances its regional identity <i>see pages 79 to 82</i> | ✓ | | ✓ | ✓ |
| 8. Northland residents have access to recreational and leisure opportunities <i>see pages 83 to 86</i> | | | ✓ | ✓ |

Adopting a sustainable development approach

Taking a sustainable development approach to all aspects of decision making, policy and development will ensure that while our region grows it is appropriately managed for the benefit of future generations. A sustainable development approach is a process for identifying and analysing issues while working with others to find solutions. It helps decision makers to be better informed on the short and long term impacts of options considered and decisions made.

Section 14(1)h of the Local Government Act states that in taking a sustainable development approach, a local authority should take into account:

- (i) the social, economic and cultural well-being of people and communities;
- (ii) the need to maintain and enhance the quality of the environment; and
- (iii) the reasonably foreseeable needs of future generations.

One of the main benefits of the community outcomes process is that it provides a sustainable development focus in terms of both the present and future well-being of the community. Community outcomes reinforce the notion that well-being is a combination of social, economic, environmental and cultural factors. To ensure a sustainable approach is taken in Northland, all four well-beings are considered when making decisions for the long term benefit of the region. Below are the factors that contribute to the well-being of Northlanders.

Social well-being

*'Maximising
Northland's potential'*

Factors that enable individuals, their families, hapū and communities to set goals and achieve them – such as education, health, the strength of community networks, financial and personal security, rights and freedoms of equity.

Economic well-being

'Thriving in Northland'

Factors relating to the capacity of the economy to generate the wealth and employment necessary to provide many of the prerequisites for social well-being, such as health services.

Environmental well-being

'Caring for Northland'

Factors that relate ultimately to the capacity of the natural environment to support, in a sustainable way, the activities that constitute community life.

Cultural well-being

*'A dynamic and unique
Northland'*

Those factors that encompass the shared beliefs, values, customs, behaviours and identities reflected through language, stories, experiences, visual and performing arts, ceremonies and heritage.

Principles for sustainable decision making

While consideration of well-being is a crucial part of the sustainable development approach, the Northland Regional Council also uses the following guiding principles for policy and decision making.

- Consideration of the long term impacts of decisions on future generations;
- Mutually reinforcing solutions, i.e. seeking win-wins rather than trade-offs between well-beings;
- Sustainable management of the natural environment;
- Use of the best information available to support decisions made;
- Assessment of risks and uncertainty (precautionary principle);
- Working in partnership with government and other sectors to encourage transparent and participatory decisions;
- Consideration of a national perspective when making decisions;
- Decoupling of economic growth from pressures on the environment;
- Respect for the environment's limits, and protecting eco-systems;
- Promotion of integrated management principles for land, water and living resources;
- Providing opportunities for Māori to contribute to decision making; and
- Respecting human rights, the rule of law and cultural diversity.

Government direction on climate change and community outcomes

Planning for the long term implications of climate change will have the following affect on community outcomes:

| Community Outcomes | Long term implications of climate change |
|--|--|
| Northland residents are safe and healthy | ✓ Planning for natural hazards or other risks to residents' safety and health should consider climate adaptation. |
| Northland's infrastructure is developed in a sustainable way | ✓ Planning for infrastructure development should take into consideration climate adaptation. |
| Northland's natural environment is sustainably managed | ✓ Policy guidance and rules for the sustainable management of Northland's natural and physical resources should include consideration of climate change. |

Government direction on climate change and well-beings

Planning for the long term implications of climate change will have the following affect on the well-being of Northlanders:

| Type of Well-being | Responding to climate change |
|--------------------|--|
| Social | ✓ By responding now to climate change impacts, we can improve the resilience of the community to existing natural hazards, and in doing so, enhance the prosperity and sustainability of present and future generations. |
| Economic | ✓ By responding now to climate change impacts, we can improve the resilience of the economy to natural hazards and potentially financially benefit key sectors of the Northland region including farming, forestry and industry. |
| Environmental | ✓ By responding now to climate change impacts, we can better account for the environmental impacts of natural hazards and long term changes in temperature and rainfall. |

How Community Outcomes were identified

During 2005, the Northland Regional Council and the Far North, Kaipara and Whāngārei District Councils decided to undertake a joint process to identify regional community outcomes for Northland. These community outcomes were included in the Northland Community Plan 2006-2016 and are featured again in this plan.

The outcomes have been developed using comprehensive “best practice” methods, and care has been taken to ensure they reflect the views of the Northland community. They are the community’s outcomes.

Though not binding, these regional community outcomes are intended to guide the planning processes of the councils and other organisations.

How each council may contribute to the achievement of each community outcome will be determined as part of each council’s Long Term Council Community Plan (LTCCP) process. Councils will most likely not directly contribute to every community outcome, but may offer a supporting role to other organisations or groups in the community active in a particular area.

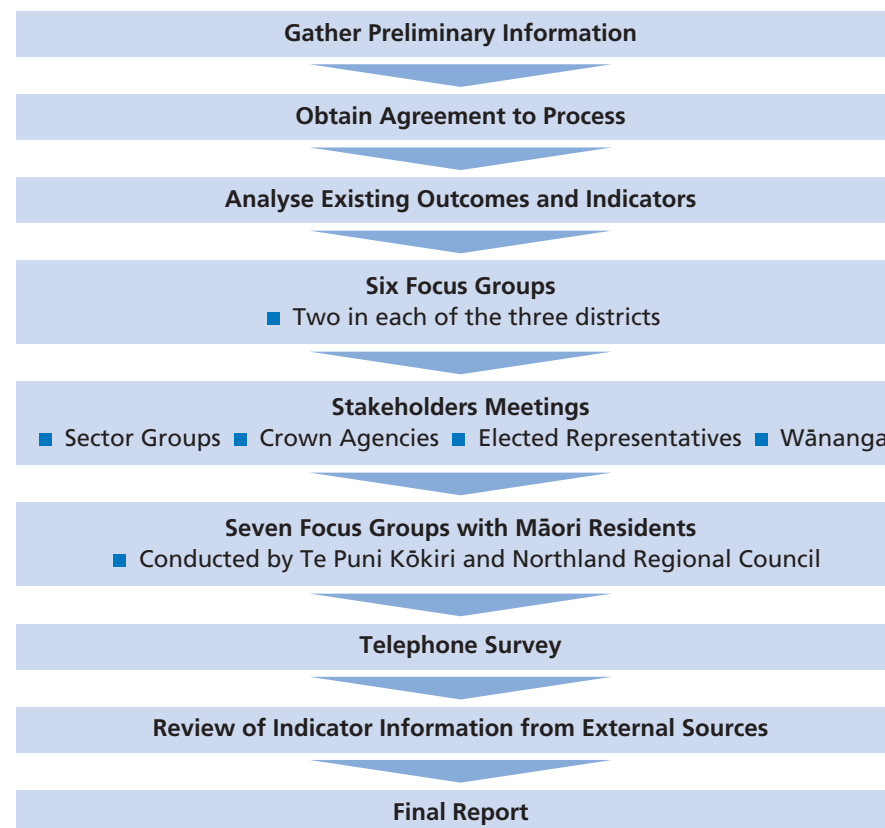
The regional community outcomes project, “Northland: Our Place, Our Future”, has provided the councils of Northland and other organisations a common foundation to continue working together in a variety of ways for the benefit of all Northlanders.

A copy of “Northland: Our Place, Our Future” is available on the Council’s website www.nrc.govt.nz/ourplaceourfuture

The Regional Community Outcomes for Northland will be updated utilising extensive public consultation prior to the 2012 LTCCP.

A summary of the process that was undertaken to identify Northland regional community outcomes is as follows:

Process summary for the identification of Northland Regional Community Outcomes



The Council's role in working to achieve Regional Community Outcomes

The Regional Council will not directly contribute to every community outcome, and may offer a supporting role to other organisations or groups in the community, active in a particular area.

The Council may therefore contribute to community outcomes in a number of ways, including:

- As the lead agency – largely responsible for action in a particular area.
- As the joint lead agency – managing a programme in conjunction with other organisations.
- Supporting / advocating – providing support to other lead agencies.
- No direct influence – being aware of activities being undertaken by the community or other organisations, but without a direct role to play.

When the Council does have a role to play in achieving community outcomes, it may be involved in a number of different ways including:

- As a service provider – carrying out a programme using the Council's own resources. This would be most common when the Council is the lead agency or joint lead agency.
- As a funder – making a financial investment in a programme, but not necessarily leading it.
- As a regulator – developing and enforcing rules, as appropriate.
- As a promoter/facilitator – encouraging progress by organising interested parties, publicly expressing support or securing financial support from other sources.

Working with other organisations and groups to achieve Regional Community Outcomes

The Northland Regional Council has existing working relationships, and in some cases Memoranda of Understanding or other such agreements, with a number of other organisations including government departments, sector and community groups, Māori, private enterprise, and the region's three territorial authorities. Because the Regional Council's resources are limited, and because community outcomes belong to the Northland community as a whole, the Council recognises that organisations such as those listed above need to work together to achieve the community's vision for the future. The Council intends to continue to expand opportunities for further agreements with its stakeholders.

The Council continues to use the Northland Inter-Sectoral Forum (NIF), as a central working party for ongoing activities with other organisations on community outcomes. Forum membership includes a wide range of government and community organisations and has high-level representation from all Northland local authorities. This commitment to work together is reflected in a partnership charter agreed to by all NIF members. One of the primary goals of NIF is "to facilitate local and central government agencies to work together to achieve agreed community priorities". Furthermore, the Forum enables agencies to adopt an informed and consistent approach to the planning and aligning of services in Northland.

NIF Stakeholder organisations have created a "planner's forum" which meets regularly and shares information and data for measuring the community's progress towards achieving community outcomes over the years to come.

A more detailed explanation of the Council's role and those organisations it intends working with can be found in the following sections relating to each community outcome.

Monitoring and reporting on Community Outcomes

Council has the responsibility to report regularly on the community's progress towards achieving its outcomes.

Using the outcome indicators detailed under each of the community outcomes described in this section, Northland Regional Council intends to monitor and, not less than every three years, report on the community's progress towards achieving the outcomes in its Long Term Council Community Plan.

Wherever possible, progress is reported against indicators included in the Council's previous LTCCP so that trends and overall achievement are more clearly demonstrated.

Community Outcomes update

The following section outlines the community outcomes for the Northland Region that were established in 2005 and details what progress has been made. The section includes:

- What the outcomes mean;
- What indicators are used to measure progress in achieving the outcomes;
- What Council groups of activities contribute to the achievement of each community outcome;
- Trend analysis on progress measures for each outcome;
- Summary on regional trends; and
- Priorities for each community outcome and how the Regional Council will work with other organisations.

Due to the unpredictability around data collection and consistency, some indicators previously used to measure progress have been deleted and/or replaced with other indicators based on more robust data, as it has become available.

While the Council has strived to provide data on all three districts within Northland, there are some data sets that are only available at regional level. Regional data adds valuable information to the overall picture of how Northland is performing in relation to community outcomes. National averages have been used as a comparison with both district and regional data when they have been available within the same data source.

Community Outcome Priority 1

Northland residents are safe and healthy

E au, e ora hoki te noho o nga tāngata o Taitokerau



What this outcome means

- Northland is an area in which residents and visitors can feel safe and secure at any time of the day or night;
- Plans for the management of potential hazards are considered and implemented in a timely way;
- A range of affordable, good quality housing is available to Northland communities;
- Key health issues of all residents are identified and addressed; and
- All residents have appropriate access to locally-based health services of an acceptable standard.

Outcome indicators

- Crime rates
- Hazard preparedness
- Life expectancy
- Household crowding
- Access to GPs

Partners for achieving this outcome

- Northland Intersectoral Forum (NIF)
- NZ Police
- Civil Defence Emergency Management Group
- Northland District Health Board

Northland Regional Council's response

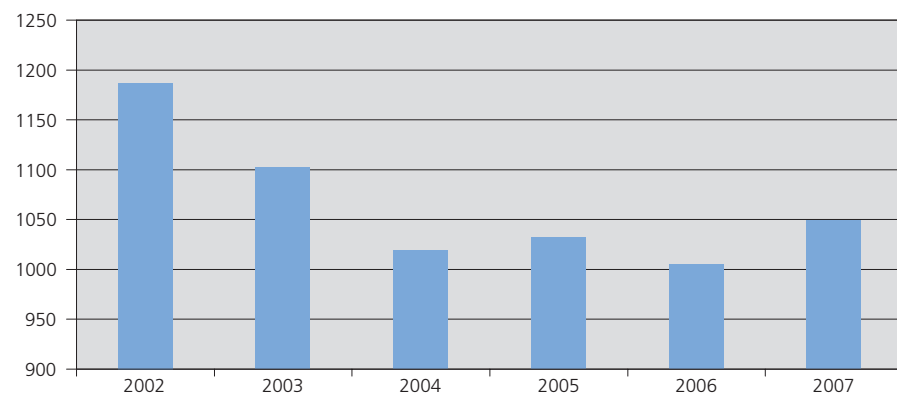
| Contributing groups of activities | |
|---------------------------------------|-----|
| Democracy and Corporate Services | |
| ✓ Regional Information and Engagement | 113 |
| Regional Economic Development | |
| Resource Management Planning | |
| ✓ Transport | 145 |
| Consents | |
| ✓ Environmental Monitoring | 161 |
| ✓ Land and Rivers | 181 |
| Biosecurity | |
| ✓ Emergency Management | 199 |
| ✓ Maritime Operations | 205 |

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

1. Northland residents are safe and healthy – progress measures

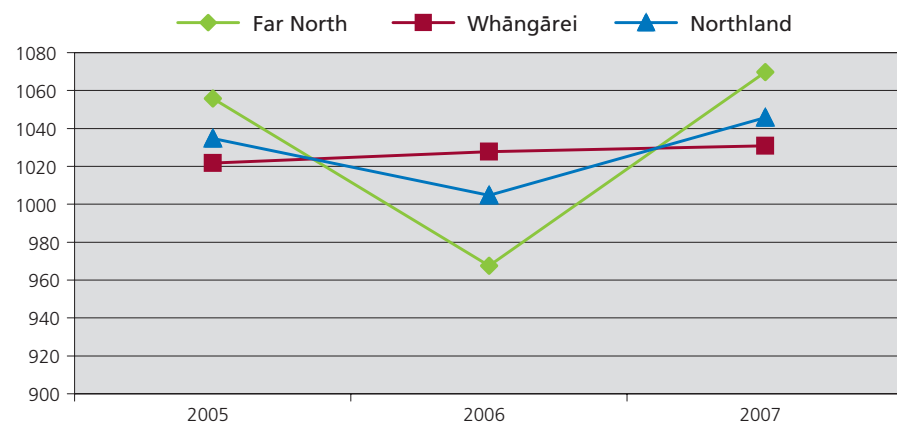
Crime in Northland

Number of recorded offences per 10,000 people



Source: Ministry of Social Development Report 2008

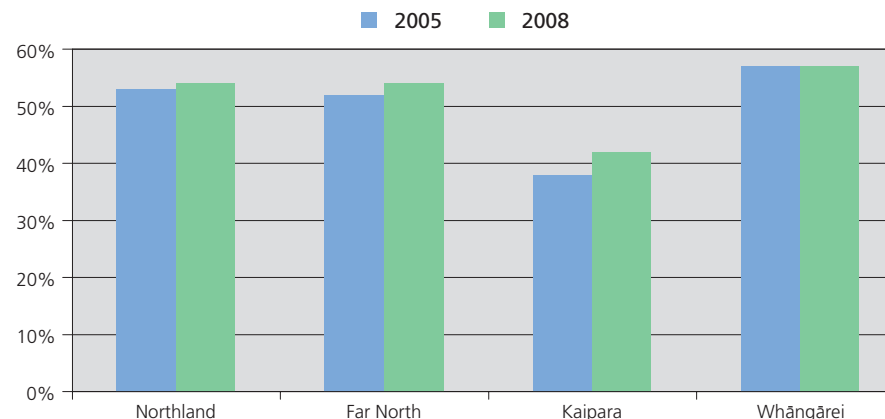
District recorded crime per 10,000 population by area



Results not available for Kaipara on district boundary. Source: Northland District Crime Statistics 2007 NZ Police

Hazard preparedness

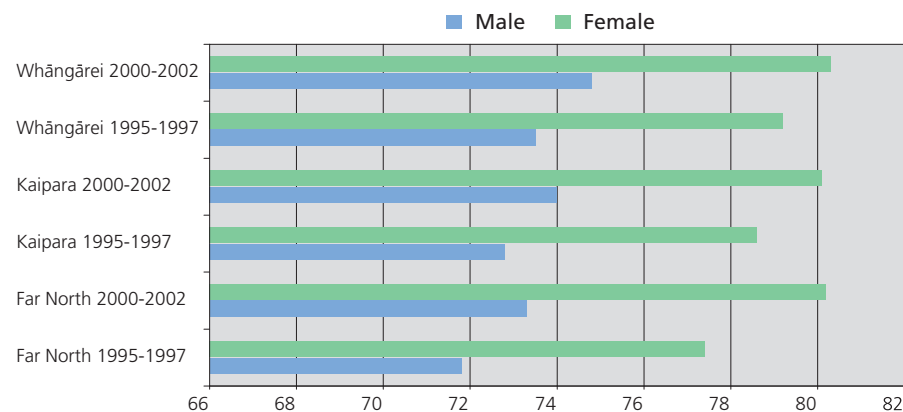
Those who have put aside items for a civil defence emergency



Source: Northland Community Awareness Survey 2008 and Group Research 2005

Life expectancy

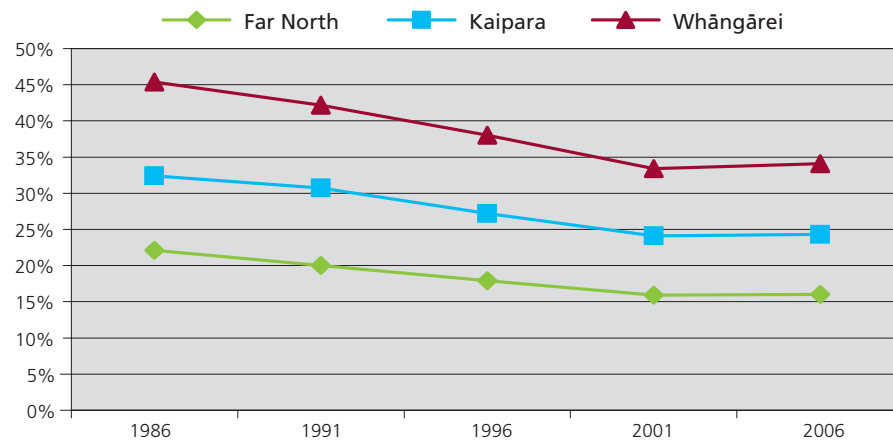
Total number of years a person can expect to live



Source: Ministry of Social Development Report 2008

Household crowding

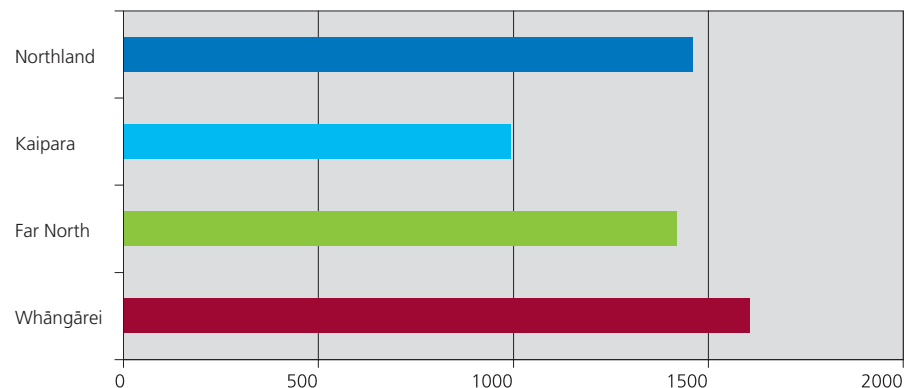
Percentage of Households with fewer bedrooms than needed



Source: Ministry of Social Development Report 2008

Access to GPs

The number of doctors per person (Dr:Patient Ratio)



Source: Manaia Primary Health Organisation Data 2008

Regional Trend Summary

Crime rates

- The number of recorded offences for all Northland per 10,000 people has dropped from 1,187 in 2002 to 1,049 in 2007.
- District reported crime per 10,000 population area fell between 2005 and 2006 in the Far North, and then rose again in 2007. Reported crime remained reasonably steady in the Whāngārei District, but rose slightly in 2007.

Hazard preparedness

- The Far North and Kaipara Districts have an increased number of people who have put items aside for a civil defence emergency.

Life expectancy

- Life expectancy has risen in Northland from 71.7 years, in 1990-1992 to 74 years of age in 2000-02 for males, and from 78.2 years to 80.1 for females.

Household crowding

- All districts have downward trends from 1986 to 2001 and then have a very slight upward trend from 2001 to 2006.

Access to GPs

- The ideal ratio for access to GPs is a Dr:Patient ratio of 1:1200. Kaipara has the best Dr:Patient ratio in the district with one doctor for every 993 people. Although the other districts have a Dr:Patient ratio over 1:1200, this can mean that it is balanced by a larger than usual nursing input.

1. Northland residents are safe and healthy

How the Regional Council will work with other organisations on this Community Outcome

| Council's role | Priorities for 2009-2012 |
|--------------------------|---|
| Lead Agency | Develop and implement river management plans on a prioritised basis, to reduce the negative impacts of flooding. |
| Lead Agency | Maintain and improve water quality to acceptable levels. |
| Joint Lead Agency | Implement the Civil Defence Emergency Management Group Plan with the district councils, emergency services and Northland District Health Board through the Northland Co-ordinating Executive Group. |
| Joint Lead Agency | Provide appropriate hazard information relevant to District Plans and building consents, as it becomes available. |
| Joint Lead Agency | Develop and implement a road safety plan for Northland with the NZ Police, NZ Transport Agency and the district councils. |
| Joint Lead Agency | Continue to provide and enhance harbour safety and maritime navigation aids in conjunction with Maritime New Zealand. |

Advocacy roles

- Support the organisations charged with reducing and preventing crime in Northland.
- Support the organisations charged with ensuring that Northlanders have appropriate access to health services.
- Support the promotion of healthy lifestyle options for Northlanders.
- Support the organisations charged with improving the quality of affordable housing in Northland.

Community Outcome Priority 2

Northland's infrastructure is developed in a sustainable way

I hanga ai nga ara o Taitokerau kia poutu ai



What this outcome means

- Transport networks are maintained and developed to enhance access to, from and within the region;
- Northland's built environment and infrastructure are further developed in a sustainable way that contributes to the well-being of people, communities and the natural environment;
- Promote community responsibility for ensuring that the physical appearance of Northland's built environment is maintained, so that the region remains attractive for residents and visitors; and
- Decision making for Northland's infrastructure considers cultural, social, environmental and economic impacts.

Outcome indicators

- Road casualties
- Road fatalities
- Telecommunications access
- Sealed and unsealed roads
- Energy generated and energy used

Partners for achieving this outcome

- NZ Transport Agency
- NZ Police
- District Councils
- Central Government
- Communications Service Providers
- Energy Supply Companies

Northland Regional Council's response

Contributing groups of activities

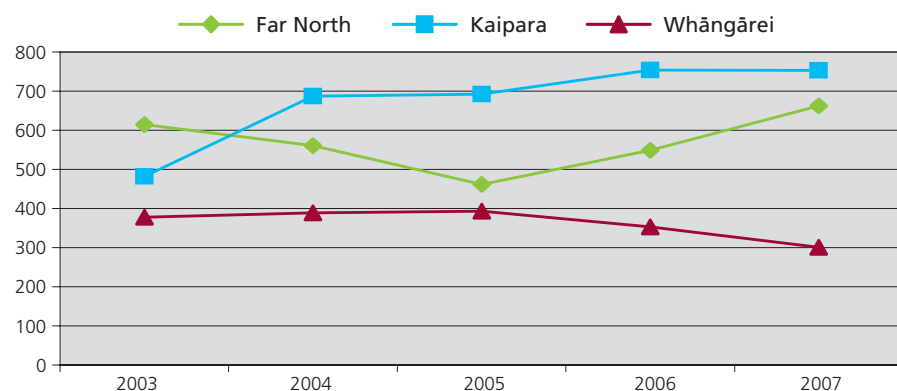
| | |
|---------------------------------------|-----|
| Democracy and Corporate Services | |
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| ✓ Consents | 153 |
| ✓ Environmental Monitoring | 161 |
| ✓ Land and Rivers | 181 |
| Biosecurity | |
| ✓ Emergency Management | 199 |
| ✓ Maritime Operations | 205 |

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

2. Northland's infrastructure is developed in a sustainable way - progress measures

Road casualties

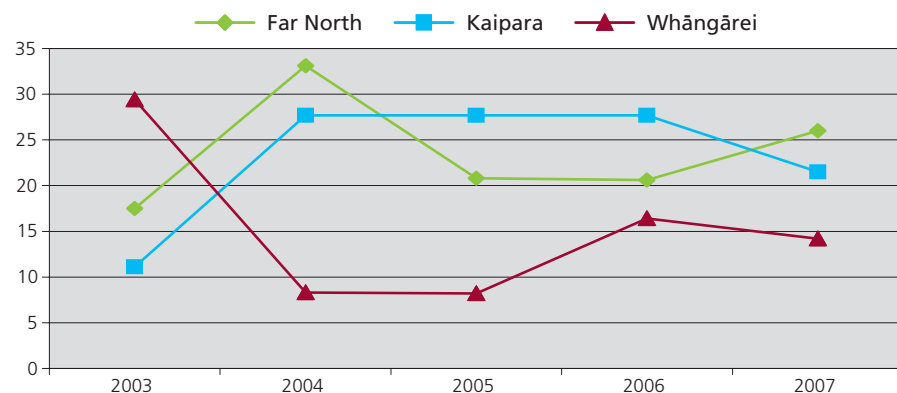
Number of people injured in motor vehicle crashes as a proportion (per 100,000) of the total population



Source: Ministry of Social Development Report 2008

Road fatalities

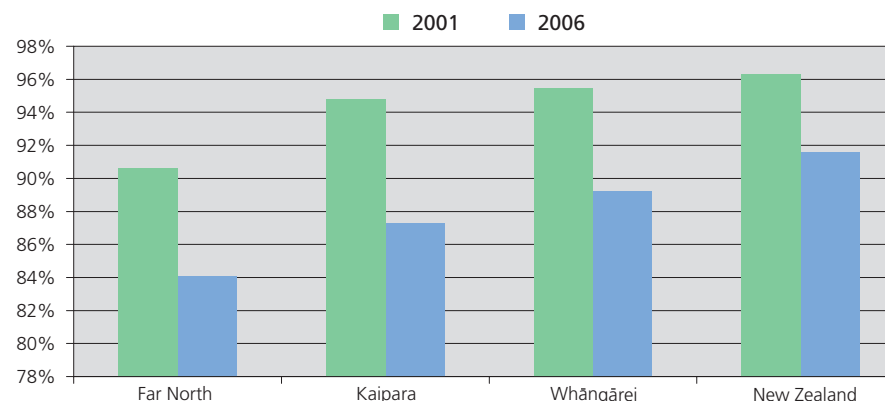
The number of deaths from motor vehicle crashes per 100,000 of the total population



Source: Ministry of Social Development Report 2008

Telephone access

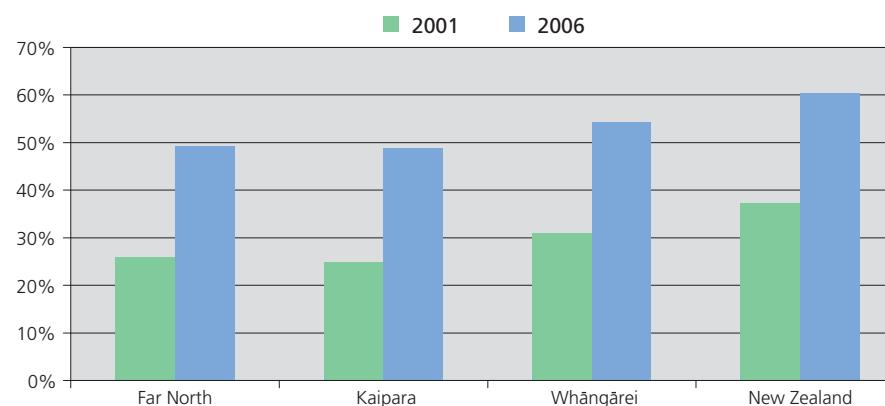
Percentage of the population with telephone access at home



Source: Statistics New Zealand Census Data

Internet access

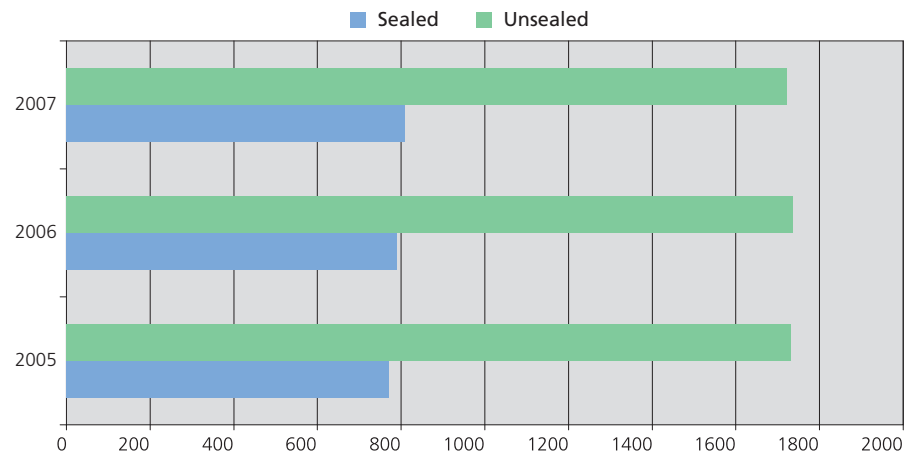
Percentage of the population with internet access at home



Source: Statistics New Zealand Census Data

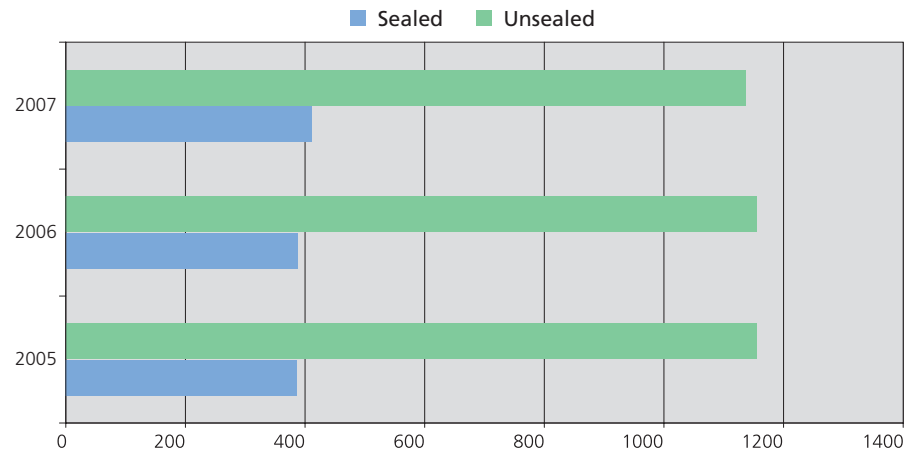
Comparison of sealed and unsealed roads

Far North District - roads in kilometres



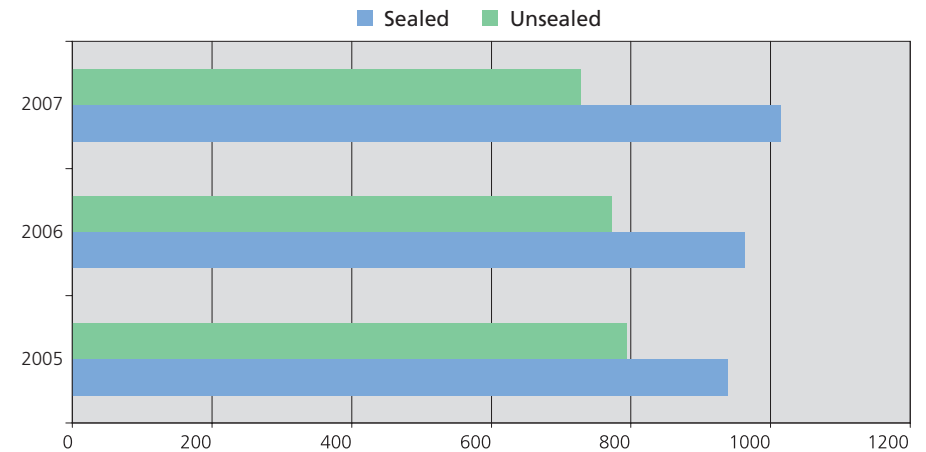
Source: Land Transport NZ Network Statistics 2005-2007

Kaipara District - roads in kilometres



Source: Land Transport NZ Network Statistics 2005-2007

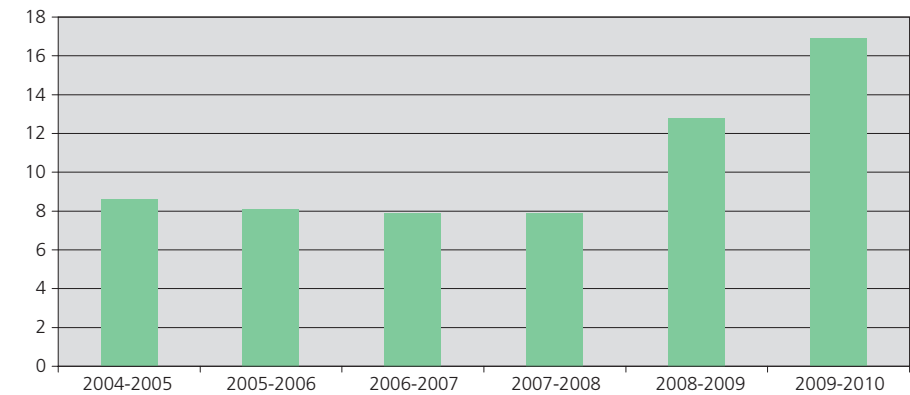
Whāngārei District - roads in kilometres



Source: Land Transport NZ Network Statistics 2005-2007

Energy generation

Energy generated in Northland as a percentage of total energy used



Source: Top Energy and North Power

2. Northland's infrastructure is developed in a sustainable way - progress measures

Regional Trend Summary

Road casualties

- Road casualties in the Whāngārei District have trended downward from 378.2 in 2003 to 300.6 in 2007. There has been a trend upwards in road casualties in Kaipara from 2003 and in the Far North from 2005.

Road fatalities

- Road fatalities have fallen in both the Kaipara and Far North Districts from a peak in 2004 (33.1% and 27.7%, respectively) to 26% and 21.5% in 2007. Road fatalities have risen in the Whāngārei District since 2005.

Telephone access

- Home telephone access dropped in all Northland districts between 2001 and 2006. The reductions are greater than the drop in New Zealand, overall, which has changed from 96.3% in 2001 to 91.6% in 2006.

Internet access

- There has been a significant rise in home internet access in all three districts from 2001 to 2006. Access in the Far North District has risen from 24.8% to 49.3%, Kaipara from 26% to 48.9% and Whāngārei District from 31% to 54.3%. All three districts are still marginally behind the New Zealand total of 60.5% for access to the internet at home.

Sealed roads

- The length of sealed roads in all three districts has risen between 2005 and 2007. Whāngārei District had the largest increase of 77.3 kms from 2005 to 2007. Whāngārei District is the only district with more sealed than unsealed roads.

Unsealed roads

- All three districts experienced a drop in the length of unsealed roads between 2005 and 2007. Whāngārei District had the largest reduction of 66.9 kms over this time.

Energy generation

- Currently, 7.9% of the energy used in Northland is generated in Northland. This trend has been steadily increasing, and the 2008 to 2010 bars in the graph show the predictions of this indicator over the next two to three years. Over this time the percentage of energy generated and used in Northland is expected to rise to 16.9% due to the increased capacity of the Ngāwhā geothermal plant and the continuation of power from the Northern Wairoa Hydro Plant.

How the Regional Council will work with other organisations on this Community Outcome

| Council's role | Priorities for 2009-2012 |
|--------------------------|---|
| Lead Agency | As part of the Regional Growth Programme for Northland, promote the integrated development of Northland's infrastructure in a structured and sustainable way including, but not limited to, rail links and other transport networks, electricity generation and distribution, sewage treatment and port operations. |
| Lead Agency | Co-ordinate the funding and development of the integrated transport network for Northland to improve access to, from and around the region. |
| Lead Agency | Work with central government and district groups to progress broadband services and other communication technologies in Northland. |
| Lead Agency | Provide for the efficient use of limited water resources. |
| Joint Lead Agency | Reduce the risks to essential infrastructure from floods, land instability, wind and other natural and man-made hazards in conjunction with the Northland Civil Defence Emergency Management Group and the infrastructural managers. |

Advocacy role

- Support plans for all improvements to Northland's infrastructure.

Community Outcome Priority 3

Northland's natural environment is sustainably managed

E mau tika ana nga tikanga kaitiaki i roto i te Taitokerau



What this outcome means

- Protect the natural character of the region's coastline and beaches;
- Northland communities have access to the natural environment in a sustainable way;
- Effective pollution control and recycling are endorsed and promoted;
- Communities, in partnership with local/central government, take responsibility for ensuring that the natural biodiversity, land, soil, water, air and coast features and landscape are sustainably managed and enhanced for future generations;
- There is sustainable use, development and protection, where appropriate, of natural resources; and
- Development is sustainably managed, considering impacts on the natural environment.

Outcome indicators

- River water quality
- Environmental incidents
- Air quality
- Natural areas of ecological significance
- Perceptions of managing the natural environment

Partners for achieving this outcome

- District Councils
- Northland District Health Board
- Department of Conservation
- Ministry of Health
- Central Government
- Research Organisations

Northland Regional Council's response

| Contributing groups of activities | |
|---------------------------------------|-----|
| ✓ Democracy and Corporate Services | 103 |
| ✓ Regional Information and Engagement | 113 |
| ✓ Regional Economic Development | 127 |
| ✓ Resource Management Planning | 137 |
| Transport | |
| ✓ Consents | 153 |
| ✓ Environmental Monitoring | 161 |
| ✓ Land and Rivers | 181 |
| ✓ Biosecurity | 193 |
| Emergency Management | |
| ✓ Maritime Operations | 205 |

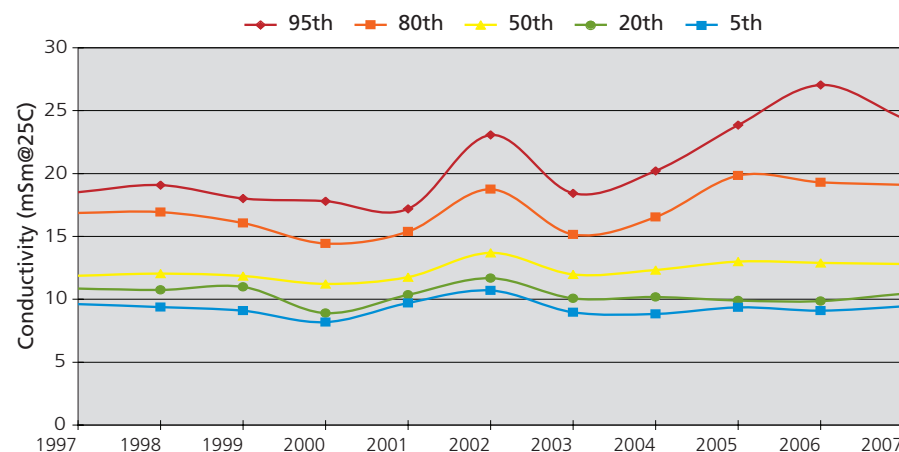
More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

3. Northland's natural environment is sustainably managed – progress measures

River water quality

The following graphs illustrate measures pertaining to Northland's river water quality. They are calculated according to various percentiles which split the rivers into groups. For example, the 5th and 95th percentiles measure the best and worst rivers, and the 50th percentile illustrates what is happening in our average rivers. The red lines indicate rivers with poor water quality and the blue lines indicate rivers with good water quality. The data for the graphs was collected from the 21 rivers monitored monthly.

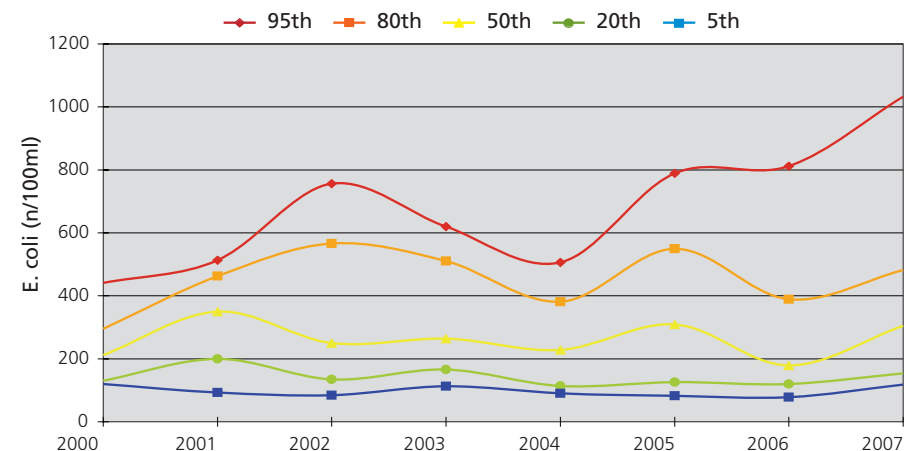
Conductivity



Source: Annual median conductivity for all RWQMN sites - NRC

Conductivity is an indicator of nutrients in the water but also catchment geology - for example, volcanic rock geology can cause high water conductivity. Downward trends are a positive sign of a reduction in conductivity in rivers.

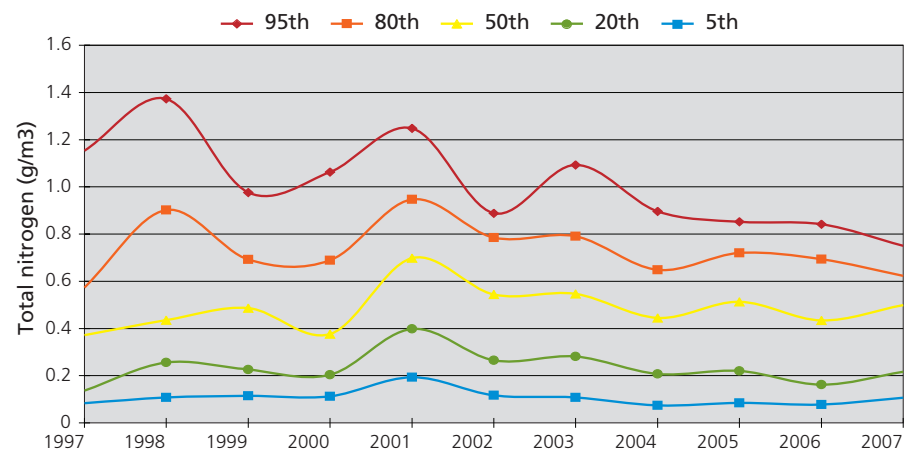
Escherichia Coli (E-Coli)



Source: % of E. coli results that comply with recreational bathing guidelines for 21 RWQMN sites for all years sampled - NRC

Too much Escherichia Coli (E-Coli) can make rivers unsafe for human consumption, stock and bathing use. Downward trends are a positive sign of a reduction in E-Coli in the rivers. The safe level of E-Coli for a bathing site is 126 per 100mls.

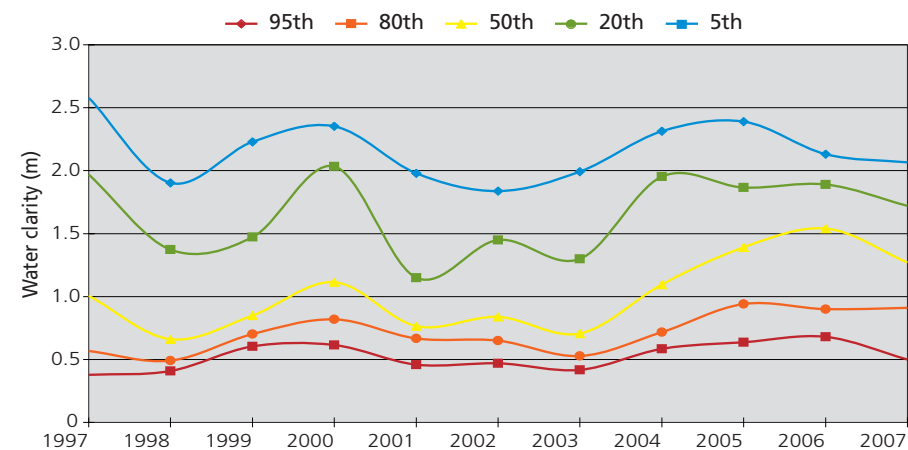
Total Nitrogen



Source: Annual median total nitrogen for all RWQMN sites - NRC

While low levels of nitrogen are required for plant growth, medium and high levels encourage the growth of pest plants in rivers. Downward trends are a positive sign of nitrogen reduction in rivers.

River water clarity



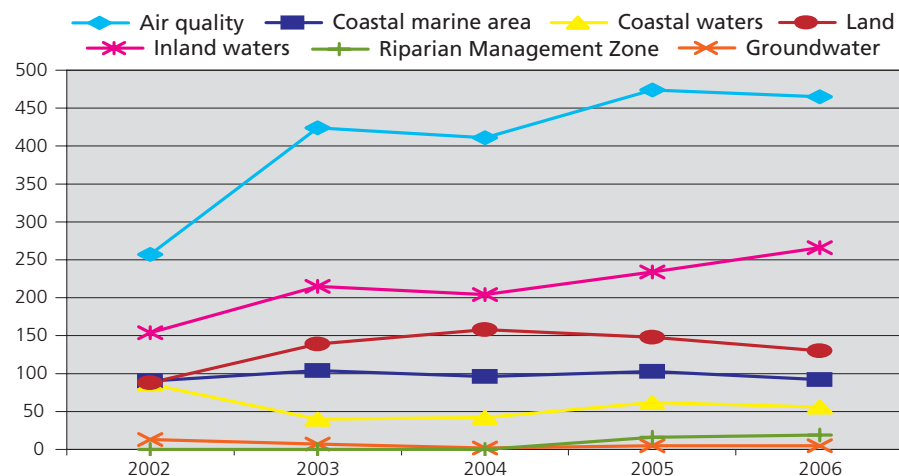
Source: Annual median water clarity for all RWQMN sites

Poor water clarity in rivers generally indicates a high level of nutrients, high silt levels and high conductivity levels. Improvement in water clarity is desirable for all rivers and is indicated by an upward trend.

3. Northland's natural environment is sustainably managed – progress measures

Environmental incidents

Environmental incidents by resource affected and type



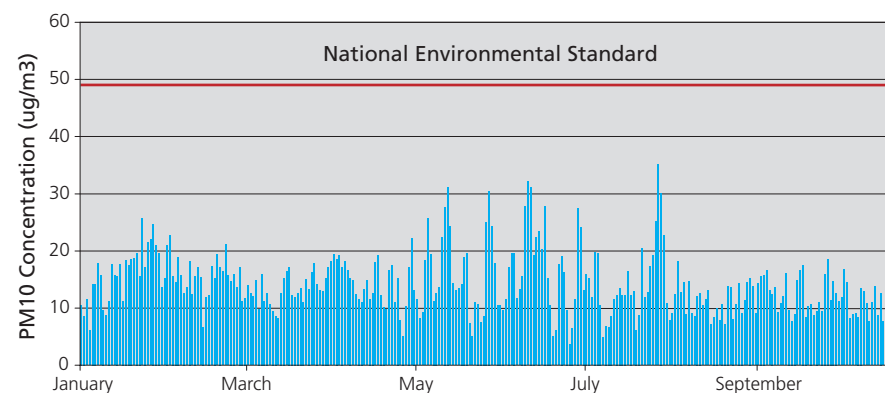
Source: NRC Monitoring data

There were 1033 environmental incidents reported to the Northland Regional Council in the 2006-2007 financial year. This compares with 1,042 in 2005-2006, 913 in 2004-2005, 929 in 2003-2004 and 688 in 2002-2003. Air quality incidents remain the most reported type.

Air quality

A good measure of air quality is the measure of particulate matter (PM¹⁰). This is a collective term used to describe very small solid or liquid particles such as dust, fume, smoke and mist or fog. PM¹⁰ is measured to ascertain air quality both in Whāngārei and Kaitiāia.

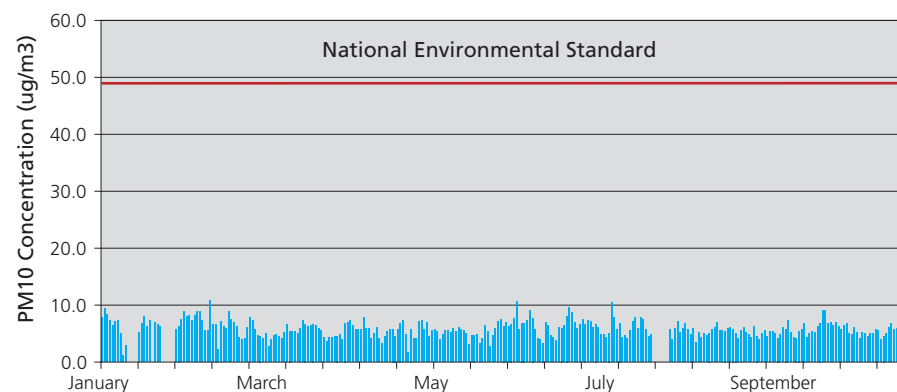
Whāngārei City 24 hour PM¹⁰ concentration



Source: NRC Monitoring data 2008

The graph of air quality in Whāngārei City illustrates, for the most part, that the city enjoys reasonably good air quality. The levels of PM¹⁰ in the atmosphere did not reach the National Environmental Standard at any time from January 2008 to September 2008. The rises in PM¹⁰ levels are during the winter months and are most likely the result of the winter fires.

Kaitiāia 24 hour PM¹⁰ concentration



Source: NRC Monitoring data 2008

The graph of air quality in Kaitiāia illustrates that this town enjoys better air quality than Whāngārei City. The levels of PM¹⁰ in the atmosphere rarely climb above 10 on the scale on which 50 is the maximum National Environmental Standard.

Natural Areas of Ecological Significance (NAES)

Number of statutory protection mechanisms per Natural Area of Ecological Significance (NAES) in Northland - December 2007

| Number of mechanisms | Number of NAES | % number of NAES |
|----------------------|----------------|------------------|
| 0 | 808 | 61.2 |
| 1 | 327 | 24.8 |
| 2 | 82 | 6.2 |
| 3 | 61 | 4.6 |
| 4 | 17 | 1.3 |
| 5 | 14 | 1.1 |
| 6 | 5 | 0.4 |
| 7 | 1 | 0.1 |
| 8 | 3 | 0.2 |
| 9 | 1 | 0.1 |
| 10 | 1 | 0.1 |

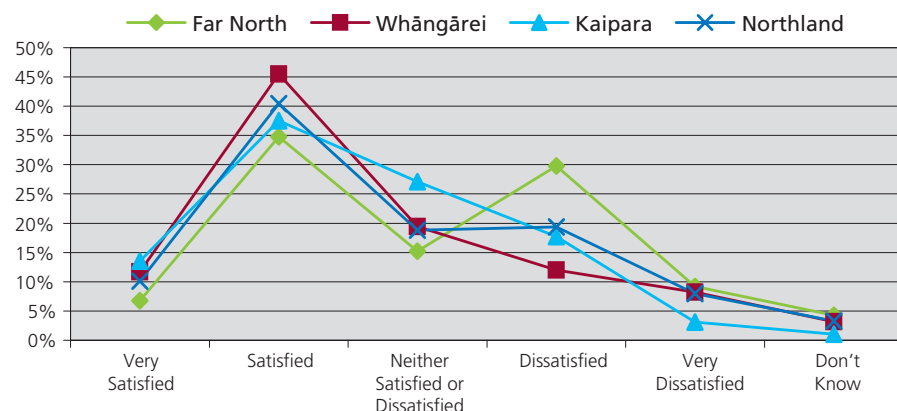
Source: Protected Natural Areas in Northland and Care Standards for Protected Natural Areas – Wildland Consultants, 2008

There are 1,320 identified Natural Areas of Ecological Significance (NAES) in Northland with a combined area of 283,947.8 ha. Sixty-one percent of NAES are not protected or managed by any mechanism.

3. Northland's natural environment is sustainably managed – progress measures

Managing the natural environment

Satisfaction with managing the environment for future generations



Source: Northland Community Outcomes Survey, APR Consultants, 2008

Overall satisfaction with managing the environment for future generations in Northland was 50.6%. Individually the Whāngārei and Kaipara districts were also rated above 50% but the Far North district had satisfaction levels of 41.5%.

Regional Trend Summary

River Quality - Conductivity

- In the region's best rivers, conductivity has remained reasonably stable. In the worst rivers there is a trend downwards from 2006-2007, however this trend would need to reduce substantially to equal the levels of conductivity in the best rivers.

River Quality – E-Coli

- From a downward trend to 2004, E-Coli was reducing overall in all the rivers monitored. However, from 2005 onwards there has been a steep rise in E-Coli in the worst rivers. This may be as a result of increased intensive farming in these catchments.

River Quality – Total nitrogen

- From 2003 onwards there has been an overall downward trend in nitrogen levels in all of the rivers monitored in the region.

River Quality – Water Clarity

- There was an increase in water clarity in all rivers in 2003 then a slight decrease from 2006 onwards. Decreasing water clarity in 2006 and 2007 is likely to be a result of higher rainfall.

Environmental incidents

- There were 1,033 environmental incidents reported to the Council in the 2007 financial year. This was less than in the 2006 year (1,042) and more than the 2005 year (913). After a sharp rise in the number of air quality incidents between 2002 and 2003, this type of incident remains the most reported.

Air Quality

- Both Whāngārei and Kaitiāia, for the most part, enjoy good air quality and low PM¹⁰ levels. The air quality in Kaitiāia is consistently better than in Whāngārei City.

Natural Areas of Ecological Significance

- Of the 1,320 identified Natural Areas of Ecological Significance (NAES) in Northland, 808 or 61.2% are not formally protected or managed.

Managing the natural environment for future generations

- Overall 50.6% of Northlanders were very satisfied or satisfied that the natural environment was being well managed for future generations.
- In Whāngārei 57.2% were very satisfied or satisfied compared with 51% in Kaipara and 41.5% in the Far North.

How the Regional Council will work with other organisations on this Community Outcome

| Council's role | Priorities for 2009-2012 |
|-------------------|--|
| Lead Agency | Integrate regional and district planning provisions to progress the development of a consolidated planning framework for the region. |
| Lead Agency | Maintain and improve water quality to acceptable levels. |
| Lead Agency | Prioritise and develop management plans for specific harbour or coastal areas and/or communities. |
| Lead Agency | Maintain and, where necessary, improve air quality as compared to national and regional guidelines. |
| Lead Agency | Promote and deliver environmental education in Northland. |
| Joint Lead Agency | Contribute to the management of Northland's environment including, but not limited to, adopting a sustainable development approach and adapting to climate change in conjunction with other central and local government agencies. |
| Joint Lead Agency | Work with other parties, as appropriate, to ensure that Northlanders have reasonable access to the natural environment in a sustainable way. |
| Joint Lead Agency | Maintain and, where necessary, improve coastal water quality at bathing sites and marine farming areas, in conjunction with district councils, Northland District Health Board, industry and the Ministry for the Environment. |
| Joint Lead Agency | Maintain and, where necessary, improve soil conservation as an integral part of all land use and development activity, in conjunction with district councils. |
| Joint Lead Agency | Protect Northland's high biodiversity values, in conjunction with landowners, relevant government agencies and the district councils. |

Advocacy roles

- Support a precautionary approach to genetic engineering by the Environmental Risk Management Authority.
- Participate in a Northland inter-council working group on the management of genetically modified organisms in Northland.
- Encourage the district councils' solid waste minimisation programmes of re-use and recycling.

Community Outcome Priority 4

Northland is prosperous

He rohe whai rawa te Taitokerau



What this outcome means

- Northland has sustainable growth and retention of population;
- Northland has strong business and industry growth that fits within and complements the natural and social environment of the region;
- Residents have a range of employment opportunities with increased employment and income levels;
- There is an increased opportunity for Māori business ownership and operations;
- Opportunities in Northland are sufficient to attract skilled professionals to the region and to prevent young people from leaving the region; and
- Northland needs to be continually promoted as a tourist destination.

Outcome indicators

- Income levels
- Annual Income
- Unemployment rate
- Number of businesses
- GDP growth
- Number of tourists

Partners for achieving this outcome

- Industry
- Work and Income
- Enterprise Northland
- Northland Intersectoral Forum (NIF)
- Education Providers
- District Councils
- Chamber of Commerce
- Māori / Iwi

Northland Regional Council's response

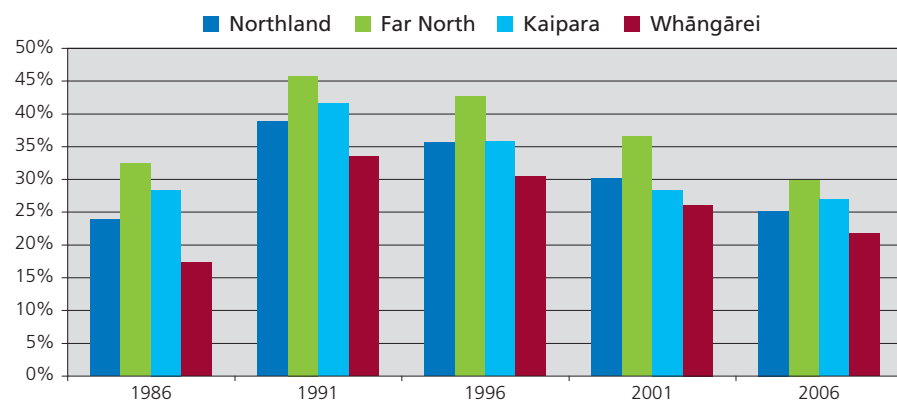
| Contributing groups of activities | |
|---------------------------------------|-----|
| ✓ Democracy and Corporate Services | 103 |
| ✓ Regional Information and Engagement | 113 |
| ✓ Regional Economic Development | 127 |
| ✓ Resource Management Planning | 137 |
| ✓ Transport | 145 |
| ✓ Consents | 153 |
| ✓ Environmental Monitoring | 161 |
| ✓ Land and Rivers | 181 |
| ✓ Biosecurity | 193 |
| Emergency Management | |
| ✓ Maritime Operations | 205 |

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

4. Northland is prosperous – progress measures

Income levels

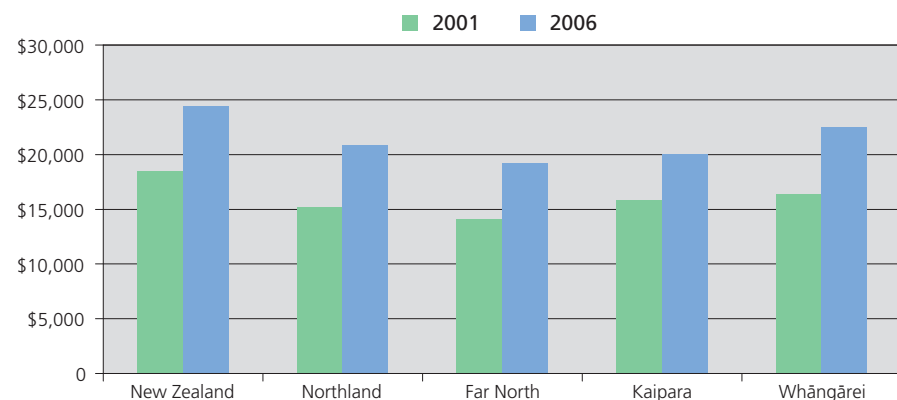
Percentage of Northlanders with an income less than 60% of the national median



Source: Ministry of Social Development

Annual Income

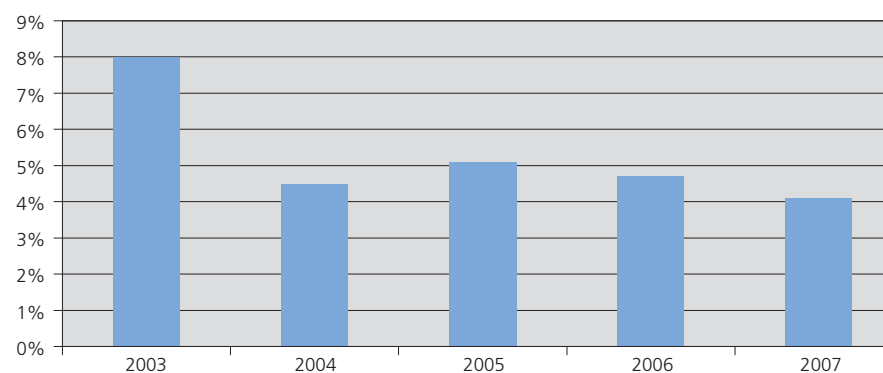
Median level of annual income for Northlanders



Source: Statistics NZ Census data

Unemployment

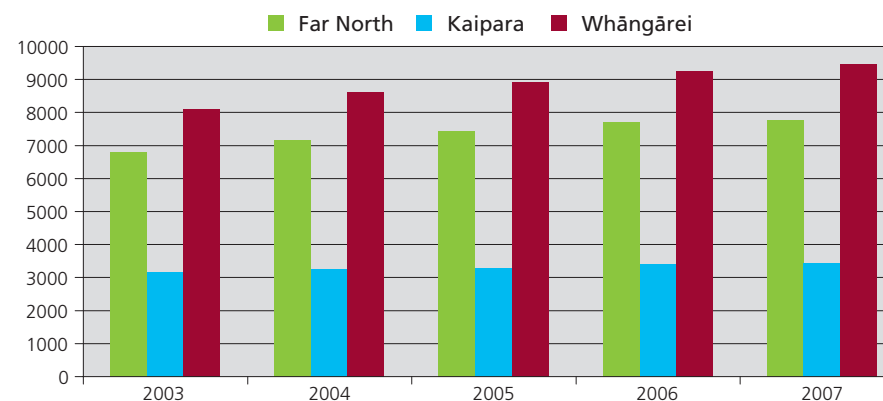
Percentage of the Northland labour force, 15 yrs and over, not employed



Source: Ministry of Social Development Report

Business numbers

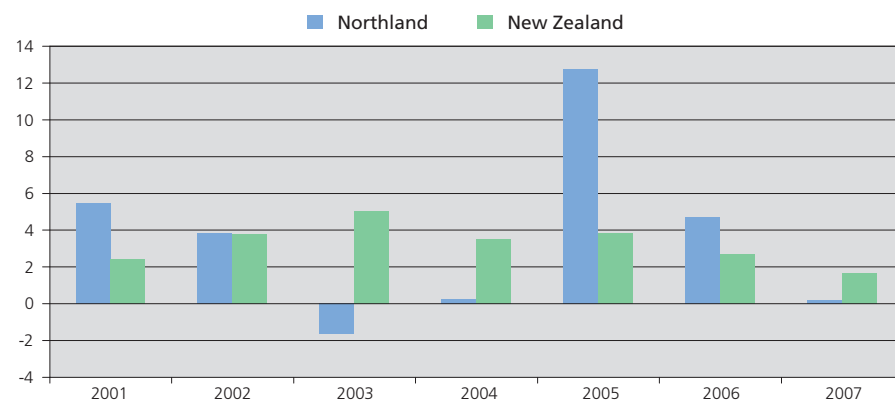
Number of businesses in Northland



Source: Statistics New Zealand Business Demography data

GDP growth in Northland

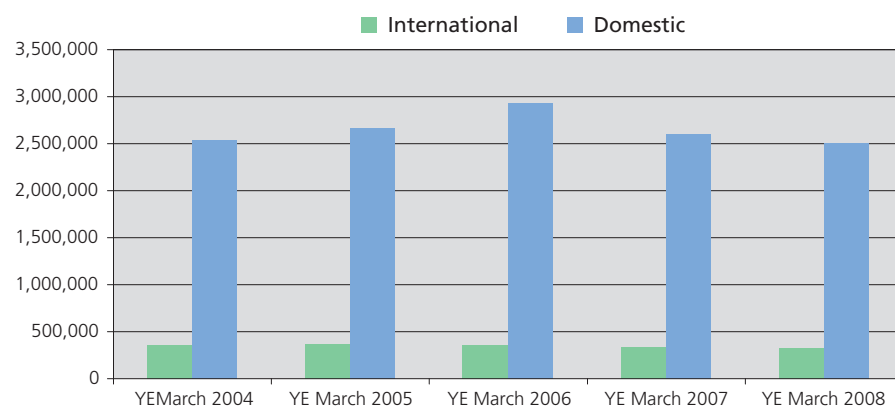
Estimated real GDP growth in Northland



Source: Based on national GDP data and employment data from the Household Labour Force – Business and Economic Research Ltd (BERL)

Tourists visiting Northland

Number of tourists visiting the Northland Region



Source: Tourism New Zealand

Regional Trend Summary

Income levels

- As a region, Northland has had a decline in the number of people who have income less than 60% of the national median from 38.9% in 1991 to 25.2% in 2006 (now comparable to 1986 levels).
- Although the annual median income in all Northland districts has risen between 2001 and 2006, to \$19,200 in the Far North, \$20,100 in Kaipara and \$22,500 in Whāngārei, it is still low when compared to an annual median income of just under \$25,000 for NZ overall.

Unemployment

- Northland's unemployment rate (15 years and over) has dropped from 8% in 2003 to 4.1% in 2007.

Numbers of businesses

- The number of businesses in the Whāngārei District has risen from 8,112 in 2003 to 9,472 in 2007.
- The number of businesses in the Far North District has risen from 6,800 in 2003 to 7,776 in 2007.

Real GDP growth

- The average annual percentage change in Regional Real GDP growth from March 2002 to March 2007 was 3.1% in Northland compared to 3.3% in all of New Zealand. This places Northland seventh of the twelve regions nationally.

Number of tourists visiting Northland

- The number of visitors to the region trended upwards from 2004 to 2006 and then dropped slightly between 2006 and 2008 (2,500,809 domestic and 328,245 international). In 2006, international and domestic travellers spent a total of \$657.6m in Northland. By 2013, total visitor expenditure in Northland is forecast to increase \$227.7m (34.6%) to \$885.3m.

4. Northland is prosperous

How the Regional Council will work with other organisations on this Community Outcome

| Council's role | Priorities for 2009-2012 |
|--------------------------|--|
| Lead Agency | Develop a Regional Growth Programme for Northland to provide a clear vision and strategic direction for the sustainable management of the region's future growth prospects. |
| Lead Agency | Promote the sustainable economic development of Northland through the activities of the Northland Regional Council Community Trust, Northland Intersectoral Forum and other key stakeholders working within the Regional Growth Programme. |
| Joint Lead Agency | Ensure that Northland provides a "business friendly" environment to foster the ongoing growth and development of existing businesses and attract new businesses to the region, in conjunction with the District Councils and Enterprise Northland. |
| Joint Lead Agency | Work with other parties, as appropriate, to improve Northlanders' income levels, employment opportunities and overall standard of living. |

Advocacy roles

- Support primary industry, recognising it as a significant part of the economy.
- Encourage businesses and industry to act sustainably.

Community Outcome Priority 5

Northland residents are educated and skilled

He tāngata matatau, pukenga hoki nga tāngata o Taitokerau



What this outcome means

- Provision of relevant industry-based training which enables the local labour force to meet the skill requirements of the local industries;
- The number of residents who achieve formal secondary and tertiary qualifications continues to increase;
- Provision of a range of quality educational training opportunities; and
- Good access and participation in early childhood education.

Outcome indicators

- Educational attainment of the adult population
- Participation in early childhood education
- Highest qualifications of school leavers
- Employment Rate

Partners for achieving this outcome

- Education Providers
- Northland Intersectoral Forum (NIF)
- Industry
- Ministry of Education

Northland Regional Council's response

Contributing groups of activities

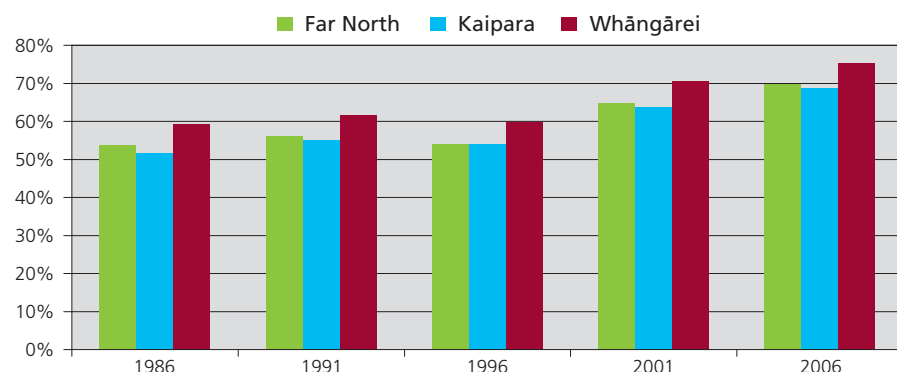
| | |
|---------------------------------------|-----|
| Democracy and Corporate Services | |
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| ✓ Regional Economic Development | 127 |
| Resource Management Planning | |
| Transport | |
| Consents | |
| Environmental Monitoring | |
| Land and Rivers | |
| Biosecurity | |
| Emergency Management | |
| Maritime Operations | |

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

5. Northland residents are educated and skilled – progress measures

Education attainment

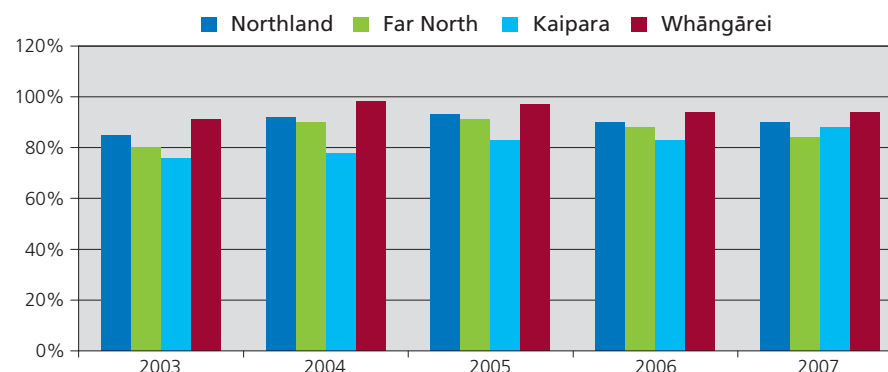
Percentage of population 25-64 years of age with at least upper secondary school education



Source: Ministry of Social Development 2008

Early childhood education

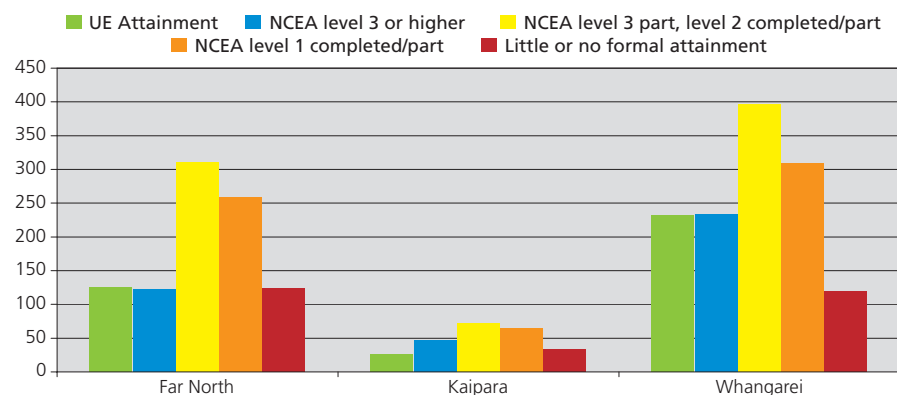
Percentage of 3 and 4 year-olds enrolled in early childhood centres or home-based education programmes



Source: Ministry of Social Development 2008

Highest qualifications of school leavers 2005

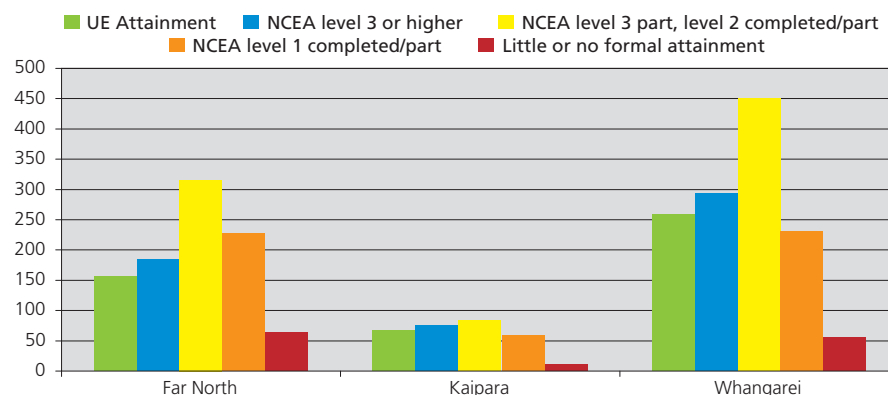
Number of students leaving secondary school during 2005 and level of highest attainment



Source: Education Counts Website, School leaver data

Highest qualifications of school leavers 2007

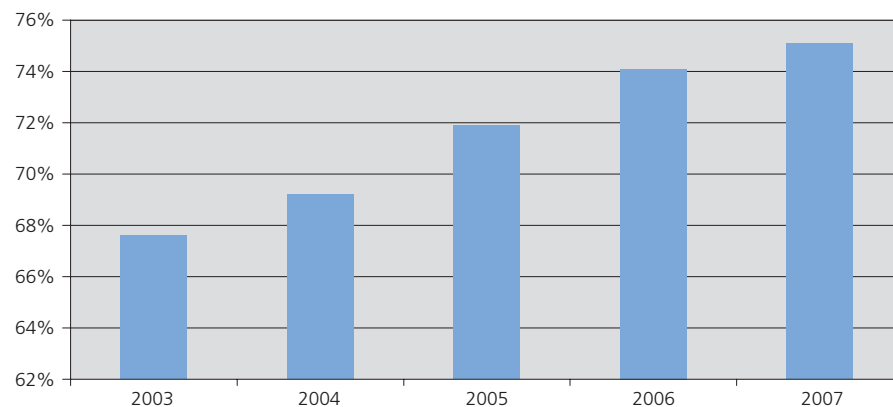
Number of students leaving secondary school during 2007 and level of highest attainment



Source: Education Counts Website, School leaver data

Employment rate

Percentage of Northland population 15–64 years of age in paid employment



Source: Ministry of Social Development Report 2008

Regional Trend Summary

Educational attainment

- There has been an overall rise in all three districts of 25-64 year olds with upper secondary school education between 1986 and 2006.
- Whāngārei District has the highest levels of upper secondary school education for 25-64 year olds at 75.3% in 2006, followed by Far North District at 69.9% and Kaipara District at 68.7%.

Early childhood education

- As a region, the rates of early childhood education have grown from 85% in 2003 to 90% in 2007, peaking at 93% in 2005.
- Kaipara has had a rise of 12% in the rates of early childhood education from 76% in 2003 to 88% in 2007.
- Whāngārei District has the highest rate of early childhood education enrolments at 94%, rising from 91% in 2003.

School leaver qualifications

- There has been a marked reduction in the number of students leaving school with little or no formal attainment in all districts of the region.
- There were higher numbers of students taking NCEA level 2, 3 or higher in 2007 than in 2005.

Employment Rate

- The employment rate of the population 15-64 years old showed a steady trend upwards from 2003 to 2007.

5. Northland residents are educated and skilled

How the Regional Council will work with other organisations on this Community Outcome

| Council's role | Priorities for 2009-2012 |
|--------------------------|--|
| Lead Agency | Promote and deliver environmental education in Northland. |
| Joint Lead Agency | As part of the Regional Growth Programme for Northland, increase skill levels and educational achievement across Northland in conjunction with the Northland Intersectoral Forum and relevant education providers. |
| Joint Lead Agency | <p>Ensure Northland's education needs are met, including, but not limited to:</p> <ul style="list-style-type: none"> ■ Supporting the provision of relevant industry-based training and apprenticeships which enable the local labour force to meet the skill requirements of local industries, in conjunction with relevant Industry Training Organisations. ■ Supporting strategies aimed at keeping young people at school longer and decreasing the number of young people leaving the region. ■ Supporting increased access to appropriate tertiary level education in Northland, in conjunction with NorthTec and other tertiary education providers. |

Advocacy roles

- Support the development of student facilities, making it easier for students to live and study in Northland.
- Support education providers to meet the needs of industry, as detailed below.

Priority tertiary training needs in Northland

Lower than average levels of primary and secondary educational attainment have resulted in people who lack minimum skill levels. Consequently, foundation skills training in literacy, numeracy, basic computer literacy and financial literacy are required in Northland. Priority labour market needs for tertiary training for each district are listed below:

| Far North District | Kaipara District | Whāngārei District |
|---|---|--|
| <ul style="list-style-type: none"> ■ Agriculture and fishery ■ Forestry ■ Tourism and hospitality ■ Arts and creative industries ■ Horticulture ■ Trades training ■ Health worker training | <ul style="list-style-type: none"> ■ Agriculture and fishery ■ Trades-related training ■ Construction ■ Automotive ■ Service industries ■ Horticulture ■ Small business training ■ Arts and creative industries | <ul style="list-style-type: none"> ■ Marine industry training ■ Engineering ■ Automotive ■ Construction ■ Hospitality and service industries ■ Health and aged care ■ Education |

Source: Tertiary Education in Te Tai Tokerau, APR Consultants, 2006

Community Outcome Priority 6

Northland has cohesive communities

He hapori piritahi nga hapori o Taitokerau



What this outcome means

- Northland communities have appropriate access to social support services and advice;
- All people feel valued and have a sense of belonging and equality within the community;
- The multi-cultural make-up of Northland communities is acknowledged and promoted, and different cultural values are respected;
- The place of Māori is recognised and respected. Mutually beneficial relationships between Māori and the wider community are built and nurtured;
- Appropriate recognition and integration of hapū and iwi in the planning process and management of resources; and
- Leaders in the region collaborate to ensure the best outcome for Northlanders on issues of regional importance.

Outcome indicators

- Community spirit
- The number of iwi management plans lodged with Council
- Outcomes from the Northland Intersectoral Forum (NIF)
- Collaborative leadership

Partners for achieving this outcome

- District Councils
- Community Organisations
- Iwi CEOs' Forum
- Northland Intersectoral Forum (NIF)
- Ministry of Social Development

Northland Regional Council's response

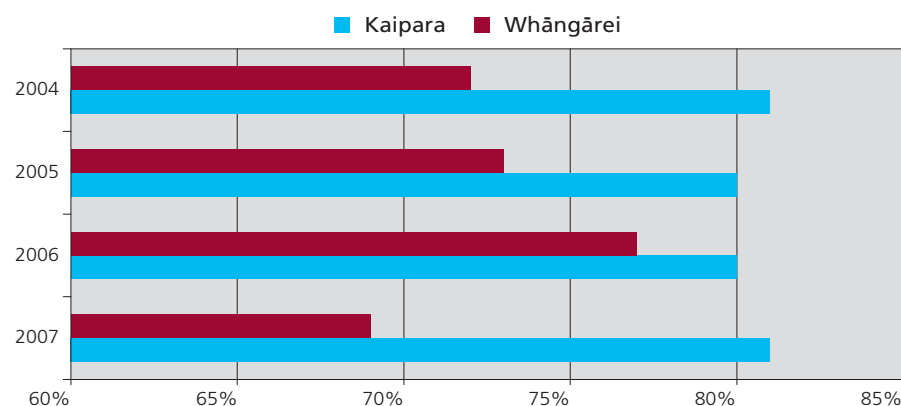
| Contributing groups of activities | |
|---------------------------------------|-----|
| ✓ Democracy and Corporate Services | 103 |
| ✓ Regional Information and Engagement | 113 |
| ✓ Regional Economic Development | 127 |
| ✓ Resource Management Planning | 137 |
| ✓ Transport | 145 |
| Consents | |
| ✓ Environmental Monitoring | 161 |
| Land and Rivers | |
| Biosecurity | |
| ✓ Emergency Management | 199 |
| Maritime Operations | |

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

6. Northland has cohesive communities – progress measures

Community spirit

Percentage of residents who rate their community spirit as good or very good



Source: Communitrak Surveys. Far North overall total District 2008 rating for community spirit was 71%.

Outcomes from NIF – NIF initiated projects

Engaging Taitamariki in Learning

In 2007, the Northland Intersectoral Forum (NIF) agreed to support the Engaging Taitamariki in Learning (ETL) strategy with the intention to realise Taitamariki (youth) potential by lifting the educational achievement of young Māori in the Northland region. The mission is to 'maximise Taitamariki potential through engaging Taitamariki in learning'.

Three sub-strategies have been developed:

- (i) **Te Ako o Nga Taitamariki:** the school-community interface;
- (ii) **Tama Tu Tama Ora:** personalised learning pathways for Māori boys; and
- (iii) **Te Mana o Nga Taitamariki:** sport, culture and leadership events for Taitamariki.

Source: Northland Intersectoral Forum Report 2008

The ETL strategy involves a five-year (2008-2013) time horizon to maximise taitamariki potential through engaging taitamariki in learning.

Otangarei Community Renewal

The Otangarei Community Renewal project focuses on the following goals:

- Improving neighbourhood safety and security;
- Improving and enhancing the physical environment, amenities and services;
- Providing intensive tenancy and property management services;
- Implementing community led solutions; and
- Building and fostering social networks.

Connecting Communities

The Connecting Young People project is part of a wider environment of activity and aims to build on existing services, programmes and initiatives that are already working with young people and their families. It also looks at how NIF can work together better, across sectors.

Number of iwi planning documents lodged with the Council

Seven operative documents

- Ngāti Rehia – Environmental Management Plan 2007.
- Ngātiwai Aquaculture Plan 2005.
- Te Iwi o Ngātiwai – Iwi Environmental Policy Document 2007.
- Ngāti Kuta ki Te Rāwhiti Hapū Management Plan – Whakatakoto Kaupapa Mo Te Hapū O Ngāti Kuta Ki te Rāwhiti.
- Ngāti Hine Iwi Environmental Management Plan 2008 – Nga Tikanga mo te Taiao o Ngāti Hine.
- Ngāti Korokoro, Ngāti Whaarara me Te Pouka Hapū Environmental Management Plan 2006 (confirmed in 2008).
- Patuharakeke Te Iwi Trust Board (Takahiwai Marae) Environmental Plan 2007.

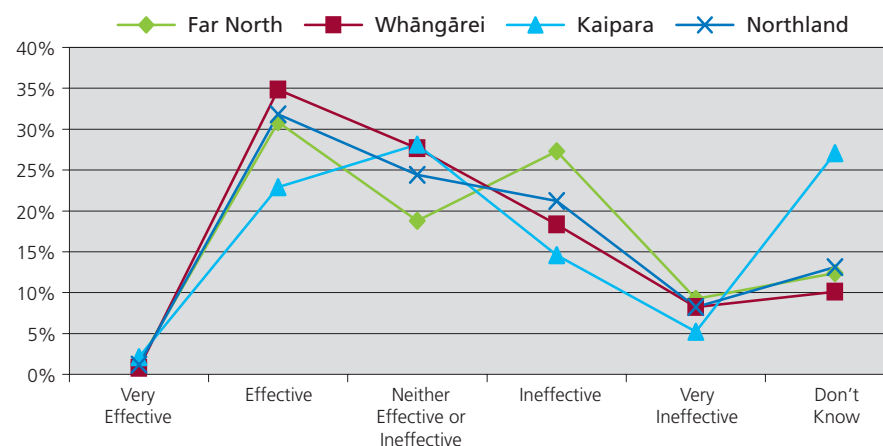
Two draft plans

- Te Roroa Iwi Environmental Policy Document Draft 2008 - Nga Ture mo Te Taiao o Te Roroa.
- Kororāreka Marae – He Kaupapa Mo Te Taiao (Environmental Policy Statement) 1999.

Source: Northland Regional Council Iwi Liaison Officer

Collaborative Leadership

Effectiveness of collaboration between Northland leaders to find the best solutions for your district



Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

6. Northland has cohesive communities

Regional Trend Summary

Community spirit

- Community spirit in the Kaipara area remains fairly constant at 80% or above. Community spirit in the Whāngārei District rose from 72% in 2004 to 77% in 2006, and then reduced slightly to 69% in 2007.

Northland Intersectoral Forum (NIF) achievements

- NIF is working hard to ensure that the community projects of Engaging Taitamariki in Learning, the Otangarei Community Renewal and Connecting Communities will be successful.

Iwi management plans

- There are four completed iwi management plans lodged with the Council and two draft plans presented.

Effectiveness of collaboration between Northland leaders to find the best solution for your district

- Thirty three percent of Northlanders thought that collaboration between regional leaders to find the best solutions for their districts was very effective or effective, 53.8% considered collaboration to be ineffective. Far North district had the highest percentage of people who rated the collaboration as ineffective (55.3%) with Whāngārei rating 54.3% and Kaipara 47.9%.

How the Regional Council will work with other organisations on this Community Outcome

| Council's role | Priorities for 2009-2012 |
|-------------------|---|
| Lead Agency | Review plans for public passenger transport services in Northland. |
| Joint Lead Agency | Improve communication and collaboration with Northland communities, including with Māori. |
| Joint Lead Agency | Encourage a collaborative leadership approach. |

Advocacy role

- Support organisations that are working to ensure Northland communities have access to locally-based social support services and advice.

Community Outcome Priority 7

Northland retains and enhances its regional identity

E mau ana, e whakahii ana te Taitokerau i tona tuakiri



What this outcome means

- Awareness and knowledge of Northland's unique heritage and history are increased;
- Development of a strong and positive regional identity that all Northland residents are proud of;
- People have access to and are encouraged to participate in a range of Northland events and activities;
- Northland has a friendly, relaxed and supportive atmosphere;
- Promotion of Northland as an arts and culture region;
- Residents are informed about decisions being made about the region and asked for their opinions; and
- Connection with regional identity by voting.

Outcome indicators

- Quality of life
- Māori language speakers
- Language retention
- Voter turn out
- Regional identity
- Regional pride

Partners for achieving this outcome

- District Councils
- Northland Intersectoral Forum (NIF)

Northland Regional Council's response

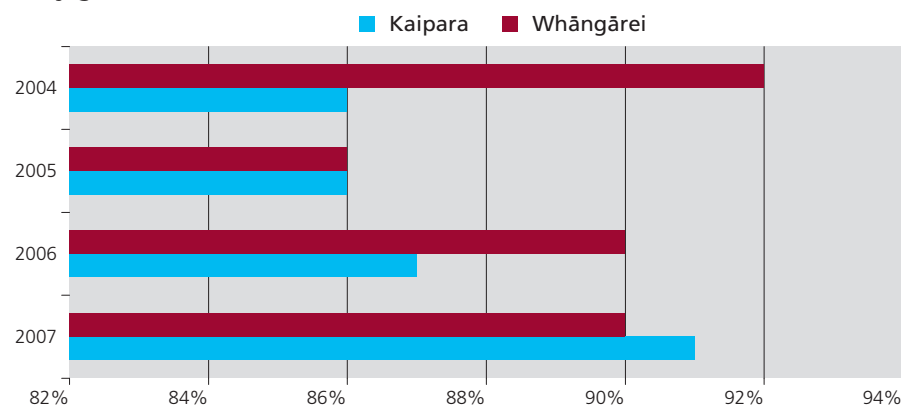
| Contributing groups of activities | |
|---------------------------------------|-----|
| ✓ Democracy and Corporate Services | 103 |
| ✓ Regional Information and Engagement | 113 |
| Regional Economic Development | |
| ✓ Resource Management Planning | 137 |
| Transport | |
| Consents | |
| Environmental Monitoring | |
| Land and Rivers | |
| ✓ Biosecurity | 193 |
| Emergency Management | |
| ✓ Maritime Operations | 205 |

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

7. Northland retains and enhances its regional identity – progress measures

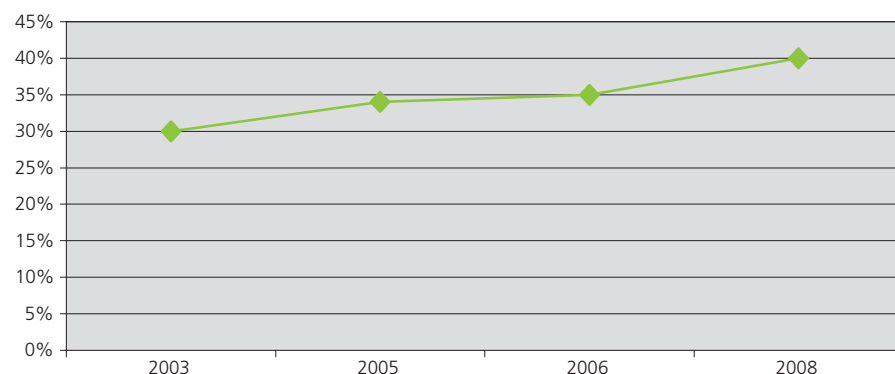
Quality of life

Residents who rate the quality of life in their district as good or very good



Source: Communitrak Surveys

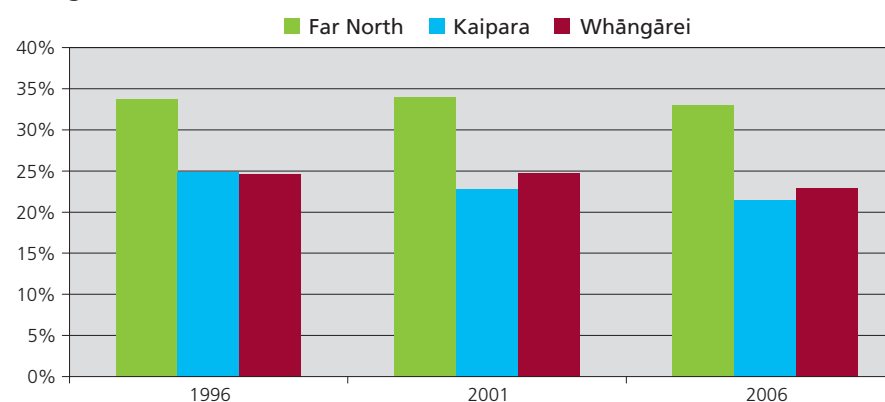
Perception of the Far North District as a 'better place to live'



Source: Communitrak Survey 2008

Māori language speakers

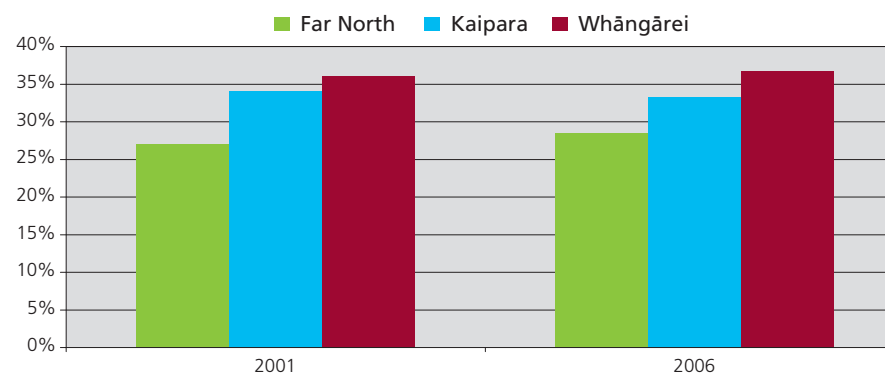
Percentage of Māori who can hold a conversation about everyday things in Māori



Source: Ministry of Social Development Report 2008

Language retention

The proportion of people who can speak the "first language" (excluding English) of their ethnic group, for ethnic groups other than Māori.

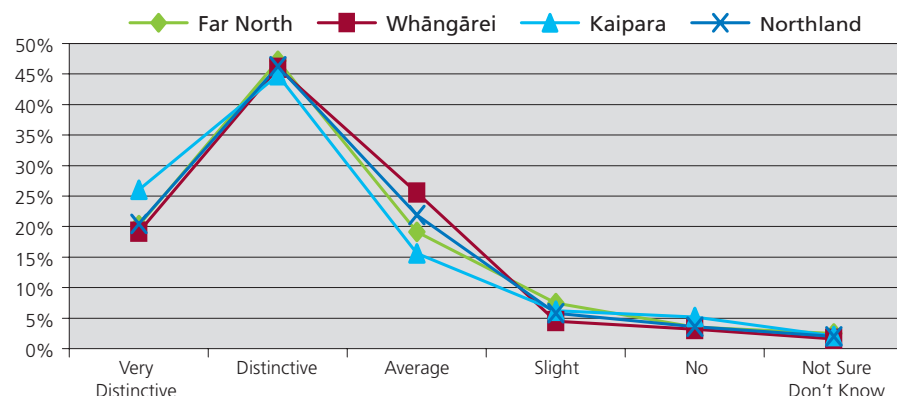


* Where a person reported more than one ethnic group, they have been counted in each applicable group.

Source: Ministry of Social Development Report 2008

Regional identity

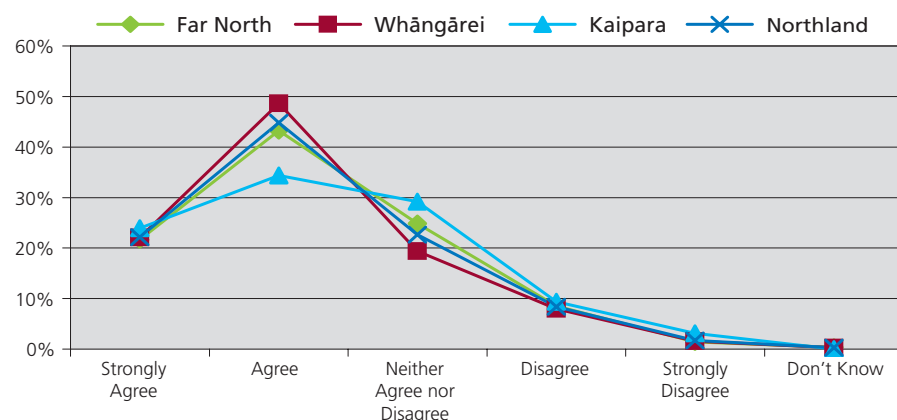
Perception of Northland having a distinctive regional identity



Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Regional pride

Agreement to feeling a sense of pride in Northland



Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Regional Trend Summary

Quality of life

- After a fall to 86% in 2005, the Whāngārei District remains steady for 2006 and 2007, with 90% of residents rating their district as good or very good to live in. There has been a slight rise in the percentage of residents who think the Kaipara District is good or very good to live in, from 86% in 2005 to 90% in 2007.

Māori language speakers

- There has been a slight fall in all districts for the number of Māori who can hold a conversation about everyday things in Māori.

Language

- The proportion of people who can speak their first language (excluding English) other than Māori in the Whāngārei and Kaipara Districts has remained similar between 2001 and 2006. In the Far North District, the proportion of people who can speak their first language (excluding English) other than Māori, has risen from 27% to 28.5% over the same period.

Regional identity

- Only 20.4% of Northlanders thought that the region has a 'very distinctive regional identity' while 46.3% thought that the region has a 'distinctive regional identity'. One third of Northlanders (33.3%) rated the region as having an average or worse distinctive identity. Kaipara had the highest percentage of respondents, of the three districts, who thought that Northland had a very distinctive regional identity at 26%.

Regional pride

- There were 22.1% of Northlanders who strongly agreed with the statement "I feel a sense of pride in Northland". There were 44.8% who agreed with this statement and nearly one third (32.8%) who neither agreed or disagreed, disagreed or strongly disagreed. Whāngārei district had the highest percentage of people who agreed in feeling a sense of pride in Northland at 48.7% and Kaipara district had the lowest at 34.4%.

7. Northland retains and enhances its regional identity

How the Regional Council will work with other organisations on this Community Outcome

| Council's role | Priorities for 2009-2012 |
|--------------------------|---|
| Lead Agency | Enhance the Northland identity. |
| Joint Lead Agency | Identify record and provide for cultural heritage sites requiring specific protection, in conjunction with district councils. |
| Joint Lead Agency | Increase public awareness and knowledge of Northland's unique heritage and history, in conjunction with the district councils, Destination Northland Ltd, iwi and relevant government agencies. |

Advocacy role

- Support the co-ordination and development of the Arts sector in Northland.

Community Outcome Priority 8

Northland residents have access to recreational and leisure opportunities

He mea angitu ana nga tāngata o Taitokerau ki nga tikanga takaro, puangi hoki



What this outcome means

- Northland communities have access to a range of affordable and quality recreational and leisure facilities that suit the different needs of different groups; and
- Northland residents have appropriate access to the natural environment to meet their recreational needs.

Outcome indicators

- Participation in sport and leisure activities
- Satisfaction with parks and/or reserves
- Satisfaction with recreation and leisure facilities
- Satisfaction with access to the natural environment

Partners for achieving this outcome

- Sport Northland
- District Councils
- Northland Intersectoral Forum (NIF)
- Schools

Northland Regional Council's response

| Contributing groups of activities | | |
|-------------------------------------|--------------------------|-----|
| Democracy and Corporate Services | | |
| Regional Information and Engagement | | |
| Regional Economic Development | | |
| Resource Management Planning | | |
| Transport | | |
| Consents | | |
| ✓ | Environmental Monitoring | 161 |
| Land and Rivers | | |
| ✓ | Biosecurity | 193 |
| Emergency Management | | |
| ✓ | Maritime Operations | 205 |

More details on how the Council will contribute to this community outcome can be found by turning to the pages indicated above.

8. Northland residents have access to recreational and leisure opportunities – progress measures

Sport and leisure

Participation in physical activity

The New Zealand Physical Activity Guidelines state that adults should participate in at least 30 minutes of moderate intensity physical activity on most, if not all, days of the week. The Active NZ Survey 2008 categorised adults into three groups:

- **'30 x 5 Guideline Met'** Adults who achieved 30 minutes of moderate intensity physical activity on at least five days out of seven.
- **'Some Activity'** Adults who did not achieve 30 minutes of moderate intensity physical activity on at least five days, but did achieve at least 30 minutes of moderate intensity physical activity in total over seven days.
- **'Inactive'** Adults who, over seven days, achieved less than 30 minutes of moderate intensity physical activity in total.

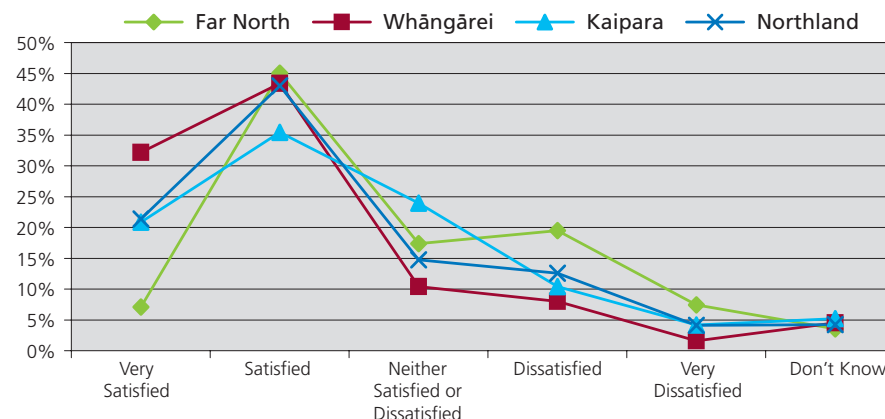
In the Northland Region

- 44.5% of adults achieved the national physical activity guideline '30 x 5 Guideline Met'.
- 39.9% of adults did 'some activity'.
- 15.6% of adults were in the 'inactive' group.

Source: SPARC Active NZ Survey Data 2008, Benchmark Survey includes respondents who are 16 years or over

Parks and reserves

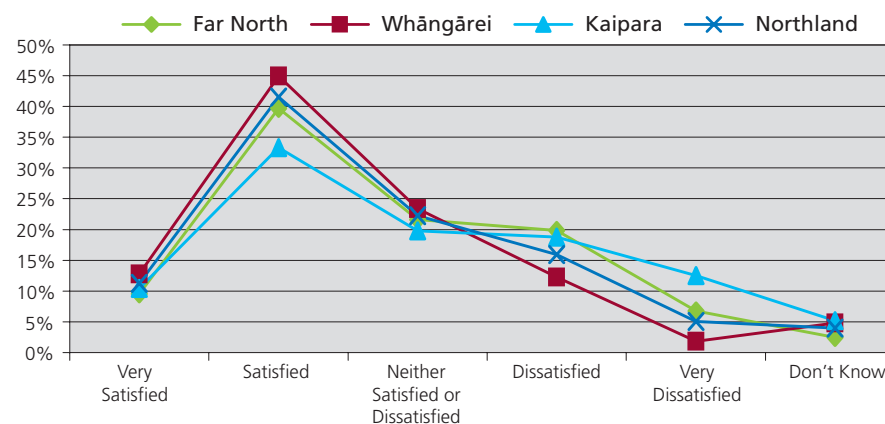
Satisfaction with parks and/or reserves



Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Recreation and leisure

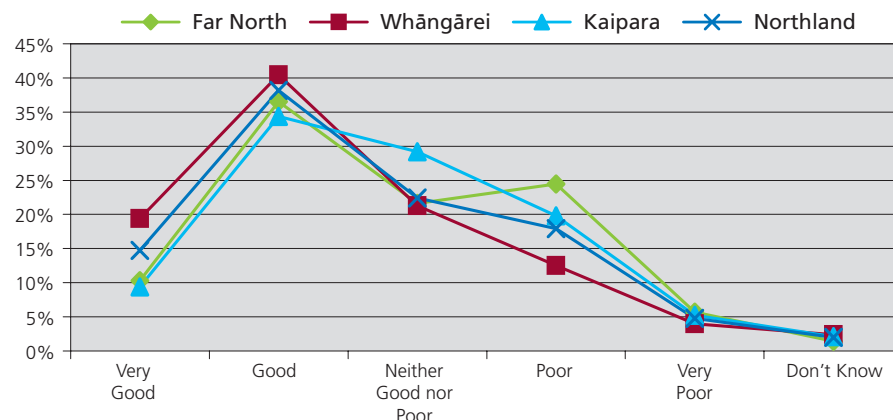
Satisfaction with access to recreation and leisure activities



Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Events and activities

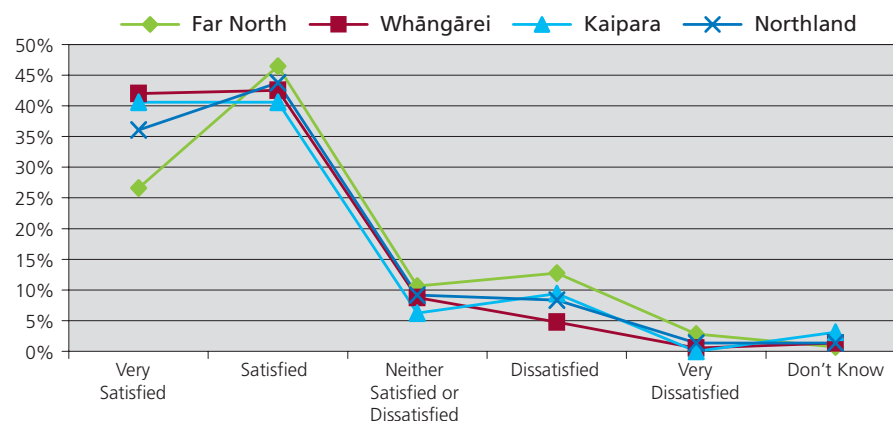
Access to events and activities



Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Recreation in the natural environment

Satisfaction with appropriate access to the natural environment



Source: Northland Community Outcomes Survey, APR Consultants, 2008. (First year survey undertaken 2008)

Regional Trend Summary

Sport and leisure

- Less than half (44.5%) of adults in Northland achieved the NZ Physical Activity national guideline of participating in at least 30 minutes of moderate intensity physical activity on, or most days of the week. A total of 39.9% of adults did some activity and 15.6% of adults were inactive.

Parks and reserves

- Overall 64.4% of Northlanders were very satisfied or satisfied with parks and/or reserves in their districts. However, the Far North district registered comparatively low levels of people who were very satisfied (7.1%) and comparatively high levels of dissatisfaction (19.5%).

Recreation and leisure

- A total of 52.8% of Northlanders were very satisfied or satisfied with access to a range of affordable recreation and leisure activities. The most satisfied district was Whāngārei with 57.7% of people who were very satisfied or satisfied. The district most dissatisfied with access was Kaipara where 51.1% of people gave an unsatisfactory rating. (19.8% neither satisfied nor dissatisfied, 18.8% dissatisfied and 12.5% very dissatisfied).

Natural environment

- A total of 79.9% of Northlanders were very satisfied or satisfied that they have appropriate access to the natural environment. The highest levels of satisfaction were in the Whāngārei district at 84.6%, followed by the Kaipara district at 81.2% and the Far North district at 73.1%.

Events and activities

- Overall 52.9% of Northlanders rated their access to a range of events as good or very good and 45.1% gave unsatisfactory ratings. Whāngārei District had the highest percentage of people who thought their events and activities access was very good or good at 59.8% compared to the Far North District at 46.8% and Kaipara District at 43.8%.

8. Northland residents have access to recreational and leisure opportunities

How the Regional Council will work with other organisations on this Community Outcome

| Council's role | Priorities for 2009-2012 |
|--------------------------|---|
| Joint Lead Agency | Support and encourage secured access to appropriate parts of the coastline, marine and natural environment for the purposes of recreation in conjunction with district councils and the Department of Conservation. |

Advocacy role

- Support the continued development of and access to sports and recreational facilities and other infrastructure in conjunction with district councils, the Department of Conservation and other organisations as appropriate.

Creating a sustainable organisation

The Northland Regional Council recognises that to contribute effectively to community outcomes, it must provide an appropriate and sustainable organisational capacity. There are three main areas the Council is focusing on to create a sustainable organisation. These are workforce capability (including health and safety), financial support services and the Council's environmental footprint.

Developing a sustainable workforce capability

Workforce planning within Northland Regional Council has identified the importance of retaining a highly skilled and adaptable workforce. Developing a sustainable workforce capability centres around five key areas:

- Fostering effective leadership and values;
- Undertaking training and development to enhance individual capabilities;
- Providing a safe working environment;
- Developing and maintaining a high performance culture; and
- Maximising organisational sustainability.

Management ability and performance is measured as part of the Council's performance management system. A specific budget allocation is set aside for management training. During 2008, a major organisational review and restructure was undertaken to maximise the efficiency and effectiveness of the organisation. A key feature of the new structure is the creation of the "senior programme manager" and "programme manager" levels. Structuring the workforce with a project/programme focus is critical to enable the Council to work collaboratively across local and central government on areas of common interest. Internally, this new structure provides a framework for staff to move through the management levels of the organisation, gaining expertise and organisational value as they progress. Providing career progression opportunities and increased responsibilities will lead to both improved retention of skilled staff and high levels of motivation and satisfaction.

As part of the bi-annual performance management process, an internal training programme based on personal needs assessment is created for each member of staff. This may include technical training to keep specialist staff up to date in

their fields, or ongoing skill development. All staff have the opportunity to participate in training and educational opportunities, with a mandatory minimum amount allocated in specific departmental training budgets for all staff. A subsidy on fees is available to encourage further relevant tertiary study.

The functions of the Council and the skills required of its staff will continue to be promoted to secondary and tertiary schools, by supporting appropriate work experience and cadet programmes and providing scholarships.

The Council and its management are committed to providing Equal Employment Opportunities. Its Policy is to support successful performance in staff by recognising their diverse backgrounds and needs, and having a system with the flexibility to meet that diversity.

Recruitment policies and procedures select from the widest possible cross section of applicants in a non-discriminatory way, with all staff considered for the employment opportunities of their choice.

Providing a safe and healthy working environment for all staff, visitors and contractors is a top priority. This commitment is reflected in the achievement of tertiary level status of ACC's Workplace Safety Management Programme. There is an extensive Health and Safety programme subject to annual reviews that includes:

- Hazard identification and control programme (HIAC);
- Accident / incident reporting and investigation;
- Contractor management;
- Induction;
- Training;
- Health and Safety procedures manuals;
- Personal protective equipment; Health and Safety meetings and communications;
- Occupational health monitoring;
- Audits and workplace inspections; and
- Corporate wellness programmes.

Creating a sustainable organisation

Northland Regional Council recognises the need to maintain a successful employment brand. It is critical for the future of the organisation that it continues to be able to attract and retain high quality staff. The Council has a number of initiatives in place to foster high levels of performance and satisfaction in its workforce including:

- Flexible working conditions to meet both the needs of the employer and personal demands of the staff;
- Paid parental leave in all employment agreements and flexible return to work parental leave programmes;
- An employee assistance programme to provide additional support to staff when they need it; and
- Responding to the ageing workforce with part-time options for staff approaching or at retirement age, and retaining retired staff to work on short term projects as appropriate.

Additional capacity is utilised by the Council in the valuable work of volunteers, community groups and honorary Harbour Wardens.

Developing sustainable financial capability

The Northland Regional Council is committed to ensuring ratepayer funds, government grants and other sources of income are managed efficiently and effectively in the best interests of the community. Developing sustainable financial capability focuses on four key areas:

- Providing an equitable and efficient rating system;
- Supporting delivery of work programmes throughout the organisation;
- Reporting the organisation's financial and physical performance; and
- Maximising the performance of commercial investments.

Striking and levying rates annually in accordance with the Council's funding policies is a key service underpinning the timely resourcing of annual work programmes. Rates collection is shared with the District Councils, for both ratepayer convenience and to minimise costs.

Directors, and Senior Programme Managers are provided with timely monthly reports against budgets to enable them to make sound decisions. Councillors receive financial updates monthly, and special reports that track project expenditure and performance.

Progress reports against the performance targets and measures set for Council Activity Levels of Service are reported bi-annually to the Council, including an in-depth Annual Report.

An important treasury function is managing financial reserves at a level sufficient to cope with the unexpected, such as a major flood or storm event to ensure essential ratepayer services can continue to be delivered.

Reducing the Council's environmental footprint

The Northland Regional Council is committed to continual improvement of its internal environmental performance and to reducing its environmental footprint. Initiatives are underway to progress this most topical issue in three main areas:

- Environmental performance;
- Energy efficiency; and
- Waste minimisation.

Management policies and procedures are in place to support sound environmental practices within the Council. To build on this foundation, it is intended to establish a staff committee to encourage new and innovative initiatives to promote the ongoing need for waste minimisation, energy conservation and other appropriate activities.

Energy consumption is monitored at all offices, with ongoing efforts to minimise demand. Regular staff promotions take place to encourage and inform staff of energy reducing work practices.

Staff using the Council vehicles are encouraged to use the most appropriately sized vehicle for the tasks involved. Materials and supplies needing to go to regional offices are held centrally until a vehicle is travelling on other business to that location, rather than utilise courier services or make additional trips. Teleconferencing is used whenever possible to save travel to outer offices, and staff are currently investigating the purchase of “Smartboard” technology in an effort to further reduce travel.

The vehicle fleet is carefully managed, with new vehicle purchasing taking factors such as fuel consumption, fuel type and driver safety into account. Demonstrating its innovative approach, the Council is trialling the use of a vehicle run on vegetable oil and hybrid vehicles. Due to their lower emissions and fuel efficiency, new generation diesel vehicles are purchased when fit for purpose.

The Council provides purpose built storage facilities for staff travelling to work by cycle. There are two “staff cycles” provided for staff to use for either personal or business use during the day in order to minimise vehicle use. There is an extensive recycling system operating that sorts paper, cardboard, cans, bottles and food scraps in order to minimise waste going to landfill. A worm farm is provided to dispose of food scraps, and there is an in-house trade and exchange available on the intranet for staff to advertise and exchange unwanted goods from the home or office.



How Regional Community Outcomes relate to the Council's key strategic documents and processes

| Regional Community Outcomes | | | | | | | | Regional Council Key Strategic Planning Documents and Processes | Relationship |
|-----------------------------------|--------------------------------------|---|-------------------------|---------------------------------------|------------------------------------|--------------------------------------|--|---|--|
| Northlanders are safe and healthy | Sustainably developed infrastructure | Sustainably managed natural environment | Northland is prosperous | Northlanders are skilled and educated | Northland has cohesive communities | Enhanced Northland regional identity | Recreational and leisure opportunities | | |
| | | | | | ✓ | | | Triennial Agreement | Sets out the agreement concerning communication and co-ordination with the other local authorities of the region. |
| ✓ | ✓ | ✓ | | | ✓ | | ✓ | Northland Regional Policy Statement | Promotes the integrated management of natural and physical resources. Contains objectives, policies and methods for land, air, fresh water, ecosystems and biodiversity, heritage, natural hazards, coastal management, hazardous substances, waste management, minerals, energy and transport. |
| ✓ | | ✓ | | | | | ✓ | Regional Water and Soil Plan | Sets out the objectives, policies and methods (including rules) for the sustainable management of water and soil resources. Aims to maintain or improve land and water quality. Allows for the use and development of land and water resources where consistent with other aims. Aims to recognise and provide for the Māori traditional and cultural values of these resources. Promotes integrated catchment management. |
| ✓ | | ✓ | | | | | ✓ | Regional Coastal Plan | Sets out the objectives, policies and methods (including rules) for the sustainable management of the coastal marine area. Provides for protection of natural character, landscapes, indigenous vegetation and fauna, public access, water and air quality, and cultural heritage value. Provides for Māori traditional and cultural relationships with the coast. Provides for appropriate development within all marine management areas but with specific areas set aside for marine farming, moorings and marinas, port facilities, and commercial wharves. Provides water classifications for coastal waters of the Bay of Islands and Whāngārei Harbour. |
| ✓ | | ✓ | | | | | | Regional Air Quality Plan | Sets out the objectives, policies and methods (including rules) for the management of discharges of contaminants into air throughout the region. Provides for discharges from trade and industrial premises and the use of agrichemicals. Provides for air quality management in and around the Marsden Point industrial area. |

The following table shows how existing Council planning documents relate to Northland's Community Outcomes. In line with the Regional Council's central responsibility as an environmental management agency, most plans relate primarily to the "Northland's natural environment is sustainably managed" community outcome. However, much of what the Regional Council does relates to some extent, to more than one community outcome. Copies of Regional Council plans are available on our website www.nrc.govt.nz

| Regional Community Outcomes | | | | | | | | Regional Council Key Strategic Planning Documents and Processes | Relationship |
|-----------------------------------|--------------------------------------|---|-------------------------|---------------------------------------|------------------------------------|--------------------------------------|--|---|---|
| Northlanders are safe and healthy | Sustainably developed infrastructure | Sustainably managed natural environment | Northland is prosperous | Northlanders are skilled and educated | Northland has cohesive communities | Enhanced Northland regional identity | Recreational and leisure opportunities | | |
| ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | Regional Land Transport Strategy | Provides a planning framework for future investment decisions and research related to land transport in the region. Aims to achieve an efficient, affordable, integrated, accessible and safe land transport network while maintaining environmental quality. Reduces negative effects of transport on public health, improves safety of all transport modes, improves integration between land use and transport planning, supports economic growth and is delivered in co-ordination with other authorities. Funding for this strategy is obtained through the Regional Land Transport Programme. |
| ✓ | ✓ | ✓ | | | ✓ | | ✓ | Regional Passenger Transport Plan | Specifies the passenger transport services considered necessary to provide mobility for those with limited transport options. Contributes to quality of life in the region, assists the transport disadvantaged, benefits community safety, reduces congestion and reduces vehicle emissions. |
| ✓ | ✓ | | | | ✓ | | ✓ | Regional Water and Soil Plan | Sets out the objectives, policies and methods (including rules) for the sustainable management of water and soil resources. Aims to maintain or improve land and water quality. Allows for the use and development of land and water resources where consistent with other aims. Aims to recognise and provide for the Māori traditional and cultural values of these resources. Promotes integrated catchment management. |
| ✓ | ✓ | | ✓ | | ✓ | | | Northland Civil Defence Emergency Management Group Plan | Provides a framework for civil defence and emergency management decisions to be made across Northland, by strategic partners and the community. Prepared by Northland local authorities. Aims to develop a safe and sustainable environment where the public and infrastructure are best able to coexist with natural and technological hazards. |

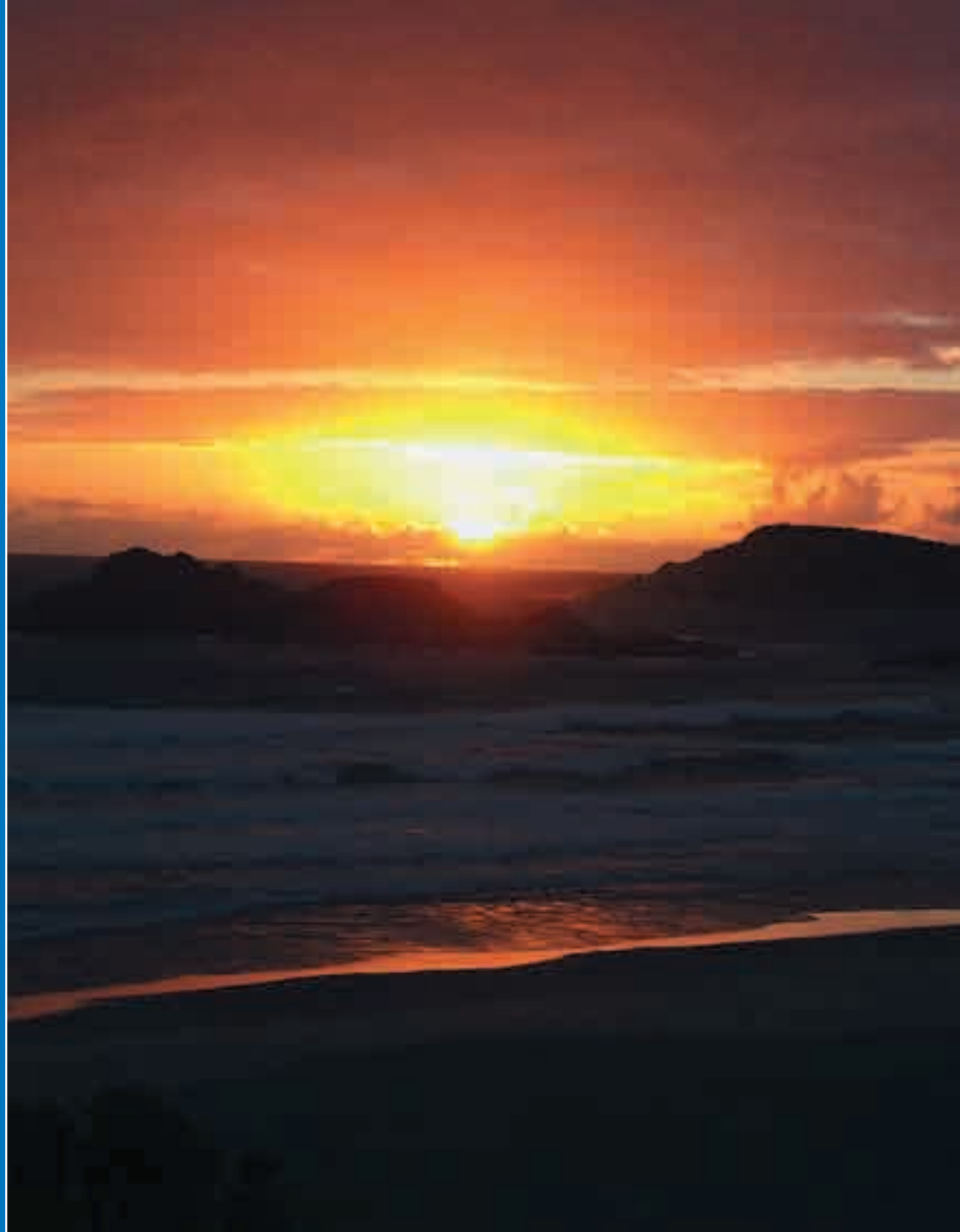
How Regional Community Outcomes relate to the Council's key strategic documents and processes

| Regional Community Outcomes | | | | | | | | Regional Council Key Strategic Planning Documents and Processes | Relationship |
|-----------------------------------|--------------------------------------|---|-------------------------|---------------------------------------|------------------------------------|--------------------------------------|--|---|---|
| Northlanders are safe and healthy | Sustainably developed infrastructure | Sustainably managed natural environment | Northland is prosperous | Northlanders are skilled and educated | Northland has cohesive communities | Enhanced Northland regional identity | Recreational and leisure opportunities | | |
| | | ✓ | ✓ | | | | | Regional Pest Management Strategies | Outline the Regional Council's policies for the eradication or control of pest plants and pest animals that invade habitats, disturb ecosystems, or adversely affect human health, the enjoyment of the natural environment and the productivity of land and water resources. |
| | | ✓ | | | | | | Marine Spill Oil Contingency Plan | Sets out the Council's response to mitigate the environmental effects of oil spills in the marine environment. |
| | | ✓ | | | | | | State of Environment Report | Provides the public with easy access to information on the state of the Northland environment. |
| ✓ | ✓ | ✓ | ✓ | | | | | Awanui Flood Management Scheme Asset Management Plan | Provides flood protection and conservation of soil resources within the scheme's catchment area. |
| ✓ | ✓ | ✓ | ✓ | | | | | River Management Plans | Outline the Council's plans to reduce the incidence, frequency and duration of flooding by removing obstructions from river channels and controlling streambank erosion. |
| ✓ | | ✓ | ✓ | | | | | Northland River Management Policy | Outlines the responsibilities of the Regional Council and the three district councils in respect of river management and drainage, including reducing the threat to human life and property by improving the management of rivers in Northland. |

Financial Overview

This section gives a brief outline of the Council's budgeted income and expenditure for the 2009-2019 period.

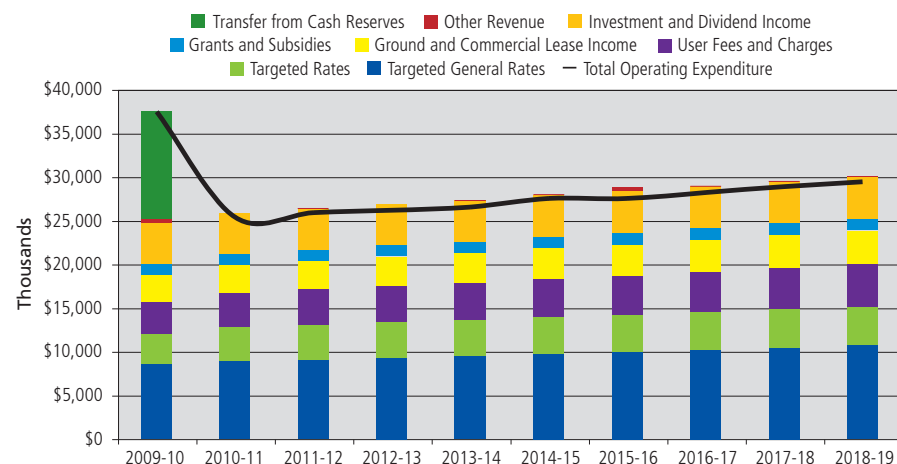
For the Council's forecast financial statements and funding, financial and governance policies, please refer to Volume Two which is available on the Council's website and from Council offices.



Financial Overview

(All figures are GST exclusive, unless stated otherwise)

Forecast 10 year operating expenditure and funding sources



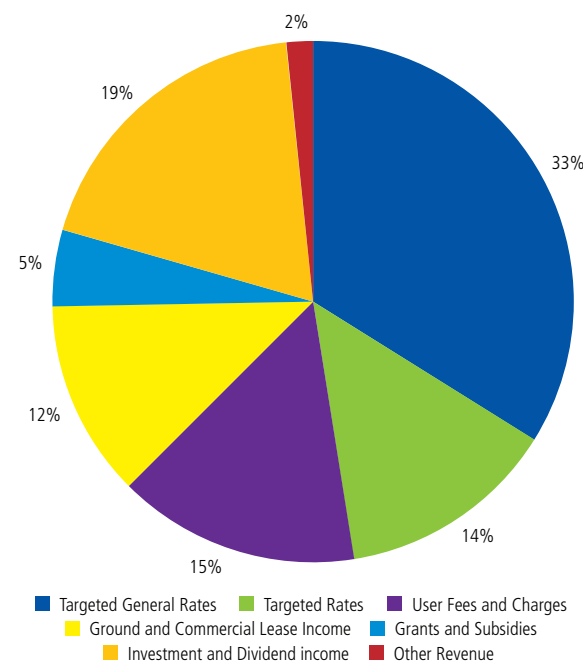
Operating expenditure pays for the Council's day-to-day operations and services. The graph shows operating expenditure to be funded and associated funding sources (refer to the Funding Impact Statement for further detail).

Funding of Operating Expenditure

Operating expenses are funded through rates, fees and charges, grants and subsidies and other income.

Rates revenue is calculated to recover the balance of gross expenditure after allowance has been made for the other sources of revenue.

Forecast 2009-2010 operating expenditure funding sources



* Excludes cash reserves utilised to fund the \$13M grant towards the establishment of the Regional Events Centre.

Rates

Targeted general rates are made up of two rates; targeted council services rate and targeted land management rate. Targeted general rates are paid on all rateable properties in Northland.

Targeted rates include various river management rates, a Northland regional recreational facilities rate, a targeted regional infrastructure rate, a new transport services rate and a new targeted rescue helicopter services rate. In the 2010-2011 financial year, the Council is considering levying a rate of about \$400,000 in total to fund the Regional Growth Programme.

Total rate revenue on existing rates is forecast to increase by 1.8% from the 2008-2009 financial year. When the new rates to pay for the helicopter rescue services (\$625,412) and bus transport in the Whāngārei District (\$408,690) are introduced in 2009-2010, total rate revenue (excluding targeted river rates) is forecast to increase by 12.1%. The revenue generated from the Targeted Rescue Helicopter Services Rate will be remitted to the Northland Emergency Services Trust by way of a grant and will not be used to fund Council activities. The Targeted Transport Rate represents funding previously collected on behalf of the Northland Regional Council by the Whāngārei District Council and does not represent a funding increase.

This information is summarised in the table below:

Proposed Rate Movement from 2008-2009 to 2009-2010

| | Current 2008-2009 \$ | Proposed 2009-2010 \$ | Movement \$ | Movement % |
|--|----------------------------|-----------------------------|------------------|---------------|
| Including GST | | | | |
| Targeted Land Management Rate | 4,216,187 | 4,406,108 | 189,921 | 4.50 |
| Targeted Council Services Rate | 4,532,536 | 5,211,318 | 678,782 | 15.00 |
| Targeted Regional Infrastructure Rate | 610,059 | 637,454 | 27,395 | 4.50 |
| Targeted Regional Recreational Facilities Rate | 1,965,603 | 1,269,174 | -696,429 | -35.40 |
| Total Existing Rates | 11,324,385 | 11,524,054 | 199,669 | 1.76 |
| Proposed New Rates | | | | |
| Targeted Rescue Helicopter Services | | 703,589 | 703,589 | 100.00 |
| Targeted Transport Rate (Whangarei District) | | 459,776 | 459,776 | 100.00 |
| Total Proposed New rates | | 1,163,365 | 1,163,365 | |
| Total Proposed Rates 2009-2010 | 11,324,385 | 12,687,419 | 1,363,034 | 12.04 |

Rates collected for river management schemes are excluded from the above calculations. Council is proposing to increase the river management scheme rates by 4.5% in 2009-2010 and by inflation thereafter.

The projected rate revenue increase for the 2010-2011 financial year is 7.1%. This increase will provide an additional (\$800,755) rate revenue; the introduction of the proposed targeted regional growth programme rate (\$401,681) is included in this increase. The projected rate increase for the 2010-2011 financial year is 3.3% which is forecasted inflation, with the exception of the targeted regional recreational services rate, which is not increased and the targeted council services rate, which is increased by 5.2%. The projected rate increase for the 2011-2012 financial year is 2.4% which is in line with projected inflation.

This information is summarised in the table below:

Proposed Rate Movement from 2009-2010 to 2010-2011

| | Current 2009-2010 \$ | Proposed 2010-2011 \$ | Movement \$ | Movement % |
|--|----------------------------|-----------------------------|----------------|---------------|
| Including GST | | | | |
| Targeted Land Management Rate | 4,406,108 | 4,551,509 | 145,401 | 3.30 |
| Targeted Council Services Rate | 5,211,318 | 5,483,190 | 271,872 | 5.20 |
| Targeted Regional Infrastructure Rate | 637,454 | 658,490 | 21,036 | 3.30 |
| Targeted Regional Recreational Facilities Rate | 1,269,174 | 1,280,235 | 11,061 | 0.90 |
| Targeted Rescue Helicopter Services | 703,589 | 726,807 | – | – |
| Targeted Transport Rate (Whangarei District) | 459,776 | 464,190 | – | – |
| Total Existing Rates | 12,687,419 | 13,164,421 | 449,370 | 3.54 |
| Proposed New Rates | | | | |
| Targeted Growth Programme Rate | | 451,891 | 451,891 | 100.00 |
| Total Proposed New Rates | | 451,891 | 451,891 | – |
| Total Proposed Rates 2010-2011 | 12,687,419 | 13,616,312 | 901,261 | 7.10 |

Projected rate increases beyond the 2010-2011 financial year are in line with inflation, with the exception of the 2014-2015 financial year. In 2014-2015, the targeted council services rate has been increased by 2% over the rate of inflation.

Projected inflation adjustments over the ten year period of the plan are based on the Business and Economic Research Limited (BERL) economic forecasts.

The funding impact statement provides details on the total rates different groups of ratepayers will incur under this Plan (refer to Volume Two of this Long Term Council Community Plan).

User Fees and Charges

For 2009-2010 Council is proposing to levy new charges for the review of water allocation. Council has reviewed charging levels and where appropriate has increased some charges to cover increased costs. There are no other significant changes to user fees and charges. User fees and charges are outlined in Volume Two of this Long Term Council Community Plan.

Grants and Subsidies

Council receives Government subsidies for some activities including transport planning and oil spill planning, state of the environment and biosecurity activities.

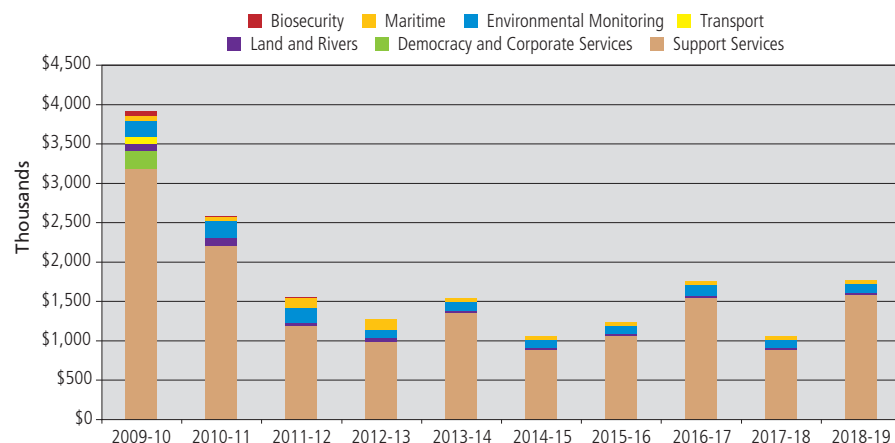
Financial Overview

Investment Revenue

Council holds a mix of investment assets including; cash, property, and equity. In the 2009-2010 financial year Council projects investment income to be \$8,215,463.

Capital Expenditure (10 Year Forecast)

Forecast 10 year capital expenditure programme



The forecast capital expenditure for Council operations and assets totals \$3,909,903 consisting of new capital expenditure for 2009-2010 of \$1,622,078 and capital expenditure to be carried forward from previous financial years of \$2,287,825.

Capital expenditure includes the cyclical replacement of plant and equipment; \$2,832,302 for information technology; \$55,000 for furniture and office equipment; \$219,237 commercial building maintenance and repairs; \$300,000 vehicle replacement; \$413,364 operational plant and equipment; \$90,000 for stock truck effluent sites.

The Northland Regional Council does not undertake significant works related to community infrastructure such as roading and water supply. In 2005, the Council assumed responsibility for the restoration, maintenance and ongoing management of the Awanui River Flood Management Scheme. Council is currently working on the development of an asset management plan for this asset. Council expects that on completion of the river modelling programme, some communities will choose to develop river management infrastructure. Council is not able to project capital expenditure relating to river management infrastructure until the river modelling is complete and consultation with affected communities has been undertaken.

Significant information technology expenditure is planned over the coming three years. Our Council is an information dependent organisation that relies on technology to ensure the efficient and effective delivery of Council services and activities. Of the \$2,832,302 budgeted to be spent on Information Technology in the 2009-2010 financial year, \$2,287,825 relates to projected expenditure carried forward from previous financial years.

The Council needs to replace its core regulatory software (as the vendor no longer offers support/upgrades for its existing equipment) and this will be paid for using funds set aside in the previous Community Plan.

The core regulatory system will be replaced by a solution dubbed IRIS (Integrated Regional Information System) to be built for a collaborative group of six regional councils by Datacom. More details on the IRIS project can be found page 219 of this Plan.

The Council also plans to implement a new document management system ahead of the IRIS project.

The Council is also to construct two sites in Northland where stock truck effluent can be emptied; one in the Far North and one in the Kaipara District. Council has set aside \$90,000 for the total cost of purchasing two sites and constructing settlement ponds.

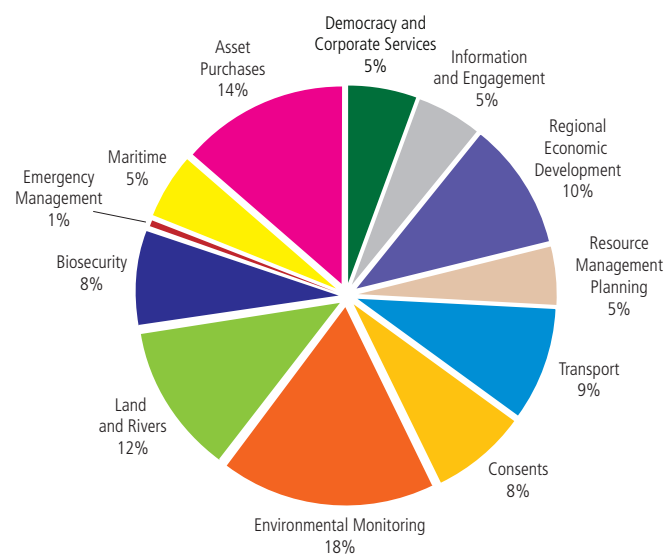
Other capital projects are principally related to the Council's core environmental monitoring activities. For example, the Council has a network of electronic and telemetry rainfall, river level and air quality monitoring devices located across the region. These systems are frequently electronic and integrated to other electronic recording and quality management systems. The Council also has responsibility for biosecurity, animal and pest control and harbour navigation safety which require investment in vehicles and watercraft and other related plant and equipment.

Capital expenditure is funded from depreciation, borrowings and reserves.

Expenditure and Funding Sources 2009-2010

For the 2009-2010 year, each dollar of the Council's gross expenditure will be applied to activities as follows; rates contribute the balance after fees and other income:

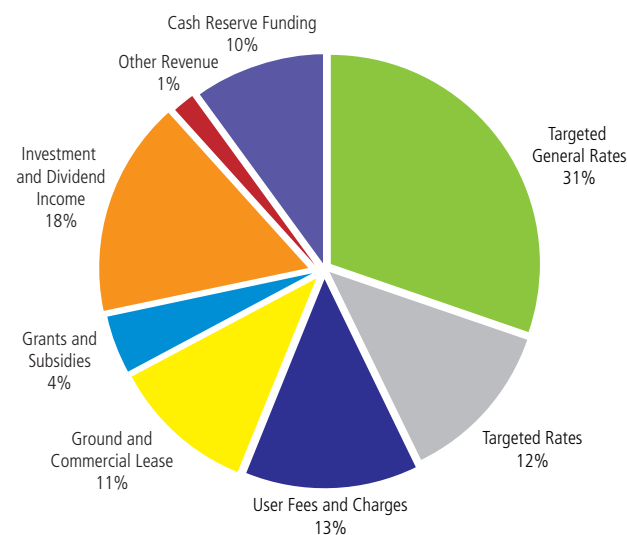
Forecast 2009-2010 Gross Expenditure



* Excludes the \$13m cost of the Regional Events Centre

- Democracy and Corporate Services (5 cents).
- Regional Information and Engagement (5 cents).
- Regional Economic and Development (10 cents).
- Resource Management Planning (5 cents).
- Transport (9 cents).
- Consents and Environmental Advice (8 cents).
- Environmental and Consent Compliance Monitoring, Hazardous Substances (18 cents).
- Land and Rivers, including river control and flood protection (12 cents).
- Biosecurity including plant and pest control (8 cents).
- Emergency Management (1 cent).
- Harbour Safety, navigation, and oil spill contingency planning and management activities (5 cents).
- Asset Purchases (14 cents).
- The cost of all activities includes a component of Support Services costs (Finance, Information Services, Human Resources and Records Management and Administration).

Forecast Total Sources of Funding for 2009-2010



Excludes funding of Regional Events Centre

Financial Strategy

There are a number of strategies and policies that address and manage various facets of the financial operations of the Northland Regional Council. The objective of these various strategies and policies is to manage the public's investment assets and the Council's revenue, expenditure, assets, liabilities and general financial dealings, prudently and in a manner that promotes the current and future interests of the community.

The purpose of this section is to outline these various policies and strategies in one location. More detail can be gained by referring to the full policies and strategies contained within this 2009-2019 Northland Community Plan.

Balanced budget

In accordance with section 100 of the Local Government Act, the Council will set its projected operating revenue at a level sufficient to meet the current year's projected operating expenditure, except where the Council resolves that it is financially prudent not to do so. The Council may set projected operating revenues at a different level from projected operating expenditure; the key reasons for doing so are as follows:

- The Council may choose to not fund depreciation on some Council assets. The Council believes that funding depreciation on new assets (rather than replacement assets) such as the development of new River Management Schemes, results in the ratepayers having to fund both the infrastructure and the replacement of the infrastructure, which goes against the principle of intergenerational equity.
- To smooth the rating burden, the Council also may elect to fund certain operational expenditure from reserves, including prior year surpluses.
- Where the Council funds capital expenditure from public debt or internal borrowing, the Council will operate a surplus of revenue over expenditure until such time as the loan is repaid.

Funding principles

Levels of service and operating programmes are established in a variety of policies, plans and strategies that the Council has prepared and adopted pursuant to various pieces of legislation.

Expenditure budgets are set to deliver upon those levels of service and operating programmes.

The funding of the operating expenditure budgets and operating programmes is based upon a number of principles. The application of these principles is outlined in detail in the Revenue and Financing Policy section and outlined briefly here:

- The first is the principle of public good. Public goods are goods or services that provide benefits to the whole community. Benefits to the whole community accrue when individual users cannot be easily identified or cannot be easily excluded from entry. These activities should be funded from general funds.
- Second is the principle of beneficiary/exacerbator pays. This is where an individual or group of individuals directly benefits from the service provided by the Council, or causes the Council to provide a service or incur expenditure. That party then pays for that service.
- The third is where the Council is providing services that are part of national programmes or the Government provides subsidies to the Council to supply certain services, in which case the Council will claim for those Government grants/subsidies.
- Fourth is where the Council provides services to a specific area or group within the regional community but there is no mechanism to directly charge those beneficiaries or exacerbators. The Council will then use targeted rates to match the costs and benefits of those services. Targeted rates may also be set by the Council when it considers the rating valuation system used in setting the targeted rate provides a more acceptable alignment to the expenditure to be funded, in comparison to the general rate, or where the Council considers separate, targeted rating provides greater transparency and accountability to the ratepayer.

The balance of the Council's funding requirements will be funded from general rates and investment revenue, referred to as general funds.

General funding

General rates are reduced by investment returns. The Council receives investment returns from its treasury, equity, forest and land investments. By using these investment returns to reduce rates, the Council is effectively providing these returns back to the regional community. The Council considers the retention and growth of the investment is important, as investment revenue is allocated to general funds and will be available to reduce the rating burden on ratepayers in Northland, both today and in the generations to come.

Many of the services provided by the Council are used, or are available to be used, equally by all members of the regional community. Those services which relate to democracy and corporate, regional information and engagement and environmental and resource management planning, and other activities which tend to have little or no correlation with property ownership, are funded from the targeted council services rate (formerly known as the targeted fixed environmental rate). This rate is a targeted fixed rate differentiated by location and based on the capital value, determined by the estimate of projected valuation, of the constituent districts of the Northland region.

Those services which have a direct impact on and are in relation to land, including land and river management planning, biosecurity activities including plant and pest control and emergency management, are funded from a rate set on property land values.

The funding impact statement, included in Volume Two of this Community Plan, provides details of the projected funding sources over the ten year period of this plan.

The region's three District Councils collect regional rates. The rates remission and rates postponement policies for the Northland Regional Council are the same as those adopted by the respective District Councils. These policies are set in the rating policies set out in Volume Two of this Long Term Council Community Plan.

Council reserves

The Council operates a number of reserves. Some of the reserves were established to set aside funds for specific purposes. Where funds are collected for a specific purpose they can only be spent for the purpose for which they were collected.

The Council has previously elected to set aside a share of proceeds from the net forestry income in a forest income equalisation reserve. The reserve was established to smooth the rating burden and to provide funds for general operating activities after the completion of the forest harvest rotation. The forest harvest rotation was projected to be completed in the 2007-2008 financial year, however the final harvest was deferred due to poor projected returns, and is now due to be completed in the 2009-2010 financial year. In view of the current volatility of the economic climate, where the Council considers it financially prudent to do so, it may utilise the funds from the forestry equalisation reserve to supplement falling investment revenue so as to reduce rate increases during these difficult financial times.

The Council has established a Hātea Channel Dredging Reserve. A rate will be levied over the Whāngārei District to set aside funds so that in the event further dredging is required, funding is immediately available. The funds may be applied to the following: ongoing maintenance dredging; disposal of dredged spoil material; and the provision of an annual hydrographic survey of the river. The Council considers the reserve should be retained at approximately \$200,000 over the long term.

The Council also operates a reserve titled the Land Management Reserve. This reserve consists of surpluses relating to the targeted land management rate. This reserve may be used to fund operating deficits in activity areas that are funded from the targeted land management rate. The reserve may also be used to fund land-based, emergency works including matching Government and other third party contributions to provide financial assistance for emergency and repair work for significant events. To ensure funds are available in times of emergency, the Council considers a reasonable level of reserves of \$1.5 million should be retained over the long term, however this will fluctuate over the short term.

Financial Strategy

Investment assets

In recognition of the importance of the public's investment assets and the importance of ensuring investment assets are retained for the benefit of future generations, the Council established an investment fund reserve to set aside funds received from the sale of investment assets and capital dividend distributions. This will ensure these funds are available for further reinvestment. In terms of assets and investments, the Council's strategy is to maintain, in real terms, the value of the Council's assets and investments.

Regional Event Centre grant

In 2005-2006, the Council agreed to contribute a grant towards the establishment of the Regional Events Centre. The grant is to be funded by way of borrowing internally and repaying the internal loan over an approximate 15 year period. The Council has introduced a targeted rate on all ratepayers (the Targeted Regional Recreational Facilities Rate) to fund the repayment of this internal loan. The Council will incur a deficit in the year the grant is paid and will incur a surplus of revenue over expenditure until such time as the internal loan is repaid and the Targeted Regional Recreational Facilities Rate is no longer in place. Rates collected for the Regional Events Centre project to date have been set in a specific reserve and will be released to the loan repayment on disbursement of the grant.

Use of public debt

The Council may use public debt or internal borrowing to construct infrastructure assets or to finance investment where the benefits of the expenditure spread over a number of years. The use of public debt or internal borrowing matches the costs of the expenditure with the benefits. At this stage the Council does not have, nor does it plan to have, any public debt. The utilisation of public debt will be in accordance with Council's Treasury Management Policy. This policy is contained within Volume Two of this 2009-2019 Long Term Council Community Plan. All significant assets will be developed and managed in accordance with their asset management plans.

Council Groups of Activities

The following section outlines Northland Regional Council's response to working with Northlanders to achieve Regional Community Outcomes.



Overview of Council Groups of Activities

The following pages set out the work we will do over the next ten years. This work has been divided up into 23 activities that have been combined into 11 main groups of activities as follows:

| Regional Council Activities | | Page | Regional Community Outcomes | | | | | | | |
|---|--|------|-----------------------------------|--------------------------------------|---|-------------------------|---------------------------------------|------------------------------------|--------------------------------------|--|
| | | | Northlanders are safe and healthy | Sustainably developed infrastructure | Sustainably managed natural environment | Northland is prosperous | Northlanders are skilled and educated | Northland has cohesive communities | Enhanced Northland regional identity | Recreational and leisure opportunities |
| 1. Democracy and Corporate Services | | 103 | | | ✓ | ✓ | | ✓ | ✓ | |
| 1.1 Community Representation | | 106 | | | | | | | | |
| 1.2 Commercial Investments | | 109 | | | | | | | | |
| 2. Regional Information and Engagement | | 113 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| 2.1 Environmental Education | | 116 | | | | | | | | |
| 2.2 Communications | | 119 | | | | | | | | |
| 2.3 Economic and Environmental Information | | 122 | | | | | | | | |
| 3. Regional Economic Development | | 127 | | ✓ | ✓ | ✓ | ✓ | ✓ | | |
| 3.1 Regional Growth Programme | | 130 | | | | | | | | |
| 3.2 Economic Development | | 132 | | | | | | | | |
| 4. Resource Management Planning | | 137 | | ✓ | ✓ | ✓ | | ✓ | ✓ | |
| 4.1 Resource Management Planning | | 139 | | | | | | | | |
| 5. Transport | | 145 | ✓ | ✓ | | ✓ | | ✓ | | |
| 5.1 Regional Transport Management | | 147 | | | | | | | | |
| 5.2 Passenger Transport Administration | | 149 | | | | | | | | |
| 6. Consents | | 153 | | ✓ | ✓ | ✓ | | | | |
| 6.1 Consents Applications | | 155 | | | | | | | | |
| 6.2 Consents Advice and Information | | 157 | | | | | | | | |
| 7. Environmental Monitoring | | 161 | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ |
| 7.1 State of the Environment Monitoring | | 165 | | | | | | | | |
| 7.2 Compliance Monitoring | | 171 | | | | | | | | |
| 7.3 Environmental Incidents Response | | 174 | | | | | | | | |
| 7.4 Hazardous Substances and Contaminated Sites | | 176 | | | | | | | | |
| 8. Land and Rivers | | 181 | ✓ | ✓ | ✓ | ✓ | | | | |
| 8.1 Hazard Management | | 184 | | | | | | | | |
| 8.2 River Management | | 186 | | | | | | | | |
| 8.3 Land and Biodiversity | | 188 | | | | | | | | |
| 9. Biosecurity | | 193 | | | ✓ | ✓ | | | ✓ | ✓ |
| 9.1 Biosecurity | | 195 | | | | | | | | |
| 10. Emergency Management | | 199 | ✓ | ✓ | | | | ✓ | | |
| 10.1 Emergency Management | | 201 | | | | | | | | |
| 11. Maritime Operations | | 205 | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ |
| 11.1 Oil Pollution Response | | 207 | | | | | | | | |
| 11.2 Harbour Safety and Navigation | | 209 | | | | | | | | |
| Support Services – Democracy and Corporate Services | | 213 | | | | | | | | |
| ■ Finance Accounting & Financial Reporting ■ Financial & Equity Investments | | | | | | | | | | |
| ■ Rating and Revenue Systems ■ Taxation ■ Records Management and Administration | | | | | | | | | | |
| ■ Human Resources ■ Health and Safety ■ Strategic Development | | | | | | | | | | |

Democracy and Corporate Services

- Community Representation
- Commercial Investments

The Democracy and Corporate Services Group of Activities primarily contributes to the following Regional Community Outcomes

Northland's natural environment is sustainably managed by:

- Engaging a forestry consultant to provide expert assistance in strategic forestry planning, silviculture operations, harvesting, and replanting schedules, thereby ensuring the sustainability of the Council's forestry holding.

Northland is prosperous by:

- Directing income generated from investment property and forestry holdings to council operations to minimise ratepayer financial contributions.

Northland has cohesive communities by:

- Collaborating with representatives of central government and community organisations to achieve regional community outcomes and develop greater understanding between different sectors of the community;
- Working in partnership with Māori to increase capacity to contribute to the Council's decision making processes; and
- Co-ordinating Regional Council collaboration with the district councils through the Triennial Agreement.

Northland retains and enhances its regional identity by:

- Having transparent decision making processes that are easily understood; and
- Understanding and representing the views of the region and working with others to promote the sustainable development of Northland.

Democracy and Corporate Services

What we do

Community Representation

The Northland community is represented by eight Councillors who make decisions at the Regional Council. The Council is divided into three constituencies in line with the boundaries of the three districts making up the Northland region. Community representation is as follows:

- Whāngārei constituency – four members
- Far North constituency – three members
- Kaipara constituency – one member

The Northland Regional Council has four committees to assist it to achieve its purpose in governing within its legal mandate.

The Community Representation Activity guides the Council's operations in accordance with the requirements of the Local Government Act 2002 including:

- The identification of regional community outcomes;
- The preparation of the Long Term Council Community Plans and Annual Plans;
- Promote the social, economic, environmental and cultural well-being of Northland communities by working with other organisations to help achieve community outcomes;
- Monitoring the community's progress towards achieving community outcomes;
- Implementing the Council's policy for decision making under the Local Government Act 2002; and
- Implementing the Council's policy on undertaking consultation and seeking community views under the Local Government Act 2002; and
- Organising and monitoring the electoral process for Regional Council elections.

Commercial Investments

The Northland Regional Council holds a commercial investment portfolio comprising commercial property, forestry, equity investments, term deposits, bonds, and local government stocks. The Council is the major shareholder of the Northland Port Corporation (NZ) Limited, and holds bond certificates issued by banking institutions and highly rated corporates, and local authority stock issued by the Manawatu District Council.

Commercial assets owned by the Council comprise freehold and leasehold investment property and buildings of approximately \$50M and forestry holdings of \$1.4M (value at 30/07/08). Property is predominantly commercial and industrial ground leases located in the commercial area of Whāngārei that were transferred to the Council from the Northland Harbour Board in the 1989 local government reorganisation as endowment land. Section 141 of the Local Government Act 2002 details the processes the Council must follow should it wish to sell endowment land.

The Council is constrained in its ability to achieve a market return on its property investments as the majority of ground leases are leases in perpetuity with rent review periods set at 5, 7, 10 and 21 yearly intervals. The lengthy rent review periods restrict the Council increasing its rental income in line with annually increasing property values. The Council receives both operational and capital return on the commercial investment portfolio, namely rental income and capital growth respectively.

The Council's forestry operations also exist due to the transfer to the Regional Council of forests planted by the Northland Harbour Board. Forestry assets consist of 523 hectares of Radiata pine located on the south west face of Mount Tiger and is predominantly second rotation with approximately 80% being less than 10 years of age. A proportion of forestry income is retained to meet replanting and forest maintenance costs, with the balance used to smooth rating streams for the benefit of all Northlanders.

New Zealand Emissions Trading Scheme

Currently the Regional Council does not intend becoming a participant in the New Zealand Emissions Trading Scheme (NZ ETS). Furthermore the Council has no obligation or liability under the NZ ETS, as its Forestry Management Plan prescribes the replanting or re-vegetation of all harvested areas.

The Council, in partnership with its forestry consultant, will continue to actively monitor the progress of the recently announced Government review of the NZ ETS (due by September 2009) and the Draft Forestry Allocation Plan which, until the review was announced, was expected to be finalised in early 2009.

The allocation plan will outline the approach and rationale behind the application by forestry land owners of pre-1990 forests for free credits. The credits recognise the fact the NZ ETS imposes constraints on land-use change and consequent land values.

As the whole NZ ETS is under review by the new National led Government, the value of any credits owing to the Council (if applied for) has not been incorporated in to Northland Community Plan 2009-2019.

Why we do these activities

The Democracy and Corporate Services Group of activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale for these activities includes:

Community Representation

Community representation through elected Councillors is the central part of the democratic process and is dictated by statutory requirements. Essentially the role of elected members is to provide good governance over the functions and responsibilities of the Northland Regional Council. The Local Government Act 2002, the Local Government Official Information and Meetings Act 1987, the Local Electoral Act 2002 and other relevant legislation sets out the role of elected members and places obligations relating to the conduct of Regional Council business.

These obligations are designed to ensure that the Council:

- Conducts its business in an open, transparent and democratically accountable manner; and
- Gives effect to its identified priorities and desired outcomes in an efficient and effective manner.

Commercial Investments

The rationale behind the Council's involvement in an investment portfolio is the substantial contribution investment income makes towards funding Council's general expenditure, which in effect reduces the rating requirement from the regional ratepayers.

Levels of Service for Democracy and Corporate Services

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| ✓ Leadership | Environment |

Activity 1.1 Community Representation

Objective: To ensure community representation through elected Councillors and to facilitate long term planning through the creation of the Northland Community Plan, including the identification and monitoring of community outcomes.

1.1.1 Level of Service: Provide democratic local decision making and action on behalf of the community.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|--|
| a. All Council decisions made in an effective and accountable manner. | ■ Zero Council decisions overturned as a result of judicial review annually. |
| b. Call for nominations and hold elections for the 2010-2013 triennium. | ■ Public notice of nominations by 30 July 2010 and election held on 9 October 2010. |
| c. Notify and conduct Council and Committee meetings. | ■ Produce an annual schedule of meeting dates and publicly notify meetings one month prior. All meetings conducted in accordance with the requirements of the Local Government Act (LGA) 2002 and Standing Orders. |
| d. Respond to all official information requests. | ■ All information requests are replied to in accordance with the Local Government Official Information and Meetings Act 1987 (20 working days) and all Ombudsman investigations uphold our information decisions. |
| e. Adopt and make public a Local Governance Statement, Triennial Agreement, Council Code of Conduct and Register of Committee and Staff Delegations. | ■ All documents produced in accordance with the requirements of the LGA 2002 following the 2010 election. |
| f. Ensure Māori have the opportunity to participate in Council decision-making. | ■ CEO attend a minimum of two Iwi Chief Executives Forum annually. Initiatives reported in CEO and Chairman's report annually. |
| g. Facilitate a sustainable development approach to all Council practices and policies. | ■ Develop a framework by 31 December 2009 to provide annual reports on sustainable Council practices and policy initiatives. Report at 30 June 2010 and 2011. |

1.1.2 Level of Service: Involve the community in the Council's long term planning.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|---|
| a. Consult on and communicate the Council's strategic direction and long term plans. | ■ Adopt the Northland Community Plan 2009-2019 by 1 July 2009, and Annual Plans in the intervening years by 30 June 2010 and 2011. |
| b. Collaborate with Northland communities and organisations in regard to achieving regional community outcomes. | ■ Update community outcomes by 1 December 2010. Report on the community's progress in achieving outcomes in the Northland Community Plan 2012-2022. |
| c. Collaborate with the three district councils to advocate on behalf of all Northlanders. | ■ Attend a minimum of two Mayoral Forum meetings annually. |

Significant positive and negative effects on well-being

The Community Representation activity may have the following impacts on well-being

| Well-beings | Positive effects | Negative effects |
|----------------------|--|---|
| Social | Community consultation provides public input into the sustainable management of Northland and the achievement of community outcomes. | People may feel their rights have been diminished in order to provide for the well-being of the wider public or future generations. |
| Economic | Promoting effective stewardship of Council resources for the maximum benefit of the region. | |
| Environmental | Community outcome monitoring provides data on environmental trends resulting in more informed decision making. | |
| Cultural | Community consultation results in a greater understanding of cultural issues in the region. | |

Democracy and Corporate Services

Community Representation Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 1.1.1 Provide democratic local decision making and action on behalf of the community. <ul style="list-style-type: none"> ■ Call for nominations and hold elections for the Northland Regional Council for the 2013-2016 and 2016-2019 trienniums. ■ Continue to call and conduct Council meetings and hearings in accordance with the requirements of the Local Government Act 2002, the Resource Management Act 1991 and the Local Government Official Information and Meetings Act 1987. ■ Enter into a Triennial Agreement detailing communication and co-ordination agreement with the region's three district councils for the 2013-2016 and 2016-2019 trienniums. ■ Review the elected member's code of conduct following the 2013 and 2016 elections. ■ Review the Council's processes and procedures for staff and committee delegations following the 2013 and 2016 elections. ■ Review and make public the Council's Local Governance Statement after the 2013-2016 elections. ■ Continue to revise the LTCCP in accordance with the Local Government Act 2002 every three years (2015-2016 and 2018-2019). ■ Work in partnership with the regional community to facilitate a process to identify community outcomes not less than every six years. ■ Continue to implement the Council's Policy on Significance and Decision Making in accordance with the Local Government Act 2002. ■ Continue to ensure that the Council considers the issue of sustainability in the decision making process now and in the future. | • | | | • | | | |
| | • | • | • | • | • | • | • |
| | • | | | • | | | |
| | • | | | • | | | |
| | • | | | • | | | |
| | • | | | • | | | |
| | | | • | | | • | |
| | | | | | | • | |
| | • | • | • | • | • | • | • |
| | • | • | • | • | • | • | • |
| 1.1.2 Involve the community in the Council's long term planning. | | | | | | | |
| ■ Continue to build effective and robust relationships with iwi/Māori in the Northland region. | • | • | • | • | • | • | • |
| ■ Continue to ensure that people are informed of and involved in regional government issues, they know how to get involved and take part in Northland Regional Council's planning and decision making process. | • | • | • | • | • | • | • |
| ■ Continue to work collaboratively with other organisations towards achieving regional community outcomes. | • | • | • | • | • | • | • |
| ■ Continue to prepare and adopt an Annual Plan in the years between each LTCCP review. | | • | • | | • | • | |
| ■ Continue to monitor and report progress made by the community in achieving regional community outcomes every three years. | | | • | | | • | |
| ■ Continue to co-ordinate and represent a Northland region viewpoint at a National level on appropriate issues. | • | • | • | • | • | • | • |

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| ✓ Economy | Infrastructure |
| Leadership | Environment |

Activity 1.2 Commercial Investments

Objective: To effectively and efficiently manage the Council's commercial investments to provide a maximum rate of return, (within the constraints of the relevant lease agreements), thus providing a reliable cash flow to reduce the burden on regional ratepayers.

1.2.1 Level of Service: Manage and maximise the return on commercial property with consideration to the requirements of the Council and the public.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|---|
| a. Maintain or increase the level of return from investment properties. | ■ Achieve an annual return of at least 4.9% on the total value of investment properties. |
| b. Manage the Council's commercial property portfolio in accordance with the Treasury Management Policy. | ■ Manage the Council's commercial property portfolio in accordance with the Treasury Management Policy. |
| c. Maintain cost effective management of the commercial property portfolio. | ■ Commercial Property administration costs are retained at <7.5% of total commercial rental income per annum. |
| d. Maintain the forestry holding to ensure maximum net forestry returns on a sustainable basis. | ■ Performance against the Forest Management Plan reported annually to the Audit and Finance Committee. |
| e. Develop strategic commercial investment objectives, policies and direction as part of the Regional Growth Programme. | ■ Set objectives by 30 June 2010. Report and review annually. |

Democracy and Corporate Services

Significant positive and negative effects on well-being

The Commercial Investments activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|---|
| Economic | Less revenue is required from regional ratepayers as a result of the income derived from the Council's commercial investment portfolio. | There are no known significant negative effects surrounding the Council's planned commercial investment activities. |
| Environmental | Forests absorb carbon dioxide from the atmosphere which assists in reducing and stabilising green house gas emissions therefore supporting the global efforts to address climate change. | |

Commercial Investments Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 1.2.1 Manage and maximise the return on commercial property with consideration to the requirements of the Council and the public | | | | | | | |
| ■ Continue to deliver the most appropriate return on property with consideration to the requirements of Council and the public. | • | • | • | • | • | • | • |
| ■ Continue to administer a cost effective commercial portfolio. | • | • | • | • | • | • | • |
| ■ Continue to maintain the forestry holding to ensure maximum net forestry returns on a sustainable basis. | • | • | • | • | • | • | • |

As we have substantially re-drafted and improved this Activity, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Assumptions made in the planning of this Group of Activities

Community Representation

- The Local Government Act 2002 requires councils, government departments, Māori and the community to work together to create and implement Community Plans.
- A triennial agreement will be negotiated with district councils to document areas of collaboration under the Local Government Act 2002.
- The international importance of sustainable development incorporating social, cultural, economic and environmental issues, will continue to increase and are to be reflected in the council's activities and priorities.
- The public's interest in Council activities continues to increase as will the demand by communities to take part in local decision-making.

Commercial Investments

- The Council intends to retain its commercial property portfolio with rental income assumed to continue on the basis of the actual returns received in 2007-2008, and adjusted for future years by forecasted market appreciation.
- The underlying base of the commercial property portfolio is assumed to remain constant and forecasted to appreciate at annual growth rates estimated (and supplied) by independent valuers.
- The replanting of the Council's forests will continue, and all forestry silviculture and harvesting is performed in accordance with the Forest Management Plan.
- The revenue derived from the sale of forestry logs has been forecasted (and supplied) by Council's Forestry consultant.
- In line with the assumption that forestry land will be replanted, it is assumed there is no liability associated with possible Emission Trading Scheme legislation.
- Interest income derived from the forestry equalisation reserve will be retained within this reserve.

Groups of assets required by the Democracy and Corporate Services Group of Activities

The Northland Regional Council utilises its commercial property and forestry assets to deliver this Group of Activities.

Democracy and Corporate Services response to climate change

Climate change will be considered as an aspect of environmental well-being when facilitating a sustainable development approach within Council operations. Commercial investments will follow central government's direction in relation to climate change with particular reference to forestry stock.

Key Legislation affecting the Democracy and Corporate Services Group of Activities

- Local Electoral Act 2001
- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987
- Privacy Act 1993

Democracy and Corporate Services

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| REVENUE | | | |
| User Charges | 25,000 | 25,825 | 26,419 |
| Other Revenue | 3,475,825 | 3,212,630 | 3,286,520 |
| TOTAL OPERATING REVENUE | 3,500,825 | 3,238,455 | 3,312,939 |
| EXPENDITURE | | | |
| Personnel Costs | 481,382 | 494,408 | 507,737 |
| Depreciation | 5,269 | 5,443 | 5,568 |
| Other Operating Expenses | 885,688 | 1,116,880 | 888,640 |
| Support Costs internally allocated to Activity | 185,227 | 193,534 | 208,008 |
| TOTAL OPERATING EXPENDITURE | 1,557,566 | 1,810,265 | 1,609,953 |
| Less Non-Cash Items | 5,269 | 5,443 | 5,568 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | (1,948,528) | (1,433,633) | (1,708,554) |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 508,069 | 597,650 | 556,818 |
| Investment Income | 202,438 | 523,621 | 474,478 |
| Transfer from / (to) Cash Reserves | (2,659,035) | (2,554,904) | (2,739,850) |
| TOTAL OPERATIONAL FUNDING | (1,948,528) | (1,433,633) | (1,708,554) |
| CAPITAL EXPENDITURE | 219,237 | – | – |
| <i>Funded by</i> | | | |
| Transfer from Cash Reserves | 219,237 | – | – |
| TOTAL CAPITAL FUNDING | 219,237 | – | – |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Community Representation | 1,181,430 | 1,375,167 | 1,264,671 |
| Commercial Investments | 376,136 | 435,098 | 345,282 |
| TOTAL DEMOCRACY AND CORPORATE SERVICES | 1,557,566 | 1,810,265 | 1,609,953 |

Regional Information and Engagement

- Environmental Education
- Communications
- Economic and Environmental Information

The Regional Information and Engagement Group of Activities primarily contributes to the following Regional Community Outcomes

Northland residents are safe and healthy by:

- Promoting personal preparedness during an emergency; and
- Providing information about potential natural, physical or chemical hazards to promote personal and public safety.

Northland's infrastructure is developed in a sustainable way by:

- Providing economic and environmental information to ensure integrated and effective decision making on strategic infrastructure.

Northland's natural environment is sustainably managed by:

- Communities working in partnership with local and central government to take responsibility for ensuring that the natural biodiversity, land, soil, water, air, coast, features and landscape are sustainably managed and enhanced for future generations;
- Promoting and endorsing effective pollution control and recycling practices; and
- Providing public access to environmental information to facilitate more effective and sustainable decision making on issues effecting Northland's environmental assets.

Northland is prosperous by:

- Promoting Northland as a place to invest, work and visit.

Northland residents are educated and skilled by:

- Promoting and delivering environmental education in Northland.

Northland has cohesive communities by:

- Working in partnership with Māori to increase capacity to contribute to the decision making processes of Council; and
- Helping to preserve and develop Māori resources in a sustainable way by assisting with Hapū/Iwi resource management planning and opportunities to gather and analyse information relevant to Council's functions through monitoring programmes and provision of information.

Northland retains and enhances its regional identity by:

- Developing and communicating a strong and positive regional identity that all Northlanders are proud of.

Regional Information and Engagement

What we do

Environmental Education

The environmental education activity supports the delivery of all Northland Regional Council activities and fosters sustainable environmental behaviour leading to positive action and improved quality of life. Initiatives include:

- Environmental education support for schools, including school visits and an annual youth summit on the environment;
- Provision of funding for schools through the Environmental Curriculum Awards;
- Regional co-ordination of the Enviroschools programme, including awards and hui;
- Creation and free provision of school educational resources and training, including teacher workshops;
- Sponsoring and supporting awards and programmes that align with our goals, including sustainable farming, science fairs, school environmental and sustainable business;
- Supporting national events at a regional level, including Seaweed, World Environment Day, etc; and
- Organising or hosting seminars and workshops on regional environmental matters.

Communications

The communications activity allows the Council to engage and be accessible to the regional community and supports the delivery of Council activities. Initiatives include:

- Communicating and providing information on the Council's role, activities and services, including the environment, through media releases, publications, our website, advertisements, events and displays, etc;
- Ensuring that the Council is visible and valued by the community;

- Developing and implementing programmes and campaigns to assist the Council to engage with the regional community;
- Sponsoring and supporting awards and programmes that align with the Council's goals, including sustainable farming, community and school environmental activities and sustainable business practices;
- Fostering behaviour changes with targeted marketing campaigns that integrate and support Council goals; and
- Provide regional public information during civil defence emergency situations.
- Provide opportunities for Māori to be involved in the decision making processes of Council and provide relevant and clear information to assist this process.

Economic and Environmental Information

The economic and environmental information activity involves the identification and cataloguing of Northland's environmental and economic assets in a searchable inventory for internal staff use in integrated planning and decision making. This involves:

- Design and population of the inventory;
- Identification of gaps in information;
- Preparation and implementation of a plan for priority information acquisition; and
- Researching and reporting on the need for, and merits of, making the inventory available externally.

Why we do these activities

The Regional Information and Engagement Group of activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale for these activities includes:

Environmental Education

The legislation under which the Northland Regional Council carries out a number of its activities also requires the consideration of other methods apart from regulation and enforcement to achieve objectives. The environmental education activity is also a mechanism for implementing national initiatives such as cleaner production and EnviroSchools programmes, Seaweed etc.

Effective environmental education has the potential to reduce the Council's regulation and enforcement costs by promoting individual and collective responsibility to promote sustainable lifestyles and activities.

Communications

Communication activities are influenced by a wide range of legislation and are also a response to regional community outcomes.

The Resource Management Act 1991 and the Local Government Act 2002 require the Council to make information available to people in ways that are appropriate to them. In addition, the purpose of the Local Government Act 2002, is to enable democratic local decision making and action by and on behalf of communities, and to promote the social, economic, environmental and cultural well-being of communities in the present and for the future.

Communication with Māori through iwi liaison is a specialist area that is required to help meet the statutory Māori provisions and requirements of a range of Acts that the Council operates under, including the Local Government Act 2002, the Resource Management Act 1991, the Biosecurity Act 1993 and the Land Transport Management Act 2003.

It is important to foster genuine two way communication, in both raising awareness of Council activities and understanding the communities attitudes and needs.

Economic and Environmental Information

Northland Regional Council collects a wide range of economic and environmental information to fulfil its functions. A centralised information inventory will ensure that the Council's strategic planning and policies are based on solid evidence of Northland's economic assets and how future value can be realised. This is an essential step in the development and implementation of a Regional Growth Programme for Northland. The Inventory will also assist in effective resource management and promote resource efficiency. If the inventory is made publicly available, it will enable other organisations to use the Council's evidence and information in the development of their plans and policies, thereby promoting integrated planning Northland wide.

Levels of Service for Regional Information and Engagement

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| Leadership | ✓ Environment |

Activity 2.1 Environmental Education

Objective: To promote and empower individual and collective responsibility for the environment to encourage sustainable lifestyle choices, activities and communities.

2.1.1 Level of Service: Collaborate and provide resources to the community on sustainable environmental practices and issues.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|--|
| a. Facilitate workshops and seminars on sustainable environmental practice. | ■ Provide details of activities undertaken in the relevant monthly report to Council and in the Northland Regional Council Annual Report. |
| b. Regularly exhibit Council activities and programmes at major regional events. | ■ Produce an annual events calendar and report monthly on activities undertaken in the relevant CEO report to Council and in the Northland Regional Council Annual Report. |

2.1.2 Level of Service: Provide specialist education services to primary and secondary schools, tertiary institutions and community education providers.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|--|
| a. Provide environmental education and other professional Northland Regional Council programmes including visits, speakers and resources. | ■ Achieve at least an 80% user satisfaction rating in an annual survey. |
| b. Provide professional development support for Northland teachers. | ■ Run at least one professional development workshop per annum. |
| c. Organise a Regional Youth Summit. | ■ Summit is run and outcomes reported in the relevant CEO's monthly report to Council and in the Northland Regional Council Annual Report. |

2.1.3 Level of Service: Recognise good environmental practice in business, farming and industry.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|---|
| a. Provide cornerstone sponsorship and involvement with the Northland Ballance Farm Environment Awards. | ■ Sponsor awards and present Water Quality Award by 30 June each year. |
| b. Encourage entries and provide sponsorship for the Top of the North Dairy Industry Awards. | ■ Sponsor awards and present Northland Regional Council award by 30 June each year. |
| c. Encourage entries and provide sponsorship for the Northland Business Awards. | ■ Sponsor awards and present Northland Regional Council award by 30 December each year. |
| d. Provide Environmental Curriculum Awards to Northland schools. | ■ Curriculum awards judged and presented by 30 December each year. |

Significant positive and negative effects on well-being

The Environmental Education activity may have the following impacts on well-being

| Well-beings | Positive effects | Negative effects |
|----------------------|---|---|
| Social | Supporting and achieving more sustainable communities for current and future generations. | |
| Environmental | Helping people to be better informed about their environment and what actions to take for improvement. Encouraging environmental action by rewarding, with awards and sponsorship, groups and individuals who achieve good environmental outcomes. | The quality and/or number of environmental education activities may result in loss of interest or inaction to improve Northland's environment as people may "switch off" due to information overload. |
| Cultural | Building pride in Northland's unique heritage and history. | |

Regional Information and Engagement

Environmental Education Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 2.1.1 Collaborate and provide resources to the community on sustainable environmental practices and issues. | | | | | | | |
| ■ Continue to facilitate workshops and seminars on sustainable environmental practices. | • | • | • | • | • | • | • |
| ■ Continue to exhibit Council activities and programmes at major regional events. | • | • | • | • | • | • | • |
| 2.1.2 Provide specialist education services to primary and secondary schools, tertiary institutions and community education providers. | | | | | | | |
| ■ Continue to provide environmental education services and professional development support for Northland teachers. | • | • | • | • | • | • | • |
| 2.1.3 Recognise good environmental practice in business, farming and industry. | | | | | | | |
| ■ Continue to provide sponsorship for various Northland awards. | • | • | • | • | • | • | • |
| ■ Continue to provide environmental curriculum awards to Northland schools. | • | • | • | • | • | • | • |

Levels of Service for Regional Information and Engagement

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| ✓ Leadership | ✓ Environment |

Activity 2.2 Communications

Objective: To ensure the community is kept informed about the Northland Regional Council and its activities and functions; to increase public awareness, responsibility, support and involvement in creating a sustainable environment.

2.2.1 Level of Service: Ensure that the regional community is well informed about Council issues and activities through a co-ordinated Communications Strategy.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|--|
| a. Produce and circulate relevant media releases on Council activities, issues and events. | ■ 90% of press releases and event information notified to the media within three working days. |
| b. Produce and distribute a newsletter to all Northland residents. | ■ Newsletter produced and distributed at least three times per annum. |
| c. Produce and distribute relevant publications on Council activities and programmes. | ■ Produce and distribute at least five new publications per annum. |
| d. Survey community awareness to ensure that the Council is effectively communicating information on Council activities and programmes. | ■ Achieve at least 80% community awareness of Northland Regional Council and its services in an annual survey. |

As we have substantially re-drafted and improved our Groups of Activities, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Levels of Service for Regional Information and Engagement

2.2.2 Level of Service: Ensure that the community has 24/7 access to up-to-date information on Council activities and real-time environmental data.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|--|
| a. Increase use of the Council's online services. | ■ Increase the number of people using the Northland Regional Council website's online services by 10% per annum. |
| b. Provide up to date on-line information on the state of Northland's environment. | ■ Update annually on the Northland Regional Council website. |
| c. Provide real-time environmental data on the Council's website. | ■ At least 90% of new data posted on the Council website within 24 hours. |
| d. Provide up-to-date public information on the official civil defence emergency management website during a regional event. | ■ Update Civil Defence information on the Council's website at least every 30 minutes during an emergency. |
| e. Post press releases, event information and public consultation on the Council's website. | ■ At least 90% of new information posted on the Council's website within 24 hours. |

2.2.3 Level of Service: Establish and maintain processes, foster the development of capacity and provide relevant information to Māori in order for Māori to contribute to the decision making processes of Council.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| a. Produce and distribute a Panui (newsletter) to all Māori on the Council's database. | ■ Newsletter produced and distributed at least three times per year. |
| b. Provide opportunities and assistance to Māori to contribute to the Council's decision making process. | ■ At least one iwi monitoring plan or one iwi environmental management plan will be funded each year. |
| c. Council staff and Councillors are informed and aware of Māori culture, perspectives and the Treaty of Waitangi. | ■ All new staff to attend training within one year of joining the Council. |

Significant positive and negative effects on well-being

The Communications activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|---|---|
| Social | Supporting and achieving more sustainable communities for current and future generations. | |
| Economic | Encouraging, empowering and rewarding sustainable farming and businesses in the Northland region. | |
| Environmental | Helping people to be better informed about their environment and what actions to take for improvement. Encouraging environmental action by rewarding, with awards and sponsorship, groups and individuals who achieve good environmental outcomes. | The quality and/or number of environmental education activities may result in loss of interest or inaction to improve Northland's environment as people may "switch off" due to information overload. |
| Cultural | Building pride in Northland's unique heritage and history. | |

Communications Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 2.2.1 Ensure that the regional community is well informed about Council issues and activities through a co-ordinated Communications Strategy. | | | | | | | |
| ■ Continue to produce and circulate relevant press releases. | • | • | • | • | • | • | • |
| ■ Continue to produce and distribute a newsletter and relevant publications on Council activities. | • | • | • | • | • | • | • |
| 2.2.2 Ensure that the community has 24/7 access to up-to-date information on Council activities and real time environmental data. | | | | | | | |
| ■ Continue to provide up-to-date on-line information and real time environmental data on the Council's website. | • | • | • | • | • | • | • |
| ■ Continue to provide up-to-date public information on the official civil defence emergency management website during a regional event. | • | • | • | • | • | • | • |
| 2.2.3 Establish and maintain processes, foster the development of capacity and provide relevant information to our community Māori to enable effective contribution to the decision making processes of Council. | | | | | | | |
| ■ Continue to provide relevant and up to date information to Māori on Council's activities. | • | • | • | • | • | • | • |
| ■ Continue to provide Māori with opportunities to contribute to the decision making processes of Council. | • | • | • | • | • | • | • |

Levels of Service for Regional Information and Engagement

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| ✓ Economy | Infrastructure |
| ✓ Leadership | ✓ Environment |

Activity 2.3 Economic and Environmental Information

Objective: Develop a comprehensive inventory of Northland's natural and economic resources to support long term regional strategic planning and decision making.

2.3.1 Level of Service: Provide a comprehensive inventory of Northland's natural and economic resources.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|--|
| a. Develop and implement a strategy for acquiring natural and economic resource information. | <ul style="list-style-type: none"> ■ Strategy developed by 31 December 2009 and implementation plan developed by 31 July 2010. ■ Implementation strategy monitored annually in the Northland Regional Council Annual Report. |
| b. Make natural and economic resource inventory information available to Council staff and key stakeholders to improve decision making. | <ul style="list-style-type: none"> ■ Priority information available by 31 December 2010 and reviewed annually. |
| c. Appropriate natural resource and economic information electronically available to the public and stakeholders. | <ul style="list-style-type: none"> ■ Public have access to basic natural and economic resource information by 30 June 2011 and review annually. |

Significant positive and negative effects on well-being

The Economic and Environmental Information activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|---|
| Economic | Centralised provision of economic data will enable more effective decision making in Northland. | At this stage, there are no known significant negative effects surrounding the Council's planned economic and environmental information activity. |
| Environmental | Robust evidence of the extent and state of our natural resources will promote effective environmental management by the Council and others (as above). | |

Economic and Environmental Information Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|------|------|------|
| 2.3.1 Provide a comprehensive inventory of Northland's natural and economic resources. | | | | | | | |
| ■ Continue to improve public access to information. | • | • | • | • | • | • | • |
| ■ Continue to review, update and include additional environmental and economic information for both internal and external use. | • | • | • | • | • | • | • |

As we have substantially re-drafted and improved this Activity, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Regional Information and Engagement

Assumptions made in the planning of this Group of Activities

Environmental Education

- Technology will continue to influence the way we educate and do business.
- Environmental awareness will continue to increase.
- A growing number of primary and secondary schools will become Enviroschools. We have planned a controlled entry of new schools into the programme to ensure cost factors, staff time and quality are maintained.
- Requests for staff involvement and expertise in educational programmes will continue to grow as our education community becomes more active.
- School requests for Regional Council staff input continue to increase. However emphasis will be placed on teacher training as opposed to increased school visits.
- District Councils and other regional agencies will work in partnership to provide more schools, business and community environmental education programmes.
- The provision of environmental education programmes contributes to behaviour change and creating sustainable lifestyle choices.
- Awards help change behaviour and promote leadership.
- We will continue to foster robust relationships with our key partners.

Communications

- Technology will continue to influence the way we communicate and do business.
- Our regional community will continue to use newspapers to gather information on Council activities and regional issues.
- There will be a greater emphasis on electronic media as the current generation grows older.

- Environmental awareness will continue to increase.
- Māori and our community in general will continue to demand engagement with us in what we do and take part in local decision making.
- Providing information and resources contributes to behaviour change and creating sustainable lifestyle choices.
- The scope of services and activities we are involved with will continue to grow.
- We will need to check regularly with our community about what they think, how we can help them and how they wish to communicate and do business with us.
- We will continue to foster robust relationships with our key partners.
- Public awareness will continue to grow about natural hazards and emergency response, paralleled with an increase in community expectations on public information services we will provide.
- Legislation will continue to influence and guide the way with which we communicate with and engage Māori.

Economic and Environmental Information

- The public want access to our information.
- Stakeholders work together to share information with each other and the general public as appropriate.

Groups of assets required by the Regional Information and Engagement Group of Activities

The Northland Regional Council does not require and therefore does not own any major assets to deliver this Group of Activities.

Regional Information and Engagement response to climate change

We will provide advice and information in Northland Regional Council publications and at Council events to help Northland communities adapt to climate change.

Key Legislation affecting the Regional Information and Engagement Group of Activities

- Biosecurity Act 1993
- Civil Defence Emergency Management Act 2002
- Electronic Transactions Act 2002
- Local Government Act 2002
- Local Government Official Meetings and Information Act 1987
- Local Government Rating Act 2002
- Resource Management Act 1991

Regional Information and Engagement

Prospective Statement of Costs and Funding

Period ending 30 June:

EXPENDITURE

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| Personnel Costs | 640,276 | 657,632 | 675,341 |
| Other Operating Expenses | 476,395 | 493,614 | 507,609 |
| Support Costs internally allocated to Activity | 418,321 | 437,082 | 469,771 |
| TOTAL OPERATING EXPENDITURE | 1,534,992 | 1,588,328 | 1,652,721 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 1,534,992 | 1,588,328 | 1,652,721 |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 665,751 | 695,515 | 733,802 |
| Investment Income | 265,267 | 609,364 | 625,292 |
| Transfer from / (to) Cash Reserves | 603,974 | 283,449 | 293,627 |
| TOTAL OPERATIONAL FUNDING | 1,534,992 | 1,588,328 | 1,652,721 |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Environmental Education | 311,135 | 322,288 | 336,451 |
| Communications | 1,079,814 | 1,117,157 | 1,160,652 |
| Economic and Environmental Information | 144,043 | 148,883 | 155,618 |
| TOTAL REGIONAL INFORMATION AND ENGAGEMENT | 1,534,992 | 1,588,328 | 1,652,721 |

Regional Economic Development

- Regional Growth Programme
- Economic Development

The Regional Economic Development Group of Activities primarily contributes to the following Regional Community Outcomes

Northland's infrastructure is developed in a sustainable way by:

- Identifying infrastructure improvements that will support sustainable economic growth and development.

Northland's natural environment is sustainably managed by:

- Providing a clear vision and proactively planning for the present and future environmental well-being of the region and giving due cognisance to the potential impacts of climate variation.

Northland is prosperous by:

- Supporting initiatives that attract investment, new businesses and skilled people into Northland; and
- Helping to identify Northland's unique characteristics and develop the region's competitiveness through the Regional Growth Programme.

Northland residents are educated and skilled by:

- Supporting access to, and participation in, formal education and targeted industry training contributing to Northland's competitiveness.

Northland has cohesive communities by:

- Ensuring that economic growth is balanced with social and environmental responsibilities through the Regional Growth Programme; and
- Working effectively and co-ordinating efforts with business, central and local government to ensure the best outcomes for Northlanders on issues of regional importance.

Regional Economic Development

What we do

Regional Growth Programme

The Council's decision to lead the development of a Regional Growth Programme for Northland will provide an integrated framework for developing the region using sustainable development principals. The programme will consider social, environmental and cultural factors alongside economic and growth opportunities. Once developed, it is anticipated that the Regional Council will work closely with its economic development agency, Enterprise Northland and key stakeholders to implement, monitor and review the programme over time to ensure maximum effectiveness and advantage for Northlanders is achieved.

Developing a Growth Programme for Northland is a top priority because managing changing population trends, developing a diverse economic base and sustainably managing the natural environment requires well-planned infrastructure and regionally co-ordinated economic development plans. Physical infrastructure includes transport networks, water and sewerage systems, energy distribution systems and telecommunications networks. These all need to be efficient and effective without undue adverse impact on the environment.

The successful development and implementation of Northland's Regional Growth Programme will require the Regional Council to work with a range of organisations to maintain a long-term regional economic development focus, faced with the short term pressures for piecemeal development.

Economic Development

A healthy regional economy is important both to the national economy and to the economic and social well-being of regional communities. In 1996, the Council established the Northland Regional Council Community Trust from the proceeds of the sale of shares in the Northland Port Corporation Ltd. Trading as "Enterprise Northland", the Trust's mission is "to promote and encourage sustainable economic development for the benefit of the people of Northland".

The Trust is a Council-Controlled Organisation under the Local Government Act 2002, and operates on the basis of an annual Statement of Intent presented to the Regional Council each year. The Council has established a Shareholder Representation Group to formalise regular communication between the Council and representatives of the Trust.

Following an extensive review of the Trust in 2008, it was recommended that a key focus should be to work across all Northland industry sectors to implement aspects of the Regional Growth Programme. This requires Enterprise Northland, the District Councils, the Regional Council, iwi and the business community to work together to ensure that all parties are jointly contributing to the success of the region.

As a result of the review, the Trust's subsidiary organisation Destination Northland Ltd has broadened its focus to the promotion of Northland as a place to work, invest and visit rather than having primarily a tourism focus. However, Destination Northland still has an important role to play in assisting Northland businesses and communities to maximise and manage the sustainable economic benefits of increased visitor numbers.

Enterprise Northland and Destination Northland Ltd are responsible for implementing aspects of the Regional Growth Programme as agreed by the Trust and the Council. Progress is reported quarterly through the Council's Audit and Finance Committee. Areas of focus for Enterprise Northland are likely to include:

- Industry support for sectors to attract new businesses and expand existing business;
- Building community capacity;
- Building entrepreneurial capacity; and
- Building small business capacity.

Provision of appropriate infrastructure is a critical factor in the future economic development of Northland. In 2007, the Council amended its Community Plan to establish an Infrastructure Development Agency (IDA). Like Enterprise Northland, the IDA is a Council-Controlled Organisation operating on the basis of an annual Statement of Intent. The Council will continue to utilise the IDA as its primary vehicle for facilitating infrastructure projects, including the sourcing of internal/external funds to contribute to such projects.

Broadband

The Northland Regional Council has signed a memorandum of understanding (MOU) with broadcast and telecommunications company Kordia™, Northpower and Top Energy as the first step towards scoping, developing, building and operating a fibre optic-based telecommunications infrastructure in Northland. This group and other key stakeholders will work together on the possible development of a world-class publicly-owned broadband network.

Why we do these activities

The Regional Economic Development Group of activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale for these activities includes:

Regional Growth Programme

Under the Local Government Act 2002, the purpose of local government is to promote community well-being across social, economic, environmental and cultural aspects. The Regional Growth Programme is a response to the need for Northland to proactively plan for and manage its future economic growth using a sustainable development approach that considers these four aspects of well-being and integrates them into all aspects of Council planning and operations. The Growth Programme aims to provide a framework for future decision making and planning for sustainable economic development.

If the Council does not take a proactive stance in the accelerated development of critical regional infrastructure, infrastructure projects will fall further behind and Northland's economic growth opportunities will remain limited. Given the role of public infrastructure in creating and expanding economic development opportunities, deferring critical infrastructure projects through lack of a Regional Growth Programme, will have a detrimental impact on the economic, social, cultural and environmental well-being of the region.

Processes for the development and implementation of the Growth Programme will be designed to be consistent with key planning statutes relevant to local government, those being the Local Government Act 2002, the Resource Management Act 1991 and the Land Transport Management Act 2003. This will support all partner agencies in strategy implementation. In addition, the Northland Regional Council received submissions to its Draft Annual Plans in both 2008-2009 and 2007-2008 requesting that as Northland's primary regional planning body, the Council take up the leadership role of developing a Growth Programme for Northland.

Economic Development

Central government's economic development policy recognises that regions and regional economic development are key drivers of New Zealand's overall economic performance. As a regional authority, the Northland Regional Council makes a significant contribution to the economic development of the Northland region through infrastructure development and environmental management. The Council's status as a regional organisation gives it the opportunity to research and analyse issues from a regional perspective.

The Northland Regional Council Community Trust is governed by its own Trust Deed and as a Council-Controlled Organisation, it is bound also by the provisions of the Local Government Act 2002. Destination Northland Limited is a subsidiary of Enterprise Northland with tourism promotion being a key activity. The benefits from tourism are not confined to those directly involved in the visitor industry, and are spread widely throughout the community as more people move to the region to live permanently and to work and invest in Northland.

The Infrastructure Development Agency (IDA) is also a Council-Controlled Organisation bound by the provisions of the Local Government Act 2002. The IDA exists because supporting Northland's growing population, developing a diverse economic base and sustainably managing the environment requires appropriate infrastructure which, in some instances, is currently lacking.

Levels of Service for Regional Economic Development

| Contribution to Growth Platforms | |
|----------------------------------|------------------|
| ✓ Economy | ✓ Infrastructure |
| ✓ Leadership | ✓ Environment |

Activity 3.1 Regional Growth Programme

Objective: Provide inclusive leadership and an integrated planning framework leading to a set of detailed actions to improve the present and future well-being of Northlanders.

3.1.1 Level of Service: Lead in partnership with key stakeholders, the development of a Regional Growth Programme for Northland.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|--|
| a. Develop a Growth Programme discussion document and conduct appropriate consultation to finalise agreed Terms of Reference for the Growth Programme. | ■ Terms of reference agreed by 31 October 2009 and progress reported to the Council via the CEO's monthly report. |
| b. Develop an agreed schedule of detailed actions required to implement the Growth Programme. | ■ Action Plan developed by 31 March 2010 and progress reported to the Council via the CEO's monthly report. |
| c. Monitor and report on implementation of the Growth Programme action plan. | ■ Progress reports provided quarterly to the Audit and Finance Committee and annually in the Northland Regional Council Annual Report. |
| d. Monitor growth management drivers and trends in population, demographics and development. | ■ Develop a growth management reporting framework and publish monitoring reports annually. |

Significant positive and negative effects on well-being

The Regional Growth Programme activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|---|--|
| Social | Local government and other agencies working together to compile information and to identify and respond to future trends in an integrated fashion. | Uneven population growth throughout the region which includes declining populations (and therefore services) in many inland settlements. |
| Economic | Enabling Northland local authorities to meet the future infrastructure needs of the region and provide a sound platform for future government investment. | |
| Environmental | Minimising adverse environmental impacts through co-ordinated sustainable development planning practices as opposed to ad-hoc development. | Potential loss of environmental and biodiversity values in areas of increased development. |
| Cultural | Ensuring that future land use needs are identified and can be provided for including cultural uses. | Change of land use and increased population may impact negatively on traditional values. |

Regional Growth Programme Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 3.1.1 Lead in partnership with key stakeholders, the implementation of a Regional Growth Programme for Northland. | | | | | | | |
| <ul style="list-style-type: none"> Continue to monitor and report on the effectiveness of the Growth Programme in achieving stated objectives. Review the Growth Programme by 2015. | • | • | • | • | • | • | • |

Levels of Service for Regional Economic Development

| Contribution to Growth Platforms | |
|----------------------------------|------------------|
| ✓ Economy | ✓ Infrastructure |
| ✓ Leadership | Environment |

Activity 3.2 Economic Development

Objective: To proactively lead the economic development of Northland.

3.2.1 Level of Service: Support economic development initiatives that align with the Regional Growth Programme and/or benefit Northland.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|--|
| a. Negotiate an Annual Statement of Intent and rolling 3 year business plan with the Northland Regional Council Community Trust. | <ul style="list-style-type: none"> ■ A Statement of Intent that meets the requirements of the Local Government Act 2002 is received by 30 June each year. ■ Approve an annual business plan and triennial funding agreement by 30 June each year. ■ Receipt of quarterly performance reports from the Trust detailing actual results compared to the objectives contained in the Statement of Intent and Business Plan. |
| b. Support the promotion of Northland as a place to invest, work, and visit as a tourist destination. | <ul style="list-style-type: none"> ■ Negotiation of an Annual Business Plan and Terms of Agreement with Destination Northland Ltd. ■ Receipt of quarterly performance reports detailing actual results compared to the objectives contained in the Annual Business Plan. |
| c. Provide community funding for regional initiatives undertaken by the Council or in joint venture or partnership with other authorities and organisations on a case-by-case basis. | <ul style="list-style-type: none"> ■ Conduct due diligence and the appropriate community consultation on significant projects as required in accordance with the requirements of the Local Government Act 2002. ■ Report annually on any regional initiatives undertaken. |
| d. Develop a project funding strategy and risk assessment of any infrastructure priority that the Council decides to commit significant funding to. | <ul style="list-style-type: none"> ■ Conduct appropriate due diligence and community consultation in accordance with the requirements of the Local Government Act 2002. ■ Report annually on any significant regional infrastructure projects undertaken. |

Significant positive and negative effects on well-being

The Economic Development activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|--|
| Social | Increased diversity and upgrading of social services as the population and economic performance of the region increases. | The potential exists for significant negative impacts on well-being if economic growth decisions are made without taking into account social, cultural and environmental considerations. |
| Economic | Increased employment opportunities, income levels and standards of living. | |
| Environmental | The region has the ability to fund important environmental initiatives. | |
| Cultural | Increased employment and business development opportunities and funding available for cultural activities. | |

Economic Development Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 3.2.1 Support economic development initiatives that align with the Regional Growth Programme and/or benefit Northland. | | | | | | | |
| ■ Continue to lead the economic development of Northland. | • | • | • | • | • | • | • |
| ■ Continue to support the promotion of Northland as a place to invest, work and visit as a tourist destination. | • | • | • | • | • | • | • |
| ■ Continue to provide community funding for regional initiatives undertaken by the Council or in joint venture or partnership with other authorities and organisations on a case-by-case basis. | • | • | • | • | • | • | • |
| ■ Continue to assess any infrastructure priorities that the Council decides to commit significant funding to. | • | • | • | • | • | • | • |

As we have substantially re-drafted and improved this Activity, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Regional Economic Development

Assumptions made in the planning of this Group of Activities

Regional Growth Programme

- That population growth in Northland continues to occur at near or presently forecast levels.
- That key stakeholders work collaboratively together on issues of importance as regards the future economic, social, environmental and cultural well-being of Northland as articulated in the Growth Programme.

Economic Development

- That community demand for Northland Regional Council to promote economic development remains at similar levels over the next ten years.
- That the Northland Regional Council Community Trust and its subsidiaries Destination Northland Ltd and Enterprise Northland continue to exist.

Groups of assets required by the Regional Economic Development Group of Activities

The Northland Regional Council utilises proceeds from the previous sale of Northland Port Corporation Ltd shares to deliver this Group of Activities.

Regional Economic Development response to climate change

The consequential impact of climate change will be factored into decision making processes. This will ensure that future economic growth is not compromised by the potential consequences of climate change.

Key Legislation affecting the Regional Economic Development Group of Activities

- Land Transport Management Act 2003
- Local Government Act 2002
- Resource Management Act 1991

Regional Economic Development

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| REVENUE | | | |
| Targeted Rates | 625,412 | 1,047,732 | 1,065,475 |
| TOTAL OPERATING REVENUE | 625,412 | 1,047,732 | 1,065,475 |
| EXPENDITURE | | | |
| Personnel Costs | 286,891 | 294,655 | 296,041 |
| Internal Finance costs | 162,404 | 632,080 | 595,444 |
| Other Operating Expenses | 15,468,253 | 1,748,267 | 1,867,808 |
| Support Costs internally allocated to Activity | 20,812 | 21,745 | 23,372 |
| TOTAL OPERATING EXPENDITURE | 15,938,360 | 2,696,747 | 2,782,665 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 15,312,948 | 1,649,015 | 1,717,190 |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 50,000 | 51,650 | 52,838 |
| Infrastructure Rate | 566,626 | 585,324 | 598,787 |
| Recreational Rate | 1,128,155 | 1,137,988 | 1,147,911 |
| Investment Income | 2,645,109 | 3,483 | 3,665 |
| Transfer from / (to) Cash Reserves | 10,923,058 | (129,430) | (86,011) |
| TOTAL OPERATIONAL FUNDING | 15,312,948 | 1,649,015 | 1,717,190 |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Economic Development | 15,542,464 | 2,289,962 | 2,372,713 |
| Regional Growth Programme | 395,896 | 406,785 | 409,952 |
| TOTAL REGIONAL ECONOMIC DEVELOPMENT | 15,938,360 | 2,696,747 | 2,782,665 |

Resource Management Planning

■ Resource Management Planning

The Resource Management Planning Group of Activities primarily contributes to the following Regional Community Outcomes

Northland's infrastructure is developed in a sustainable way by:

- Ensuring the Council's policies and rules result in sustainable infrastructure developments.

Northland's natural environment is sustainably managed by:

- Providing guidance through developing and publishing objectives, policies, methods and rules for the sustainable management of Northland's natural and physical resources.

Northland is prosperous by:

- Permitting activities that may otherwise be restricted by the Resource Management Act where the Council is confident that those activities will not have adverse impacts on current and future generations.

Northland has cohesive communities by:

- Ensuring that the diverse needs of Northland's communities are reflected in the Council's planning documents through effective consultation processes;
- Helping to preserve and develop Māori resources in a sustainable way by assisting with hapū/iwi resource management planning; and
- Recognising the place of Māori as Tāngata Whenua through the Council's statutory planning processes and other documents.

Northland retains and enhances its regional identity by:

- Raising awareness and knowledge of Northland's unique heritage and history through the Council's planning processes;
- Ensuring that the needs of future generations are taken into account when making policy decisions contributing to the sustainable development of Northland; and
- Recognising and protecting regionally significant landscapes and features through the Council's planning documents.

Resource Management Planning

What we do

Resource Management Planning

The Northland Regional Council is responsible for the sustainable management of natural and physical resources within the region. Regional planning documents are a key mechanism for carrying out this responsibility. The Resource Management Act (1991) requires the Council to prepare a Regional Policy Statement and a Regional Coastal Plan. In order to establish a consistent management regime for other resources (water, soil and air) the Council has also prepared a Regional Water and Soil Plan and a Regional Air Quality Plan. These plans permit activities with no more than minor adverse effects to be carried out without the need for a resource consent, and also provide policy guidance on assessing activities with greater effects. The purpose of the plans is to practically apply the Resource Management Act Legislation to sustainably manage Northland's natural resources for current and future generations.

A legislative amendment now requires territorial authorities (Northland's three district councils) to "give effect" to the Regional Policy Statement, so it is important that the Council's review processes are inclusive, credible and legally correct. Furthermore, the Council is investigating the feasibility of a consolidated planning framework or "one-plan" approach to simplify this complex legislative area. Future consultation will determine the final shape of regionally significant planning documents.

However, it is not development of policies and plans alone that will promote the sustainable management development of natural resources, but the implementation of these documents. While regulatory aspects will be dealt with during the resource consent process, non-regulatory aspects such as the effective provision of information and advice and education can greatly influence whether the Regional Policy Statement and other plans are to have their full effect.

The Council is required under the Resource Management Act (1991) to review and report on the efficiency and effectiveness of the policy statements and plans every five years, as well as undertake full reviews after ten years of being operative. All of the Council's regional planning documents are complete and fully operative. However, ongoing changes and improvements are required in order for the plans to remain up-to-date. For example, the original wording might not be achieving the anticipated environmental results, a new unanticipated environmental issue may arise, or amendments to the Resource Management Act may require changes to be made.

The Council also makes submissions, comments and responds to other organisations' resource management documents where these may affect the Northland region. This is a key role in ensuring that the regional community is represented in other processes that have a potential impact on the current and/or future well-being of Northland.

Why we do this activity

The Resource Management Planning Group of activities enables the Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale for these activities includes the preparation of long term plans for the management of natural and physical resources and is driven by the Council's prescribed roles and responsibilities under the Resource Management Act (1991).

Levels of Service for Resource Management Planning

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| ✓ Leadership | ✓ Environment |

Activity 4.1 Resource Management Planning

Objective: Provide clear policy guidance and rules for the sustainable management of Northland's natural and physical resources.

4.1.1 Level of Service: Develop and publish strategic planning documents to manage Northland's natural and physical resources.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|---|
| a. Maintain an operative Regional Policy Statement (RPS), Regional Coastal Plan, Regional Water and Soil Plan and Regional Air Quality Plan, including development of implementation strategies. | ■ Report annually via the CEO's report to the Council on the implementation status of all operative plans and strategies. |
| b. Prepare a feasibility report on a combined regional and district resource management planning document for Northland ("One Plan"). | ■ Complete feasibility report by 1 August 2009. Provide quarterly progress reports via the CEO's report to the Council. Initiate and implement by 31 December 2010. |
| c. Undertake a full review of the RPS, including consideration of the potential implications of climate change. This may be undertaken as part of the development of a "One Plan" (refer to (b) above). | ■ Continue RPS review after 1 July 2009 (Note: preparing a feasibility report on a combined regional and district "One Plan" is part of the RPS review). Provide quarterly progress reports via the CEO's report to the Council. |
| d. Review the efficiency and effectiveness of each of the regional plans. This may be undertaken as part of the development of a "One Plan" (refer to (b) above). | ■ Initiate all reviews by 30 September 2009. Provide quarterly progress reports via the CEO's report to the Council. |
| e. Complete changes to regional plans when required by legislation or Council resolution. | ■ Decisions on plan changes made within two years of the change being publicly notified. |
| f. Process private plan changes in accordance with the relevant statutory requirements. | ■ Commence processing of all private plan requests within one working day of receiving the request. All timeframes specified in Schedule 1 of the Resource Management Act 1991 met and reported in the CEO's report to the Council. |
| g. Provide a contingency fund for expert assessment of applications for outdoor trials or use of genetically modified organisms in Northland as notified by ERMA. | ■ Set aside a fund of \$10,000 annually for expert assessment of notified applications made under the HSNO legislation. ■ Report any use of funds annually. |

Levels of Service for Resource Management Planning

4.1.2 Level of Service: Provide planning advice and assistance

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|--|
| a. Provide advice on written requests regarding the contents of the Council's regional planning documents. | ■ All written requests recorded on the Council's mailroom database, responded to within 10 working days and monitored via monthly action number status reports. |
| b. Provide advice and, where appropriate, prepare and appear in support of submissions on district planning matters to ensure consistency and integration with regional policies and plans. | ■ All written requests responded to within 10 working days. Where a submission is considered appropriate it is lodged within the statutory timeframes advised by the respective district council and responses recorded on the Council submission files. |
| c. Provide input and, where appropriate, prepare and appear in support of submissions on subdivision and land use resource consent applications regarding regional policies and rules. | ■ Comments, if any, on non-notified resource consents made within 10 working days and monitored via the department's consent response database. For notified consent applications, where a submission is considered appropriate it is lodged within 20 working days of being served notice of the resource consent application and reported in the CEO's monthly report to the Council and submissions recorded on the Council's submission files. |

4.1.3 Level of Service: Review and respond to legislative changes, proposed National Environmental Standards, and proposed National Policy Statements.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|---|
| a. Prepare submissions or comments on any proposed legislative changes, NES, and/or NPS, where they impact on the Council's responsibilities and resources. | ■ Submissions/comments prepared and lodged within timeframes specified by requesting agency and reported in the CEO's report to the Council and recorded on the Council's submission files. |

Significant positive and negative effects on well-being

The Resource Management Planning activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|---|
| Environmental | Regional planning documents provide the key policies and rules for the sustainable management of Northland's natural and physical resources. | |
| Economic | Many of the anticipated environmental outcomes specified in the Council's planning documents include an enhancement of the environment and this can have economic benefits (e.g. tourism and attracting migrants to the region). | While the objectives, policies and rules in regional planning documents may be perceived by some as having potentially negative economic impacts on affected persons. |

Resource Management Planning Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 4.1.1 Develop and publish strategic planning documents to manage Northland's natural and physical resources. | | | | | | | |
| ■ Continue to maintain operative Regional Policy Statement, Regional Coastal Plan, Regional Water and Soil Plan, Regional Air Quality Plan. | • | • | • | • | • | • | • |
| ■ Continue to undertake other plan changes as and when required by Council resolution. | • | • | • | • | • | • | • |
| ■ Continue to process private plan changes in accordance with the relevant statutory requirements. | • | • | • | • | • | • | • |
| 4.1.2 Provide planning advice and assistance. | | | | | | | |
| ■ Continue to respond to written requests on the Council's regional plans. | • | • | • | • | • | • | • |
| ■ Continue to provide advice and where appropriate, appear in support of submissions on district planning matters. | • | • | • | • | • | • | • |
| 4.1.3 Review and respond to legislative changes, National Standards and Policy Statements. | | | | | | | |
| ■ Continue to prepare submissions on proposed legislative changes. | • | • | • | • | • | • | • |

As we have substantially re-drafted and improved this Activity, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Resource Management Planning

Assumptions made in the planning of this Group of Activities

Resource Management Planning

- Regional Council planning functions and duties under the Resource Management Act (1991) will not fundamentally change.
- All plans will be subject to continuous review and improvement.
- There will be greater alignment between regional and district plan provisions.
- There will be increased central direction for regional planning (e.g. national policy statements and national environment standards).

Groups of assets required by the Resource Management Planning Group of Activities

The Council does not require, and therefore does not own, any major assets to deliver this Group of Activities.

Resource Management Planning response to climate change

In developing and reviewing resource management planning documents, the Council will take into account the potential effects of climate change.

Key Legislation affecting the Resource Management Planning Group of Activities

- Resource Management Act 1991

Resource Management Planning

Prospective Statement of Costs and Funding

Period ending 30 June:

EXPENDITURE

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| Personnel Costs | 626,705 | 643,713 | 647,779 |
| Depreciation | 8,546 | 8,828 | 9,031 |
| Other Operating Expenses | 323,432 | 342,886 | 178,520 |
| Support Costs internally allocated to Activity | 390,433 | 407,942 | 438,453 |
| TOTAL OPERATING EXPENDITURE | 1,349,116 | 1,403,369 | 1,273,783 |
| <i>Less Non-Cash Items</i> | 8,546 | 8,828 | 9,031 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 1,340,570 | 1,394,541 | 1,264,752 |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 585,134 | 614,523 | 561,570 |
| Investment Income | 230,537 | 532,379 | 478,490 |
| Transfer from / (to) Cash Reserves | 524,899 | 247,639 | 224,692 |
| TOTAL OPERATIONAL FUNDING | 1,340,570 | 1,394,541 | 1,264,752 |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Resource Management Planning | 1,349,116 | 1,403,369 | 1,273,783 |
| TOTAL RESOURCE MANAGEMENT PLANNING | 1,349,116 | 1,403,369 | 1,273,783 |

Transport

- Regional Transport Management
- Passenger Transport Administration

The Transport Group of Activities primarily contributes to the following Regional Community Outcomes

Northland residents are safe and healthy by:

- Working in partnership to promote road safety through implementing road safety programmes; and
- Working in partnership to promote the healthy benefits of walking and cycling.

Northland's infrastructure is developed in a sustainable way by:

- Improving roading and other transport infrastructure in Northland;
- Ensuring that the region's transport infrastructure is designed and built to meet future demand, as outlined in the Regional Growth Strategy;
- Providing affordable passenger transport services which reduce demand on roading infrastructure and reduce harmful emissions; and
- Ensuring that the roading network is a key component of a comprehensive transportation system with route security, through implementing the Regional Land Transport Strategy.

Northland is prosperous by:

- Ensuring that the region's transport infrastructure allows for the retention and future expansion of investment in Northland.

Northland has cohesive communities by:

- Improving the integration between land-use and transport planning;
- Providing passenger transport services which assist the transport disadvantaged; and
- Co-ordinating passenger transport services and transport planning efforts throughout Northland.

Transport

What we do

Regional Transport Management

Northland Regional Council has a statutory role in regional transport. The overall aim of transport planning is to achieve an affordable, integrated, safe, responsive and sustainable land transport system.

The Council's regional transport management work includes strategic planning for the future transport needs of the region, and the active operational involvement in regional road safety issues through:

- Convening the Regional Transport Committee which includes representatives from the Regional Council, district councils, NZ Police, NZ Transport Agency and others;
- The development, implementation and monitoring of the Regional Land Transport Strategy for Northland;
- The development of the Regional Road Safety Plan; and
- Preparation of the Regional Land Transport Programme.

The Regional Land Transport Strategy is required to take a 30 year view in addressing the following objectives:

- Ensuring environmental sustainability;
- Assisting economic development;
- Assisting safety and personal security;
- Improving access and mobility; and
- Protecting and promoting public health.

Passenger Transport Administration

Passenger transport is about providing affordable, safe, integrated, responsive and sustainable transport services to the public. The Northland Regional Council's Passenger Transport Administration activity includes:

- Registration of commercial passenger services;
- Administration of the Whāngārei Urban City Link bus service;

- Registration and administration of public passenger transport services; and
- Administration of the Total Mobility Scheme for the transport disadvantaged.

Why we do these activities

The Transport Group of activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale for these activities includes:

Regional Transport Management

Under the Land Transport Management Act 2003 (amended by the Land Transport Management Amendment Act 2008) and the Transit NZ Act 1989, the Northland Regional Council is legally required to prepare and periodically review:

- A Regional Land Transport Strategy which includes a Regional Passenger Transport Plan; and
- A Regional Land Transport Programme.

As well as being a document required by the Land Transport Management Amendment Act 2008, the Regional Land Transport Strategy is essential for securing funding for the various components that comprise the land transport system. The transport planning and operational projects undertaken by the Regional Council flow from the actions set out in the above plans.

Passenger Transport Administration

Under Land Transport NZ's funding procedures, only regional councils can apply for funding for Total Mobility Schemes and subsidised passenger transport services. The registration of commercial passenger services by the Regional Council is required under the Transport Services Licensing Act 1991.

Levels of Service for Transport

| Contribution to Growth Platforms | |
|----------------------------------|------------------|
| Economy | ✓ Infrastructure |
| ✓ Leadership | Environment |

Activity 5.1 Regional Transport Management

Objective: Collaborate with other agencies to develop a strategic approach to regional transport and road safety through a Northland road improvement programme.

5.1.1 Level of Service: Develop strategic approaches in regional transport and road safety.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| a. Develop a Regional Procurement Strategy in conjunction with Northland's district councils. | ■ Strategy developed and implemented by 1 July 2009. Procurement Strategies followed and reported to the Regional Transport Committee annually. |
| b. Review the Regional Land Transport Strategy (RLTS) for Northland including the Regional Passenger Transport Plan. | ■ Complete current review of the RLTS by 30 October 2009 and provide a 3 year progress report on implementation of the RLTS by 30 October 2012. |
| c. Complete actions set out in the Regional Land Transport Strategy for Northland. | ■ Progress on actions reported to the Regional Transport Committee annually by 30 October 2010 and 2011. |
| d. Review of the Regional Road Safety Plan for Northland in association with the RoadSafe Northland Forum. | ■ Regional Road Safety Plan review completed by 1st July 2009. Progress on actions reported to the Regional Transport Committee annually by 30 October 2010 and 2011. |
| e. Reduce the number of road deaths and hospitalisations as a result of motor vehicle accidents in Northland. | ■ No more than 440 road deaths and hospitalisations per annum. |
| f. Review the Regional Transport Plan, which sets out regional development (forestry) roading priorities in Northland. | ■ Complete annual review by 30 September each year and report to the Regional Transport Committee. |
| g. Maintain the 2009-2012 Regional Land Transport Programme within the approved New Zealand Transport Agency subsidy levels. | ■ Annual review to ensure that approved subsidy levels are not exceeded. |

Transport

Significant positive and negative effects on well-being

The Regional Transport Management activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|---|---|
| Social | Assists safety by planning for a safer transport network. Improves access and mobility by planning for the needs of the transport disadvantaged. | At this stage there are no known significant negative effects surrounding the Council's planned Regional Transport Management activities. |
| Economic | Assists economic development by planning for the efficient movement of people and goods around the region. | |
| Environmental | Ensures environmental sustainability by considering the environmental impacts of the road transport network. | |

Regional Transport Management Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|------|------|------|
| 5.1.1 Develop strategic approaches in regional transport and road safety. | | | | | | | |
| ■ Complete the review of the Regional Land Transport Strategy for Northland by 30 October 2015. | | | • | | | | |
| ■ Complete, in association with district councils and the New Zealand Transport Agency, reviews of the three yearly Regional Land Transport Programme by mid November 2015 and 2018. | | | • | | | • | |
| ■ Commence, in association with the RoadSafe Northland Forum, review of the Regional Road Safety Plan for Northland in 2018. | | | | | | • | |
| ■ Through the implementation of the Regional Land Transport Strategy, continue to facilitate the development of an integrated regional transport network. | • | • | • | • | • | • | • |

Levels of Service for Transport

| Contribution to Growth Platforms | |
|----------------------------------|------------------|
| ✓ Economy | ✓ Infrastructure |
| Leadership | Environment |

Activity 5.2 Passenger Transport Administration

Objective: Provide a cost effective passenger transport service that is affordable, integrated, safe, responsive, sustainable and meets the needs of local communities including groups who are transport disadvantaged.

5.2.1 Level of Service: Administer a cost effective passenger transport service.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|--|
| a. Administer the long term contract for the subsidised bus services for the Whāngārei urban area. | ■ At least 75% of customers rate the overall bus service provided in Whāngārei as either very good or excellent. |
| b. On request, undertake the feasibility of operating subsidised bus services within the Northland Region. | ■ Report findings within three months of initial request in the CEO's report to Council. |
| c. Effectively administer the Whāngārei Total Mobility Scheme to meet the needs of its customers. | ■ At least 75% of customers rate the overall service provided by the total mobility scheme as either very good or excellent. ■ At least 35,000 total mobility trips provided per annum. |
| d. On request investigate the viability of extending the Scheme to urban areas outside of Whāngārei where taxi services may operate. | ■ Report findings within three months of initial request in the CEO's report to Council. |
| e. Maintain an electronic register of commercial passenger transport services operating in Northland. | ■ Update the register on a monthly basis. New service variations and abandonment of services reported on a monthly basis in the CEO's report to Council. |

Transport

Significant positive and negative effects on well-being

The Passenger Transport Administration activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|--|
| Social | Improves the quality of life of those who do not have access to private transport and those who can not access bus services for reasons of disability. | At this stage there are no known significant negative effects surrounding the Council's planned Passenger Transport Administration activities. |
| Economic | Reduces maintenance and upgrade costs to roading infrastructure. Provides the public with a low cost alternative to private vehicle use. | |
| Environmental | Reduces harmful emissions and congestion associated with private vehicles. | |

Passenger Transport Administration Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 5.2.1 Administer a cost effective passenger transport service. | | | | | | | |
| ■ Continue to monitor public passenger bus services and make necessary changes to meet public demand (where viable), comply with legislative requirements, and to meet financial constraints. | • | • | • | • | • | • | • |
| ■ Continue to administer the Total Mobility Scheme and make necessary changes to meet public demand (where viable), comply with legislative requirements and to meet financial constraints. | • | • | • | • | • | • | • |
| ■ Continue the maintenance of an electronic register for commercial passenger services operating in Northland. | • | • | • | • | • | • | • |

As we have substantially re-drafted and improved this Activity, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Assumptions made in the planning of this Group of Activities

Regional Transport Management

- The statutory transport planning and funding programme development requirements of regional councils will remain.
- There will be continued demand for improved, safer and more sustainable transport systems.

Passenger Transport Administration

- The statutory requirement for regional councils to administer subsidised public passenger transport services will continue.
- Local funding for the Total Mobility Scheme operating in Whāngārei will remain.
- The statutory requirement for regional councils to maintain a public register of commercial passenger transport services will remain.

Groups of assets required by the Transport Group of Activities

The Northland Regional Council does not require, and therefore does not own, any major assets to deliver this Group of Activities.

Transport response to climate change

Transport goals contribute to climate change through their reduction in the discharge of greenhouse gases. Reductions in travel times, single occupancy trips and an increase in public transport use, all contribute to this goal.

Key Legislation & Government Strategies affecting the Transport Group of Activities

- Land Transport Act 1998
- Land Transport Management Act 2003
- Land Transport Management Amendment Act 2008
- Transport Services Licensing Act 1989
- New Zealand Transport Strategy To 2040
- Government Policy Statement on Land Transport Funding
- Passenger Transport Management Act 2008

Transport

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| REVENUE | | | |
| Grants and Subsidies | 993,829 | 994,628 | 1,016,829 |
| User Charges | 721,879 | 780,601 | 811,201 |
| Targeted Rates | 408,690 | 412,613 | 416,575 |
| TOTAL OPERATING REVENUE | 2,124,398 | 2,187,842 | 2,244,605 |
| EXPENDITURE | | | |
| Personnel Costs | 241,984 | 248,540 | 255,235 |
| Other Operating Expenses | 2,282,070 | 2,296,006 | 2,358,435 |
| Support Costs internally allocated to Activity | 149,846 | 156,567 | 168,276 |
| TOTAL OPERATING EXPENDITURE | 2,673,900 | 2,701,113 | 2,781,946 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 549,502 | 513,271 | 537,341 |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 238,328 | 224,757 | 238,578 |
| Investment Income | 94,961 | 196,917 | 203,298 |
| Transfer from / (to) Cash Reserves | 216,213 | 91,597 | 95,466 |
| TOTAL OPERATIONAL FUNDING | 549,502 | 513,271 | 537,342 |
| CAPITAL EXPENDITURE | 90,000 | – | – |
| Transfer from Cash Reserves | 90,000 | – | – |
| TOTAL CAPITAL FUNDING | 90,000 | – | – |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Regional Transport Management | 276,995 | 277,036 | 294,345 |
| Passenger Transport Administration | 2,396,905 | 2,424,077 | 2,487,601 |
| TOTAL TRANSPORT | 2,673,900 | 2,701,113 | 2,781,946 |

Consents

- **Consents Applications**
- **Consents Advice and Information**

The Consents Group of Activities primarily contributes to the following Regional Community Outcomes

Northland's infrastructure is developed in a sustainable way by:

- Infrastructure development proposals are moderated by way of consent conditions in a way that provides for sustainable development.

Northland's natural environment is sustainably managed by:

- Development proposals are moderated by way of consent conditions in a way that provides for sustainable management of the environment.

Northland is prosperous by:

- Regional prosperity is enhanced by well prepared development proposals which are successful because they are based upon understanding of sustainable resource management.

Consents

What we do

Consents Applications

The Northland Regional Council controls activities affecting the use of the region's coastal, water, soil and air resources. A resource consent or permit allows a person or organisation to carry out an activity that could have an adverse effect on the environment. Some activities do not require resource consent, and these are called "permitted activities" in the Council's Regional Plans. The Northland Regional Council processes coastal, water and discharge permits, land use consents and building consents for dams.

Processing resource consents includes a number of stages from pre-application advice and receipt of an application through to site visits, processing recommendations and decision making. Decisions are made either by staff under delegated authority, or by hearing committees and/or commissioners. The consents application process includes:

- Assessment of applications against the policies, objectives, rules and standards set in the Regional Plans and requirements of the Act;
- Determining the extent to which others are potentially affected by the proposal and should be involved with its consideration;
- Notification of applications where others are adversely affected and their approval has not been given and where the activity for which consent is sought will have a significant impact on the natural environment;
- Initiating informal resolution where issues are raised by submitters against applications;
- Holding formal hearings where submissions are not resolved informally, and issuing decisions; and
- Defending Council decisions as necessary in the Environment Court.

Consents Advice and Information

The Council, in addition to the processing of applications for resource consents, also responds to enquiries and provides advice and information to the public, including Māori, on the requirements of its Regional Plans. Publicity and promotional material is prepared, maintained, and information circulated, correspondence and phone enquiries are responded to and research and work on special projects is carried out.

A significant amount of effort also goes into reviews and changes to Regional Plans. Special projects, including evaluation of implications of new legislation such as the Building Act, quality assurance, water resources and marine farming are also carried out.

Why we do these activities

The Consents Group of activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale for these activities includes:

Consents Applications

The Resource Management Act 1991 (RMA), sets out a regulatory framework for the allocation of natural resources. The RMA also sets out restrictions with regard to natural and physical resources and gives regional councils duties to regulate their use through policy (Regional Plans) and resource consents. Part VI of the RMA sets out the requirements for applying, processing, hearing and making decisions on resource consents. Not only are regional councils empowered to monitor the exercise of resource consents, they are also obliged to keep records of consents and applications available at its offices.

Consents Advice and Information

The Council also provides advice on resource consents to enable the community to better understand the implications of the legislation and to participate more effectively in consent processes. Information on regional statistics on resource uses are also made publicly available. In some cases, the Council will provide extended technical and/or planning advice at actual cost to an enquirer.

Levels of Service for Consents

| Contribution to Growth Platforms | |
|----------------------------------|------------------|
| ✓ Economy | ✓ Infrastructure |
| Leadership | ✓ Environment |

Activity 6.1 Consents Applications

Objective: To facilitate individual and community well-being by processing resource consent applications in a way that results in sustainable resource management as determined by Regional Plans and the Resource Management Act.

6.1.1 Level of Service: Process resource consent applications.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| a. Process all consent applications efficiently. | <ul style="list-style-type: none"> At least 98% of all applications are processed within statutory timeframes annually as indicated by the Council's consents database. No more than five justified complaints received annually against the consents process. |
| b. Applications are processed in a way that results in high levels of consent applicant satisfaction. | <ul style="list-style-type: none"> Achieve at least 80% customer satisfaction rating in annual surveys of the Consent staff's helpfulness in guiding customers through the consent application process. |
| c. Consent decisions are robust and accurately reflect the requirements of the Resource Management Act and Regional Plans. | <ul style="list-style-type: none"> No more than three successful appeals against the Council Hearings Committee decisions on development proposals* and no more than three successful objections against Council delegated authorities decisions annually. <p>* Note: Only applies where an application remains unchanged from that heard by the Council's Hearings Committee.</p> |

Consents

Significant positive and negative effects on well-being

The Consents Applications activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|-----------------|---|--|
| Social | Many developments that are subject to consent requirements result in social well-being e.g. community facilities including those catering for recreation, sports and cultural activities. | While granting or refusing consent applications may be perceived by some as having potentially negative effects, it is considered that the well-being of the regional community overall is protected rather than negatively affected by this activity. |
| Economic | | Some significant proposals may fail to eventuate as a result of incompatibility with the environmental constraints set out in the RMA and relevant policies and rules. Applicants may view this as impacting negatively on their economic well-being. |

Consents Applications Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 6.1.1 Process resource consent applications. | | | | | | | |
| <ul style="list-style-type: none"> It is intended that there will be ongoing activity through the next seven years at the same or similar levels of service as are presently provided. Greater or lesser resources will be required to do this, depending on the changes to Rules in the Regional Plans, level of interest and environmental impact of new developments, reaction by potential submitters on resource consent applications, and how any changes to Regional and National rules and expectations influence the viability of new development activities. | • | • | • | • | • | • | • |

Levels of Service for Consents

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| ✓ Economy | Infrastructure |
| Leadership | ✓ Environment |

Activity 6.2 Consents Advice and Information

Objective: To ensure that the public is informed and enabled to participate in the processing of resource consent applications.

6.2.1 Level of Service: Provide consents advice and information.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|--|
| a. Provide information and advice to intending consent applicants about resource consent processes and requirements, in an accurate and timely way. | <ul style="list-style-type: none"> ■ Respond to all enquiries within 15 working days in line with the Council's policy. ■ No more than five justified complaints received annually against the accuracy of the advice given. |
| b. Advise Iwi Groups on the Council's register of relevant new resource consent proposals. | <ul style="list-style-type: none"> ■ Copies of consents circulated within seven days of receipt of the application. |
| c. Complete the Ministry for the Environment (MfE) and Regional Councils' surveys on resource consents. | <ul style="list-style-type: none"> ■ Reports completed no later than 30 September 2010. |
| d. Record decisions on resource consent applications in the Council's consents database. | <ul style="list-style-type: none"> ■ Monthly reports on all decisions on applications for resource consents are provided to the Council, and to the public on the Council's website. |
| e. Advise consent holders of upcoming expiry of consents. | <ul style="list-style-type: none"> ■ A total of 98% of consent holders whose consents are renewable are advised at least 8 months before the expiry date. |

Consents

Significant positive and negative effects on well-being

The Consents Advice and Information activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|---|--|
| Economic | Economic well-being results from proposals that have successfully gained support as a result of community participation and understanding of their benefits. | Some development proposals which may result in significant economic well-being, particularly to the developer, do not succeed as a result of public awareness of, and response to, information provided by the Council to the community. |
| Environmental | Significant positive environmental effects result from good community understanding of means of sustainable environmental management. | |
| Cultural | Significant positive cultural understanding and well-being result from good communication of information and understanding of how development proposals may result in sustainable environmental management. | |

Consents Advice and Information Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|------|------|------|
| 6.2.1 Provide consents advice and information. | | | | | | | |
| <ul style="list-style-type: none"> It is intended that there will be ongoing performance through the next seven years at the same or similar levels of service as are presently provided. Greater or lesser resources will be required to do this, depending on the level of interest by enquirers on the Council's Regional rules and how these affect and constrain development activities. | • | • | • | • | • | • | • |

As we have substantially re-drafted and improved this Activity, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Assumptions made in the planning of this Group of Activities

Consents Applications

- There will be no significant influence on existing resource consents that require reviews of conditions, as a result of new National Standards or other significant relevant legislation reviews.
- There will be a steady regional economy, resulting in same or similar rates of development and consents applications.
- The inability to recruit suitably qualified and experienced staff will not be a barrier to performance.

Consents Advice and Information

- In completing the levels of service detailed above, no account has been taken of possible significant work required in relation to any new National Environmental Standards.

Groups of assets required by the Consents Group of Activities

The Northland Regional Council does not require, and therefore does not own, any major assets to deliver this Group of Activities.

Consents response to climate change

In considering resource consent applications, the Council will take particular regard to the effects of climate change. This response is in accordance with the requirements of S 7(i) of the Resource Management Act.

Key Legislation affecting the Consents Group of Activities

- Aquaculture Reforms Act 2004
- Biosecurity Act 1993
- Building Act 2004
- Freshwater Fisheries Regulations 1983
- Local Government Act 2002
- Local Government Official Information and Meetings Act 1987
- Resource Management Act 1991
- Soil Conservation and Rivers Control Act 1941
- Te Uri o Hau Claims Settlement Act 2002

Consents

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| REVENUE | | | |
| User Charges | 680,900 | 703,370 | 719,547 |
| TOTAL OPERATING REVENUE | 680,900 | 703,370 | 719,547 |
| EXPENDITURE | | | |
| Personnel Costs | 1,091,047 | 1,120,668 | 1,150,835 |
| Depreciation | 10,054 | 10,386 | 10,625 |
| Other Operating Expenses | 426,967 | 451,904 | 462,297 |
| Support Costs internally allocated to Activity | 685,131 | 715,857 | 769,396 |
| TOTAL OPERATING EXPENDITURE | 2,213,199 | 2,298,815 | 2,393,153 |
| <i>Less Non-Cash Items</i> | 10,054 | 10,386 | 10,625 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 1,522,245 | 1,585,059 | 1,662,981 |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 664,583 | 698,632 | 743,075 |
| Investment Income | 261,733 | 605,005 | 625,963 |
| Transfer from / (to) Cash Reserves | 595,929 | 281,422 | 293,943 |
| TOTAL OPERATIONAL FUNDING | 1,522,245 | 1,585,059 | 1,662,981 |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Consent Applications | 1,264,308 | 1,317,511 | 1,368,891 |
| Consents Advice and Information | 948,891 | 981,304 | 1,024,262 |
| TOTAL CONSENTS | 2,213,199 | 2,298,815 | 2,393,153 |

Environmental Monitoring

- State of the Environment Monitoring
- Compliance Monitoring
- Environmental Incidents Response
- Hazardous Substances and Contaminated Sites

The Environmental Monitoring Group of Activities primarily contributes to the following Regional Community Outcomes

Northland residents are safe and healthy by:

- Removing hazardous substances from the environment;
- Providing an indication of water quality for swimming and collection of shellfish; and
- Minimising the discharge of potentially harmful contaminants.

Northland's infrastructure is developed in a sustainable way by:

- Ensuring that infrastructure such as stormwater systems, sewage and roading comply with relevant resource consent conditions and regional plans.

Northland's natural environment is sustainably managed by:

- Ensuring that activities are complying with the relevant rules and regulations to ensure the use of natural resources in a sustainable manner;
- Monitoring the state of the environment to ensure desired environmental outcomes are being achieved; and
- Identifying significant trends/issues requiring actions.

Northland is prosperous by:

- Sustainably managing Northland's natural resources to support industry growth in areas such as tourism, aquaculture and pastoral farming.

Northland has cohesive communities by:

- Involving the community, including Māori, in environmental monitoring activities resulting in a sense of partnership and ensuring that the place of Māori is recognised and respected.

Northland residents have access to recreational and leisure opportunities by:

- Minimising the impact that contaminated discharges can have on the natural environment so that it can be enjoyed for recreation and leisure activities.

Environmental Monitoring

What we do

State of the environment monitoring

Environmental monitoring is a critical element in the sustainable management of Northland's environment and is a core activity of the Northland Regional Council. To be effective managers, the Council needs to know the current state of, and trends in the environment reflected in Northland's water, land, air and coastal resources.

Four main programmes are used to monitor water quality as follows:

River Water Quality Monitoring Network

- Consists of 35 sites selected to represent the major catchments, different river sources, geologies and land uses across Northland.
- Water quality sampling is carried out monthly by Regional Council monitoring staff.

Lake Water Quality Monitoring Network

- Thirty lakes throughout Northland are monitored four times a year by a Regional Council Monitoring officer.
- The lakes were selected for monitoring because of their relatively pristine water quality and ecological state and/or cultural or recreational significance, or because they represent a potentially threatened lake system.

Groundwater Quality Monitoring Network

- Consists of 32 groundwater sites selected to represent a range of aquifer types and geologies throughout Northland.
- Water quality sampling is carried out at three monthly intervals by Regional Council monitoring staff.

Recreational Bathing Water Quality Programme (freshwater and coastal)

- Coastal and freshwater sites are sampled weekly every summer (November to February).
- Sites are chosen based on popular swimming areas in Northland.

- Results are forwarded to Northland District Health Board and the District Councils within 24 hours of the result being available and results are made available weekly on the Regional Council website.

Freshwater Biological (biodiversity) Monitoring Programme

- Biological monitoring and habitat assessments are carried out (annually and biennially) by a combination of contractors and Council staff.
- Aquatic plants surveys are conducted in selected lakes.

Air Quality Monitoring

The Regional Council is responsible for promoting and managing good, healthy air quality in Northland. This work includes:

- Implementing and enforcing the provisions of controlled, discretionary, or prohibited activities under the Regional Air Quality Plan.
- Implementing the National Environmental Standards relating to certain air pollutants.
- Identifying areas of poor ambient air quality and mapping these areas to be managed as Local Air Management Areas (LAMAs).

The Council also investigates air quality related environmental incidents.

Hydrology Monitoring

The Northland Regional Council operates a hydrometric network consisting of 60 automatic sites throughout Northland. This includes 30 river level sites, six tidal monitoring sites, 24 rainfall sites, and seven groundwater level sites.

The hydrometric network also includes:

- 55 daily rainfall stations operated by voluntary readers.
- 16 lake level sites recording monthly water levels.
- 32 groundwater level sites measured monthly, and an additional 40 groundwater level sites measured every three months.
- Low flow gauging sites throughout Northland.

This hydrometric network is also supplemented by five MetService automatic rainfall sites and seven NIWA sites.

The information gained by the hydrometric network is used to support a range of activities undertaken by the Council including:

- Water management activities such as the State of Environment Report monitoring, the sustainable allocation of Northland's water resources, and establishing sustainable environmental flows for water resources.
- Resource consent processing and compliance monitoring.
- River hazard management.
- Emergency management and civil defence operations.
- Planning and policy development.
- Coastal management relating to erosion and storm surge.

Groundwater Investigations

- Investigate current state of Northland's aquifers including geology, aquifer conceptualisation, recharge estimates, sustainable yields, pesticide surveys and age analysis.
- Specific issue-based investigations i.e. nitrate surveys, saltwater contamination and/or bacterial contamination.

Coastal Monitoring

- Over 50 sites in Northland harbours and estuaries are used to collect water quality and or sediment samples.
- Sampling is also undertaken at various sites around Northland to indicate whether shellfish are safe to eat.
- The Council also undertakes estuarine monitoring and coastal foreshore mapping activity.

Soil Quality Monitoring Programme

The Council is to review its current Soil Quality Monitoring Programme for Northland. The programme is used to assess the state of soil health in varying soil types, land uses and geographic locations. The revised programme will be implemented in the 2011 financial year.

State of the Environment Reporting

The Council produces a comprehensive State of the Environment report every five years which covers the current state and trends of Northland's environment. In the intervening years, an annual environmental monitoring report is produced. The format of the annual monitoring report is to be reviewed in 2009 and implemented in 2010. It is likely to take the format of a number of "environmental report cards".

In addition, various technical reports are also published on the Council's website www.nrc.govt.nz

Compliance Monitoring

The Council uses a range of methods to promote, and if necessary, enforce compliance with resource consents, regional plan rules and other statutory environmental standards. These methods include advice, education, workshops, warnings, abatement notices, infringement notices and prosecutions.

Compliance monitoring activities include the monitoring of:

- Discharge of contaminants to land, air and water;
- Land use activities including riparian management areas;
- Coastal structures and other activities in the foreshore and seabed;
- Water takes both surface, geothermal and groundwater;
- Dams;
- Bore construction;
- Diversion of water; and
- Undertaking appropriate enforcement action.

Environmental Incidents Response

This activity involves the recording and investigation of environmental incidents and the resolution of any detected non-compliance with the Resource Management Act.

The Council provides a 24 hour, seven day environmental incident reporting, recording and response system, including the environmental hotline free phone.

Environmental Monitoring

Hazardous Substances and Contaminated Sites

The Council's hazardous substances and contaminated site management activities comprise the collection, transport, storage, treatment and disposal of waste hazardous chemicals, hazardous substances storage where there is no alternative, compliance monitoring, incident response and the investigation and documentation of contaminated sites.

In conjunction with PGG Wrightson, the Council maintains and operates waste hazardous substances collection facilities in Kaitāia, Waipapa, Kerikeri, Dargaville and Whāngārei. In addition, the Regional Council works with the Whāngārei District Council to operate a collection and storage depot at the Resource Recovery Park for the short-term storage of hazardous substances prior to transportation to Auckland or Europe for safe disposal.

In terms of contaminated sites, the Regional Council:

- Maintains a database of potentially contaminated sites;
- Promotes the assessment and remediation of significantly contaminated sites; and
- Promotes the availability of contaminated sites information through the LIM and PIM systems by providing information to the district councils on potentially contaminated sites, related site assessments and remediation.

Under contract to the Department of Labour, the Council also provides a service for the inspection of workplaces storing and using hazardous substances to ensure that all workplaces comply with relevant legislation and regulations under the HSNO Act 1996.

The Council also provides and maintains a 24 hour, 7 day service for responding to incidents in Northland that involve hazardous substances.

Why we do these activities

The Environmental Monitoring Group of activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale of these activities includes:

State of the Environment Monitoring

The Council carries out environmental monitoring that is both essential to the Council's and the community's decision making processes and required by the Resource Management Act (RMA). The RMA requires the Council to monitor and keep records of:

- The state of Northland's environment (as it relates to the Council's functions); and
- The suitability and effectiveness of the Council's resource management policies and plans.

Additional rationale for providing environmental monitoring services includes:

- The provision of information that enables the Council to determine trends in water quantity and quality and the effectiveness of policy designed to ensure sustainable use and development of Northland's water resources. As such, the information gathered provides a basis for the sustainable management including allocation of the region's water resources which is considered to be one of Northland's key natural resources and the number one environmental asset.

Compliance Monitoring

The RMA requires the Council to ensure compliance with the resource consents it issues and compliance with its rules. To do this the Council:

- Monitors the consents issued by the Council as appropriate;
- Responds to and deals with complaints regarding breaches of the RMA;
- Ensures that the adverse environmental effects from a range of activities are minimised by monitoring and enforcing compliance with resource consent conditions and regional plans;
- Compliance with, and environmental effects of, resource consents issued by the Council; and
- Incidences of, and the Council's response to, alleged breaches of the Act.

Hazardous Substances and Contaminated Sites

- Provides information on the potential health effects that may result from occupying contaminated land.

Levels of Service for Environmental Monitoring

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| ✓ Economy | Infrastructure |
| ✓ Leadership | ✓ Environment |

Activity 7.1 State of the Environment Monitoring

Objective: Promote sustainable resource management by identifying significant environmental issues and trends in the region, provide scientifically sound information to facilitate informed decision-making and monitor effectiveness of the Council's policy documents.

7.1.1 Level of Service: Monitor and identify significant environmental issues and trends in the region.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 | | | | | | | | | | |
|--|---|----------|----|---------------|----|------------------|-----|----------------|----|------------------|----|
| a. Operate a region-wide quality network for the measurement, recording and reporting of groundwater, river and lake water quality trends and soil quality trends. | <p>■ Annual % compliance of rivers with relevant guidelines for five key parameters.</p> <p>Rivers Baseline 2007-2008 Compliance %</p> <table> <tr> <td>Bacteria</td><td>81</td></tr> <tr> <td>Water Clarity</td><td>85</td></tr> <tr> <td>Dissolved oxygen</td><td>100</td></tr> <tr> <td>Total nitrogen</td><td>61</td></tr> <tr> <td>Total phosphorus</td><td>45</td></tr> </table> | Bacteria | 81 | Water Clarity | 85 | Dissolved oxygen | 100 | Total nitrogen | 61 | Total phosphorus | 45 |
| Bacteria | 81 | | | | | | | | | | |
| Water Clarity | 85 | | | | | | | | | | |
| Dissolved oxygen | 100 | | | | | | | | | | |
| Total nitrogen | 61 | | | | | | | | | | |
| Total phosphorus | 45 | | | | | | | | | | |
| b. Report on summer coastal and freshwater bathing water quality and water quality for the collection of shellfish at various sites. | <p>■ Annual median % compliance of 20 representative bathing sites to the Ministry of Environment Guidelines.</p> <p>Baseline 2007-2008 Compliance %</p> <p>95</p> | | | | | | | | | | |
| c. Monitor ambient air quality in line with the priorities of the National Environmental Standard for Air and the Regional Air Quality Plan. | <p>■ Annual % of compliance with the national environmental standards.</p> <p>Baseline 2007-2008 Compliance %</p> <p>100</p> | | | | | | | | | | |

continued overleaf

Levels of Service for Environmental Monitoring

7.1.1 Level of Service: Monitor and identify significant environmental issues and trends in the region.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| d. Operate a region wide hydrometric network for the measurement, recording and reporting of rainfall, river flows, lake, groundwater and tide levels. | <ul style="list-style-type: none"> ■ No more than a seven day missing record per site annually for all automatic measuring stations. Baseline 2007-2008 % Compliance 90 ■ Relevant information will be available on the Hydrology Group Archive within three months of Production. Baseline 2007-2008 % Compliance 20 |
| e. Establish water management zones on a prioritised basis for allocation of freshwater resources. | <ul style="list-style-type: none"> ■ Develop a list of prioritised zones by 31 December 2009, include in the relevant environmental monitoring report to the Council. |
| f. Identify 'at risk' aquifers and carry out investigations to better understand this resource. | <ul style="list-style-type: none"> ■ Undertake hydrogeology investigations, including (where appropriate) delineating aquifer management boundaries, estimating recharge, discharge, flow direction and sustainable yields to characterise the 'at risk' aquifers in the region. Report results each year in the Annual Monitoring Report and every five years in the State of the Environment Report. |

7.1.1 Level of Service: Monitor and identify significant environmental issues and trends in the region.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 | | | | | | | | | | | | | | | | | | | | |
|---|---|-------------------------------------|-----|---------------|-----|------------------|----|--|---|--|---|------|-----|--------|-----|------|-----|---------|-----|----------|-----|
| g. Monitor water and sediment quality in Northland Harbours on a prioritised basis. | <ul style="list-style-type: none"> Annual % compliance for priority harbour waters with appropriate guideline values. Harbour Waters - Whangarei and Bay of Islands Baseline 2007-2008 Compliance % <table> <tr><td>Bacteria</td><td>100</td></tr> <tr><td>Water Clarity</td><td>100</td></tr> <tr><td>Dissolved oxygen</td><td>50</td></tr> <tr><td>Total nitrogen - new measure (no baseline available)</td><td>–</td></tr> <tr><td>Total phosphorus - new measure (no baseline available)</td><td>–</td></tr> </table> Two yearly % compliance for priority harbour sediment with appropriate action levels. Harbour Sediments - Bay of Islands Baseline 2007-2008 Compliance % <table> <tr><td>Zinc</td><td>100</td></tr> <tr><td>Copper</td><td>100</td></tr> <tr><td>Lead</td><td>100</td></tr> <tr><td>Cadmium</td><td>100</td></tr> <tr><td>Chromium</td><td>100</td></tr> </table> | Bacteria | 100 | Water Clarity | 100 | Dissolved oxygen | 50 | Total nitrogen - new measure (no baseline available) | – | Total phosphorus - new measure (no baseline available) | – | Zinc | 100 | Copper | 100 | Lead | 100 | Cadmium | 100 | Chromium | 100 |
| Bacteria | 100 | | | | | | | | | | | | | | | | | | | | |
| Water Clarity | 100 | | | | | | | | | | | | | | | | | | | | |
| Dissolved oxygen | 50 | | | | | | | | | | | | | | | | | | | | |
| Total nitrogen - new measure (no baseline available) | – | | | | | | | | | | | | | | | | | | | | |
| Total phosphorus - new measure (no baseline available) | – | | | | | | | | | | | | | | | | | | | | |
| Zinc | 100 | | | | | | | | | | | | | | | | | | | | |
| Copper | 100 | | | | | | | | | | | | | | | | | | | | |
| Lead | 100 | | | | | | | | | | | | | | | | | | | | |
| Cadmium | 100 | | | | | | | | | | | | | | | | | | | | |
| Chromium | 100 | | | | | | | | | | | | | | | | | | | | |
| h. Undertake a prioritised estuary health monitoring programme. | <ul style="list-style-type: none"> Annual % of compliance with suitable estuary health indices for three sites up to 2009 and five sites from 2010. <div style="text-align: right;">Baseline 2007-2008 Compliance %</div> <table> <tr><td>New measure (no baseline available)</td><td>–</td></tr> </table> | New measure (no baseline available) | – | | | | | | | | | | | | | | | | | | |
| New measure (no baseline available) | – | | | | | | | | | | | | | | | | | | | | |
| i. Monitor the effectiveness of Council policy documents. | <ul style="list-style-type: none"> Report on actual monitoring results compared to policy objectives every five years in the State of the Environment Report. | | | | | | | | | | | | | | | | | | | | |

Levels of Service for Environmental Monitoring

7.1.2 Level of Service: Provide scientific environmental information to the public and the Council to facilitate informed decision making.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| a. Produce and publish an annual monitoring report. | ■ Post on the Council's website by 31 October each year for the previous period 1 July to 30 June. |
| b. Provide hydrometric information and advice in an accurate and timely way. | ■ All advice provided in accordance with ISO accredited Council policies and procedures and no justifiable complaints received each year. |

As we have substantially re-drafted and improved this Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

7.1.3 Level of Service: Promote improved environmental practices within the Northland region.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|--|
| a. Undertake site visits to selected industries to promote cleaner production practices. | ■ Complete at least 25 site visits per year and report to Council in the environmental monitoring report. |
| b. Promote and support community based estuarine restoration projects on a prioritised basis. | ■ Prioritise projects during 2009, commence during 2010 and complete implementation during 2011. Report results each year in the Annual Monitoring Report and every five years in the State of the Environment Report. |

As we have substantially re-drafted and improved this Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Significant positive and negative effects on well-being

The State of the Environment Monitoring activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|---|---|
| Social | Monitoring activities provide information to the public about health risks for swimming and shellfish gathering. Information provided during flood and drought events enables informed decision making and reduced risks to the community. | |
| Economic | Good management of water quality is beneficial to industries which require security of water supply and high water quality, such as marine farming and tourism. | Some people may consider the cost of monitoring has a negative economic impact on them personally, but overall it is considered that the advantages for the wider community outweigh the costs. |
| Environmental | Information gathered through SOE monitoring provides information to allow for informed decision making in relation to sustainable environmental management. | |
| Cultural | Maintaining good air and water quality is a taonga to iwi and good management is part of providing for their cultural beliefs and aspirations and maintains the mana of local iwi. | |

Environmental Monitoring

State of the Environment Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|------|------|------|
| 7.1.1 Monitor and identify significant environmental issues and trends in the region. | | | | | | | |
| ■ Continue to produce a comprehensive State of the Environment Report every 5 years in 2013 and 2018. | • | | | | | • | |
| ■ Continue to collect and provide 'state of the environment' trends and issue information for use in resource management decision making by the Council and other stakeholders, including the review and development of regional and other plans and strategies. | • | • | • | • | • | • | • |
| 7.1.2 Provide scientific environmental information to the public and the Council to facilitate informed decision making. | | | | | | | |
| ■ Continue to produce an Annual Monitoring Report in the years between the State of the Environment Report. | | • | • | • | • | | • |
| ■ Continue to provide hydrometric information and advice in an accurate and timely way. | • | • | • | • | • | • | • |
| 7.1.3 Promote improved environmental practices within the Northland region. | | | | | | | |
| ■ Continue to undertake site visits to selected industries. | • | • | • | • | • | • | • |
| ■ Continue to promote and support community based estuarine restoration projects. | • | • | • | • | • | • | • |

Levels of Service for Environmental Monitoring

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| Leadership | ✓ Environment |

Activity 7.2 Compliance Monitoring

Objective: Promote the sustainable management of resources and minimise the adverse effects of people's use of the environment by ensuring compliance with resource consents, regional plans and statutory environmental standards.

7.2.1 Level of Service: Monitor and enforce compliance with resource consent conditions, regional rules and relevant statutory requirements.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|--|
| <p>a. Documentation and implementation of monitoring programmes for water, land and air consents. This includes monitoring of:</p> <ul style="list-style-type: none"> – Emission testing and/or appropriate off-site monitoring of major industrial discharges to air; – Effluent and receiving water quality testing of sewage, industrial and landfill discharges; – Land clearance, earthworks, and river works that are the subject of resource consents; – Bore construction; and – Farm dairy effluent treatment and disposal systems. | <ul style="list-style-type: none"> ■ 100% of monitoring programmes meet the standards of the Council's independently audited and accredited ISO quality management systems. ■ 100% of compliance assessments are recorded on the Council's monitoring database and results reported to appropriate parties monthly. ■ 100% of all significant non-compliances are followed up and enforcement action taken where necessary. ■ Monitoring activity reported monthly in the Council environmental monitoring report and annually in the Council Annual Report. |
| <p>b. Inspection of significant coastal structures and works, marine farms and the carrying out of coastal surveys where there is sand mining activity.</p> | <ul style="list-style-type: none"> ■ 100% of monitoring programmes meet the standards of the Council's independently audited and accredited ISO quality management systems. ■ 100% of compliance assessments conducted at least once every five years and results reported monthly in the Council's environmental monitoring report. ■ 100% of all significant non-compliances are followed-up and enforcement action taken where necessary. |
| <p>c. Inspection of boat moorings to ensure they are properly authorised in accordance with the requirements of the Regional Coastal Plan and the Navigation Safety Bylaw 2001 and that their positions are accurately recorded.</p> | <ul style="list-style-type: none"> ■ 100% of moorings inspected once every three years. Results reported monthly in the Council's environmental monitoring report and annually in the Council Annual Report. |

continued overleaf

Levels of Service for Environmental Monitoring

7.2.1 Level of Service: Monitor and enforce compliance with resource consent conditions, regional rules and relevant statutory requirements.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| d. Collection of water use records to determine compliance with resource consents including the consistent and accurate metering of consented takes. | <ul style="list-style-type: none"> ■ 100% of monitoring programmes meet the standards of the Council's independently audited and accredited ISO quality management systems. ■ Compliance assessments conducted at least once per annum. All significant non-compliances are followed up with enforcement action taken where necessary. Results reported monthly in the Council's environmental monitoring report and annually in the Council Annual Report. |
| e. Measurement of stream flows, groundwater and lake levels associated with significant water abstractions to ensure compliance with resource consent, including during prolonged dry periods. | <ul style="list-style-type: none"> ■ 100% of monitoring programmes meet the standards of the Council's independently audited and accredited ISO quality management systems. ■ Conduct at least one flow measurement during the dry period for relevant consents and report on compliance in the Council's monthly environmental monitoring report. ■ 100% of all significant non-compliances are followed up and enforcement action taken where necessary. |

As we have substantially re-drafted and improved this Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Significant positive and negative effects on well-being

The Compliance Monitoring activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|---|
| Social | Ensuring compliance with consent conditions and regional rules helps to protect the environment which has positive effects on health, safety and social well-being. | |
| Economic | <ul style="list-style-type: none"> i. Helps protect the environment on which tourism, aquaculture and agriculture relies; ii. Helps ensure there are no adverse effects on the environment which will have impacts on people's health; and iii. Ensures that water is allocated, taken and used in an efficient manner which is of significant value for the Northland economy. | Compliance monitoring may be perceived to have a possible negative economic effect on consent holders and those who infringe. |
| Environmental | Helps to reduce the impact of people's activities on the environment by ensuring they meet the necessary resource consent conditions and/or regional rules. | |
| Cultural | Control of discharges and the sustainable management of water resources are important to all communities, including when providing for the cultural values of Tāngata Whenua. | |

Compliance Monitoring Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 7.2.1 Monitor and enforce compliance with resource consent conditions, regional rules and relevant statutory requirements. | | | | | | | |
| ■ Continue monitoring programmes for water, land and air consents. | • | • | • | • | • | • | • |
| ■ Continue to inspect significant coastal structures and works. | • | • | • | • | • | • | • |
| ■ Continue to inspect boat moorings. | • | • | • | • | • | • | • |
| ■ Continue to collect water use records and measure stream flows, groundwater and lake levels. | • | • | • | • | • | • | • |

Levels of Service for Environmental Monitoring

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| Leadership | ✓ Environment |

Activity 7.3 Environmental Incidents Response

Objective: Minimise adverse effects on the environment by responding to environmental incidents and non-compliance with the Resource Management Act.

7.3.1 Level of Service: Provide a 24-hour, seven day environmental incident reporting system.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| a Respond to calls received on the environmental hotline. | <p>■ 100% of significant incidents responded to by Northland Regional Council and assessed annually for compliance with Regional Rules or Consent.</p> <p>Baseline 2007-2008 Compliance % New measure (no baseline available) –</p> |
| b. Take appropriate enforcement action in cases of significant non-compliance with statutory requirements. | <p>■ 100% of non-complying incidents resulting in significant adverse environmental effects have formal enforcement action taken in relation to the incident (when offender is known).</p> <p>Baseline 2007-2008 % Enforcement Action New measure (no baseline available) –</p> |
| c. Communicate incidents that negatively impact on public health as appropriate. | <p>■ 100% of incidents responded to by Northland Regional Council resulting in public health risks, are notified within 24 hours to Northland District Health Board.</p> <p>Baseline 2007-2008 % Notified New measure (no baseline available) –</p> |

Significant positive and negative effects on well-being

The Environmental Incidents Response activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|---|
| Social | Ensuring compliance with consent conditions and regional rules helps to protect the environment which has positive effects on health, safety and social well-being. | |
| Economic | Helps protect the environment on which tourism, aquaculture and agriculture relies; and helps ensure there are no adverse effects on the environment which will have impacts on people's health. | Environmental incident response and enforcement may be perceived to have a possible negative economic effect on those who infringe. |
| Environmental | Helps to reduce the impact of people's activities on the environment by ensuring they meet the necessary resource consent conditions and/or regional rules. | |
| Cultural | Control of discharges and the sustainable management of water resources is important for providing for Tāngata Whenua cultural values. | |

Environmental Incidents Response Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 7.3.1 Provide a 24 hour, seven day environmental incident reporting system. | | | | | | | |
| ■ Continue to provide an environmental incident response system. | • | • | • | • | • | • | • |
| ■ Continue to take appropriate enforcement action in cases of significant non-compliance with statutory requirements. | • | • | • | • | • | • | • |

Levels of Service for Environmental Monitoring

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| Leadership | ✓ Environment |

Activity 7.4 Hazardous Substances and Contaminated Sites

Objective: Reduce the quantities of hazardous substances entering Northland's environment and minimise any adverse effects.

7.4.1 Level of Service: Facilitate the safe handling and lawful storage of hazardous substances and management of waste hazardous substances.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|--|
| a. Operate facilities throughout Northland for the short term storage of waste hazardous substances awaiting transport. | <p>■ Facilities open for 100% of working hours.</p> <p>Baseline 2007-2008 Working Hours Open % 100</p> |
| b. Provide a transport and disposal service for appropriate hazardous substances. | <p>■ 100% of hazardous substances are collected, transported and disposed of within 18 months of collection.</p> <p>Baseline 2007-2008 Disposed Of % 100</p> |
| c. Provide a hazardous substances monitoring service to the Department of Labour, as required. | <p>■ At least 80 hours a month spent undertaking workplace inspections.</p> <p>Baseline 2007-2008 Average Hours Per Month 99.75</p> |
| d. Provide an on-call 24 hour, seven day a week service for responding to incidents involving hazardous substances. | <p>■ 100% response rate to all calls involving hazardous substances.</p> <p>Baseline 2007-2008 Response Rate % 100</p> |
| e. Maintain a database of potentially contaminated sites, related site assessments and remediation. | <p>■ Relevant data provided to the relevant district councils for inclusion in the LIM and PIM systems by 31 December each year.</p> |

Significant positive and negative effects on well-being

The Hazardous Substances and Contaminated Sites activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|---|---|
| Social | The removal of hazardous substances from the environment ensures well-being of the community. | |
| Economic | The Potentially Contaminated Sites database flags which sites are either potentially contaminated or are confirmed sites. This warns prospective purchasers of the economic consequences of purchasing a particular parcel of land. | Identifying the true cost of waste disposal has a negative financial impact on some of the community in terms of waste disposal charges. However, this is outweighed by the positive impact on the well-being of the wider regional community from the appropriate management of waste. |
| Environmental | The recovery of hazardous substances that may otherwise find their way into Northland's eco-systems is of significant benefit to the Northland environment. | |
| Cultural | Both activities contribute towards cultural well-being of Northland's communities. | |

Hazardous Substances and Contaminated Sites Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|------|------|------|
| 7.4.1 Facilitate the safe handling and lawful storage of hazardous substances and management of waste hazardous substances. | | | | | | | |
| ■ Continue to provide a hazardous substance storage, monitoring and incident response service. | • | • | • | • | • | • | • |
| ■ Continue to provide waste agricultural management services and promote contaminated sites management. | • | • | • | • | • | • | • |

Environmental Monitoring

Assumptions made in the planning of this Group of Activities

State of the Environment Monitoring

- There is statutory obligation to monitor all or part of the State of the Environment.
- There will be more State of the Environment monitoring needed in the future as plans become operative and plan effectiveness monitoring programmes are developed.
- Monitoring programmes need to be undertaken to a minimum level to ensure that the information provided is meaningful and technically sound.
- Comprehensive State of the Environment reports will be prepared every five years.
- It is assumed that hydrometric network will continue with an increase in water demand and an improved water allocation regime. Provisions have been made for the assumed increase in the network and data analysis.
- That demand for aquifer investigations will continue with an increase in water demand, land use change/intensification, climate change and in response to tougher environmental standards being set through statutory requirements.

Compliance Monitoring

- There is a statutory requirement for Northland Regional Council to control the activities monitored by the Compliance Monitoring team.
- Sections 36 of the RMA and 150 of the Local Government Act provide for cost recovery from consent holders and those undertaking compliance activities.
- Sections 36 of the RMA and 150 of the Local Government Act provide for cost recovery from consent holders, and those undertaking permitted activities and general rate.

- That the amount of compliance monitoring will increase with the increase development in the region and in response to tougher environmental standards being set in consent conditions and regional rules and statutory requirements.

Environmental Incidents Response

- That the number of incidents reported will continue at least at the current level or increase slowly in response to increased concern about environmental issues and a decrease in tolerance of non-compliance with environmental standards.
- A component of cost recovery may be able to be made from formal enforcement action including infringement notices and prosecutions.

Hazardous Substances and Contaminated Sites

- There is a statutory requirement for Northland Regional Council to control the activities as set out in section 30 of the RMA.
- That the Council's contract for workplace inspections for hazardous substance storage with Department of Labour will be renewed and that it will increase from 100 to 125 hours per month.
- Provision for an emergency service response to hazardous substances incidents will continue.
- The use of hazardous substances will increase due to modern lifestyles and climate change and consequent introduction of new weed and insect pests.
- Greater demand on this service is likely to occur. Although the level of service is to remain the same.
- The assumption is that the use of hazardous substances in the region will increase and that, therefore, it is anticipated that the volumes of wastes generated and redundant chemicals requiring disposal will also increase.
- There is a statutory requirement for the Northland Regional Council to control the activities monitored by the Compliance Monitoring team.
- Sections 36 of the RMA and 150 of the Local Government Act provides for cost recovery from consent holders.

Groups of assets required by the Environmental Monitoring Group of Activities

The Northland Regional Council does not require, and therefore does not own, any major assets to deliver this Group of Activities.

Environmental Monitoring response to climate change

Climate change is likely to result in a number of pressures on monitoring activities. Sea level rises will increase the demand for coastal hazard mapping. Increasing water temperatures and changing climatic conditions can result in a number of environmental responses such as algae blooms and increases in flooding. The consequential effects on infrastructure could potentially result in adverse environmental effects which would require greater monitoring and management resources. All of the potential effects of climate change will be integrated into the environmental monitoring planning framework.

Key Legislation affecting the Environmental Monitoring Group of Activities

- Biosecurity Act 1993
- Civil Defence Emergency Management Act 2002
- Climate Change
- Hazardous Substances and New Organisms Act 1996
- Land Transport Management Act 2003
- Local Government Act 2002
- Local Government Rating Act 2002
- National Environmental Standards for Air Quality
- National Environmental Standards for Ecological Flows and Water Levels (proposed)
- National Environmental Standards for On-site Wastewater Systems (proposed)
- National Environmental Standards for Sources of Human Drinking Water
- National Environmental Standards for Water Measuring Devices (proposed)
- National Policy Statement (proposed)
- Resource Management Act 1991
- Review of Resource Management Act 1991
- Soil Conservation and Rivers Control Act 1941

Environmental Monitoring

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| REVENUE | | | |
| User Charges | 1,407,008 | 1,486,113 | 1,598,323 |
| TOTAL OPERATING REVENUE | 1,407,008 | 1,486,113 | 1,598,323 |
| EXPENDITURE | | | |
| Personnel Costs | 2,189,969 | 2,249,536 | 2,310,033 |
| Depreciation | 132,528 | 136,901 | 140,050 |
| Other Operating Expenses | 1,138,465 | 1,178,118 | 1,252,262 |
| Support Costs internally allocated to Activity | 1,463,291 | 1,528,917 | 1,643,263 |
| TOTAL OPERATING EXPENDITURE | 4,924,253 | 5,093,472 | 5,345,608 |
| Less Non-Cash Items | 132,528 | 136,901 | 140,050 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 3,384,717 | 3,470,458 | 3,607,235 |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 1,503,486 | 1,540,686 | 1,623,940 |
| Investment Income | 567,383 | 1,290,528 | 1,322,450 |
| Transfer from / (to) Cash Reserves | 1,313,848 | 639,244 | 660,845 |
| TOTAL OPERATIONAL FUNDING | 3,384,717 | 3,470,458 | 3,607,235 |
| CAPITAL EXPENDITURE | 198,764 | 217,137 | 185,461 |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 22,000 | 38,946 | 39,842 |
| Transfer from Cash Reserves | 176,764 | 178,191 | 145,619 |
| TOTAL CAPITAL FUNDING | 198,764 | 217,137 | 185,461 |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| State of the Environment Monitoring | 1,905,118 | 1,976,913 | 2,088,500 |
| Resource Consent Compliance | 1,818,512 | 1,875,616 | 1,961,144 |
| Environmental Incidents Response | 750,342 | 775,367 | 811,668 |
| Hazardous Substances & Contaminated Sites | 450,281 | 465,576 | 484,296 |
| TOTAL ENVIRONMENTAL MONITORING | 4,924,253 | 5,093,472 | 5,345,608 |

Land and Rivers

- Hazard Management
- River Management
- Land and Biodiversity

The Land and Rivers Group of Activities primarily contributes to the following Regional Community Outcomes

Northland residents are safe and healthy by:

- Providing information on natural hazards and preparing plans to reduce the risks posed to life and property; and
- Managing river channels and flood mitigation works, thereby reducing the risk of life threatening and property damaging floods.

Northland's infrastructure is developed in a sustainable way by:

- Identifying flood risk-susceptible areas enabling infrastructure to be built or modified to withstand such risks; and
- Reducing the frequency with which roads, sewage schemes and telecommunications are damaged by floods.

Northland's natural environment is sustainably managed by:

- Reducing streambank erosion and the volume of sediment reaching tidal estuaries, harbours and in-shore seabeds;
- Promoting sustainable land management practices by providing advice on land use alternatives, land development techniques, soil conservation and drainage; and
- Supporting biodiversity protection and enhancement on private land through the Environment Fund.

Northland is prosperous by:

- Reducing flood risk, thereby enabling increased or more reliable primary production, reducing the risk of disruption and damage to the road network and enhancing the image of the region for tourists and investors; and
- By working with primary industry sector groups to ensure land is managed sustainably.

Land and Rivers

What we do

Hazard Management

The major focus of the hazard management activity is the preparation and implementation of flood risk reduction plans for priority rivers or groups of streams in Northland. The 27 rivers that have been identified as carrying the highest levels of flood risk are (in alphabetical order not priority order):

- Awanui
- Awapokonui (Pakanae)
- Awaroa-Rotokakahi and Pawarenga Streams
- Hātea
- Helena Bay River
- Kaeo
- Kaihu
- Kawakawa
- Matangirau
- Ngunguru
- Otaika
- Panguru
- Pupuke
- Ruakaka
- Taupo River
- Tauranga River
- Waiarohia-Raumanga
- Waihou (Panguru)
- Waihou (Rahiri-Rangiahua)
- Waimā and Punakitere-Otaua
- Waimamaku
- Waipapa-Kerikeri
- Wairau (Maungaturoto)
- Waitangi
- Whāngārei Heads Streams

- Whangaroa Streams (Totara North, Te Ngaere, Wainui and Mahineapua)
- Whirinaki

The Council's Hazard Management work also includes the preparation and implementation of risk reduction plans for land instability, erosion, settlement, coastal erosion, tsunami and storm surge, wild fire, earthquake and volcanic activity. These plans involve:

- Identifying and quantifying the risks associated with flooding and erosion by rivers, and the preparation and implementation of plans to avoid or reduce these identified risks; and
- Identifying and quantifying the risks associated with land instability, erosion, settlement, coastal erosion, tsunami and storm surge, wild fire, earthquake and volcanic activity, and the preparation and implementation of plans to avoid or reduce these risks.

River Management

Implement approved management plans for the Awanui and Kaihu Rivers and the Kaeo River-Whangaroa Catchment, and other new management plans as they are approved.

Implement smaller, ad hoc river works outside of management plans as approved from time to time by the Council.

- Employ contractors to carry out channel works, construction of structures, control of vegetation, and other works associated with building and implementing river management schemes.

Enforce provisions of the Land Drainage Act, as required, to ensure landowners maintain watercourses free of obstructions that may cause adverse effects on neighbouring land.

Land and Biodiversity

The Land and Biodiversity activity is based on the principle of promoting change from unsustainable to sustainable land management practices (SLMP). Officers in this team often have an educational role and act as change agents providing advice on SLMP. The range of activities encompassed by sustainable land management practices includes:

- preservation and enhancement of soil structure and productivity;
- erosion prevention and control;
- land stabilisation;
- re-vegetation and sediment control;
- nutrient management;
- management of land use changes; and
- watershed management.

Ongoing staffing shortages have meant that the Council's service has been very limited, being primarily reactive rather than proactive. The Council works with primary sector interest groups to optimise its limited resources, in particular with Fonterra/Dairy NZ, Meat and Wool New Zealand, the fertiliser industry, Forest Owners Association, and the Farm Forestry Association.

As well, the Council promotes the protection and enhancement of indigenous biodiversity, both for its intrinsic values and because remnant indigenous forests help to reduce the rate of runoff and the incidence of soil erosion on steep hill country. Wetlands also reduce flood peaks by storing floodwaters, and trap sediment and nutrients. The Council's Environment Fund is used to assist landholders and community groups to implement and maintain indigenous biodiversity protection and enhancement projects. The Council works in partnership with the Queen Elizabeth II National Trust, the Department of Conservation, Fish and Game New Zealand and the three district councils under the Northland Biodiversity Enhancement Group.

The Council is also a signatory to the national Dairying and Clean Streams Accord and an associated Northland Regional Action Plan. Under this Fonterra, Regional Councils, Ministry of Agriculture and Ministry for the Environment agreement, the Council works with Fonterra and dairy farmers to reduce the impact of dairy farming on water quality and instream values. The Council is developing similar programmes with Meat and Wool New Zealand, via its Monitor Farm programme, and with other primary sector groups to develop and promote more environmentally and economically sustainable land management practices.

Why we do this activity

The Land and Rivers Group of Activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale for these activities includes:

Hazard Management and River Management

The Council is legally obliged by the Civil Defence Emergency Management Act, and the Soil Conservation and Rivers Control Act, to develop and implement plans to reduce risks associated with hazards. Both statutes encourage risk avoidance, or, if avoidance is not practical, risk reduction. This is achieved by firstly assisting a community to understand the risks which threatened it, and then understanding the limits of any mitigation measures that may be employed. Flooding is the most common risk threatening Northland, threatening human life, disrupting communications and access, damaging property, infrastructure and reducing primary production.

Land and Biodiversity

Northland's economy is based on the primary industries of dairy and beef farming, exotic forestry and horticulture, and the processing of primary products. The promotion of more sustainable farming and forestry practices helps to buffer the whole regional economy against climatic events and product-price fluctuations. More sustainable land management practices minimise the offsite effects of primary production, helping to protect water quality in rivers, estuaries and coastal waters, so protecting the region's tourist industry and marine farming opportunities.

Both soil conservation and biodiversity enhancement and protection are statutory responsibilities of the Council. Under both the Soil Conservation and Rivers Control Act 1941 and the Resource Management Act 1991 the Council, is required to promote erosion control and soil conservation, both for its onsite and offsite benefits.

Levels of Service for Land and Rivers

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| ✓ Economy | Infrastructure |
| Leadership | ✓ Environment |

Activity 8.1 Hazard Management

Objective: Identify and provide information on natural hazards, and prepare plans and implement measures to reduce the level of risk to life and property from these natural hazards.

8.1.1 Level of Service: Reduce risk from natural hazards.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| a. Prepare flood risk reduction plans for priority rivers. | ■ Flood risk reduction plans completed for identified priority rivers by 30 June 2010. |
| b. Prioritise actions arising from flood risk reduction plans and implement accordingly. | ■ Actions prioritised and implementation commenced by 30 June 2011. Progress reported six monthly to the Environmental Management Committee. |
| c. Develop coastal hazard risk reduction plans for priority coastal communities. | ■ Coastal hazard risk reduction plans commenced for priority coastal communities by November 2010 and continued in 2011. Progress reported six monthly to the Environmental Management Committee. |
| d. Undertake beach profiling, representative of summer and winter conditions at priority sites, and as required following erosion or accretion at secondary sites. | ■ Priority beach profile sites monitored twice yearly and reported within two months to the Council in the CEO's report. |
| e. Promote natural hazard risk reduction. | ■ Promote awareness of natural hazard risks at least annually through the appropriate media, including measures to avoid, manage or mitigate such risks. ■ Provide appropriate advice within 20 days of receiving requests for advice, and report annually on the number and type of responses given to the Council in the CEO's report. |

Significant positive and negative effects on well-being

The Hazard Management activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|---|--|
| Social | Communities feel safer and are less likely to be dislocated if they understand the risks and steps that have been taken to reduce the risks from those hazards. | Some people may feel their rights have been diminished in order to provide for the well-being of the wider public or future generations. |
| Economic | Primary production on hazard-prone land is optimised if the risks are reduced or controlled, and investor confidence is increased. | Some people may feel that the additional costs of providing flood protection as having a negative economic impact on them personally. |
| Environmental | Control of streambank erosion and sediment load in rivers will reduce discharge of fine sediment to estuaries, harbours and inshore seabeds. | |

Hazard Management Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 8.1.1 Reduce risk from natural hazards. | | | | | | | |
| <ul style="list-style-type: none"> Continue to implement actions arising from river management plans for identified priority rivers and groups of streams through river management works, rules in District or Regional Plans, bylaws and advisory/information services. Prepare and implement flood and other natural hazard risk reduction plans for the second order of priority rivers, areas of unstable land, and land subject to erosion, settlement and tidal inundation. | • | • | • | • | • | • | • |
| | • | • | • | • | • | • | • |

Levels of Service for Land and Rivers

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| Leadership | ✓ Environment |

Activity 8.2 River Management

Objective: Reduce flood risk by ensuring flood risk reduction works are maintained, the incidence of accelerated streambank erosion is reduced and land uses on flood-susceptible land are sustainable.

8.2.1 Level of Service: Manage rivers to reduce flood hazard risk.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| a. Manage the Awanui River Flood system in line with the Awanui River Management Plan. | ■ Report management outcomes to each meeting of the Awanui River Flood Management Plan Liaison Committee and on a six-monthly basis to the Environmental Management Committee. |
| b. Manage the Kaihu River scheme in accordance with the Interim Kaihu River Management Plan. | ■ Report management outcomes to each meeting of the Kaihu River Management Liaison Committee and on a six-monthly basis to the Environmental Management Committee. |
| c. Carry out works in the Kaeo River and Whangaroa Streams according to the Interim Flood Management Plan for the Kaeo River and Whangaroa Rivers and Streams from Taupo Bay to Te Ngairi. | ■ Report management outcomes to each meeting of the Kaeo River – Whangaroa Catchment Management Liaison Committee and on a six-monthly basis to the Environmental Management Committee. |

Significant positive and negative effects on well-being

The River Management activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|---|
| Social | Reduce fear and physical risk of flooding and dislocation of communities. | Some people may feel that their rights have been diminished in order to provide for the well-being of the wider public and/or future generations. |
| Economic | Reduces cost of flood repairs, reduces frequency of losses and damage to property due to flooding, and increases/optimises primary production. | Some people may consider the additional cost of river management works as having a negative personal economic impact. |
| Environmental | Reduces sediment load in rivers and transport of fine sediment through to estuaries, harbours and inshore sea bed. | |

River Management Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|------|------|------|
| 8.2.1 Manage rivers to reduce flood hazard risk. | | | | | | | |
| <ul style="list-style-type: none"> Continue to implement works provisions of priority rivers flood risk reduction plans as each is adopted. | • | • | • | • | • | • | • |

Levels of Service for Land and Rivers

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| Leadership | ✓ Environment |

Activity 8.3 Land and Biodiversity

Objective: Northland's land resources are managed in a sustainable way for the benefit of current and future generations.

8.3.1 Level of Service: Promote the sustainable management of land including soil, water and ecosystems in the Northland region.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|--|
| a. Collaborate with representatives of primary sector groups and land owners to promote sustainable land and water management practices. | <ul style="list-style-type: none"> Minimum of three meetings held annually with primary sector groups. Outcomes reported to the Council via the CEO's report. Provide appropriate advice within 20 days of receiving requests for advice. Report annually on the number and type of responses given via the CEO's report to the Council. |
| b. Promote and support community based CoastCare groups through the provision of information and resources for dune restoration activities. | <ul style="list-style-type: none"> Visit each CoastCare site at least annually and report outcomes to the Council via the CEO's report. Promote CoastCare messages through press releases every two months and report outcomes to the Council via the CEO's report. |
| c. Promote indigenous biodiversity in Northland and the restoration and enhancement of priority ecosystems/natural resources. | <ul style="list-style-type: none"> Produce a relevant media release every six months. |
| d. Support indigenous biodiversity protection and enhancement on private land and by community groups through the Environment Fund. | <ul style="list-style-type: none"> Contribute a minimum of \$500,000 annually through the Environment Fund. Report annually to the Environmental Management Committee on outcomes achieved and funding provided. |
| e. Collaborate with, and align the Council's policy approach with Environment Waikato, Environment Bay of Plenty and the Auckland Regional Council on the management of mangroves. | <ul style="list-style-type: none"> Organise at least two special meetings annually of the combined councils which consider mangroves. |
| f. Review the need for a region wide authorisation process to facilitate the removal of 'young' mangroves from clearly designated areas. | <ul style="list-style-type: none"> Review completed by 31 March 2010 and development of an implementation programme by December 2010. |

Significant positive and negative effects on well-being

The Land and Biodiversity activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|--|
| Social | Land managed sustainably and waters and ecosystems/natural resources maintained or enhanced for future usage. | There are no known significant negative effects surrounding this activity. |
| Economic | Soil conservation = sustainable land management = optimum primary production. | |
| Environmental | Significant wetlands are being protected, water quality in streams and rivers is being enhanced by sustainable riparian management procedures. Overall biodiversity of the region is being protected and enhanced. | |

Land and Biodiversity Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|------|------|------|------|------|------|------|
| 8.3.1 Promote the sustainable management of land including soil, water and ecosystems in the Northland region. | | | | | | | |
| ■ Continue to collaborate with primary sector groups and land owners. | • | • | • | • | • | • | • |
| ■ Continue to promote and support community based CoastCare groups. | • | • | • | • | • | • | • |
| ■ Continue to support indigenous biodiversity protection and enhancement. | • | • | • | • | • | • | • |

As we have substantially re-drafted and improved this Activity, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Land and Rivers

Assumptions made in the planning of this Group of Activities

Hazard Management

- Demand and support for hazard management will be sustained or will increase.
- While the Council already has a duty to minimise damage by flooding and erosion, statutory requirements for hazard management will be more clearly defined. For example, a National Policy Statement for Flood Risk Reduction and other Government policy.
- Public acceptance of the scale and potential effects of climate variability will increase demand or at least support the Council's present level of commitment.

River Management

- There will continue to be an increasing demand for river management schemes.
- It is neither financially nor practically feasible to control all flooding in Northland.
- Greater recognition of the extremes of climate variability will increase demand for flood risk reduction planning and works.
- There will be a National Policy Statement on Flood Risk Reduction.

Land and Biodiversity

- Primary production will remain the dominant industry in Northland.
- Intensification of farming practices will place increasing pressure on soil, water and indigenous biodiversity.
- There is increasing public, non-farming, pressure on land managers to reduce the impact of their land management practices on the wider natural environment, both in respect to pastoral farming and exotic forestry.
- Land owners do wish to implement sustainable land management practices and will seek advice on the implementation of such practices.

Groups of assets required by the Land and Rivers Group of Activities

The Council owns and manages the assets associated with the Awanui Flood Management Scheme. These assets may include land, stopbanks, weirs, channels and other similar structures.

Land and Rivers response to climate change

Climate change is factored into hazard risk reduction planning, river management planning and land biodiversity management.

Key Legislation affecting the Land and Rivers Group of Activities

- Biosecurity Act 1993
- Civil Defence Emergency Management Act 2002
- Land Drainage Act 1908
- Local Government Act 2002
- Local Government Rating Act 2002
- Resource Management Act 1991
- Soil Conservation and Rivers Control Act 1941

Land and Rivers

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| REVENUE | | | |
| Grants and Subsidies | 85,000 | 87,805 | 89,825 |
| Targeted Rates | 740,477 | 764,755 | 782,234 |
| TOTAL OPERATING REVENUE | 825,477 | 852,560 | 872,059 |
| EXPENDITURE | | | |
| Personnel Costs | 935,220 | 960,653 | 986,465 |
| Depreciation | 41,137 | 42,495 | 45,640 |
| Other Operating Expenses | 1,941,055 | 2,209,970 | 2,260,979 |
| Support Costs internally allocated to Activity | 561,428 | 586,607 | 630,479 |
| TOTAL OPERATING EXPENDITURE | 3,478,840 | 3,799,725 | 3,923,563 |
| <i>Less Non-Cash Items</i> | 41,137 | 42,495 | 45,640 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 2,612,226 | 2,904,670 | 3,005,864 |
| <i>Funded by</i> | | | |
| Land Management Rate | 2,283,972 | 2,300,271 | 2,355,618 |
| Investment Income | 217,178 | 425,635 | 421,271 |
| Transfer from / (to) Cash Reserves | 111,076 | 178,764 | 228,975 |
| TOTAL OPERATIONAL FUNDING | 2,612,226 | 2,904,670 | 3,005,864 |
| CAPITAL EXPENDITURE | 96,000 | 92,970 | 42,270 |
| <i>Funded by</i> | | | |
| Land Management Rate | 27,427 | 28,332 | 31,152 |
| Transfer from Cash Reserves | 68,573 | 64,638 | 11,118 |
| TOTAL CAPITAL FUNDING | 96,000 | 92,970 | 42,270 |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Hazard Management | 1,329,796 | 1,213,063 | 1,196,593 |
| River Management | 721,058 | 1,122,114 | 1,203,129 |
| Land and Biodiversity | 1,427,986 | 1,464,548 | 1,523,841 |
| TOTAL LAND AND RIVERS | 3,478,840 | 3,799,725 | 3,923,563 |

Biosecurity

■ Biosecurity

The Biosecurity Group of Activities primarily contributes to the following Regional Community Outcomes

Northland's natural environment is sustainably managed by:

- Reducing the impact of established pests on natural values;
- Reducing the opportunity for new pests which may enter the region to establish, persist and spread; and
- Contributing to making our harbours, foreshore and waterways clean and healthy through pest plant management programmes and the provision of information.

Northland is prosperous by:

- Reducing populations of animal, plant and insect pests which may adversely impact on the economy; and
- Putting in place measures which restrict the entry of new pests to the region.

Northland retains and enhances its regional identity by:

- Contributing to the recognition and protection of areas of important natural beauty by implementing pest control programmes.

Northland residents have access to recreational and leisure opportunities by:

- Ensuring that Northland is a place where people can experience, enjoy and appreciate the natural environment by controlling or eradicating pests through implementation of the Regional Pest Management Strategy.

Biosecurity

What we do

Biosecurity

The Regional Council has responsibilities for biosecurity in Northland and is the management authority for pests which can include plants, animals and diseases.

Introduced pests are not native to New Zealand but have become established. These pests often have an impact and can threaten our health, native plants, animals, marine life, heritage or economy. The Council's pest management activity includes the development, review and implementation of the Regional Pest Management Strategies for pest species.

Regional Pest Management Strategies (RPMs) describe the effective and efficient assessment, management and/or eradication of regional pests. Work includes:

- Undertaking monitoring of pest populations;
- Preparing plans for the control of pests;
- Undertaking control or eradication of certain species;
- Liaison and collaboration with other pest management agencies such as the Department of Conservation, the Ministry of Agriculture and Forestry, Biosecurity New Zealand and research organisations such as Landcare research, NIWA and universities; and
- Developing alternative control and management tools such as biological control agents, in collaboration with other agencies and research agencies.

The Council's Pest Management Strategies include provisions for locating and eradicating listed potential pests before they become established in Northland, and reducing existing pest infestations to levels at which the pests no longer pose a threat to natural ecosystems, primary production and animals and human health.

Why we do this activity

The Biosecurity Group of Activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale for these activities includes:

The Regional Council has responsibility to prepare Regional Pest Management Strategies in accordance with the provisions of the Biosecurity Act 1993. As the agency responsible for implementing the Regional Pest Management Strategy, the Council identifies pests, develops measures to ensure objectives are achieved, and develops and administers systems to ensure that funding, monitoring and review processes are consistent with the Biosecurity Act and other legislation.

However, a number of pest management responsibilities are not the responsibility of the Regional Council but are undertaken by national agencies. Agencies that have a lead role include the Ministry of Agriculture and Forestry, Ministry of Fisheries, the Animal Health Board, Biosecurity New Zealand, Land Information NZ and Department of Conservation.

Levels of Service for Biosecurity

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| ✓ Economy | Infrastructure |
| ✓ Leadership | ✓ Environment |

Activity 9.1 Biosecurity

Objective: To reduce the adverse impacts of pest organisms, pest plants and animal pests on the environment, the economy and human health.

9.1.1 Level of Service: Reduce the adverse impacts of pests on the environment, economy and human health.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|---|
| a. Review all pest management strategies in accordance with the provisions of the Biosecurity Act. | ■ Carry out a five year formal review of all pest management strategies by 1 July 2010. |
| b. Prepare new Pest Management Strategies as required and in accordance with the provisions of the Biosecurity Act. | ■ All new strategies considered by the Environmental Management Committee. |
| c. Prepare annual operational plans for each regional pest and report on outcomes. | ■ Plans prepared by August each year and reported to the Environmental Management Committee. |
| d. Develop, implement and enforce animal, plant and insect pest management strategies for land, freshwater and marine pests. | ■ Develop one marine management strategy to enhance the region's marine capability and response to marine pest invasions by 2010. Implement by 30 June 2012. ■ 100% of all African Feathergrass sites under management by 31 December 2010 and 90% eradicated by 31 December 2012. |
| e. Conduct annual monitoring on Tropical Grass Webworm and report Webworm larval presence to property owners as appropriate. | ■ Monitor at least seven sites per annum. ■ Notify property owner if Webworm larval is present in more than 50m ² of pasture monitored. |
| f. Actively pursue opportunities for partnerships with the community, crown and other pest agencies via community pest plans (CPCA) and other agreements. | ■ Establish at least one new partnership with a pest agency and five new community pest plans (CPCA) annually and report to the Environmental Management Committee. ■ Achieve at least 15% maintenance level on residual possum densities. |
| g. Achieve low to moderate density of possums in specified areas. | ■ No more than 15% possum density overall. |
| h. Provide a pest identification service. | ■ Provide a response to all enquiries within five working days and report annually to the Environmental Management Committee. |

As we have substantially re-drafted and improved our Groups of Activities, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Biosecurity

Significant positive and negative effects on well-being

The Biosecurity activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|---|---|
| Social | Limit ill health in communities by the early detection and control of pests which may spread or cause disease, or degrade social well-being. Ensure public access and enjoyment of natural areas, including marine environments, are not negatively impacted upon by non-native species. | The use of pest control tools such as pesticides, traps etc could be perceived negatively by some individuals. |
| Economic | Limit negative economic impact on forestry, animals, pasture or crops caused by economic pests. | |
| Environmental | Reduce the impact of pests on natural values freshwater and marine habitats. | |
| Cultural | Maintain the cultural heritage values of our forests and other natural areas, including the traditional uses of natural resources, taonga and wāhi tapu. | The control of some species or use of pest control tools such as pesticides, traps etc may not match the cultural expectations of some communities. |

Biosecurity Levels of Service for the period 2013 – 2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|------|------|------|
| 9.1.1 Reduce the adverse impact of pests on the environment, economy and human health. | | | | | | | |
| ■ Continue to implement Regional Pest Management Strategies. | • | • | • | • | • | • | • |
| ■ Continue to review and improve existing pest management strategies as new information becomes available. | • | • | • | • | • | • | • |
| ■ Continue to effectively manage new pest incursions in accordance with the National Biosecurity Strategy and in joint partnership with crown agencies and local government. | • | • | • | • | • | • | • |
| ■ Maintain an emphasis on ensuring a “minimum standard of care” is attained for high value biodiversity assets. | • | • | • | • | • | • | • |
| ■ Continue to promote and support the implementation of community plans. | • | • | • | • | • | • | • |
| ■ Carry out formal five year reviews of all Regional Pest Management Strategies. | | • | | | | | • |

Assumptions made in the planning of this Group of Activities

Biosecurity

- The targeted land management rate funding is augmented by investment income.
- A wide range of pest species will be managed under the Community Pest Control programmes.
- There will be an increasing demand for biosecurity services, particularly support for CPCA initiatives.
- There will be an increased investment in the use of biological control agents for insect and plant pest control.
- Climate change will increase the frequency of new pest incursions, particularly insects, some of which are predicted to have a negative impact on the regions resources and people.

Groups of assets required by the Biosecurity Group of Activities

The Northland Regional Council does not require, and therefore does not own, any major assets to deliver this Group of Activities.

Biosecurity response to climate change

Climate change is predicted to advantage new pests which have the potential to harm the region. In planning, the regional pest management strategy will contain tactics to reduce the potential impacts of climate change.

Key Legislation affecting the Biosecurity Group of Activities

- Biosecurity Act 1993
- Hazardous Substances and New Organisms Act 1996

Biosecurity

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| REVENUE | | | |
| User Charges | 369,164 | 381,346 | 390,117 |
| Other Revenue | 10,000 | 10,330 | 10,568 |
| TOTAL OPERATING REVENUE | 379,164 | 391,676 | 400,685 |
| EXPENDITURE | | | |
| Personnel Costs | 589,691 | 605,719 | 622,000 |
| Depreciation | 28,819 | 29,770 | 30,455 |
| Other Operating Expenses | 1,278,428 | 1,329,397 | 1,351,476 |
| Support Costs internally allocated to Activity | 409,996 | 428,384 | 460,423 |
| TOTAL OPERATING EXPENDITURE | 2,306,934 | 2,393,270 | 2,464,354 |
| Less Non-Cash Items | 28,819 | 29,770 | 30,455 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 1,898,951 | 1,971,824 | 2,033,214 |
| <i>Funded by</i> | | | |
| Land Management Rate | 1,425,345 | 1,548,115 | 1,581,365 |
| Investment Income | 135,736 | 283,550 | 303,871 |
| Transfer from / (to) Cash Reserves | 337,870 | 140,159 | 147,978 |
| TOTAL OPERATIONAL FUNDING | 1,898,951 | 1,971,824 | 2,033,214 |
| CAPITAL EXPENDITURE | 62,000 | 8,264 | 5,284 |
| <i>Funded by</i> | | | |
| Land Management Rate | 28,819 | 8,264 | 5,284 |
| Transfer from Cash Reserves | 33,181 | - | - |
| TOTAL CAPITAL FUNDING | 62,000 | 8,264 | 5,284 |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Biosecurity | 2,306,934 | 2,393,270 | 2,464,354 |
| TOTAL BIOSECURITY | 2,306,934 | 2,393,270 | 2,464,354 |

Emergency Management

■ Emergency Management

The Emergency Management Group of Activities primarily contributes to the following Regional Community Outcomes

Northland residents are safe and healthy by:

- Working in partnership with other organisations as part of the Civil Defence Emergency Management Group to ensure safer communities;
- Identifying major natural and man-made threats; and
- Ensuring that effective systems are in place to reduce the consequences from those threats by having in place comprehensive arrangements to respond to, and recover from, any emergency.

Northland's infrastructure is developed in a sustainable way by:

- Working with various stakeholders to reduce the adverse effects of identified hazards on infrastructure and lifeline utilities; and
- Providing information that can be incorporated into engineering design to ensure that infrastructure can withstand hazard events of a certain magnitude and/or return period.

Northland has cohesive communities by:

- Emergency Management brings communities together through the preparation of community plans, at the local level, which identify hazards, develop response strategies and plan for recovery.

Emergency Management

What we do

Emergency Management

Emergency Management is the process of reducing, preparing for, responding to and recovering from natural or human hazards that can cause widespread damage to property and infrastructure and/or loss of life in Northland.

The Northland Civil Defence Emergency Management (CDEM) Group was established in 2002 as required by the Civil Defence Emergency Management Act 2002, to facilitate the co-ordination of inter-agency emergency readiness, response and recovery, and to develop and implement a region wide Civil Defence Emergency Management Plan. The Regional Council provides leadership, co-ordination, project management and funding for the Northland CDEM Group, Co-ordinating Executive Group, Lifelines Group, Welfare Advisory Group and Rural Support Trust. Responsibilities of the Northland CDEM Group include:

- Establishing a number of “clusters” to deliver services and to ensure that the goals outlined in the CDEM Group plan are achieved;
- Provision of the Northland CDEM Group Emergency Management Office which provides the logistical and administrative support;
- Development of policy, plans and protocols to ensure an integrated and co-ordinated approach to CDEM activities region wide across the 4 R's - reduction, readiness, response and recovery;
- Development and implementation of training and exercise programmes that include all agencies across the CDEM sector in the region;
- Provision of resources, facilities and trained personnel for the Group Emergency Operations Centre to ensure effective response co-ordination and control of emergencies;
- Commissioning and project management of natural hazards studies in order to reduce potential effects;
- Co-ordination of, and contribution to, recovery efforts; and
- Participation in and contributions to national level studies and projects facilitated by the Ministry of CDEM and the scientific sector.

In addition, the CDEM Group has:

- Developed a warning system to alert communities of the possibility of any event which could potentially threaten property, infrastructure or human life;
- Developed and tested a number of plans to ensure that appropriate systems and response and recovery mechanisms are in place to ensure that communities' needs are met during and after any emergency, including the establishment of a Welfare Advisory Group, Rural Support Trust and Lifelines Utility Group; and
- Established plans for response, recovery, welfare, warnings, public information management, lifelines protocols and priority restoration of assets in the region. The Rural support trust will be developing response and recovery plans for the rural sector.

Why we do this activity

The Emergency Management Group of activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes.

The Civil Defence Emergency Management Act 2002 requires all regional councils to unite with all district councils in their region to form a Civil Defence Emergency Management Group (CDEMG). This group is a joint committee of the member councils.

The specific duties of a CDEMG are listed in section 17 of the Act and include:

- Identifying and managing hazards and risks;
- Maintaining staff and organisational structure for civil defence emergency management in the area;
- Responding to and managing the adverse effects of emergencies in its area; and
- Maintaining a group plan to cover these and all other legislative duties.

Levels of Service for Emergency Management

| Contribution to Growth Platforms | |
|----------------------------------|------------------|
| ✓ Economy | ✓ Infrastructure |
| Leadership | Environment |

Activity 10.1 Emergency Management

Objective: To create resilient communities in Northland by enhancing the capability to manage emergencies and the capability to recovery from disasters.

10.1.1 Level of Service: Increase the community's capability to respond to, and recover from, Civil Defence Emergencies.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| a. Develop, implement and review the Northland CDEM Group Plan. | ■ Complete plan by December 2009, implement and monitor during 2010-2011. |
| b. Establish Northland Civil Defence Emergency Group (CDEMG) Emergency Management Office to provide logistical and administrative support. | ■ Co-ordinating Executive Group to meet at least six times a year and the Civil Defence Emergency Management Group to meet quarterly. |
| c. Develop Community Response Plans in accordance with the CDEM Group Plan. | ■ Twenty plans (50%) completed by 2011. |
| d. Develop and implement training and exercise programmes for all agencies across the CDEM sector in Northland. | ■ Provide a minimum of three co-ordinated incident management courses per year. |
| e. Co-ordinate support and continue development of the Welfare Advisory Group, Lifelines Utility Group and the Rural Support Trust. | ■ Quarterly outcomes reported through the Co-ordinating Executive Group Chair to the Civil Defence Emergency Management Group. |
| f. Respond to Civil Defence emergencies in accordance with the approved CDEMG Emergency Operations Centre Activation Plan. | ■ Within one month of each activation, hold a formal debrief and report the outcome to the CDEMG meeting within three months. |

As we have substantially re-drafted and improved our Groups of Activities, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Levels of Service for Emergency Management

10.1.2 Level of Service: Increase community awareness and understanding of civil defence thereby reducing risks from hazards.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|---|
| a. Make publicly available a series of Tsunami evacuation maps for the region. | ■ All maps posted on the Northland Regional Council website within three months of completion. |
| b. Communicate a region wide evacuation plan in accordance with the CDEM Group Plan. | ■ Plan reviewed annually and reported to the CDEMG. |
| c. Distribute civil defence information to the wider community. | ■ A total of 80% of brochures received from the Ministry of Civil Defence Emergency Management are distributed. |
| d. Provide civil defence information on the Northland Regional Council website. | ■ Website updated at least every three months. |

Significant positive and negative effects on well-being

The Emergency Management activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|-----------------|--|---|
| Social | Reducing loss of life associated with catastrophic events. Community cohesion is promoted by helping people and communities to understand the risks they face from natural hazards and how they should respond when an event occurs, enabling people to help others. Reducing the likelihood that people will face unnecessary hardship. | People may feel their rights have been diminished in order to provide for the well-being of the wider public or future generations. |
| Economic | Reducing loss of damage to property associated with catastrophic events. | Some people may consider the cost of hazard reduction through plan changes to have a negative economic cost. |

Emergency Management Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|--------|--------|--------|--------|--------|--------|--------|
| 10.1.1 Increase the community's capability to respond to, and recover from, civil defence emergencies. | | | | | | | |
| <ul style="list-style-type: none"> Continue to implement the identified goals and objectives, work programmes and on going projects in partnership with the Civil Defence Emergency Management Group, the district councils, emergency services, lifeline utility managers and health services. | • | • | • | • | • | • | • |
| 10.1.2 Increase community awareness and understanding of civil defence, thereby reducing risks from hazards. | | | | | | | |
| <ul style="list-style-type: none"> Maintain and communicate a region wide evacuation plan in accordance with the CDEM Group Plan. Continue to distribute civil defence information through printed material and the Council's website. | • • | • • | • • | • • | • • | • • | • • |

Assumptions made in the planning of the Emergency Management activity

- The Civil Defence Emergency Management Act 2002 will continue to be the enabling legislation for our civil defence emergency management work.
- Current budgets for Emergency Management will not change.
- The funding arrangement set out in the CDEMG Plan will continue.
- Current levels of partnership and co-operation will continue.

Groups of assets required by the Emergency Management Group of Activities

The Northland Regional Council does not require, and therefore does not own, any major assets to deliver this Group of Activities.

Emergency Management response to climate change

In planning for Civil Defence Emergency Management activities, the potential effects of climate change will be taken into consideration.

Key Legislation affecting the Emergency Management Group of Activities

- Civil Defence Emergency Management Act 2002
- Local Government Act 2002
- Resource Management Act 1991
- Soil Conservation and Rivers Control Act 1941

Emergency Management

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| REVENUE | | | |
| Grants and Subsidies | 10,000 | 10,330 | 10,568 |
| TOTAL OPERATING REVENUE | 10,000 | 10,330 | 10,568 |
| EXPENDITURE | | | |
| Personnel Costs | 109,150 | 112,109 | 115,128 |
| Other Operating Expenses | 42,726 | 44,136 | 45,151 |
| Support Costs internally allocated to Activity | 58,274 | 60,887 | 65,441 |
| TOTAL OPERATING EXPENDITURE | 210,150 | 217,132 | 225,720 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 200,150 | 206,802 | 215,152 |
| <i>Funded by</i> | | | |
| Land Management Rate | 150,978 | 160,803 | 165,420 |
| Investment Income | 15,006 | 31,395 | 33,841 |
| Transfer from / (to) Cash Reserves | 34,166 | 14,604 | 15,891 |
| TOTAL OPERATIONAL FUNDING | 200,150 | 206,802 | 215,152 |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Emergency Management | 210,150 | 217,132 | 225,720 |
| TOTAL EMERGENCY MANAGEMENT | 210,150 | 217,132 | 225,720 |

Maritime Operations

- Oil Pollution Response
- Harbour Safety and Navigation

The Maritime Operations Group of Activities primarily contributes to the following Regional Community Outcomes

Northland residents are safe and healthy by:

- Promotion of safety on the water via maritime safety education and advice, patrols and enforcement of safety regulations, provision of aids to navigation; and
- Developing Harbour Safety Management Plans.

Northland's infrastructure is developed in a sustainable way by:

- Provision of aids to navigation and pilotage services increasing safety for boats and people aboard.

Northland's natural environment is sustainably managed by:

- Minimising the adverse effects of marine oil spills on the environment; and
- Assisting with the response to water-based biosecurity incursions.

Northland is prosperous by:

- Providing increased tourism opportunities through the pilotage of cruise ships to the Bay of Islands and navigation safety advice for other Northland destinations.

Northland retains and enhances its regional identity by:

- Contributing to Northland being seen as a place to safely enjoy coastal, boating and tourist activities.

Northland residents have access to recreational and leisure opportunities by:

- Promoting awareness and good practice for sustainable marine based recreation and leisure activities; and
- Providing navigation aids to facilitate access to the marine environment for the purposes of recreation.

Maritime Operations

What we do

Oil Pollution Response

The Oil Pollution Response activity centres on the Council's preparedness for, and response to, marine oil spills. The overall aim is to avoid or mitigate the effects of oil spills that occur in Northland's marine environment. This work includes:

- Maintaining a contingency plan including memorandums of understanding with response partners;
- Maintaining a team of trained oil spill responders and a 24/7 response capability;
- Having equipment available in Northland to support an oil spill response;
- Conducting regional oil spill response exercises;
- Approving Tier 1 oil transfer site plans and monitoring the sites for spill prevention and response requirements; and
- Responding to and cleaning up marine oil spills.

Harbour Safety and Navigation

The Regional Council carries out harbour safety and navigation activities in line with the NZ Port and Harbour Marine Safety Code and associated risk assessments and harbour safety systems.

The Council promotes and regulates navigation safety on all coastal and harbour waters throughout the region and out to 12 nautical miles, and makes Navigation Safety Bylaws that cover all boating and shipping activities in Northland's waters.

Harbour safety and navigation activities provide for the movement of commercial and recreational vessels, and promote and regulate safe boating and shipping practices to minimise boating and shipping accidents.

The Council also provides and maintains aids to navigation, provides the services of a Regional Harbourmaster, Harbour Wardens, education and advice and if necessary, enforcement and a maritime incident response system. In addition, the Council provides pilotage services to cruise ships in the Bay of Islands.

There is a programme of summer patrols on various water bodies to promote compliance with Navigation Bylaws and to carry out educational activities to promote greater navigation and boating safety.

Navigation and boating safety activities include:

- Providing aids to navigation (buoys, beacons, lights and signage);
- Providing navigation safety information signs at boat ramps;
- Providing a 24/7 maritime incident response capability; and
- Management of moorings.

Why we do these activities

The Maritime Operations Group of Activities enables the Regional Council to work collaboratively with Northlanders to achieve community outcomes. In addition, the rationale for these activities includes:

Oil Pollution Response

The Northland Regional Council has responsibility under the Maritime Transport Act (1994) to plan for and have in place, contingency measures to deal with oil spills in the coastal areas of Northland, within the territorial sea.

Harbour Safety and Navigation

The Council has responsibility under the Local Government Act 1974 to provide for the safety of shipping, pleasure craft and other users, in the harbours of Northland.

Maritime NZ is responsible for ensuring vessels meet the International Maritime Organisation Safety Standards and that minimum national standards are set, including for recreational boats.

Levels of Service for Maritime Operations

| Contribution to Growth Platforms | |
|----------------------------------|----------------|
| Economy | Infrastructure |
| Leadership | ✓ Environment |

Activity 11.1 Oil Pollution Response

Objective: To minimise the risk and adverse effects of marine oil spills on the Northland environment.

11.1.1 Level of Service: Maintain and implement the Marine Oil Spill Contingency Plan.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|--|
| a. Maintain an up-to-date Marine Oil Spill Contingency Plan. | ■ Plan updated every six months. |
| b. Ensure appropriate equipment is available to respond to oil spills in accordance with the plan. | ■ Provide quarterly equipment maintenance reports to Maritime New Zealand. |
| c. Conduct oil spill response exercises. | ■ Exercises undertaken as detailed in the plan. |

11.1.2 Level of Service: Respond to marine oil spills in the Northland region.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|--|--|
| a. Maintain a team of trained oil spill responders. | ■ Maritime NZ Training is carried out on an ongoing four yearly cycle and a 24/7 roster is maintained. |
| b. Provide equipment to support an oil spill response. | ■ File a Maritime NZ return for equipment maintenance on a quarterly basis. |
| c. Develop and maintain current memoranda of understanding with response partners. | ■ Jointly assessed between partners on an annual basis and reported annually. |
| d. Monitor oil transfer sites for compliance with oil spill prevention and response capability requirements. | ■ Monitor and report compliance on an annual basis. |
| e. Record all marine oil spill response actions. | ■ Report monthly in the CEO's report to Council. |

As we have substantially re-drafted and improved our Groups of Activities, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Maritime Operations

Significant positive and negative effects on well-being

The Oil Pollution Response activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|---|--|
| Social | Minimise risk to the community's safety and health from oil pollution. | Potential for temporary disruption of other activities during clean up operations. |
| Economic | Response capability cleans up oil spills and returns the affected area to normal as soon as possible. | Recovery of cost has an impact on the spiller. Potential prosecution impacts. Potential for localised temporary impact on businesses during a spill clean up, e.g. a marina may be closed. |
| Environmental | Minimises the effect on the natural and developed environments, including flora and fauna. | Response operations have potential for negative effect on the environment. Analysis of response techniques and desired outcomes minimises this. |
| Cultural | Minimises the risk to identified sites of cultural importance. | There is potential for sites of cultural significance to be damaged by response operations. We work closely with our stakeholders to minimise this. |

Oil Pollution Response Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|--------|--------|--------|--------|--------|--------|--------|
| 11.1.1 Maintain and implement the Marine Oil Spill Contingency Plan. | | | | | | | |
| <ul style="list-style-type: none"> Continue to respond to marine oil spills in the Northland region. All response activities are carried out in line with the Marine Oil Spill Contingency Plan for the Northland region and the Council's ISO accredited procedures and management systems. | • | • | • | • | • | • | • |
| 11.1.2 Respond to marine oil spills in the Northland region. | | | | | | | |
| <ul style="list-style-type: none"> Continue to maintain appropriately trained staff and equipment to respond to oil spills. Continue to monitor oil transfer sites. | • • | • • | • • | • • | • • | • • | • • |

Levels of Service for Maritime Operations

| Contribution to Growth Platforms | |
|----------------------------------|------------------|
| ✓ Economy | ✓ Infrastructure |
| Leadership | ✓ Environment |

Activity 11.2 Harbour Safety and Navigation

Objective: To provide services that promote safe navigation and use of Northland harbours and coastline.

11.2.1 Level of Service: Promote safe navigation on all Northland harbours and coastline.

| Performance Measures 2009-2012 | Performance Targets 2009-2012 |
|---|---|
| a. Update the risk assessment and safety management systems for the Whāngārei and Bay of Islands harbours. | ■ Annually reviewed and reported monthly in the CEO's report to Council. |
| b. Assess whether the present harbour safety management systems are adequate. | ■ Code application assessment annually reviewed and amendments recorded in the safety management system. |
| c. Develop harbour safety management plans for harbours not covered by formal safety management systems. | ■ Three harbour safety management plans per annum by 30 June each year and reported monthly in the CEO's report to Council. |
| d. Maintain a network of harbour wardens and patrols to promote compliance with the Navigation Safety Bylaw 2007. | ■ Incidents and investigations are reported monthly in the CEO's report to Council. |
| e. Provide safety advice and pilotage for vessels entering into the Bay of Islands. | ■ Advice provided and pilotage numbers reported monthly in the CEO's report to Council. |
| f. Provide and maintain aids to navigation as required for safe navigation on Northland harbours. | ■ Six year rolling maintenance programme is undertaken and activity reported monthly in the CEO's report to Council. |
| g. Provide a 24/7 maritime navigation and safety incident reporting and response system. | ■ Incidents and investigations reported monthly in the CEO's report to Council. |

As we have substantially re-drafted and improved our Groups of Activities, Levels of Service, Performance Measures and Targets from the 2006 LTCCP, we are unable to provide a baseline of actual performance achieved as a meaningful comparison.

Maritime Operations

Significant positive and negative effects on well-being

The Harbour Safety and Navigation activity may have the following impacts on well-being:

| Well-beings | Positive effects | Negative effects |
|----------------------|--|--|
| Social | Promotion of safety, provision of aids to navigation and navigation safety advice. Moorings administration. Incident response. | Enforcement of bylaws can be viewed negatively by some members of the community. |
| Economic | Promotion of Navigation safety to assist development of port, shipping and ship building/repair. Bay of Islands pilotage assists thousands of cruise ship passengers to visit an iconic Northland destination. | Cost associated with compliance with requirements for navigation safety, such as pilotage, may be viewed negatively. |
| Environmental | Incident response. Pilotage increases safety and minimises the potential for negative effects on the environment. | Visual impact of aids to navigation, moorings etc. |

Harbour Safety and Navigation Levels of Service for the period 2013-2019

An outline of the intended Levels of Service, Performance Measures and Targets for this activity over the next seven years of this plan are as follows:

| | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|--|------|------|------|------|------|------|------|
| 11.2.1 Promote safe navigation on all Northland harbours and coastline. | | | | | | | |
| ■ Continue to provide a port and harbour safety regime in line with the national code. | • | • | • | • | • | • | • |
| ■ Continue to provide navigation safety advice and a 24/7 maritime incident response capability. | • | • | • | • | • | • | • |
| ■ Continue to provide a pilot service to vessels calling into the Bay of Islands. | • | • | • | • | • | • | • |

Assumptions made in the planning of this Group of Activities

Oil Pollution Response

- There is a statutory obligation to carry out marine oil spill preparedness and response activities under the Maritime Transport Act 1994.
- The level of risk for Northland will not fundamentally change due to refinery, port and shipping and commercial and recreational vessel activities.
- Maritime New Zealand is unlikely to make fundamental changes to regional response requirements due to the need for compliance with international conventions.
- There is likely to be a slow but steady reduction in the number of Tier 1 oil transfer sites due to operating, compliance and maintenance costs. This could lead to an increase in the number of smaller spills as refuelling could be carried out in less controlled environments.

Harbour Safety and Navigation

- Council has committed to the implementation of the New Zealand Port and Harbour Marine Safety Code in Northland and it is unlikely that the status or scope of functions under the code will significantly change over time.
- There will remain in place a statutory requirement on the Council to be the Harbour Authority for Northland harbours and to appoint harbourmasters and enforcement officers.
- It is unlikely that any form of national boat registration or compulsory licensing regime will be established and therefore many harbour users will continue to practice poor seamanship and navigation leading to ongoing incidents. With no registration, identification of offenders and enforcement are difficult.
- Cruise ships will continue to visit the Bay of Islands, with ship calls expected to level at approximately 30 per year. Small ships will continue to call at Whangaroa but there will be no requirement for compulsory pilotage on this harbour.

Groups of assets required by the Maritime Operations Group of Activities

The Northland Regional Council operates and maintains over 300 aids to navigation, buoys, beacons, lights and signs, throughout Northland's harbours. These have an estimated replacement value of \$1m. The Northland Regional Council also operates a fleet of five vessels for the delivery of these activities with a current estimated replacement value of \$1.5m.

Maritime Operations response to climate change

Potential impacts of climate change on the sea level and the severity of weather events is factored into planning and operational activities.

Key Legislation affecting the Maritime Operations Group of Activities

- Biosecurity Act 1993
- Hazardous Substances and New Organism Act 1996
- Local Government Act 2002
- Maritime Transport Act 1994
- Resource Management Act 1991

Maritime Operations

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| REVENUE | | | |
| Grants and Subsidies | 114,489 | 113,340 | 115,482 |
| User Charges | 550,515 | 567,523 | 539,475 |
| Other Revenue | 24,000 | 24,792 | 25,362 |
| TOTAL OPERATING REVENUE | 689,004 | 705,655 | 680,319 |
| EXPENDITURE | | | |
| Personnel Costs | 668,294 | 686,955 | 705,102 |
| Depreciation | 110,320 | 113,961 | 116,582 |
| Other Operating Expenses | 326,424 | 336,424 | 345,435 |
| Support Costs internally allocated to Activity | 336,738 | 351,840 | 378,154 |
| TOTAL OPERATING EXPENDITURE | 1,441,776 | 1,489,180 | 1,545,273 |
| Less Non-Cash Items | 110,320 | 113,961 | 116,582 |
| NET CASH COST/(SURPLUS) OF ACTIVITY | 642,452 | 669,564 | 748,372 |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 338,332 | 356,880 | 317,769 |
| Investment Income | 102,290 | 235,761 | 245,018 |
| Transfer from / (to) Cash Reserves | 201,830 | 76,923 | 185,585 |
| TOTAL OPERATIONAL FUNDING | 642,452 | 669,564 | 748,372 |
| CAPITAL EXPENDITURE | 56,600 | 54,708 | 124,502 |
| <i>Funded by</i> | | | |
| Targeted Council Service Rate | 56,600 | 54,708 | 116,582 |
| Transfer from Cash Reserves | – | – | 7,920 |
| TOTAL CAPITAL FUNDING | 56,600 | 54,708 | 124,502 |
| TOTAL OPERATING EXPENDITURE BY ACTIVITY | | | |
| Harbour Safety and Navigation | 1,292,826 | 1,338,354 | 1,387,583 |
| Oil Pollution | 148,950 | 150,826 | 157,690 |
| TOTAL MARITIME OPERATIONS | 1,441,776 | 1,489,180 | 1,545,273 |

Support Services

Support Services are core corporate services provided centrally to support the efficient and effective operations of the Council.

Support Services are charged internally across Council activities by way of an internal overhead charge allocated on the basis of appropriate cost drivers.

Support services include:

- Financial accounting, reporting and investment, rating revenue systems;
- Information services;
- Human Resources and Health and Safety;
- Records management and administration; and
- Other support activities.

Support Services do not necessarily provide a direct contribution toward the achievement of Regional Community Outcomes. However, Support Services ensure the Council has the best information available for its decision making, the best people to carry out the work needed to be done and that the Council operates in a safe, legally correct and professional manner.

Support Services

What we do

Financial accounting, reporting and investment, rating revenue systems

The key objectives of the Finance Department are to provide accounting, investment and financial reporting to the Council to a professional standard. The finance department is responsible for the preparation and development of all financial forecasts, financial reporting, financial policies, commercial investments and day to day financial operations.

Information services

The key objective of the Information Services team is to provide efficient and effective network provision, support and systems development across Council. The information services team is also responsible for providing GIS network and support services. It is intended to increase the investment in information systems technology capacity and capability over the next three years in order to maximise the availability of information to the community and council officers.

Human Resources and Health and Safety

The Northland Regional Council and its management are committed to becoming an employer of choice. The Council's policy is to support successful performance in staff by recognising their diverse backgrounds and needs, and having a system with the flexibility to meet that diversity.

The Northland Regional Council and its management are committed to providing a safe and healthy working environment for all staff members, visitors and contractors. This commitment is reflected in the Council's achievement of tertiary level status in ACC's Workplace Safety Management Programme.

The programme consists of:

- Hazard identification and control programme (HIAC)
- Accident/incident reporting and investigation
- Recruitment
- Induction
- Training
- Health and safety procedure manuals
- Personal protective equipment
- Employee participation and communications
- Occupational health monitoring
- Audits and workplace inspections
- Wellness programmes.

Records management and administration

The key objective of the Records Management team is to provide legally compliant, efficient and effective records management services that support Council decision making and public access to information.

Why we do it

The Council is legally obliged to comply with all relevant legislation, which includes:

- Local Government Act 2002 (as amended)
- Local Government Act 1974 (provisions still in force)
- Local Government (Rating) Act 2002
- Rating Valuations Act 1998
- Rates Rebate Act 1973
- Public Audit Act 2001
- International Financial Reporting Standards
- Financial Reporting Act 1993
- Companies Act 1993
- Trustee Act 1976 (as these relate to its subsidiary entities)
- All taxation matters that come within the scope of the Council's activities
- Local Government Official Information and Meetings Act 1987 (as amended)
- Ombudsmen Act 1975
- Privacy Act 1993
- Public Records Act 2005
- Local Authorities (Members' Interests) Act 1968
- Local Electoral Act 2001 and associated regulations (e.g. Local Electoral Regulations 2001).

We also aim for high standards of customer service.

Assumptions Made

That planning and implementation of modern financial, administration and information service systems are based on the assumption that quality services will continue to be a focus of the Council.

Support Services

Prospective Statement of Costs and Funding

Period ending 30 June:

| | Forecast 2009-2010 NZ\$ | Forecast 2010-2011 NZ\$ | Forecast 2011-2012 NZ\$ |
|--|----------------------------|----------------------------|----------------------------|
| EXPENDITURE | | | |
| Personnel Costs | 1,725,393 | 1,831,534 | 1,880,215 |
| Depreciation and Amortisation | 726,127 | 750,089 | 767,341 |
| Finance Costs | 1,000 | 1,033 | 1,057 |
| Other Operating Expenses | 2,226,977 | 2,306,707 | 2,606,421 |
| TOTAL EXPENDITURE | 4,679,497 | 4,889,363 | 5,255,034 |
| ALLOCATED TO FUNCTIONAL ACTIVITIES: | | | |
| Democracy & Corporate services | 185,227 | 193,534 | 208,008 |
| Regional Information & Engagement | 418,321 | 437,082 | 469,771 |
| Regional Economic Development | 20,812 | 21,745 | 23,372 |
| Resource Management Planning | 390,433 | 407,943 | 438,453 |
| Transport | 149,846 | 156,567 | 168,276 |
| Consents | 685,131 | 715,857 | 769,396 |
| Environmental Monitoring | 1,463,291 | 1,528,917 | 1,643,262 |
| Land and Rivers | 561,428 | 586,607 | 630,479 |
| Biosecurity | 409,996 | 428,384 | 460,422 |
| Emergency Management | 58,274 | 60,887 | 65,441 |
| Maritime Operations | 336,738 | 351,840 | 378,154 |
| | 4,679,497 | 4,889,363 | 5,255,034 |

Transfer of Northland Port Corporation (NZ) Ltd shares to an Infrastructure Development Agency

The Council has agreed in principle to transfer the Council's 53.61% majority shareholding in the Northland Port Corporation (NZ) Ltd (NPC), to the 100% Northland Regional Council owned Infrastructure Development Agency (IDA). The value of the share at 31 December 2008 was approximately \$65 million.

Background

In 2007, the Council amended the Northland Community Plan 2006-2016 to provide for the establishment of the Infrastructure Development Agency. The IDA is a separate legal entity whose primary focus is to facilitate infrastructure development projects, including the sourcing of internal and/or external funding. The transfer is considered to contribute to the Regional Community Outcome "Northland's Infrastructure is developed in a sustainable way", because the share transfer will assist in the future development of infrastructure in the region.

Section 5 of the Local Government Act (LGA) 2002 defines the Council's shareholding in NPC as a "strategic asset". In accordance with section 97(b) of the LGA 2002, the decision to transfer the Council's shareholding into the IDA cannot be made unless specifically provided for in the Northland Community Plan following a public submission process.

Subject to a further Council resolution, the Northland Regional Council may transfer its shareholding in the Northland Port Corporation (NZ) Ltd to the Council owned Infrastructure Development Agency. The Regional Council would continue to own its majority shareholding in NPC through its 100% ownership of the IDA. The IDA would not be permitted to sell or transfer any of the shares without the Council's formal approval. Furthermore, section 97(b) of the LGA 2002 would also require the Council to amend its Community Plan via public consultation before any such decision to sell could be made. In addition, the Council cannot disestablish the IDA without undergoing public consultation.

Although the IDA would have the voting rights associated with the NPC shares, it would also be required to secure formal Council approval on how it proposes to vote.

The transfer therefore will not alter the Council's investment risk profile from the current situation where the Council owns the NPC shares directly.

Being 100% Council owned, the Board of the IDA is appointed by the Council. In the case of the NPC shareholding, the IDA Board would be responsible for:

- Monitoring the performance of the investment;
- Discussing issues with NPC Board and other shareholders as appropriate; and
- Making recommendation on the NPC Board appointments.

The Council currently uses the dividends it receives from NPC to subsidise Council services to ratepayers. In the event that this transfer proceeds, the IDA would be required to transfer cash equal to the dividends received to the Council, to ensure that ratepayers continue to receive this benefit.

Reasons for the transfer

The transfer is considered to provide financial benefits to the Council as it allows the Council to improve the efficiency and effectiveness of financial operations. In terms of tax efficiency, the IDA would be able to utilise imputation credits attached to dividends received which the Council is currently unable to do. Utilisation of the imputation credits would reduce the tax cost incurred by the Council and increase the revenue received by a corresponding amount. Imputation credits are currently charged at 30% of the dividend payment received from NPC. The transfer would also provide other opportunities such as access to improved borrowing rates and leveraged funding. This would increase the Council's ability to raise money to finance future infrastructure projects which is essential to the sustainable development of Northland and a cornerstone in the Council's Regional Growth Programme.

Analysis of options considered

The advantages and disadvantages of the transfer are listed in the table below:

| Advantages | Disadvantages |
|---|--|
| Governance The IDA would help ensure that Northland Regional Council's investment in NPC is governed effectively. | Costs There would be one-off and minor ongoing costs associated in transferring the shares to the IDA, although these would be outweighed by the financial advantages. |
| Financial Efficiency and Effectiveness The transfer of shares to the IDA would enable Council to manage its financial operations in an effective manner by allowing Council to utilise imputation credits attached to dividends. This is to the benefit of ratepayers. | Flexibility Transferring the shares to the IDA could restrict the Northland Regional Council to provide governance to the NPC board. |
| Financial Leverage The transfer of shares to the IDA will increase Council's ability to raise money in a cost effective manner to finance future infrastructure projects. | |
| Shareholding The Council would continue to own the majority of the Northland Port Corporation (NZ) Limited through the IDA. The IDA would not be able to sell or transfer any of the shares without the Council's approval. The Council could not make a decision on the sale or transfer of NPC shares without public consultation, as set out in the Local Government Act 2002. | |
| Voting Rights Through the IDA, the Council would continue to have voting rights on the NPC shares. | |
| Cash Flow There are no risks to cash flows arising from the transfer of the shares to the IDA. | |

Accountability and monitoring

The IDA is subject to reporting and monitoring requirements of the Local Government Act 2002, including the requirements to produce an annual Statement of Intent and provide regular reports to the Council.

Social, cultural, environmental and economic impacts

The transfer would improve the economic position of Northland residents as the transfer will provide opportunities such as increasing the Council's ability to raise money to finance future infrastructure projects as well as improve the effectiveness of Council's financial operations. The additional income stream available to the Council from accessing the imputation credits will be used to further subsidise the costs of Council services to the ratepayer.

Establishment of a new Council-Controlled Organisation

The Council is to establish a council-controlled organisation with other regional councils for the purposes of collaboratively developing and maintaining a software application suite for use by regional councils in the delivery of their activities under a Long Term Council Community Plan. The application suite expected to be developed has been called IRIS – the Integrated Regional Information Software.

The main drivers of the IRIS project are:

- Continuity of supply;
- Influence/control of the destiny of regional council sector specific software;
- Risk reduction;
- Economies of scale; and
- Standardisation of practice and/or adoption of best practice.

A council-controlled organisation can be a company, partnership, trust, arrangement for the sharing of profits, union of interest, co-operation, joint venture or other similar arrangement in which one or more local authorities, directly or indirectly, controls the organisation. The final structure of the council-controlled organisation is yet to be determined.

The shareholders of the council-controlled organisation will be a number of regional councils and potentially the external vendor responsible for the development of IRIS.

Depending on the final adopted structure of the council-controlled organisation the Council may hold shares or some other form of ownership. The Council will not be contributing capital to the council-controlled organisation. Rather, by committing its share of the costs of development, the Council will be financing the council-controlled organisation. The Council may contribute to the operating costs of the council-controlled organisation. The Council will maintain its ownership of the council-controlled organisation as long as it continues to operate and the Council continues to utilise the products developed by the council-controlled organisation. Once established, the council-controlled organisation will prepare a statement of intent. This statement of intent will form the basis of key performance targets and other measures by which the performance of the council-controlled organisation may be judged.

Existing Council-Controlled Organisations

Northland Regional Council Community Trust

According to the criteria set down in section 6 of the Local Government Act, the Northland Regional Council Community Trust (trading as Enterprise Northland), is classified as a Council-Controlled Organisation.

The Trust has two subsidiaries, Destination Northland Limited and the Enterprise Northland Trust, neither of which are classified as Council-Controlled Organisations (CCO's).

In order to be classified as a CCO, Council must have the right to appoint 50% or more of the trustees. The Trust Deed of the Community Trust expressly provides that all the trustees be appointed by the Northland Regional Council, whereas the Council does not have the right to appoint any Trustees to either Destination Northland Ltd, or the Enterprise Northland Trust.

The Council has a policy on the appointment of directors and trustees to Council Organisations. A full copy of this policy is contained in Volume Two of the Northland Community Plan.

Nature and scope of the Northland Regional Council Community Trust's activities

In accordance with section 59 of the Local Government Act 2002, the principal objectives of the NRCCT are:

- To conduct its affairs in accordance with best practice;
- To be a good employer;
- To exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and
- To ensure that there is regular and effective reporting.

The Trust will carry out these objectives by promoting and encouraging the development of a vibrant economy that creates wealth and jobs and provides choices and opportunities for people to live, work and invest in Northland, while recognising the value of its unique environment for present and future generations.

The general activity of the Trust, as defined in section 4 of the Trust Deed, shall be to encourage and promote investment in the development of the Northland Region by providing technical assistance and advice, by performing a co-ordination and advocacy role, and by facilitating access to business finance, provided, however, that such activities are undertaken with a focus on benefits to the community rather than individual benefit.

Following an extensive review of the Trust in 2008, a key focus for the Trust is working across all Northland industry sectors to implement aspects of the Regional Growth Programme. This will require the Trust, district councils, the Regional Council and the wider business community to work together to ensure that all parties are jointly contributing to the success of the region. Key areas of focus include:

- Industry support for sectors to attract new business and expand existing business;
- Building community capacity;
- Building entrepreneurial capacity; and
- Building small business capacity.

Also, as a result of the review, the Trust's subsidiary organisation, Destination Northland Ltd has broadened its focus to the promotion of Northland as a place to work, invest and visit rather than having primarily a tourism focus. However, Destination Northland still has an important role to play in assisting Northland businesses and communities to maximise and manage the sustainable economic benefits of increased visitor numbers.

In accordance with the Trust Deed, it is the Regional Council's responsibility to appoint Trustees. Following the review, new Trustees were appointed in early 2009. It is anticipated that the new Board will be taking an active interest in the 2009/2010 Statement of Intent, which is due to be presented to the Council in March 2009. Enterprise Northland and Destination Northland Ltd will be responsible for delivering the activities outlined in the Statement of Intent, particularly those that support the Regional Growth Programme. Progress will be reported quarterly through the Council's Audit and Finance Committee.

Key Performance Targets and Measures

Each year, the Trust must provide the Northland Regional Council with a Statement of Intent and rolling three year business plan that provides specific details of the planned activities for the year, and the targets and measures by which performance may be judged during the year. A selection of the key performance targets that were used to monitor the Northland Regional Council Community Trust in the 2008-2009 financial year are detailed in the following section. It should be noted that as a result of the review, the key performance targets and measures included in the final Northland Community Plan will reflect the new emphasis in Trust activities and are likely to differ from the measures included in this Plan.

Performance Targets

| Key Targets | Performance Measures |
|---|--|
| Major Projects: Marine Engineering Major Regional Initiative (MRI). Manage MRI funding flows and reporting to ensure that all project milestones are met. | <ul style="list-style-type: none"> ■ All contracts are in place. ■ Infrastructure Investor is secured. ■ Planning for infrastructure has commenced by 30 June 2009. ■ Monitor and report annually on actual results achieved. |
| Company Growth: Engineering Sector Development. Develop sector capacity and capability database and develop programmes to upskill companies sub-contracting to the MRI activity. | <ul style="list-style-type: none"> ■ Obtain level 1 data on 107 companies. ■ Obtain level 2 data on 35 companies. ■ Develop a programme to address capability gaps by 30 June 2009. |
| Regional Marketing: Position Northland as a destination to live, work, invest and visit. Develop and communicate clear positioning material for Northland. Implement strategies to increase visitor nights, targeting shoulder and low seasons. | <ul style="list-style-type: none"> ■ Define Northland values and unifying concepts. ■ Develop appropriate marketing materials. ■ Increase visitor numbers by 2% by 30 June 2009. |
| Implement an Investment Strategy for Northland: Develop an operational process for an Angel Investor Network. Identify and target local and international interests to attract companies to Northland that complement current investment and utilise Northland's advantages. | <ul style="list-style-type: none"> ■ Report annually on the number of Angel Investment deals completed. ■ Agree on a tactical inward investment plan. ■ Implement a communication process with Investment NZ. ■ Report annually on the number and \$ value of inward investments achieved. |
| Economic Development with Māori: Education for Enterprise programmes. Increase Māori participation in business related programmes. | <ul style="list-style-type: none"> ■ Increase participation of Māori students in the Enterprise NZ Trust by 10%. ■ Increase participation of schools and Māori students in the Lion Foundation Young Enterprise Scheme (YES) by 10%. |

Subsidiary Organisations

Northland Port Corporation (NZ) Ltd

Port Ownership

The Northland Regional Council owns 53.61% (22.1 million shares) of the issued capital of the Northland Port Corporation (NZ) Limited, which is presently 41,300,651 ordinary shares of 25 cents each. The balance of shares is held by the public and all shares are listed on the New Zealand Stock Exchange.

The Council reviews its shareholding in the company during the triennial review of its strategic plan.

There are six directors of the Northland Port Corporation (NZ) Limited. Two directors retire by rotation each year. The following are the directors confirmed at the 2007 Annual General Meeting of shareholders:

Mr M W Daniel, Chairman
Mr G E Vazey, Deputy Chairman
Mr M R Gross
Mr R J McKay
Mr S G A Semenoff
Mr I C Walker

Company Operations

Over the last few years the Company has rationalised its operations and is now essentially an investment company with holdings in the following companies:

| Company | Holding | Main Activity |
|--|---------|------------------------|
| Northport Limited | 50.0% | Port Operating Company |
| Northland Stevedoring Services Limited | 50.0% | Stevedores |
| North Port Coolstores (1989) Limited | 50.0% | Coolstore Operators |
| Marsden Point Stevedoring Services Limited | 50.0% | Non-trading |

Northport Limited operates a deep water port facility at Marsden Point.

North Port Coolstores (1989) Limited operates a coolstore at Port Whāngārei. Marsden Cove Limited is currently undertaking marina and residential waterway development in the Marsden Bay area.

The Company also owns approximately 180 hectares of industrially zoned land in the Marsden Point area which is being progressively developed for industry and utilises the port at Marsden Point.

The group's shareholding in Marsden Cove Ltd and Marsden Cove Marina's Ltd were sold effective 30 September 2007.

Company Financial Data

As a listed company, Northland Port Corporation (NZ) Limited is not required to publish a Statement of Corporate Intent nor provide budget estimates to the Council, its major shareholder. The corporation is exempt from the Council-Controlled Organisations' provisions of The Local Government Act 2002.

Policy on Significance (summary)

The Local Government Act 2002 requires the Council to have a “Policy on Significance”. The requirements are set out in sections 90 and 278 of the Act.

Every decision the Council makes must be made in accordance with the decision making requirements set out in sections 77, 78, 80, 81 and 82 of the LGA 2002. Issues, proposals, decisions or other matters that are part of the normal day-to-day operations of the Council will not require formal consideration for significance. However, the nature, extent and detail of compliance which is appropriate in any particular case will be guided by the “significance” of the matter (see section 79).

General Approach to Significance

The Northland Regional Council will determine the significance of any issue requiring a decision on a case-by-case basis, by making judgements about the likely impact of that decision based on the following criteria:

- The current and future social, economic, environmental, or cultural well-being of the Northland region;
- Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter; and
- The Council’s capacity to perform its role and carry out its activities, now and in the future and the financial, resources and other costs of doing so.

Procedure for Determining Significance

1. Identification of an issue requiring a Council decision (generally by Officers).
2. Assessment of significance by officers, using the criteria set out in “General Approach to Significance”.
3. If the matter is significant, or there is any doubt about whether the matter is significant, the decision will be referred to the Council for a determination of the significance of the matter.

Strategic Assets

In accordance with section 90(2), Northland Regional Council’s only strategic asset is its interest in Northland Port Corporation (NZ) Ltd.

Other Assets

The Northland Regional Council has no assets that fall within the definition of social or community assets.

The Council has infrastructure assets consisting of a flood management scheme on the Awanui River.

Audit Report



REPORT TO THE READERS OF NORTHLAND REGIONAL COUNCIL'S LONG-TERM COUNCIL COMMUNITY PLAN FOR THE TEN YEARS COMMENCING 1 JULY 2009

The Auditor-General is the auditor of Northland Regional Council (the Regional Council). The Auditor-General has appointed me, F Caetano, using the staff and resources of Audit New Zealand, to report on the Long-Term Council Community Plan (LTCCP), on his behalf.

The Auditor-General is required by section 94(1) of the Local Government Act 2002 (the Act) to report on:

- the extent to which the LTCCP complies with the requirements of the Act;
- the quality of information and assumptions underlying the forecast information provided in the LTCCP; and
- the extent to which the forecast information and performance measures will provide an appropriate framework for the meaningful assessment of the actual levels of service provision.

It is not our responsibility to express an opinion on the merits of any policy content within the LTCCP.

Opinion

Overall Opinion

In our opinion the LTCCP of the Regional Council incorporating volumes 1 and 2 dated 24 June 2009 provides a reasonable basis for long-term integrated decision-making by the Regional Council and for participation in decision-making by the public and subsequent accountability to the community about the activities of the Regional Council.

In forming our overall opinion, we considered the specific matters outlined in section 94(1) of the Act which we report on as follows.

Opinion on Specific Matters Required by the Act

In our view:

- the Regional Council has complied with the requirements of the Act in all material respects demonstrating good practice for a council of its size and scale within the context of its environment;
- the underlying information and assumptions used to prepare the LTCCP provide a reasonable and supportable basis for the preparation of the forecast information; and
- the extent to which the forecast information and performance measures within the LTCCP provide an appropriate framework for the meaningful assessment of the actual levels of service provision, reflects good practice for a council of its size and scale within the context of its environment.

Actual results are likely to be different from the forecast information since anticipated events frequently do not occur as expected and the variation may be material. Accordingly, we express no opinion as to whether the forecasts will be achieved.

Our report was completed on 24 June 2009, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the Regional Council and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the International Standard on Assurance Engagements 3000: Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards. We have examined the forecast financial information in accordance with the International Standard on Assurance Engagements 3400: The Examination of Prospective Financial Information.

We planned and performed our audit to obtain all the information and explanations we considered necessary to obtain reasonable assurance that the LTCCP does not contain material misstatements. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

Our audit procedures included assessing whether:

- the LTCCP provides the community with sufficient and balanced information about the strategic and other key issues, choices and implications it faces to provide an opportunity for participation by the public in decision-making processes;
- the Regional Council's financial strategy, supported by financial policies as included in the LTCCP is financially prudent, and has been clearly communicated to the community in the LTCCP;
- the presentation of the LTCCP complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the LTCCP are compliant with the decision-making and consultation requirements of the Act;
- the information in the LTCCP is based on materially complete and reliable asset or activity management information;
- the agreed levels of service are fairly reflected throughout the LTCCP;
- the key plans and policies adopted by the Regional Council have been consistently applied in the development of the forecast information;
- the assumptions set out within the LTCCP are based on best information currently available to the Regional Council and provide a reasonable and supportable basis for the preparation of the forecast information;
- the forecast information has been properly prepared on the basis of the underlying information and the assumptions adopted and the financial information complies with generally accepted accounting practice in New Zealand;
- the rationale for the activities is clearly presented;
- the levels of service and performance measures are reasonable estimates and reflect the key aspects of the Regional Council's service delivery and performance; and

- the relationship of the levels of service, performance measures and forecast financial information has been adequately explained within the LTCCP.

We do not guarantee complete accuracy of the information in the LTCCP. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the LTCCP and determining compliance with the requirements of the Act. We evaluated the overall adequacy of the presentation of information. We obtained all the information and explanations we required to support our opinion above.

Responsibilities of the Council and the Auditor

The Regional Council is responsible for preparing an LTCCP under the Act, by applying the Regional Council's assumptions and presenting the financial information in accordance with generally accepted accounting practice in New Zealand. The Regional Council's responsibilities arise from section 93 of the Act.

We are responsible for expressing an independent opinion on the LTCCP and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 94(1) of the Act.

Independence

When reporting on the LTCCP we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than this report and in conducting the audit of the Statement of Proposal for adoption of the LTCCP and the annual audit, we have no relationship with or interests in the Regional Council.



F Caetano
 Audit New Zealand
 On behalf of the Auditor-General
 Whangarei, New Zealand

Glossary and Abbreviations

| | |
|--|---|
| Activity | A good or service provided by, or on behalf of, a local authority or council-controlled organisation; includes...the performance of regulatory and other governmental functions. |
| Annual Plan | A business plan identifying a series of actions to be taken to achieve desired outcomes. |
| CDEM | Civil Defence Emergency Management. |
| Community Outcomes | The outcomes for the Northland Region that are identified as priorities for the time being. These outcomes reflect the combined aspirations of people in Northland and as such belong to the community and not to the Regional Council. |
| Conductivity | The conducting power of a specified material. |
| Consultation | A dialogue between the Council and the community aimed at deciding the best course of action on a particular issue. |
| Council-Controlled Organisation | An organisation in which the Council directly or indirectly controls more than 50% of the votes at meetings of that entity. |
| Democracy | Active participation by citizens in decision making processes that ensures the Council is accountable to residents, ratepayers and the community for its decisions and activities. |
| DOC | Department of Conservation. |
| Draft Plan | Northland Regional Council publishes a draft plan so that the community can make comments (through submissions) before the plan is finalised. |
| Ecosystem | A natural unit consisting of all plants, animals and micro-organisms in an area functioning together with all of the non-living physical factors of the environment. |
| FNDC | Far North District Council. |
| Funding and Financial Policies | These describe how the Council's work will be paid for and the mechanisms for gathering the funds (such as general rate, targeted rates, user charges, grants). |
| GDP | Gross Domestic Product. |
| General Rate | A rate levied across all properties for activities that benefit the whole region. |
| Governance | Is how the Council oversees the effective and responsible management of resources, delivers services, and sets the strategic direction for the region including how it engages with the community (representation). |
| Grants | Grants are available from central government and statutory organisations where there are national benefits or the grants are part of a policy to promote a particular activity or project. |
| Group of Activities | A Group of Activities means one or more related activities provided by, or on behalf of, the Northland Regional Council and Council-Controlled Organisations. |
| Iwi | A Māori tribe, usually comprised of a number of hapū (sub tribes) which share a common ancestor. |

| | |
|---|---|
| Joint Venture | A commercial or non commercial partnership between the Council and one or more other parties in which all those involved work together to try and obtain a mutually beneficial set of outcomes. |
| Kaitiakitanga | The exercise of guardianship; and in relation to a resource. It includes the ethic of stewardship based on the nature of the resource itself. |
| KDC | Kaipara District Council. |
| Levels of Service | These are defined service parameters for a particular group of activities. They are described in terms of measures and targets. |
| LGOIMA | Local Government Official Information and Meetings Act, 1987 |
| LGA | Local Government Act 2002 |
| Local Government Act 2002 | The legislation that explains what the Council's responsibilities are to the Community and how it must fulfil them. |
| Long Term Community Plan (LTCCP) | Northland Regional Council must, at all times, have an LTCCP which must cover a period not less than 10 consecutive financial years. It includes descriptions of the activities Northland Regional Council will engage in over the life of the LTCCP, why Northland Regional Council plans to engage in its activities and how those activities are to be funded. |
| MAF | Ministry of Agriculture and Forestry. |
| Measures | Measures are used to report on progress towards achieving community outcomes. They are also used to show progress towards meeting levels of service. |
| MFE | Ministry for the Environment. |
| NAES | Natural Areas of Ecological Significance. |
| NIF | Northland Intersectoral Forum. |
| Northland Community Plan | Long Term Community Plan (LTCCP) for Northland |
| NZTA | New Zealand Transport Agency |
| Outcomes | The impacts on, or consequences for, the community, Northland Regional Council's Community Plan includes community outcomes which relate to the region as a whole and the Northland Regional Council's outcomes which will result from the operations of the Northland Regional Council. |
| Particulate matter | (PM ¹⁰) – Small solid or liquid particles. |
| RAQP | Regional Air Quality Plan. |
| Renewable | Is something that can be used over and over again with out running out – e.g. solar energy. |
| Resource Management Charges | Northland Regional Council charges for services associated with managing the natural environment. These services include processing and monitoring resource consents, and preparing and changing the Regional Policy Statement and Regional plans. |

| | |
|---|--|
| RMA | Resource Management Act 1991. |
| RMZ | Riparian Management Zone. |
| RPMS | Regional Pest Management Strategy. |
| RPS | Regional Policy Statement. |
| RTC | Regional Transport Committee. |
| RWASP | Regional Water and Soil Plan. |
| Special Consultative Procedure | A specific procedure for the way that the Council must consult with the community as required by the Local Government Act 2002. |
| Submission | Feedback or suggestion from a citizen or group on an issue. |
| Sustainable Development | One definition is the development that meets the needs of current generations without compromising the ability of future generations to meet their own needs. Another definition is that sustainable development is development that takes into account the four well-beings; environmental, economic, cultural and social well-being. |
| Sustainability | Using all of our resources in such a way that they can be maintained in perpetuity. |
| Taitamariki | Young men, young women, youth. |
| Tāngata Whenua | People of the land, the people who hold the turangawaewae and the manuhenua in an area, according to tribal and hapū custom. |
| Taonga | Treasures, possessions, including both tangible and intangible treasures, for example, the Māori language. |
| Targeted rate | A rate levied for activities that benefit only a part of the region (previously called 'separate rates'). |
| Territorial Local Authority (TLAs) | Local territorial authorities include all district and city councils. |
| Te reo | The language (Māori). |
| Tikanga Māori | Māori concepts. |
| User pays | Where an individual benefits directly from a service, or creates the need for a service, then appropriate fee and charges are made. |
| Wahi tapu | Places of sacred and extreme importance. |
| WDC | Whāngārei District Council. |
| Well-being | Councils are required to consider the future well-being of the community when they plan their activities. This involves social, economic, environmental and cultural well-being. |

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A copy of Volume Two can be obtained from any of the Council's offices detailed on page 4, visiting our website www.nrc.govt.nz, by requesting a copy by calling 0800 002 004, or e-mailing mailroom@nrc.govt.nz



Creating a region of choice

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