

# Te Rīpoata i mua i ngā Pōtitanga ā-Rohe o 2025

## Pre-election Report 2025



**Northland**  
REGIONAL COUNCIL   
Te Kaunihera ā rohe o Te Taitokerau

Tihewa mauri ora  
Ko Ranginui te tuanui  
Ko Papatūānuku te paparahi  
Nā rāua te ao marama i hanga  
Ka mōteateatia te hunga wairua,  
nā rātou te kahu tapu i tāniko

Ā, whāia ko ngā mihi ki a  
tātou te hunga ora  
E te tī, e te tā, e Te  
Taitokerau whānui  
Mauri tū  
Mauri ora



Ngā rā matua o ngā Pōtitanga ā-Rohe o 2025  
Key dates for Elections 2025

Candidate nominations open	4 July 2025
Candidate nominations close (12 noon)	1 August 2025
Public notice of day of election, candidates names	6 August 2025
Delivery of voting documents	9 – 22 September 2025
Election day   Close of voting (12 noon)	11 October 2025
Official count	14 – 17 October 2025
Declaration of results	17 – 18 October 2025

Ihirangi  
Contents

Ko te aha te Ripoata i mua i ngā Pōtitanga ā-Rohe o 2025? What is a pre-election report?	02
He karere mai i te Tāhuhu Rangapū Message from the CEO	05
He titiro ki tō tātou rohe Our region at a glance	08
Mō Te Kaunihera ā rohe o Te Taitokerau About Northland Regional Council	09
Te aronga rautaki o te Kaunihera Council’s strategic direction	12
Ngā āheinga me ngā uaua mō Te Taitokerau Opportunities and challenges for Northland	13
Ngā kaupapa matua mō ngā tau e toru ā mua Major projects for the next three years	20
Te taiao Natural environment	
Te aumangeatanga hapori Community resilience	
Te hautūtanga ā-rohe Regional leadership	
Ngā tauākī pūtea Financial statements	30



# Ko te aha te Rīpoata i mua i ngā Pōtitanga ā-Rohe o 2025? What is a Pre-election Report?

The purpose of this pre-election report is to provide our communities with a clear and comprehensive overview of the current state of Northland Regional Council.

This report is prepared in accordance with the Local Government Act 2002, to ensure transparency and informed public discussion ahead of the upcoming general election on Saturday, 11 October 2025.

The pre-election report serves several key functions. It offers a snapshot of our financial position, key projects, and strategic priorities. This information is crucial for residents to understand the challenges and opportunities facing our community. By presenting an unbiased and factual account of our local authority's performance, the report also aims to stimulate public interest and participation in the electoral process, fostering a more engaged and informed electorate, and provide information to help inform those considering standing for council in the elections.

This report is an essential tool for ensuring that voters have the information they need to make informed decisions about the future leadership of our council.

## Other useful documents

Long Term Plan  
[www.nrc.govt.nz/ltp2024](http://www.nrc.govt.nz/ltp2024)

Annual Report 2024  
[www.nrc.govt.nz/annualreport](http://www.nrc.govt.nz/annualreport)

Annual Plan 2025  
[www.nrc.govt.nz/annualplan](http://www.nrc.govt.nz/annualplan)

**This is the information you need to  
make informed decisions about the  
future leadership of our council.**





**//**  
**Your voice will help  
shape the future of a  
region of more than  
200,000 people."**



## He karere mai i te Tāhūhū Rangapū Message from the CEO

**Tēnā koutou. Thank you  
for taking the time to read  
more about our region and  
Northland Regional Council  
as we look toward the  
2025 triennial elections.**

This Pre-election Report is an important part of how we get our community involved in the elections and how we inform them about our current and future work.

It provides an overview of our region's current state, the opportunities and challenges ahead, and the pathway that's been set for the future.

There has been a huge amount of legislative change since the coalition government was formed following the 2023 general election, and this will continue into the coming local government triennium.

The upcoming Resource Management Act reforms for example signal a fundamental shift in philosophy in how natural resources are managed. These changes could have a sizeable impact on our work as a regional council once the new legislation is implemented in 2027. We need to leverage our local knowledge and resource management expertise to ensure that the interests of Northland communities are well-represented throughout the reform process.



Amid the legislative change, we are continuing to progress a huge amount of work, together with tāngata whenua and communities across the region, to protect and restore freshwater health, reduce the devastating impacts of pest species, and help our native species and ecosystems thrive.

Climate change remains a critical focus for our council as we work to reduce its many impacts on our communities and increase our region's resilience. Northland's communities are particularly exposed to climate change with many of our developed areas and infrastructure sitting on floodplains, and coastal erosion and inundation becoming more prevalent along our region's coastline. A changing climate presents many resilience challenges, and the way council supports our communities will contribute to how our region adapts and turns these challenges into opportunities to prosper.

Honouring Te Tiriti o Waitangi and building enduring relationships between iwi, hapū and council is vital for the future of our region and its people. We have made significant progress on this journey in recent years, and have seen the fruits of that in projects like last year's successful completion of major flood works at Otiria which was a testament to collaboration between council and hapū.

As our incoming council begins working towards the next Long Term Plan for our region – which will be completed in 2027 – careful reflection will be needed. It will be the role of this incoming council to look at the future we're working towards, what we're legally required to deliver on, what tāngata

whenua and communities want us to be doing, and what our region can reasonably afford to pay for it all.

For those who are successful and elected as a councillor, these are some of the challenges and opportunities you will be helping to navigate as you provide support, advocacy and leadership to your community.

Your voice will help shape the future of a region of more than 200,000 people. I encourage you to stand up for your community and help us to keep improving lifestyles, supporting livelihoods, protecting what is special and taking Northland forward.

**Ngā mihi mahana, nā**



**Jonathan Gibbard**



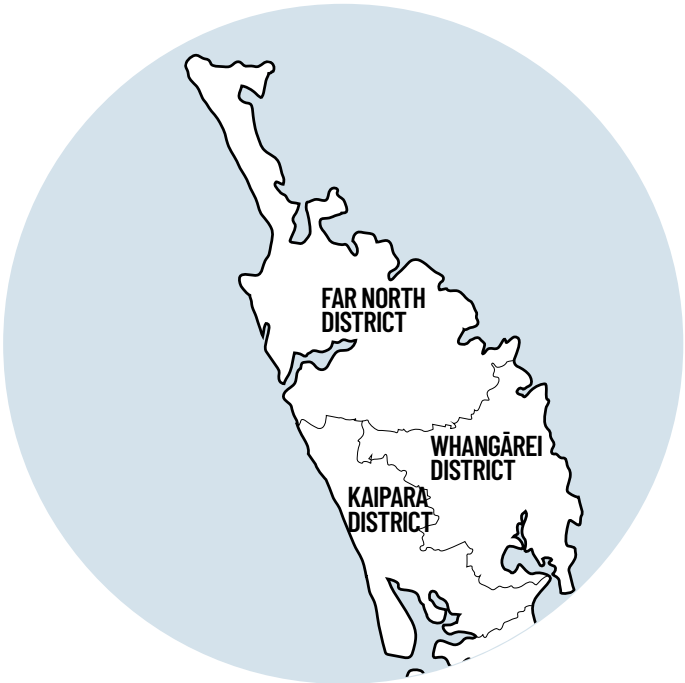
**Tāhūhū Rangapū**  
Chief Executive Officer  
Northland Regional Council

**// Honouring Te Tiriti o Waitangi and building enduring relationships between iwi, hapū and council is vital for the future of our region and its people."**



# He titiro ki tō tātou rohe

## Our region at a glance



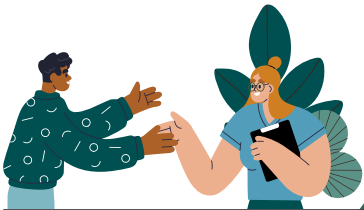
2024	Far North District	Whangārei District	Kaipara District	Northland Region
Population	73,500	100,500	26,800	200,800
GDP \$ Million	\$3,441	\$5,979	\$1,189	\$10,609
Avg. income	\$62,757	\$73,292	\$66,870	\$69,342
Unemployment	6.5%	3.8%	3.6%	4.8%



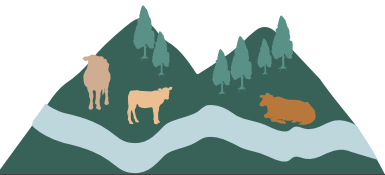
**50%**  
of all Northlanders live rurally  
compared to 15% nationally



**37%**  
of Northlanders identify themselves  
as Māori compared to 18% nationally



**23%**  
of the regional workforce  
is self-employed compared  
to 16% nationally



**10%**  
of regional GDP comes from  
agriculture, forestry and fishing,  
compared to 5% nationally



Northland's population is  
expected to grow to  
**227,000**  
by 2034 at an annual rate of 1%

# Mō Te Kaunihera ā rohe o Te Taitokerau

## About Northland Regional Council

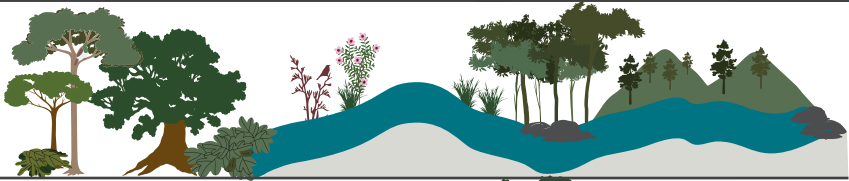
### ENVIRONMENTAL MANAGEMENT

Environmental monitoring,  
consents, science and hydrology.



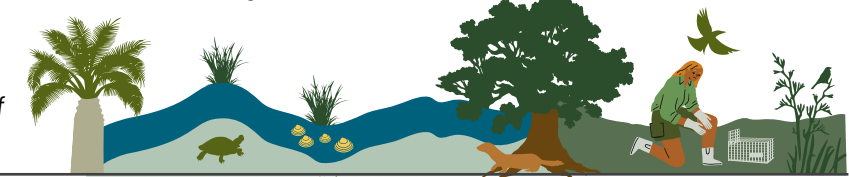
### LAND AND WATER

Caring for the land, and the  
waterways it flows into.



### BIOSECURITY AND BIODIVERSITY

Working with others to get rid of  
pests and help native life thrive.



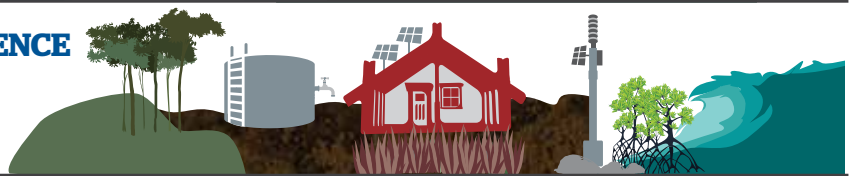
### FLOOD PROTECTION

Protecting communities from  
the impacts of river flooding.



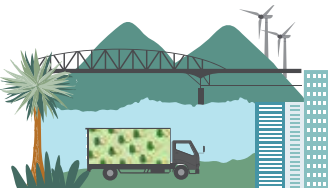
### COMMUNITY RESILIENCE

Climate change resilience and  
emergency management.



### REGIONAL LEADERSHIP

Economic development  
through Northland Inc,  
governance, policy and  
more.



### TRANSPORT

Public buses and  
regional planning.



### HARBOUR SAFETY

Harbourmaster, navigation  
aids, rules and education.



### WORKING TOGETHER

Community engagement,  
Māori partnerships and  
school programmes.





Our key mahi

**Northland Regional Council (NRC) is committed to creating a healthy environment, a strong economy, and resilient communities for Te Taitokerau. Our mahi encompasses three main areas:**

- » **Natural environment**
- » **Community resilience**
- » **Regional leadership**

We strive to protect the unique natural taonga, including beaches, marine environment, forests, and waterways of Te Taitokerau. Our efforts in biosecurity and biodiversity aim to eradicate pests and support native life, ensuring the preservation of our rich biodiversity. We also work with tāngata whenua, landowners and community groups to improve water quality, promote soil conservation, and manage land sustainably.

Building resilient communities is a key focus of NRC. We collaborate with communities and other councils to build a region that can withstand and recover from natural hazards and emergencies. Our flood protection initiatives and climate change adaptation planning are crucial in safeguarding the region’s future.

As regional leaders, we are dedicated to fostering a proactive and informed community. Guided by the wisdom and knowledge of tūpuna (ancestors) and adhering to tikanga (customs and traditional values), we aim to create a region where nature and people thrive together.

Organisational structure

**NRC is led by the Chief Executive and the organisation is structured under six groups, each headed by a general manager who collectively, along with the People and Culture Manager, form the Executive Leadership Team.**

The Executive Leadership Team oversees organisation-wide issues and acts as a crucial link between elected members and staff. They ensure that the activities carried out within each group align with the community outcomes in the long term plan to achieve our overall vision:

**Tiakina te taiao,  
tuia te here  
tangata.**

**Nurture the  
environment,  
bring together  
the people.**

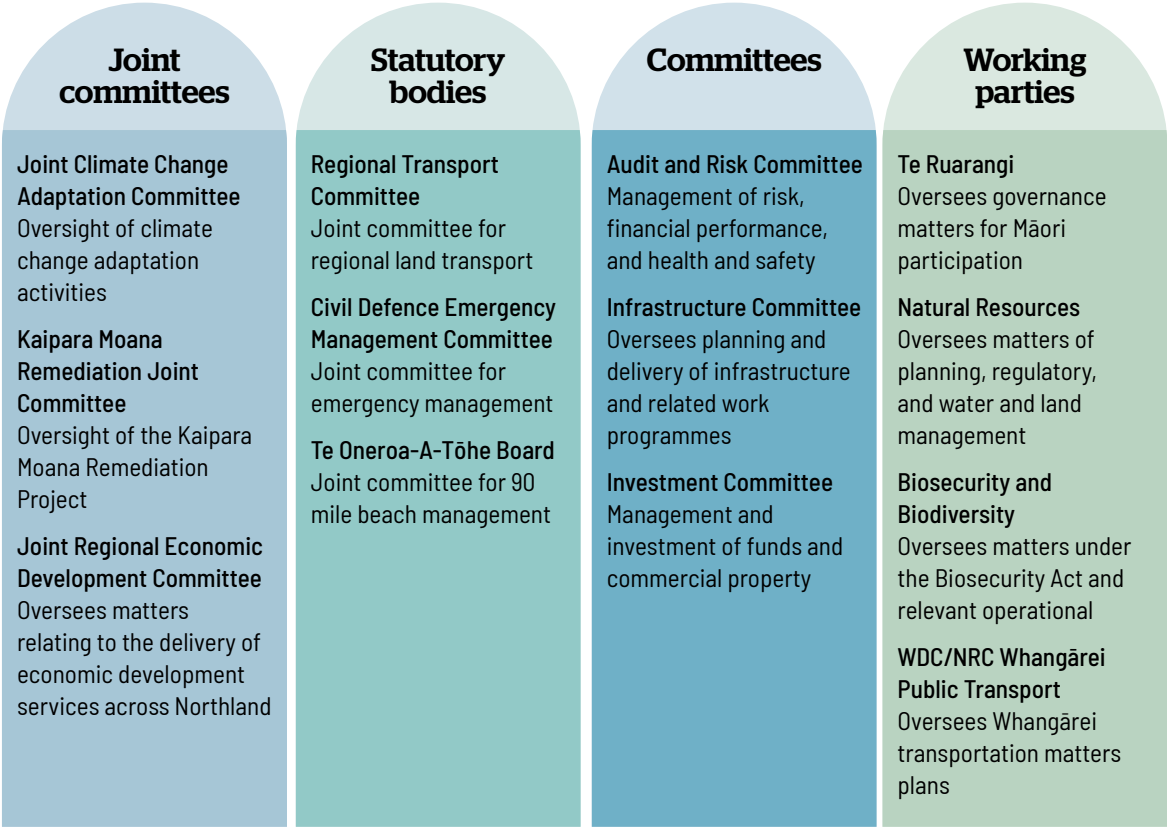
Governance structure

**Elected members play a vital role in the governance and leadership of regional councils in New Zealand.**

They are entrusted with the responsibility of representing the interests and well-being of the communities they serve, ensuring that local voices are heard in the decision-making process. Elected members collectively exercise the powers and duties granted to the council by various legislative acts, including the Local Government Act and the Resource Management Act.

Elected members work collaboratively to set strategic priorities, develop policies, and

oversee the implementation of council plans and initiatives. They are accountable to their constituents and are committed to promoting sustainable development, environmental stewardship, and economic growth within their region. Elected members also play a key role in fostering strong relationships with iwi/hapū and other stakeholders, ensuring that the council’s actions reflect the diverse needs and aspirations of the communities it serves.



# Te aronga rautaki o te Kaunihera

## Council's strategic direction

We've updated our vision and community outcomes as part of our Long Term Plan 2024-2034 process to better reflect what we're working towards. These updates aim to ensure our goals align more closely with the needs and aspirations of our communities.



# Ngā āheinga me ngā uaua mō Te Taitokerau

## Opportunities and challenges for Northland

### Balancing growth within environmental limits

As a regional council we're responsible for developing and implementing a whole range of policies and rules to manage and restore the health of te taiao (the environment), in line with national requirements and local values.

It's important that when fulfilling this role, we do so in a way that both protects the environmental and cultural values that we hold special, while also enabling people and communities to live, play and prosper.

Finding the right balance is challenging, and there are often tensions between economic benefits, cultural impacts and environmental sustainability. Achieving the right balance requires genuine engagement, careful planning and robust regulatory frameworks.

### Resource Management Act reforms

The Resource Management Act 1991 (RMA) is more than 30 years old, and the current system is not delivering the best outcomes for communities or the environment despite multiple changes by successive governments.

In September 2024 the current coalition government established the Expert Advisory Group (EAG) on Resource Management Reform. In March 2025 the EAG group released the Blueprint for Resource Management, which provides a starting point for designing a better system.

The EAG Report recommendations are a fundamental shift in philosophy toward regulatory restraint, greater efficiency and consistency, with fewer bespoke rules and more reliance on national standards, spatial planning, and outcomes-based tools.

Regional councils are a natural partner for central government in the design and delivery of the RMA's replacement. We are connected to our communities and bring practical experience, local knowledge, and resource management expertise for how to make things work on the ground.



While we don't yet know the final impact of RMA reform on our service delivery as a regional council, there are big shifts signalled and councils will be expected to implement change

quickly once new legislation is in place from 2027. Our council will continue to represent the interests of Northland communities throughout the RMA reform process.

**Freshwater reforms**

**As part of resource management reform, a second set of changes to the National Policy Statement for Freshwater is expected to be in place by the end of this year.**

Having paused notification of a Proposed Freshwater Plan Change last year, we expect to begin moving forward again with this significant piece of work aimed at improving the health of fresh water in Te Taitokerau once we have clear direction from government.

Changes will also include the government's revamp of the freshwater farm plans system to make the system more practical and affordable for farmers. The national rollout of freshwater farm plans has been on hold while this work has taken place.

**Adapting to climate change**

**The effect that climate change will have on our environment and our everyday life is perhaps the biggest challenge we face as a region.**

These effects could include sea level rises and more coastal erosion and flooding, impacts on ecosystems right across the country, changes to weather patterns, a more challenging environment for the economy and primary industries and the arrival and establishment of new pest species.

Climate change impacts have the potential to create an existential threat to homes, businesses,

cultural taonga and community values. Our economy relies on primary-industry exports that are increasingly susceptible to droughts, wildfires, floods, pests and diseases. Our water supply systems are vulnerable to prolonged droughts.

The next ten years are crucial for undertaking action that will have long-lasting impacts well into the future. Getting communities involved in creating, managing and owning their emergency response and climate change plans is key to our region's ongoing resilience.

**Strengthening Te Tiriti partnerships**

**Council is committed to honouring Te Tiriti o Waitangi and building meaningful relationships with tāngata whenua.**

We see creating and sustaining meaningful partnerships with tāngata whenua as central to the wellbeing of our region and acknowledge there is much more mahi to be done on this journey together.

Building enduring relationships between iwi, hapū and council means we continue to build strong

and resilient communities and recognise te ao Māori values in the future of Te Taitokerau.

In 2024 council unanimously adopted the newest iteration of 'Tāiki ē' - council and Te Ruarangi's Te Tiriti strategy and implementation plan. Tāiki ē provides a clear roadmap as to how we will uphold our Te Tiriti obligations and be accountable in achieving them.  
[www.nrc.govt.nz/taiki-e](http://www.nrc.govt.nz/taiki-e)



**Ina tere ngā kapua, he hau kei muri**  
**Progress is built on applying shared values.**  
**The clouds float across the sky driven by the wind.**

//  
**The next ten years are crucial for undertaking action that will have long-lasting impacts well into the future."**



**Infrastructure and economic development**

**Our relationship with central government is critical to advancing Northland's infrastructure investments, such as the four-lane highway from Warkworth to Whangārei and strengthening our energy generation and transmission. In partnership with central government, we initiated efforts to improve water storage and distribution infrastructure in the Mid North and Kaipara.**

More recently we, alongside our strategic partners, are contributing to a landmark investment to consolidate Northport ownership, which will enhance regional infrastructure, strengthen iwi/hapū participation, and contribute towards the long-term economic resilience of our region.

The Joint Regional Economic Development Committee is made up of all four councils in Northland and is fundamental to ensuring economic development outcomes are achieved in a coordinated and collaborative way across Te Taitokerau. For sustainable economic growth we need to ensure this committee continues to work together effectively. The committee is responsible for overseeing councils' shareholding in Northland Inc, the regional economic development and tourism agency, that is equally and jointly owned by all four Northland councils.

Northland's proposal to the government's 'Regional Deals' initiative outlines strategic priorities and projects designed to unlock the region's economic potential and deliver long-term benefits to its communities. The proposal, titled 'Igniting Northland's Potential' is available at [www.northlandnz.com](http://www.northlandnz.com). If Northland is selected as one of the early priorities, work in this space is likely to ramp up from early 2026.



**Affordability**

**Striking the right balance between the work that's needed and what we can reasonably ask of communities to contribute via rates is a perpetual challenge for council.**

We are fortunate to have a number of income streams that help subsidise our work, including investment income, subsidies and grants, and fees and charges. This leaves about 60% of our funding needing to come from rates.

Over the coming years it will be critical to continue driving for efficiency and productivity outcomes to ensure we're focused on the right things and delivering our services efficiently and effectively.

Our new council will need to continue finding the right balance for our region, weighing up what we're required to deliver, the aspirations of our communities, and what people can afford to pay.

**// Over the coming years it will be critical to continue driving for efficiency and productivity."**



# Ngā kaupapa matua mō ngā tau e toru ā mua

## Major projects for the next three years

### Te Taiao

#### Natural environment

Te Taitokerau’s natural resources are critical to the wellbeing of the region and its communities. Caring for our land, water, sea and air is the biggest part of our job as a regional council, and the work we need to do in this area continues to grow and change. Our work relies on collaboration with hapū and iwi, other agencies, communities and landowners to protect and restore the health of te taiao.

**Healthy waters, land and air.**

**Protected and flourishing native life.**



### SPEND FOR THE NEXT THREE YEARS \$95.6 MILLION

#### Science

What we aim to achieve

- » Communities are able to access accurate information on the health of Northland’s rivers, lakes, estuaries and harbours, and see improvements in the water’s ability to support aquatic ecosystems, recreational activities and cultural values.
- » Communities and agencies are provided with quality information on water quantity and water resources including rainfall, river flow, groundwater and flood levels.
- » Healthy air quality is maintained and monitored, with the community made aware if standards aren’t being met.

Alongside delivering on our existing environmental science and data programmes, our major projects over the next three years include:

- » Upgrading our river flow monitoring network.
- » Continuing investigations into Aupouri aquifer water resources.
- » Increasing our coastal groundwater monitoring network.

#### Catchment management

What we aim to achieve

- » Sustainable land and soil conservation management, including advice, funding support and education, restoring the mauri (life force or essence) of Northland’s fresh water, wetlands and estuaries and giving effect to Te Mana me te Mauri o te Wai.

Alongside delivering on our existing catchment management programmes, our major projects over the next three years include:

- » Developing business cases for the Taumarere catchment and Hokianga Harbour, together with iwi and hapū, to improve water quality in fresh and coastal waters.
- » Continuing delivery of our hill country erosion programme,

which focusses on reducing sedimentation from highly-erodible land.

- » Ongoing support for Kaipara Moana Remediation programme, a decade-long collaboration to protect and restore the mauri of the Kaipara Moana.
- » Delivering targeted environmental grant funding to support catchment and on farm sustainable land use outcomes.
- » Implementing an improved delivery model for the councils poplar nursery.
- » Implementing government changes to regulations while awaiting greater certainty on freshwater farm plan legislation.

#### Environmental management

What we aim to achieve

- » Northland’s aspirations for sustainable land, freshwater and coastal management are being supported through quality planning processes with Te Mana me te Mauri o te Wai embedded in freshwater planning.
- » Efficient processing of resource consents that results in consistent implementation of regional plan rules across private and community developments.
- » Timely and effective compliance monitoring of resource consents, and response to reported environmental incidents.

Alongside delivering on our existing environmental management programmes, our major projects

over the next three years include:

- » Continuing to progress the Freshwater Plan Change, implementing government’s revised legislative approach.
- » Feeding into the design and development of new legislation to replace the Resource Management Act.
- » Undertaking a plan change process relating to Te Oneroa a Tōhe beach management plan.
- » Increasing capacity for resource consents and compliance monitoring, in line with growing demand.
- » Ongoing development of a new system for managing consents and compliance.



# Biodiversity and biosecurity

What we aim to achieve

- » The indigenous biodiversity and ecosystems of Northland’s forests, wetlands, lakes and coastal margins are maintained and enhanced, in line with Te Mana o te Taiao – Aotearoa NZ Biodiversity Strategy.
- » A tangible reduction in pests is achieved on land and in the marine environment, through engaged communities, landowners and mana whenua.
- » The introduction and spread of marine pests is slowed through inter-regional management.

Alongside delivering on our existing biosecurity and biodiversity programmes, our major projects over the next three years include:

- » Growing support for community-led pest action in western and northern Northland.
- » Continuing development of a new Regional Pest and Marine Pathway Plan for Northland.
- » Ongoing response to exotic Caulerpa, a highly invasive seaweed, and growing our work to prevent gold clam from reaching Northland’s lakes and rivers.

- » Ongoing implementation of the Rāhui Tapu/marine protected area fishing regulations at Mimiwhangata and Rakaumangamanga.
- » Continuing work on our Kaitiaki programme to reduce the impacts of pest fish on our environment.
- » Maintaining protection measures to protect our forests from kauri dieback disease.

**// It's important that we fulfil our role in a way that protects the environmental and cultural values that we hold special."**





Te aumangeatanga hāpori

**Community resilience**

Te Taitokerau is an incredible place offering a unique lifestyle, but it's vulnerable to flooding, drought and the growing effects of climate change. Council is continually working to improve Northland's safety and resilience, in collaboration with many others, and stay one step ahead of the next challenge we're likely to face. Our mahi around community resilience spans flood risk management, building resilience to climate change impacts and emergency situations, harbour safety, and ensuring a region-wide approach to transport planning, route resilience and safety.

**Carbon neutral, resilient communities in a changing climate.**

**Safe and resilient transport networks.**



**SPEND FOR THE NEXT THREE YEARS \$47.8 MILLION**

**Flood risk management**

What we aim to achieve

- » The safety of people and property continues to improve with Northland Regional Council leading actions under the flood adaptation work programme across its policy and planning, flood protection, Civil Defence Emergency Management (CDEM), Regional Land Transport Planning, catchment management, and adaptation activities.

Alongside delivering on our existing flood risk management programmes, our major projects over the next three years include:

- » Improving the Awanui flood scheme, including upper catchment detention, Lake

Tangonge flood detention and coastal stopbank adaptation.

- » Improving the Whangārei flood scheme, including investigation and design for Waiarohia/ Raumanga floodway, and supporting adaptation in at-risk areas.
- » Investigating and design work for flood reduction in Dargaville, Paparoa and Whirinaki.
- » Construction work to raise the flood-prone road in Tauranga Bay village.
- » Continuing marae flood resilience projects with 35 flood-affected marae in Northland.

**Climate action**

What we aim to achieve

- » Northland is more resilient to the effects of climate change, with Northland Regional Council leading promotion, collaboration and coordination of resilience-building and carbon reduction initiatives to deliver climate resilient development region-wide.

Alongside delivering on our existing climate action programmes, our major projects over the next three years include:

- » Growing a number of existing work programmes including regional adaptation and zero carbon work programmes.
- » Developing an integrated flood intelligence model for Dargaville and the Northern Wairoa catchment.

- » Feasibility investigations and development of a fit-for-purpose flood early warning system.
- » Increasing our climate resilience fund supports communities to undertake immediate and meaningful action to build resilience.
- » Continuing to progress a proposal for a solar development project on council land holding at Kotuku St in Whangārei.





## Emergency management

What we aim to achieve

» Communities are well informed and supported to understand, plan for and respond to risks and emergencies as they arise.

Alongside delivering on our existing emergency management programmes, our major projects over the next three years include:

- » Constructing a purpose-built multi-agency co-ordination centre to enable more effective responses to better support our communities.
- » Continuing to develop community and marae preparedness plans across the region.

## Harbour safety and oil spill response

What we aim to achieve

» Navigation on Northland's waters is safe and sustainable with well-managed systems.

» The risk to Northland's coastline from oil spills is significantly reduced by an efficient oil pollution response system.

Alongside our existing harbour safety and oil spill response programmes, over the next three years our major projects include:

- » Strengthening enforcement and education capacity across the region through tāngata whenua Honorary Enforcement Officers and summer enforcement officers.

## Transport

What we aim to achieve

» Northland communities are supported by resilient and sustainable transport networks, and can travel safely with as little impact on the environment as possible.

Alongside delivering on our existing transport programmes, our major projects over the next three years include:

» Advocating for and supporting the delivery of the Northland Expressway from Warkworth to Whangārei and the Marsden Point rail link, two regionally significant infrastructure projects.

- » Investigating options to de-carbonise some of the bus fleet.
- » Re-tendering the urban bus service in Whangārei.
- » Developing the next Regional Land Transport Plan for Northland, which is effectively the blueprint for transport spending in Northland over the next six years.

//

**Council is continually working to improve Northland's safety and resilience, and stay one step ahead of the next challenge."**



Te hautūtanga ā-rohe

**Regional leadership**

There's a lot we do that's easy to see, such as trapping pests, building flood infrastructure and running public bus services. But many of the things we do are less visible, yet critical to the successful operation of council and delivery of our services. As a regional council, we work hard to provide effective and transparent governance, uphold our Te Tiriti o Waitangi responsibilities, support sustainable economic development, advocate on behalf of our region to central government, and keep our communities informed and involved. We also strive to be accessible, customer-friendly, culturally competent, and future-proofed.

**Meaningful partnerships with tāngata whenua.**

**A sustainable, innovative and equitable economy.**

**Efficient, progressive and transparent council systems.**



**SPEND FOR THE NEXT THREE YEARS \$117.7 MILLION**

**Governance**

What we aim to achieve

- » Council maintains effective and transparent democratic processes.
  - » Enhancing capacity and expertise for better engagement and stronger advocacy with central government on regional priorities and community needs.
- Alongside delivering on our existing governance programmes, our major projects over the next three years include:

**Te Tiriti partnership**

What we aim to achieve

- » Enduring relationships between council and Māori are working to deliver on the aspirations of Māori, and support strong outcomes for all Te Taitokerau.
  - » Continuing implementation of priority actions set out in Tāiki ē – our Te Tiriti strategy and implementation plan.
  - » Growing our capacity to support kaitiaki who are delivering critical mahi in partnership with council, build cultural competency across the organisation, and better enable iwi and hapū involvement in council processes.
- Alongside delivering on our existing Te Tiriti partnership programmes, our major projects over the next three years include:

**Economic development**

What we aim to achieve

- » Northland's economic wellbeing is made more resilient by the coordination and delivery of sustainable economic development activities and funding across the region, and is benefitting from well-established partnerships.
  - » Ensuring prudent and effective use of funding reserves to support transformational regional projects including the Northland Water Storage initiative.
  - » Delivering timely, data-driven economic analysis to identify emerging opportunities and challenges and enable informed decision-making.
  - » Advocating for and investing in critical infrastructure projects that enhance regional connectivity, including transportation, digital infrastructure, and resilient energy solutions.
- Alongside delivering on our existing economic development programmes, our major projects over the next three years include:
- » Ongoing support for and oversight of Northland Inc, Northland's regional economic development agency, together with the region's other councils.

**Organisational support**

What we aim to achieve

- » Communities are well informed about council's work, know how to get involved, and are engaged in council processes.
  - » Keeping up with inflation increases, upgraded software and licenses, and ensuring our systems are safe and fit for purpose.
  - » Quality service is provided, that is effective and informative.
  - » Continuing to 'green' our fleet, e.g. transitioning to electric or hybrid vehicles where we can.
  - » The corporate systems and investments that support council activities are effective and future-focussed.
  - » Working to attract and retain quality and skilled staff to best serve Northland and its communities.
- Alongside delivering on our existing organisational support programmes, our major projects over the next three years include:
- » Increasing our capacity to support our growing organisation, programmes of work, and response to legislative requirements.
  - » Continue to strive for efficient and effective delivery of ratepayer funded services.



# Ngā tauākī pūtea

## Financial statements

### Prospective statement of cash flows

The cash flow statement shows how cash has flowed in and out of the council business over each year. It shows where cash has come from, and what it has been applied to. The balance shows how much cash council has readily available to pay its bills. Our operating activities generate cash inflows, mainly from rates and user charges.



“**Council investments need to evolve alongside environmental, social and governance criteria, with a clear and sound strategic direction so the region’s economy can keep growing.**”

Periods Ending 30 June	Actual 2022-23 \$	Actual 2023-24 \$	Estimated 2024-25 \$
<b>Cash Flows From Operating Activities</b>			
Receipts from rates revenue	41,846,069	46,242,913	54,079,490
Receipts from customers	8,636,805	9,736,065	12,678,123
Interest received	499,346	660,632	184,050
Dividends received	3,542,865	2,989,292	1,273,217
Subsidies and grants received	18,332,699	21,250,379	21,765,331
Net goods and services tax received	(441,951)	190,934	5,561,250
Payments to suppliers and employees/members	(66,779,603)	(73,130,492)	(93,069,682)
Interest paid	(554,972)	(776,862)	(2,031,254)
<b>Net Cash From Operating Activities</b>	<b>5,081,257</b>	<b>7,162,862</b>	<b>440,525</b>
<b>Cash Flows From Investing Activities</b>			
Receipt from sale of property, plant and equipment	681,156	581,544	-
Receipts from sale of assets held for sale and investment property	-	-	-
Receipt from sale of investments	45,385,202	47,787,485	8,613,706
Receipt of loan repayments	1,005,000	1,976,214	-
Loans made	-	(1,350,000)	-
Purchase of property, plant and equipment	(13,792,550)	(14,424,739)	(5,802,377)
Purchase of investment property	(7,431,049)	(964,459)	(212,792)
Purchase of investments	(32,378,829)	(44,196,374)	(42,745,241)
<b>Net Cash From Investing Activities</b>	<b>(6,531,070)</b>	<b>(10,590,328)</b>	<b>(40,146,704)</b>
<b>Cash Flows From Financing Activities</b>			
Proceeds borrowed	4,400,000	6,100,000	42,523,248
Dividends paid	-	-	-
Loans Made	-	-	-
Loans Repaid	-	-	-
Repayments of borrowings	-	-	-
<b>Net Cash From Financing Activities</b>	<b>4,400,000</b>	<b>6,100,000</b>	<b>42,523,248</b>
<b>Net Increase (Decrease) in Cash, Cash Equivalents and Bank Overdrafts</b>	<b>2,949,235</b>	<b>2,672,420</b>	<b>2,817,069</b>
Cash, cash equivalents and bank overdrafts at the beginning of the year	4,528,263	7,477,501	10,149,921
<b>Cash, cash equivalents and bank overdrafts at the end of the year</b>	<b>7,477,499</b>	<b>10,149,921</b>	<b>12,966,990</b>

Prospective funding impact statement

The prospective funding impact statement is stated excluding GST. The funding impact statement shows how council funds its activities. It shows where the funding comes from including income from rates; the amount each source is expected to produce; and how those funds will be applied.

Periods ending 30 June (excl GST)						
Source of Operating Funding	Actual 2022-23 \$	Actual 2023-24 \$	Estimated 2024-25 \$	Amended LTP 2026-27 \$	Amended LTP 2027-28 \$	Amended LTP 2028-29 \$
General rates, uniform annual general charges, rates penalties	558,940	607,939	-	-	-	-
Targeted rates (other than targeted water rates)	42,956,140	47,061,576	54,815,186	60,332,131	62,773,547	63,641,798
Subsidies and grants for operating purposes	11,071,617	20,347,717	13,397,325	6,781,693	6,323,734	6,369,156
Fees, charges and targeted rates for water supply	5,906,519	7,652,047	6,342,415	6,794,378	7,036,796	7,182,275
Interest and Dividends from Investments	8,152,038	8,795,072	1,461,632	5,844,149	5,841,539	5,841,705
Local authorities fuel tax, fines, infringement fees and other receipts	3,438,829	4,327,044	9,490,418	9,030,541	10,778,615	12,062,774
Total Operating Funding	72,084,082	88,797,394	85,508,976	88,782,992	92,754,230	95,097,708
Applications of Operating Funding						
Payments to staff and suppliers	66,557,792	76,330,356	79,175,318	80,482,782	81,774,717	82,389,268
Finance costs	554,972	852,300	2,031,254	3,968,322	4,009,827	3,962,121
Other operating funding applications	-	-	-	-	-	-
Total Application of operating Funding	67,112,763	77,182,656	81,206,573	84,451,105	85,784,544	86,351,389

Surplus/(Deficit) of Operating Funding	4,971,319	11,614,739	4,300,403	4,331,887	6,969,687	8,746,319
Sources of Capital funding						
Subsidies and grants for capital purposes	5,798,785	1,829,767	5,938,050	-	-	-
Development and financial contributions	-	-	-	-	-	-
Increase/(decrease) in debt	4,400,000	6,100,000	42,523,248	1,812,333	885,000	615,000
Gross proceeds from sale of assets	594,774	-	-	-	-	-
Lump sum contributions	-	-	-	-	-	-
Total Sources of Capital Funding	10,793,559	7,929,767	48,461,298	1,812,333	885,000	615,000
Applications of Capital Funding						
Capital expenditure	-	-	-	-	-	-
to meet additional demand	-	-	-	-	-	-
to improve levels of service	16,868,157	9,426,499	5,268,388	1,932,790	1,399,897	1,136,348
to replace existing assets	3,708,652	5,843,916	746,782	721,978	836,126	926,393
Increase/(decrease) in reserves	(7,861,771)	(791,378)	14,478,503	1,400,967	3,824,192	5,453,307
Increase/(decrease) of investments	3,049,839	5,065,467	32,268,029	2,088,486	1,794,472	1,843,271
Total Applications of Capital Funding	15,764,877	19,544,504	52,761,702	6,144,221	7,854,687	9,361,319
Surplus/(Deficit) of Capital Funding	(4,971,319)	(11,614,738)	(4,300,403)	(4,331,887)	(6,969,687)	(8,746,319)
Funding Balance	(0)	0	(0)	-	0	-

LTP: This data has been taken from our Amended Long Term Plan 2024-2034 and has not been updated.



## Prospective statement of financial position

The statement of financial position shows what assets we own, what liabilities we owe to other parties and our net worth. The councils position remains very strong with liabilities representing only a small percentage of total assets.

As at 30 June	Actual 2022-23 \$	Actual 2023-24 \$	Estimated 2024-25 \$	Amended LTP 2026-27 \$	Amended LTP 2027-28 \$	Amended LTP 2028-29 \$
<b>Equity</b>						
Accumulated funds	158,975,898	168,165,326	227,290,213	366,101,973	365,341,432	368,062,003
Other reserves	65,273,476	63,981,501	11,738,528	5,067,246	12,185,223	21,867,902
Total equity attributable to Northland Regional Council	224,249,374	232,146,827	239,028,741	371,169,219	377,526,654	389,929,905
Non-controlling interest	-	-	-	-	-	-
<b>Total equity</b>	<b>224,249,374</b>	<b>232,146,827</b>	<b>239,028,741</b>	<b>371,169,219</b>	<b>377,526,654</b>	<b>389,929,905</b>
<b>Current Assets</b>						
Cash and Cash Equivalents	7,477,499	10,149,921	12,966,990	1,644,128	1,744,744	2,409,830
Receivables	8,436,498	10,803,118	12,423,586	12,182,477	12,419,018	14,006,161
Inventory	275,509	360,672	360,672	275,509	275,509	275,509
Asset held for sale	-	857,265	3,384,500	3,994,500	-	-
Other Financial Assets	11,442,155	6,399,348	14,777,296	8,059,010	7,775,131	6,991,826
<b>Total current assets</b>	<b>27,631,661</b>	<b>28,570,325</b>	<b>43,913,044</b>	<b>26,155,624</b>	<b>22,214,402</b>	<b>23,683,325</b>

<b>Non-current Assets</b>						
Receivables	-	-	-	773,697	760,886	748,241
Investment property	84,153,001	81,993,667	78,813,358	92,014,072	93,432,505	94,875,086
Other financial assets	61,306,873	67,136,172	62,946,733	105,823,121	106,942,868	112,698,991
Investment in subsidiaries (excluding CCOs) and joint venture company	7,827,563	7,827,563	47,532,178	132,425,607	133,259,737	134,093,867
Investment in Council Controlled Organisations	391,888	406,167	406,167	282,000	282,000	282,000
Infrastructure, property, plant and equipment	64,361,501	69,845,597	71,944,494	91,475,846	90,847,057	94,292,018
Capital projects in progress	7,410,490	13,151,968	14,479,465	-	-	-
Intangible assets	880,095	114,723	838	-	-	-
Forestry assets	4,242,424	4,329,926	4,329,926	4,242,424	4,242,424	4,242,424
<b>Total non-current assets</b>	<b>230,573,836</b>	<b>244,805,783</b>	<b>280,453,160</b>	<b>427,036,769</b>	<b>429,767,478</b>	<b>441,232,627</b>
<b>Total assets</b>	<b>258,205,497</b>	<b>273,376,106</b>	<b>324,366,204</b>	<b>453,192,392</b>	<b>451,981,879</b>	<b>464,915,952</b>
<b>Current liabilities</b>						
Payables and deferred revenue	12,041,829	12,842,201	13,476,681	9,627,874	9,651,012	9,560,353
Employee entitlements	3,242,462	3,284,742	3,349,672	3,515,672	3,521,923	3,528,361
Borrowings and other financial liabilities	-	-	-	8,394,500	-	-
<b>Total current liabilities</b>	<b>15,284,292</b>	<b>16,126,943</b>	<b>16,826,352</b>	<b>21,538,046</b>	<b>13,172,935</b>	<b>13,088,715</b>
<b>Non-current liabilities</b>						
Payables and deferred revenue	296,158	624,599	624,599	610,000	610,000	610,000
Borrowings and other financial liabilities	18,358,000	24,459,000	67,863,000	59,851,774	60,648,895	61,263,895
Employee entitlements	17,804	19,052	23,510	23,354	23,396	23,438
<b>Total non-current liabilities</b>	<b>18,671,962</b>	<b>25,101,651</b>	<b>68,511,109</b>	<b>60,485,128</b>	<b>61,282,291</b>	<b>61,897,333</b>
<b>Total liabilities</b>	<b>33,956,254</b>	<b>41,228,593</b>	<b>85,337,461</b>	<b>82,023,174</b>	<b>74,455,225</b>	<b>74,986,048</b>
<b>Total net assets</b>	<b>224,249,374</b>	<b>232,146,827</b>	<b>239,028,742</b>	<b>371,169,219</b>	<b>377,526,654</b>	<b>389,929,905</b>

LTP: This data has been taken from our Amended Long Term Plan 2024-2034 and has not been updated.

## Report against other targets

### Rate limits

In its financial strategy council signalled rates revenue and rate increase limits. The limits were based on the need to address the range of issues facing the region over the next 10 years, while enabling council to maintain a strong and sustainable financial position and remaining ever mindful of the affordability of rates for the community.

The table below shows these limits and the council's performance for the years ending 30 June 2023 and 2024. It also shows the estimated outcomes for 2025, and forecasts for 2027, 2028 and 2029. Council amended its rates increase limits in the 2021-31 Long Term Plan. The amendment increased the limit from 10% to 15% and changed the basis of the calculation from rates increase as a % of total rates to rates increase as a % of total region-wide targeted rates. Council considered this a more relevant measure for stakeholders.

As at 30 June	Actual 2022-23 \$	Actual 2023-24 \$	Estimated 2024-25 \$	Amended LTP 2026-27 \$	Amended LTP 2027-28 \$	Amended LTP 2028-29 \$
Projected total rates	\$43,515,079	\$47,675,515	\$54,815,186	\$60,332,131	\$62,773,547	\$63,641,798
Projected total rate revenue increase (\$)	\$4,910,574	\$4,160,436	\$7,139,671	\$2,344,464	\$2,441,415	\$868,251
Total rates increase limit	10.0%	10.0%	15.0%	15.0%	15.0%	15.0%
Projected total rate revenue increase (%)	12.7%	9.6%	15.9%	4.0%	4.1%	1.4%
Rates as a % of revenue limit	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%
Projected rates as a % of revenue	53.8%	52.3%	58.0%	69.4%	69.1%	68.3%
Projected total expenditure (operating and capital)	\$87,689,573	\$92,453,071	\$100,225,428	\$87,105,873	\$88,020,566	\$88,416,130

LTP: This data has been taken from our Amended Long Term Plan 2024-2034 and has not been updated.

### Debt limits

Council set its debt covenants in the Amended Long Term Plan 2024-2034. They represent limits as expressed in the Local Government (Financial Reporting and Prudence) Regulations 2014.

#### The current limits are

Debt Covenant	Limit
Net debt/total revenue	<175%
Net interest/total revenue	<20%
Liquidity	>110%

Northland Regional Council has borrowed funds since 2015 to fund infrastructure assets. This borrowing was beneficial in reducing rates to rate payers. Given the council has liquid funds significantly exceeding the level of borrowing, none of the above can be sensibly calculated and council is well within these limits.

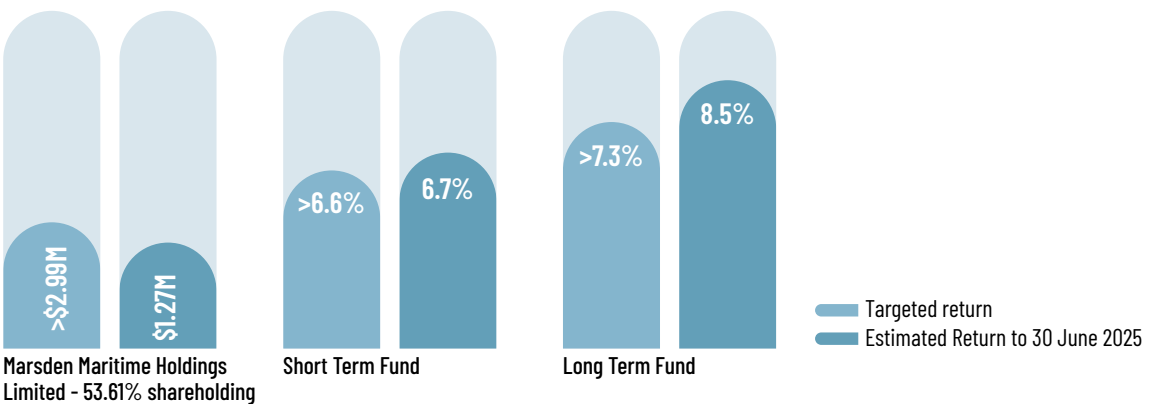
## Council objectives for holding and managing investments

Council maintains a diverse range of investments, which include:

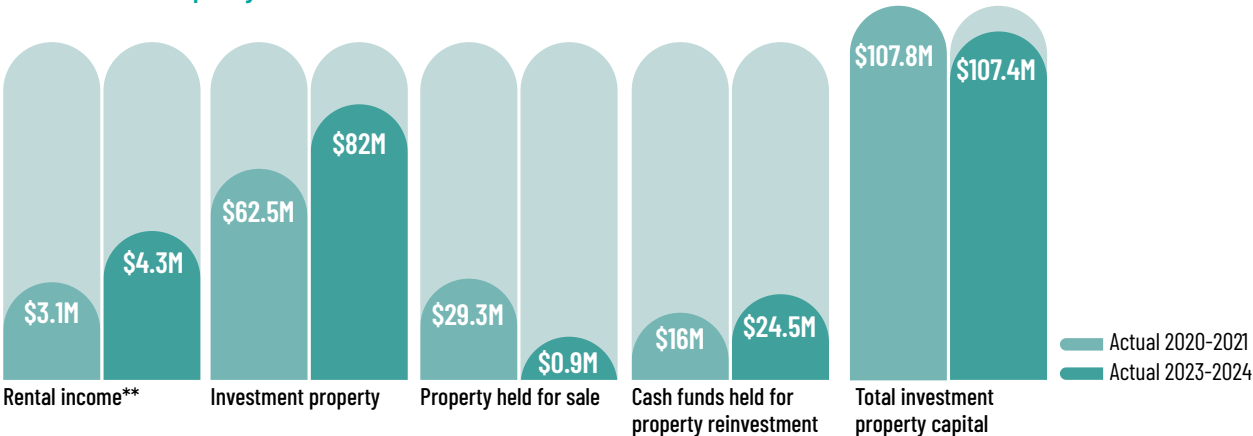
- » Shareholding in Marsden Maritime Holdings Limited/Northport Group Limited Joint Venture\*
- » Forestry holdings
- » Cash, stocks, and bonds
- » Economic Development Reserve - applied to fund economic development activities
- » Investment Property - freehold and endowment properties

The table below shows the targeted returns as defined in council's financial strategy and the estimated returns achieved to 30 June 2025 for investments; and the actual value of investment property assets and associated rental income for the year ended 30 June 2021 and 30 June 2024.

### Investments



### Investment Property



Return on investments at least 7% per annum.

\*Note: returns on the investment in Northport Group Limited are expected to start in the 2025-2026 year.

\*\*Does not include interest or dividends from cash funds held.



**//  
The regional council is a voice for  
Northland and Northlanders, and  
our success lies in working together."**

Find out more about local elections  
[www.nrc.govt.nz/elections2025](http://www.nrc.govt.nz/elections2025)