

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		113			✓	✓		✓	✓	
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■ 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.

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.

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. 	•			•			
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	•		•			•	
	•	•	•	•	•	•	•
	•	•	•	•	•	•	•
1.1.2 Involve the community in the Council's long term planning.							
<ul style="list-style-type: none"> ■ 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. 	•	•	•	•	•	•	•
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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.

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.

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							
<ul style="list-style-type: none"> ■ 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. 	•	•	•	•	•	•	•

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 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 Seaweeek, 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.

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, Seaweek 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.

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.

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.

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.

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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.	<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> ■ Update annually on the Northland Regional Council website.
c. Provide real-time environmental data on the Council's website.	<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> ■ At least 90% of new information posted on the Council's website within 24 hours.

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	<p>Helping people to be better informed about their environment and what actions to take for improvement.</p> <p>Encouraging environmental action by rewarding, with awards and sponsorship, groups and individuals who achieve good environmental outcomes.</p>	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. <ul style="list-style-type: none"> ■ 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. <ul style="list-style-type: none"> ■ 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. 	•	•	•	•	•	•	•

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.

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.

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.							
<ul style="list-style-type: none"> ■ Continue to improve public access to information. ■ Continue to review, update and include additional environmental and economic information for both internal and external use. 	•	•	•	•	•	•	•

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.
- Our community 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.

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:

	Forecast 2009-2010 NZ\$	Forecast 2010-2011 NZ\$	Forecast 2011-2012 NZ\$
EXPENDITURE			
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 Trusts 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.

As part of this plan, the Council is publicly consulting on the proposal to transfer its majority shareholding in Northland Port Corporation (NZ) Limited to the IDA. More information can be found in a separate Statement of Proposal on pages 227 to 228 of this plan.

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. It is anticipated that the MOU will lead to the forming of a Council Organisation between these organisations as equal partners to further develop this project. 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.

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.

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.

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.

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.							
<ul style="list-style-type: none"> ■ 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. 	•	•	•	•	•	•	•

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	15,418,253	1,696,617	1,814,970
Support Costs internally allocated to Activity	20,812	21,745	23,372
TOTAL OPERATING EXPENDITURE	15,888,360	2,645,097	2,729,827
NET CASH COST/(SURPLUS) OF ACTIVITY	15,262,948	1,597,365	1,664,352
<i>Funded by</i>			
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	15,262,948	1,597,365	1,664,352
TOTAL OPERATING EXPENDITURE BY ACTIVITY			
Economic Development	15,492,464	2,238,312	2,319,875
Regional Growth Programme	395,896	406,785	409,952
TOTAL REGIONAL ECONOMIC DEVELOPMENT	15,888,360	2,645,097	2,729,827

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.

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 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.							
<ul style="list-style-type: none"> ■ 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.							
<ul style="list-style-type: none"> ■ 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.							
<ul style="list-style-type: none"> ■ Continue to prepare submissions on proposed legislative changes. 	•	•	•	•	•	•	•

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:

	Forecast 2009-2010 NZ\$	Forecast 2010-2011 NZ\$	Forecast 2011-2012 NZ\$
EXPENDITURE			
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 Land 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 Land 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 Land 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.

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.

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.							
<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.

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.

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.							
<ul style="list-style-type: none"> ■ 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. 	•	•	•	•	•	•	•

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;
- 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 as indicated by the Council’s consents database.
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. <p>* Note: Only applies where an application remains unchanged from that heard by the Council’s Hearings Committee.</p>

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.

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 application.							
<ul style="list-style-type: none"> It is intended that there will be ongoing activity through the next 7 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.	■ Respond to all enquiries within 10 working days.
b. Advise Iwi Groups in the Council's register of relevant new resource consent proposals.	■ 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.	■ Reports completed no later than 30 September 2010.
d. Record decisions on resource consent applications in the Council's consents database.	■ 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.	■ A total of 98% of consent holders whose consents are renewable are advised at least 8 months before the expiry date.

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.

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. 	•	•	•	•	•	•	•

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.

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 Health 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.

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.

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.

Environmental Monitoring

In conjunction with PGG Wrightson, the Council maintains and operates waste hazardous substances collection facilities in Kaitiāia, 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;
- 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);

- 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 water quality network for the measurement, recording and reporting of river and lake water quality trends and soil quality trends.	<ul style="list-style-type: none"> Water quality monitoring undertaken monthly and reported monthly to Council in the environmental monitoring report. Soil health monitoring programme reviewed by 31 January 2010, implemented by 31 July 2010 and the results monitored throughout 2011. Progress reported to the Council in the environmental monitoring report.
b. Report on summer coastal and freshwater bathing water quality and water quality for the collection of shellfish at various sites.	<ul style="list-style-type: none"> Non compliances reported to relevant district council and Northland District Health Board within 12 hours of the results becoming available.
c. Monitor ambient air quality in line with the priorities of the National Environmental Standard for Air and the Regional Air Quality Plan.	<ul style="list-style-type: none"> Monitor air quality in priority air sheds daily. Report results each year in the Annual Monitoring Report and every five years in the State of the Environment Report.
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"> Information on rainfall and river levels updated daily on the Council website. Report results each year in the Annual Monitoring Report and every five years in the State of the Environment Report.
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"> Monitor groundwater levels and/or water quality at selected sites. Report results each year in the Annual Monitoring Report and every five years in the State of the Environment Report.
g. Monitor water and sediment quality in Northland harbours on a prioritised basis.	<ul style="list-style-type: none"> Priority harbour waters monitored once every two months and sediment once every two years. Report results each year in the Annual Monitoring Report and every five years in the State of the Environment Report.

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
h. Undertake a prioritised estuary health monitoring programme.	<ul style="list-style-type: none"> ■ Increase the number of estuaries monitored from three to five in the 2010 year, and continue to monitor five sites in 2011. Report results each year in the Annual Monitoring Report and every five years in the State of the Environment Report.
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.

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.

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.	<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> ■ All advice provided in accordance with ISO accredited Council policies and procedures and no justifiable complaints received each year.

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.	<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> ■ 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.

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.							
<ul style="list-style-type: none"> ■ 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.							
<ul style="list-style-type: none"> ■ 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.							
<ul style="list-style-type: none"> ■ 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; 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 authorized 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 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.

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 consents, regional rules, and relevant statutory requirements.							
<ul style="list-style-type: none"> ■ 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, everyday environmental incident reporting system.

Performance Measures 2009-2012	Performance Targets 2009-2012
a. Respond to calls received on the environmental hotline.	<ul style="list-style-type: none"> Report to the Council on all calls received monthly in the environmental monitoring report and record the outcome of investigations and the response by Council in the Council’s database.
b. Take appropriate enforcement action in cases of significant non-compliance with statutory requirements.	<ul style="list-style-type: none"> Enforcement action reported monthly to the Council in the environmental monitoring report and any enforcement actions recorded in the Council’s database.
c. Communicate incidents that negatively impact on public health as appropriate.	<ul style="list-style-type: none"> Notify the on duty Health Protection Officer at Northland Health within 48 hours of identifying the risk.

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.

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.							
<ul style="list-style-type: none"> ■ 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 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.	■ Report quantities of hazardous substances collected monthly in the CEO's Report to Council.
b. Provide a transport and disposal service for appropriate hazardous substances.	■ Report disposal service results each year in the Annual Report and every five years in the State of the Environment Report.
c. Provide a hazardous substances monitoring service to the Department of Labour, as required.	■ Inspections reported monthly in the CEO's Report to Council and annually to the Council and Department of Labour.
d. Provide an on-call 24 hour, seven day a week service for responding to incidents involving hazardous substances.	■ Incident calls reported monthly in the CEO's Report to Council.
e. Maintain a database of potentially contaminated sites, related site assessments and remediation.	■ Relevant data provided to the relevant district councils for inclusion in the LIM and PIM systems by 31 December each year.

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.

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.							
<ul style="list-style-type: none"> ■ 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 & 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.	<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> ■ 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.	<ul style="list-style-type: none"> ■ 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.

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.

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 Ngairu.	■ 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.

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.

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.

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.

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 sustainable land management in Northland.							
<ul style="list-style-type: none"> ■ 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. 	•	•	•	•	•	•	•

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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> All new strategies considered by the Environmental Management Committee.
c. Prepare annual operational plans for each regional pest and report on outcomes.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Monitor at least seven sites per annum. Notify property owner if Webworm laval is present in more than 50m² 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> No more than 15% possum density overall.
h. Provide a pest identification service.	<ul style="list-style-type: none"> 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 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
<i>Less Non-Cash Items</i>	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

10.2 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Plan reviewed annually and reported to the CDEMG.
c. Distribute civil defence information to the wider community.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<p>Reducing loss of life associated with catastrophic events.</p> <p>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.</p> <p>Reducing the likelihood that people will face unnecessary hardship.</p>	<p>People may feel their rights have been diminished in order to provide for the well-being of the wider public or future generations.</p>
Economic	<p>Reducing loss of damage to property associated with catastrophic events.</p>	<p>Some people may consider the cost of hazard reduction through plan changes to have a negative economic cost.</p>

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 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. 	•	•	•	•	•	•	•
10.2 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 CDEMG 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.							
<ul style="list-style-type: none"> ■ 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

New Rates

Rescue Helicopter Services Rate

The Northland Regional Council is seeking public comment on the introduction of a new targeted Rescue Helicopter Services Rate. The purpose of the new rate would be to contribute funding to the Northland Emergency Services Trust (NEST) towards the provision of an emergency helicopter/air ambulance service for Northland. Subject to the Council conducting appropriate due diligence, this new rate would see all ratepayers in Northland pay an additional \$8.56 (GST inclusive) to fund a \$675,000 per annum (GST inclusive) contribution to NEST.

Established in 1988, NEST is a non-profit Charitable Trust with trustees from the Northland Community and representative of organisations including St John Ambulance, Northland Health and NZ Police. NEST currently operates two helicopters and provides a vital service to all Northlanders. Many of the outlying areas of Northland have total reliance on this service to bring them into effective range of emergency hospital and/or medical services. The service has transported over 8,000 patients to date, 650 in the last year. With the reorganisation and subsequent centralisation of specialised hospital services in Whāngārei, there was an expectation that central government would ensure that the region would have a viable emergency helicopter service. This however, has not transpired, although the Regional Council will continue to advocate for increased central government funding for this essential service.

NEST currently provides an emergency helicopter/air ambulance service which meets the needs of Northland 24/7 in an effective and efficient manner. NEST is currently funded from a combination of sponsorships, donations and grants from a variety of organisations including Northpower and Top Energy (approximately 50%) and government funding via ACC, Northland District Health Board and others. In addition, NEST has a high level of community ownership arising from targeted fund raising activities. However the cost of community funding is extremely high, and with the loss of a major sponsor in the 2006/07 financial year, NEST must maintain and enhance present funding schemes to enable the current level of service to continue to be provided to Northlanders. While there are ongoing central government reviews, there is little evidence of any imminent increase in central government funding.

In order to provide funding certainty to NEST and to enable the existing emergency helicopter/air ambulance service to continue, NEST approached the Regional Council for a funding contribution. Due to similar funding issues, a number of regional councils in New Zealand now contribute ratepayer funding to rescue helicopter services.

Accordingly, the Council is seeking public submissions on its intention to provide a \$675,000 funding grant to NEST via a new targeted rate before making a final decision. The introduction of this new rate is considered to contribute to the social well-being of Northlanders because it fulfils the expectation that all Northlanders should have an emergency helicopter service that is capable of arriving at a scene, providing treatments and/or transportation to an appropriate care facility, generally within the “golden” first hour rather than the many hours required to make the journey by road. This new rate would therefore contribute to the Regional Community Outcome “Northland residents are safe and healthy”. More information on this community outcome can be found on pages 55 to 58 of this plan. In terms of the Council’s stated priorities in working with other organisations to achieve this community outcome, the Council has identified that it has an advocacy role identified as “support the organisations charged with ensuring that Northlanders have appropriate access to health services”. Providing a funding contribution to NEST towards the provision of a regional emergency helicopter/air ambulance service would be a tangible way of providing such support for the benefit of all Northlanders.

Whāngārei District Transport Rate

From 1 July 2009, it is intended that the Northland Regional Council take over the funding of the Whāngārei public transport services from the Whāngārei District Council. Transferring the responsibility from the District Council to the Regional Council will largely have a nil effect on ratepayers. Subject to the Council conducting appropriate due diligence, the transfer would result in the Regional Council introducing a new targeted Transport Rate for the Whāngārei District. The purpose of this rate is to fund the Whāngārei District bus passenger transport services, and would see each ratepayer in the Whāngārei District pay \$12.83 (includes GST) providing \$460,000 per annum to subsidise bus services in Whāngārei.

Under the Land Transport Act 2003, the Regional Council is already responsible for administering this service. Under the current arrangements, the administration of the bus service contract is carried out by the Northland Regional Council, but funding decisions require the prior approval of the Whāngārei District Council, which must make these decisions amidst other increasing demands on its annual budget. The Regional Council intends to take over the collection of the local funding of the service from the Whāngārei District Council on the basis that:

- There is nationally and regionally a push for more, affordable passenger transport services;
- The provision for passenger services is a Regional Council responsibility;
- Such provision needs secure funding arrangements; and
- The current funding arrangements make efficient administration of the growing contracted service very difficult for Northland Regional Council staff.

It is intended to levy the Transport Rate over the entire Whāngārei District. The Council acknowledges that the bus service operates in the Whāngārei urban area only and if the strict principle of user pays is applied, a targeted rate would be levied over the Whāngārei urban area only. However, the Council considers there to be a wider public good element to the District as a whole and is therefore

intending to levy the rate District wide. The wider district will benefit in terms of social well-being from:

- The contribution of the modern passenger transport service to Whāngārei's image as a progressive district;
- The potential for 'park and ride' options for people living outside the urban area (as has been discussed by the Bus Subcommittee); and
- The ease of vehicle travel within and through the urban area through reduced congestion.

The Whāngārei urban bus service contract was recently re-tendered and on 1 July 2008 the new operator commenced service. An additional 13,600 trips were taken on the new buses in their first six months of operation compared to the same period in the previous year. The new service provides increased hours of operation and frequency of trips. Passenger transport services both nationally and regionally, are receiving increased patronage as petrol prices rise and urban congestion and parking restrictions become a significant impediment to the use of private motor vehicles in urban areas.

The introduction of this new rate contributes to the Regional Community Outcome "Northland's infrastructure is developed in a sustainable way". More information on this Community Outcome can be found on pages 59 to 64 of this plan. In terms of the Council's stated priorities in working with other organisations to achieve this Community Outcome, the Council has identified that it has a lead agency role to "co-ordinate the funding and development of an integrated transport network to improve access to, from and within the region". This new rate would see the administration and funding of the service carried out by one organisation (the Regional Council) resulting in increased levels of efficiency and accountability.

Submissions on the introduction of these new Rates are invited by 3.00 pm on Friday 8 May using the submission form on page 13 of this plan.

Statements of Proposal

Proposed transfer of Northland Port Corporation (NZ) Ltd shares to an Infrastructure Development Agency

The Northland Regional Council is seeking public comment on the proposal to transfer the Council's 52.4% majority shareholding in the Northland Port Corporation (NZ) Ltd (NPC), to the 100% Regional Council owned Infrastructure Development Agency (IDA). The value of the shares 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. This proposal 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.

Furthermore, 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.

Details of the proposal

It is proposed that the Northland Regional Council 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 52.4% 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 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 proposed transfer therefore does 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. Should this proposal proceed, 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 proposal

The proposed transfer is considered to be financially beneficial to the Council (and therefore to ratepayers) 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 will 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

In terms of public comment on this proposal, the choice is either to support the transfer of NPC shares to the IDA and provide the opportunity for reduced costs associated with any future infrastructure projects the Council undertakes, or face potentially higher costs or reduced infrastructure in the future by maintaining the status quo. The advantages and disadvantages of these two options are compared in the following table:

Advantages	Disadvantages
<p>Governance The IDA would help ensure that Northland Regional Council's investment in NPC is governed effectively.</p>	<p>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.</p>
<p>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.</p>	<p>Flexibility Transferring the shares to the IDA could restrict the Northland Regional Council to provide governance to the NPC board.</p>
<p>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.</p>	
<p>Shareholding The Council would continue to own 52.4% 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.</p>	
<p>Voting Rights Through the IDA, the Council would continue to have voting rights on the NPC shares.</p>	
<p>Cash Flow There are no risks to cash flows arising from the transfer of the shares to the IDA.</p>	

Other option considered

The other option available to the Northland Regional Council is as follows:

Continue with existing arrangements

The Council could continue using its existing monitoring, governance and financial arrangements for the NPC shares. However, the Council would like to improve the financial efficiency of these arrangements and the transfer of these shares to the IDA would achieve this. The Council expects the benefits gained from transferring the shares far outweigh any actual or perceived costs.

Social, cultural, environmental and economic impacts

The proposal will 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.

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.

Conflicts of Interest

No conflicts of interest have been identified as arising from the proposed transfer of the Northland Port Corporation (NZ) Ltd shares to the Infrastructure Development Agency.

Proposal to establish a new Council-Controlled Organisation

The Council is proposing 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.

Submissions on these Statements of Proposals are invited by 3.00pm on Friday 8 May using the submission form on page 13 of this plan.

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 Draft 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 52.4% (22.8 million shares) of the issued capital of the Northland Port Corporation (NZ) Limited, which is presently 43,474,369 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 MW 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 STATEMENT OF PROPOSAL FOR PUBLIC CONSULTATION 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 Statement of Proposal for adoption of a Long Term Council Community Plan (LTCCP), on his behalf.

The Auditor-General is required by section 84(4) of the Local Government Act 2002 (the Act) to report on:

- the extent to which the Statement of Proposal complies with the requirements of the Act;
- the quality of information and assumptions underlying the forecast information provided in the Statement of Proposal; and
- the extent to which the forecast information and proposed 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 Statement of Proposal for adoption of an LTCCP.

Opinion

Overall Opinion

In our opinion the Statement of Proposal for adoption of an LTCCP of the Regional Council incorporating volumes 1 and 2 dated [18] March 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 84(4) 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 Statement of Proposal provide a reasonable and supportable basis for the preparation of the forecast information;
- the extent to which the forecast information and proposed performance measures within the Statement of Proposal 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 [18] March 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 Statement of Proposal for adoption of an 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 Statement of Proposal 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 Statement of Proposal is financially prudent, and has been clearly communicated to the community in the Statement of Proposal;
- the presentation of the Statement of Proposal complies with the legislative requirements of the Act;
- the decision-making and consultation processes underlying the development of the Statement of Proposal are compliant with the decision-making and consultation requirements of the Act;
- the information in the Statement of Proposal is based on materially complete and reliable asset or activity management plans;
- the agreed levels of service are fairly reflected throughout the Statement of Proposal;
- 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 Statement of Proposal 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 Statement of Proposal.

We do not guarantee complete accuracy of the information in the Statement of Proposal. Our procedures included examining on a test basis, evidence supporting assumptions, amounts and other disclosures in the Statement of Proposal 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 a 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 Statement of Proposal for adoption of an LTCCP and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 84(4) of the Act.

Independence

When reporting on the Statement of Proposal for adoption of an 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 annual audit, we have no relationship with or interests in the Regional Council.



F Caetano
Audit New Zealand
On behalf of the Auditor-General
Whāngārei, 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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ŌPUA: Unit 10, Industrial Marine Park, Ōpua; Phone 09 402 7516, Fax 09 402 7510.

DARGAVILLE: 61B Victoria Street, Dargaville; Phone 09 439 3300, Fax 09 439 3301.

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